



Employee Engagement and Reliability

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Overview

- Employee Engagement
- Reliability



Employee Engagement is defined as:

An employee's sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission.

— U.S. Office of Personnel Management



Why Employee Engagement?

- Successful organizations foster conditions essential to an engaged workforce
- High performing organizations ensure each employee can reach his or her potential and contribute to the success of the agency.
- Lowers employees who were considering leaving their organizations; more employees intend to stay.
 - Costs can be direct, in terms of the actual monetary cost of replacing an employee, and indirect as a result of lost technical and/or organizational knowledge.



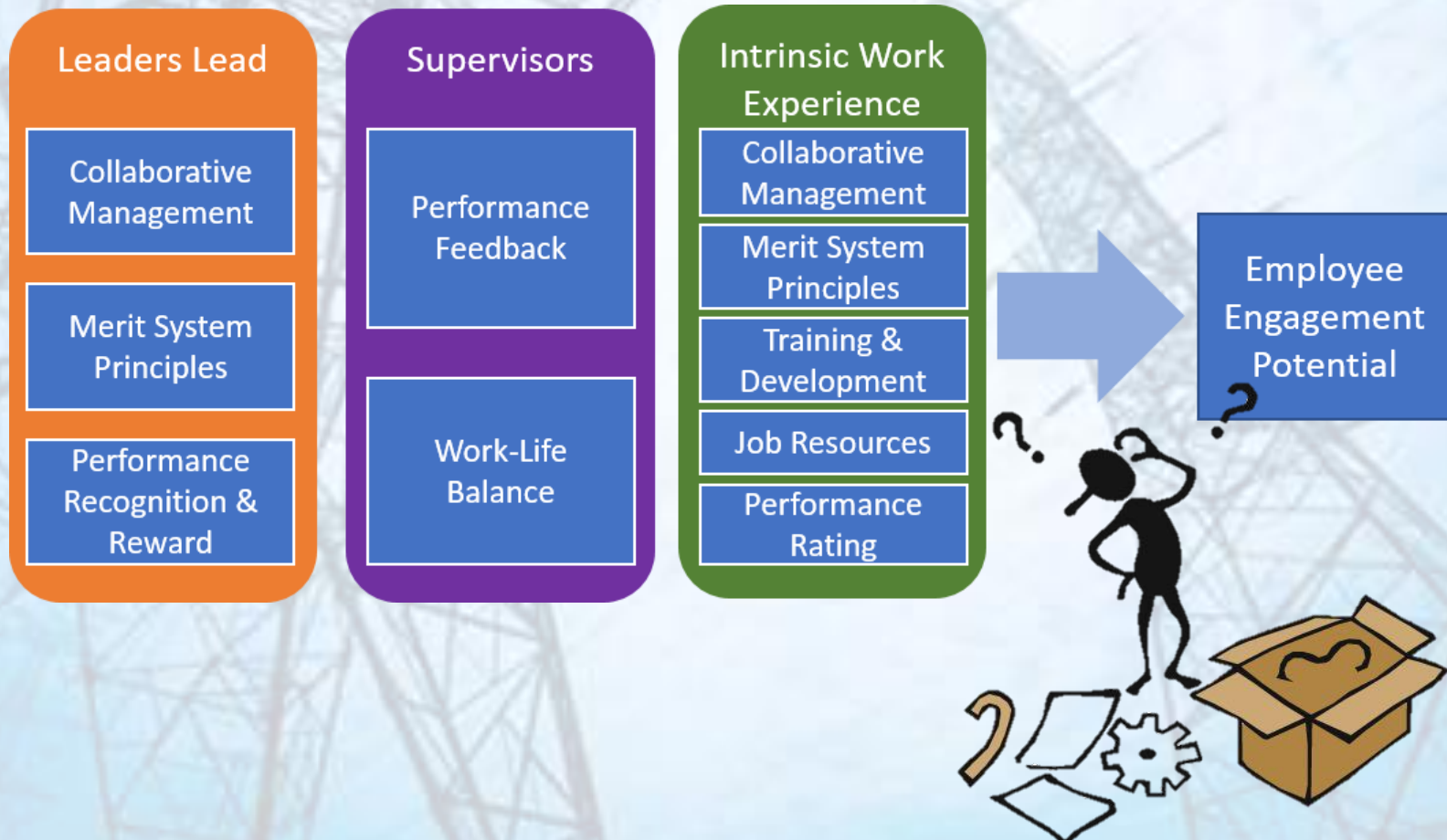
Research shows a relationship between employee engagement and performance.

