



NNAHRA
NATIONAL NATIVE AMERICAN HUMAN RESOURCES ASSOCIATION

Employee Retention & Engagement

Presented by

Max Muller

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27th Annual Conference

Gila River Resorts & Casinos

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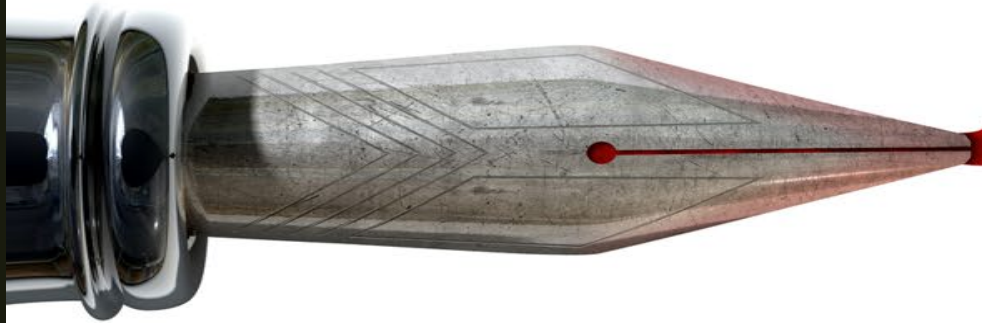


Agenda

- ▶ What Quiet Quitting Is
- ▶ Employee Engagement Metrics
- ▶ Engagement Surveys
- ▶ Improving Engagement



Take Notes



- Don't let a good idea or something you want to implement or speak with someone about "slip away."
- Three days from now don't ask yourself, "What was that thing I wanted to..."?
- Write yourself notes during the session. *It's important!*

WHAT QUIET QUITTING IS

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Just Enough



Quiet Quitting

Doing just enough – and – no more...

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Why You Should Care¹

- ▶ **Decreased Productivity:** When employees only do the bare minimum, overall productivity suffers.
- ▶ **Quality of Work:** Employees who are disengaged may not pay as much attention to the quality of their work.
- ▶ **Innovation and Creativity:** Employees who are not motivated to go beyond the basics are unlikely to contribute new ideas or innovative solutions.
- ▶ **Negative Impact on Team Morale:** Quiet quitting can be contagious, affecting the morale and engagement of other team members.
- ▶ **Missed Opportunities:** Employees who are not fully engaged may overlook opportunities for improvement, growth, or cost-saving measures.



Why You Should Care

- ▶ **Resource Drain:** Employers invest time, money, and resources in training and onboarding employees. Quiet quitters waste those expenditures.
- ▶ **Higher Turnover Risk:** While quiet quitters may not openly express their dissatisfaction, they are still more likely to leave the organization than engaged employees.
- ▶ **Cultural Impact:** Disengaged employees can negatively impact workplace culture by spreading negativity and lowering overall team morale.
- ▶ **Employee Development:** Disengaged employees are less likely to seek growth opportunities, hindering their personal and professional development.



Disengagement Identifiers

Partial Disengagement	Total Disengagement
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Lack of initiative, curiosity, or interest in their job<input type="checkbox"/> Frequent breaks and absenteeism<input checked="" type="checkbox"/> A decline in work performance and quality of work<input checked="" type="checkbox"/> Withdrawing from the team and staying silent<input checked="" type="checkbox"/> Uninterested in making improvements or working together with others<input type="checkbox"/> Resistance to any workplace changes<input type="checkbox"/> Criticizing current management<input type="checkbox"/> Criticizing the organization<input type="checkbox"/> Other: _____	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Lack of initiative, curiosity, or interest in their job<input checked="" type="checkbox"/> Frequent breaks and absenteeism<input checked="" type="checkbox"/> A decline in work performance and quality of work<input checked="" type="checkbox"/> Withdrawing from the team and staying silent<input checked="" type="checkbox"/> Uninterested in making improvements or working together with others<input checked="" type="checkbox"/> Resistance to any workplace changes<input checked="" type="checkbox"/> Criticizing current management<input checked="" type="checkbox"/> Criticizing the organizationOther: _____



Work-Life Balance versus Disengagement

Work-Life Balance: The amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy.

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Can an employer “solve” an employee’s personal life challenges?



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Personal Life Challenges

- ▶ Mental health challenges such as anxiety, depression, or chronic stress
- ▶ Domestic Violence
- ▶ Divorce
- ▶ Financial struggles
- ▶ Drugs, Alcohol
- ▶ Death of a family member
- ▶ Challenges with raising children
- ▶ Caring for an elderly or disabled relative

★ **Transportation**

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Work-Related Causes

- ▶ Boredom; feeling that their role serves no real purpose
- ▶ Boredom; feeling that their responsibilities are not challenging enough
- ▶ Feeling that their workload is unfair or excessive
- ▶ Feeling that their contributions to their team and organization are not recognized or valued
- ▶ Poor communication among the team



- ▶ Poor communication with managers
- ▶ Unfair or opaque pay and promotion schemes
- ▶ Limited growth opportunities
- ▶ Lack of tools, resources, and necessary training
- ▶ Limited opportunities for collaboration
- ★ Tribal council issues
- ★ Weak managers



EMPLOYEE ENGAGEMENT METRICS

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Data Based Decisions

"A problem well stated is a problem half-solved"

- Charles Kettering, Head of research at General Motors, 1920 - 1947



"You can't manage what you can't measure."

- Peter Drucker, Management Guru



You can't know whether you are successful unless success is defined and tracked. With a clearly established metric for success, you can quantify progress and adjust your process to produce the desired outcome.



Transforming Intangibles Into Metrics



Create Surveys

1. Draft questions
2. Assign values
3. Survey
4. Analyze



Pros of Surveying

- ▶ Gain insight into specific topic areas
- ▶ Give managers and employees intellectual ownership in matters of concern to them
- ★ Determine employee satisfaction and engagement
- ▶ Measure magnitude of perceived problems
- ▶ Satisfy contractual or compliance obligations



