

HHS Employee Engagement Curriculum

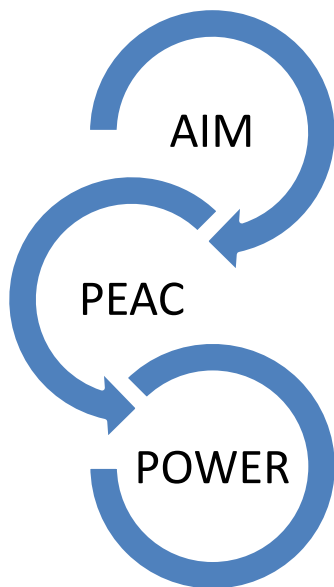
Fact Sheet and Workshop Briefs

March 2019 Update

What is the HHS Employee Engagement Curriculum?

- ✓ The HHS Employee Engagement Curriculum is a set of three interrelated no-cost workshops that seek to strengthen the workforce conditions that support heightened employee engagement.
- ✓ Optimally the Curriculum starts with organizational senior leaders attending the Attention/Intention Management (AIM) workshop; followed by Supervisors attending the Performance Engagement Action Culture (PEAC) workshop; and employees attending the Positive Oriented Work Experience Redesign (POWER) workshop.
- ✓ Each of the three workshops call for the development of an action plan that together provide a comprehensive and systematic means of strengthening the workforce conditions that support heightened states of employee engagement.
- ✓ A three tier instructional design aligns each workshop to support the other workshops.

AIM: In the AIM workshop senior leaders review results from their organization's Federal Employee Viewpoint Survey (FEVS) with a focus on what areas of the FEVS warrant increased attention and how senior leaders can help to clarify collective intention in how to best lead and sustain employee engagement.



PEAC: In the PEAC workshop supervisors review five team performance commitments (establish positive team norms, set team goals, design learning events, evaluate team performance, and recognize high-impact performance). The expectation is that supervisors will align these performance commitment areas to the areas of attention identified in the organization's AIM action plan; while incorporating their employee's action plan from the POWER workshop into their own PEAC action plan for evolving the culture of their organization/team.

POWER: In the POWER workshop employees seek to "redesign" or "refine" their current work experience to improve performance and overall morale and engagement. At the core of the POWER workshop is the focus on increasing participant's awareness of their talents and

strengths and outlining a "redesign" action plan for working with their supervisor and team to better use their talents on the job.

Who is the target audience for the Curriculum?

- ✓ The Curriculum is offered to all HHS employees; targeted by the audiences above.

When is the Curriculum offered?

- ✓ Curriculum is offered throughout CY 2019.

Where is the Curriculum offered?

- ✓ Sessions can be in person or virtual.

How does the Curriculum support the HHS ReImagine initiative?

- ✓ Curriculum supports the Maximize Talent element of the HHS ReImagine initiative.

Why participate in the Curriculum?

- ✓ Together the Curriculum offers an integrated approach to improving employee engagement and ultimately HHS organizational performance.

How can I learn more about each workshop?

- ✓ A more detailed review of each workshop is provided in the following pages.

For more information on the Curriculum or to sign up for a workshop offering please contact James Egbert in the HHS Office of Human Resources at James.Egbert@hhs.gov.

AIM Workshop

(*A*ttention *I*ntention *M*anagement)

Target Audience: The workshop is for HHS leaders at all levels who are interested in holding effective conversations with work unit employees to better understand how employees experience the work environment, collaboratively identify areas needing improvement, and plan/execute action plans to improve.

Design: Participants review results from their organization/unit's Federal Employee Viewpoint Survey (FEVS) to gain insight into how their assigned employees view the workforce conditions that support employee engagement, innovation, and individual and collective productivity. Emphasis is placed on drawing *a*ttention to the areas of workforce management that support current organization culture (see below table); and then clarifying collective *i*ntention of these areas to evolve the culture to the needed future state through effective *m*anagement of individual and team performance enrichment. Additional focus is placed on the leadership qualities assessed by the FEVS Leaders Lead Sub-Index of the Employee Engagement Index (EEI) as a leadership keystone supporting the HHS ReImagine Maximize Talent strategic shift.

