



HARRT at UCLA
HUMAN RESOURCES ROUND TABLE
Since 1986



HR: The New Evolution

Beyond Measurement

Using engagement data to manage and drive business results

April 7, 2016



Presenters



Darren Thomas
Senior Vice President
Human Resources
Irvine Company



Joe Dettmann, Ph.D.
Consulting Director
Data, Surveys & Technology
Willis Towers Watson

Introduction

Paradigm shifts in workforce engagement measurement & management

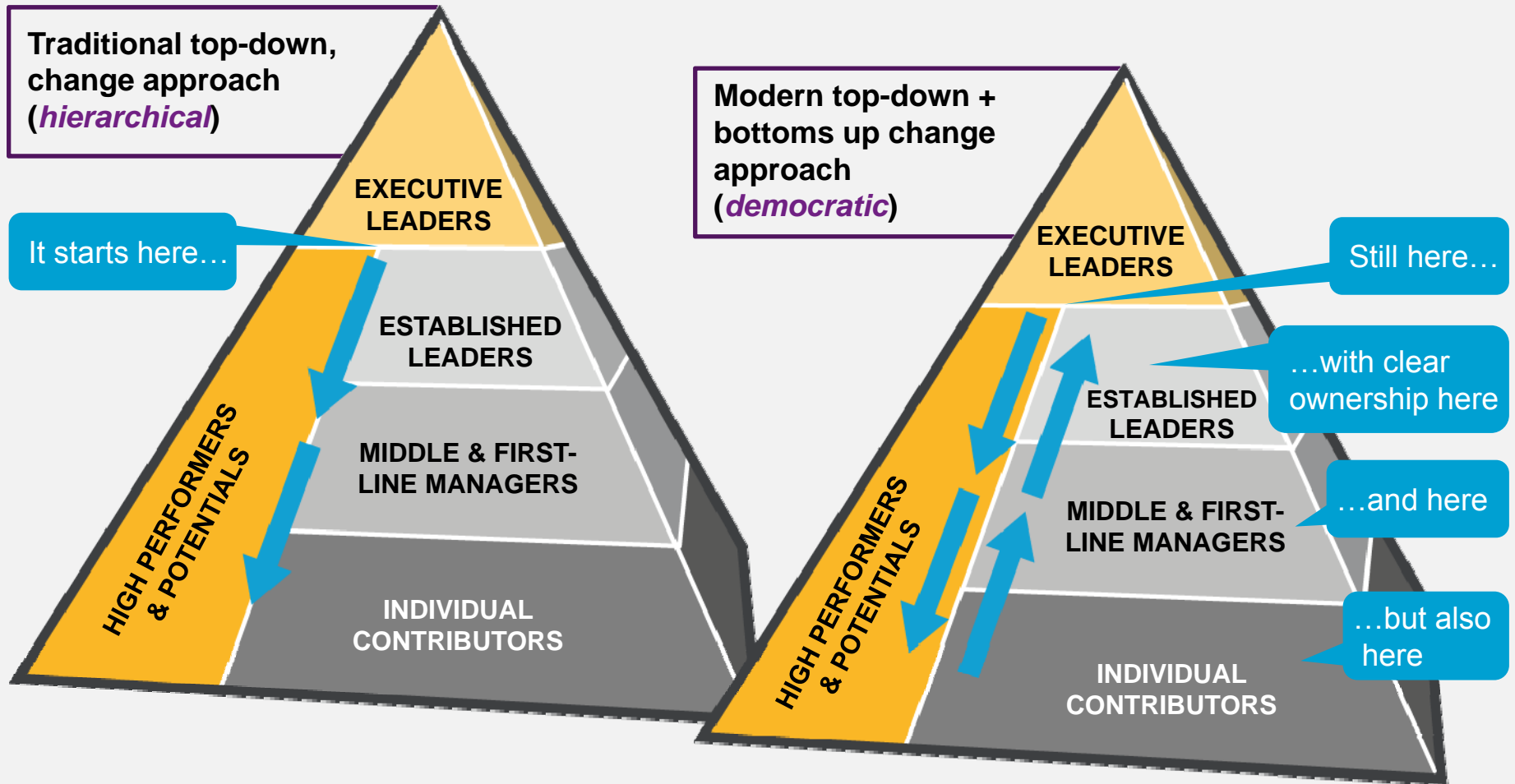
- 1 ***Who Owns Engagement***
- 2 ***When We Listen***
- 3 ***How We Leverage this Workforce Intelligence***

