

# Taking Employee Engagement to New Heights

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## ABOUT CHANGING OUR WORLD

Changing Our World is a trusted philanthropy consulting firm that advises leading corporations and nonprofit organizations.

- Extensive experience in developing and implementing strategic initiatives that enable corporations and nonprofits to achieve their goals
- In-depth knowledge of global philanthropy and nonprofit partnerships, marketing integration, and the ability to translate this into compelling solutions
- Success in creating programs that drive brand visibility, consumer appeal, employee goodwill and social impact

### FIRM SNAPSHOT

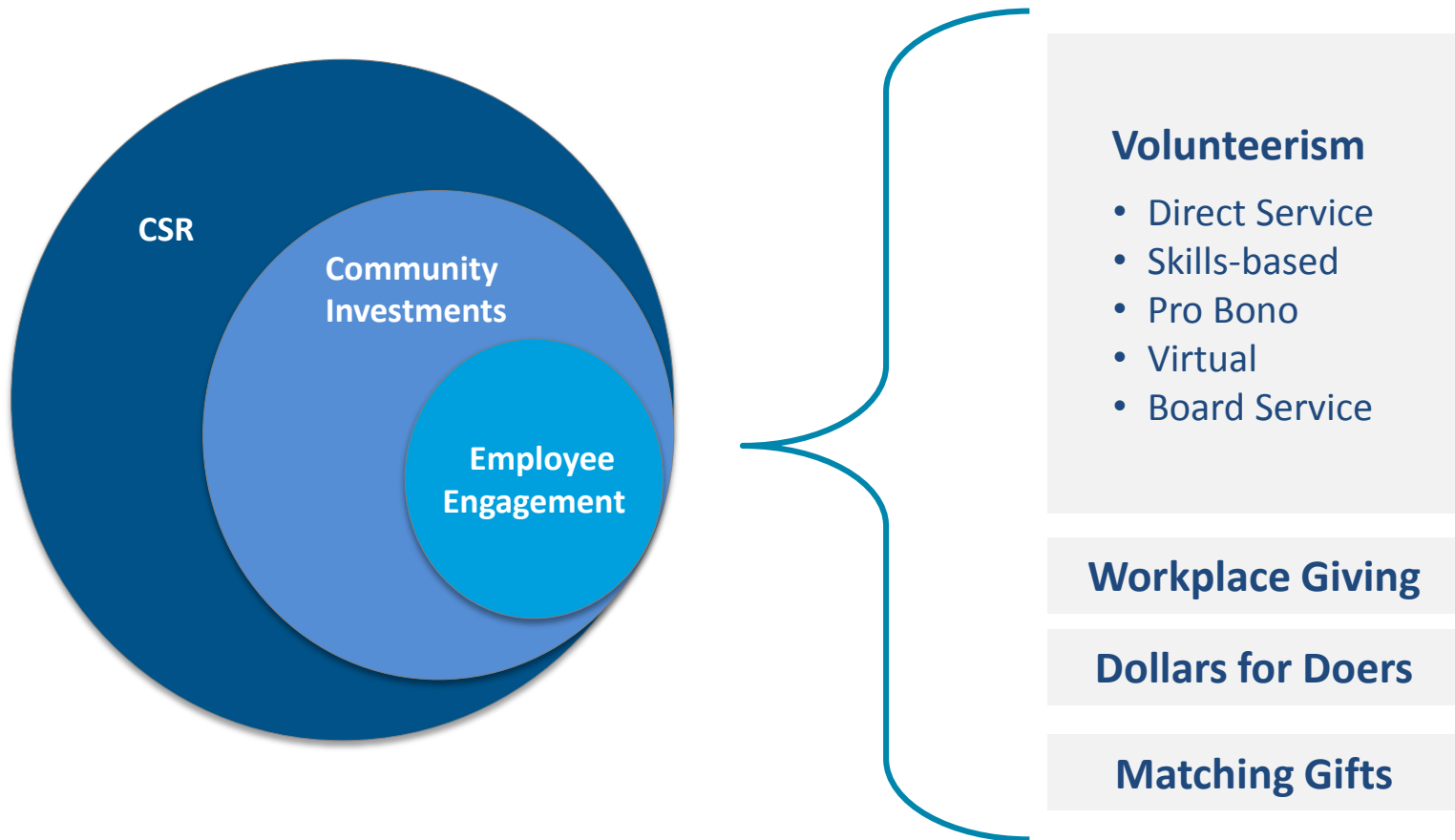
- Founded in 1999
- **An Omnicom Company (NYSE:OMC)**
- 100+ professionals
- **Four distinct advisory practices**
  - ✓ Corporate
  - ✓ Nonprofit
  - ✓ Research and Analysis
  - ✓ Digital