Timeframe: Workshop can be conducted in 50 minutes. Longer custom sessions can be easily adapted.

Cost: No cost.

Applications: Workshop is intended to improve organizational/office/team communications that lead to a more positive, healthy, and innovative work environment; the results of which would be reflected in higher FEVS scores in future survey cycles including the Leaders Lead Sub-Index and Employee Engagement Index.

Medium: This is typically a group facilitated training session that is held either in-person or virtually. It can be easily modified however to be a self-guided activity. Individual coaching-type sessions can be provided.

Framework: Workshop guides HHS leaders at all levels in holding effective team performance conversations about the core culture impact areas depicted in the below table. The expectation following this workshop is that leaders would hold listening sessions with employees and outline action plans for improving the work environment in areas identified. An internal/external facilitator could be used.

Organization Culture Focus Areas Mapped to FEVS Question Results on Next Page				
Service Engagement	Effective Management	Innovation Support	Generative Leadership	Organizational Health
> Connecting to Mission (Q 4)	> Provides Helpful Feedback and Supports Change (Q 46)	> Encouraged to come up with new/better ways of doing things (Q3)	> Communicates Effectively (Q 2)	> Physical conditions allow employees to perform their jobs well (Q 14)
> Willingness to Expend Extra Energy (Q 7)	> Assesses Needs and Frames Goal Setting Process (Q 56)	> Constantly looking for ways to do job better (Q8)	> Draws Out Commitment and Motivation (Q 53)	> Creates a Safe Work Environment (Q 35)
> Knowing How to Be Successful (Q 19)	> Coordinates Collaboration and Measures Progress (Q 57)	> Creativity and innovation are rewarded. (Q 32)	> Creates Conditions to be Involved in Decisions (Q 63)	> Provides a Secure Work Environment (Q 36)

Organization Culture Focus Areas and Corresponding FEVS Questions.

- Q2 I have enough information to do my job well.
- Q3 I feel encouraged to come up with new and better ways of doing things.
- Q4 My work gives me a feeling of personal accomplishment.
- Q7 When needed I am willing to put in the extra effort to get a job done.
- Q8 I am constantly looking for ways to do my job better.
- Q14 Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
- Q19 In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).
- Q32 Creativity and innovation are rewarded.
- Q35 Employees are protected from health and safety hazards on the job.
- Q36 My organization has prepared employees for potential security threats.
- Q46 My supervisor provides me with constructive suggestions to improve my job performance.
- Q53 In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
- Q56 Managers communicate the goals of the organization.
- Q57 Managers review and evaluate the organization's progress toward meeting its goals and objectives.
- Q63 How satisfied are you with your involvement in decisions that affect your work?

Note: Questions can be shared in pulse survey for a refresher to the FEVS or in cases where FEVS results are not available for a particular work unit.

Scheduling: Contact James Egbert, HHS Office of Human Resources, (James.Egbert@hhs.gov).

PEAC Workshop

(Performance Engagement Action Culture)

Target Audience: This workshop is for supervisors and managers who are interested in strengthening the performance culture of their team, office, and/or organization.

Design: The below five team commitments are reviewed in this workshop; with the idea that high *performance* results from *engagement* of the workforce in taking daily *action* steps (commitments) to manage the organizational *culture*. Participants review results from their organization/unit's Federal Employee Viewpoint Survey (FEVS) to gain insight into how well these commitments are reinforced within their team/s. Improvement areas are outlined in an action planning template for future refinement with the team after the workshop.