The Irvine Company Story

Open Q&A

2. Who Owns It:

Individual Engagement = Ownership



2. Who Owns It: Individual Engagement = Ownership

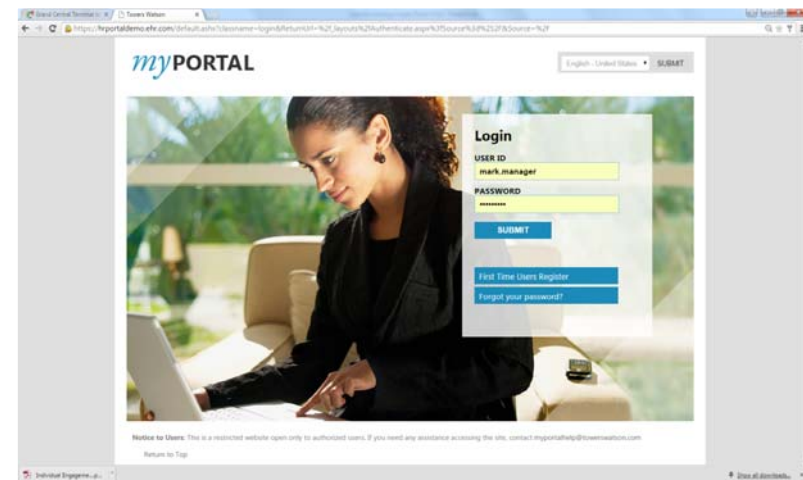


Each of us owns our engagement – everyday. A communication campaign that raises individual interest should be backed up by a personalized experience. Employees need to feel able to do more than just ‘have a say’, by also being involved in the solution. Awareness and personalization drive ownership.

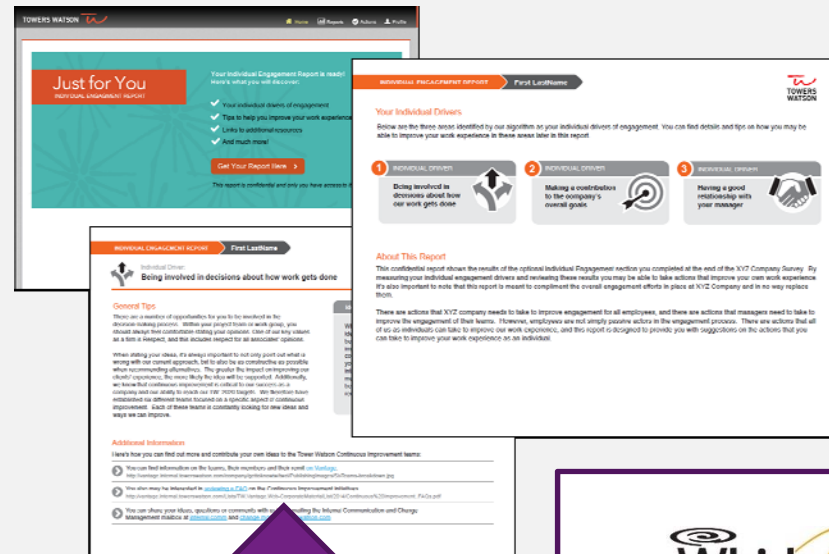
QUANTIFYING AND IMPROVING ‘SELF’



