

Survey Reveals Gaps and Opportunities In Employee Engagement Measures

A recent survey* of human resource professionals revealed a gap between what they felt should be done and what was actually done with regard to measuring the impact and return on investment in employee engagement programs. That gap also holds a huge opportunity for HR professionals and anyone concerned with employee engagement to gain insights useful in refining and continuously improving those programs.

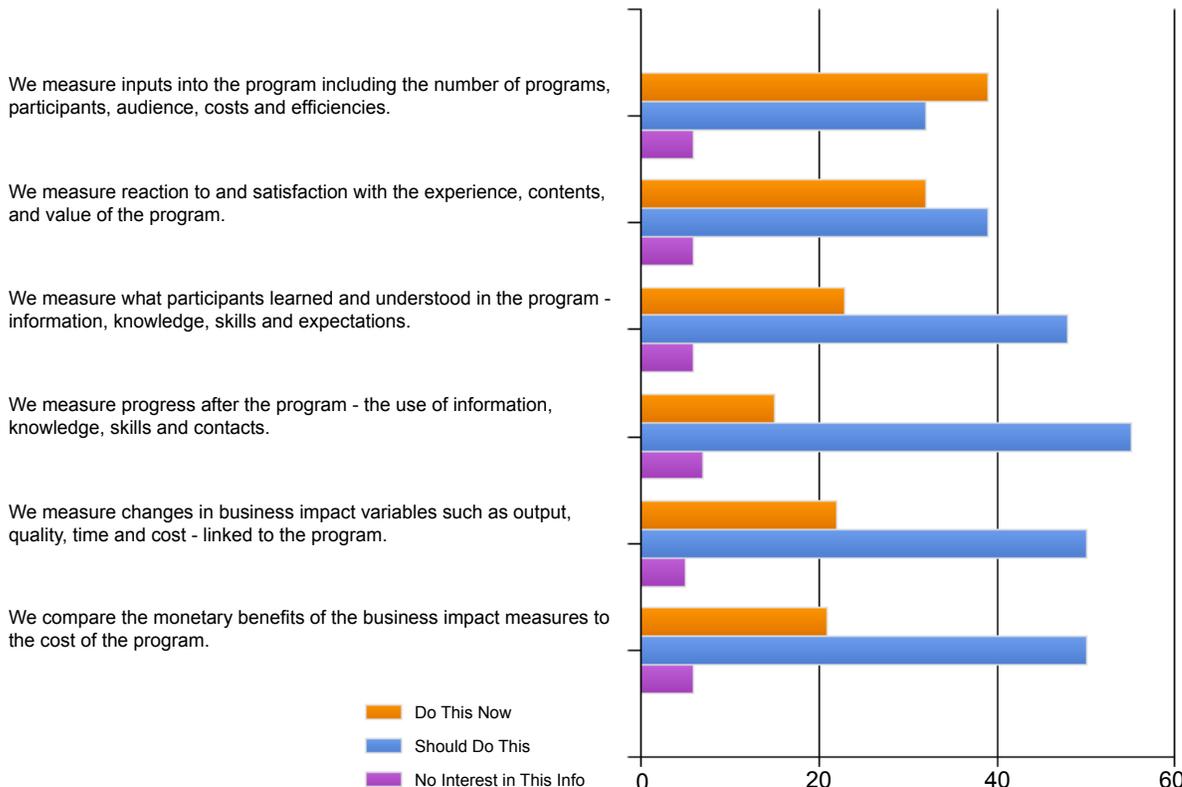
Measurement Gaps

While 75.3 percent of respondents said they were measuring employee engagement within their organizations, 50 percent were not measuring at the most basic level—reaction to and satisfaction with the engagement program experience, its contents and its value. When it came to measuring the ROI of those programs, less than half (49.4 percent) measured ROI on “some” of their engagement programs and 46 percent didn’t measure ROI at all.

Other measures of program success also revealed gaps:

- 62.3 percent felt program participants’ learning and understanding (knowledge, skills, etc.) should be measured but only 29.9 percent were performing those measures.
- 71.4 percent felt participants’ progress after the program’s completion should be measured, but only 19.5 percent measured this.
- 64.9 percent felt changes in business impact variables (output, quality, time and cost) should be measured but only 28.6 percent measured those variables.
- 64.9 percent felt the cost of the program should be compared with the monetary benefits of the business impact, but only 27.3 percent made that comparison.

