



DPMAP: 21st Century Performance Management IMCOM Update - #6

DPMAP: Engaged and Disengaged Employees

Employee Engagement

Employee engagement is a heightened connection among employees, their work, their organizations, and the people, with whom they work, including their supervisors. Employee engagement includes a high level of motivation to perform well at work combined with passion for the work. When employees are engaged, they are absorbed intellectually and emotionally in their work and vigorously invest their best efforts to achieve the outcomes needed by the organization to achieve its goals.

The U.S. Merit Systems Protection Board has done a lot of research into engaging Federal employees. They identified six themes that are important to Federal employees.

The six themes are:

- Pride in one's work or workplace
- Satisfaction with leadership
- Opportunity to perform well at work
- Satisfaction with the recognition received
- Prospect for future personal and professional growth
- A positive work environment with some focus on teamwork

When employees perceive the organization's culture embodies these themes, they perform at high levels, believe their work is important, and derive personal satisfaction from a job well done. The greater the employees' engagement, the more likely it is they will choose to spend time improving their performance and the overall performance of the organization. This choice is vital to a culture of high performance.

Therefore, a performance management program that facilitates employee engagement will naturally help create and support a culture of high performance.

In contrast, disengaged employees do not commit enough attention and effort to perform at their best. In addition to lower levels of performance, the results of low employee engagement can include high turnover, grievances, Equal Employment Opportunity (EEO) complaints, disciplinary actions, performance-based adverse actions, absenteeism, negative attitudes, and low morale. Employee engagement is the foundation of DPMAP. The DoD culture of high performance is one that fosters employee engagement and personal accountability in maintaining high performance.

Until next time.....Stay Tuned and Stay Positive!