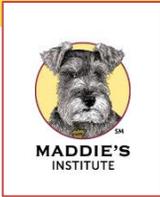




Are your employees and
volunteers engaged?

The Maddie's InstituteSM
Engagement Report

September 2013



In the fall of 2012, the Maddie's InstituteSM conducted two online surveys of executive directors, staff and volunteers from animal shelters and rescues across the country. While the first survey assessed training and development practices (linked [here](#)), the second asked individuals to think deeply about employee or volunteer engagement and its contributing factors. This second engagement survey is the subject of this document.

So, what is engagement?

Though complex, employee engagement has been described as the "measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work" (Scarlett Surveys International). Given how productivity is measured in animal shelters and rescues, one could hypothesize that more engaged employees – or volunteers – are capable of saving more lives, giving better care or having a greater impact on our communities.

"The world's top-performing organizations understand that employee engagement is a force that drives business outcomes. Research shows that engaged employees are more productive employees.

They are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave the organization."

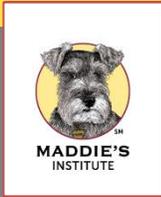
Employee Engagement: What's Your Engagement Ratio?
Gallup, Inc.

What then does an engaged employee or volunteer look like at your organization? And moreover, what can animal shelters and rescue organizations do to cultivate and keep them?

Factors contributing to a fully engaged workforce can vary; nevertheless, organizational leaders can and should play a major role in engagement – at both the individual and organizational level – through continuous evaluation, stewardship of core values and active promotion of identified engagement drivers.

The purpose of this study was to:

- 1) Assess overall levels of engagement.
- 2) Investigate potential drivers which may contribute to engagement or disengagement.
- 3) Provide resources to enable organizations to improve engagement.



According to the *Not-for-Profit Employee Engagement Report* published by Quantum Workforce, employees working for non-profits appear to be less engaged than for-profit peers, having consistently lower engagement scores than the national average for the past three years. The authors write “To us, it seems odd that almost 50 percent of employees at non-profits can be devoted to its cause but not necessarily to the organization itself.”

Quantum Workforce shared some telling respondent comments from their study that may shed light on which factors may cause non-profits employees to not fully engage at work:

- *“I am not sure where the new executive leaders are taking this organization; recent organizational changes bring about uncertainty.”*
- *“Much of my autonomy has been curtailed by management. It is building animosity and reducing the desire to put in the extra effort.”*
- *“There are not enough opportunities for someone to receive training in order to advance within the company.”*
- *“There is no detailed feedback on things you would need to work on if you’re not getting promoted.”*
- *“There is no opportunity for growth.”*
- *“There is no need to hire outside individuals when the company has individuals who have knowledge about the company and are capable to perform the duties asked.”*
- *“Individuals constantly overstep their authority and intrude on the work of others.”*
- *“This organization does not offer competitive pay. This organization does not fairly compensate employees according to their skills and the work that is done.”*
- *“This organization should operate in an environment that rewards hard workers and recognizes dedication.”*
- *“It seems as though threats of errors are the normal means of motivation. There is no individual praise.”*

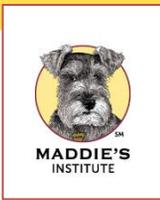


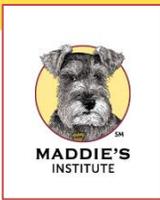
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A professor in a recent executive education program on leadership elicited a lot of laughs by telling the following joke: “A CEO was asked how many people work in his company. ‘About half of them,’ he responded.” After the session, several participants put a more serious face on the problem when, while chatting, they bemoaned the fact that, in their organization, a significant number of people had mentally “checked out.”

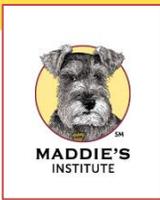
[“What Engages Employee The Most or, The Ten C’s of Employee Engagement”](#)

Ivey Business Journal



Notes on Analysis

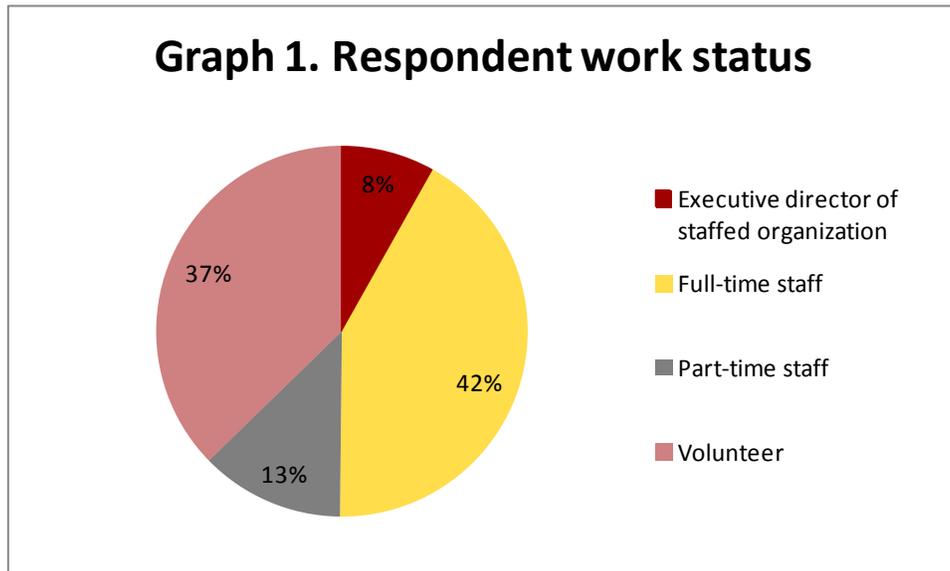
- The data included in this report provides a snapshot of how a range of organizations we surveyed operate. Invitations to participate in this survey were distributed via email through the Maddie's Fund[®] mailing list. Although, our sample may not be statistically representative of the nation's animal care population, we have collected data from a diverse group of respondents including executive directors, staff and volunteers from a highly varied list of organizations, both structurally and geographically.
- Sections may include direct quotes, resource links and independent research from various external sources that may themselves give recommendations.
- Sample sizes (n) for each respondent group – executive directors of staffed organizations, full-time staff, part-time staff and volunteers – may vary from question to question. When sample size for a particular respondent group drops below twenty ($n < 20$), results may or may not be shared, at our discretion. If we have elected to share those results, sample size will be noted in the corresponding section.
- Executive directors of organizations that had both paid staff and volunteers were only asked about employee engagement.
- We did not receive an executive director, staff and volunteer response from every participating organization (i.e., not every staff or volunteer response has a corresponding executive director response for direct comparison).



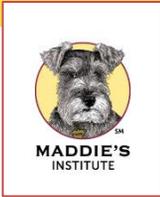
Respondent Demographics

Work Status

- We collected survey data from 295 respondents (graph 1) comprising:
 - 24 (8%) executive directors (EDs) of organizations with paid staff,
 - 161 (55%) paid employees (42% full-time, 13% part-time) and
 - 110 (37%) active volunteers or fosters.



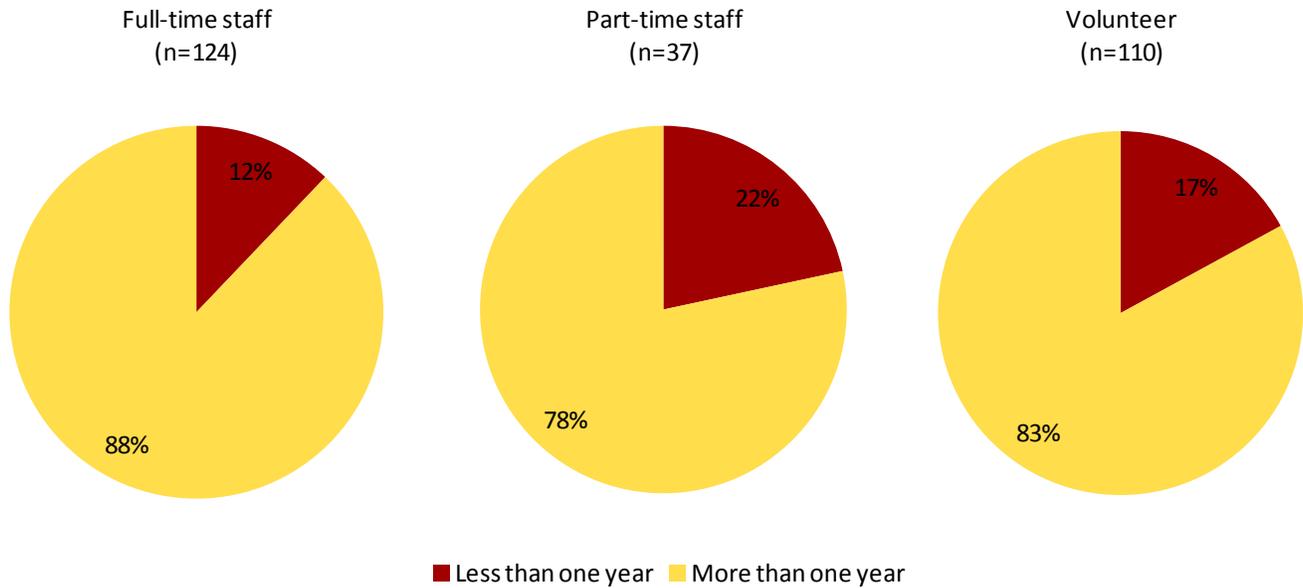
- Of paid staff surveyed (data not depicted):
 - 81% were *paid full-time staff members (40 hours or more/week)* and
 - 19% were *paid part-time staff members (less than 40 hours/week)*.



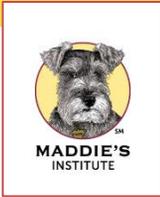
Length of Employment/Service

- 88% of full-time staff, 78% of part-time staff and 83% of volunteers surveyed had worked for their organization for *more than one year* (graph 2).

Graph 2. How long have you been working for/serving your organization?

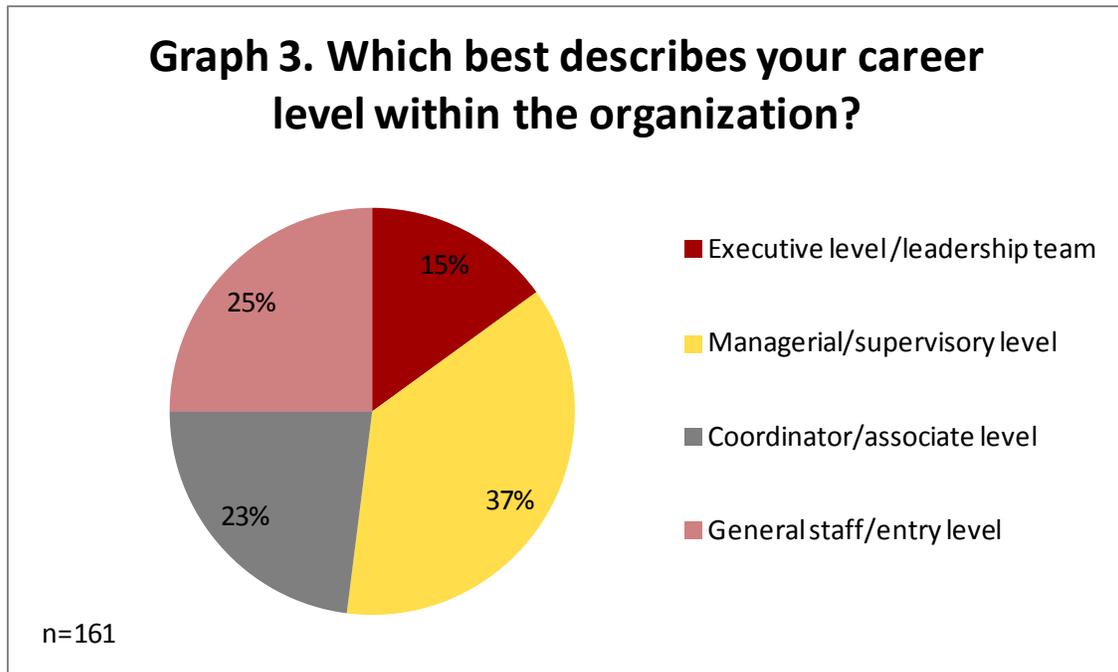


- A substantial number of respondents who elected to take this survey – 46% of full-time staff, 41% of part-time staff and 32% of volunteers – have been with their organizations for *more than five years* (data not depicted).



Job Level

- Paid employees were asked to identify their job level. Of staff surveyed, 15% reported their job level as *executive/leadership team*, 37% as *managerial/supervisory*, 23% as *coordinator/associate* and 25% as *general staff/entry* (graph 3).

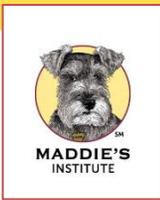


Organizational Type

- Respondents most commonly characterized their organizations as a *private shelter organization* or a *private shelter organization with contract to provide animal control or housing services* (table 1).

Table 1. Classification of organization by respondent type	Executive director of staffed organization	Staff	Volunteer
Private shelter organization	45%	61%	42%
Private shelter organization with contract to provide animal control or housing services	36%	34%	28%
Rescue organization	0%	0%	18%
Municipal animal control agency	14%	4%	8%
Other*	5%	1%	3%

*Other includes *foster care organization, sanctuary, transport agency, spay/neuter clinic and trap-neuter-return.*



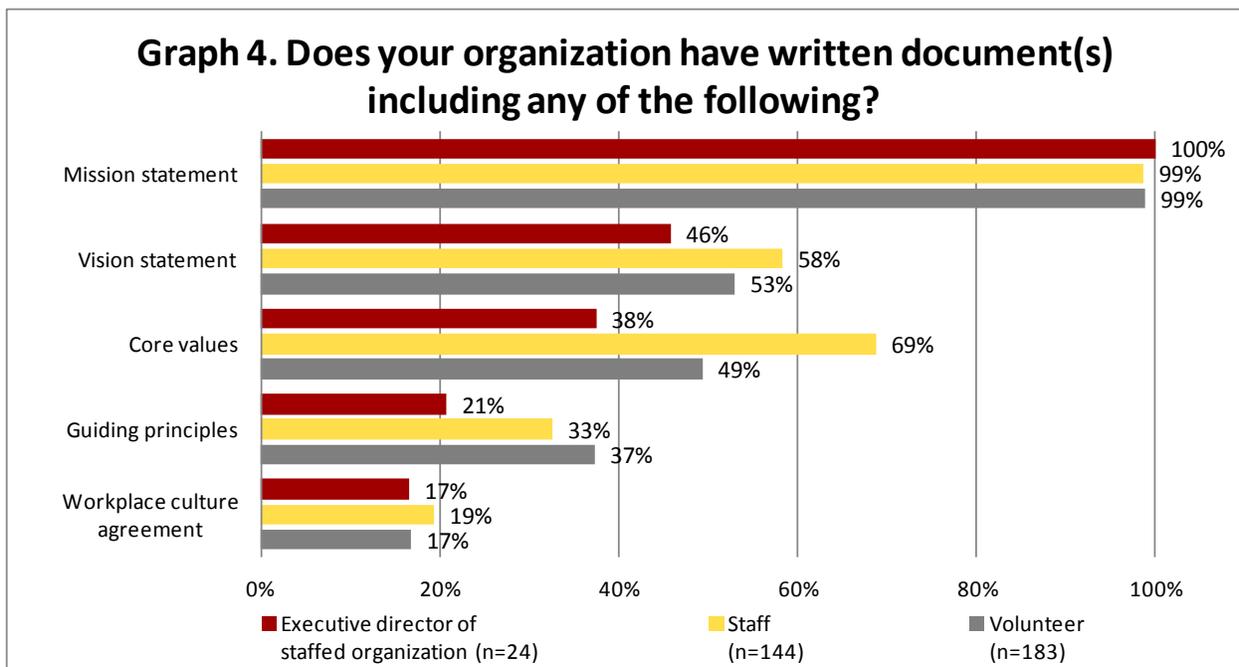
Results

Written Values, Statements and Principles

According to an article from the Society for Human Resource Management, “A values-based organization (VBO) is a living, breathing culture of shared core values among all employees. In a values-driven culture, employees find alignment between their personal values and the organization’s values creating a unified and motivated workforce. Management and leadership set examples for their organizations and live the values they preach” (*Mission: What Is the Difference Between a Company’s Mission, Vision and Value Statements?*).

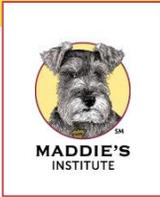
We asked respondents if their organization had written documentation of any of the following: *mission statement, vision statement, core values, guiding principles, workplace culture agreement* or other.

- Looking only at applicable responses – excluding those who *did not know* and those *who do not have any written values, statements or the like* – respondents most frequently cited the presence of an organizational *mission statement* (100% of executive directors, 99% of employees and 99% of volunteers; graph 4).



- Written *workplace culture agreements* were least likely to be reported (17% of executive directors, 19% of employees and 17% of volunteers; graph 4).
- 1% of paid employees and 2% of unpaid volunteers reported that their organization *did not have a written document outlining anything like the above*. Furthermore, 9% of employees and 23% of volunteers surveyed said they *did not know* (data not depicted).

Check out this example [workplace culture agreement](#) published by The Humane Society of the United States.



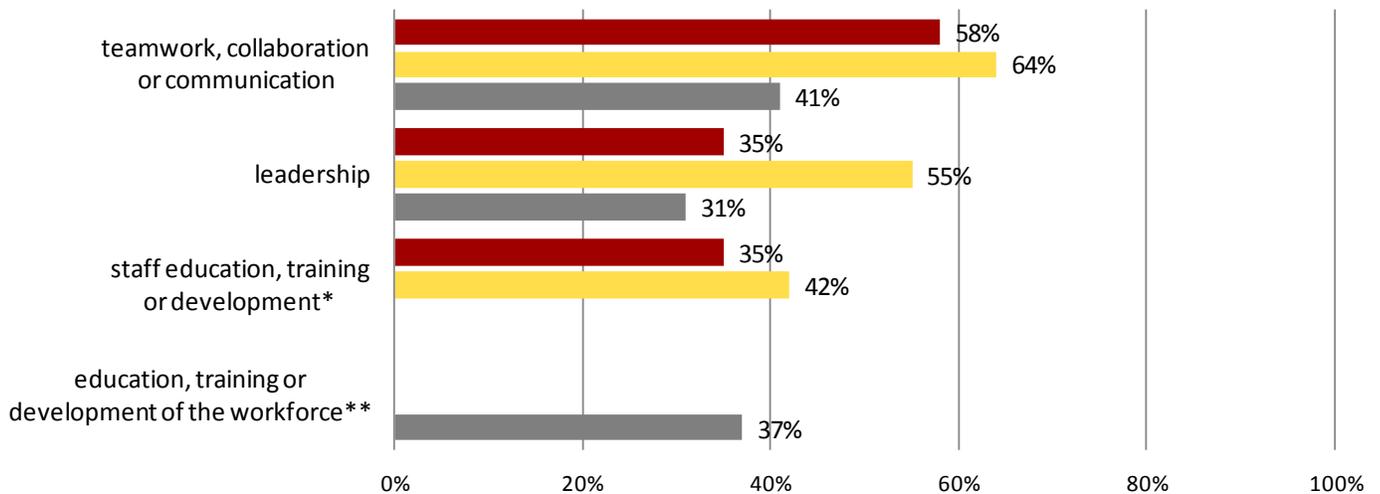
Written Values, Statements and Principles (continued)

Respondents were asked if their organization's values, statements or principles discussed: 1) education, training or development, 2) leadership and 3) teamwork, collaboration or communication. Only responses from those with written values documentation were included in this section.

- 58% of executive directors of staffed organizations, 64% of staff and 41% of volunteers cited the inclusion of *teamwork, collaboration or communication* in their organizational values, statements or principles (graph 5).
- 35% of executive directors of staffed organizations, 55% of staff and 31% of volunteers reported that their organization's values discussed *leadership*.
- 35% of executive directors of staffed organizations and 42% of staff said their organization's value statements included the concepts of *staff education, training or development*, while 37% of all volunteers surveyed believed their value statements included language concerning the *education, training or development of the general workforce*.

Graph 5. Do your organization's values, statements or principles discuss:

Yes responses by respondent type



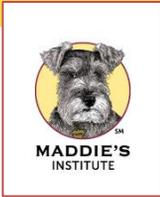
*Only asked of staff and executive directors of staff.