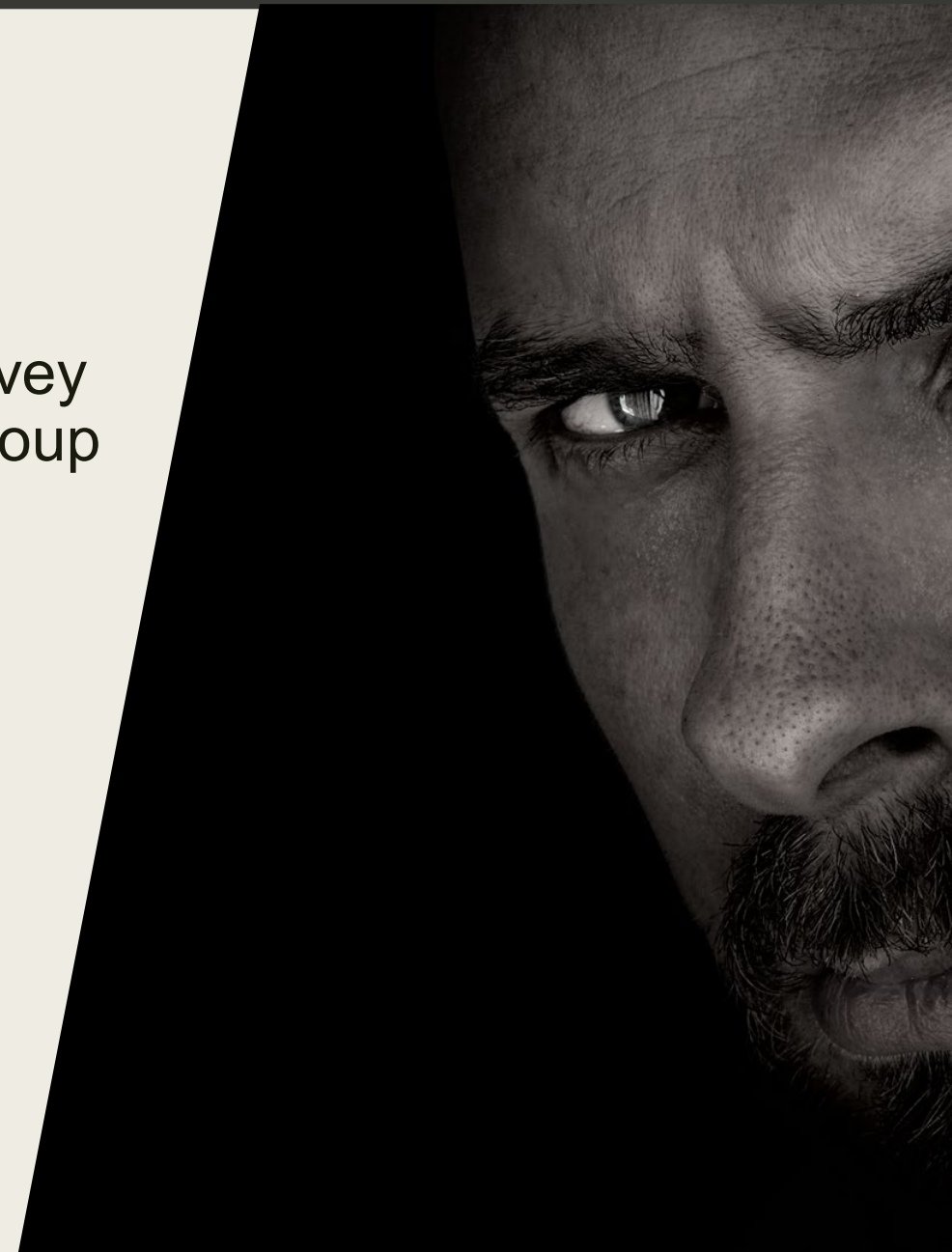
Cons of Surveying

- ▶ If done badly will cause unnecessary disappointment, suspicion and resentment.
- ▶ May have to spend considerable resources, e.g., money, time, to react to the data collected.
- ▶ Rifts may develop between upper management and supervisory staff if:
 - Upper management forces changes onto unwilling supervisors.
 - Managers are prevented from acting, positively or negatively, in reaction to survey results.



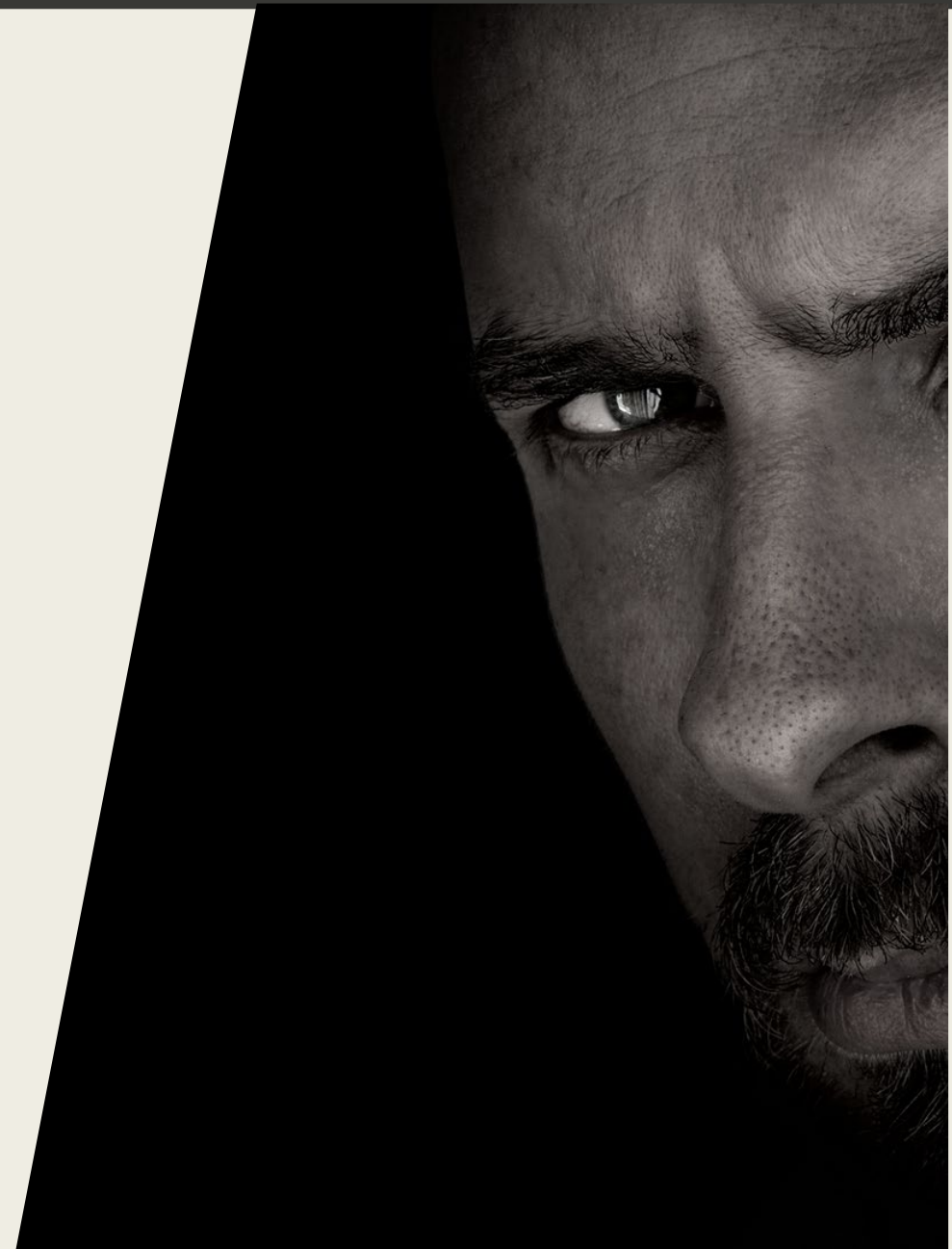
Surefire Ways to Fail₁

- ▶ Don't Plan
- ▶ Don't involve supervisory personnel in survey formulation and implementation
- ▶ Don't involve employee representatives in survey formulation and implementation, e.g., focus group
- ▶ Don't ask "hard questions" that may upset a manager or executive, e.g., My manager consistently provides clear task instructions [Always, Often, Sometimes, Seldom, Never]



Surefire Ways to Fail₂

- ▶ Don't ensure that employees' responses are confidential and not subject to retaliation [THIS is a common survey distribution error that can make-or-break success before employees even read it!]
- ▶ Ask poorly structured questions that allow generic, meaningless responses, e.g., are you happy in your job?
- ▶ Do nothing with the survey data



ENGAGEMENT SURVEYS

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Ask!

