



PRIDESTAFF®

Putting Talent First

ENGAGE TO WIN

THE MODERN WAR FOR TALENT

Understanding Engagement

AND ITS LINK TO THE BOTTOM LINE

Employee engagement: It's one of those nebulous business terms that is incredibly important to success, yet incredibly difficult to define.

First and foremost, engagement is much more than happiness, motivation or job satisfaction. While definitions abound and vary substantially, most include these two elements:

- The total amount of physical, cognitive and emotional effort employees expend on the job. This also includes discretionary effort (i.e., passion and commitment to going above and beyond what is required to help an employer succeed).
- Employees' relationship with, and level of attachment to, their work and the organization itself.

A widely accepted authority on employee engagement, [Gallup](#) breaks engagement levels into three categories:

- 1. Engaged:** Employees who work with passion, drive innovation and feel a profound connection to their employer.
- 2. Not Engaged:** Employees who are mentally “checked out”: putting time, but not discretionary effort, into their job.
- 3. Actively Disengaged:** Employees who are so unhappy at work that they undermine what engaged co-workers can accomplish.





HOW ENGAGED ARE *U.S. employees?*

If you put stock in statistics, our nation is not doing a very good job when it comes to engaging employees:

- The U.S. quit rate (the rate at which employees voluntarily leave their jobs) is at its **highest rate in 15 years**. The job market is strong; in fact, the unemployment rate is at its lowest level in 50 years. People have options and aren't afraid to jump ship.
- Just **34% of U.S. workers are engaged** – meaning that nearly 2/3 of our workforce is disengaged.

We pay dearly for this apathy. Gallup estimates that disengaged employees cost U.S. companies up to **\$550 billion** annually.

In today's economy, candidates, employees and temporary associates are in the driver's seat. If they're not engaged and happy, they're at risk of leaving you. Losing your best people means losing reliable winners, hard workers, effective problem-solvers...and money right off your bottom line.

Are you going to lose the battle – or are you ready to engage to win?



WHY DOES

engagement matter?

Fostering engagement is more than a “nice thing to do”; it’s a business imperative. Organizations with higher engagement perform better in terms of:

PROFITABILITY

- According to [Gallup](#), organizations that are the best in engaging their employees achieve earnings-per-share growth that is more than four times that of their competitors.
- Compared with business units in the bottom quartile, those in the top quartile of engagement realize substantially better customer engagement, higher productivity, fewer accidents, and **21% higher profitability**.

RETENTION

- High engagement reduces voluntary turnover. Highly engaged employees are **75% less likely** to be looking for a job compared to actively disengaged employees.
- With the cost of replacing a single employee ranging from **one-half to two times their annual salary**, improving engagement could potentially save U.S. businesses hundreds of billions of dollars each year.



EMPLOYEE PERFORMANCE

Gallup research shows highly engaged employees:

- Exert higher discretionary effort, going above and beyond what is required
- Are more resilient
- Seek ways to operate at their best
- Take accountability for their performance

HEALTH

- Engaged workers also report **better health** in areas of physical pain and stress.

REPUTATION

- Among employees who do not view leadership as committed to their well-being, only **17% would recommend the company** as a good place to work.

Increasing engagement creates enormous potential advantages for your organization in terms of growth, innovation, productivity and profitability. On the following pages, we explain how to foster engagement by putting your people first.



DRIVE ENGAGEMENT BY PUTTING *talent first*

Engagement starts with leadership. In fact, 70% of the variance in team engagement levels is related to management. As a manager, you create conditions that promote engaged employee behavior and build the right culture. Here's how:

- **Don't rely on the paycheck.** Money is important, but it isn't everything. In addition to paying competitive wages and salaries, engagement efforts must address the broader range of reasons people come to work each day.
- **Improve performance management systems.** Scrutinize the ways you measure performance and reward employees. Look for opportunities to: improve the relevance of employee performance parameters, incorporate career development discussions, provide more effective and frequent performance feedback.
- **Check in frequently.** **Fifty-two percent of voluntarily exiting employees** say their manager or organization could've done something to prevent them from leaving their jobs. From informal discussions to structured "stay" interviews, check in with employees to gauge their job satisfaction and address small issues before they escalate.



- **Focus on flexibility.** Work flexibility increases engagement by reducing stress, schedule conflicts and commute times, as well as giving employees the freedom to accomplish work when they're most productive. When possible, consider offering flexibility in terms of work start/stop times, telecommuting, job sharing, and/or compressed workweeks.
- **Connect employees to the “big picture.”** People are more connected to their work when they believe they are making a difference and understand how their roles fit into the big picture. Make sure each employee understands how their work impacts their department, your organization and your customers and/or clients.
- **Prioritize career development.** To remain engaged, employees need a sense of direction, and opportunities to grow their skills. Meet with employees individually to review their progress, evaluate their interests and develop a three-to-five-year career plan that meets their needs and aligns with strategic objectives.
- **Build processes for preventing overwork.** Help employees optimize their work/life mix by embedding a system of “checks and balances” into your culture and work processes. Meet with employees to ensure their workload is manageable and encourage them to take their earned vacation. Work with a qualified staffing partner like PrideStaff to prevent staff shortages and seamlessly manage workload fluctuations.
- **Choose the right tools.** Younger workers, in particular, use sophisticated technology in their personal lives – and want it to make their work lives better, too. Consider ways in which AI and automation could improve efficiency and collaboration to increase engagement.