PERSONALIZED WORK EXPERIENCES



2. Who Owns It: Individual Engagement = Ownership

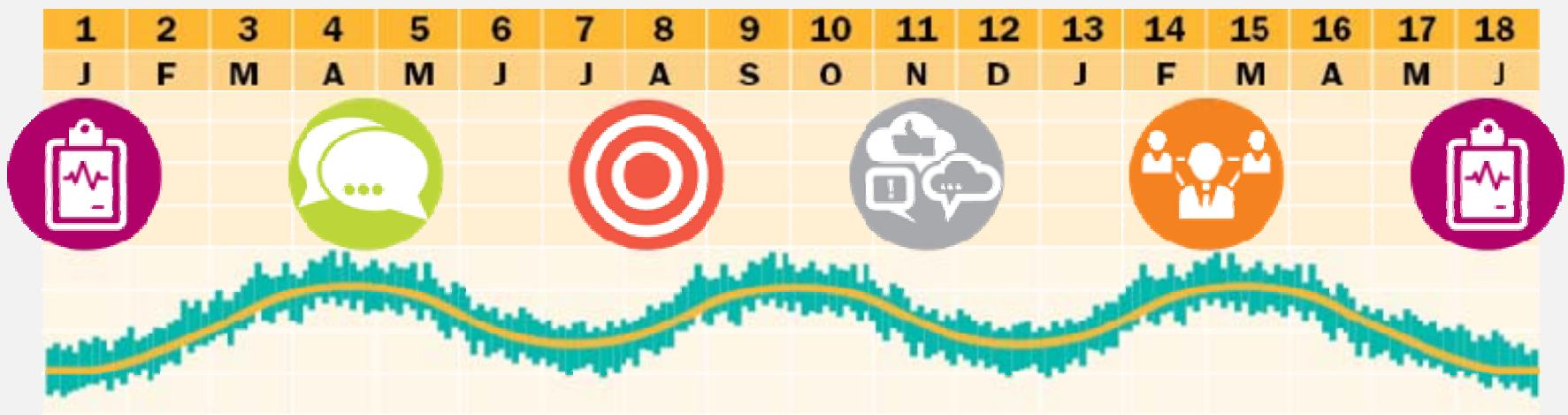


Driver	Importance (1 low - 10 high)	Favorability (1 low - 5 high)
Being involved in decisions about how our work gets done	10	1.2
Being part of a company that delivers great products/services to customers	3	3.2
Being part of a company that makes a clear, positive contribution to society	1	4.7
Being part of a company that values diversity and inclusion	4	4.8
Being part of a well-functioning and productive work group	8	2.9



2. How We Listen:

Technology enables *active listening* with your workforce



Census Surveys - full diagnostics of culture, engagement and it's drivers at key anchor points.

Social Media Scans gather what is being said about the company naturally and beyond its walls.

Targeted Pulse Surveys measure progress against priorities, reactions to recent changes and ongoing sentiment.

