



# Power UP

## The Keys to Better Employee Engagement at Scale

June 22, 2022

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- Best practice definition and development
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# The Keys to Better Employee Engagement at Scale

# Defining Employee Engagement

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**Employee Engagement** is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the *nature of the relationship between an organization and its employees*.

An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

An engaged employee has a positive attitude towards the organization and its values.

An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement.

*Wikipedia*

# Why Employee Engagement Now (more than ever)?

88 percent of highly engaged employees agree that they will be at their organization in a year, compared to 49 percent of disengaged employees.

*Quantum Workplace*

**EMPLOYEE  
ENGAGEMENT  
MATTERS**

Big Resignation

Gig economy

Rise of the flex workforce

Labor shortages

**CHANGING  
WORKFORCE  
DYNAMICS**

More than one-in-three American labor force participants (35%) are Millennials, making them the largest generation in the U.S. labor force, according to a Pew Research Center analysis of U.S. Census Bureau data.

# RMI Mini-whitepaper (available from the RMI website)



## Employee Engagement Mini-whitepaper series

### *Making Talent Retention Job #1*

Part 1 (of 3)

Randy Mysliviec – Managing Director



## Employee Engagement Mini-whitepaper series

### *Enabling the Engaged Employee Culture*

Part 2 (of 3)

Randy Mysliviec – Managing Director



## Employee Engagement Mini-whitepaper series

### *Building a Scalable RM Process to Execute your Employee Engagement Strategy*

Part 3 (of 3)

Randy Mysliviec – Managing Director

## Key Finding

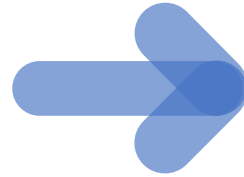
The kind of work I do every day, my enjoyment of that kind of work, and a sense that my *work is aligned with my career aspirations and goals* is fundamental to how ‘engaged’ I am with the company I work for.

Important role for the RMO, and a need for new ways of collaborating with HR and delivery, especially where scalable capabilities are needed!

# How the RMO (and good RM processes) can Help

## Key drivers of turnover

- Career Development
- Work-Life Balance (burnout)
- Sense of Purpose
- Bad Manager
- Personal issues
- Compensation and Benefits



## RMO/RM best practice includes:

1. Capturing employee career wants/needs, and relevant personal wants/needs e.g. travel desires in the skills database – this is where process and technology enable scalable employee engagement support. Have a cadence for regular updates.
2. Redefine project allocation priorities/algorithms to incorporate employee engagement objectives more in balance with other criteria

**Collaboration with HR and the Delivery Teams Important**

# So Why Should the RMO be Involved in EE (to enable scale)

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- Traditional HR approaches do not typically address the problem at scale
- There is already too much dependency on the line manager owning the problem when line managers are challenged with:
  - Client or other internal business needs
  - Increasing spans of control,
  - Other employee needs like performance management
- The ‘perks’ approach may be helping but RMI research indicates ‘perks’ are not at the top of the priority list for millennials and subsequent generations
- Many RMOs are already equipped to deal with human capital management at scale



# Process Implications for Employee Engagement (at scale)

Need to capture employee wants, development needs, career aspirations

Measure employee engagement progress  
(typically done in collaboration with HR)

Does your PSA/PPM/RPM solution  
enable needs as defined in the  
other JITR elements?



Find a balance of staffing priorities between the economic needs of the business and employee wants and development needs and train your resource and project managers with focused soft skills

Employee development needs e.g. training should be factored into our forecast

Find a balance for staff development between the economic needs of the business and employee wants and development needs. Make employee development a more stable investment and protected budget element.

