STAFF ENGAGEMENT = HIGH QUALITY PROGRAMS

Learning Objectives:

▶ You will learn the main reasons why staff usually become unhappy with their work.

▶ You will learn what staff engagement is and why it is important.

▶ You will learn about a framework and tools to engage, motivate and retain employees by eliminating the three primary causes of job misery: Anonymity, Irrelevance and lack of measurement of their work.

What are the consequences of having unhappy staff?

Leading Staff to Excellence = Change

VISION	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN	= CHANGE

What happens when critical pieces are missing?

vision	Skills	Incentives	Resources	Action Plan	= Confusion
Vision	Skills	Incentives	Resources	Action Plan	= Anxiety
Vision	Skills	Incentives (Your WHY)	Resources	Action Plan	= Slow Change
Vision	Skills	Incentives	Resources	Action Plan	= Frustration
Vision	Skills	Incentives	Resources	Action Plan	= False Starts

Kane, W. (1993) *The program planning guide.* ETR Associates, Santa Cruz, CA. pg. 65-68

3 Reasons for Job Misery

▶ **Anonymity**

People cannot be fulfilled or engaged in their work if they are not known.

▶ **Irrelevance**

Everyone needs to know that their job matters, to someone. Anyone.

▶ **Lack of Measurement**

Employees need to be able to gauge their progress and level of contribution for themselves.

 (Patrick Lencioni – The Truth About Employee Engagement)

Job Misery - Anonymity

Employees who aren't known and individually appreciated by their managers will not be fulfilled in their jobs.

- Overcome the fear of liability = act like our staff are humans
- Overcome the fear of coming across as insincere = your true intentions will demonstrate genuine interest in staff as people

(www.tablegroup.com)

gatewaypeople.com

Other Ideas to Reduce Anonymity

- Staff Questionnaire
- Staff of the Month
- Coffee time / Open Office
- Acknowledgements
- Play games
- Company Social Gatherings
- Work along side your staff

Job Misery - Irrelevance

Employees who don't know how their work impacts the lives of others will not be fulfilled in their jobs.

S
Specific

Define the goal with as much detail as possible. Avoid ambiguous language.

WHO is involved
WHERE will it be done (classroom, family resource center, etc.)
WHY is it being done
WHAT barriers need to be addressed

M
Measureable

How will you know when you have been successful?

What data is needed to measure the goal? How will the data be gathered and use?

A
Attainable

Can this goal be completed within one year?

Are all of the resources available? Who or what else is needed?

R
Relevant

Is the goal worthwhile? Does it connect to the biggest area of need, or other projects being done at the school?

Does the goal fit into short and long term plans for the school?

What is the benefit of this goal?

T
Time-Bound

Your goal should include a specific deadline.

Is the goal possible to complete in the next year? If not, does it need to be split into multiple goals or part of a strategic 3-5 year plan?

Other Ideas to Reduce Irrelevance

- Help staff see the big picture of OST
- Have families share their thanks and how the staff help their child/family
- Survey Results
- Celebrate successes!

Job Misery – Lack of Measurement

Employees who can't assess their own level of performance and success will not be able to be fulfilled in their jobs.

Program Activity - Snack Time

Purposes /Objectives: Facilitating learning, developing life skills, promoting student wellness/nutrition, and countering food insecurity

Indicators of Success:

# of students who ties a new type of food

# of times that students cleaned up the whole table without being directed to

# of times that snack was completed on time within a month

# of students that went from a neutral or thumbs down around their energy and/or hunger level before snack to a thumbs up after snack

Other Ideas to Measure Success

- Staff Professional Development Plan / Goals
- Acknowledgement Boards
- Track different SMART Goals / success indicators
  - Homework
  - Family Engagement
  - Activity "Likes"

What can a miserable employee do to improve his or her situation?

▶ Assess whether your supervisor is interested in and capable of addressing the three things that are required. Realize that most managers really do want to improve, in spite of the fact that they may seem disinterested.

▶ Help your supervisor understand what it is you need. If you have a strong relationship, come right out and say it ("You know, it would mean a lot to me if you knew more about who I am and what makes me tick." or, "Can you sit down and help me understand why this work I'm doing makes a difference to someone?").

▶ Turn the tables and start doing for your supervisor what you want for yourself. For instance, employees who take a greater interest in the life of their supervisors are bound to infect them with the same kind of human interest.

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