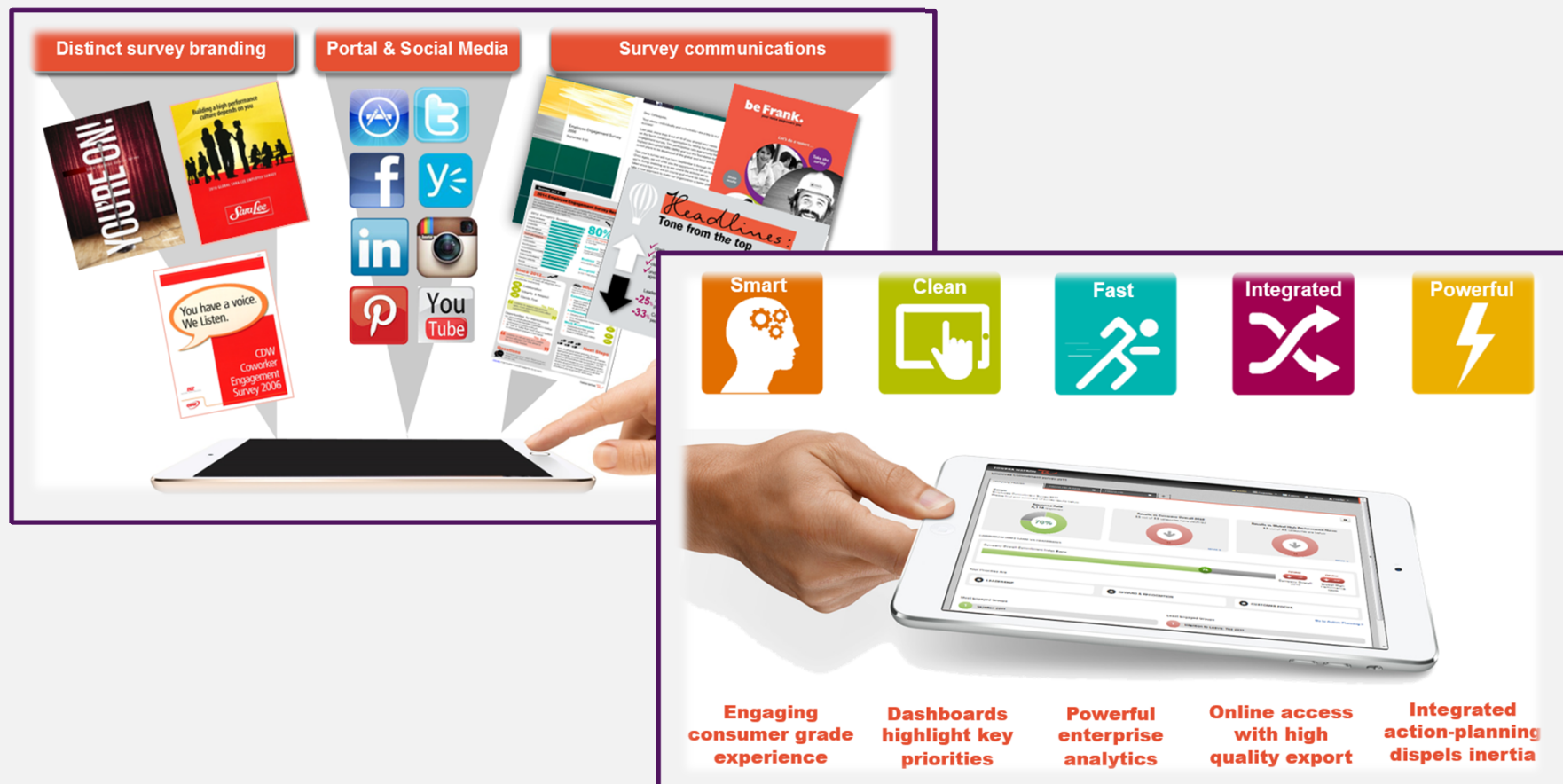
Open-Ended Pulse Surveys provide a less structured mechanism to gather feedback, and leverage the power of text analytic technology

Onboarding/Exit surveys capture the views of those joining or leaving to inform attraction and retention strategies.

Online "Chats," "Jams" and Intranet Discussion Boards gauge employee reaction to priorities and actions, and gather input for the next census.

3. How We Leverage It:

Enact Real Change – Consumer-grade technology makes moving to action more efficient, effective, and compelling



3. How We Leverage It:

Build Your Brand Grass Roots – Connecting the employee survey to Social Media

Employer review sites offer socially organic and transparent view of what it is like to be an employee. These sites have become an important part of a company's employment brand, and impact their ability to attract and hire the best talent. Nearly **50%** of job seekers visit Glassdoor before making a job decision.

- An easy, confidential, voluntary opportunity to continue to share, publically
- Paint a more balanced public profile
- Improve the organic employment brand

A screenshot of the Glassdoor "Rate a Company" form. The form is for the company "AECOM". It includes fields for "Overall Rating" (5 stars), "Are you a current or former employee?" (Current Employee), "Employment Status" (Select), "Review Title", "Pros" (Choose some of the best reasons to work at AECOM), "Cons" (Choose some of the worst reasons to work at AECOM), and "Advice to Management". There are "Cancel" and "Submit Review" buttons at the bottom.

IMPACT

Preliminary statistics:

- **Volume:** Projected 100% increase (3-5% uptake; from 1.5k reviews to over 3k)
- **Sentiment:** Notable positive shift in feedback, ratings
- **Outcome:** A more balanced organic public profile