What do you measure as an indicator of a program’s success?



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At a time when budgets are squeezed and accountability for producing results is high, applying a methodology for measuring program results can generate actionable insights useful for making program improvements and demonstrating its intangible and tangible value.

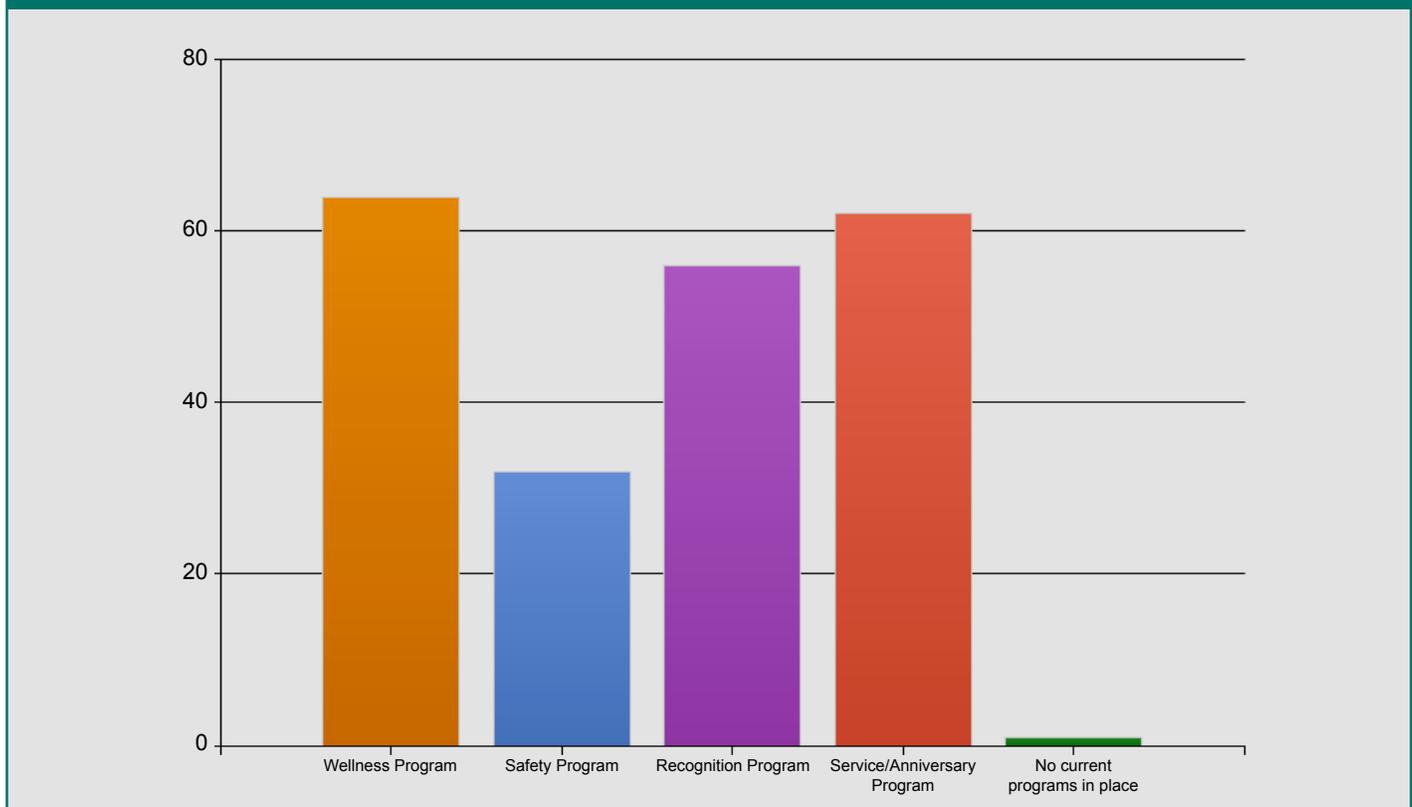
Barriers to Measurement

More than 84 percent of survey respondents were either decision makers or in a position of influence regarding program budgets and results, yet simply getting started with program measurement posed a significant barrier. Nearly 60 percent of respondents said they didn't have the resources to perform such measures, and another 23.4 percent revealed they didn't know how to measure. Another 18.2 percent reported that management didn't have an interest in measuring.