Strongest Drivers of the EE

DRIVER OF ENGAGEMENT	
	Constructive performance conversations
	Career development and training
	Work-life balance
	Inclusive work environment
	Employee involvement
	Communication from management



Sub-factors of Employee Engagement



High Reliability Organizations utilize Employee Engagement management practices to improve performance.



High Reliability Organization defined:

A HRO is an organization that has succeeded in avoiding catastrophes in an environment where normal accidents can be expected due to risk factors and complexity.

Provides a common language, framework & practices

- Recognizes principles & practices shared by high reliability firms
- Permits you to communicate lessons learned with other High Reliability Organizations
- Enables senior leaders to share HRO concepts with managers & staff who will develop detailed plans
- **Changes attitudes about reporting important information**
- Establishes & supports a safety culture

Five HRO Principles

1. Preoccupation with Failure
2. Reluctance to Simplify
3. Sensitivity to Operations
4. Commitment to Resilience
5. Deference to Expertise



What is a high reliability organization?

- An organization conducting relatively error free operations over a long period of time
- An organization that repeatedly accomplishes its high hazard mission while avoiding catastrophic events
- An organization in which system failures are so punishing that they must be avoided at almost any cost.

Examples of Reliability demanding organizations:

- **nuclear power**
- **aircraft carrier operations**
- **grid**
- **aviation**

Employee Engagement and Reliability

Leaders Lead

Collaborative Management

Merit System Principles

Performance Recognition & Reward

Supervisors

Performance Feedback

Work-Life Balance

Intrinsic Work Experience

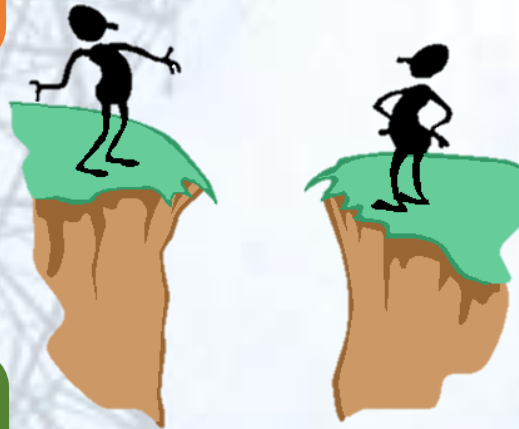
Collaborative Management

Merit System Principles

Training & Development

Job Resources

Performance Rating



Preoccupation with Failure

Reluctance to Simplify

Sensitivity to Operations

Commitment to Resilience

Deference to Expertise

Normal organizations induce errors, while, Reliable organizations promote performance.

Normal organizations

- Error is a cause
- Accountability is a solution
- Reporting is reactive
focused on past events
- Workarounds are how work
gets done
- Design for success
- Managers produce short-
term outcomes

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Reliable organizations

- Error is a mismatch of human
capabilities & environment
- Accountability is mark of
membership
- Reporting is proactive focused
on conditions & future
outcomes
- Workarounds are for the
unexpected
- Design for failure
- Leaders create conditions &
cultures that enable people to
excel

Employee Engagement effects on Reliability

Employees focus beyond compliance, with the practices of high reliability, to produce consistent, dependable, and excellent products and services.