- ▶ If we want to determine what percentage of our employees actually enjoy coming to work - we have to ask them.
- ▶ Simply looking at absenteeism rates won't really provide you with the necessary information.



Survey Example

Questions and Values

Identifier

Numeric Value

1. Are you satisfied with the physical environment in which you work?
 - a. Happy 5
 - b. Very satisfied 4
 - c. Satisfied 3
 - d. Not satisfied 2
 - e. Unhappy 1
2. Are you satisfied with the guidance you receive from your immediate supervisor?
 - a. Happy 5
 - b. Very satisfied 4
 - c. Satisfied 3
 - d. Not satisfied 2
 - e. Unhappy 1
3. Are you satisfied with working at XYZ Tribe/department?
 - a. Happy 5
 - b. Very satisfied 4
 - c. Satisfied 3
 - d. Not satisfied 2
 - e. Unhappy 1



Survey Example

Happy	5
Very satisfied	4
Satisfied	3
Not satisfied	2
Unhappy	1

Respondents	x	Rating	=	Totals	Totals	/	TOTAL	=	%
3	x	5	=	15	15	/	203	=	± 7 %
39	x	4	=	156	156	/	203	=	± 77 %
8	x	3	=	24	24	/	203	=	± 12 %
3	x	2	=	6	6	/	203	=	± 3 %
2	x	1	=	2	2	/	203	=	± 1 %
				<u>2</u>					
				TOTAL	203				
									100 %

84% Happy
12% Satisfied
4% Unhappy



Response Scales

Example of opening phrase: “I am satisfied with...”

“Degree-of-Agreement”

- 1 — I strongly disagree
- 2 — I disagree
- 3 — I somewhat disagree
- 4 — I somewhat agree
- 5 — I agree
- 6 — I strongly agree
- NA — Not applicable/Don't know

“Degree of Satisfaction”

- 1. I'm extremely dissatisfied
- 2. I'm dissatisfied
- 3. I'm more dissatisfied than satisfied
- 4. I'm more satisfied than dissatisfied
- 5. I'm satisfied
- 6. I'm extremely satisfied



Survey Types

Annual

- Once per year
- All employees

Pulse

- Weekly, monthly, quarterly
- All or subsets

Lifecycle

- Targeted moments



Annual Surveys

Pros

- ▶ **Comprehensive Insights:** Annual surveys provide a comprehensive overview of trends and changes over a longer timeframe, allowing organizations to detect patterns and make strategic decisions.
- ▶ **Stability Measurement:** They offer a stable baseline for comparison, enabling organizations to assess the impact of changes or interventions over the course of a year.
- ▶ **In-depth Analysis:** Longer time between surveys allows for more in-depth data analysis and the potential for more detailed reports.
- ▶ **High Participant Engagement:** Participants have time to consider their responses thoroughly, potentially leading to more thoughtful and accurate feedback.

Cons

- ▶ **Limited Frequency:** Annual surveys may miss out on capturing timely changes or issues that occur between survey cycles.
- ▶ **Survey Fatigue:** Participants might lose interest or become fatigued by the length of the survey, resulting in incomplete or less accurate responses.
- ▶ **Delayed Feedback:** Organizations might have to wait a year before receiving feedback on specific initiatives or changes.
- ▶ **Less Flexibility:** Rapid responses to emerging issues or changes in organizational dynamics may not be possible due to the infrequent survey schedule.



Pulse Surveys

Pros

- ▶ **Timely Feedback:** Pulse surveys are conducted more frequently, allowing organizations to gather real-time insights on evolving issues or trends.
- ▶ **Reduced Survey Fatigue:** Shorter surveys in pulse surveys can help prevent participant fatigue and increase the likelihood of more accurate responses.
- ▶ **Quick Response:** Organizations can promptly address emerging concerns, improving employee satisfaction and organizational agility.
- ▶ **Flexibility:** Pulse surveys can be customized to focus on specific topics or areas of interest as they arise.

Cons

- ▶ **Limited Depth:** Due to the shorter nature of pulse surveys, the depth of insights might be shallower compared to annual surveys.
- ▶ **Potential Bias:** Rapid surveys might capture emotional responses rather than well-considered opinions.
- ▶ **Data Overload:** Frequent surveying can lead to data overload and make it challenging to identify significant trends amidst the noise.
- ▶ **Sampling Issues:** Ensuring a representative sample in each pulse survey can be more challenging, potentially skewing results.