## TODAY'S WEBINAR: OVERVIEW

- Examine the employee engagement landscape
- Consider the business case for launching a formal employee engagement program
- Review common road block to success
- Explore tactics to build a culture of engagement
- Discuss relevant case studies

## EMPLOYEE ENAGEMENT WITHIN CORPORATATIONS

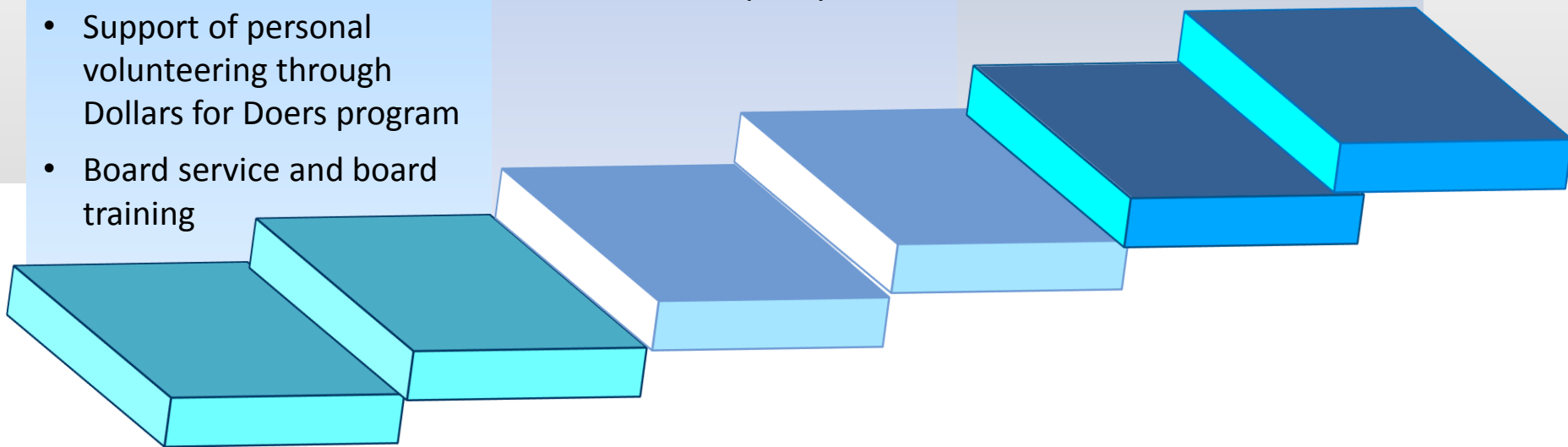


## THE SPECTRUM OF ENGAGEMENT

- Teambuilding events; e.g., community beautification projects
- Onsite drives
- Sponsorship activities e.g., walks/runs
- Employee fundraising campaigns
- Support of personal volunteering through Dollars for Doers program
- Board service and board training

- Aligning volunteer efforts with overall philanthropic commitment
- Dedicated service event
- Leveraging leadership through board service
- Skills-based volunteering
- Paid time-off policy

- Loaned executive program
- Full-time off/sabbatical program
- Incorporating a service component into employee goals and performance reviews



## THE CASE FOR EMPLOYEE ENGAGEMENT

- **Non-cash contributions have increased as a percentage of overall corporate giving.**
  - **Paid time off volunteer programs grew substantially** between 2010 and 2013, with an increase of 37% of paid time off volunteer hours reported; in 2014 it was the most common engagement program offered by companies for domestic employees.
  - 51% all companies offer **pro bono opportunities** as part of their employee engagement programs, up from 34% from 2010. <sup>(1)</sup>
- **Measuring the value of employee volunteerism is becoming standard practice for companies.**
  - While companies are fairly proficient at collecting output data (e.g., an increase in employee participation), companies are now also **measuring the business value of employee volunteerism**, often partnering with HR to include questions about job satisfaction in employee surveys.

### Employee Benefits

- Encourages teamwork
- Promotes leadership
- Increases morale and job satisfaction
- Develops skills
- Creates opportunities to feel part of a philanthropic commitment

### Company Benefits

- Improves employee recruitment and retention
- Builds brand reputation and awareness
- Demonstrates a commitment to the community
- Reinforces company values

## ROADBLOCKS TO SUCCESS

- Lack of awareness
- Too busy at work
- Indifferent or uninterested
- Personal interests not aligned with corporate causes
- A diverse workforce and/or geographic footprint
- Inaccurate tracking of activities
- Balancing strategy and flexibility



## CRITICAL STEPS TO BUILDING A CULTURE OF ENGAGEMENT

- 1 Formalize your program
- 2 Empower your people
- 3 Set and communicate goals
- 4 Recognize employee efforts