** Only asked of volunteers.

■ Executive director of staffed organization (n=avg. 23)

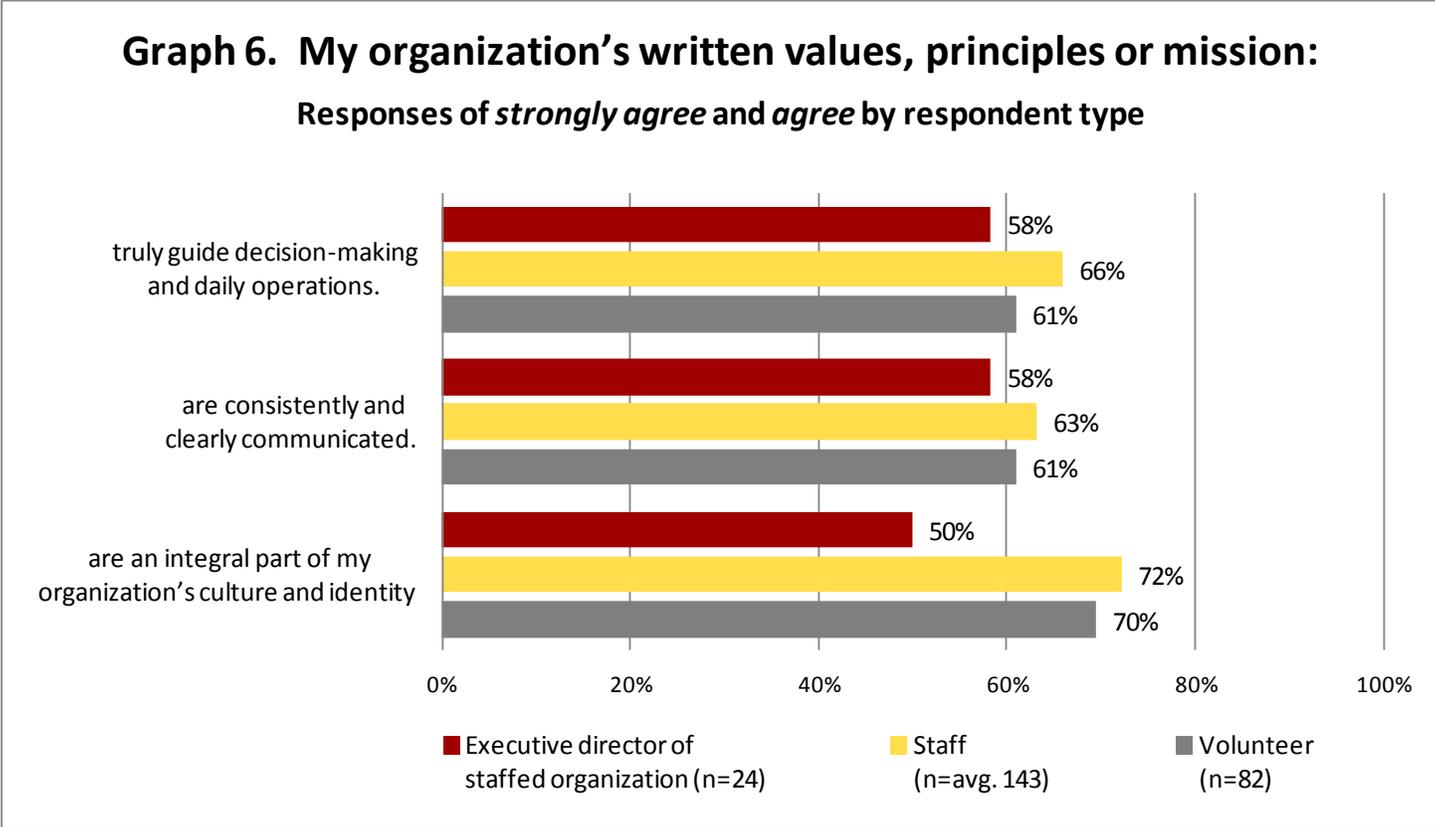
■ Staff (n=143)

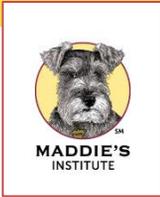
■ Volunteer (n=avg. 82)



Written Values, Statements and Principles (continued)

Respondents who worked or served in an organization with written values, statements or principles were asked to rate a series of value statements on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 6).



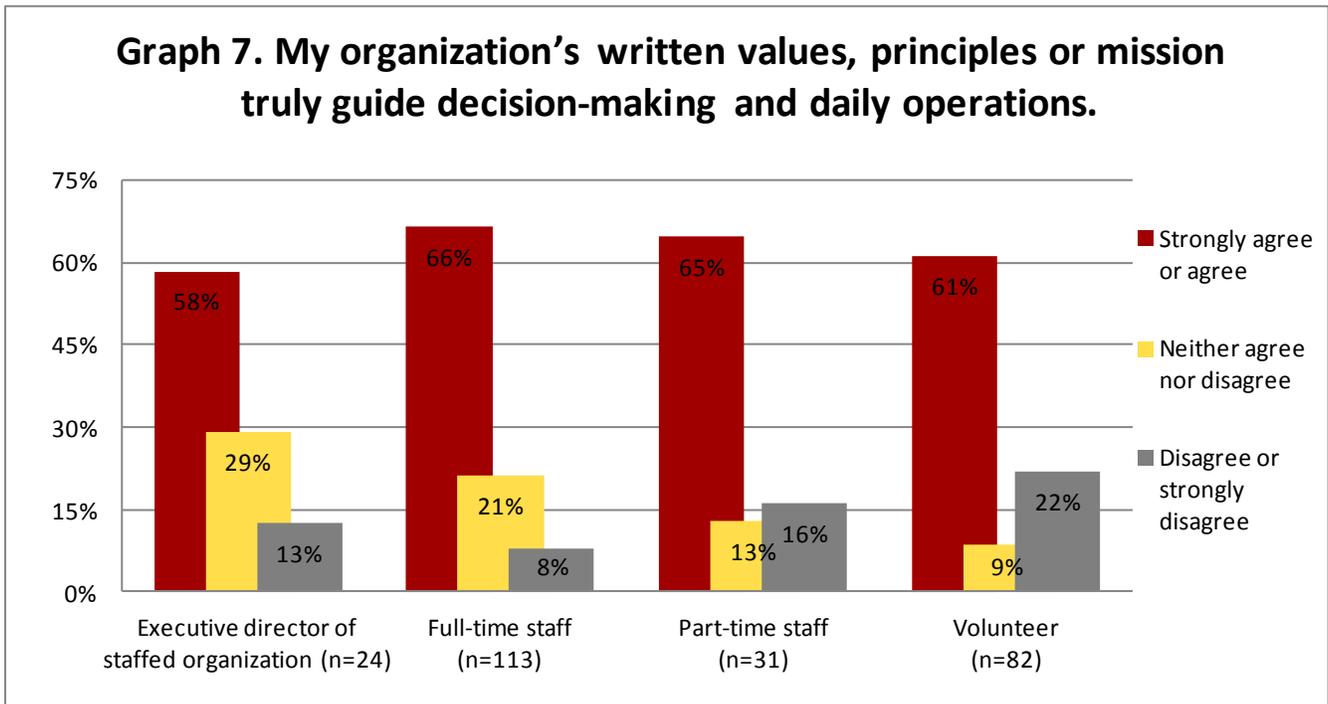


Written Values, Statements and Principles (continued)

Statement #1:

“My organization’s written values, principles or mission truly guide decision-making and daily operations.”

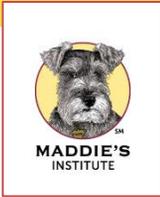
- 58% of executive directors of staffed organizations, 66% of full-time employees, 65% of part-time employees and 61% of volunteers either *strongly agreed* or *agreed* that organizational values truly guide decision-making and daily operations (graph 7).



- Nearly 30% of executive directors of staffed organizations *neither agreed nor disagreed* with statement #1.
- 22% of volunteers, more than any other respondent group, either *disagreed* or *strongly disagreed* that that their organization’s values, principles or mission truly guide decision-making and daily operations.

“For an organization to have an effective values statement, it must fully embrace its values and use them to guide its attitudes, actions and decision-making on a daily basis.”

Mission: What Is the Difference Between a Company’s Mission, Vision and Value Statements?
Society for Human Resource Management



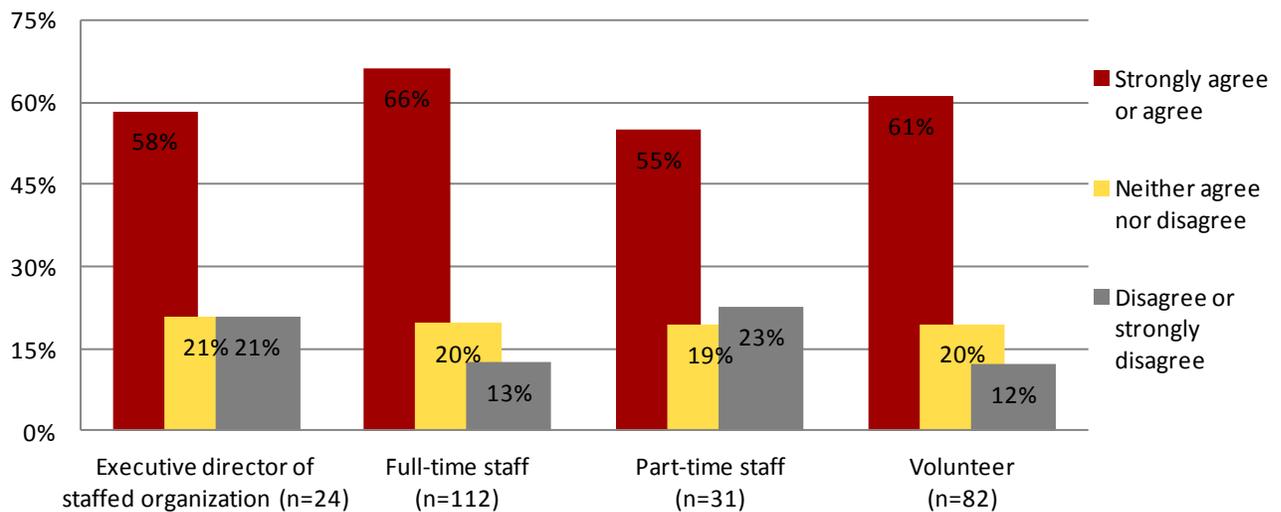
Written Values, Statements and Principles (continued)

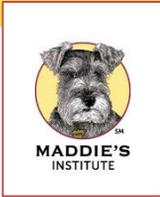
Statement #2:

“My organization’s written values, principles or mission are consistently and clearly communicated.”

- 58% of executive directors of staffed organizations, 66% of full-time staff, 55% of part-time staff and 61% of volunteers either *strongly agreed* or *agreed* that their organization’s values are clearly and consistently communicated (graph 8).
- Part-time staff were more likely to either *disagree* or *strongly disagree* and less likely to either *strongly agree* or *agree* with statement #2 as compared to full-time staff – suggesting that organizational leadership should aim to elevate the communication of values with part-time employees in particular (graph 8).
- Approximately 42% of executive directors of staffed organizations rated this statement as neutral to strongly disagree, indicating that there is a tremendous opportunity to craft effective communications regarding organizational values, principles or mission statements from the top-down.

Graph 8. My organization’s written values, principles or mission are consistently and clearly communicated.



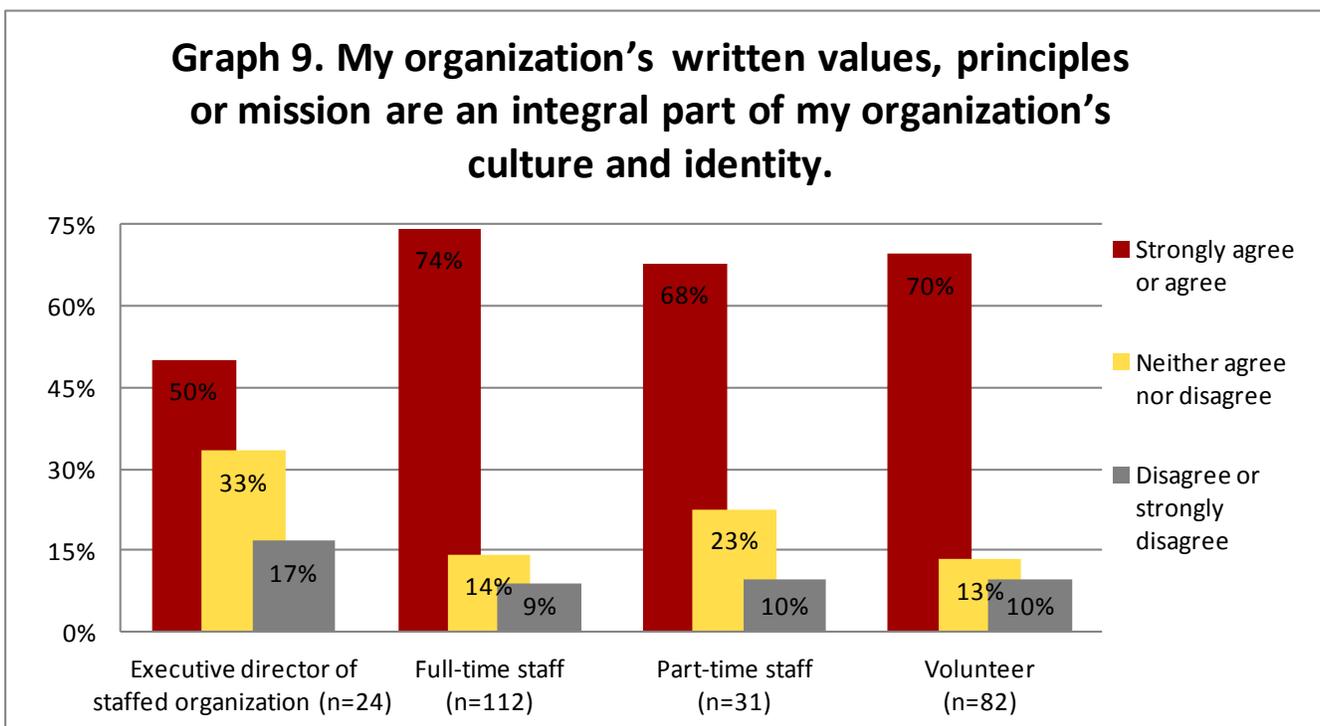


Written Values, Statements and Principles (continued)

Statement #3:

“My organization’s written values, principles or mission are an integral part of my organization’s culture and identity.”

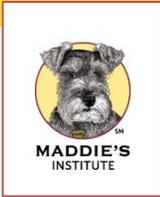
- Only 50% of executive directors of staffed organizations *strongly agreed* or *agreed* that organizational values are an integral part of their culture and identity, while nearly 17% either *strongly disagreed* or *disagreed*; this may indicate either the need for updated values or greater cultural alignment and organization-wide “buy-in” around those values (graph 9).



- In contrast, 74% of full-time employees, 68% of part-time employees and 70% of volunteers either *strongly agreed* or *agreed* that their organization’s written values, principles or mission are an integral part of their organization’s culture and identity (graph 9).

“We are drawn to work at PAWS because of its mission to advocate for animals. And while we spend our lives together doing this work, we can choose to create a humane and healthy workplace for ourselves.”

*Workplace Culture Agreement
PAWS, Lynnwood, WA*



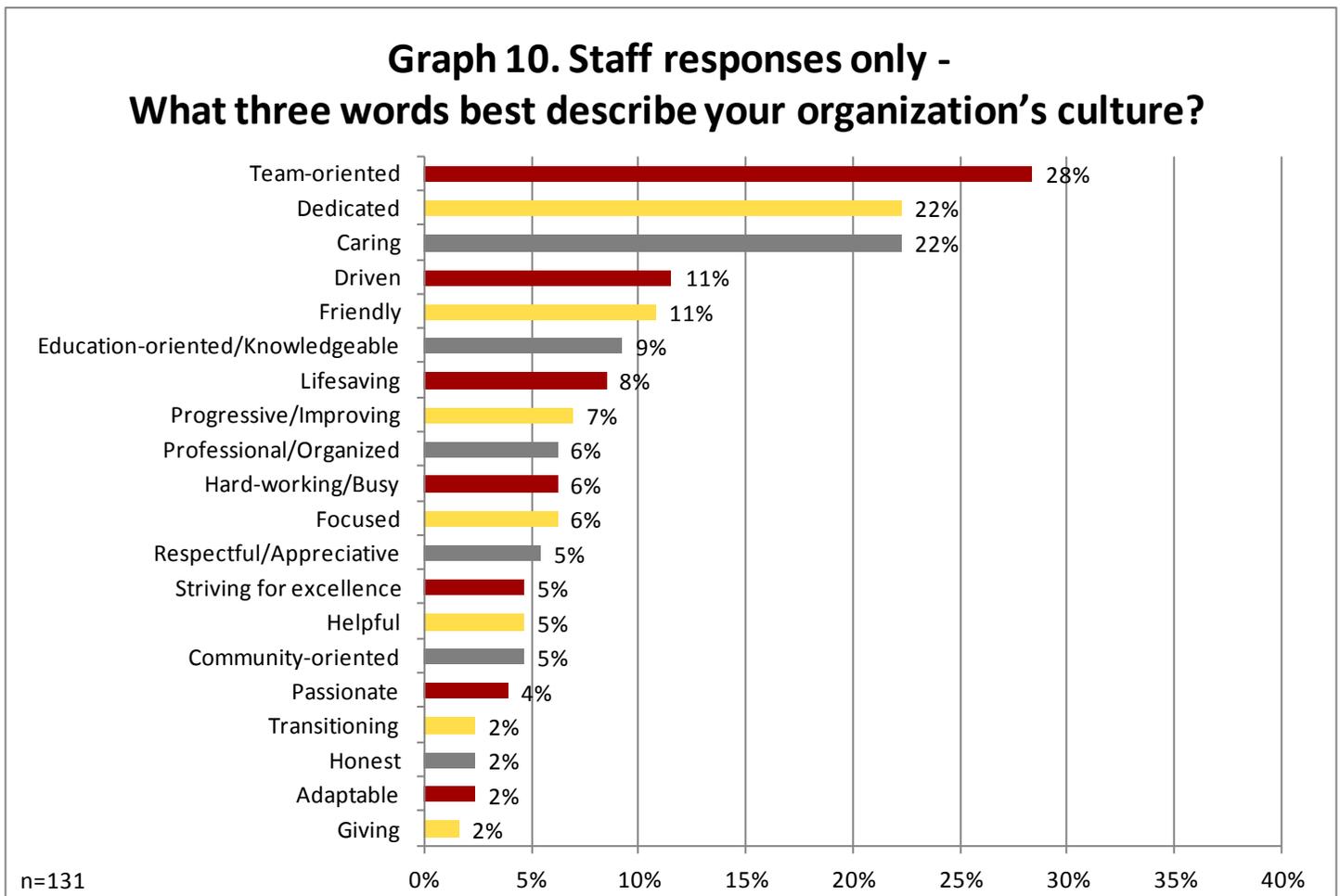
Organizational Culture

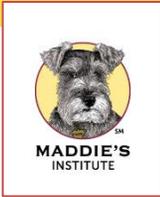
In an open-ended question, staff and volunteers were asked to list three words that best described their organization's culture. Responses were first coded as either "negative" or "positive."

- 21% of staff and 32% of volunteers used at least one negative word to describe their organization (data not depicted). Negative words included, but were not limited to: *stressful, chaotic, disorganized, disjointed, non-communicative, back-biting, hostile, authoritarian, unfriendly and unprofessional.*

The remaining positive responses were then manually coded into categories. The twenty most prevalent categories are listed by respondent type in graphs 10 and 11.

