Sustainability and Employee Engagement Resource List

1. Delisio, E. March 4, 2015. Employee engagement briefing: People, planet, profits – Making employees part of the bottom line. Available at: http://www.ethicalcorp.com/business-strategy/employee-engagement-briefing-people-planet-profits-making-employees-part-bottom. Accessed 3/16/15.

   "Executives discovered that employee engagement and sustainability projects brought other benefits: they save money and generate revenue; employees like them; they create positive impressions of the company; and they help with morale, retention and recruitment. Sustainability programs took shape and took hold, and by all measures of the triple bottom line – financial, social and environmental – they are paying off for firms that invest in them."

2. Streeter, A. Mar 3, 2015 Employee engagement briefing: Generation Y – Why Millennials matter. Millennial workers are shifting the way companies view and use employee engagement. Available at: http://www.ethicalcorp.com/business-strategy/employee-engagement-briefing-generation-y-why-millennials-matter. Accessed 3/16/15.

   "The year 2015 is set to be a milestone in the labor market. For the first time, the Millennial generation, people born between 1980 and 2000, will outnumber their older colleagues in the US workforce. This demographic shift is changing multiple aspects of the world of work as companies grapple with how to recruit, engage and retain these young professionals.

   Across the globe, most Millennials prefer to use digital technologies to be more untethered than ever and want to work for organizations that foster innovation, develop their skills, and make a positive contribution to society."

3. Delisio, E. Mar 9, 2015. Employee engagement briefing: Shop-floor sustainability. Available at: http://www.ethicalcorp.com/business-strategy/employee-engagement-briefing-shop-floor-sustainability.

   "Companies that engage their employees fully in sustainability efforts see the greatest impact, including on profitability." Steps to employee engagement: commitment to corporate responsibility into core of business strategy.

   Social framing / sustainability continuum: "As corporations moved from being more environmentally friendly, through green to sustainable, they have done more to include employees in their efforts. With sustainability evolving to include public service, more companies have started to encourage their employees to volunteer in their own communities or around the world."

4. Baker, M. Nov 8, 2012. Embedding sustainability: Make managers leaders. Available at: http://www.ethicalcorp.com/business-strategy/embedding-sustainability-make-managers-leaders

   Making the shift to a sustainability culture, chief sustainability officers should include a goal of making "corporate citizenship a natural part of leadership". Three keys to success:

   1 - Assess board member and CEO fit re: corporate citizenship.

   2 - Educate middle managers; move those showing initiative into leadership track.

   3 - Don't stress re: where sustainability fits in organizational structure.

   Recommended steps:

   • Get the current leadership to see corporate responsibility/sustainability more strategically.

- Get the buy-in of current leadership re: organizational leadership development

- Tie green team objectives to organizational outcomes

5. Nursing Solutions, Inc. 2013 National Healthcare & RN Retention Report. Available at: http://www.nsinursingsolutions.com/Files/assets/library/retention-institute/NationalHealthcareRNRetentionReport2015.pdf

   Survey of 145 health care facilities across US. Key findings: National average turnover rate of 14.7% for hospital workers, 13.1% for RNs in 2013. Cost of RN turnover: $36-48K per RN; avg. hosp. annual cost: $3.74M-4.98M. Each % change in turnover = $331,800.

6. Dale Carnegie Training White Paper. 2012. What Drives Employee Engagement and Why it matters. Nationwide survey of 1500 employees. Available at: https://www.dalecarnegie.com/assets/1/7/driveengagement_101612_wp.pdf

   Highlights: employees who are engaged significantly outperform work groups that are not engaged. Three key drivers: 1. Relationship with immediate supervisor (caring manager increases engagement); Belief in senior leadership (open to input, moving in right direction; openly communicate re: organizational status); pride in working for company. Other key drivers: employees are treated with respect, personal values are reflected, and leadership cares about how employees feel. Recruiting costs run 1.5x annual salary. Among the 1,500 employees, only 29% are fully engaged and 26% are disengaged. Almost half (45%) are partially engaged.