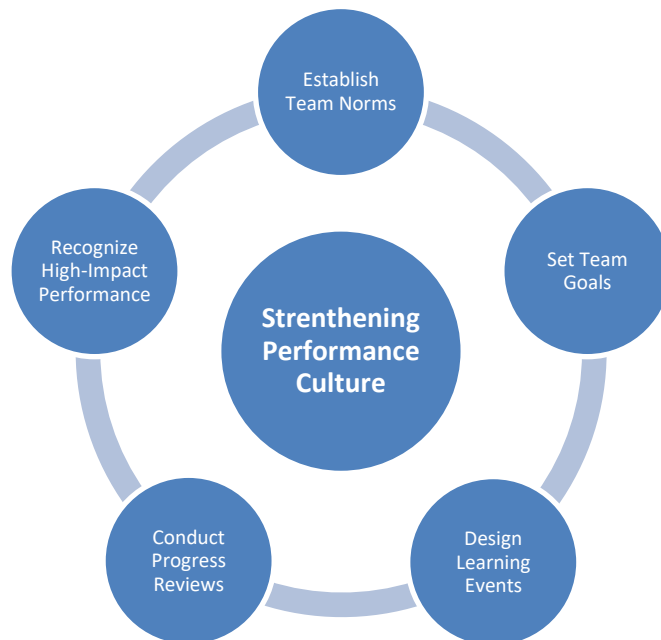
Timeframe: Workshop can be conducted in two hours. Longer sessions can be adapted.

Applications: Workshop serves as a helpful introduction to new supervisors/managers on how to systematically foster high performance; while being a good reminder to more seasoned supervisors/managers on the importance leading consistent, meaningful, and tangible action to inspire individual and team performance excellence. The action plan template links the three FEVS Employee Engagement sub-indexes (Leaders Lead, Intrinsic Work Experience, and Supervisor) in support of the HHS ReImagine Maximize Talent Strategic Shift.

Cost: No cost.

Medium: Workshop facilitated in-person or virtually; with follow up coaching available.

Team Commitments: Below are the five commitments reviewed in the workshop.



Scheduling: Contact James Egbert, HHS Office of Human Resources, (James.Egbert@hhs.gov).

POWER Workshop

(Positive Oriented Work Experience Redesign)

Target Audience: This workshop is for people of all grades, positions, and career points who are interested in enjoying a more positive oriented and productive work experience.

Design: This workshop seeks to enhance the intrinsic work experience of participants by giving them a brief overview of the HHS positive oriented work experience redesign process. An action plan template is used in the workshop to collect initial thoughts and desires about how the participant could redesign their work experience. Included in the template is a section that addresses preparations to having a conversation with the participant's supervisor about how to best get started in implementing adjustments to how they experience the work environment. The outcomes of the workshop and action plan support bolstering the Intrinsic Work Experience Sub-Index of the Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index thereby supporting the HHS ReImagine Maximize Talent initiative.

Timeframe: Workshop can be conducted in 90 minutes. Longer custom sessions can be offered.

Applications: This workshop is being used to improve organizational performance, support career development exercises, augment individual development planning (IDP) activities, support team building sessions, enhance customer service in-service training, empower leadership development courses, amplify supervisory training, enrich employee engagement activities, support better work/life balance, and a growing list of workforce development areas.

Cost: No cost.

Medium: Workshop is facilitated in-person or virtually. Follow up coaching can be offered.

Learning Objectives: Through lively paced posing of introspective questions, participants journal early thoughts about how to best use their talents at work and thereby improve their overall satisfaction and engagement at work and heighten their level of work performance.

- Workshop asks what internal self-adjustments would lead to being happier at work; and what external changes would generate higher levels of individual performance.
- Provides a construct for learning how to shift one's general orientation from habitually reacting to external environmental events—to becoming more aware in how they can create more frequent states of internal wellbeing in harmony with external events.
- Helps to identify one's talents—with the idea that when we are best able to use our talents at work we are happier—and happier at work leads to higher productivity.
- Develop an action plan for working with supervisor to improve work experience.

Scheduling: Contact James Egbert, HHS Office of Human Resources, (James.Egbert@hhs.gov).