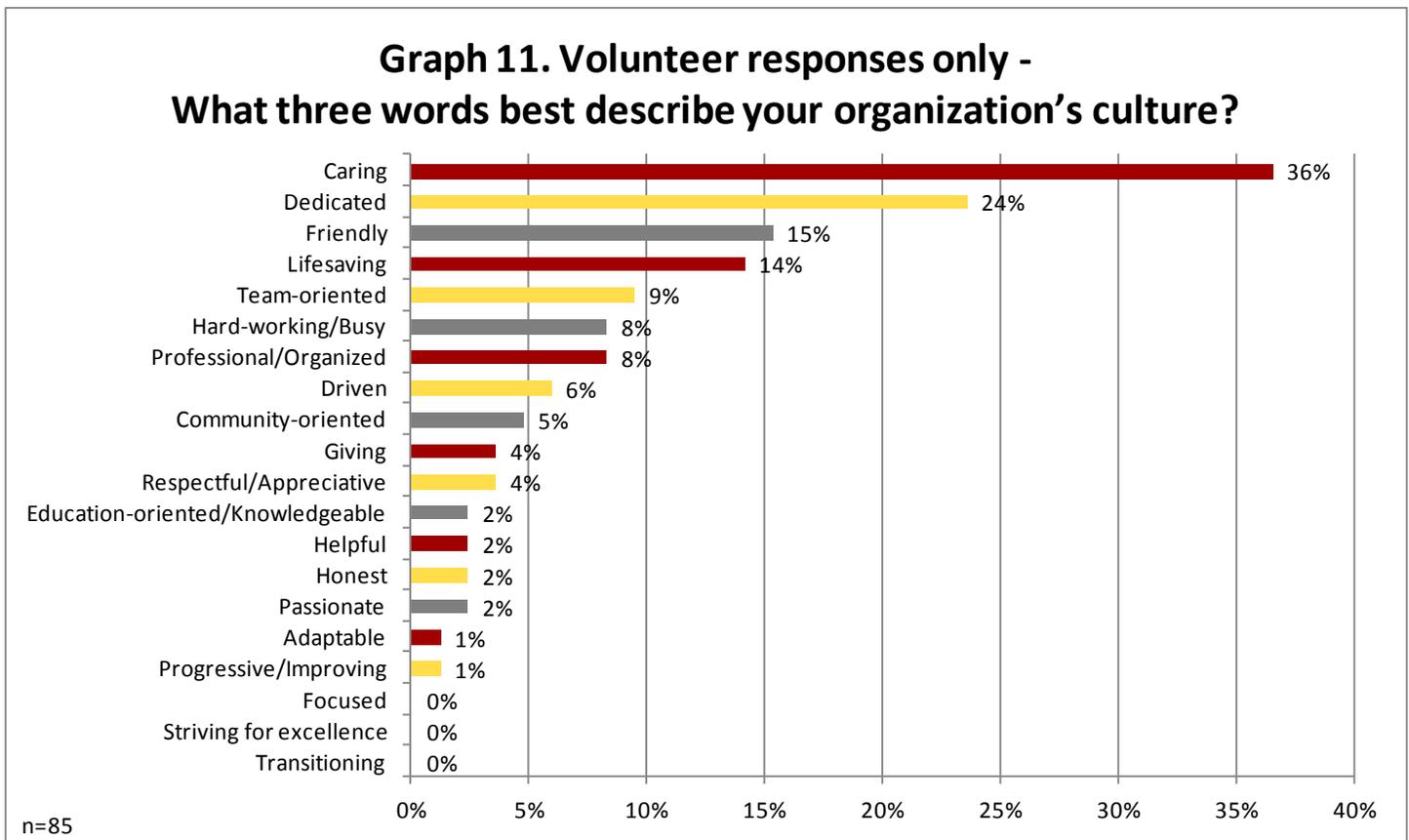
- Of positive responses, employees most frequently described their organization as *team-oriented, dedicated, caring, driven and friendly* (graph 10).





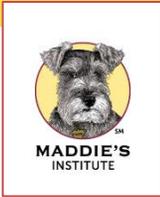
Organizational Culture (continued)

- Of positive responses, volunteers most frequently described their organization as *caring*, *dedicated*, *friendly*, *life-saving* and *team-oriented* (graph 11). Interestingly, about 28% of employees listed a word associated with *team-orientation* compared to 9% of volunteers. Furthermore, 36% of volunteers described their organization's culture as *caring*, as compared to 22% of staff.



The following coding chart lists the actual responses associated with each of the top five categories (table 2).

Table 2. Coding chart for organizational culture descriptions	
Category	Actual responses
Caring	<i>caring, compassionate, nurturing, loving</i>
Dedicated	<i>dedicated, committed, commitment, devoted</i>
Driven	<i>determined, drive, mission-driven, ambitious, motivated, goal-oriented, goal-driven, relentless, persistent, perseverance, desire to achieve goals</i>
Friendly	<i>friendly, open and friendly, cordial, welcoming, hospitable, kind</i>
Team-oriented	<i>collaborative, collaboration, teamwork, together, inter-departmental, cooperative, cross-functional, family, family-like, tight-knit</i>
Lifesaving	<i>lifesaving, no-kill, live releases, rescue, rescue-oriented, rescue and adoptions, save animals' lives, humane, anti-cruelty, sanctuary, prevention of abuse and neglect, safe haven</i>



Restructuring and Transition

When your organization goes through transition, big or small, be sure that your value-system mirrors those changes. Major transitions – for instance, becoming an adoption guarantee operation – often require a mission overhaul.

Change management is a major point of interest and research for human resource consultants and agencies worldwide. Dale Carnegie's change management guide reports that many organizations' transitional initiatives – nearly 70% according to the *Harvard Business Review* – fail because of poor planning.

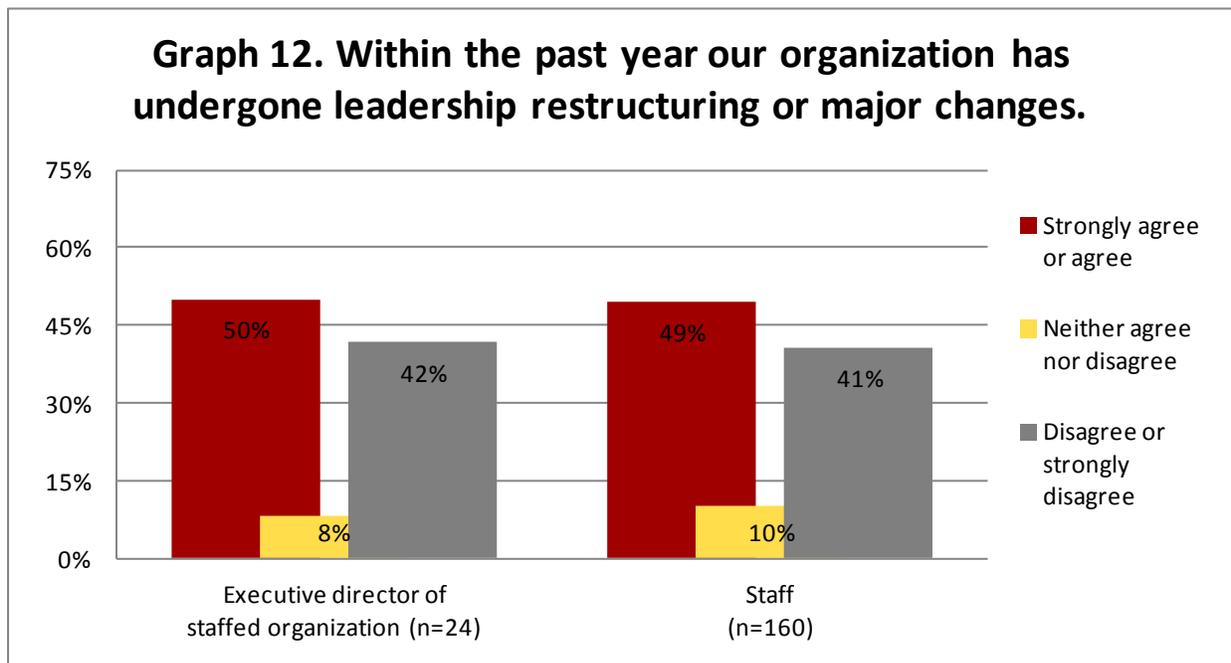
The guide asserts: "The team's most critical role in [implementing] change is to maintain open, honest lines of communication with each other" (*Change Management: A Leadership Guide to Managing Change in the Workplace*).

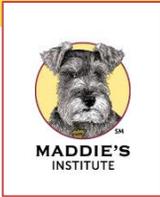
Executive directors of staffed organizations and paid employees were asked to rate a value statement regarding organizational transition on a five-point scale from *strongly agree* to *strongly disagree*.

Statement:

ED and staff only: ***"Within the past year our organization has undergone leadership restructuring or major changes."***

- 50% of executive directors of staffed organizations and 49% of employees either *strongly agreed* or *agreed* that their organization has undergone major changes or leadership restructuring within the past year (graph 12).





Engagement Drivers – Basic Needs

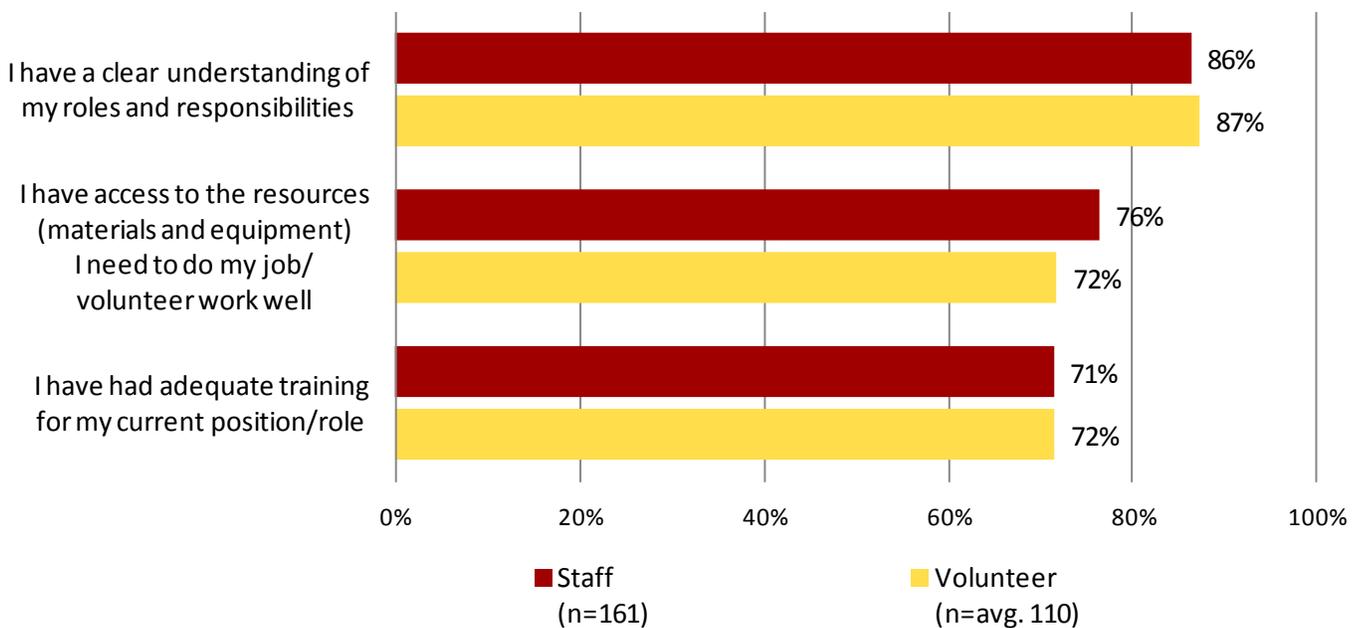
According to the publication, “Well-Being in the Workplace and Its Relationship to Business Outcomes: A Review of the Gallup Studies,” made available through the *American Psychological Association*, “If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed.”

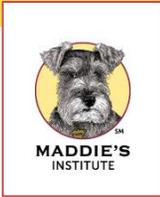
We asked employees and volunteers to rate a series of value statements on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 13).

- The percentages of those to either *strongly agree* or *agree* were similar between staff and volunteers for each statement; also, notably, these percentages are relatively high – suggesting that overall, respondents may feel relatively positive regarding “basic needs” in their work or service.

Graph 13. "Basic Needs" statements

Responses of *strongly agree* and *agree* by respondent type



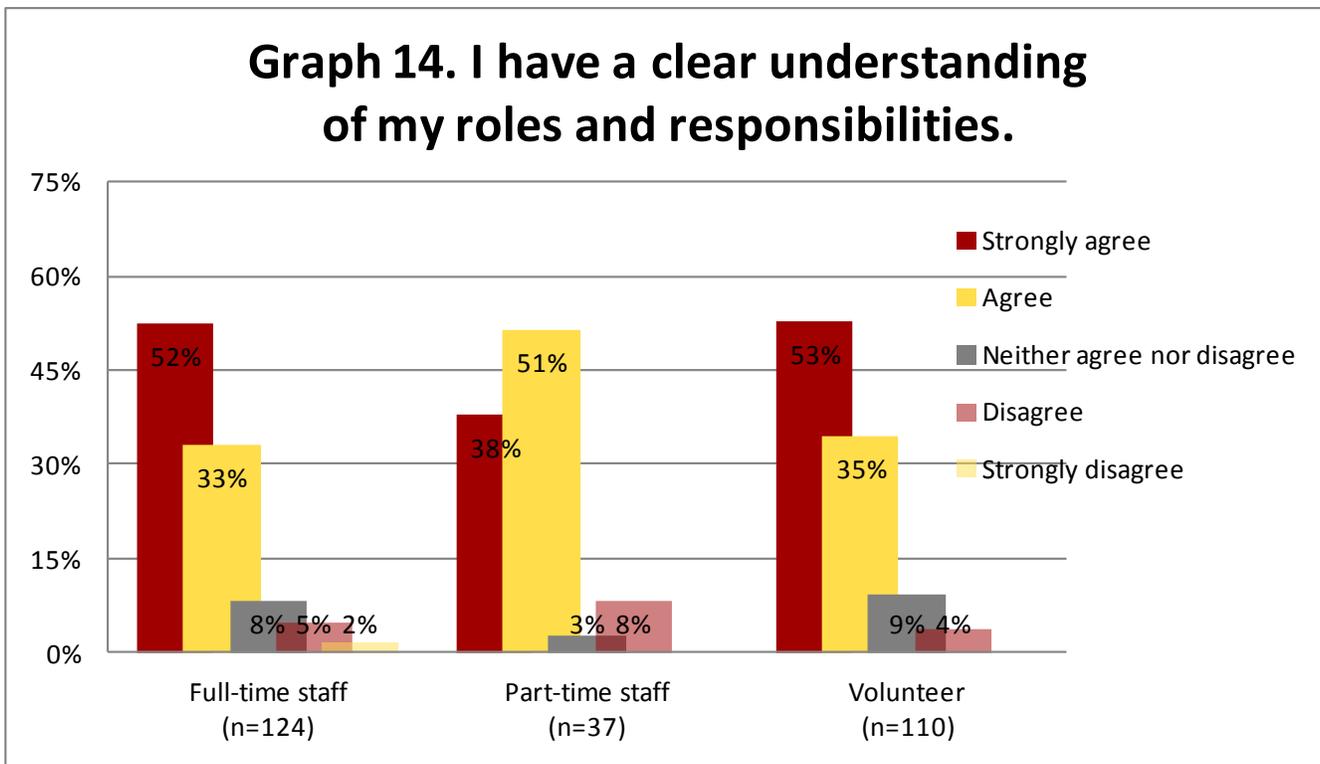


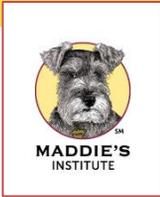
Engagement Drivers – Basic Needs (continued)

Statement #1:

Staff and volunteer only: *“I have a clear understanding of my roles and responsibilities.”*

- The majority of full-time employees (85%), part-time employees (89%) and volunteers (87%) either *strongly agreed* or *agreed* that they have a clear understanding of their roles and responsibilities (cumulative data from graph 14).
- Full-time staff and volunteers may be more likely to *strongly agree* as compared to part-time staff (52%, 53% and 38%, respectively).



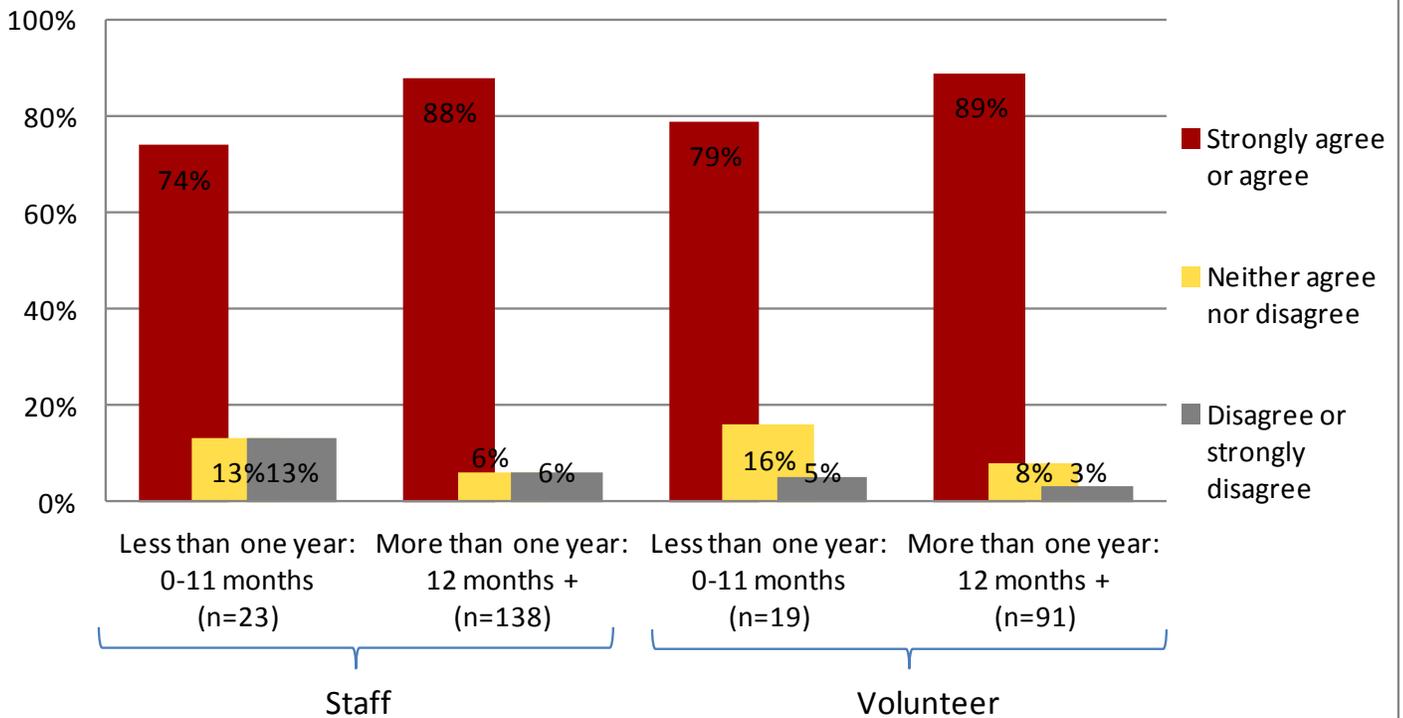


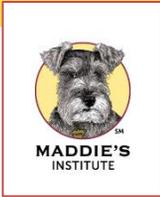
Engagement Drivers – Basic Needs (continued)

Statement #1 continued

- **Length of staff employment and volunteer service:**
 - Staff employed for *less than one year* may be less likely to have a clear understanding of roles and responsibilities than those who have worked for *more than one year* (74% and 88% *strongly agreed or agreed*, respectively).
 - Similarly, 79% of volunteers who have served in their organization for *less than one year* either *strongly agreed or agreed* as compared to 89% of those who have served for *more than one year* (graph 15).

Graph 15. I have a clear understanding of my roles and responsibilities.



