



Employee engagement reimaged for Higher Education

Employee engagement is a top talent issue facing many organizations today. However, many Higher Education institutions are not fully focused on investing in employee engagement.¹ Focusing on employee engagement has demonstrated benefits for organizations such as increased employee attraction, higher retention, greater productivity, and improved customer service.² Comparably, University employee engagement has benefits such as increased faculty retention and enhanced student attainment.³

Enhancing the employee experience is **top of mind** for many executives today.

Nearly **80%** of executives rated employee experience as very important or important,⁴

yet

Only **34%** of University faculty and staff are engaged in their jobs⁵

Measuring, managing, and actively improving engagement is **directly linked to business outcomes**, and is essential to Universities competing in today's economy.

Higher Education institutions that offer development opportunities to their employees are approximately **2x** as likely to have less turnover than those that do not¹

and

80% see a correlation between staff engagement and retention, and **71%** see a correlation between faculty engagement and retention¹

Sources:

¹ Ellucian (2013). Empowering Employees: The state of employee engagement and student retention.

² Markos, S and Sridevi, M.S. (2010) "Employee Engagement: The Key to Improving Performance", International Journal of Business and Management Vol. 5, No.12, pp.89-97.

³ Rhoades, G. (2012). Faculty engagement to enhance student attainment. Tucson, AZ: University of Arizona, Center for the Study of Higher Education. National Commission on Higher Education.

⁴ Deloitte Global Human Capital Trends (2017). Rewriting the rules for the digital age, Deloitte University Press.

⁵ <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/hc-2017-global-human-capital-trends-us.pdf>

¹ Gallup (2017). The Engaged University. Gallup Higher Education Employee Engagement.

Introducing EngagePath™

EngagePath™, powered by the Simply Irresistible Organization™, can help assess, monitor, and improve University employee engagement. It operates across institutional attributes to map drivers to results and make Universities “simply irresistible places to work”— ultimately helping to deliver increased individual and institutional performance. For example, the EngagePath dimensions of Growth Opportunity and Meaningful Work identify opportunities for continuous learning, professional development, and career progression. In addition, EngagePath results can be linked to your University’s meaningful employee and business outcomes.



Based on the Simply Irresistible Organization™ model

Rooted in research and interviews with hundreds of client executives, EngagePath examines six major indices and twenty underlying attributes that work together to help make Universities “**simply irresistible**” organizations.

Meaningful Work	Supportive Management	Positive Work Environment	Growth Opportunity	Trust In Leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select-to-fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
←..... Cross-organization collaboration and communication→				

The EngagePath approach

Deloitte can help measure, analyze, and improve your University employee engagement with EngagePath. Our statistically reliable and valid diagnostic enables a data-driven, empirical approach to help uncover rich insights and generate customized action plans for empowering engagement. We integrate our industry experience and consulting capability to craft a customized solution to help make University engagement “real” for your employees.

EngagePath features



What Universities can expect from leveraging EngagePath and focusing on engagement drivers:

- ✓ Develop engagement programs and drive greater engagement based on employee needs
- ✓ Create a strong and sustainable pipeline for leadership positions for the multi-generational University workforce
- ✓ Increase retention of top University talent and reduce costs by mitigating unwanted employee turnover
- ✓ Engaged employees create stronger ties to students, who in turn are more likely to participate in organizational citizenship behaviors such as recommending their University to others

EngagePath™

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