7. Caldwell, M. Perspectives: 2011. Employee Engagement and the Transformation of the Health Care Industry. Towers Watson. From Forces of Change Program, Harvard University School of Public Health. Available at: http://www.towerswatson.com/en-US/Insights/IC-Types/Ad-hoc-Point-of-View/Perspectives/2011/Employee-Engagement-and-the-Transformation-of-the-Health-Care-Industry

   The study included more than 20,000 full-time workers in midsize and large organizations, including hospitals and health care related organizations. Findings include:

   Top 5 factors (perhaps recession influenced) in health care workers seeking a job are, in order, competitive pay, vacation and their paid time off, career advancement opportunities, competitive health care benefits and a convenient work location. Only modest differences among the different generations were noted.

   The number one driver of engagement is the quality of an organization's senior leadership (consistency of decision-making processes with organizational values and senior leaders' encouragement of employees to give their best at work).

   The document also cited a 2010 Towers Watson study of 10 global companies where employee research included measures of performance support and engagement. Researchers found the highest levels of net profit margin in those companies that had both high engagement and high-performance support.

   The authors conclude that a highly engaged, high-performing workforce will be required to navigate and thrive in the midst of health care reform. Achieving a highly engaged workforce depends on 3 critical factors:

   1. Leaders who don't manage change, but lead it.

   2. The role of the managers/front line supervisors (this was also identified as a critical factor in a study on successful implementation of a patient safety program)

   3. Development opportunity (the ability to develop and deploy new skills; i.e. sustainability certification programs)

8. Towers Watson. 2010. Case Study: A Large Hospital Network Links Employee Engagement with Patient Satisfaction to Maximize Competitive Strength. Available at: http://www.towerswatson.com/en-US/Insights/IC-Types/Case-Studies/2010/Case-Study-A-Large-Hospital-Network-Links-Employee-Engagement-with-Patient-Satisfaction-to-Maximiz

   Findings: Employees' views of empowerment, career development opportunities and teamwork influenced engagement. Further, employee engagement was a key predictor of patient satisfaction, leading to an increased likelihood that patients

would recommend the network's hospitals to others.

9. Health Care Without Harm. 2014. Thedacare Sustainability Assessment. Available at: https://practicegreenhealth.org/topics/energy-water-and-climate/climate.

    A survey of 500 employees from one health system re: attitudes toward sustainability and measurement of their personal carbon footprint. Key points:

    The health system's role in environmental stewardship is important to employees. 90% of survey respondents said that working at an environmentally responsible employer is important to them.

    The health system's employees want to help their communities be more sustainable. 76% of survey respondents are interested in taking actions to improve community sustainability.

    Employees don't know enough about their health system's sustainability efforts. Over half of the respondents said they were not familiar with their organizational sustainability efforts.

    Addressing sustainability may be best served through economic and social justice framing. Employees overall care more about the economy and poverty than climate change, so sustainability goals and initiatives should address the benefits of such actions on economic and poverty issues (e.g., local job creation, economic growth, and lower utility costs).

    Employee households have slightly higher emissions than the average state household. Per household greenhouse gas emissions averaged 27.3 tons of CO2 equivalent (tCO2e). This is 12% higher than the average state household (24.5 tCO2e).

    The higher emissions average is driven by higher than average emissions from electricity usage, personal vehicle travel, and food consumption. These represent significant near term opportunities for the health system and employees to create goals and initiatives to reduce the impact of these activities.

10. Effective Database Management. I'm engaged as I want to be. Available at: http://effectivedatabase.com/resources/engaged-as-i-want-to-be/. A reminder that the less engaged individuals are sometimes so by choice, and time/resources are better spent on the more engaged.