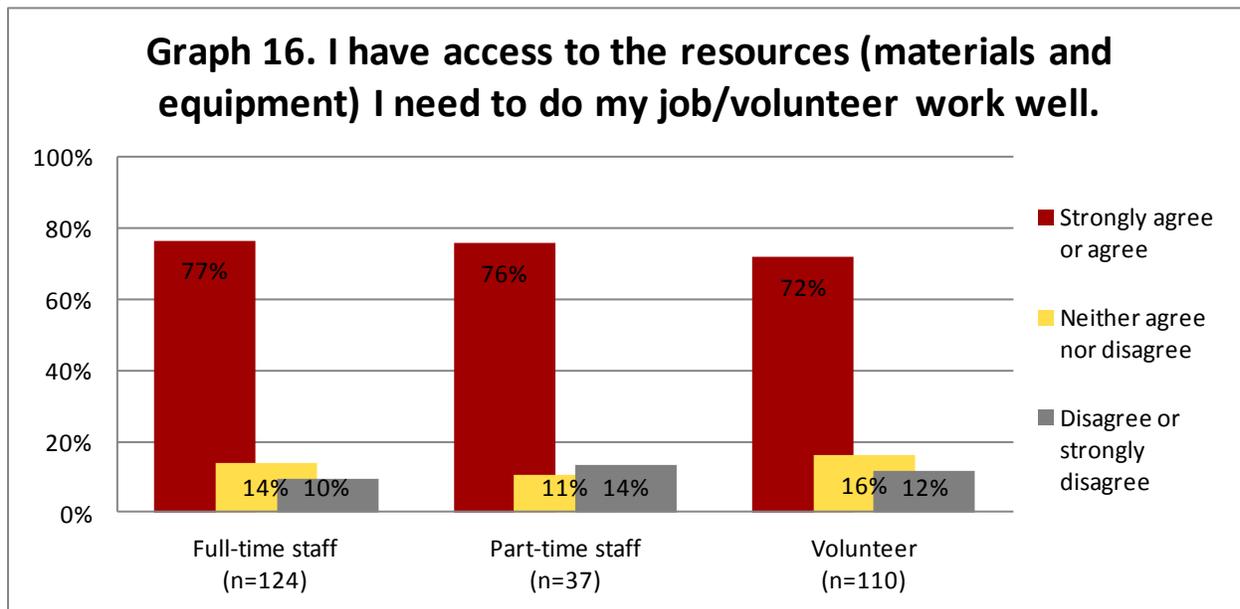


Engagement Drivers – Basic Needs (continued)

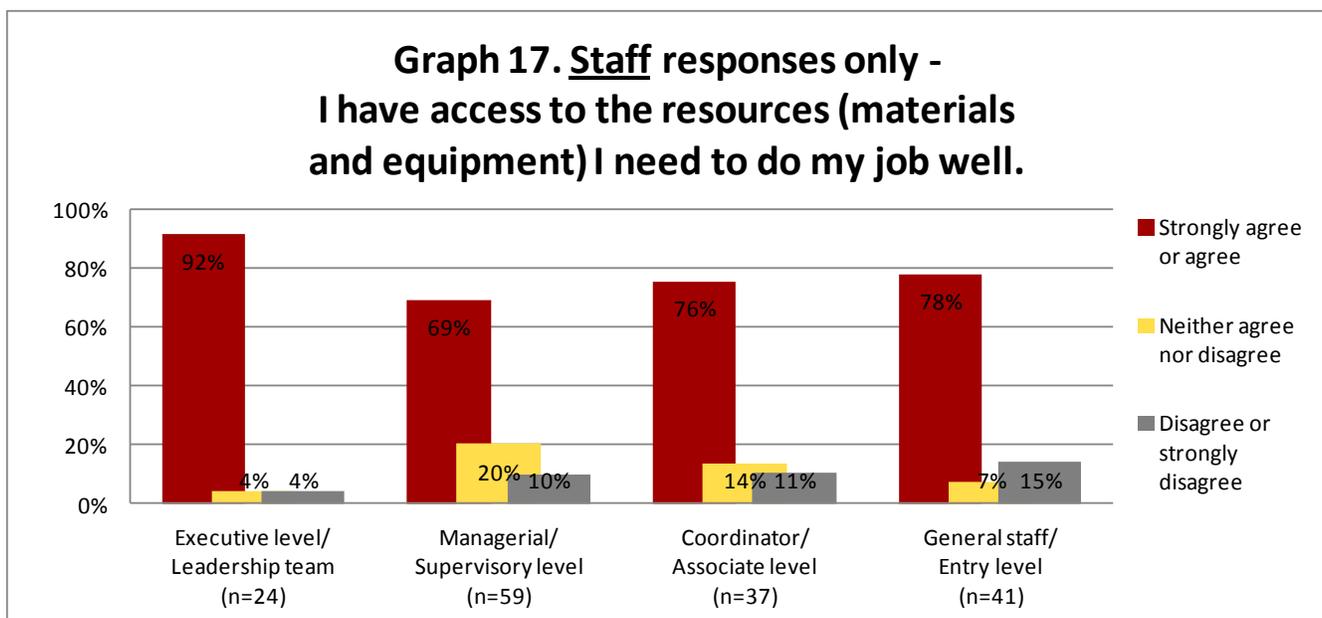
Statement #2:

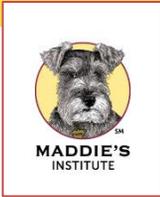
Staff and volunteer only: *“I have access to the resources (materials and equipment) I need to do my job/volunteer work well.”*

- 77% of full-time staff, 76% of part-time staff and 72% of volunteers either *strongly agreed* or *agreed* that they had access to resources they needed to do their job well (cumulative data from graph 16).



- Staff job level:** Approximately 92% of staff in *executive/leadership level* positions either *strongly agreed* or *agreed* that they had access to needed resources, compared to 69% of those in *managerial/supervisory level* positions (graph 17).





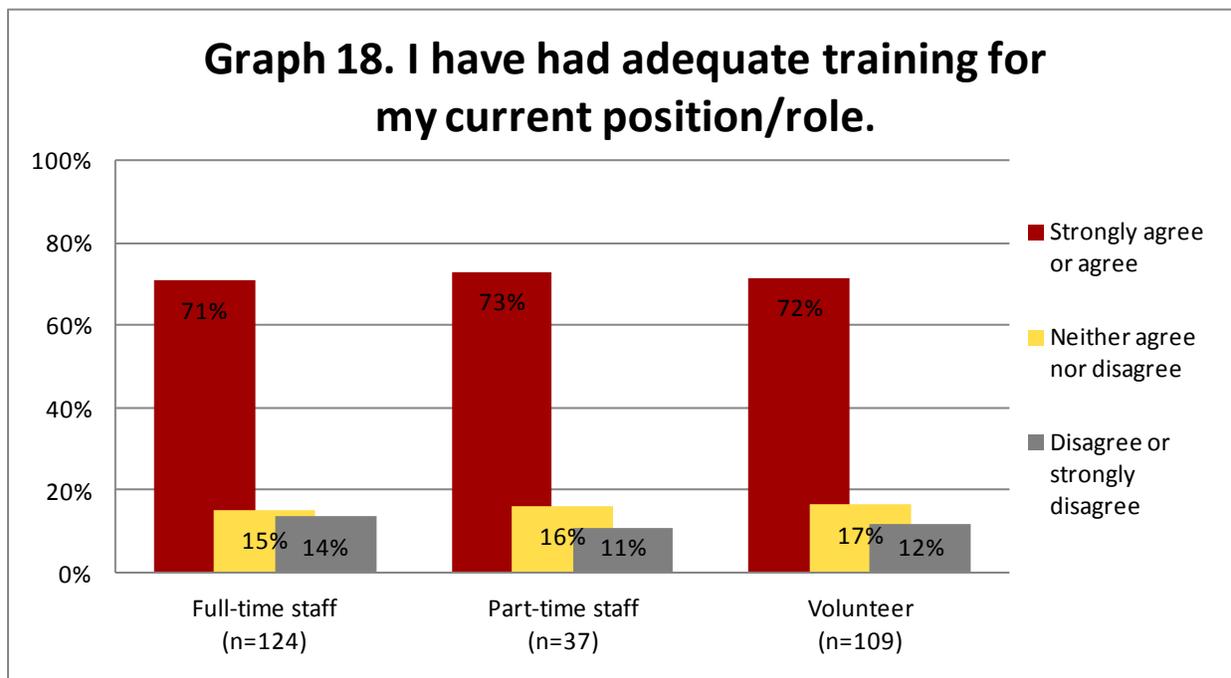
Engagement Drivers – Basic Needs (continued)

According to The Humane Society of the United States, “Training can do more than boost employee morale – it can help managers and animals, too.” Dr. Steven Rogelberg, a contributing author to several HSUS publications, states, “People have a need for competence, and to the extent that the training enables them to be more competent at their work, they’ll derive greater satisfaction from the work.”

Statement #3:

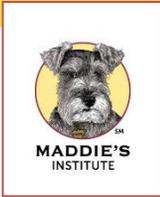
Staff and volunteer only: *“I have had adequate training for my current position/role.”*

- 71% of full-time employees, 73% of part-time employees and 72% of volunteers either *strongly agreed* or *agreed* to having received adequate training for their current position or role (graph 18).



*“When a training opportunity arises, managers should frame it as just that: **an opportunity...** Presenting the chance to get training as a recognition of sorts – rather than as an obligation – will make for a more positive outcome.”*

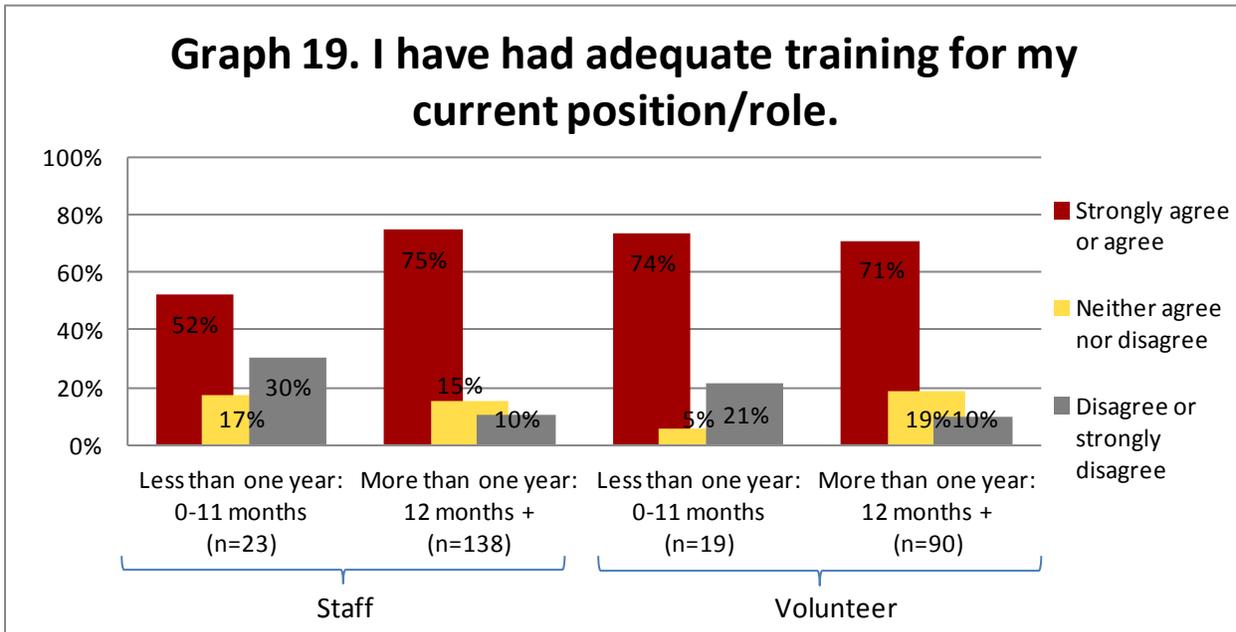
The Humane Society of the United States



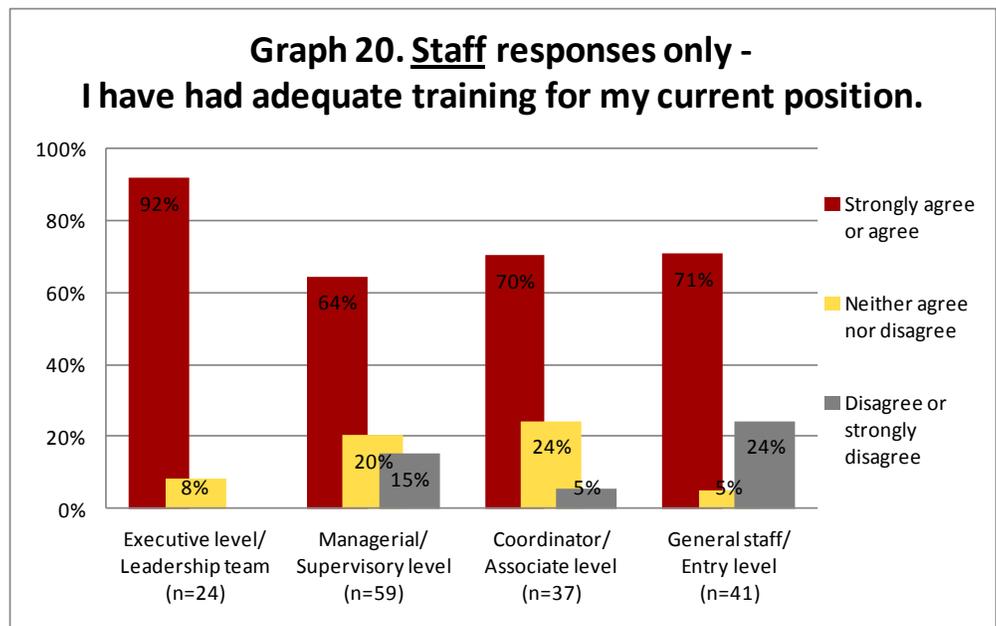
Engagement Drivers – Basic Needs (continued)

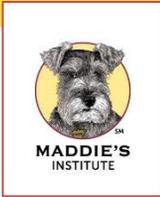
Statement #3 continued

- **Length of staff employment and volunteer service:** Importantly, employees and volunteers who have worked for *less than one year* may be less likely to feel that they have had adequate training for their current role than those who have worked *more than one year* (graph 19).



- **Staff job level:** Approximately 92% of employees in *executive/leadership level* positions *strongly agreed* or *agreed* with the statement – meaning that they felt they had adequate training for their position; fewer, 64% of respondents in *managerial/supervisory level* positions reported the same. Interestingly, *general staff/entry level* employees were most likely to *strongly disagree* or *disagree* – meaning they felt they did not have adequate training (graph 20).





Engagement Drivers – Connection and Contribution

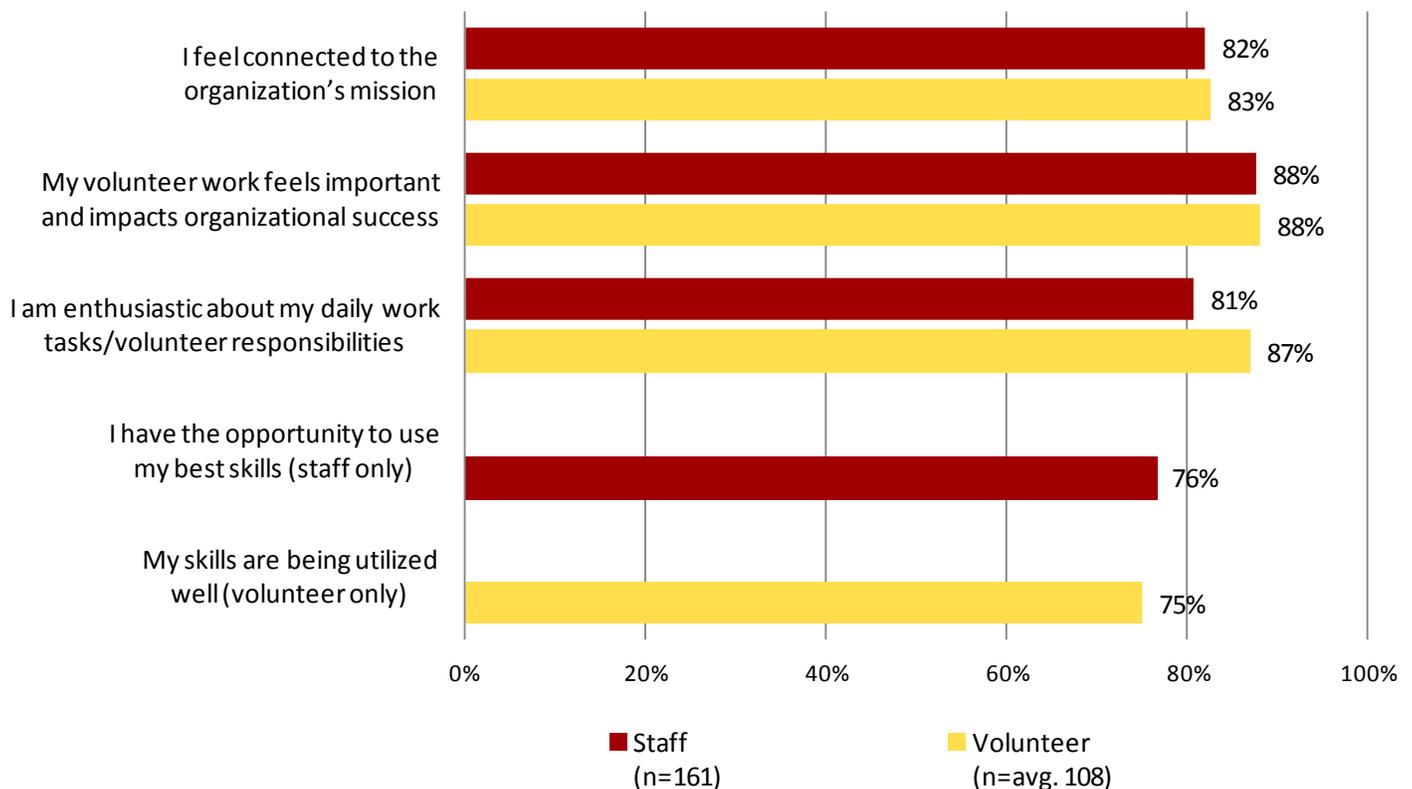
Crim and Seijts, authors of “What Engages Employee The Most or, The Ten C’s of Employee Engagement,” state that “...an employee’s attitude towards the job and the company had the greatest impact on loyalty and customer service than all the other employee factors combined.” Individuals need to not only feel a connection to the organization’s mission, but also feel as though they are positively contributing to its outcomes. Management should play a critical role in reinforcing the latter, as “...good leaders help people see and feel how they are contributing to the organization’s success and future.”

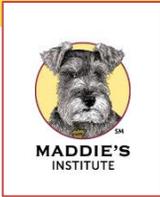
We asked employees and volunteers to rate a series of value statements pertaining to feelings of connection and contribution on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 21).

- Again, the percentages of those to either *strongly agree* or *agree* were similar between staff and volunteers for each statement; also, notably, these percentages are relatively high – suggesting that overall, respondents may feel relatively positive about issues of “connection and contribution.”

Graph 21. "Connection and Contribution" statements

Responses of *strongly agree* and *agree* by respondent type





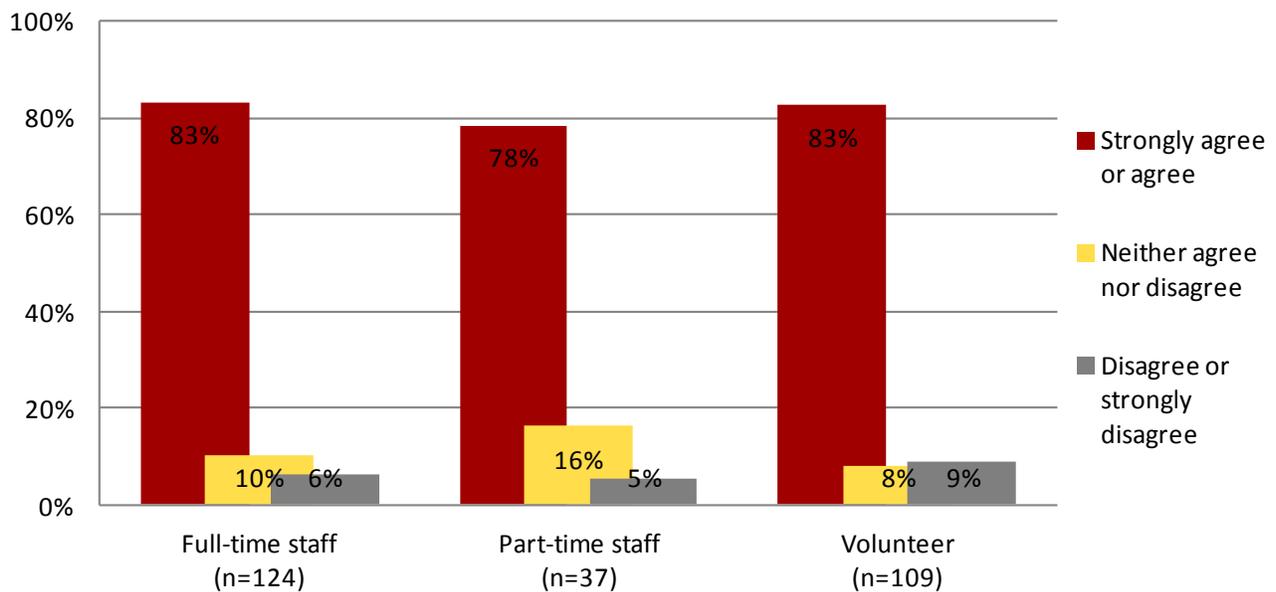
Engagement Drivers – Connection and Contribution (continued)

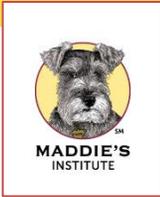
Statement #1:

Staff and volunteer only: *“I feel connected to my organization’s mission.”*

- Similar proportions of all respondent types (83% of full-time employees, 78% of part-time employees and 83% of volunteers) either *strongly agreed* or *agreed* to feeling connected to their organization’s mission (cumulative data from graph 22). However, looking at the breakout data, volunteers were the most likely to *strongly agree* (61%), followed by full-time staff (52%) and part-time staff (43%; graph 22).

Graph 22. I feel connected to my organization’s mission.

