

# Employee engagement – how do we make it happen in UNDP

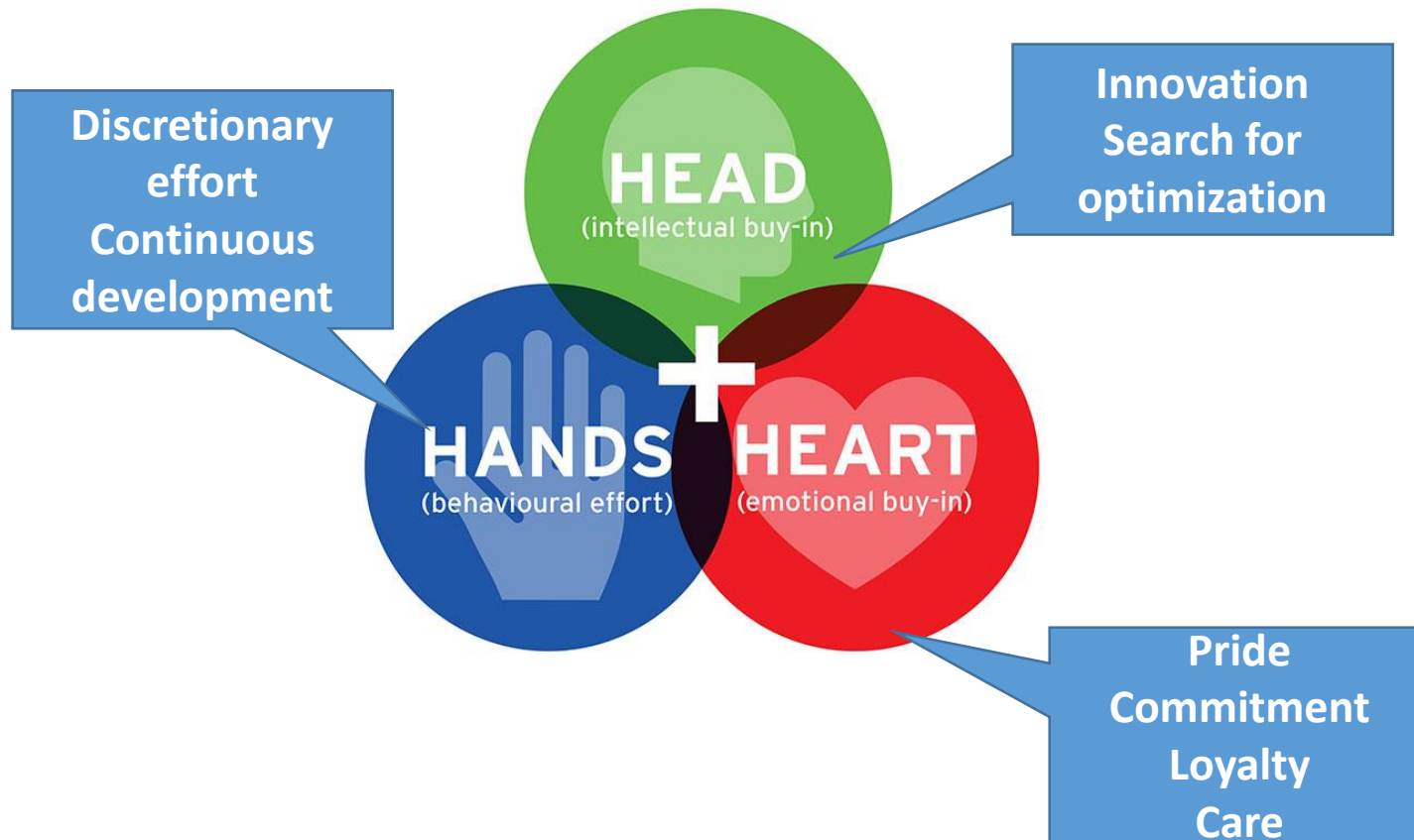


# What is “engagement”, why it matters and what drives it?

# What is engagement?

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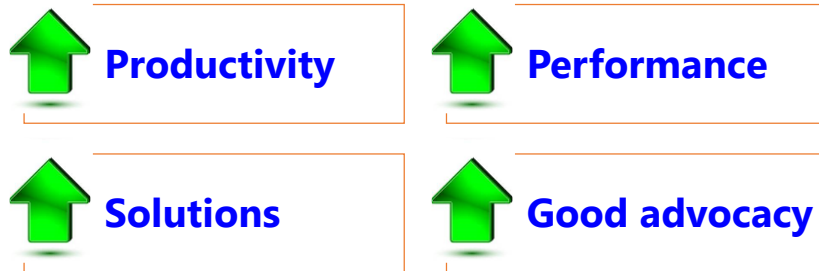
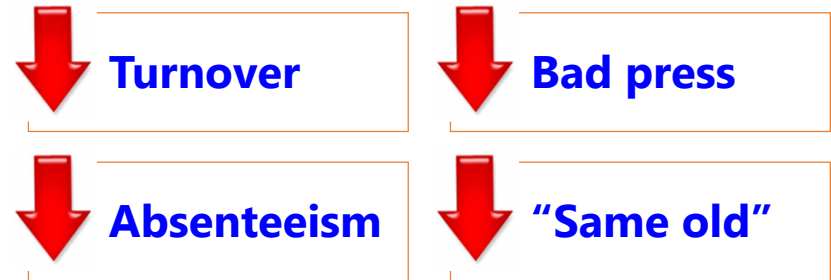
## Emotional commitment to and “positive presence” at work



# Why does engagement matter?

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## When employees are engaged.....



# Key drivers of engagement: What motivates people and makes them care?

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# Key drivers of engagement: What motivates people and makes them care?

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## Meaningful Work:

- Purpose
- Clear goals and understanding of one's role
  - Evidence of impact



# Key drivers of engagement: What motivates people and makes them care?

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## Positive environment:

- Trust, respect, honesty
  - Openness and communication
  - Flexibility
- Recognition culture
  - Inclusiveness



# Key drivers of engagement: What motivates people and makes them care?

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## Effective work environment:

- Effective processes
- Sufficient resources
- Effective performance management
  - Accountability





# Key drivers of engagement: What motivates people and makes them care?

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## Development and growth:

- Training and on the job support
  - Curated and self-directed learning
  - Opportunities for growth
- Coaching and feedback



# Key drivers of engagement: What motivates people and makes them care?

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## Autonomy:

- Ability to take decisions re: work and ways to do it
- Appropriate level of authority
  - Recognition of personal contribution



# Making a case for engagement: this is how UNDP did it

Global presence  
+ 170 countries

UNDP is part of **United Nations- HQ in NYC**

Workforce **+25,000**  
people (8,500 staff)