11. Harris, D. 2014. Return on investment of a LEED platinum hospital: the influence of health care facility environments on health care employees and organizational effectiveness. Journal of Hospital Administration. Vol 3, No 6. Available at: http://www.sciedu.ca/journal/index.php/jha/article/view/5161

    Highlights: A study examining the relationship between a green building and effect on employee engagement. Results from the survey indicated that perceptions of the built environment positively influenced employee engagement and health and well-being up to 14%. Turnover and injury reductions were statistically significant and resulted in substantial cost differences; $2.17M cost reduction and annual cost avoidance of $2.24M when compared to the two newer hospitals that were not Leadership in Energy and Environmental Design (LEED) certified.

12. Happell, B., & Dwyer, T., & Reid-Searl, K., & Burke, K. J., & Caperchione, C. M., & Gaskin, C. J. 2013. Nurses And Stress: Recognizing Causes And Seeking Solutions. Journal of Nursing Management, Volume 31, Pages 638–647. Available at: http://www.ncbi.nlm.nih.gov/pubmed/23700980

    The study identified the following sources of stress: high workloads, unavailability of doctors, unsupportive management, human resource issues, interpersonal issues, patients' relatives, shift work, car parking, handover procedures, no common area for nurses, not progressing at work, and patient mental health.

    The study identified the following ways to reduce stress: workload modification, non-ward-based initiatives, changing shift hours, forwarding suggestions for change, music, special events, organizational development, ensuring nurses get breaks, massage therapists, acknowledgement from management, and leadership within wards.

13. Michael J. Berens. April 01, 2015. 5 ways to improve employee engagement. Multi Brief: Exclusive. Available at: http://exclusive.multibriefs.com/content/5-ways-to-improve-employee-engagement/business-management-services-risk-management.

A summary of the importance of physical space in fostering collaboration. Five key strategies for enhancing employee engagement through physical spaces and environment:

1. Position employees who need to share information in close proximity to one another.

2. Allow flexible seating arrangements.

3. Provide a variety of collaborative spaces.

4. Offer spaces for casual conversations and socializing.

5. Protect privacy. Being able to work without distractions and interruptions,

"Informal tools, such as office layouts, group lunches and chats by the coffee machine, are the management tools of tomorrow as the informal relationship that they enable becomes more and more meaningful than hierarchical formal procedures." Employees need to interact and bond with one another to feel more engaged in their companies.

14. Johnson and Johnson and Harris Poll. 2014. A survey on the importance of sustainability issues among global health care professionals. Available at: http://www.jnj.com/caring/citizenship-sustainability/strategic-framework/advancing-sustainability-in-health-care.

Key Findings: Health care professionals (n=300) agree that sustainability initiatives: protect staff (78%), make business sense (69%), important when choosing a hospital (60%), and improve health outcomes (55%). Hospitals expect the integration of sustainability into product purchasing to increase by more than 50% by 2016. Key Barriers: cost of implementation (80%), affordability of green products (79%), availability of green products (69%); lack of Environmental Purchasing Policy (22%).

15. Strandberg, C. April 2015. Sustainability Leadership Competencies. Available at: http://corostrandberg.com/wp-content/uploads/2015/04/sustainability-competencies-2015.pdf

Author asserts forward-thinking companies would be wise to consider including sustainability competencies in their leadership profiles.

Based on a literature review, the author identified five sustainability competencies – three skills and two knowledge areas – which include:

1. Systems thinking

2. External collaboration

3. Social innovation

4. Sustainability literacy

5. Active values

The author concludes with business benefits of incorporating sustainability measures in leadership competencies include:

• Better ability to anticipate and manage risks

• Increased innovation and opportunity identification

• Early access to new markets with sustainable products and services

• Enhanced problem solving and more effective decision-making

• Greater ability to respond to changing economic conditions

• Improved employee attraction, retention and engagement.

16. Developing the Global Leader of Tomorrow. Available at: http://www.unprme.org/resource-docs/developingthegloballeaderoftomorrowreport.pdf.

    A global study of 197 CEOs and organizational leaders identifies three distinct clusters of knowledge and skills required by senior leaders –context, complexity and connectedness. The research also showed a clear gap between importance placed on these skills, and development/implementation within their organizations.