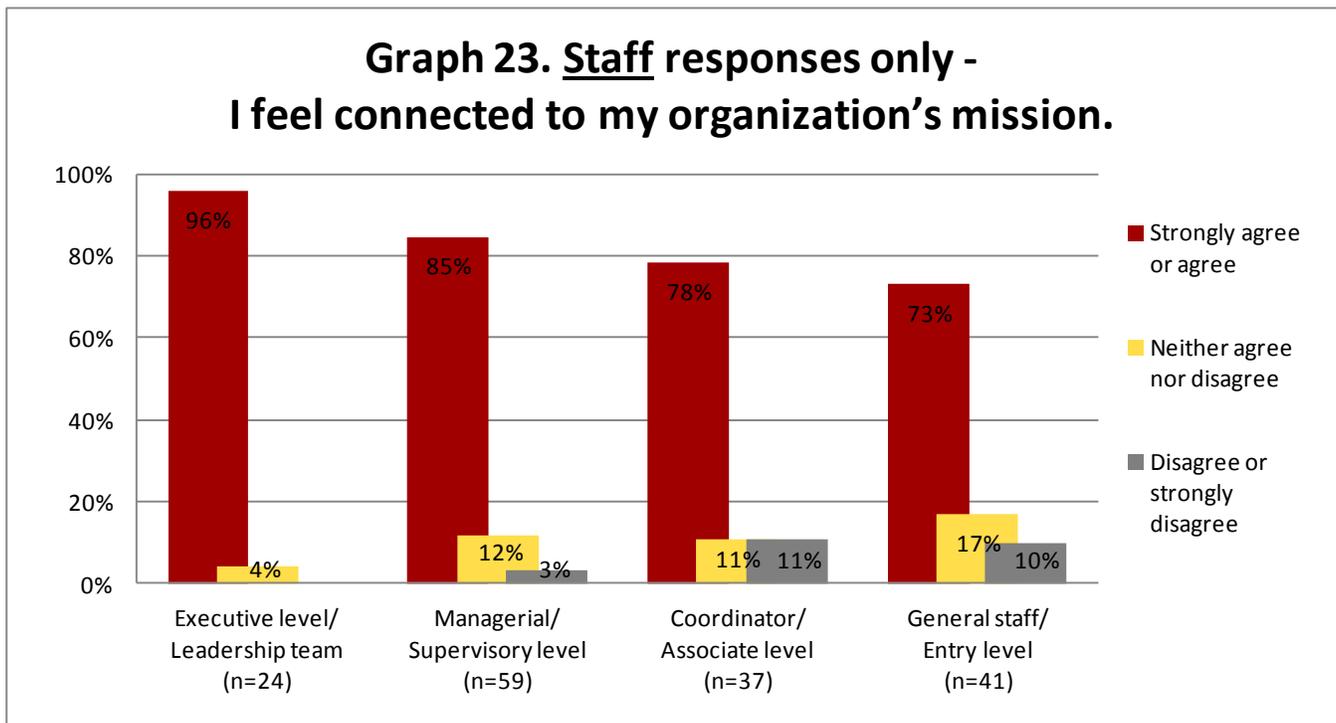


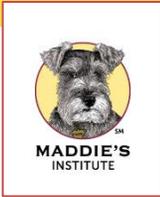


Engagement Drivers – Connection and Contribution (continued)

Statement #1 continued

- **Staff job level:** Again job level appeared to draw out differing opinions, as 96% of employees in *executive level/leadership team* positions *strongly agreed* or *agreed* with this statement – meaning that they felt connected to their organization’s mission; in contrast, 73% of respondents in *general staff/entry level* positions reported the same (graph 23).





Engagement Drivers – Connection and Contribution (continued)

Statement #2:

Staff and volunteer only: *“My work/volunteer work feels important and impacts organizational success.”*

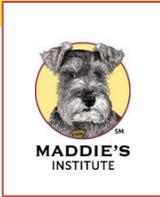
- Very high proportions – 86% of full-time employees, 92% of part-time employees and 88% of volunteers – either *strongly agreed* or *agreed* that their work, or volunteer work, felt important and impacted organizational success (graph 24).



“Many non-profit and social service organizations inadvertently act in ways that dilute the connections that volunteers feel with the agency,” specifically making volunteers feel separate from and different than employees.

Disconnecting triggers may include differences in status, expectations, resources, access to information and regard.

[Volunteer Retention and Feelings of Connection](#)
National CASA's Strategic Volunteer Retention Training

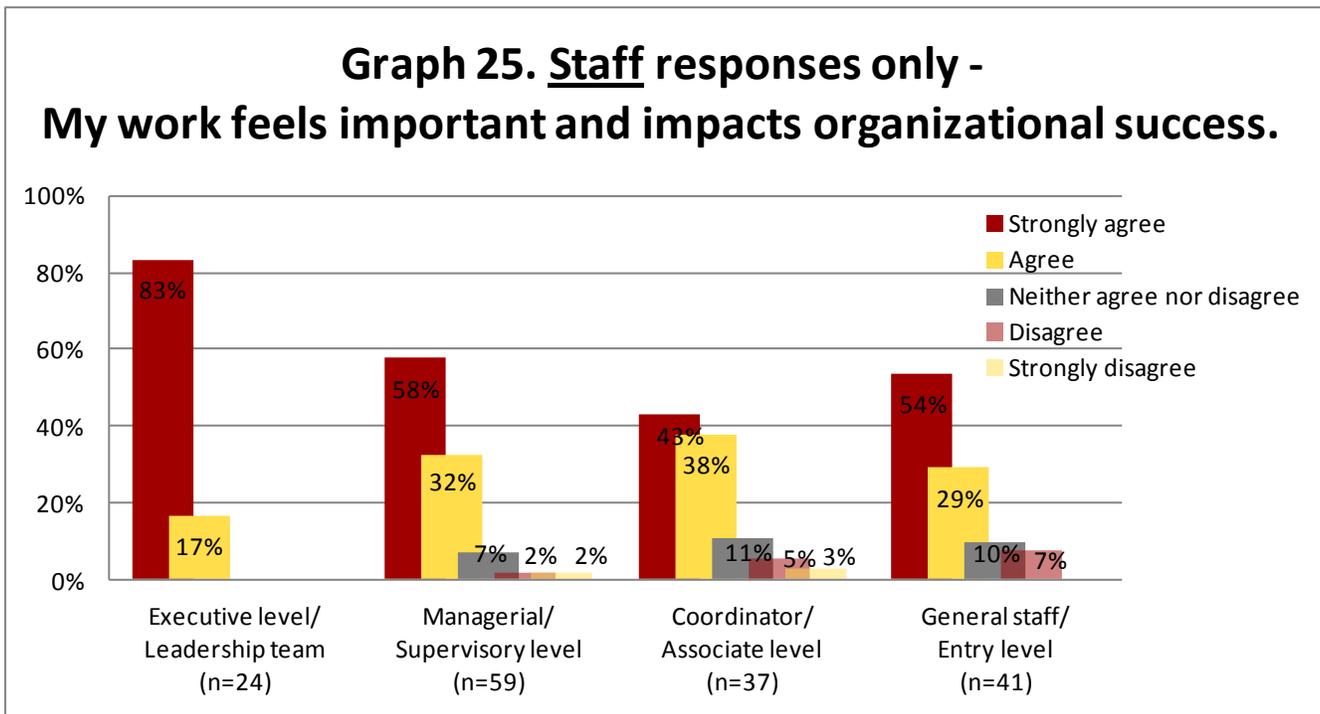


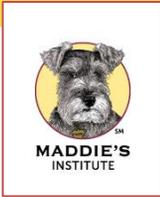
Engagement Drivers – Connection and Contribution (continued)

Statement #2 continued

- **Staff job level:**

- When staff responses were categorized according to job level, 83% of employees in *executive/leadership level* positions *strongly agreed* that their work felt important and impacted organizational success; this contrasted with 58% of *managerial/supervisory level* employees, 43% of *coordinator/associate level* employees and 54% of *general staff/entry level* employees (graph 25).
- As shown in graph 24, it's important to note that a large majority of staff either *strongly agreed* or *agreed* with statement #2; however, leadership should take the opportunity to convert individuals from *agree* to *strongly agree* in managerial, coordinator and general staff positions.



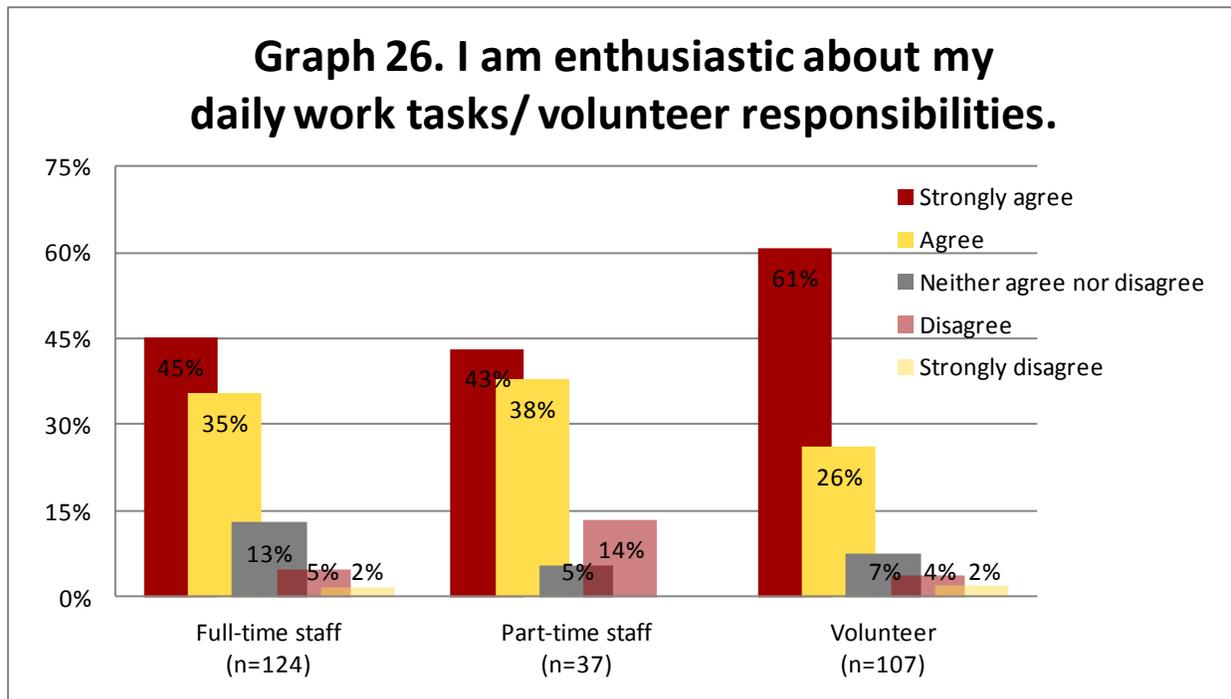


Engagement Drivers – Connection and Contribution (continued)

Statement #3:

Staff and volunteer only: *“I am enthusiastic about my daily work tasks/volunteer responsibilities.”*

- 81% of full-time and part-time employees either *strongly agreed* or *agreed* to feeling enthusiastic about their daily work tasks, while 87% of volunteers either *strongly agreed* or *agreed* to feeling enthusiastic about their volunteer responsibilities (cumulative data from graph 26). Notably, looking at the breakout data, volunteers are the most likely to *strongly agree* (61%), followed by full-time staff (45%) and part-time staff (43%; graph 26).

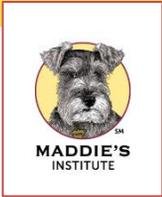


- Staff job level:** Approximately 96% of employees in *executive/leadership level* positions expressed enthusiasm about daily work, compared to 83% of *managers/supervisors*, 78% *coordinators/associates* and 71% of *general or entry level* staff (percentages represent cumulative responses of either *strongly agree* to *agree*; data not depicted).

“If we ask these people to ‘volunteer,’ they may picture themselves doing menial or unskilled labor. They tend to react quite differently if they are asked to contribute their services on a ‘pro bono basis’.”

[Volunteer Retention and Feelings of Connection](#)

National CASA's Strategic Volunteer Retention Training



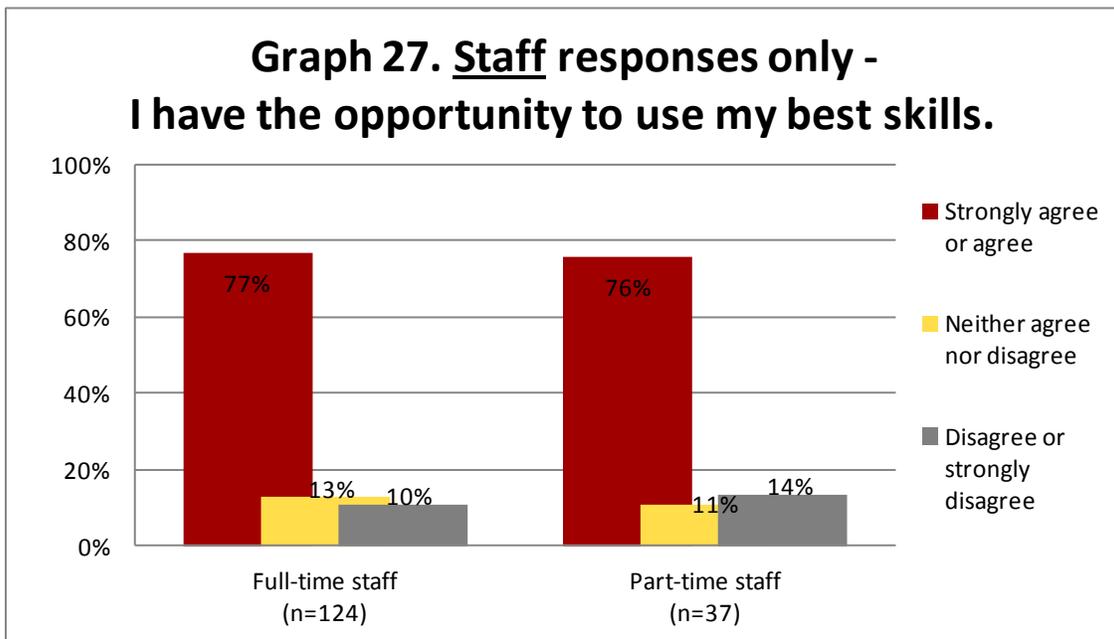
Engagement Drivers – Connection and Contribution (continued)

Statement #4:

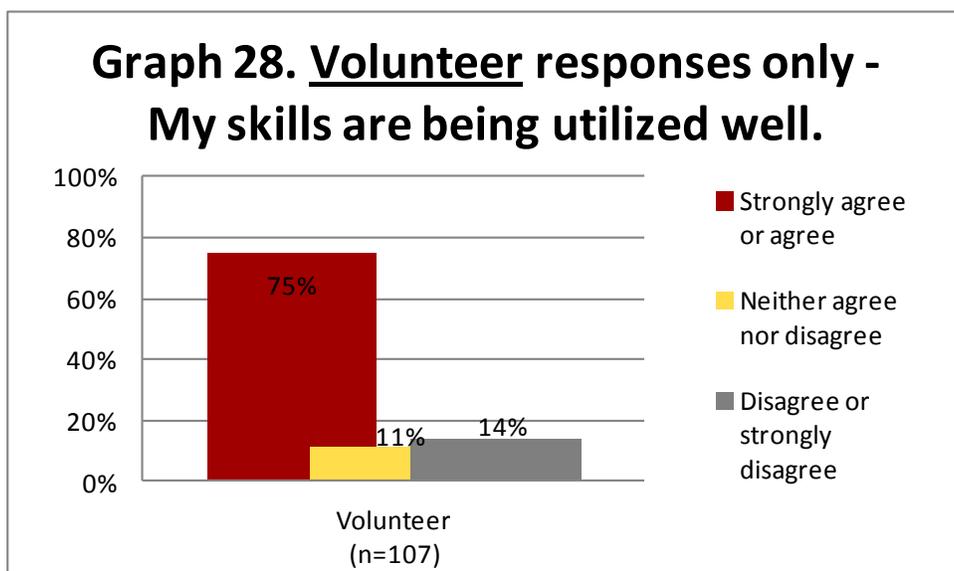
Staff version: *“I have the opportunity to use my best skills.”*

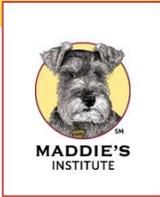
Volunteer version: *“My skills are being utilized well.”*

- 77% of full-time and 76% of part-time employees either *strongly agreed* or *agreed* to having had the opportunity to use their best skills (graph 27).



- Similarly, 75% of volunteers reported to *strongly agree* or *agree* that their skills were being well utilized (graph 28).



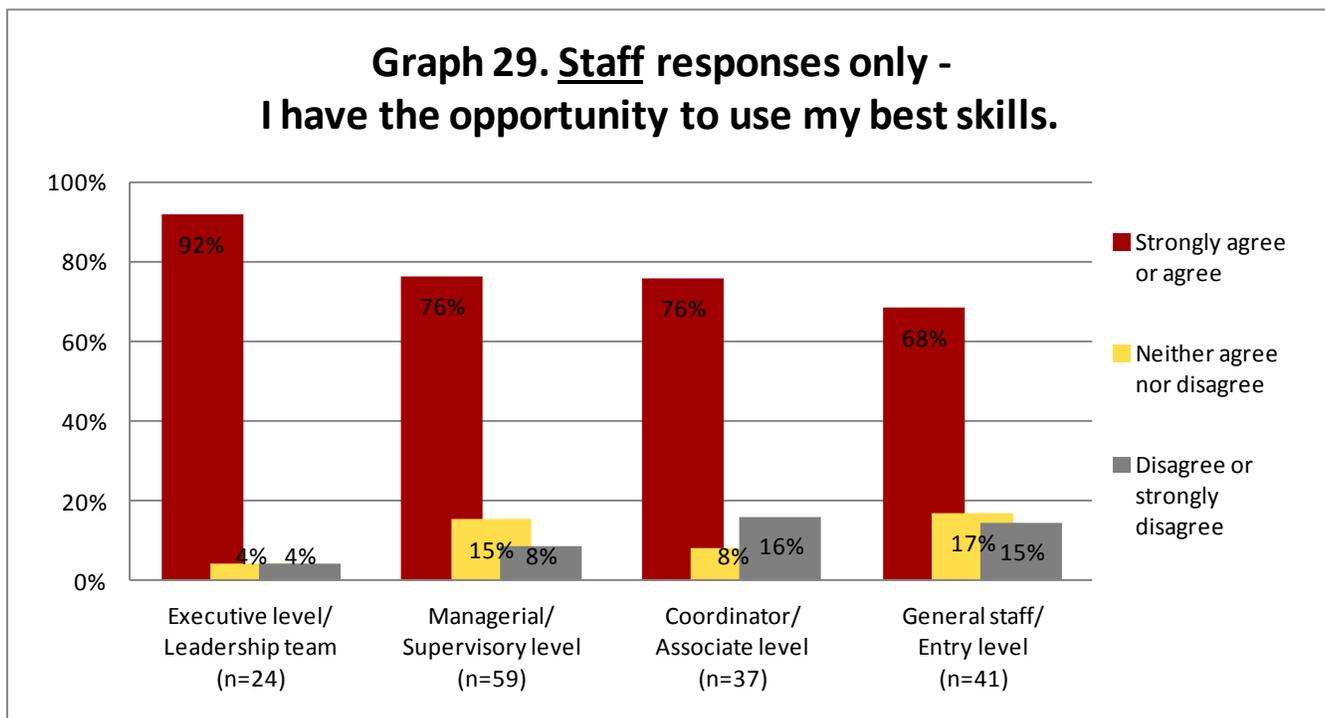


Engagement Drivers – Connection and Contribution (continued)

Statement #4 continued

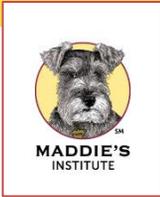
- **Staff job level:**

- Employees who coded their positions as being part of the *executive level/leadership team* (92%) were more likely to *strongly agree* or *agree* that they have the opportunity to use their best skills than respondents in all other job level categories (76% of *managerial/supervisory level*, 76% *coordinator/associate level* and 68% of *general staff/entry level* staff; graph 29).
- Furthermore, 63% of employees in *executive/leadership level* positions *strongly agreed* as compared to an average of 37% of all other employees reporting the same (data not depicted).



“I wish they would take advantage of the knowledge that the volunteers have, as I think many are underutilized.”