ENGAGE AT EVERY STAGE OF THE *employee lifecycle*

The employee engagement lifecycle starts well before an individual's first day of work – and lasts well beyond their last. Increase engagement in every phase to win the war for talent.

6 PHASES OF ENGAGEMENT:



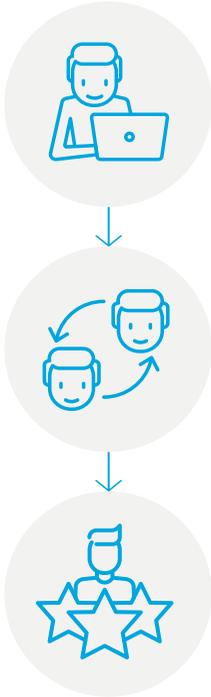


6 PHASES OF ENGAGEMENT:

- 1. Attraction:** Potential employees learn about your organization and jobs from online reviews, company/career website, news/media, current/former employees, customers and vendors.
 - a. How strong are your employment brand and online reputation?
 - b. Does your job search and apply process welcome people – or drive them away?

- 2. Recruiting:** To prevent ghosting and poaching, candidates must be engaged and informed about your process, next steps and hiring timelines.
 - a. How strong is your follow-up communication system?
 - b. How well do you build relationships with candidates – even ones you don't hire?

- 3. Onboarding:** More than paperwork and introductions, onboarding should be an engaging, memorable experience that sets the stage for long-term success.
 - a. What do you do to make new hires feel comfortable, excited and valued?
 - b. What resources, coaching and support do you provide during the first 90 days?



6 PHASES OF ENGAGEMENT:

4. Development: To remain engaged, employees must be sufficiently challenged and given opportunities to leverage natural strengths, grow skills and move up.

- a. Do you offer mentorship, professional development or other learning opportunities?
 - b. How do you identify and fast-track the development of high-potential employees?
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5. Retention: Keeping engaged people working for your organization requires you to fulfill their needs, wants and desires – both spoken and unspoken.

- a. Do you understand what employees value in their work and want from you?
 - b. Do you conduct “stay” interviews or use other tools to identify at-risk employees?
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6. Separation: Providing positive engagement when employees leave makes them far more likely to feel favorably toward your organization – increasing referrals and protecting your brand.

- a. Do you conduct exit interviews to learn how to improve the employee experience?
- b. How do you stay in touch with former employees?



6 PHASES OF ENGAGEMENT:



By focusing on candidate/employee experience at every stage, your organization has opportunities to:

- Shorten time-to-hire.
- Improve offer acceptance rates and acceptance-to-start rates.
- Increase job satisfaction, retention and performance.
- Strengthen your reputation and employment brand.
- Improve the quantity and quality of candidate referrals.

...all of which are essential to thriving in a talent-starved market.



ENGAGEMENT IS ESSENTIAL FOR *temporary workers, too*

With more organizations making contingent workers a permanent part of their workforce solutions, employee engagement for temporary staff has become just as important as it is for direct employees.

Temporary employees who feel welcomed, valued and understand both their role and how they fit into your organization's "big picture":

- Are more productive.
- Exert higher discretionary effort.
- Are more likely to complete assignments, reducing training time & cost.
- Are prime candidates for direct hire. High-quality contingent workers are a rich source of talent at all levels, across functional roles and industries.



TIPS FOR CREATING A GREAT TEMPORARY EMPLOYEE

- Provide your staffing partner with clear and detailed job descriptions, as well as performance expectations. This will ensure everyone is on the same page and working toward the same goals.
- Have temporary workers complete forms before their assignments start. When they arrive, they will be ready to meet your team and get to work.
- Give temporary workers the support they need. Have work materials stocked and stations set up in advance. Explain who can answer questions, as well as what to do when they need more work.
- Establish a positive working environment. Before temporary associates arrive, make sure your employees know why you're bringing in outside help, what they will be doing and how your staff can support those associates. Take the time to introduce temporary staff properly, give them a tour and familiarize them with your workflow processes.

These actions, while small, can have a big impact on temporary workers' engagement and performance – and dramatically improve your results.

PRIDESTAFF: YOUR PARTNER FOR ENGAGED TALENT – AND BETTER BUSINESS RESULTS



PrideStaff Connect, our associate care program, focuses on improving the candidate experience and increasing engagement at three key phases of the employment lifecycle:

- **Recruiting:** We foster strong relationships with candidates by improving recruiter accessibility and delivering consistent experiences wherever individuals are in their talent journey.
- **Retention:** We check in frequently, gauge associate satisfaction and address issues early. When associates love their work, they stick around.
- **Redeployment:** We put more associates back to work faster. Associates then leverage the skills they've gained from multiple employers while on assignment with you.

OUR ASSOCIATE CARE PROGRAM YIELDS BETTER RESULTS FOR YOUR BUSINESS.

Nurturing a more engaged talent network – individuals who feel appreciated, love their work and are redeployed quickly – yields:

- Faster placements.
- Happier associates who work harder.
- Increased offer-to-start percentage.
- Higher assignment completion rates.
- Higher staffing ROI for your organization.

To us, taking better care of associates is common sense. It's just one more thing we do that makes a big difference to clients and talent.





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To us, taking better care of associates is common sense.
Learn how Associate Care could improve your staffing and hiring metrics,
contact your local PrideStaff office.

PRIDESTAFF®

OUR MISSION: Consistently provide client experiences focused on what they value most.

www.pridestaff.com

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