LIVE

SHOP

WORK

PLAY

PLAN



OUR JOURNEY - THE VERY BEGINNING

NO HISTORY OF
EMPLOYEE SENSING
OR ENGAGEMENT
SURVEYS

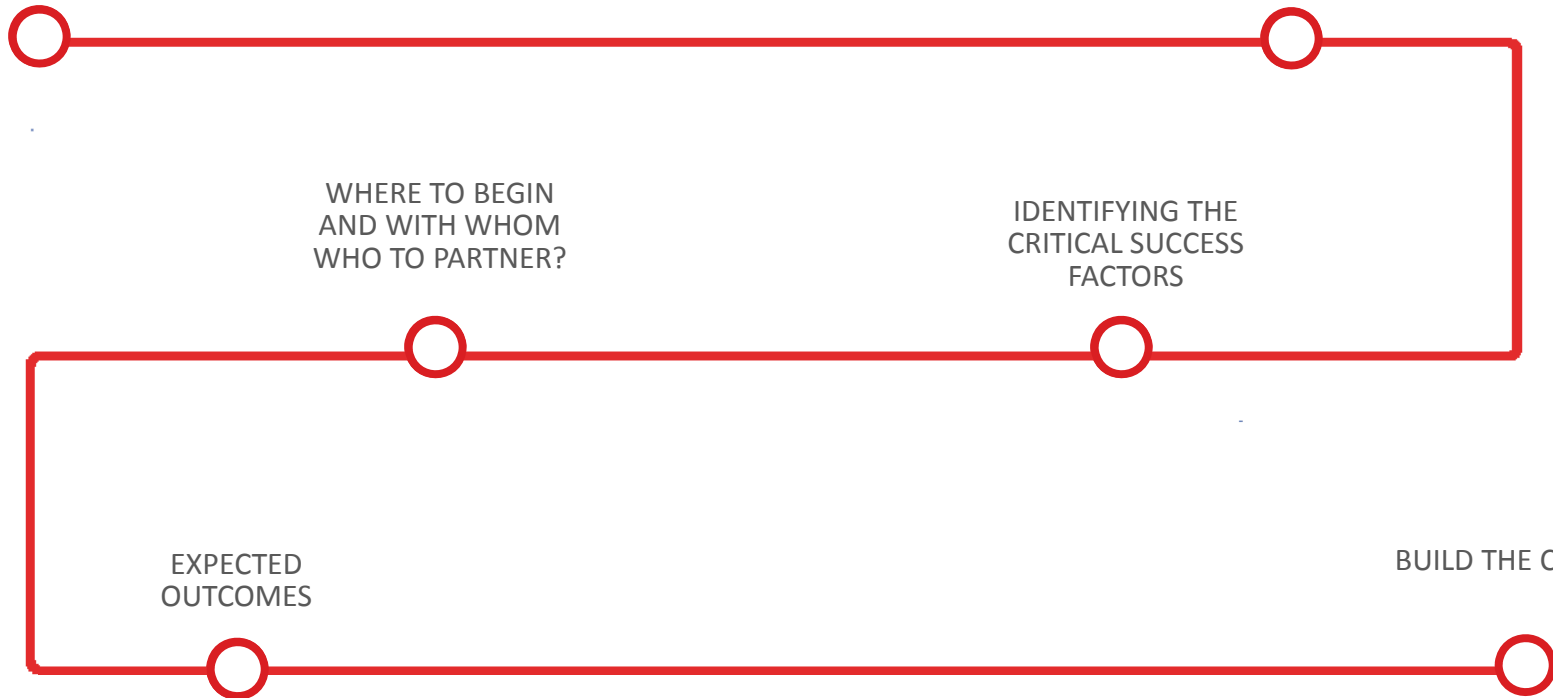
WHY NOW, WHAT
WAS THE BURNING
PLATFORM?

WHERE TO BEGIN
AND WITH WHOM
WHO TO PARTNER?

