## **105** TACTICS

to Improve Employee Engagement

> Tactic numbers highlighted in teal signal EAB's recommendations of ideas to consider first.

Higher education institutions are confronting high rates of employee turnover and disengagement. To help leaders understand a range of options to improve morale, **this infographic provides 105 different tactics to increase employee engagement**. Each tactic is rated on how many employees it may impact and how resource-intensive it is. Impact is measured on a four-point scale and resource intensity is measured on a three-point scale. Leaders can use this resource to explore the full range of engagement strategies and decide the subset that is right for their campus.

## Not Sure Where to Start? Ask Your Employees

Soliciting employee feedback is an important exercise in a normal operating environment. It is even more critical in moments of low morale and engagement. To help leaders prioritize where to invest, consider different methods of gathering employee feedback. Use **surveys, focus groups, stay interviews, exit interviews, one-off conversations,** and other venues to gather intel on the biggest pain points employees feel and the tactics they would value.

Ultimately, EAB recommends institutions pursue a mix of quick wins (e.g., half-day Fridays for the summer months) and systemic changes (e.g., greater employee control over flexible work arrangements).

Compen	isation-Centered Recognition	Scale of Impact	Resource Intensity
1	Grant one-time bonus to all staff for specific purpose (e.g., home office setup grant)		
2	Implement spot bonuses to staff exhibiting specific behaviors (e.g., when they achieve specific performance metric)Allocate stipends to salaried employees working extra hours (e.g.,		
4	supporting software implementation) Redistribute annual bonus allocation so that high-performing employees get larger share		
5	Offer retention bonuses to retain key staff Provide stipend (or PTO/flex time) for employees dedicating substantial		
6	time to campus activities (e.g., serving on committee, leading employee resource group) Provide cost-of-living salary adjustment		
Flexible	Work Arrangements	Scale of Impact	Resource Intensity
8	Establish reduced hours during off-peak periods (e.g., half-day Fridays in spring/summer) Sanction work-from-home days for entire unit or campus		
10	Enable staff to select working hours within contracted hours		
11	Lower requirements for staff to apply for remote employment (e.g., reduce radius from campus for employees to be considered remote) Allow staff to write personalized flexible work agreements to account		
13	for individual differences in schedulesCondense work week into four 10-hour days for certain roles, teams, or departments		
PTO Poli	icies Increase amount of PTO that employees can roll over to next year	Scale of Impact	Resource Intensity
15	Allow staff to take sick leave on an hourly basis to cover appointments, including physical therapy or mental health therapy		
16	Establish unit-wide mental health days so staff take a free PTO day at the same time, particularly to extend long weekends (e.g., Memorial Day weekend)	••••	
<b>17</b> 18	Encourage staff to use PTO via automatic email reminders and by coaching managers to check in on PTO utilization plans Grant degree-seeking staff time off on class or exam days		
19	Create PTO donation program where employees donate earned, unused PTO to central "bank" of days		
20 21	Supplement additional days for bereavement         Buy back unused PTO at end of fiscal year		
22	Authorize employees to apply for a sabbatical after achieving certain time in seat (e.g., five years) Partner with international studies programs to offer staff		
23	low-cost vacations         Permit use of sick leave to serve as caregiver to another person         Allow staff to perticipate in unknown and persons		
25 26	<ul> <li>Allow staff to participate in volunteer and campus activities (e.g., staff senate) during working hours</li> <li>Offer additional PTO days (e.g., up to three additional PTO days) based on number of volunteer/service hours performed</li> </ul>		
27	Permit up to 5 hours per month of flex time for staff to address physical, mental, and/or emotional wellness activities		
28	Supplement federal/bank holidays (or replace 1-2 federal/bank holidays) with floating holidays to provide employees more flexibility to observe holidays of their choice	****	
	onal Development for Employees Establish a mentorship program, either role/identity-based or	Scale of Impact	Resource Intensity
29 30	institution-wide, and offer it on annual basis Develop personalized professional development pathways and plans		
<b>31</b> 32	Set aside work hours so all employees can work on individualized professional development activities Develop shadowing programs targeted toward early-career employees and student-workers		
33	and student-workers         Create cross-training opportunities for employees to get hands-on experience in new areas         Entitle for employees to get hands-on experience in new areas		
34	<ul> <li>Facilitate creation of staff communities of practice for employees with shared professional interests (e.g., web development)</li> <li>Facilitate creation of staff affinity-based resource groups (e.g., groups for PIPOC + CPTO + staff) by providing space to best groups and</li> </ul>		
35 36	<ul><li>for BIPOC, LGBTQ+ staff) by providing space to host groups and setting aside funding for food and speakers</li><li>Invest in internal fellowships and rotation-based programs for staff to</li></ul>		
37	<ul> <li>explore alternative roles</li> <li>Pay for or reimburse staff to attain industry certifications and/or attend professional development opportunities</li> <li>Create internal marketplace to match staff with temporary upskilling</li> </ul>		
38 39	Create internal marketplace to match staff with temporary upskilling "gig" opportunities Create a self-service resource hub where staff can explore skills and		
	roles to inform their own career pathing	Scale of Impact	Resource Intensity
40	Require managers to take "Management 101" session upon promotion to management position Train managers to be more supportive of direct reports' well-being		
41	<ul> <li>(e.g., checking in more frequently, permitting time off for mental health breaks)</li> <li>Host a manager book club to encourage reflection on what constitutes</li> </ul>		
42 43	<ul> <li>Host a manager book club to encourage reflection on what constitutes strong leadership through discussion of literature</li> <li>Help managers apply for leadership development institutes and cover tuition and associated costs</li> </ul>		
44	Sponsor high-performing managers to participate in one-on-one executive coaching		
45	Develop department-specific management training that reflects employee needs in that division and require managers to attend Create leadership development programs for specific employee groups (e.g., women in leadership, early-career managers		
40	groups (e.g., women in leadership, early-career managers, BIPOC leaders) Encourage managers to hold recurring stand-up meetings to build and reinforce connections with direct reports		
Perform	reinforce connections with direct reports ance Reviews	Scale of Impact	Resource Intensity
<b>48</b> 49	<ul><li>Ensure supervisors engage in regular (at least annual) professional development conversations with staff</li><li>Ensure that performance reviews are based on specific, measurable</li></ul>		
50	competencies with a direct tie to compensation increasesIncorporate peer and direct report feedback in performance reviews for a more holistic assessment of performance		
51	Train and require managers to use inclusive language in		
Welcom	performance reviews	Scale of	Resource
Welcom	performance reviews         ing Working Culture         Conduct exit interviews when staff leave to diagnose opportunities for future improvement and engagement strategies	Scale of Impact	Resource Intensity
52 53	<ul> <li>Working Culture</li> <li>Conduct exit interviews when staff leave to diagnose opportunities for future improvement and engagement strategies</li> <li>Block or limit work communications during a determined time frame (e.g., after contract hours)</li> </ul>		
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## Need more retention strategies? Check out the Employee Recruitment and Retention Resource Center

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