

Employee Engagement Program



Innovative Leadership Project

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Practicum Location: Wisconsin Veterans Home at Chippewa Falls

Introduction

The Veterans Home had an opportunity to improve communication and employee engagement.

The broad concept of the employee engagement program was to gather employees' ideas on how we could improve our organization. Key focus areas included how we could better serve our members, improve teamwork, and save money as a company.

My goal was to start fostering a culture where employees felt like their suggestions mattered and they felt valued. I wanted to open communication channels, build trust, and identify opportunities for improvement. I didn't just want a suggestion box program. I wanted a follow up and recognition program where all suggestions were acknowledged and employees were recognized for their contributions.

Current Knowledge

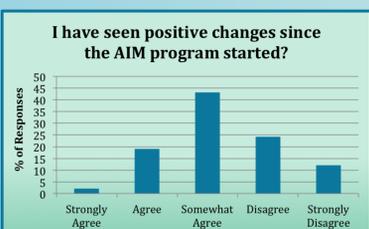
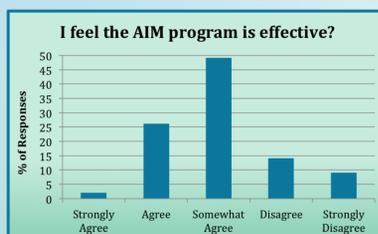
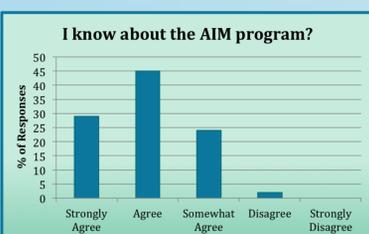
Facts Showed:

- MyInnerview-area of opportunity in communication
- High turnover rate

Research Showed:

- Engaged employees experience a blend of job satisfaction, organizational commitment, job involvement and feelings of empowerment
- Employees can experience an increase in morale, productivity, and commitment if they are able to communicate up and down the chain
- Companies can save billions of dollars on employee retention

Survey Results



Methodology

Planning Phase

- Research and gather information on the importance of employee engagement, communication, and suggestion programs

- Put together clear instructions on how the program will work, create a suggestion form (shown below), order boxes, design the box, and build spreadsheet to track suggestions

- Phase 1: Get employees engaged right away by asking them to help name the new program

- Phase 2: Ask employees to vote for one name out of the three chosen by the Employee Satisfaction Committee. Announce name and recognize employee who suggested it

Implementation Phase

- Phase 3: Implement the new AIM="All Ideas Matter" employee engagement program

- Check boxes weekly, update spreadsheet, bring suggestions to Employee Satisfaction Committee, talk with department managers, and follow up with employees

Evaluation Phase

- Create and hand out employee survey to gauge program effectiveness. Compile results, evaluate, and make changes and recommendations as needed

Summary of Results

Employee surveys were collected and analyzed. Thirty three percent of employees participated. The survey focused on 4 main areas as displayed in the charts.

Successes:

- 98% of employees were aware of the AIM program
- A combined 77% agreed that the AIM program was effective
- A combined 81% felt the program encouraged them to help improve our organization

Opportunities:

- Lack of employee awareness of program accomplishments. A combined 36% disagreed that the program yielded positive changes despite the changes being published in the newsletters
- Zero participation from the dietary department
- Minimal involvement by leadership team

Since the AIM program started in December there has been a total of 21 suggestions, 52% of which have been implemented.

Based on this data, my conclusion is that the program is effective; however there are still opportunities for improvement.

Recommendations

- Talk directly to employees to determine the best way to communicate ideas that have been implemented
- Put another suggestion box in the break room to maximize awareness
- Communicate better with all departments
- Establish clearer roles for leadership team involvement with the program
- Ensure sustainment by identifying a new leader
- Use P-D-C-A cycle to continuously evaluate the program

Acknowledgements

- Megan Corcoran, Administrator/Preceptor
- Kendra Grant, HR Director
- Katie Plendl, Marketing Director
- Employee Satisfaction Committee

The form includes fields for Name, Title, Department, and Date Submitted. It also has a section for 'Response to your suggestions' with smiley face icons and a 'Thank you for your idea!' message. There is a section for 'Additional Comments' and a footer with a disclaimer: 'If you choose to remain anonymous, please know that we will not be able to follow up with you directly. However, it will go to the Employee Satisfaction Committee that meets every 3 weeks to be discussed.'