IDENTIFYING THE
CRITICAL SUCCESS
FACTORS

EXPECTED
OUTCOMES

BUILD THE CASE



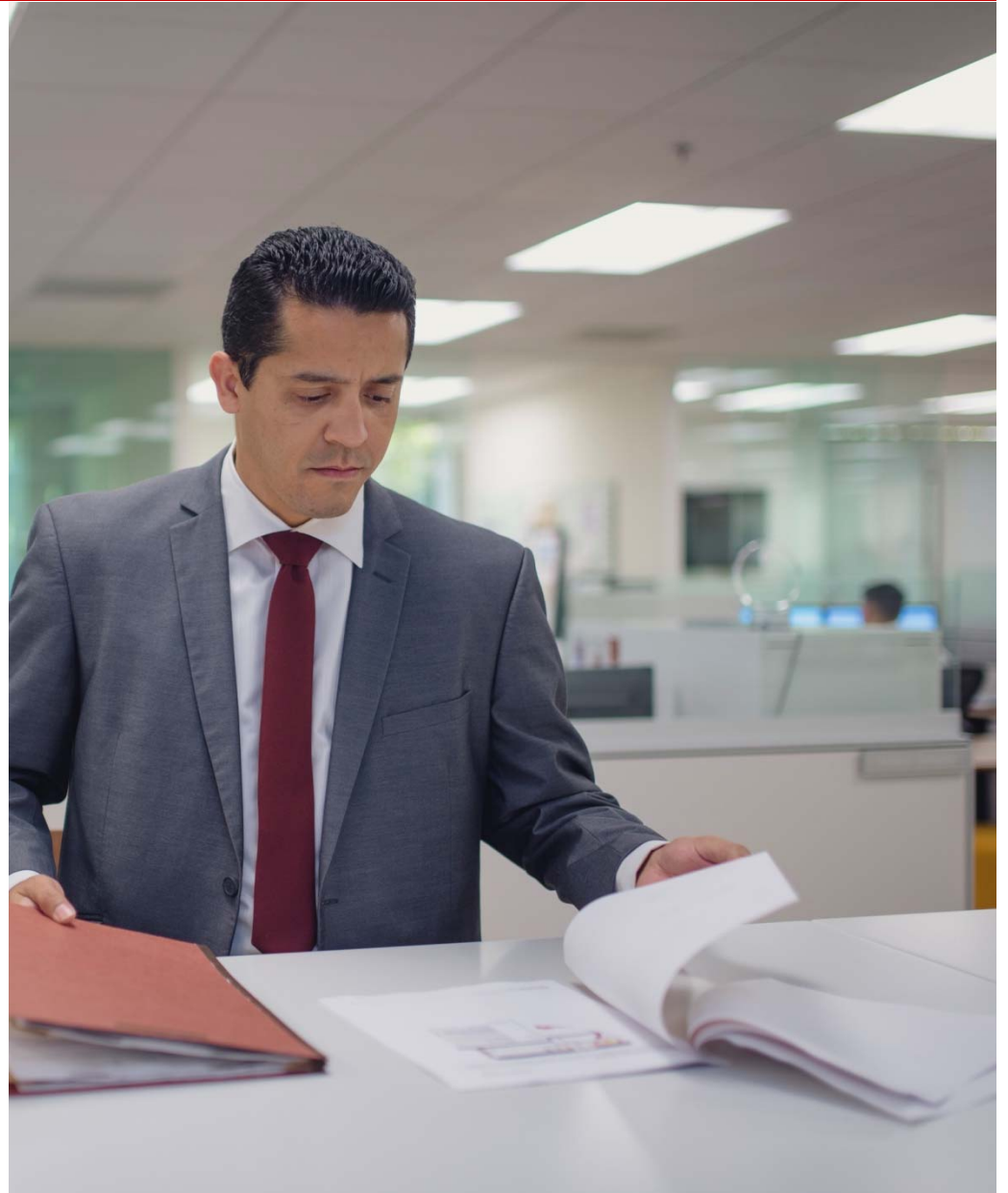
THE BUSINESS CASE



INCREASE THE **DISCRETIONARY EFFORT** OF OUR EMPLOYEES BY UNDERSTANDING AND TAKING ACTION ON **THE KEY DRIVERS OF ENGAGEMENT** THEREFORE ULTIMATELY **INCREASING REVENUE AND PROFITS.**

SURVEY OBJECTIVES

- ECONOMIC IMPACT OF AN ENGAGED WORKFORCE
- FUTURE WORKFORCE STRATEGIES
- OPTIMIZE BUSINESS PERFORMANCE
- FOUNDATION FOR FUTURE GROWTH
- TALENT RETENTION
- POSITIVELY ADDRESS CHANGING WORKFORCE DEMOGRAPHICS



