

Functional Areas	Industries	KPI record
Human Resources, Retention	Any	sK1836
Sub-categories	Sub-categories	Tags
Retention	Any	engagement

Name **# Employee engagement index**

Description

Definition Measures the engagement level of employees in their work activities and responsibilities, in terms of enthusiasm, commitment and discretionary effort.

Variations # Employee engagement

Related KPIs # Intimidation, hazing, bullying or retaliation complaints received
% Adherence to values and mission

Calculation

Subordinate metrics	A = # Employee engagement Surveys assessing employee engagement are usually tailored to each organization. They use structured questioning to assess employee discretionary effort and whether they find their work stimulating.	Calculation formula	A, based on survey
		Trend is good when	Increasing

Focus

Purpose To indicate the level of engagement and commitment of employees, as this impacts turnover rates and leads to superior customer service.

BSC perspective Learning & Growth

Objective measured Increase employee engagement

Data Profile

Data capture period	Spot	Standard reporting frequency	Quarterly
Data collection method	Employee Engagement Surveys, Employee satisfaction Surveys, Employee appraisals, Internal assessments		
Limitations	The accuracy of data can be limited by respondents' subjectivity, as the calculation of this indicator is based on survey results.		

Targets

Threshold examples ● Red: <75 ● Yellow: 75-95 ● Green: >95

Target setting notes The threshold example is expressed in points (100 maximum), and has just an exemplification purpose. Organizations develop various scales to measure employee engagement. Targets can vary from one industry to another, depending on the employees' profile.

Analysis and Resources

Overall notes There are studies that suggest employee engagement can be driven by various company efforts, such as facilitating the development of skills for the employees, giving them a sense of trust and integrity and clarifying their opportunities for future career development.

Additional resources <http://www.performancemagazine.org/employee-engagement-index/>
<http://www.performancemagazine.org/employee-engagement-at-western-union-malaysia-%E2%80%93-a-case-st...?>

References

1. Crabtree, S. (2004), Getting personal in the workplace, The Gallup Management Journal, available at: http://govleaders.org/gallup_article_getting_personal.htm
2. Kenexa (2013), The many contexts of employee engagement, available at: http://www.kenexa.com/Portals/0/Downloads/KHPI%20Papers/The%20Many%20Contexts%20of%20Employee%20Engagement-2012%20WT%20Report_CS6.pdf
3. Vancity (2003), VanCity's 2002-03 accountability report, available at: <https://www.vancity.com/SharedContent/documents/2002-03AccountabilityReport.pdf>