*Empowered lives.  
Resilient nations.*



**Poverty Reduction**



**Democratic Governance**



**Crisis Prevention and Recovery**



**Environment and Energy**

# Our tips on driving an engagement agenda

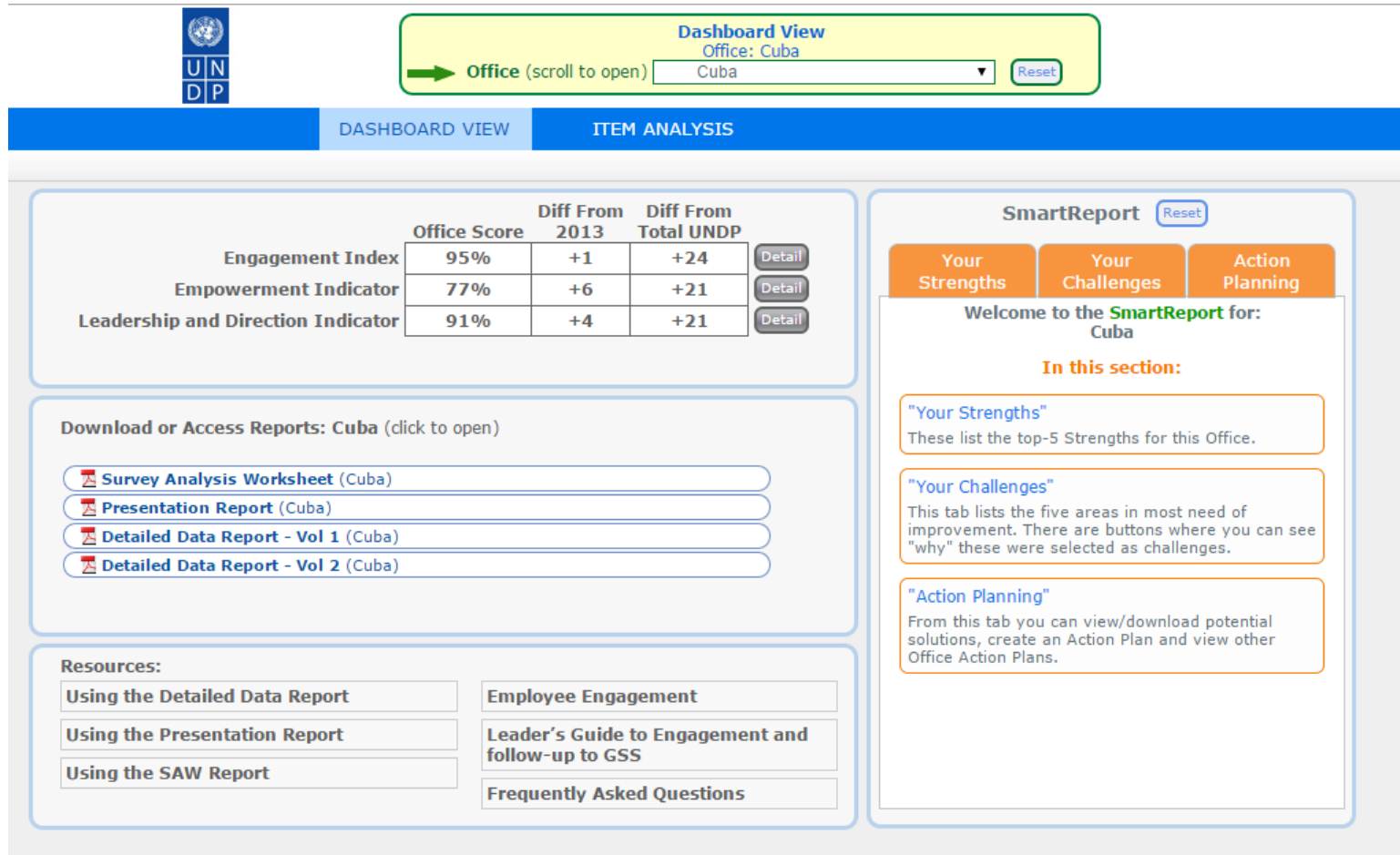
1. Get the data right
2. Bring senior management on board
3. Make staff excited
4. Help staff learnt how to drive engagement
5. Create accountability
6. Create dedicated capacity

# Tip 1. Get the data right

# Global Staff Survey Reporting Portal

<http://www.gelfondsurveys.com/undpcentral14/>

password: undp

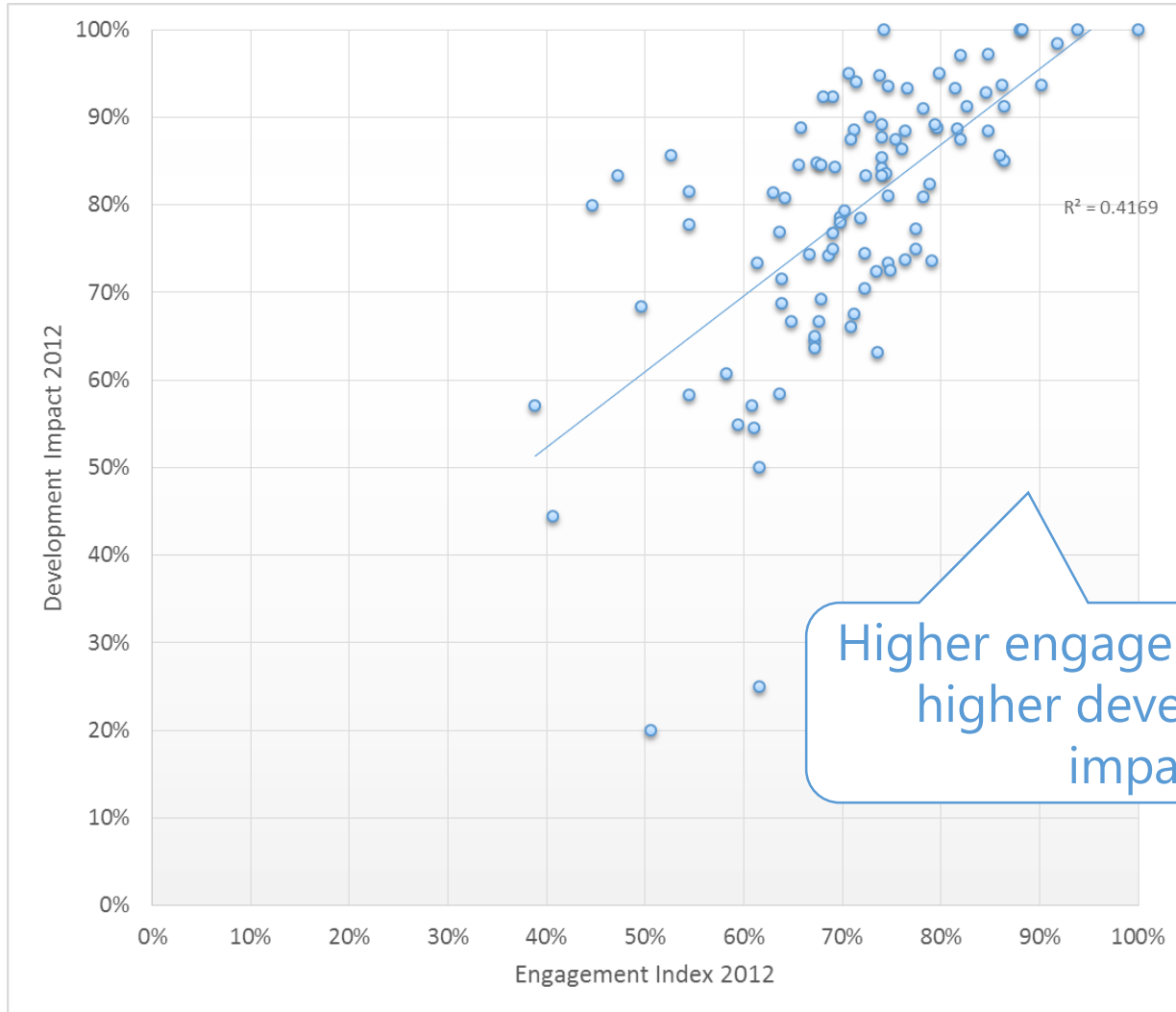


The screenshot shows the 'Dashboard View' for the 'Cuba' office. At the top, there is a navigation bar with 'DASHBOARD VIEW' and 'ITEM ANALYSIS'. The main content area is divided into several sections:

- Engagement Metrics Table:**

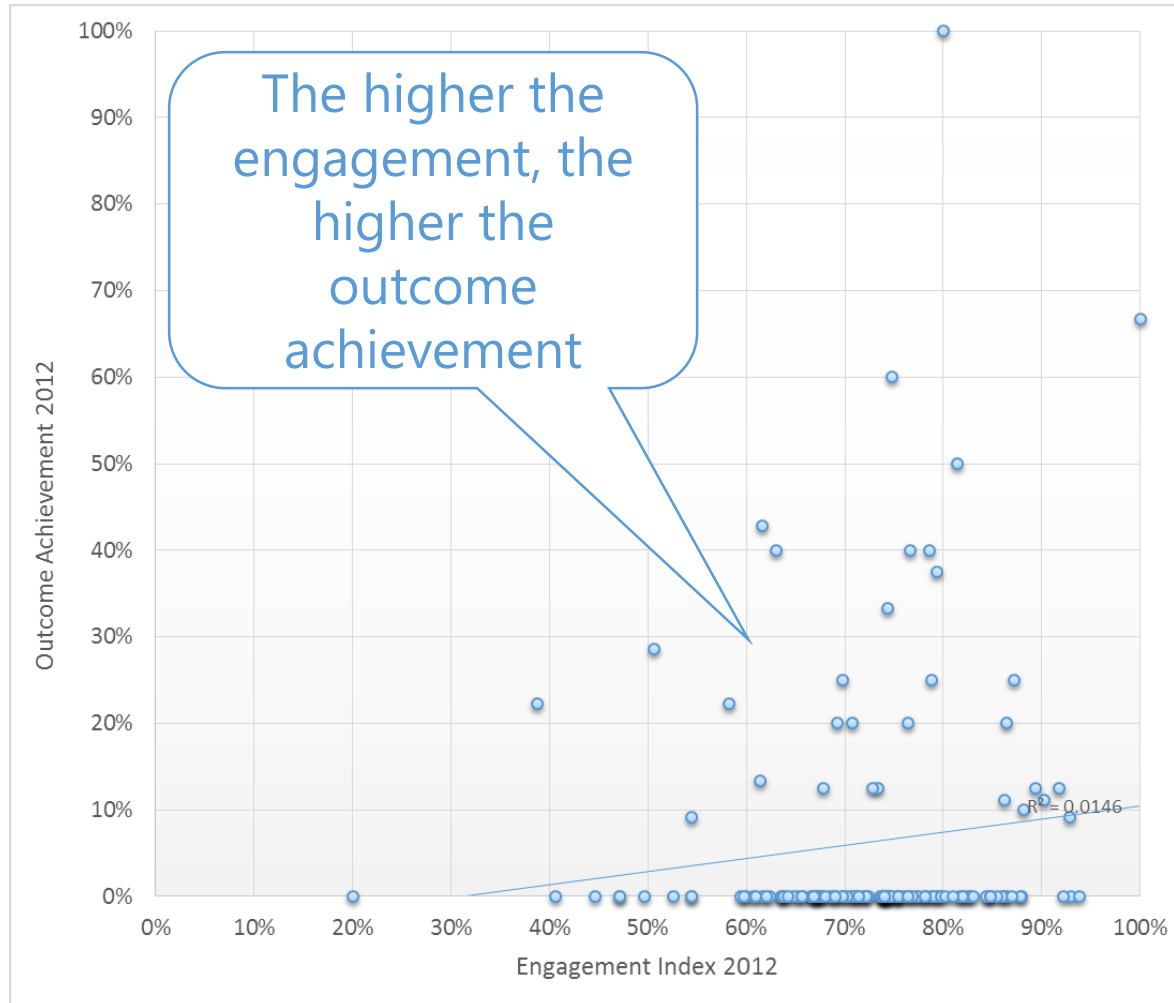
	Office Score	Diff From 2013	Diff From Total UNDP	
Engagement Index	95%	+1	+24	<a href="#">Detail</a>
Empowerment Indicator	77%	+6	+21	<a href="#">Detail</a>
Leadership and Direction Indicator	91%	+4	+21	<a href="#">Detail</a>
- Download or Access Reports:** A list of report links for Cuba, including 'Survey Analysis Worksheet', 'Presentation Report', and two 'Detailed Data Report' volumes.
- Resources:** A grid of links for 'Using the Detailed Data Report', 'Using the Presentation Report', 'Using the SAW Report', 'Employee Engagement', 'Leader's Guide to Engagement and follow-up to GSS', and 'Frequently Asked Questions'.
- SmartReport:** A section with a 'Reset' button and three tabs: 'Your Strengths', 'Your Challenges', and 'Action Planning'. It includes a welcome message and introductory text for each tab.

# Engagement: business imperative for UNDP



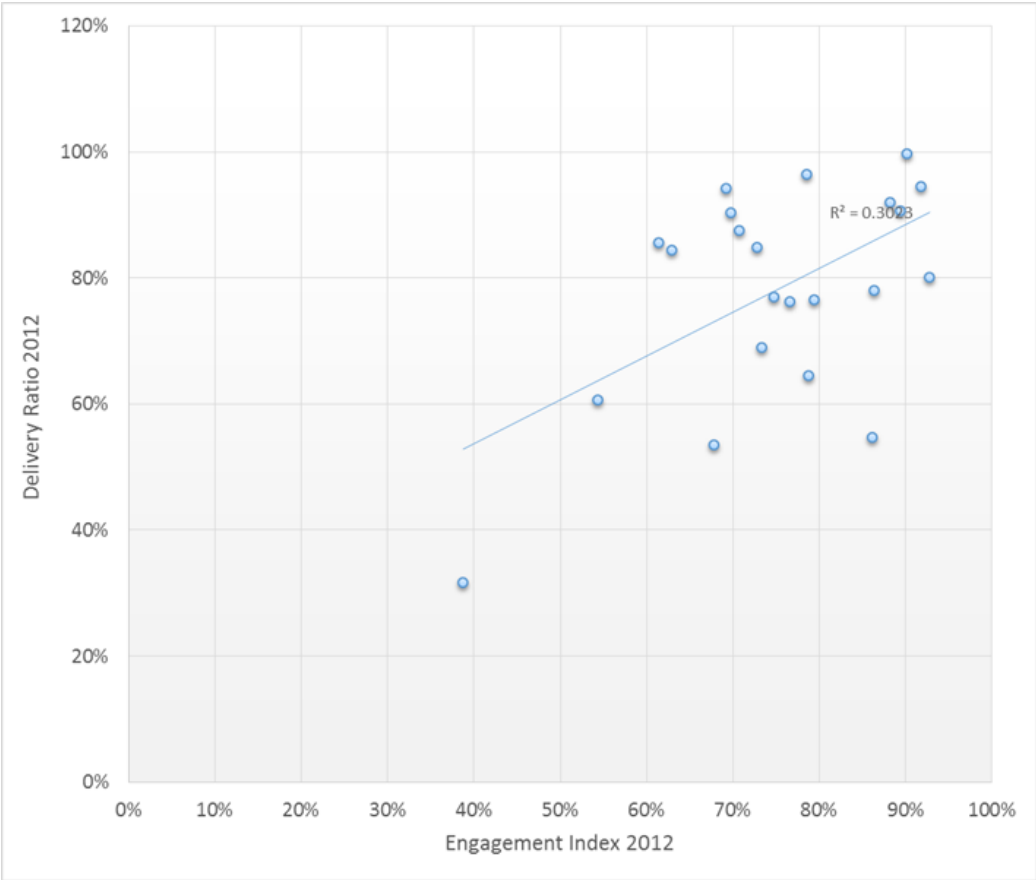


# Engagement: business imperative for UNDP



# Engagement: business imperative for UNDP

Taking our most representative development offices, there is a strong relationship between engagement and delivery



\* \$5m - \$50m programme band excluding 0% outcome achievement

# Tip 2. Build awareness about engagement, what it means and why it matters

# **Building awareness through...**

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**Presentations to/discussions with senior leadership, e.g. at the global management meeting and executives meetings**

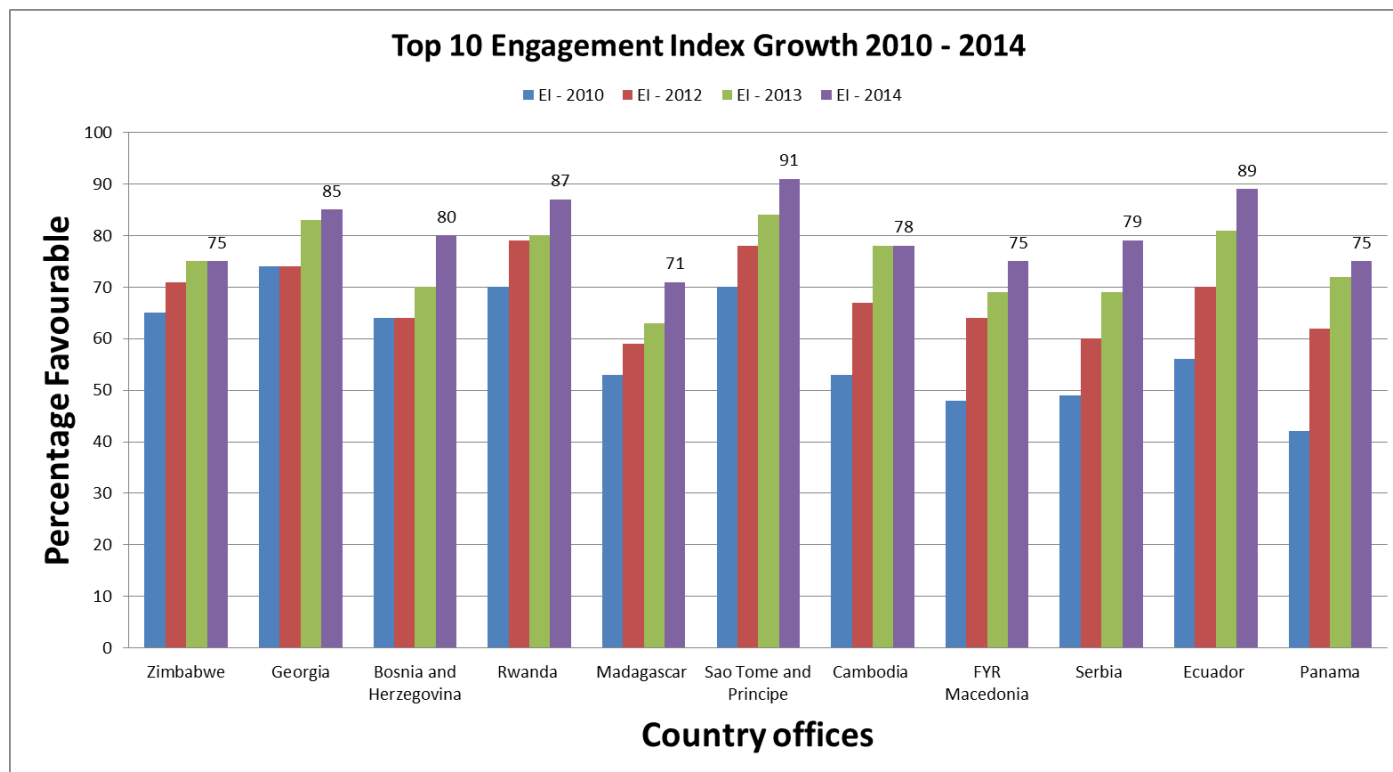
**Bringing in external experts to talk to leaders (from Harvard)**