Employee Lifecycle Surveys

Pros

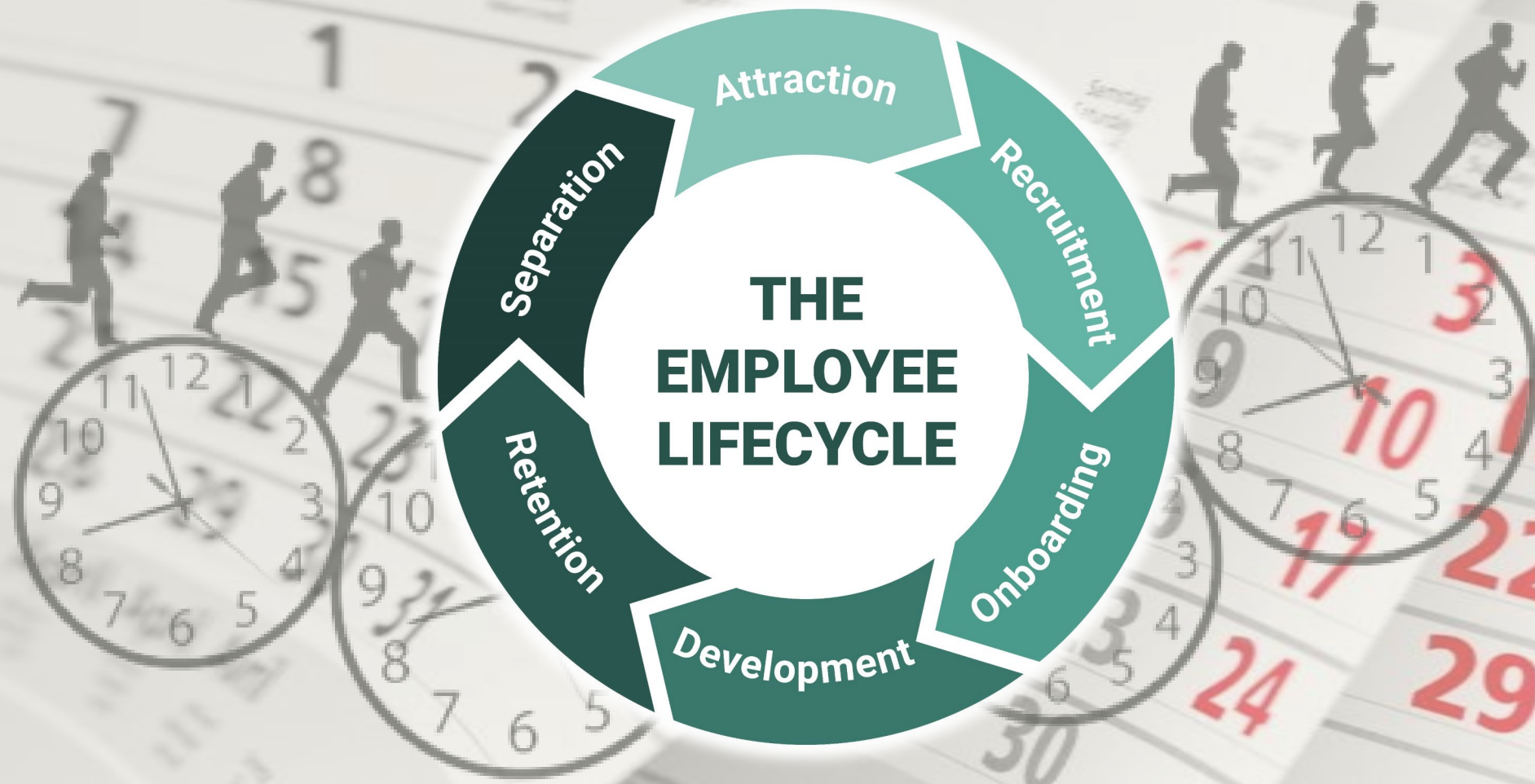
- ▶ **Holistic View:** Employee lifecycle surveys cover various stages of an employee's journey, providing a comprehensive understanding of their experiences.
- ▶ **Tailored Interventions:** These surveys allow for targeted interventions at specific stages, enhancing employee engagement and retention.
- ▶ **Long-term Engagement:** The focus on the entire employee journey supports long-term engagement and satisfaction.
- ▶ **Data-Driven HR:** Insights from lifecycle surveys inform HR strategies and policies, leading to more effective talent management.

Cons

- ▶ **Complexity:** Designing and managing surveys for different lifecycle stages can be complex and time-consuming.
- ▶ **Data Integration:** Combining data from different stages might be challenging, requiring robust data management systems.
- ▶ **Resource Intensive:** Conducting surveys at multiple stages requires additional resources for administration, analysis, and action planning.
- ▶ **Limited Frequency:** Lifecycle surveys are not as frequent as pulse surveys, which might miss capturing immediate changes or concerns.



Lifecycle Surveys



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Key Performance Indicators (“KPIs”)

- ▶ Measurable values that determine how effectively an individual, team or organization is achieving a business objective.
- ▶ Measure a company's success versus a set of targets, objectives, or industry peers.

KPI Levels

- ▶ Company-wide
- ▶ Department-level
- ▶ Project-level or Sub-department-level



Common Key Indicator Categories₁

There are hundreds of metrics in use by HR today, ranging from the most basic (employee turnover) to highly complex scorecards and workforce analytics.

- ▶ **Recruiting metrics:** measure activities involved in the stages of **attracting and selecting top talent**. Quantify variables such as: new hire performance, turnover rates of new hires, impact of a poor hire, and return on investment in a new hire.
- ▶ **Staffing metrics:** quantify the return on investment in your **employees**, e.g., cost per hire, recruiting efficiency ratio, and the cost to replace an employee.
- ▶ **Retention metrics:** measure important aspects of turnover, e.g., turnover rate, average tenure, the rate of a veteran worker, or the financial impact of employee turnover.