17. The Evolution of the Chief Sustainability Officer. Fall, 2014. Available at: http://weinrebgroup.com/wp-content/uploads/2014/10/CSO-Back-Story-II.pdf.

    A survey of 26 Chief Sustainability Officers (CSO) identifies five trends and success factors in integrating sustainability at the chief executive leadership level.

    1. Collective Benefit for stakeholders and shareholders.
    2. Innovation in developing sustainable practices and products.
    3. Stakeholder Signaling a commitment to sustainability across multiple groups of stakeholders and shareholders.
    4. Access and collaboration across organizational pillars
    5. A Team Sport - careful orchestration and engagement of multiple teams throughout the organization.

18. Deloitte. 2015. Human Capital Trends Report. Available at: http://www2.deloitte.com/content/dam/Deloitte/ca/Documents/human-capital/ca-en-hc-trends-2015-aoda.pdf

    A survey of more than 3,300 business and HR leaders from 106 countries. Culture and Engagement was identified as the top human capital trend globally (8 in 10 respondents cited organizational culture and engagement as the most critical issue in their organization.) 76% of respondents felt they were failing to provide leadership programs that meet the needs of millennials. 71% of respondents frequently monitor employee engagement.

19. Sustainability Illustrated. Business Case for Sustainability. Video available at: https://www.youtube.com/watch?v=KlW8-WW0k3g&feature=youtu.be

    A 4 minute video with graphics which illustrates the business cases for sustainability. Based on the work of Bob Willard. Reviews sustainability language, numbers in business and reviews stewardship of 5 capitals: finance; manufacturing related to economy; human and social capital related to equity; and natural capital related to the environment.

20. Davies, John. September, 2014. Sustainability and Employee Engagement. The State of The Art. GreenBiz. Available at:

    http://info.greenbiz.com/rs/greenbizgroup/images/sustainability-employee-engagement.pdf

    GreenBiz Group Employee Engagement survey conducted in March 2014: 87% of respondents from large companies said environmental and social issues were more connected than they were five years earlier, and 94% said these issues would become even more connected in the future. Seventy-three percent also responded that their company was educating employees company-wide about corporate sustainability goals.

    Aligning and reframing the language of sustainability with organizational priorities: understanding how (others) use certain terms broke down the barriers that had prevented (individuals) from working together effectively. The multi-year employee engagement survey conducted by Greenbiz found the following trends:

    • "Sustainability" remains the established phrase to describe a company's environmental sustainability initiatives.

    • Social and environmental activities converge.

    • Larger companies are slower to "arrive".

    • Organizations with "advanced" programs are focused on operationalizing their initiatives.

- Education methods focus on personal interaction.

- The biggest hurdles cited by beginners are the key factors for an advanced program's success.

Key education strategies included on-line training modules and human interaction as most effective education methods, along with communication campaigns via multiple media. The 3 barriers of sustainability include education/communication; budget/resources and executive commitment. The 3 critical success factors include education/communication, executive commitment, and having a strategy with goals.

21. Gallup. 2013. State of the Global Workplace. Employee Engagement Insights for Business Leaders Worldwide. Available at: http://www.gallup.com/services/178517/state-global-workplace.aspx

    A global study of 25 million employees in 142 countries. Key findings:

    - Only 13 percent of workers rated themselves as engaged.

    - When ratios of 9.3 engaged workers :: 1 disengaged worker, organizations experienced a 147% increase in earnings per share.

    - Work units in the top 25% of of sample have significantly higher productivity, profitability, and customer ratings, less turnover and absenteeism, and fewer safety incidents than those in the bottom 25%.

    - Hiring and developing great managers and building up and leveraging the strengths of every employee are the two keys to doubling employee engagement.

22. Pew Research Center. 2010. Millinnials. A Portrait of Generation Next: Confident, Connected, Open to Change. Available at: http://www.pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change.pdf

    A detailed report on the values, attitudes, behaviors and demographic characteristics of the Millennial generation (n=2020).