**Identifying/working with champions of engagement among senior managers**

# Tip 3. Create excitement

# To create excitement...

- ... we launched a UNDP-wide “engagement videos” communication campaign showcasing offices that managed to achieve notable improvements in engagement – in 2014 and over time since 2010



# To create excitement...



## Making UNDP a Great Place to Work

Dear Colleagues,

Attracting and retaining the best people has been and remains a key priority of UNDP's human resources strategy. It is our people, all of us, working across continents and countries, who every day – through our work – build our organization and drive its success. And it is in this context that, in recent years, we have been talking a lot about employee engagement, or, in other words, an emotional commitment of staff to deliver. Yet, while engagement is one of the strongest drivers of innovation and performance, it does not happen by itself. It is a result of often deliberate joint efforts by managers and staff to create an environment where all people can be at their best, thrive and realize their full potential, creating real value for the people we serve.

Following the last Global Staff Survey, we have asked several Country Offices that have done a particularly great job in building a workplace that drives and strengthens employee engagement, to capture their experiences in short videos. I am happy and excited to share with you the first such video and a story from UNDP Rwanda.

More videos and stories will come in the following months and I hope that you will enjoy these brief glimpses of what it feels like to be part of UNDP in different parts of the world. Let us learn from what our colleagues have achieved and, get inspired by their experiences. I am confident that together we will make sure that UNDP - in all its offices and locations - is indeed a great place to work.

Warmest regards,

Marta Helena

## "UNDP Samoa shares its story"

### From the Director, OHR



#### Making UNDP a Great Place to Work: Meet UNDP Samoa

Imagine a workplace where you are encouraged to express your ideas, an office where your views and contributions are important and valued, and where you have ample opportunities to grow and develop.

Sounds like a great place to work? Meet UNDP Samoa Multi-Country Office (MCO) located in one of the most beautiful and remote islands of the world. In addition to Samoa, the MCO serves the Cook Islands, Niue and Tokelau.



Samoa shares its story

#### Women's Empowerment, Youth Employment and Climate Change

While the Samoa MCO serves its countries by addressing a number of different development issues - women empowerment, youth employment and climate are the MCO's major areas of focus.

Four years ago the Government of Samoa requested the UN to adopt a "Delivering as One" model. Today, the MCO is proud of the progress made thus far towards working together as One UN.

The MCO office has played a prominent role in the organization of the Third International Conference on Small Islands Developing States (SIDS), held in Samoa in September 2014. The task was daunting for a team of thirty but the UNDP contribution towards the success of the conference was recognized and acknowledged by the national Government and all key partners.

Most recently, UNDP Samoa MCO launched two joint programmes in partnership with the Samoan Government and other UN agencies: one aimed at increasing political participation of women and another addressing youth unemployment.

Over the last three years, with the great support of the UNDP-Global Environmental Facility (GEF) Team, UNDP Samoa has mobilized more than USD 50 million for environment and climate change initiatives. Their programmes are contributing to build more resilient communities by improving water and food security, disaster risk management, sustainable livelihoods and renewable energy to mention a few.

#### A success story – behind the scenes

In Samoa, the management has adopted a horizontal leadership approach and an open-door policy, encouraging frequent communication, feedback and discussion about any matter of importance to staff.

By holding regular office meetings and allowing time for everyone to express their opinions and concerns, staff feel they are part of the decision-making process. This inclusive approach has had a positive impact on staff engagement.

Acknowledging staff contribution has been another pivotal element of the success. UNDP Samoa is a place where one works hard to achieve great results and receives the appreciation of supervisors, peers, communities and partners.

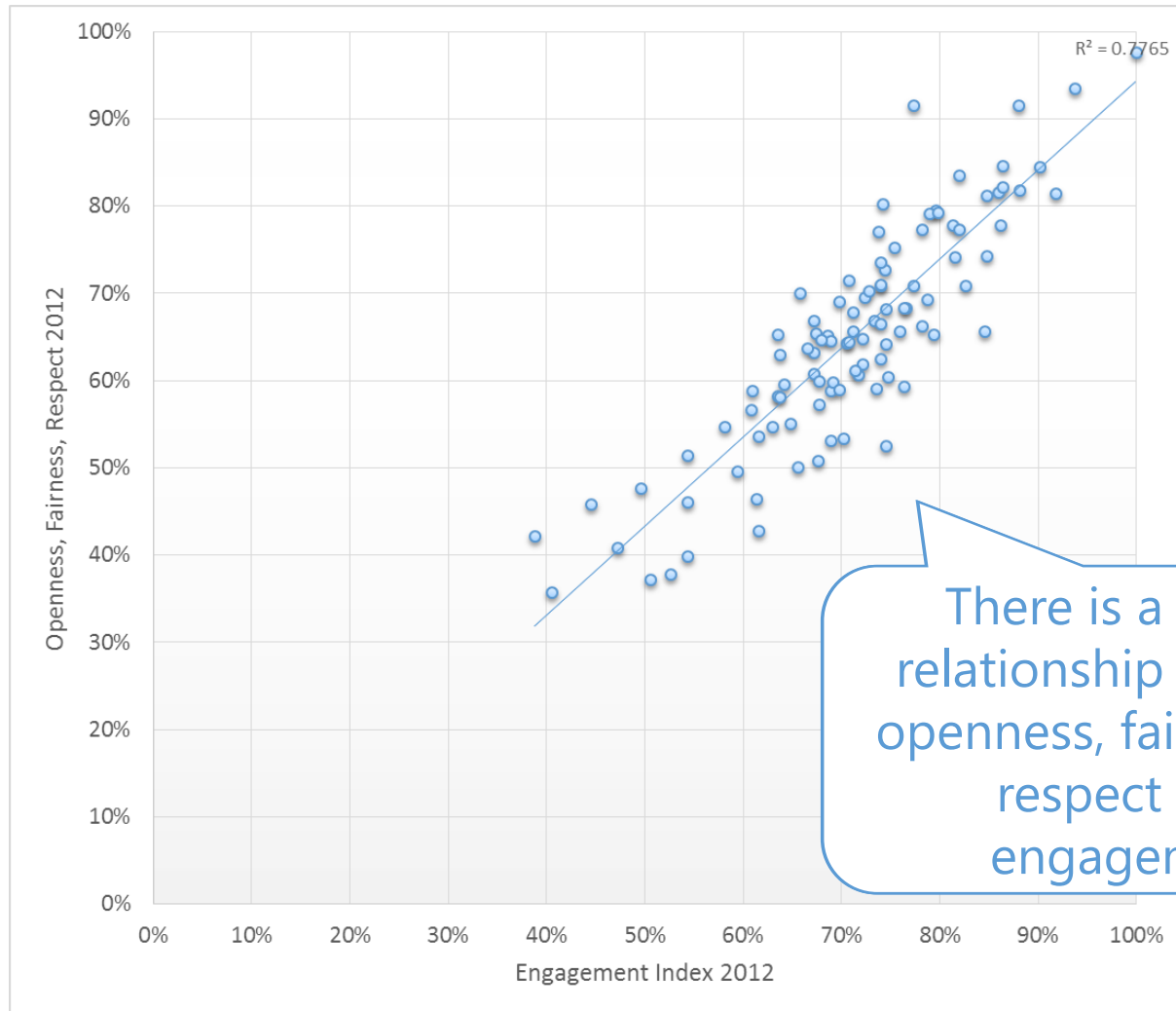
Also, encouraging the adoption of flexible working arrangements has contributed significantly to increased motivation and a better work-life balance. The management set up core hours for staff to be at the office but otherwise, people are free to decide when and where to do their work in an efficient manner. Mutual respect and trust have also been key factors in boosting staff empowerment.