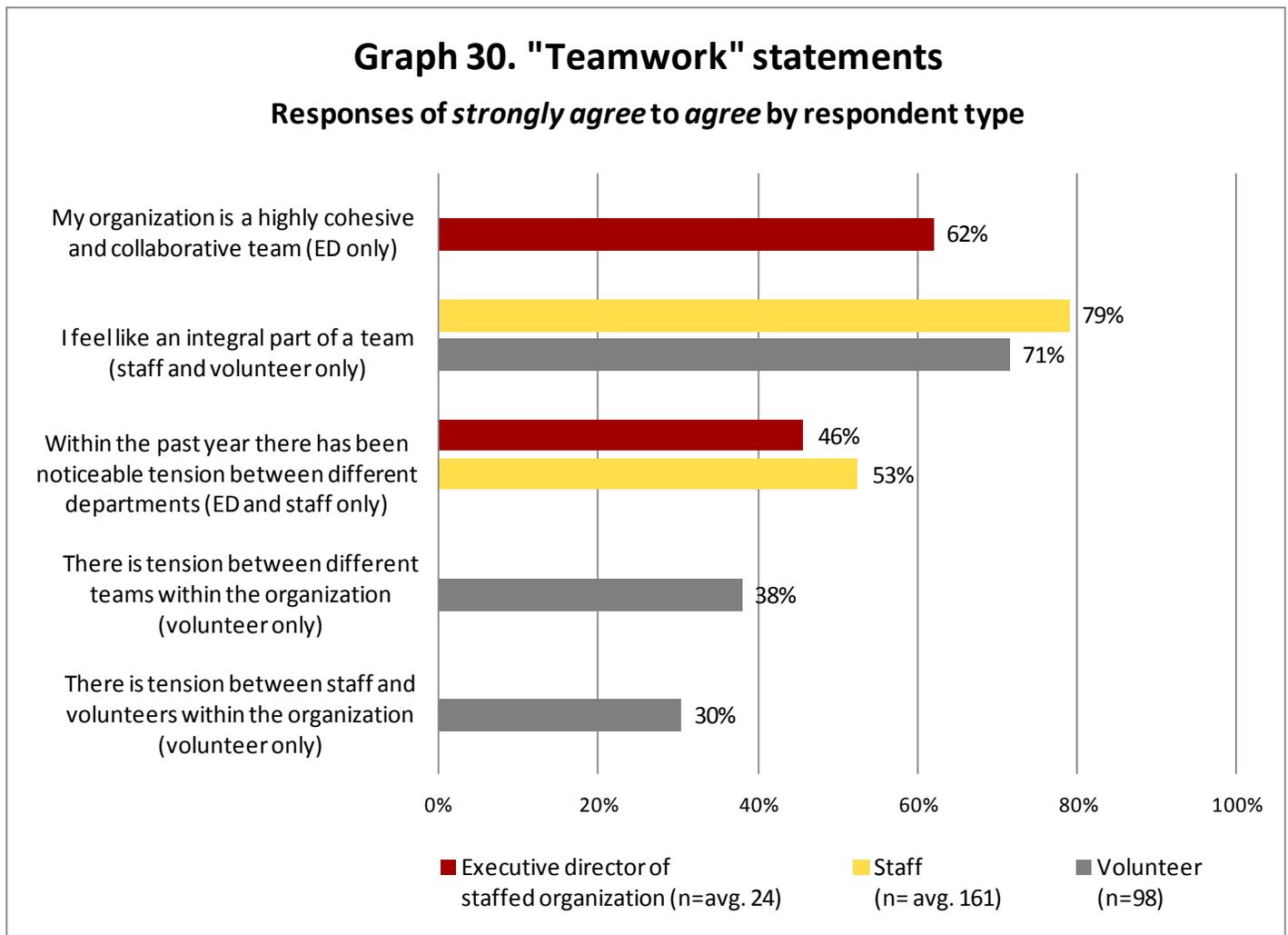
Anonymous Volunteer Comment

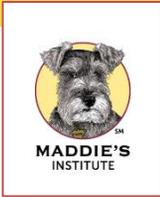


Engagement Drivers – Teamwork

In a recent piece called *Connect with People: The Foundation for Employee Trust and Engagement*, Kevin Sensenig, the global vice president for Learning and Organization Development at Dale Carnegie & Associates, states that “...all team members need to believe they are valuable contributors to the team as a whole.” He suggests that some tension between team members – or even between teams – is natural; however, “Leaders need to take conscious steps to engage the entire team in generating ideas, moving those ideas to action, and helping teams recognize that what they accomplish together is just as vital to the organization as what they accomplish as individuals.”

We asked executive directors of staffed organizations, employees and volunteers to rate a series of value statements pertaining to teamwork and interdepartmental tension on a five-point scale from *strongly agree* to *strongly disagree*. Below a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 30).





Engagement Drivers – Teamwork (continued)

Statement #1:

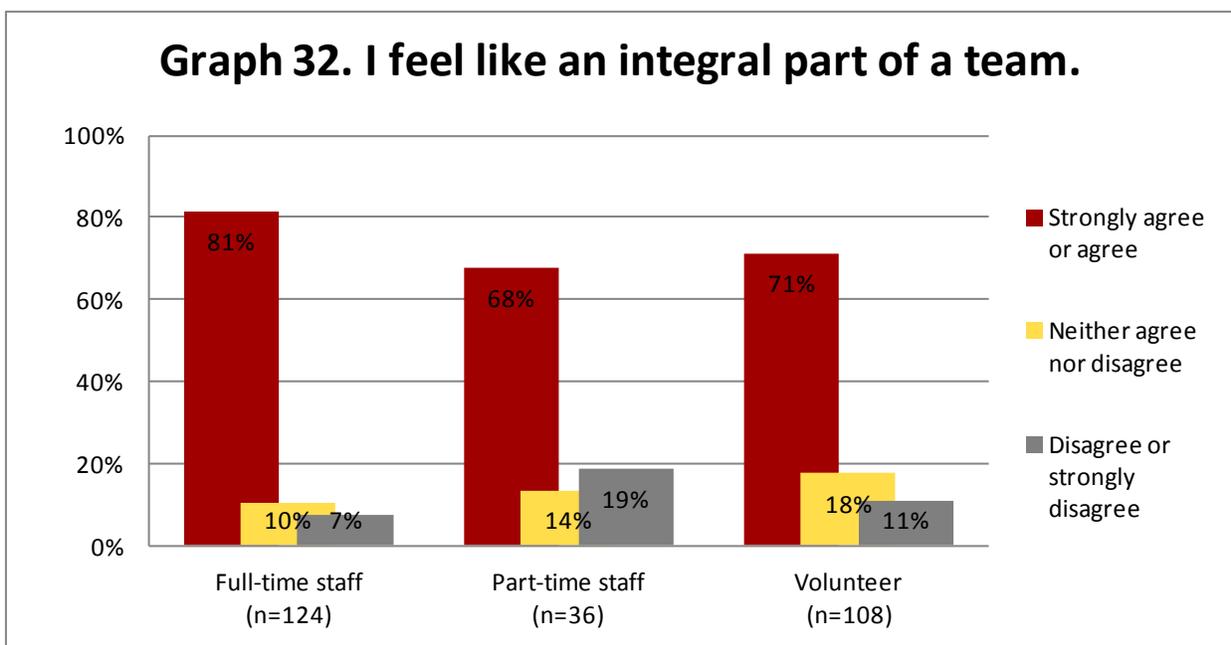
ED version: **“My organization is a highly cohesive and collaborative team.”**

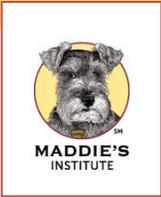
Staff and volunteer version: **“I feel like an integral part of a team.”**

- 70% of executive directors of staffed organizations either *strongly agreed* or *agreed* that their organization is a highly cohesive and collaborative team; another 26% reported a neutral response of *neither agree nor disagree* (graph 31).



- 81% of full-time staff, 68% of part-time staff and 71% of volunteers either *strongly agreed* or *agreed* that they feel like an integral part of a team (graph 32). Data suggests that full-time employees may be more likely than part-time workers to feel integral to their respective teams; however, this hypothesis merits more investigation within the context of each organization.

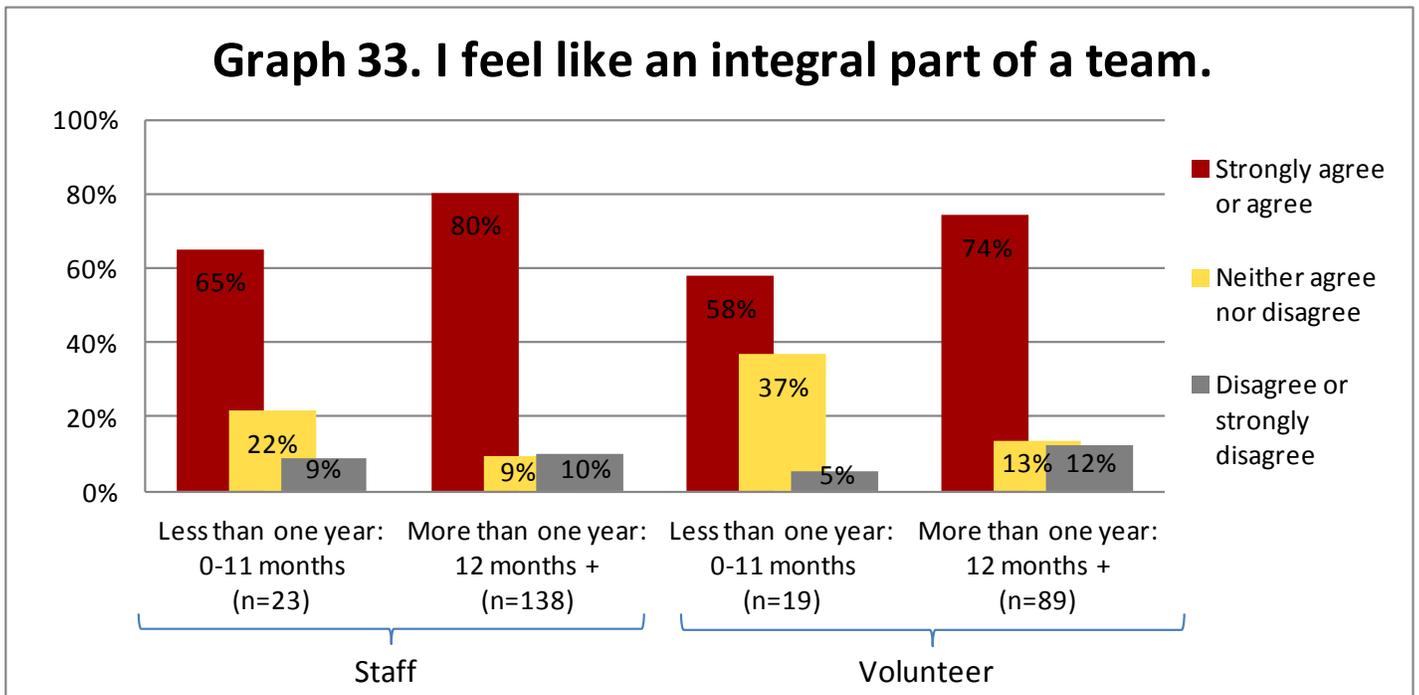


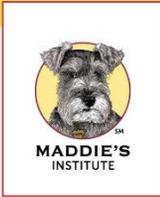


Engagement Drivers – Teamwork (continued)

Statement #1 continued

- Length of staff employment and volunteer service:** Staff or volunteers who have worked for, or served, their organizations for *more than one year* (80% and 74%, respectively) were more likely to *strongly agree* or *agree* that they felt like an integral part of a team than those who have worked or served for *less than one year* (65% and 58%, respectively; graph 33).

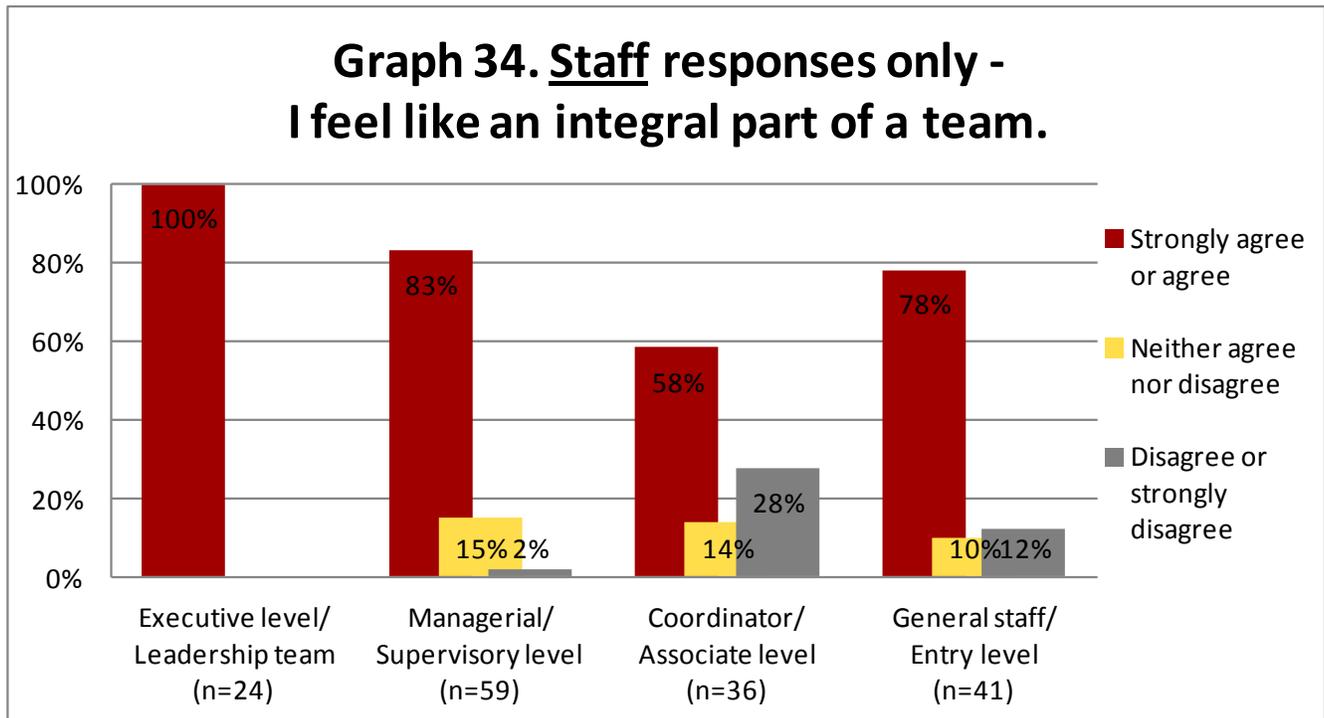


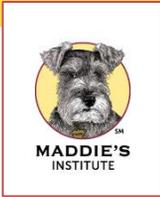


Engagement Drivers – Teamwork (continued)

Statement #1 continued

- **Staff job level:**
 - A breakdown of staff responses showed that employees in *executive level/leadership team* positions were most likely (100%), and those in *coordinator/associate level* positions were least likely (58%), to feel like an integral part of a team (graph 34).
 - In support of these findings, respondents in *coordinator/associate level* positions were also the most likely to either *disagree* or *strongly disagree* (28%) with statement #1 – suggesting that this group of employees may feel the most estranged from a team dynamic. Further investigation would be required to elucidate which role-specific factors may contribute to those feelings.





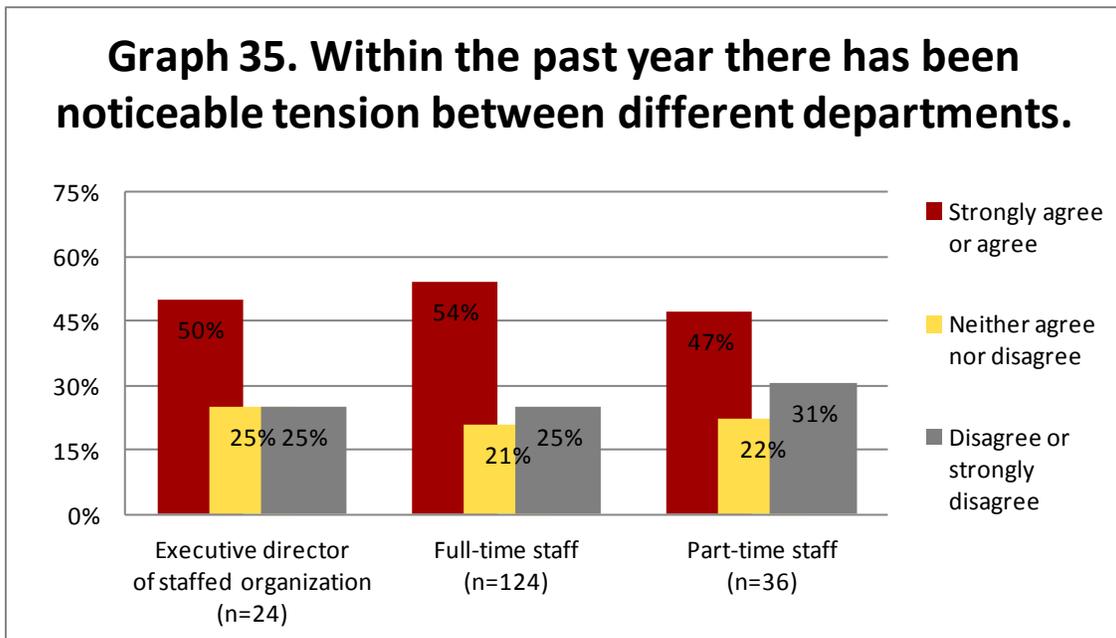
Engagement Drivers – Teamwork (continued)

Statement #2:

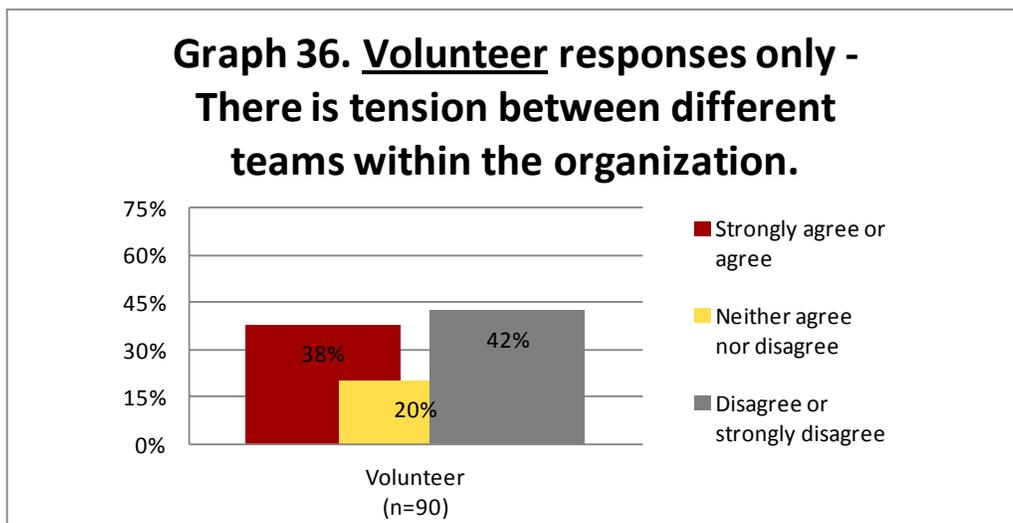
ED and staff version: ***“Within the past year there has been noticeable tension between different departments.”***

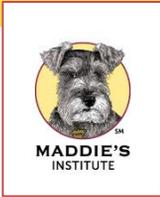
Volunteer version: ***“There is tension between different teams within the organization.”***

- Similar proportions – 50% of executive directors of staffed organizations, 54% of full-time and 47% of part-time employees – either *strongly agreed* or *agreed* that there had been noticeable tension between different departments in their organization, within the past year (graph 35).



- In comparison, only 38% of volunteers *agreed* or *strongly agreed* that there had been tension between teams and a higher proportion of this group (42%) *disagreed* or *strongly disagreed* that tension had existed between different teams within their organization (graph 36).





Engagement Drivers – Teamwork (continued)

Statement #3:

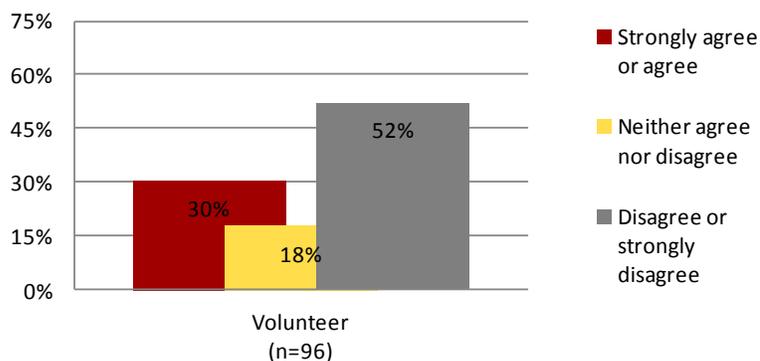
Volunteer only: ***“There is tension between staff and volunteers within the organization.”***

- 52% of volunteers either *disagreed* or *strongly disagreed* with this comment – implying that there is not tension between volunteers and staff; however, 30% either *strongly agreed* or *agreed* with statement #3 (graph 37).

“Employees who reported less satisfactory experiences with volunteers also reported being more stressed, overworked, and less committed to the organization, and having a greater intention to quit.”

“Employees reported more positive experiences with volunteers when their organization had any (and especially all) of these factors:

Graph 37. Volunteer responses only - There is tension between staff and volunteers within the organization.



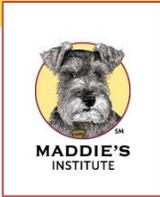
“We have had a number of new volunteers join the organization in the past year. Growth brings lots of great opportunities, but it also means some growing pains.”

Anonymous Volunteer Comment

- a mandatory structured volunteer training,
- a volunteer performance evaluation system,
- a formal policy for handling volunteer problems,
- a policy for employee-volunteer conflict,
- formal volunteer recruitment efforts,
- an interview or screening process for ‘hiring’ volunteers and
- social gatherings to promote volunteer-employee interactions.”