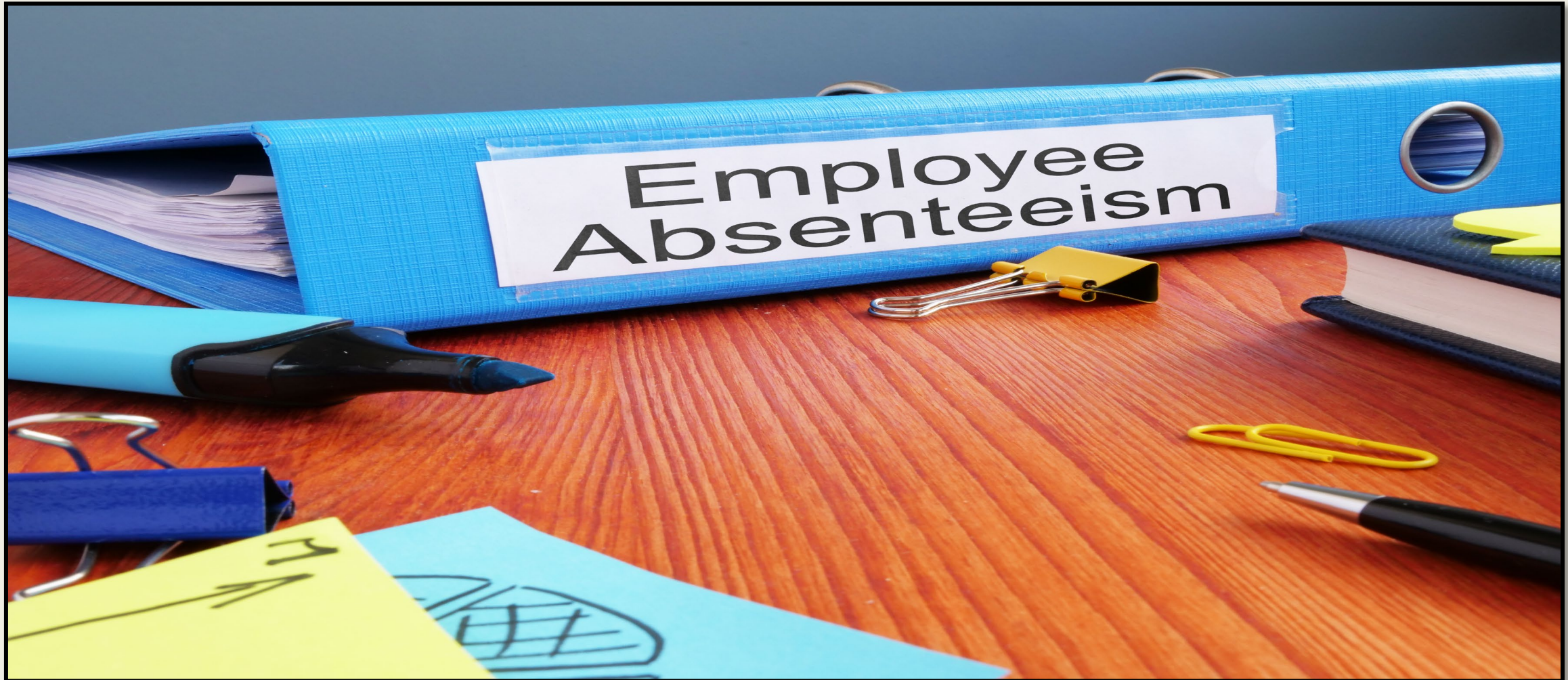


Common Key Indicator Categories

- ▶ **Training and development metrics:** demonstrate the success of professional development processes and how much they help the organization achieve its business goals, e.g., orientation, training process time and costs, and the time and cost of on-the-job learning.
- ▶ **Workforce Demographics:** “How many...” e.g., how many men, how many women, how many Hispanics in management positions, salary of enrolled tribal members in various jobs versus others in the same positions, turnover rate, how many workers over 40 years of age, and so forth.
- ▶ **HR Efficiency:** measures the impact of HR functions on the organization, e.g., how quickly are vacancies filled and similar concerns.