INITIAL SURVEY 2010 CHALLENGES/RESULTS

ANONYMITY CONCERNS

STRONG INITIAL
RESULTS

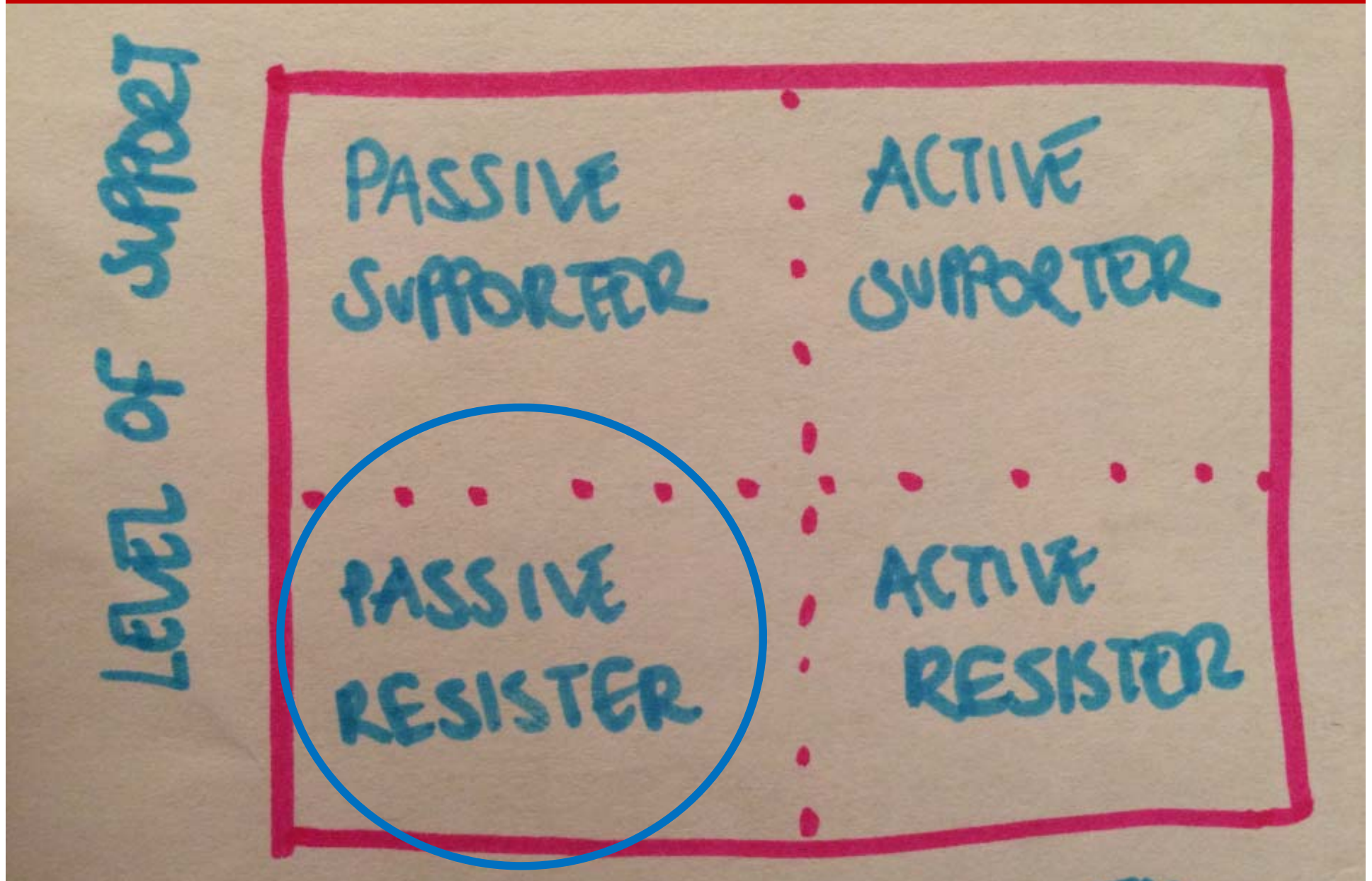
EMPLOYEES DOUBT
SERIOUSNESS OF
SURVEY

SEVERAL COMPANY-
WIDE OPPORTUNITIES
AND “QUICK HITS”