[“Employee Experiences with Volunteers Assessment, Description, Antecedents, and Outcomes”](#)

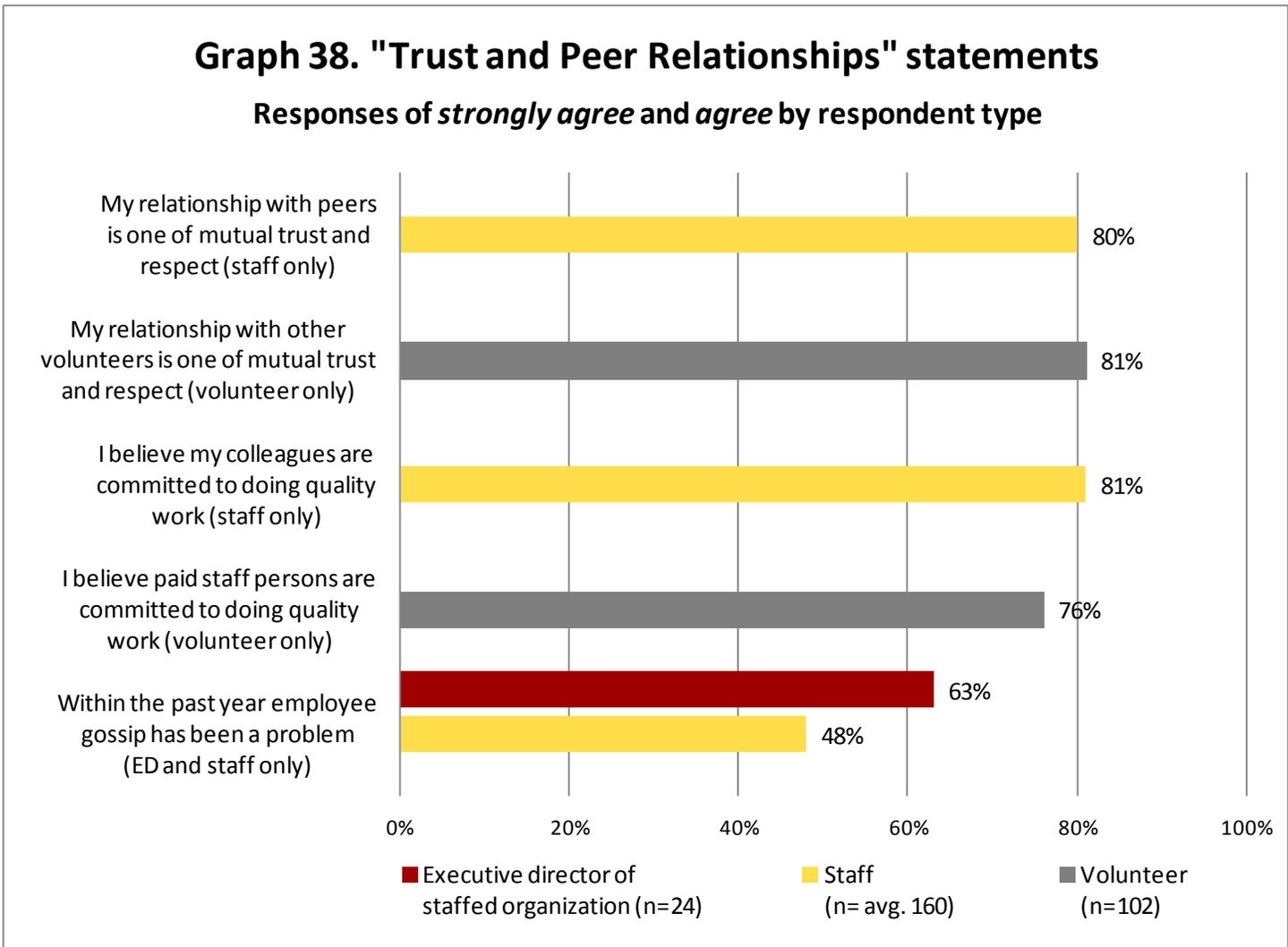
Nonprofit Management & Leadership

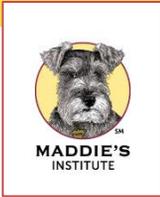


Engagement Drivers – Trust and Peer Relationships

Shelters and rescues can be stressful places, thus workers need to feel like they can openly share their experiences and understand one another without judgment. In *Connect with People: The Foundation for Employee Trust and Engagement*, Sensenig sharply states, “Teams that operate in an environment devoid of trust and respect eventually will become ineffective, experience high turnover, and disintegrate.”

We asked executive directors of staffed organizations, employees and volunteers to rate a series of value statements pertaining to trust and respect among peers on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 38).





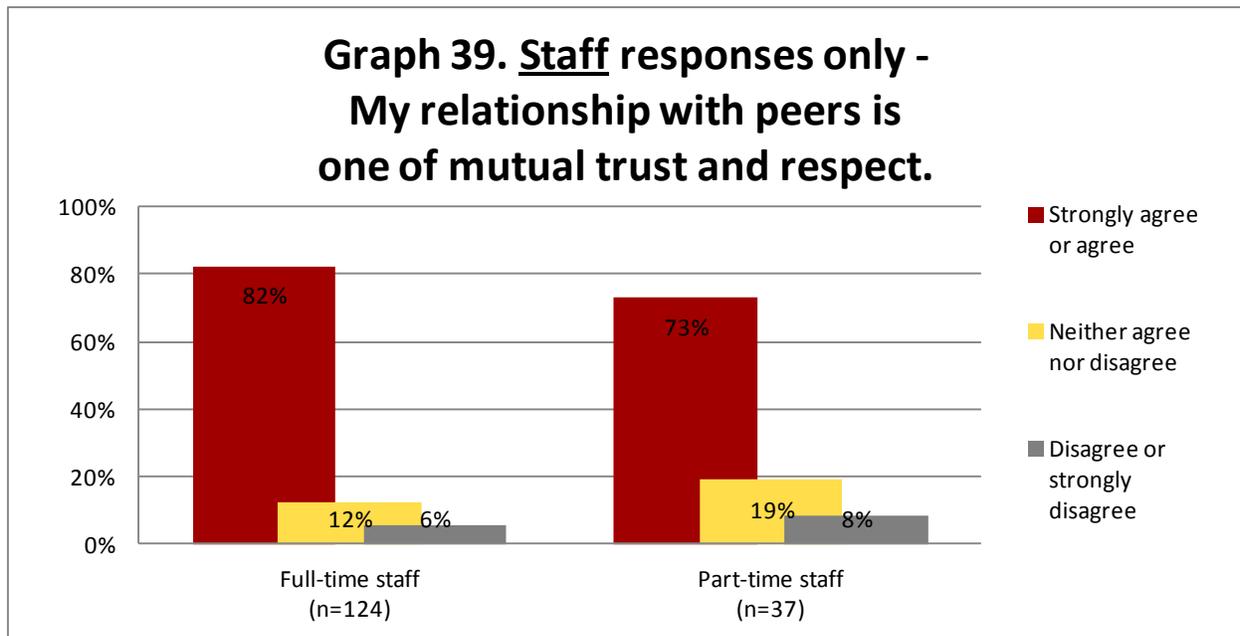
Engagement Drivers – Trust and Peer Relationships (continued)

Statement #1:

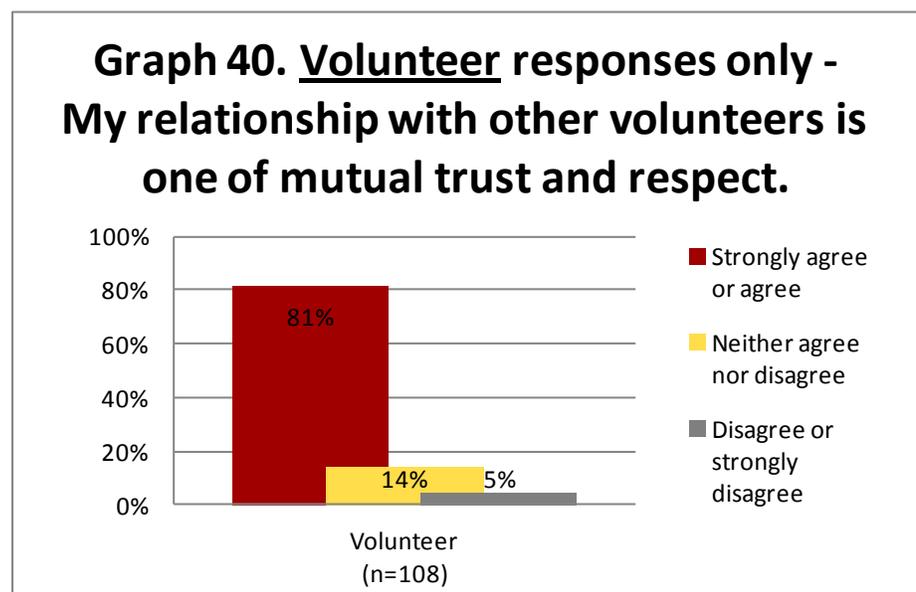
Staff version: *“My relationship with peers is one of mutual trust and respect.”*

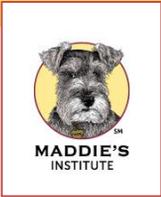
Volunteer version: *“My relationship with other volunteers is one of mutual trust and respect.”*

- 82% of full-time staff and 73% of part-time staff reported to either *strongly agree* or *agree* that their relationships with peers are of mutual respect and trust (graph 39). Data suggests that that part-time staff may be slightly less likely to either trust or feel trusted by peers; however, this hypothesis merits more investigation within the context of each organization.



- Similar to how full-time staff perceived relationships with their staff colleagues, 81% of volunteers *strongly agreed* or *agreed* that their relationships with other volunteers are built on respect and trust (graph 40).

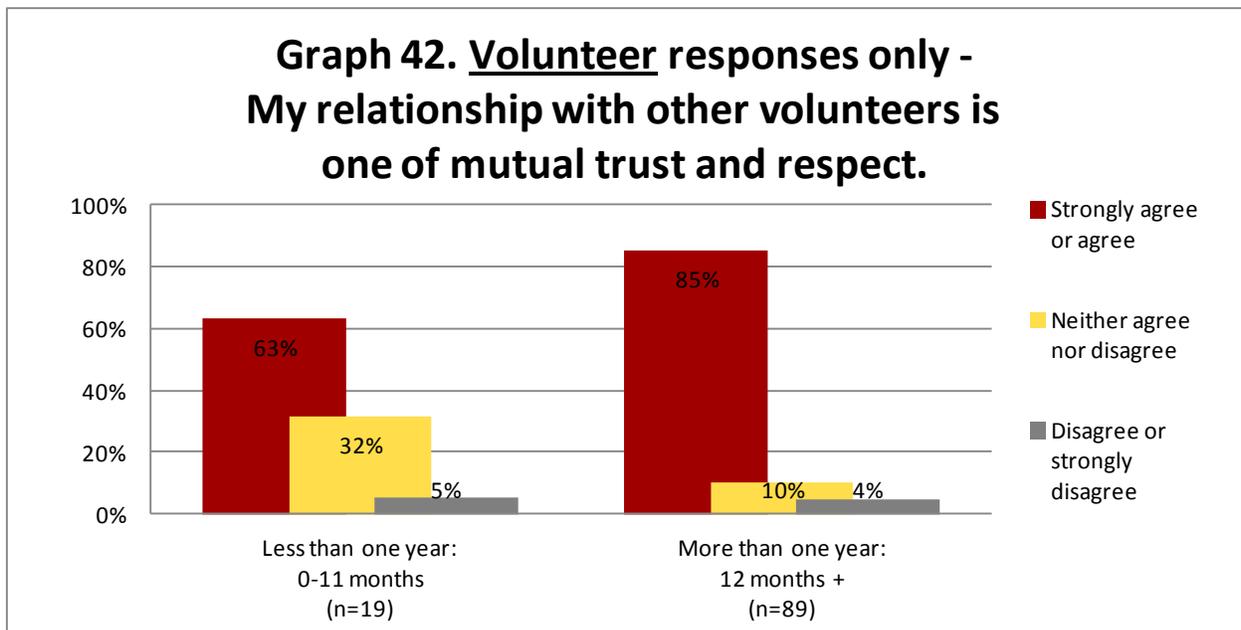
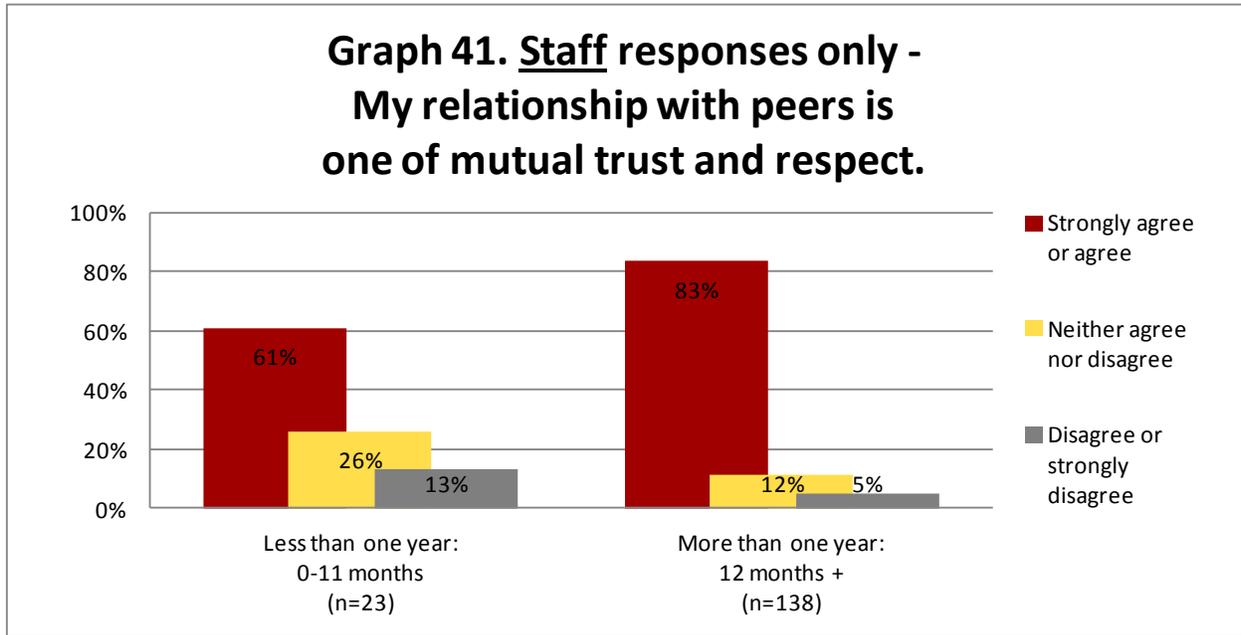


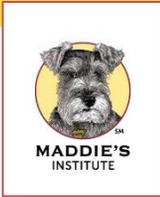


Engagement Drivers – Trust and Peer Relationships (continued)

Statement #1 continued

- **Length of staff employment and volunteer service:** Employees and volunteers who have worked for *less than one year* may be less likely to perceive trusting and respectful peer relationships than those who have been with their organization for *more than one year* (graphs 41 and 42).



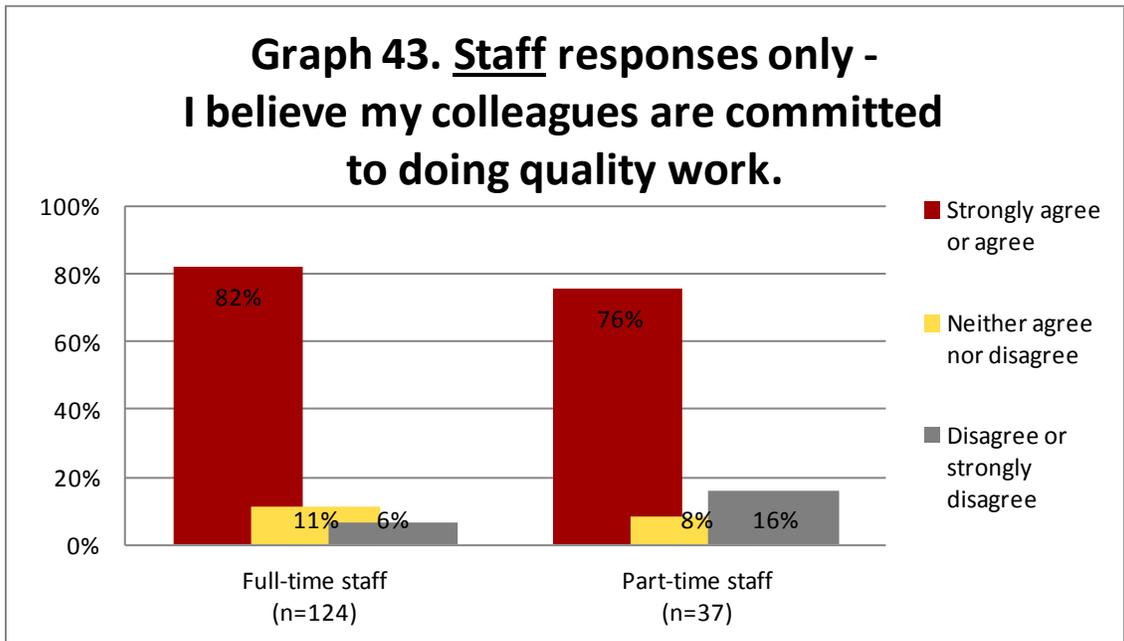


Engagement Drivers – Trust and Peer Relationships (continued)

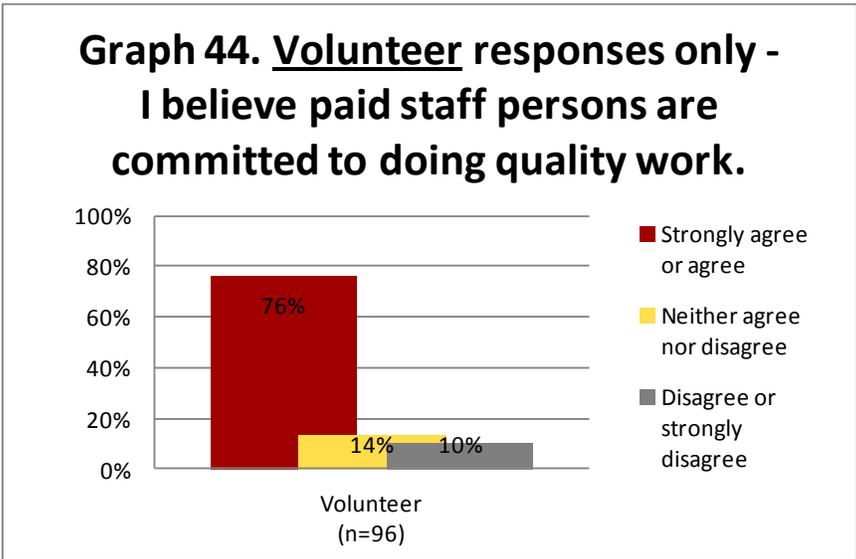
Statement #2:

Staff version: *“I believe my colleagues are committed to doing quality work.”*

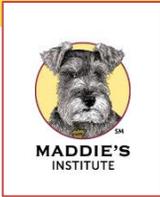
Volunteer version: *“I believe paid staff persons are committed to doing quality work.”*



- 82% of full-time employees and 76% of part-time employees reported to either *strongly agree* or *agree* that their colleagues are committed to doing quality work (graph 43). Similarly, 76% of volunteers *strongly agreed* or *agreed* that paid staff persons at their organization are committed to doing quality work (graph 44).



- Staff job type, job level and length of employment:** Part-time employees (graph 43), employees in *general staff/entry level positions* and employees who have worked for *less than one year* (data not depicted) appear to be the most likely categories within each group to *disagree* or *strongly disagree* that their colleagues are committed to doing quality work (16%, 22% and 17%, respectively).