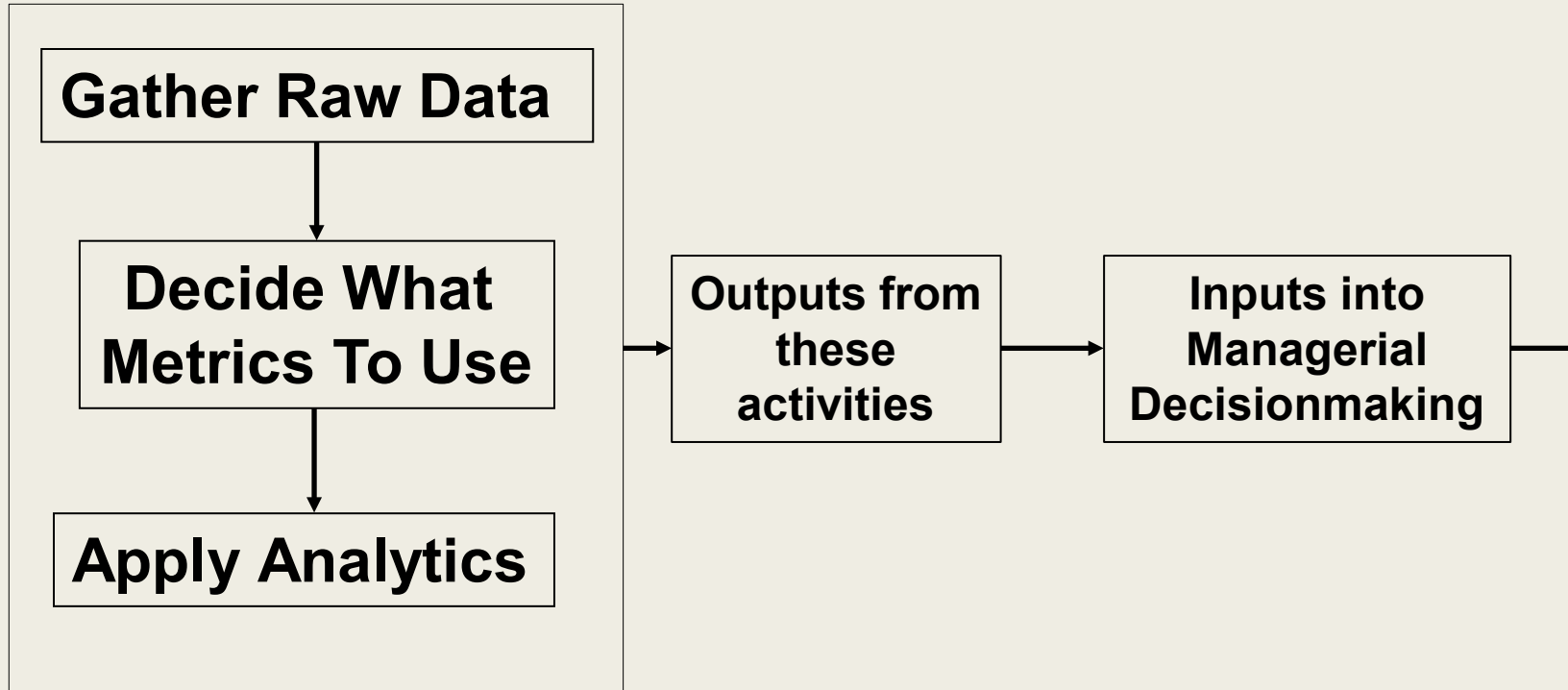
Important KPI related to Engagement



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Gathering the Data

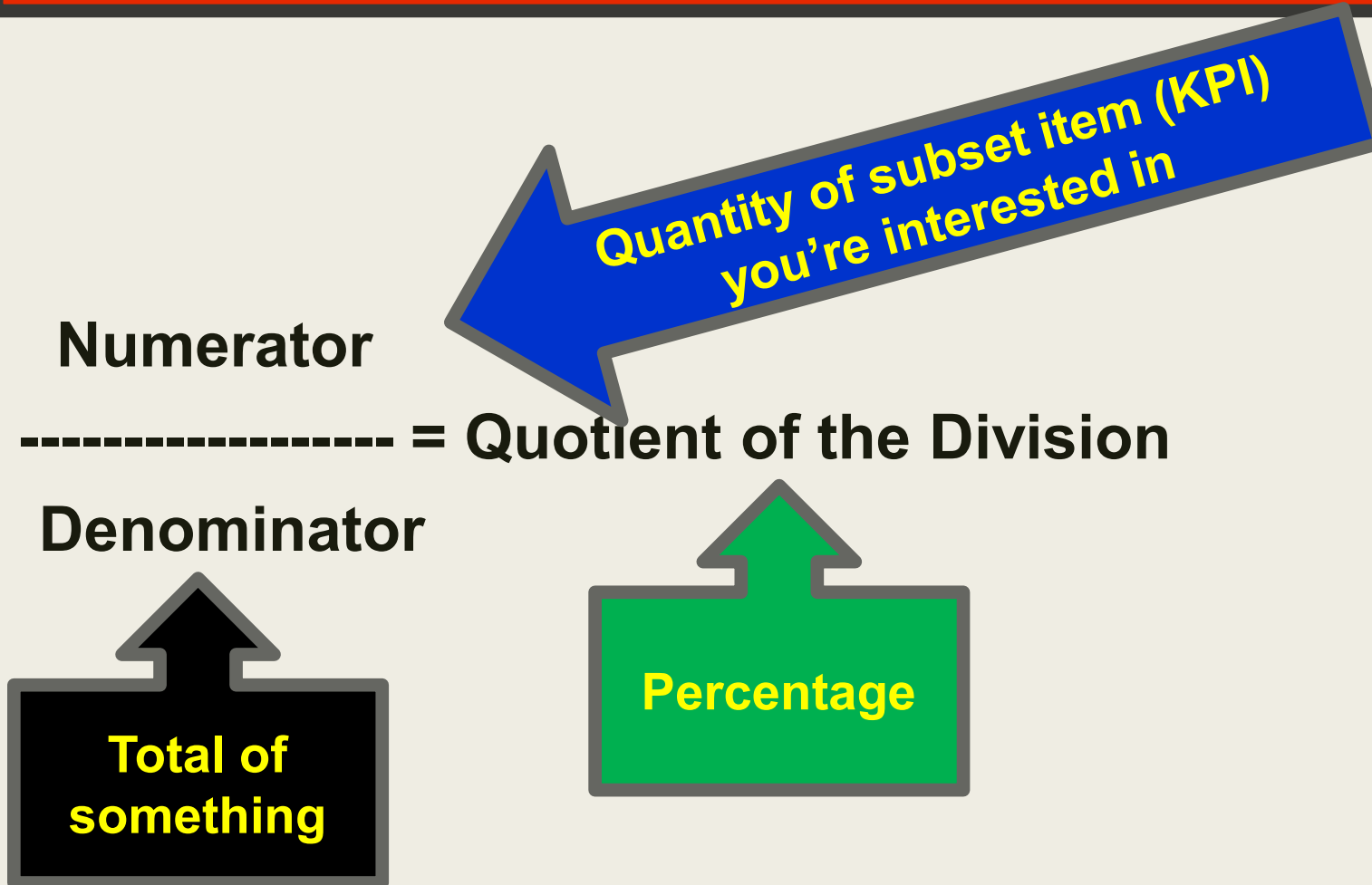


Relevance

- Type of person who needs it
- Person's position or work group's role within the organization
- Decisions/actions that might depend on it
- Those with the authority or power to influence change



Grade School Math



$$\frac{156}{203} = 77\%$$

So, what...?

$$\frac{\text{Women in Management Positions}}{\text{Number of Management Positions}} = \frac{3}{27} = 0.111$$

$$\frac{\text{Women in Management Positions Requiring an Advanced Degree}}{\text{Number of Management Positions Requiring an Advanced Degree}} = \frac{3}{7} = 0.429$$

Metrics
Used

Raw
Data

Analysis

11.1% appears to indicate that women are underrepresented in management positions.

however

42.9% appears to indicate that women are well represented in higher level management positions.



Employee Net Promoter Scores

(Employee NPS)

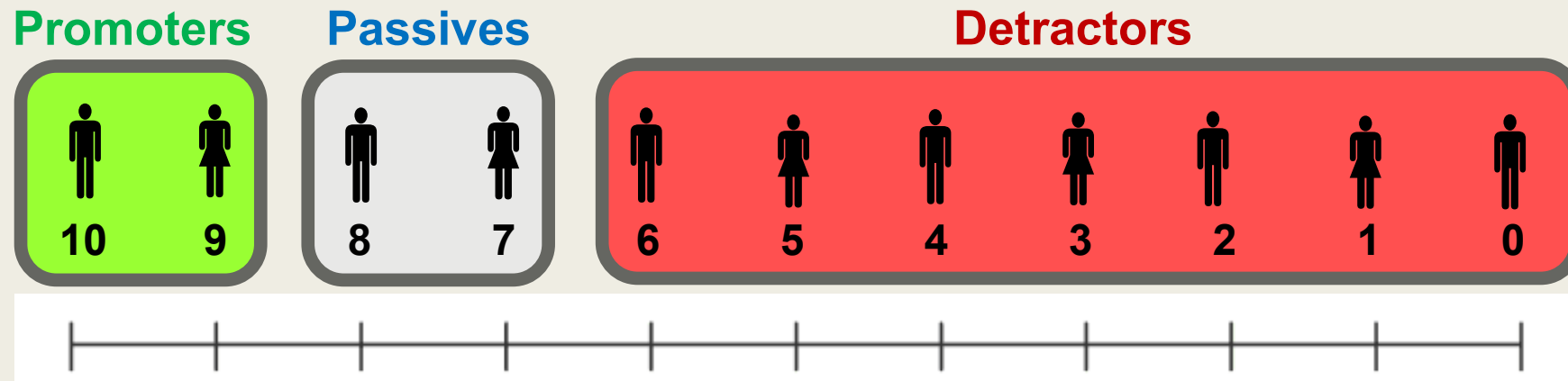
How likely is it that you would recommend working at our enterprise to a friend or colleague?

$$\text{Employee NPS} = \frac{\text{Promoter} - \text{Detractors}}{\text{Total Respondents}}$$



Employee Net Promoter Score (NPS)

On a scale of 0 to 10, how likely are you to recommend your employer to others as a place of work?



$$\text{NPS} = \% \text{ of Promoters} - \% \text{ of Detractors}$$

Employee Net Promoter Score - Example

On a scale of 0 to 10, how likely are you to recommend your employer to others as a place of work?



55 employees with 47 responses

Promoters



Passives



Detractors

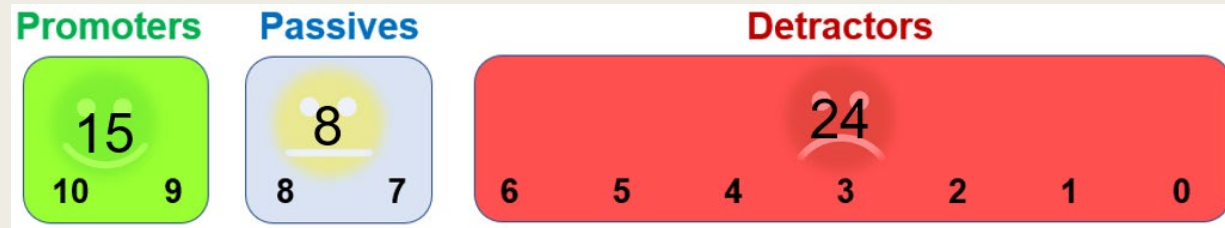


Employee Net Promoter Score - Example

On a scale of 0 to 10, how likely are you to recommend your employer to others as a place of work?