- Mission clarity
- Technical excellence
- Standardization for resilience
- Integrated management system
- Work Design & Control
- Configuration control
- Maintenance
- Change management
- Learning as work
- Cognitive tools for deliberate practice
- Shared mental models
- Community & professional identity
- Distinctive culture
- Relationships & communication among sub-cultures
- Separate structure for improvement

Dedication, Persistence, Effort

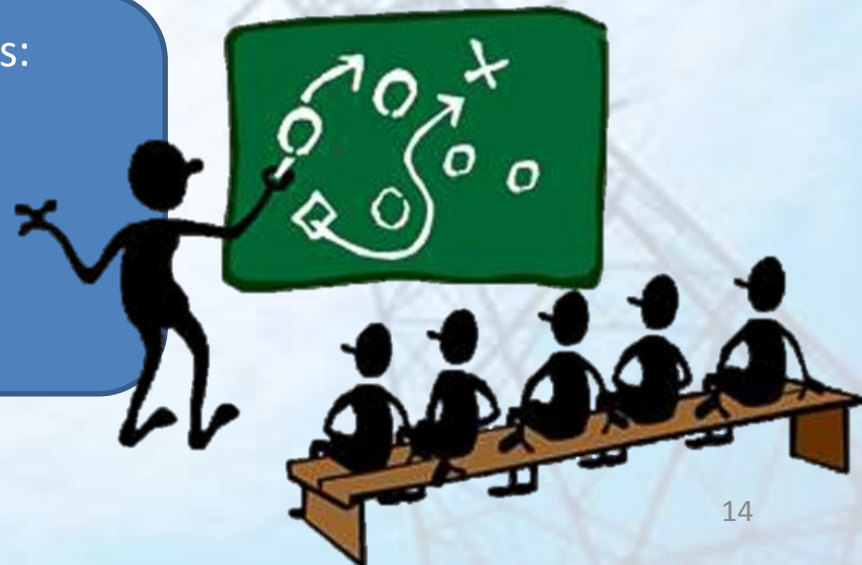
Who is responsible for Employee Engagement?

You and Your Team

Supervisors are responsible for promoting an engaging work environment but employees must also take an active role in being engaged in their work

Higher Employee Engagement means:

- Fewer sick days
- Fewer employees using sick leave
- Fewer grievances filed
- Fewer on-the-job accidents
- Fewer EEO complaints

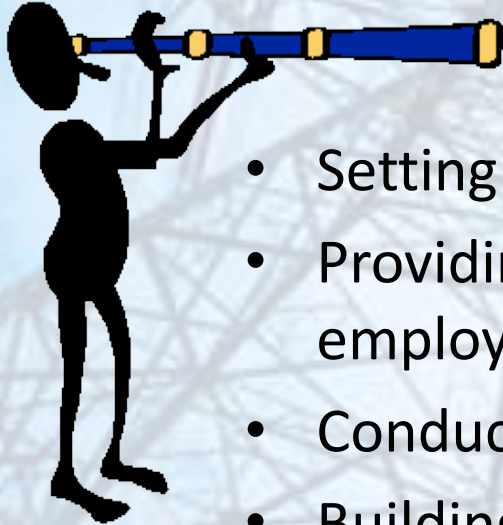


Examples of Employees Behaviors Associated with Engagement

- Shows interest in improving performance
- Makes an effort to build relationships with coworkers and supervisors
- Talks with you to create individual career development plans
- Actively finds ways to work smarter or more efficiently
- Seeks to understand agency mission and goals



Examples of Leader Behaviors Associated with Engagement



- Setting performance and development goals
- Providing ongoing feedback and recognition Managing employee development
- Conducting mid-year and year-end appraisals
- Building a climate of trust and empowerment with employees
- Focusing the employee on customer service at all levels of the customer

An engaged workforce ensures a culture of reliability!



Questions?



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END OF PRESENTATION