23. Net Impact. 2012. Talent Report: What Workers Want in 2012. Available at: https://netimpact.org/sites/default/files/documents/what-workers-want-2012.pdf.

    A 2012 multi-generational survey (n=1726) by Net Impact and Rutgers University identified that nearly 7 in 10 students and millineals desire "having a job where I can make an impact on causes or issues that are important to me."

24. Net Impact. Environmental Employee Engagement (EEE) Roadmap: How to Build a Streamlined Program That Quickly Delivers Business and Environmental Results. Available at: https://netimpact.org/sites/default/files/documents/eeeroadmapfinal.pdf

    A step by step guide on building a streamlined EEE program that quickly delivers quantifiable business and environmental results. The approach is founded upon best practices from business strategy, change management, and large-scale program management techniques, and draws heavily on engagement research and case studies.

25. Culture Amp. 2015. People Analytics from New Tech companies. The 2015 New Tech Benchmark Report. Available at: http://hello.cultureamp.com/new-tech-benchmark-2015.

    A survey of 60,000 employees across New Tech companies (disruptive, internet-based companies established in the last 10 years). A reflection of a younger workforce and characteristics of companies succeeding at employee engagement.

    - Key Drivers of Engagement at New Tech companies:

    - Company seen as a great place to develop

    - Open and honest two-way communication

    - Confidence in the leaders Company effectively directs resources (funding, people and effort) towards company goals

    - Leaders that demonstrate people are important to the company's success

Commitment to quality, great customer service, and making a positive difference were also characteristics of highly performing companies.

- Key Drivers of workers recommending their employer as a great place to work:
- Having access to things (devices, equipment etc.) needed to their job well
- Having access to learning and development needed to do their job well
- Information needed to do job effectively being readily available
- A manager who genuinely cares about their wellbeing
- Employees encouraged to be innovative even when some initiatives may not succeed

Recommendations include:

- Robust and creative employee development program
- Leaders who are visible and share information
- Transparent communication about decisions and resource management

26. Modern Survey. 2013. The State of Engagement Report Fall 2013. Available at: http://www.modernsurvey.com/mailers/fall-2013-engagement.

Ongoing series of surveys every 6 months to 1000 employees re: how they feel about the relationship they have with their employer. The respondents are full-time employees, 18 years of age or older, and work for organizations with more than 100 employees. The study asks 83 questions on the topics of employee engagement, organizational capabilities, and organizational direction, and includes breakdowns by economic sector, age and gender.

Our Model
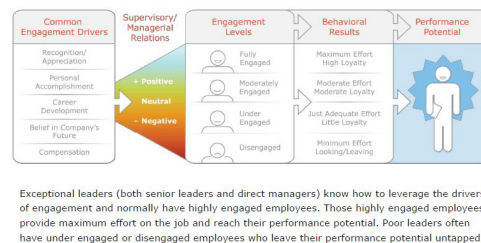
Exceptional leaders (both senior leaders and direct managers) know how to leverage the drivers of engagement and normally have highly engaged employees. Those highly engaged employees provide maximum effort on the job and reach their performance potential. Poor leaders often have under engaged or disengaged employees who leave their performance potential untapped.

Findings:

Despite popular misconceptions about the difficulty of engaging Generation Y, engagement levels between the generations are not that different.

Full engagement levels are, however, significantly different among various industries. Business Services, Education, and Retail Trade are well below the U.S. Workforce average. Financial Services and Heavy Manufacturing are a cut above the rest, followed by the Health Care sector.