Another important driver of success has been a strong focus on building team spirit. Annual office retreats and Christmas parties, morning teas after duty travels to facilitate information sharing, removing walls and creating open spaces to make collaboration easier have helped staff strengthen a sense of community and camaraderie. There is no one size fits all solution when it comes to effective people management but this is the story of UNDP Samoa, known in the country as the UN Happy Family!

**Tip 4. Help managers and staff understand what drives engagement and help them improve**

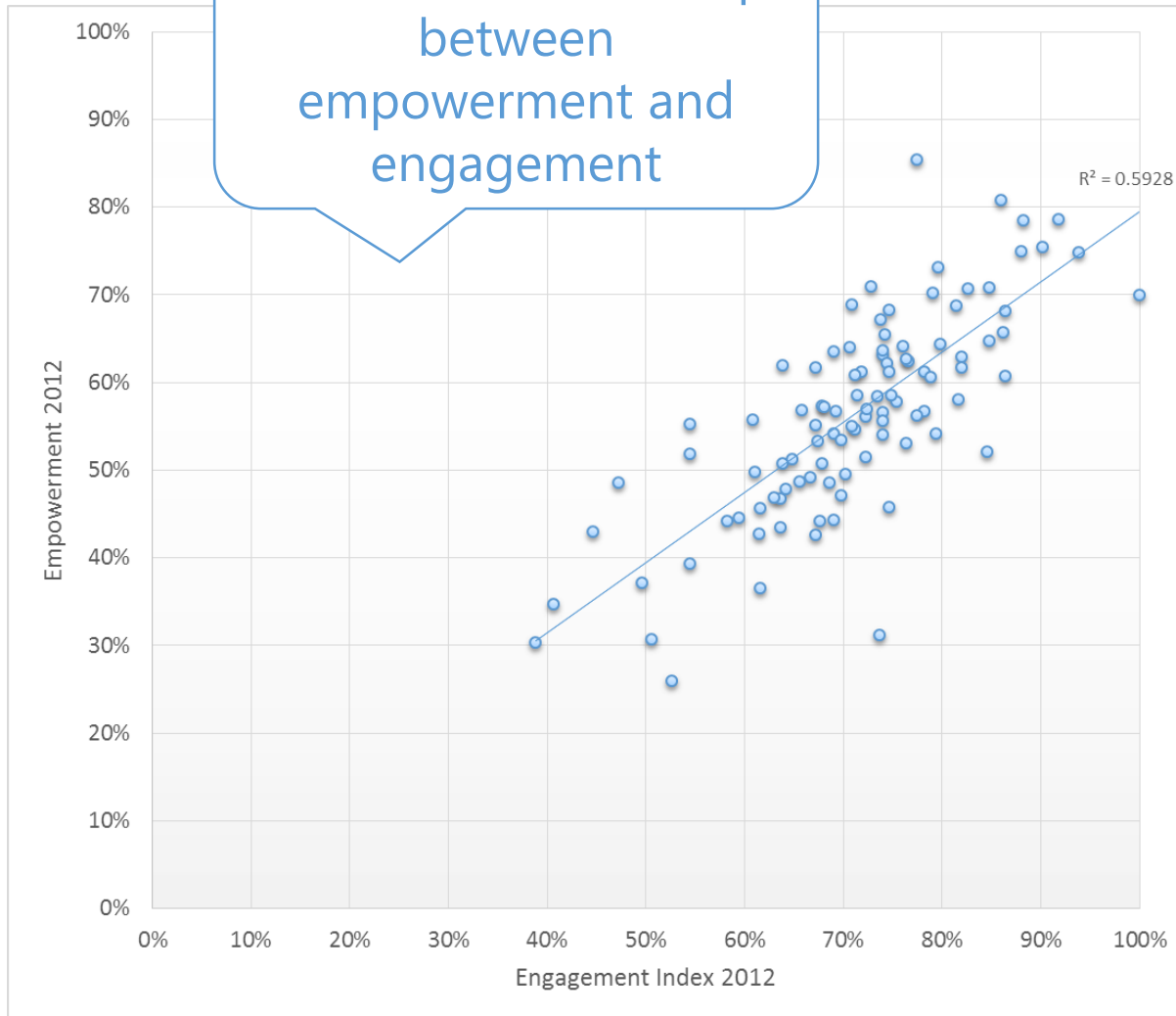


# What drives engagement in UNDP?

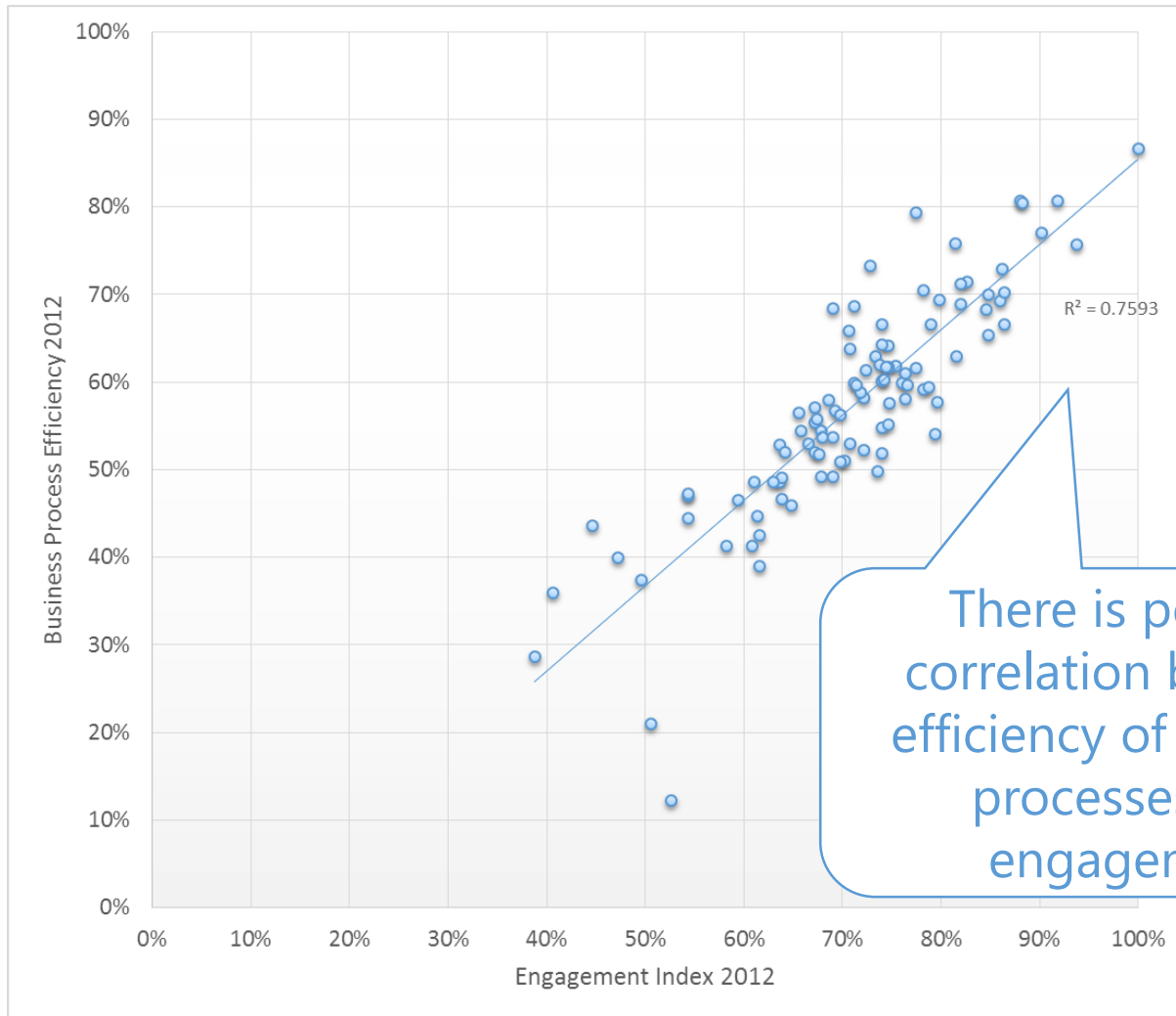


# What drives engagement in UNDP?

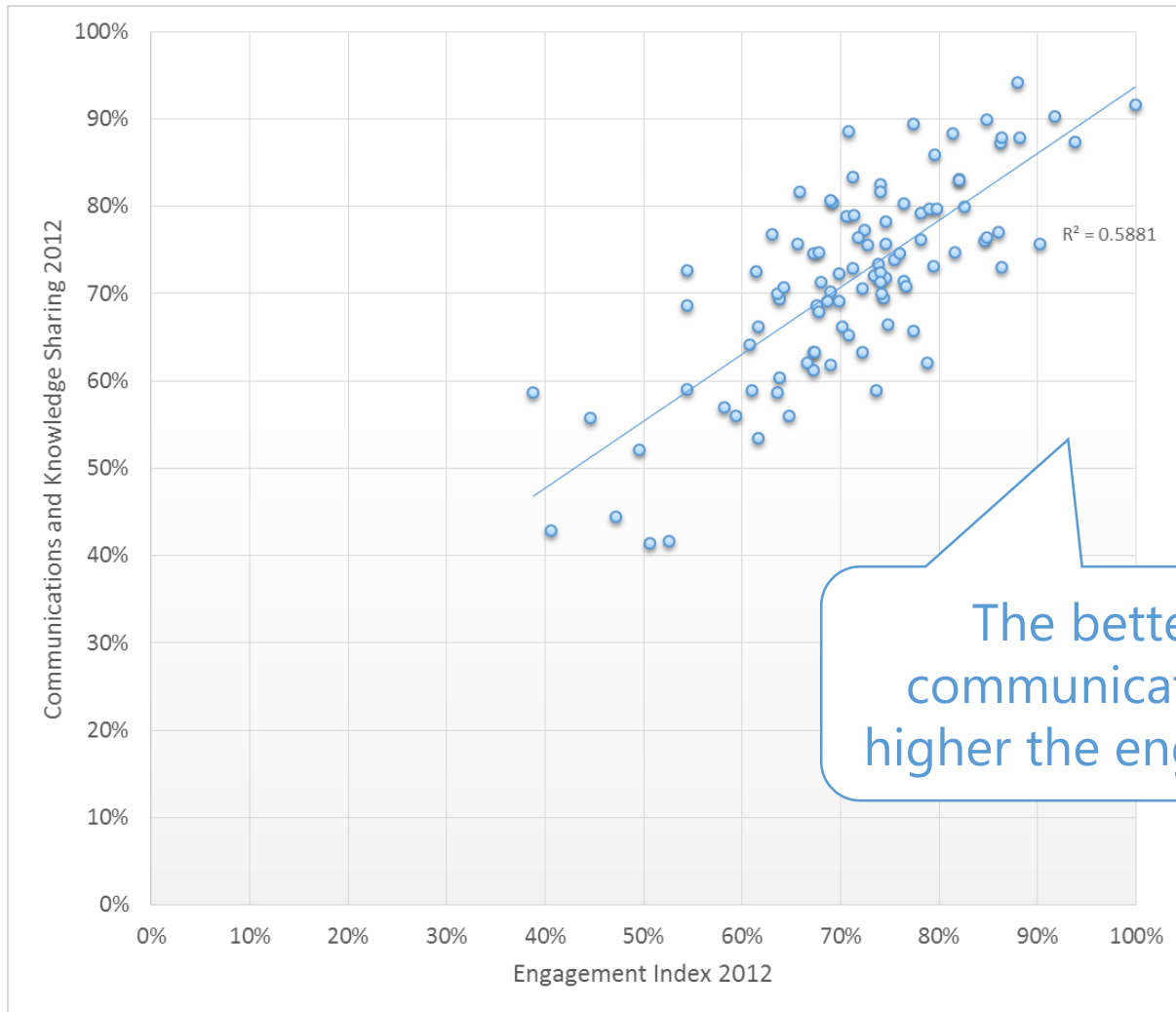
There is a relationship  
between  
empowerment and  
engagement