55 employees with 47 responses



Do not use this number in your final calculation

NPS = % of Promoters - % of Detractors

55 total employees
47 survey respondents

Use this
number in your
calculations

Promoters $15 \div 47 = 32\%$

Passives $8 \div 47 = 17\%$

Detractors $24 \div 47 = 51\%$

$32\% - 51\% = -19\%$

A Key Business Consideration – Employee Retention

Turnover is Expensive

- ▶ Average cost to hire an employee is \$4,129, with around 42 days to fill a position. Society for Human Resource Management
- ▶ Average company in the United States spends about \$4,000 to hire a new employee, taking up to 52 days to fill a position.

Glassdoor

Preventing employee turnover – in and of itself – often justifies the cost and time of conducting, analyzing and reacting to an employee survey!



Employee Turnover

Turnover is generally viewed as movement into and out of the organization, e.g., *accessions* and *separations*.

- ▶ **Accessions** generally involve new hires
- ▶ **Separations** are subdivided into:
 - *Quits,*
 - *Layoffs, and*
 - *Discharges*



Turnover is also often typed as either being *voluntary* or *involuntary*.



Employee Turnover, continued

Start with two basic formulae to study turnover – the accession rate and the separation rate.

Determining the Accession Rate

AR = Accession rate

TH = Total hires during the period (e.g., 157)

HC = Average headcount employees (e.g., 1,754)

Example:

AR = $\frac{TH}{HC}$

Quantity of subset

Total of something

AR = $\frac{157}{1,754} = 0.0895 > 9\%$



Employee Turnover, continued

Determining the Separation Rate

SR = Separation rate

TT = Total Terminations during the period (e.g., 87)

HC = Average headcount employees (e.g., 1,754)

Example:

$$SR = \frac{TT}{HC}$$

Quantity of subset

Total of something

$$SR = \frac{87}{1,754} = 0.0496 > 5\%$$



Deriving Meaning

Determining the Accession Rate

$$AR = \frac{TH}{HC}$$

AR = Accession rate

TH = Total hires during the period (e.g., 157)

HC = Average headcount employees (e.g., 1,754)

Example:

$$AR = \frac{157}{1,754} = 0.0895 > 9\%$$

Determining the Separation Rate

$$SR = \frac{TT}{HC}$$

SR = Separation rate

TT = Total Terminations during the period (e.g., 87)

HC = Average headcount employees (e.g., 1,754)

Example:

$$SR = \frac{87}{1,754} = 0.0496 > 5\%$$

We're adding more staff than we're losing.
Good? Bad? What do YOU think...?



Common Turnover Rate

Numerator Subgroups

- ▶ Job groups, e.g., teleworkers, managers, professionals, sales, office and clerical
- ▶ Protected status or demographic groups, e.g., race, color, religion, age, gender
- ▶ Salary levels
- ▶ Exempt and/or nonexempt
- ▶ Voluntary separations, either total or by subgroup
- ▶ Involuntary separations, either total or by subgroup



Words and Survey Response Scales

Which of the following survey questions will provide the greatest insight into an employee's level of engagement?

1. Are you happy with your current job?

☐ Yes ☐ No

2. Are you happy with your current job?

☐ Yes ☐ No ☐ Sometimes

3. Are you happy with your current job?

☐ Yes ☐ No ☐ No comment

A1. How likely, if at all, do you think it is that you will be working in the same Department or enterprise 18-months from now?

A2. How likely, if at all, do you think it is that you will be working for the Tribe's government or Tribally-owned enterprise 18-months from now?

☐ *Very likely*

☐ *Somewhat likely*

☐ *Not at all Likely*

☐ *Other / No opinion*



Open-ended Questions

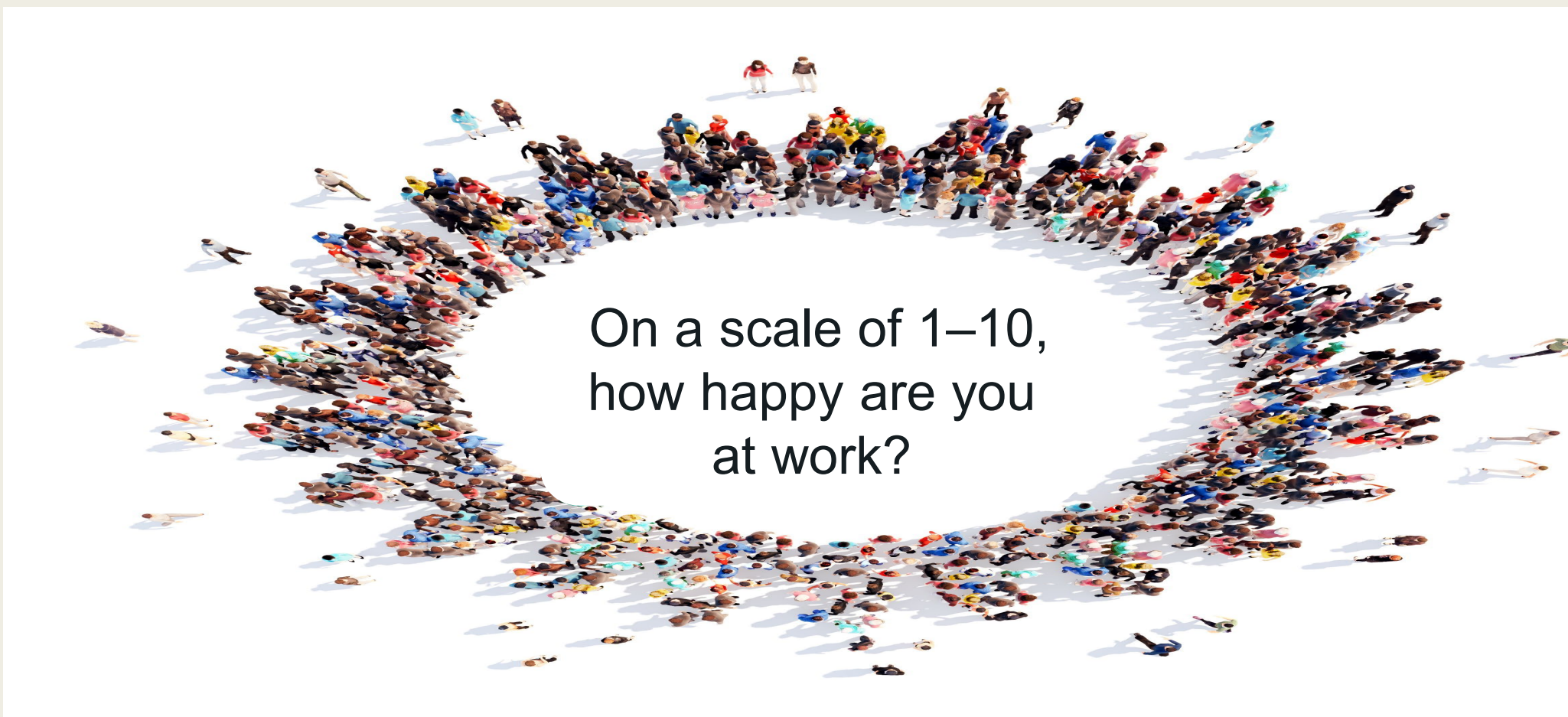
- ▶ What conditions at work inspire you to improve your skills?
- ▶ If someone asked you the best thing about working here, what would you say?
- ▶ If someone asked you the worst thing about working here, what would you say?