Conclusion

Even when resources are minimal, it is still possible to implement engagement measures and get meaningful results. When busy professionals battle conflicting priorities, time and resource constraints and multiple responsibilities, the thought of engagement measurement can seem overwhelming. The solution is to keep it simple and begin at the most basic level, measuring participants' reactions to the program, their satisfaction with the experience and program content, and their perceived value of the program. This can give program leaders the information they need to move to the logical next level, measuring what participants learned and understood. ROI Methodology™, developed and refined over the past 25 years at the ROI Institute, provides a clear methodology for moving through the process. Every step along the way generates valuable, actionable information that can lead to continuous program improvement, a benefit that can grab the attention of management that up to this point has shown little interest in measuring.

What types of engagement programs does your company support?



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Helpful Resources

Limited resources (time or money), lack of know-how, or management disinterest need not be barriers to obtaining meaningful measures of employee engagement programs.

HR and other professionals responsible those programs can take advantage of numerous resources outside of their organization. *Proving the Value of HR: How and Why to Measure ROI, 2nd Edition*, the latest in a series by Jack J. Phillips, Ph.D. and Patricia Pulliam Phillips, Ph.D., is a good starting point. There are also public workshops (available through ROIinstitute.net and ROlofEngagement.com), certification programs through the ROI Institute, and a LinkedIn group called the ROI Network.

In addition, there are third party resources that can work within your budget to assist with structuring and implementing measures. They can be found by tapping into your professional network, arranging to speak with them in person at conferences or trade shows, and perusing your professional magazines and literature. With a modest amount of research, you should be able to find a firm that is the right fit for your situation.

Why capturing ROI is important:

<http://www.marketinginnovators.com/roi/are-you-capturing-the-real-roi-of-your-programs/>

How to get started:

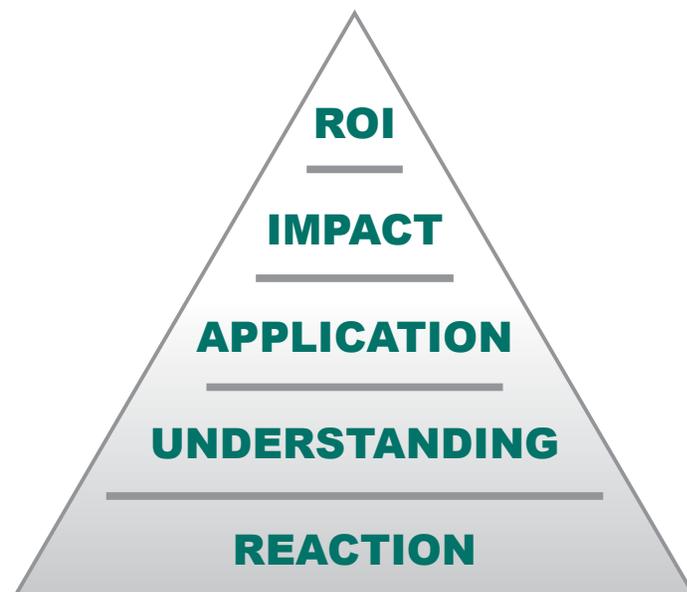
<http://www.marketinginnovators.com/roi/measuring-engagement-roi-getting-started/>

Four fast steps to ROI:

<http://www.marketinginnovators.com/roi/tips-for-jump-starting-employee-recognition-program-roi/>

About This Survey

Responding to growing client interest in measuring the ROI of engagement programs, Marketing Innovators International, Inc., partnered with the ROI of Engagement and developed this survey to capture real world information about the status of ROI measurements. The ROI of Engagement initiative is in partnership with The ROI Institute — a research, benchmarking and consulting organization—provides workshops, publications and consulting services surrounding the ROI Methodology™.



This survey was conducted at the 2012 World at Work Rewards Conference and Exposition. WorldatWork (www.worldatwork.org) is a not-for-profit organization providing education, conferences and research focused on global human resources issues including compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork has nearly 30,000 members in more than 100 countries.

*Survey conducted by Marketing Innovators International, Inc. via online survey instrument at World at Work Total 2012 Rewards Conference and Exhibition, May 21-23, Kissimmee, Fla. Data drawn from 77 respondents.