# What drives engagement in UNDP?



# What drives engagement in UNDP?

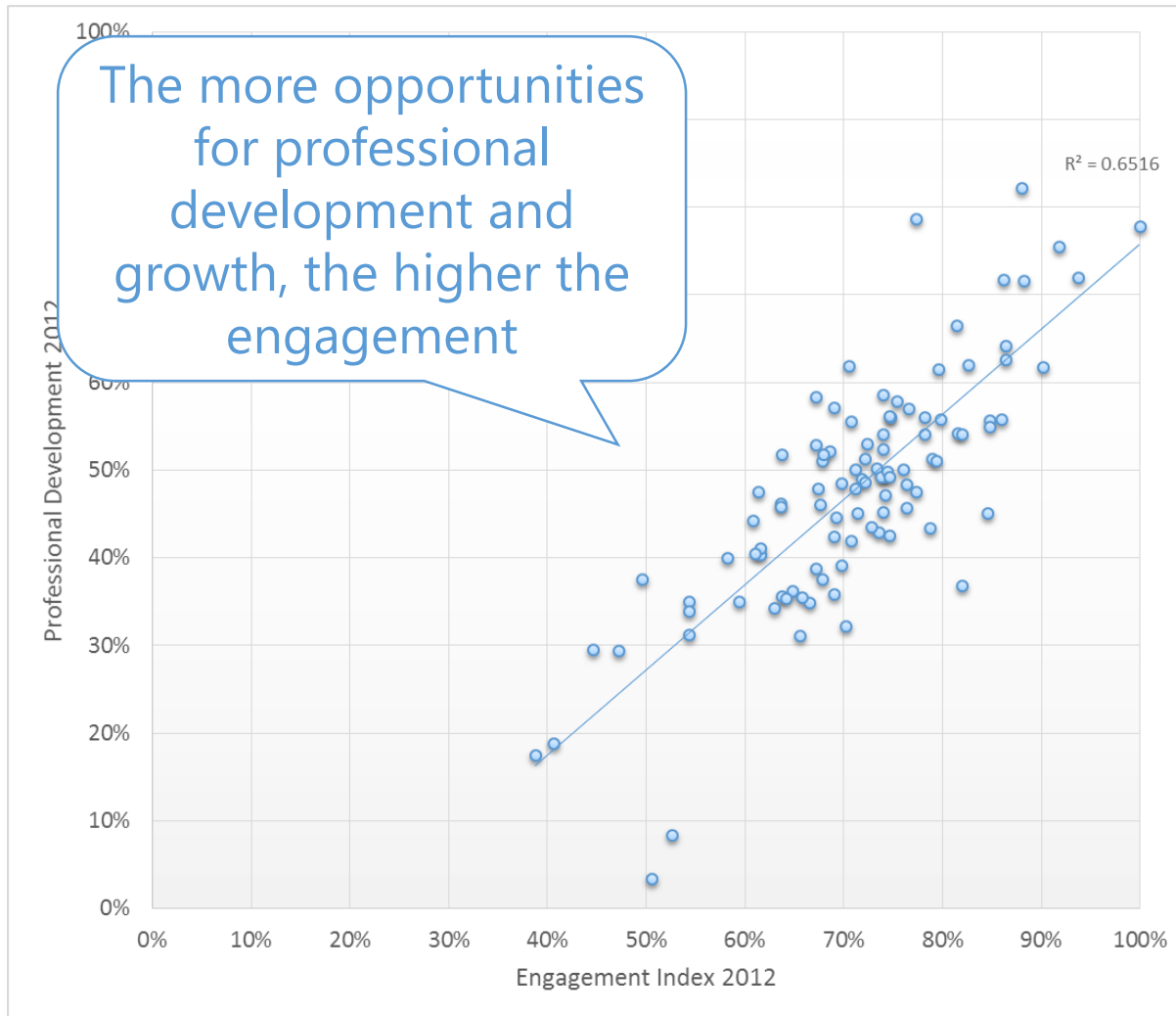


The better the communication, the higher the engagement

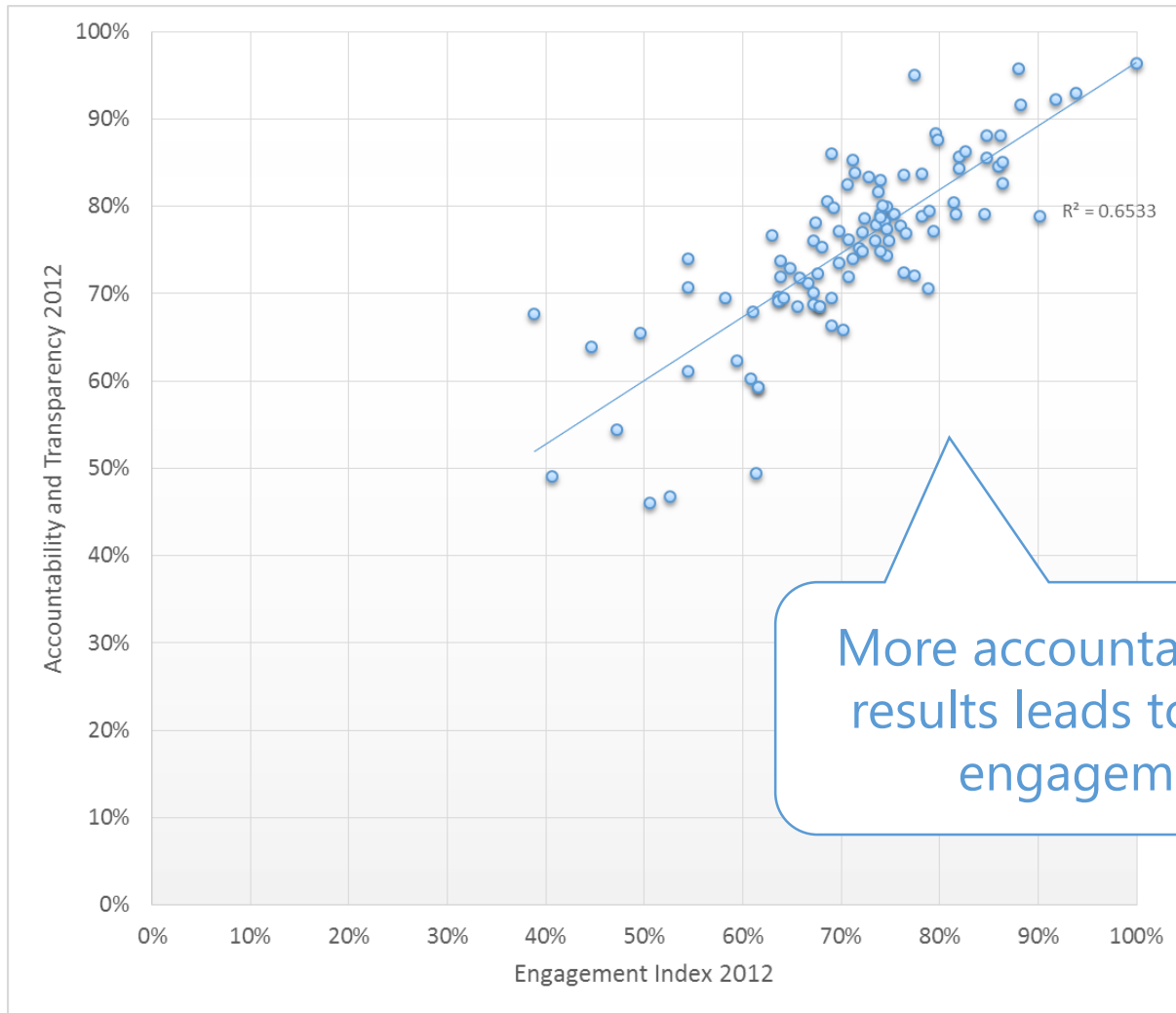
# What drives engagement in UNDP?



# What drives engagement in UNDP?



# What drives engagement in UNDP?



# Resources for managers about engagement and how to build it

## GSS ACTION PLANNING

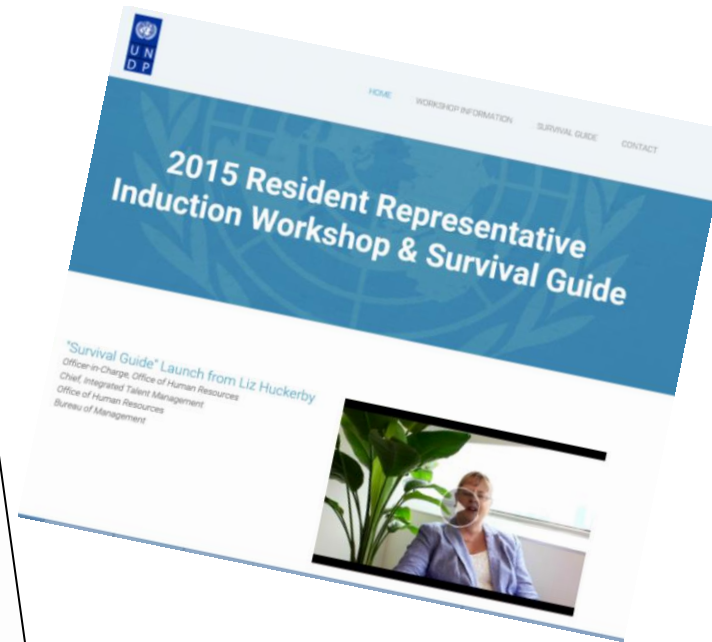
### COMMON OPPORTUNITIES AND SAMPLE SOLUTIONS

Following the release of the GSS results, offices find themselves with a list of "opportunities" which need to be addressed as part of an action planning process. During the action planning process it is important to focus on areas within one's "circle of influence" and prioritize actions that drive employee engagement. To learn more about how to select and prioritize GSS opportunities, read "[Step by Step Guidance for Feedback and Action Planning from the Global Staff Survey](#)."

Once there is an agreement on key areas/opportunities to focus on, it is time to start thinking about what can be done to ensure improvement. Below are some common "opportunities" and sample actions to help facilitate a discussion about the post-GSS action plan:

Sample Actions to address "opportunities" identified through the GSS	
<b>Opportunity: The authority to make decisions about how to do your job</b>	
<b>Actions for Managers</b>	<ul style="list-style-type: none"> <li>Delegate decisions/responsibility for projects/activities explicitly, discuss upfront at what points check-back is required and why, and how issues should be escalated.</li> <li>When developing new projects/ideas, present high-level objectives to staff and have them participate in development of detailed specifications. This provides staff with clarity on what they need to do, but with the opportunity to decide how to do it.