

## Engage employees

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### **Business best practices**

Employees are engaged in a business's success when they feel, think and act like owners. Successful strategies to engage employees include the following:

#### **Build trusting relationships**

Trust, honesty, inclusivity and corporate integrity are key values in the workplace. They are further developed through day-to-day interactions with employees, are commonly referenced and acted upon. Diversity of ideas, personal styles, and ethnic backgrounds are considered strengths. Leaders reinforce the value of diverse contributions from employees. Status distinctions (office arrangements, language) are reduced. Employees work in a healthy, safe and secure environment.

#### **Offer competitive compensation and profit-sharing**

Compensation and benefit levels are competitive and part of a broader reward-and-recognition program that reinforces the values and behaviors that benefit the business. Company has an ongoing process for benchmarking and checking in with employees about what benefits are valued. Compensation increases with improved personal and business performance. Employees share the business's profits based on an objective plan.

#### **Support employees' personal and professional growth**

The business invests in growing the knowledge, skills and abilities of its employees. Training that supports personal growth and enhances business success needs are identified, encouraged, and provided. Skill-building resources are accessible to all employees, whether they strive for promotion, lateral movement or growth in their current positions. The business tries to fill job openings from within.

#### **Share business information openly**

Key business performance indicators are shared regularly with employees. Employees are sufficiently trained to read and understand the performance indicators and believe in their credibility. Employees understand how the quality of their work and their productivity affect the business's performance. Decision-making is sufficiently decentralized so that employees are given the authority needed to accomplish their

tasks. Employees engage in continuous improvement of products and support processes.

### **Minimize hierarchy and promote employee involvement**

All employees are allowed and encouraged to participate in creating value for the business. Employees have a variety of ways to influence working conditions and how the business meets its goals. Participation allows the business to maximize the use of its employees and reveals their skills.

### **Use positive reinforcement to motivate employees**

Supervisors see themselves as coaches and use positive motivation techniques. Employees work collaboratively with their coaches to set goals and objectives for their own position, for themselves and for the business. Employee feedback on their coaches is solicited. Employee performance is measured, benchmarked against goals, and used to establish goals for the next performance evaluation period. Where possible, goals are set forth in a manner that allows objective evaluation.

### **Preserve job security**

The business values the long-term tenure of its employees and makes an effort to preserve jobs when health/family issues affect performance. The company is cautious not to over-hire during good times and effectively avoids or mitigates layoffs. When layoffs do happen, the process is handled in ways that reflect the company's shared values.

### **Commit to company and employee involvement in community**

The business recognizes its interdependence with the local economy, the environment and community. The business fosters an open relationship with the community in which it operates and is sensitive to the community's culture and needs. The business acts to minimize the negative environmental impact of its work. The business invests in the local economy and community and is an active partner in local programs and issues that make the community a better place to live and conduct business. Employees are encouraged to engage in volunteer activities and local charitable giving.