## FORMALIZE YOUR PROGRAM



- Seek buy-in from senior leadership
- Consider your structure and approach
- Create policies and procedures
- Align your efforts with your company
- Consider branding your program or linking it to an existing corporate initiative
- Determine the best time(s) of year to promote your engagement opportunities

## EMPOWER YOUR PEOPLE



- Encourage supervisor and manager involvement
- Solicit input and feedback from employees
- Assess your workforce and its unique needs
- Equip your champions with the tools and resources they need to promote engagement and activate employees

## SET AND COMMUNICATE GOALS



- Identify realistic goals for your program
- Keep employees up-to-date on progress
- Educate employees about the causes and/or nonprofits your program supports
- Determine what motivates your employees and use this intel to develop your messaging
- Customize your communications strategies for your various employees; one size does not fit all

## RECOGNIZE EMPLOYEE EFFORTS



- Understand your company's own unique culture and what will resonate with your people
  - Simple gestures (e.g., thank you notes, branded collateral, goodie bags)
  - Consider a formal award or rewards program

## HOW AN AUTHENTIC CULTURE IS BUILT

Alignment to core values creates the opportunity for a program to “stick” and build momentum over time.



Empowerment of individuals, to participate in the role of their choice (e.g., leader, supporter, participant) as in all things, is the KEY.



Clear, concise and effective communication raises visibility of your program, sparks excitement, and informs your people about opportunities to get involved.



Recognition reinforces, maintains and sustains a culture of engagement and supports citizenship activities.



# CASE STUDIES

# CONAGRA FOODS



## BACKGROUND

- **Led a strategic planning process** for the ConAgra Foods Foundation in 2006 and remained the Foundation's strategic advisor for over a decade.
- Within the broader community involvement strategy, **focused on engaging employees in hands-on service** directly aligned to the company's business objectives and social goals.
- **Aimed to enhance employee pride, morale and satisfaction** with the company.
- **Worked to establish ConAgra Foods as a best-in-class corporate citizen** as exemplified through outstanding employee engagement programming.



## IMPLEMENTATION

- Launched the company's first-ever **Employee Month of Service**.
- Developed **service toolkits** as a step-by-step guide on how to plan and execute local volunteer events.
- Supported the launch of an **internal Cause Activation Team**.
- Developed a formal **board placement strategy**.
- Designed a **recognition program** to show appreciation for employee service and incentivize future participation.
- Analyzed **employee satisfaction surveys** to assess changes in morale and pride as a result of engagement initiatives.
- **Conducted regular benchmarking** on peers' employee engagement strategies and successes to ensure the company's efforts remained best-in-class.



## RESULTS

- **Annually, up to 3,000 ConAgra Foods employees participated in up to 150 events** and volunteered up to 8,000 hours.
- Between 2012 and 2016, **packed over 2 million meals** for the Foundation's partner, Kids Against Hunger.
- Confirmed that **the company's commitment to hunger is one of the top engagement drivers for employees** through an annual company-wide survey. Further, **engagement was connected to promotions, performance & retention**.
- **Received a perfect score in the Corporate Citizenship & Philanthropy dimension of its Dow Jones Sustainability Index North America** annual submission for 2015 and 2016.

# XYLEM



## BACKGROUND

- Xylem Inc. is a leading water technology company with operations in more than 150 countries.
- Xylem Watermark is Xylem’s corporate citizenship program that is dedicated to providing and protecting safe water resources for communities in need around the world and educating people about important water issues.
- In 2016, Xylem shifted the focus of Xylem Watermark from a platform strictly focused on philanthropic partnerships to a more formalized employee engagement program with core business goals around increasing knowledge and awareness of its citizenship efforts and strengthening brand reputation in the community.



## IMPLEMENTATION

To build a culture of engagement across the diverse global company and ensure participation, a number of tactics were implemented, including:

- Developing a **formal internal leadership structure** comprised of a cohort of Ambassadors and Champions with clear roles and responsibilities.
- Setting individual **business unit goals**.
- Launching a first ever **Global Month of Service** event.
- **Tailoring the engagement approach** to the unique strengths and challenges of different business units and regions.
- Enhancing **internal and external communications** about Xylem Watermark.
- **Leveraging global nonprofit partners**.
- Leveraging a **customer engagement program**, a key tactic for a sales-focused workforce.



## RESULTS

After just one year implementing a formal employee engagement program, successes to date include:

- **85% of employees are familiar with Xylem Watermark; 84% are proud to work at Xylem as a result of Xylem Watermark and its volunteer efforts.**
- **Exceeded year-one goal of logging 20,000 employee volunteer hours.**
- **455 volunteer activities were registered on MyWatermark.com.**
- **Employees raised \$115,535 to support Xylem Watermark’s six global nonprofit partners, a 69% increase over 2015.**
- **Xylem Watermark is a finalist for the Best Employee Engagement Campaign for the 2017 Halo Awards.**



# Questions?

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