# Three Key Steps to Leveraging RM for Better EE (at scale)

## STEP 1

**Establish goals for employee engagement and define the process you will follow to implement a plan**

- Done collaboratively with the RMO, delivery orgs, HR
- Define what 'good' looks like?
- Define a measurement mechanism or use an existing one. Incorporate RMO ideas into employee surveys.
- Agree an approach to use your RM/WFM process to achieve EE at scale
- Assign cross-functional responsibilities/owners

## STEP 2

**Amend your RM/WFM processes to support your target state**

- Amend your RM/WFM process as agreed and train stakeholders
- Train resource and project managers with focused soft skills
- Get your RM process enabling technology solutions in place
- Test the process
- Communicate a broader launch plan

## STEP 3

**Capture the needed employee data and execute**

- Capture needed data into the skills inventory database
- Ensure a data maintenance plan is in place
- Measure EE outcomes and refine/adjust as needed

# RMI Upcoming Events and Training

# Third Annual RMI Connect – a Virtual Event

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**October 4<sup>th</sup> and 6<sup>th</sup>, 2022**

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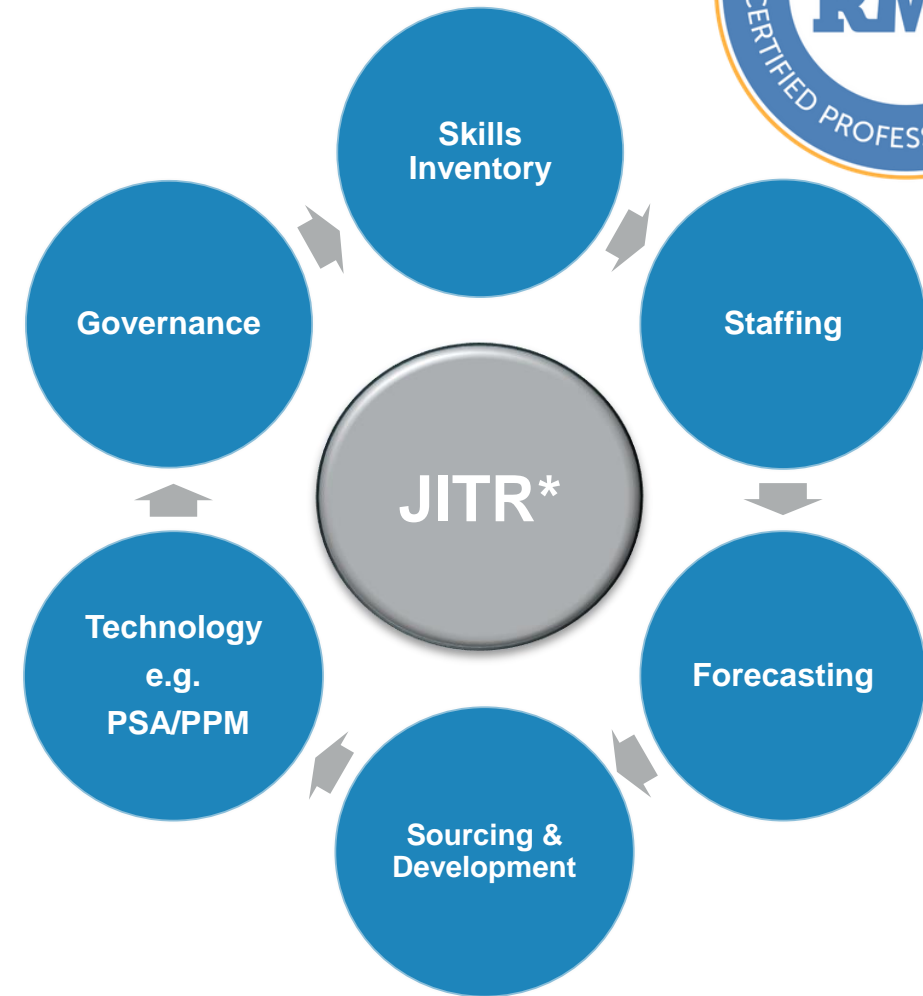


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- Re-certification process

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  - \$1,995 after July 23, 2022
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  - \$1,895 now through October 8, 2022
  - \$1,995 after October 8, 2022



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- **starts August 31, 2022**
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# Q&A

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