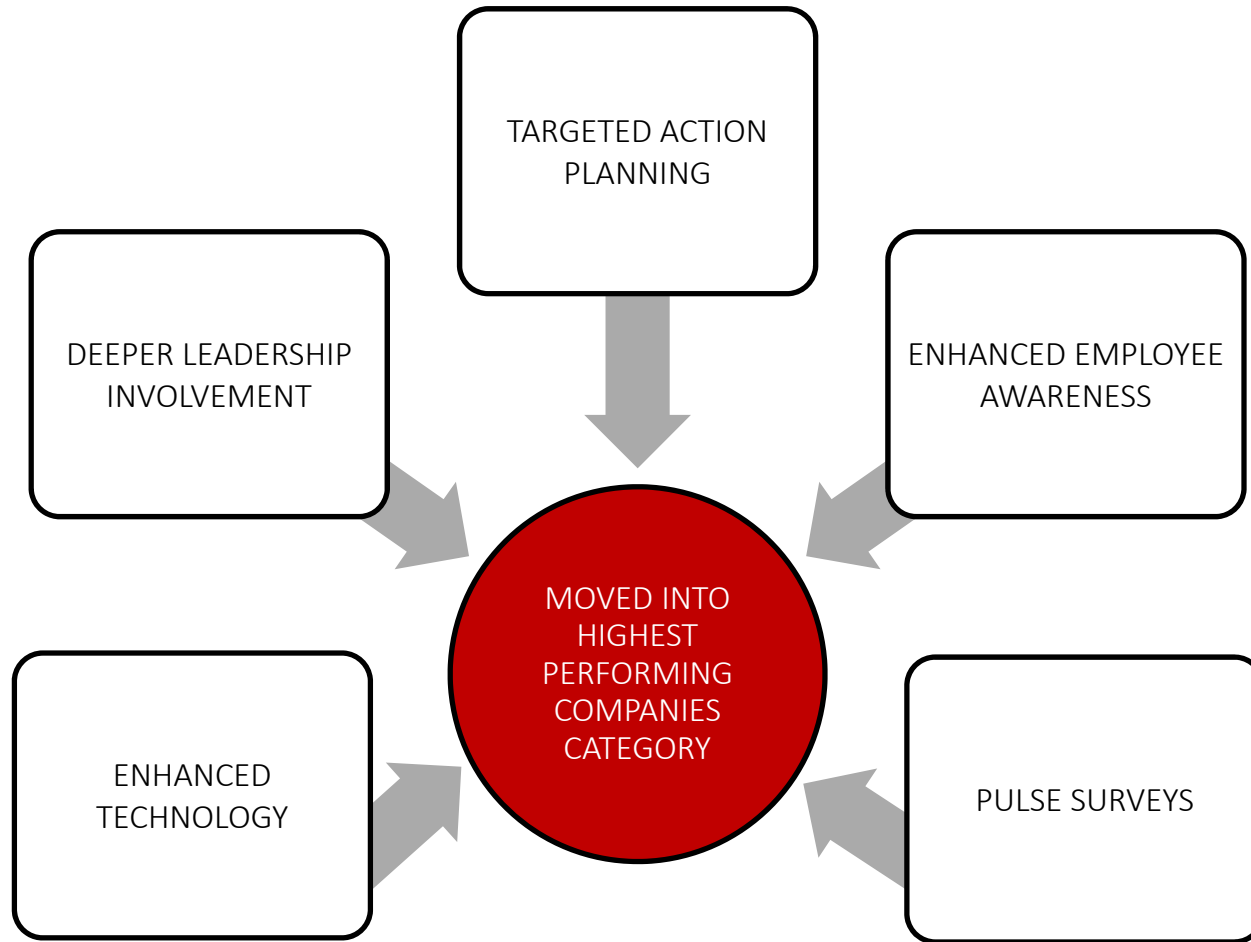
SME GUIDANCE FOR HR
AND BUSINESS LEADERS



INITIAL SURVEY 2010



SUBSEQUENT SURVEYS



LESSONS LEARNED

DO:

- Make a clear connection between engaging employees and your business performance
- Keep it simple at first, and build sophistication over time
- Put leader's in the ownership position, with strong support from HR

DON'T:

- Use generic survey content – instead, measure what matters
- Under appreciate the importance of getting your company demographics (HRIS) right
- Let a few disbelievers derail delivering valuable insights to others

Open Q&A