Closed-ended Questions



Rating Questions



On a scale of 1–10,
how happy are you
at work?

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Likert Scale Questions

Psychometric scale used to collect information about people's opinions and perceptions on specific subjects and contexts.



Used to measure the degree to which people agree or disagree with a question or statement.

Multiple Choice Questions

- ▶ **Is department training directly relevant to your work?**
 - a. No, but I can see how it could be relevant to other colleagues.
 - b. No, and I don't think it applies to our company.
 - c. Yes, this is relevant to my role.
 - d. Yes, and I can see how it could be relevant to other colleagues.

- ▶ **How often does your team or leadership recognize your effort?**
 - ☐ Once a week
 - ☐ Once a month
 - ☐ Other
 - ☐ Never



Picture Choice Questions



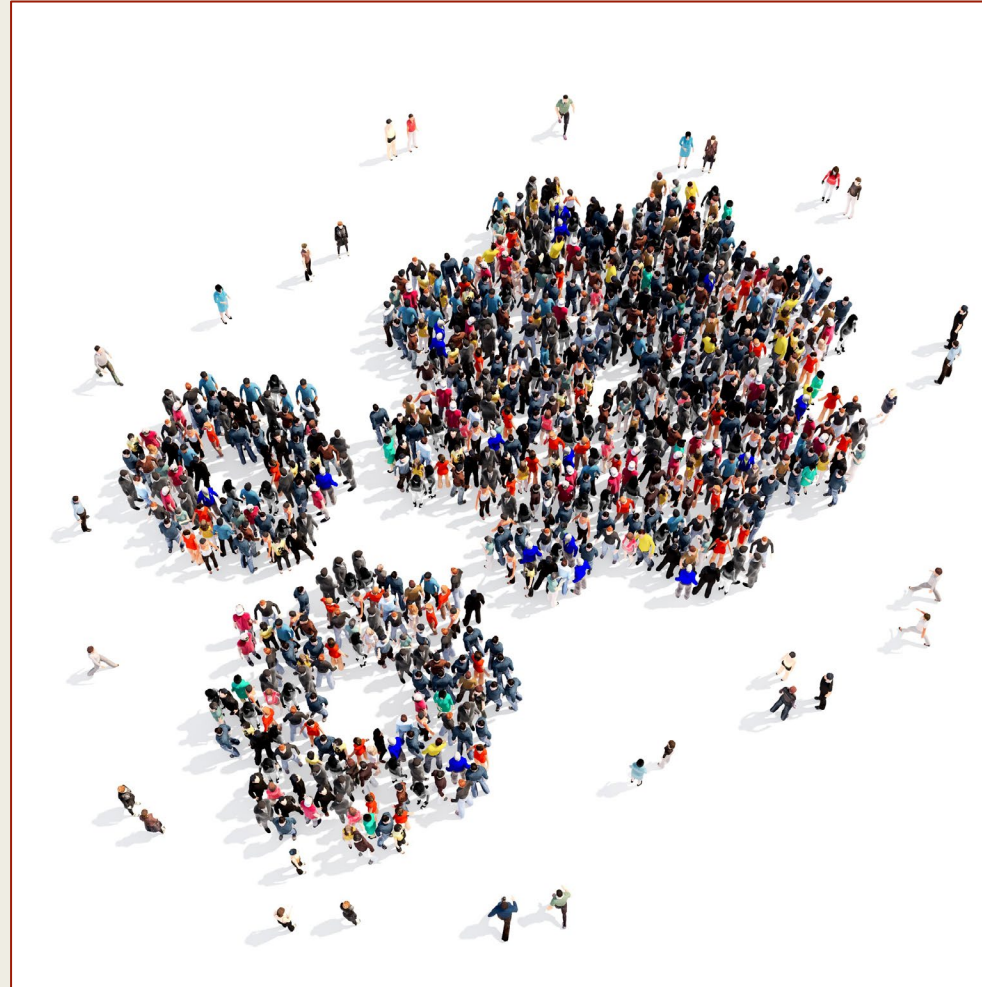
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Demographic Questions

Professional Demographics

- ▶ Location
- ▶ Tenure
- ▶ Position level
- ▶ Department
- ▶ Employment status
- ▶ Pay type



Personal Demographics

- ▶ Gender
- ▶ Age
- ▶ Education
- ▶ Race

IMPROVING ENGAGEMENT

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Engaging Employees



Survey Results Perceptions

Have managers take the same survey at the same time as their direct reports but answer the questions the way the managers believe the employees will answer them.



- Compare what managers thought versus what their direct reports thought.
- ▶ Identifies areas where the parties do not understand each another.
 - ▶ Creates an opportunity to change managers' approaches to issues that may be eroding productivity and employee engagement.
 - ▶ Provides evidence to senior management that changes may be necessary and, even if difficult, should be supported.

Recognition Programs



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Types of Recognition Programs

- ▶ Years of Service
- ▶ Customer Service
- ▶ Appreciation Events
 - *Surprise Celebrations*
 - *Office Outings*



- ▶ Employee Recognition Wall
- ▶ Shoutouts on Social Media
- ▶ Money
- ▶ Employee of the Month



Employee Recognition

- ▶ When did you last receive recognition from management?
- ▶ How often do you receive recognition?
- ▶ Do you feel you receive enough recognition?
- ▶ Is the recognition you receive meaningful?
- ▶ Do you feel valued at the company?



- ▶ Do you know which behaviors receive recognition?
- ▶ Which behaviors *should* receive recognition?
- ▶ Which recognition type do you value most?
- ▶ How frequently do *you* give others recognition?
- ▶ How can HR improve the recognition program?



Employee rounding Technique

- ▶ Employee rounding refers to a proactive practice where managers engage in regular, intentional conversations with employees to gather feedback, address concerns, and build relationships.
- ▶ It involves systematically and routinely meeting with employees one-on-one to discuss various aspects of their work experience, such as job satisfaction, career goals, development opportunities, and any challenges they may be facing.
- ▶ It helps HR professionals and managers:
 - gain valuable insights into employee satisfaction and engagement levels,
 - identify areas for improvement, and
 - take appropriate actions to support employee well-being and overall organizational success.



ANNOUNCEMENT



The NNAHRA Foundation proudly announces that it is now offering a multi-module workshop for leaders and managers at all tribal government and tribal enterprise levels.

The workshops will be led and facilitated by:

Tal D. Moore, THRP, MA

NNAHRA Foundation Director of Development

To learn about this new, guidance-rich, and fast-paced program, please visit with Max Muller at:

The NNAHRA Foundation booth in the Exhibitors Area





THANK YOU FOR YOUR TIME AND ATTENTION!

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