Drivers of Engagement:

1. I Can Grow and Develop
2. Confidence in Future of Organization
3. Personal Accomplishment from Work
4. Values Guide Behavior
5. Paid Fairly for Work

6. Senior Management has Sincere Interest in Employee Well-being

27. Strandberg, C. May, 2009. The Role of Human Resources Management in Corporate Social Responsibility: Issue Brief and Roadmap. Available at: http://corostrandberg.com/wp-content/uploads/files/CSR_and_HR_Management1.pdf

This white paper asserts the strategic role of Human Resources Management in embedding Corporate Social Responsibility (CSR) into organizational culture and daily operations via 10 specific strategies. The paper provides a business case, includes sample employee engagement survey questions, compensation models, change management strategies, communication best practices and administrative vehicles (job descriptions, purchasing policies, recruitment/retention strategies) and sustainability performance metrics.

28. Strandberg. C. May, 2009. Corporate Social Responsibility and Human Resources Management Checklist. Available at: http://www.corostrandberg.com/pdfs/CSR-HR%20Checklist.pdf.

A 10-step checklist of actions that HR personnel can take to help integrate sustainability into corporate culture and employee behaviors/expectations.

29. Weinreb, E. November 9, 2011. A CSR Checklist that Works for Every HR Department. Greenbiz. Available at: http://www. greenbiz.com/blog/2011/11/09/csr-checklist-works-every-hr-department

An update to Strandberg's CSR Checklist which includes sustainability competencies (see #14), values-based codes of conduct, and celebrating individuals and sustainability achievements.

30. Towers Watson. 2014 Global Workforce Study. Available at: http://www.towerswatson.com/en-US/Insights/IC-Types/Survey-Research-Results/2014/08/the-2014-global-workforce-study

An international survey of 32,000 workers re: attitudes and concerns on emerging trends in the workplace. In addition to recruitment drivers (base pay, job security), top retention drivers were identified by employees (across all age groups) and include :

1. Base pay/Salary
2. Career advancement opportunities Career advancement opportunities
3. Trust/Confidence in senior leadership
4. Job security
5. Length of commute
6. Relationship with supervisor/manager
7. Manage/Limit work-related stress

The survey found leadership is a driver of not only sustainable engagement overall, but also all the components of sustainable engagement. Divers of effective leadership and management include the ability to inspire others, and consistency between words and actions.

Key Takeaways:

- Base salary, opportunities for career advancement and job security are fundamental to attracting and retaining all employees.

- Given that employees cite paid vacation time as a key attraction driver and length of commute as a key retention driver, employers should seek to provide their workforce with competitive work/life balance programs.

- It is critical for employers to prioritize the development of senior leaders whom employees can trust to lead them to success in order to motivate workers to remain with their organization. They can start by developing a leadership model that incorporates performance components aligned with their strategic priorities, values and culture.

- To improve manager effectiveness, companies should focus on the competencies that employees value in their managers:

being consistent in words and actions, helping remove obstacles, and differentiating between high and low performers.

- Employers looking to increase engagement levels can start by offering employees a consumer-like experience.

31. Risa Lavizzo-Mourey. July 28, 2015. The Business Case for a Healthier Community. Available at: https://www.linkedin.com/pulse/business-case-healthier-community-risa-lavizzo-mourey

Author provides a review of literature which looks at the relationship between community health and worker health, and concludes that businesses that care about the health and productivity of their workforce must address the health needs of the communities around them.

32. Vitality Institute. July, 2015. Beyond the Four Walls: Why Community is Critical to Workforce Health. Available at: http://thevitalityinstitute.org/projects/community-health.

Researchers analyzed health data such as obesity, smoking rates, and cardiovascular disease from more than 3,100 U.S. counties and compared these associations to workforce health data from across 21 major industries. The report includes guidelines to implement effective cross-sector partnerships and overcome common barriers faced by employers and community groups, and recommends 3 strategies for effective community health engagement:

- Strategic philanthropy – giving to the community via financial donations and non-cash contributions such as time, expertise, and resources

- Corporate social responsibility – promoting positive social and environmental change, even if there is not an immediate financial benefit to the company

- Creating shared value – business policies and practices that enhance the competitiveness of a company while advancing economic and social conditions in the surrounding communities, such as extending wellness strategies beyond the four walls of the workplace.