</li> <li>Organize discussions with staff – in team or individual meetings (PMD planning conversation is a good opportunity) – to explore ways in which tasks could be redefined to make them more interesting or efficient while continuing to meet business objectives.</li> <li>Have discussions with staff – in team or individual meetings (PMD planning conversation is a good opportunity) – to learn what decision-making authority they feel they need to do their jobs well/better.</li> <li>Explicitly encourage, recognize and celebrate success of individual staff/teams that innovate and take informed risks in finding solutions and better ways of work.</li> </ul>
<b>Actions for the Office</b>	<ul style="list-style-type: none"> <li>Review some of the internal office-specific business processes and SOPs to identify areas where excessive controls could be relieved.</li> <li>Provide managers with training on good people management practices, with a particular focus on delegation (a course on delegation will be part of the Leadership Development Pathways to be launched in early 2015).</li> </ul>

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2015 Resident Representative Induction Workshop & Survival Guide

"Survival Guide" Launch from Liz Huckerby  
 Officer-in-Charge, Office of Human Resources  
 Chief, Integrated Talent Management  
 Office of Human Resources  
 Bureau of Management

## QUICK NOTE ON STAFF ENGAGEMENT FOR RESIDENT REPRESENTATIVES

In order to build a strong productive team and ensure effective delivery of results, it is vital to make sure that staff are engaged. This note describes key managerial behaviors that promote and foster staff engagement.

### What is Staff Engagement?

Employee engagement is about the emotional commitment of staff towards the organization (office, or team), which positively influences their behaviors and level of effort put into work. Engagement is often referred to as "being positively present" at work by willingly contributing intellectual effort, experiencing positive emotions in a workplace, and fostering meaningful connections with others (clients, partners, peers, etc.).



# Resources for managers about engagement and how to build it

Great People Managers Great Supervisors Great Mentors Great Performance Appraisals Great Work Place Career, Learning and Programmes Competency Framework Fast Navigation

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## Engagement and How to Engage People

Perhaps you have heard the expression "A company is only as good as the manager you work for"? Well, this is the essence of staff engagement. People may join UNDP because of its mission, but once hired, managers have the largest single impact on their daily work environment and level of engagement. It is the decisions, the atmosphere, the ethos, the support, the training and the direction set by UNDP management that determines our people's willingness to give their best at work and to remain in the organization.

As a Manager, you play a critical role in ensuring staffs are intellectually, emotionally and socially engaged at work. Your role as a Manager is to adopt key people management practices, such as aligning people with goals; helping staff make work meaningful; establishing open two-way communication; developing and fostering professional and career growth for staff; recognizing and appreciating good performance; establishing a flexible and inclusive workplace; and creating trust-- all of which are key drivers of engagement.

Below is a quick introduction to staff engagement and how to adopt key managerial practices that positively influence staff engagement. To dig deeper, read the full guide to your right.


**What is staff engagement?**

Staff Engagement is defined as "being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others." The definition itself provides three dimensions of engagement:

1. Intellectual engagement – thinking hard about the job and how to do it better;
2. Affective engagement – feeling positively about doing a good job; and
3. Social engagement – actively taking opportunities to discuss work-related improvements with others at work.

In general we speak of three "types of people": the engaged, the ambivalent and the disengaged.


Three Levels of Engagement	
1	<b>ENGAGED</b> people work with passion and feel a profound connection to the organization. They drive innovation and move the organisation forward. In the average workplace you normally find 3 in 10 people to be "engaged."
2	<b>AMBIVALENT</b> people are essentially "checked out." They're sleepwalking through their workday, putting time – but not energy or passion – into their work. Over half of the workforce is normally "ambivalent."



**Engagement motivates staff, finds solutions and opens locked doors.**

**Dig Deeper**

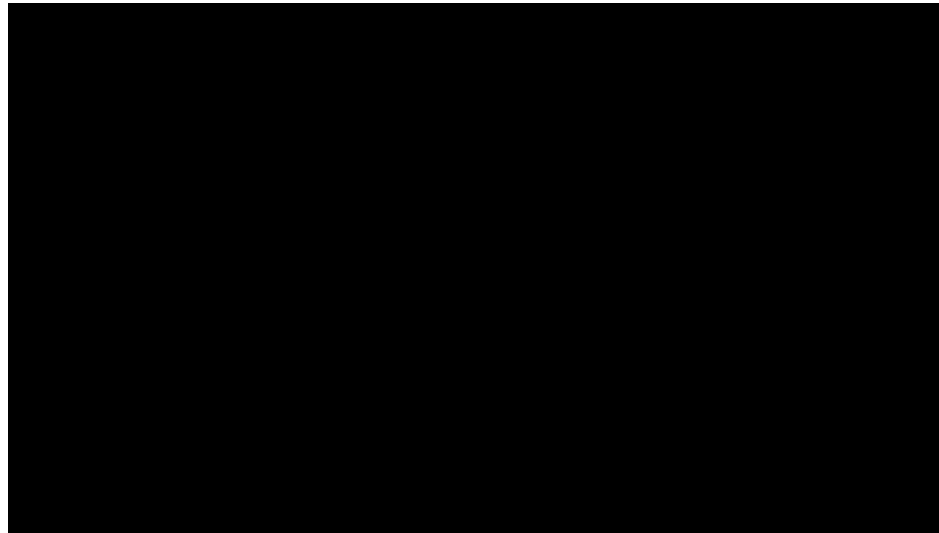
[Leaders Guide on Engagement \(June 2015\)](#)  
[Lens On Engagement \(Copyright CIPD\)](#)  
[Creating An Engaged Workforce \(Copyright CIPD\)](#)  
[Employee Engagement Context \(Copyright CIPD\)](#)  
[Levels of Engagement \(Copyright CIPD\)](#)

 **Survey:** After using the site do kindly take a couple of minutes to complete the survey to help further improve the content. Thank you.

# Investment in leadership development more generally

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## Leadership Development Pathways



<http://vimeo.com/116316061>

# Investment in leadership development more generally

## Customized leadership development journey around core competencies



# Tip 5. Create accountability

# Creating accountability through...

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**Making engagement levels part of the UNDP corporate and individual office scorecards**

**Purposeful investment into action planning**

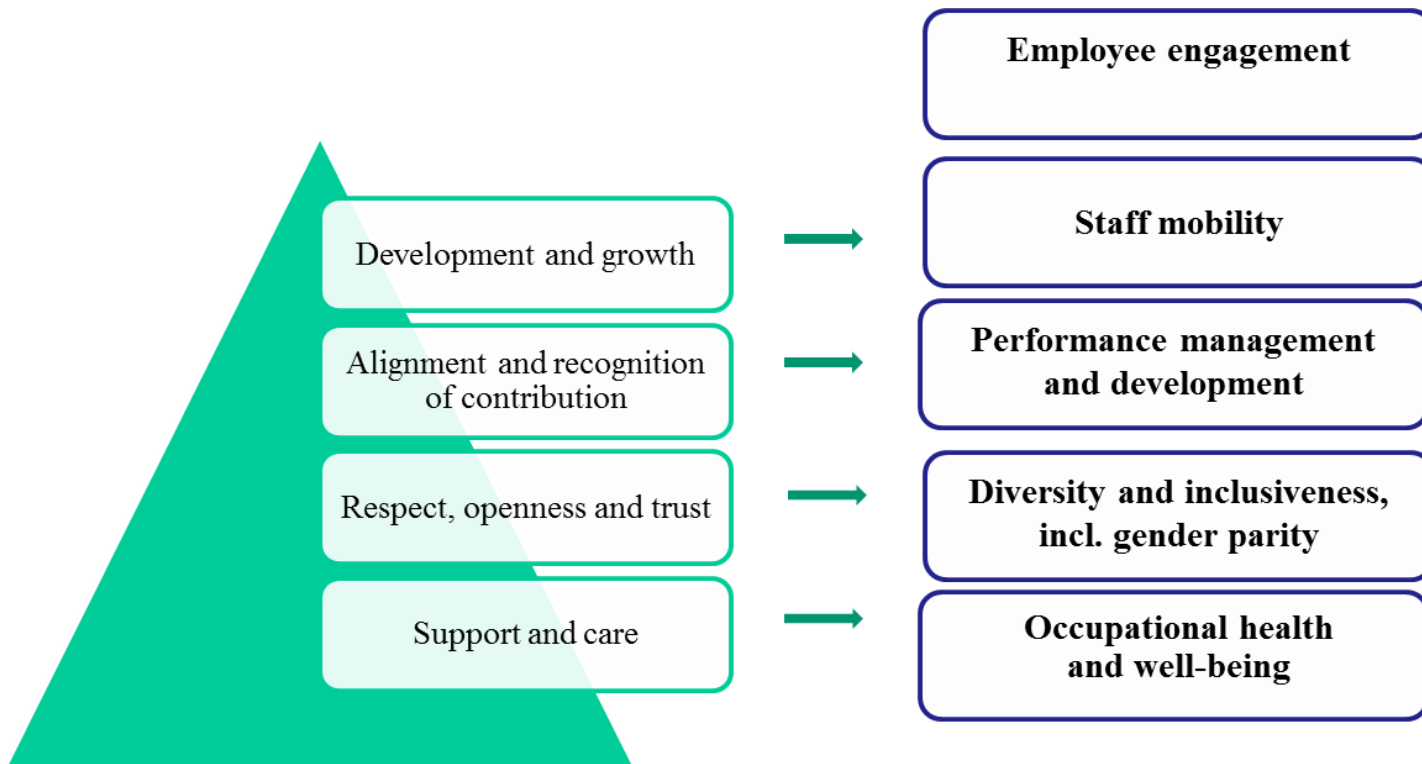
**Instituting reporting to the executives on the implementation of action plans**

# Tip 6. Create dedicated capacity to work on engagement

# Engagement Unit ...

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.... was created in the Integrated Talent Management Team in the Office of Human Resources in 2014



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**This is what engaged people do:**

**UNDP Cambodia Video**







**Empowered lives.  
Resilient nations.**

**Gracias Thank You  
Merci Спасибо  
شكرا 谢谢**