Engagement Drivers – Trust and Peer Relationships (continued)

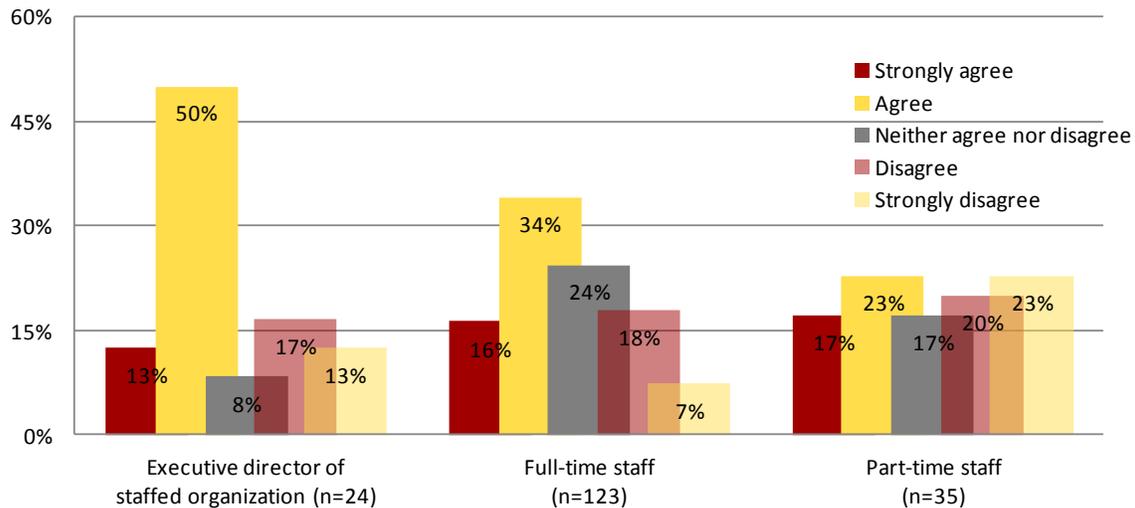
Statement #3:

ED and staff only: ***“Within the past year, employee gossip has been a problem.”***

A 2005 publication in the *Journal of Human Resource Management*, “Towards a Typology of Gossip in the Workplace,” suggests that gossip can be a very serious and sometimes detrimental issue if not dealt with properly, citing that “...people leave their jobs, and motivation and staff morale decrease, causing serious harm to the individual, group or company.” The authors suggest that gossip can be thwarted by a positive culture and the implementation of an anti-gossip policy. If your organization already has a gossip crisis, coaching and specific workshops can directly address the issue.

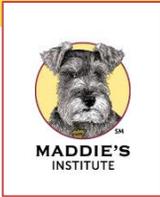
- 63% of executive directors of staffed organizations either *strongly agreed* or *agreed* that employee gossip had been a problem within the past year; approximately 50% of full-time staff and 40% of part-time staff reported the same (cumulative data from graph 45). Part-time staff responses were split fairly evenly across rating categories.

Graph 45. Within the past year employee gossip has been a problem.



“Triangulation is a popular yet destructive form of gossip ...that occurs when we have something legitimate to say or discuss, but we don’t say or discuss it with the right person. If we went directly to the source, we might have a good chance of resolving the issue.”

Animal Friendly–Customer Smart: People Skills for Animal Shelters
Elster, J.



Engagement Drivers – Relationships with Management

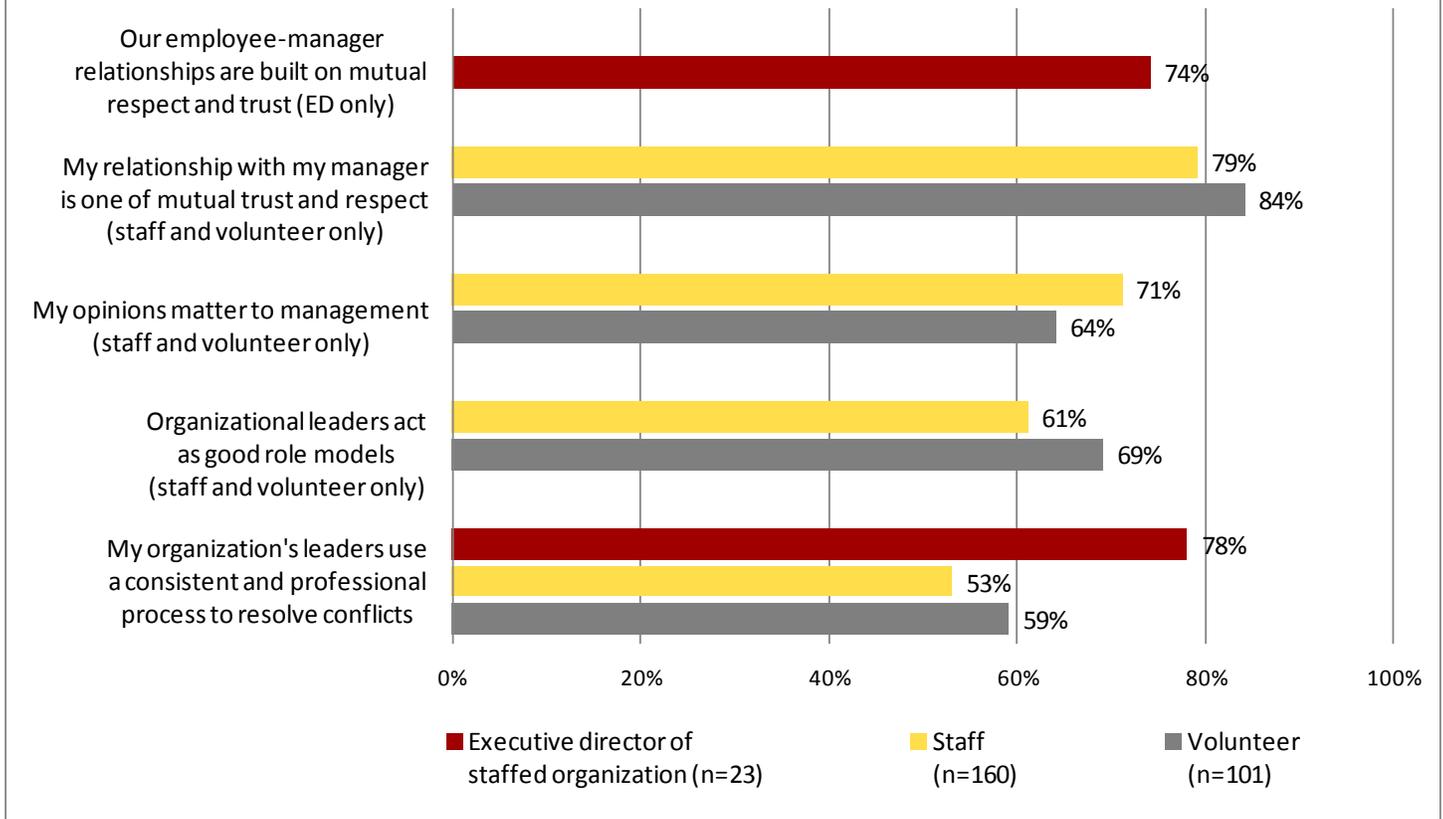
What Drives Employee Engagement and Why It Matters, a Dale Carnegie white paper on a recent national survey, reported, “Employees said that it is the personal relationship with their immediate supervisor that is the key. The attitude and actions of the immediate supervisor can enhance employee engagement or can create an atmosphere where an employee becomes disengaged.”

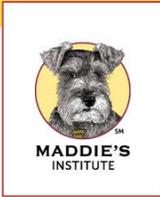
Crim and Sejits take this idea even farther, stating “...if employees’ relationships with their managers are fractured, then no amount of perks will persuade employees to perform at top levels” (“The Ten C’s of Employee Engagement”).

We asked executive directors of staffed organizations, employees and volunteers and to rate a series of value statements pertaining to employee to manager relationships on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 46).

Graph 46. "Relationships with Management" statements

Responses of *strongly agree* and *agree* by respondent type





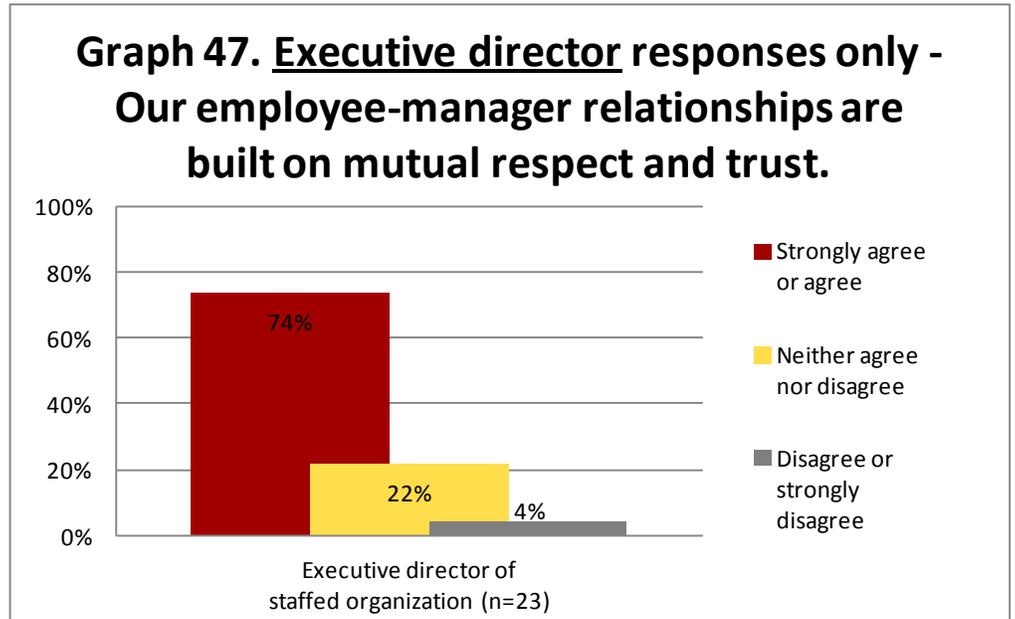
Engagement Drivers – Relationships with Management (continued)

Statement #1:

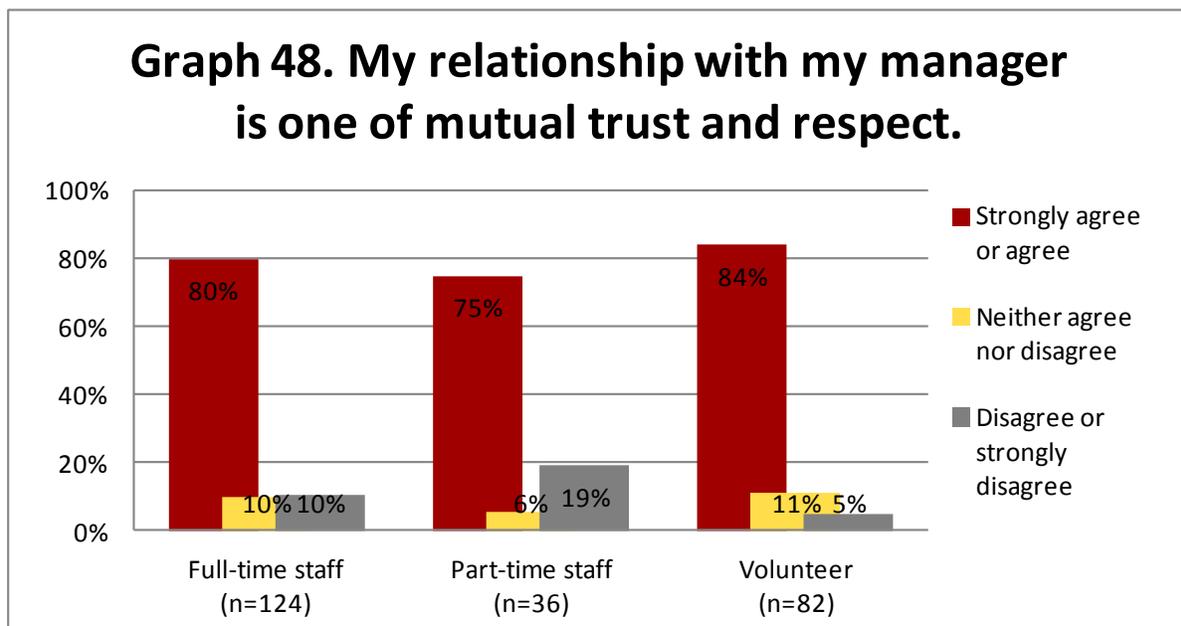
ED version: **“Our employee-manager relationships are built on mutual respect and trust.”**

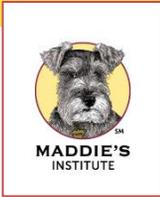
Staff and volunteer version: **“My relationship with my manager is one of mutual trust and respect.”**

- 74% of executive directors of staffed organizations either *strongly agreed* or *agreed* that their organization’s employee-manager relationships are built on mutual respect and trust (graph 47).



- 80% of full-time staff, 75% of part-time staff and 84% of volunteers either *strongly agreed* or *agreed* that their relationship with their manager is one of mutual trust and respect (graph 48). Volunteer calculations did not include those who reported that this question was “not applicable” (24% all volunteers) – indicating that approximately one-quarter of volunteers may not have managers.



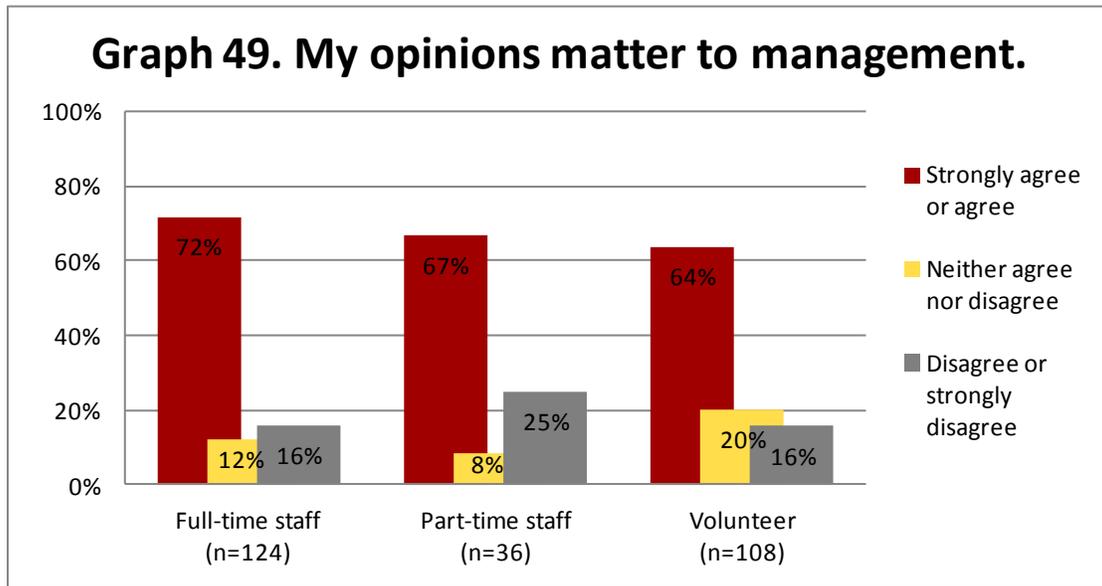


Engagement Drivers – Relationships with Management (continued)

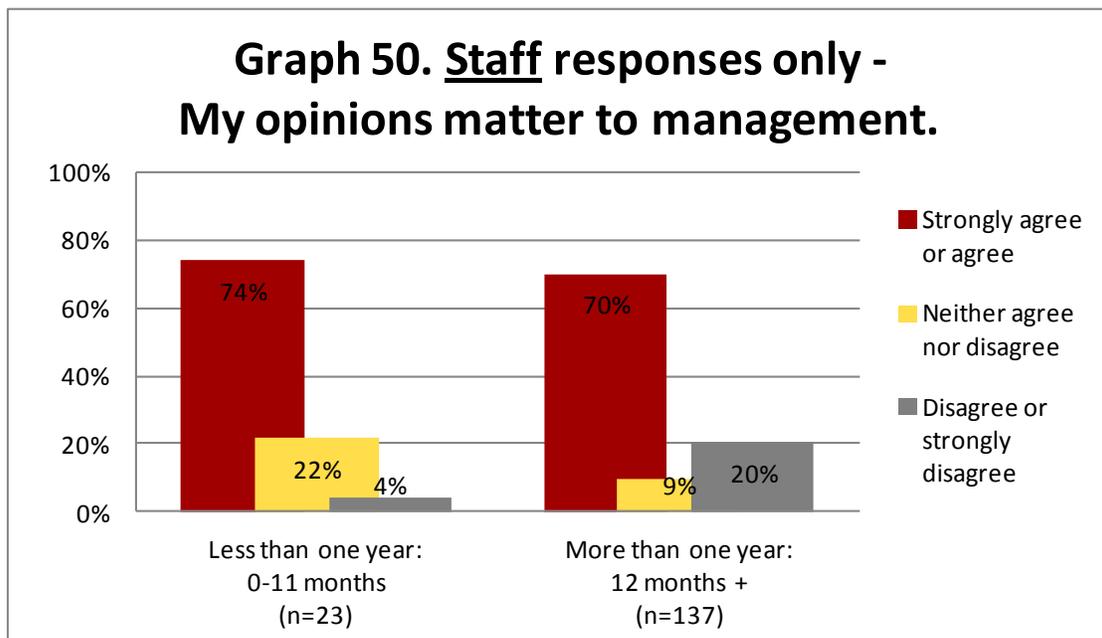
Statement #2:

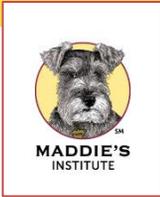
Staff and volunteer only: **“My opinions matter to management.”**

- 72% of full-time staff, 67% of part-time staff and 64% of volunteers either *strongly agreed* or *agreed* that their opinions matter to management (graph 49). Notably, 25% of part-time staff and 16% of staff and volunteers do not feel that their opinion matters to management.



- Length of staff employment:** Approximately 20% of staff employed for *more than one year* believed their opinions do not matter to management, compared to 4% of those employed for *less than one year* (graph 50).

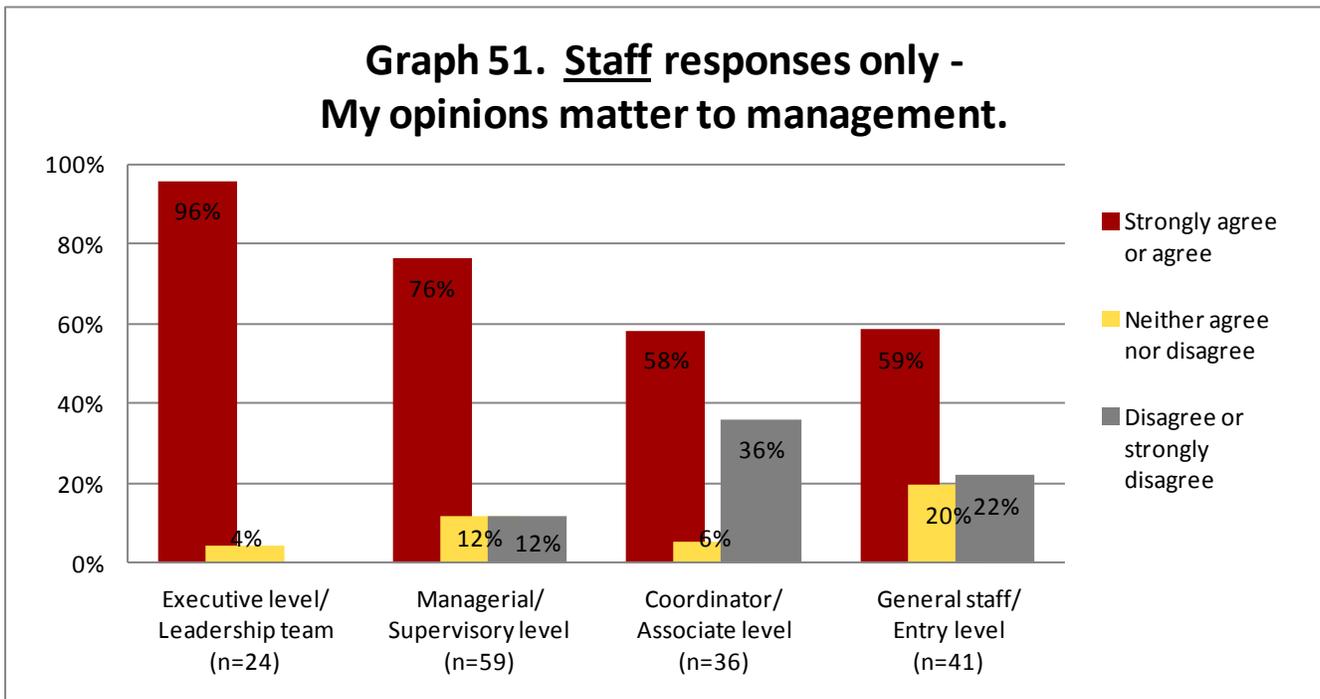




Engagement Drivers – Relationships with Management (continued)

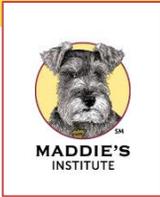
Statement #2 continued

- **Staff job level:**
 - Staff employed in *coordinator/associate level* positions (36%) and *general staff/entry level* positions (22%) were far less likely to think that their opinions mattered to management as compared to *executive level/leadership team* positions (0% *strongly disagreed* or *disagreed*; graph 51).
 - Affirmative responses – *strongly agree* or *agree* – decline steadily from *executive level/leadership team* to *managerial/supervisory level* to *coordinator/associate* and *general staff/entry level*.



“Upper management's relationship with the ‘average worker’ is one of the biggest things we need to work on, in my opinion.”

Anonymous Staff Comment

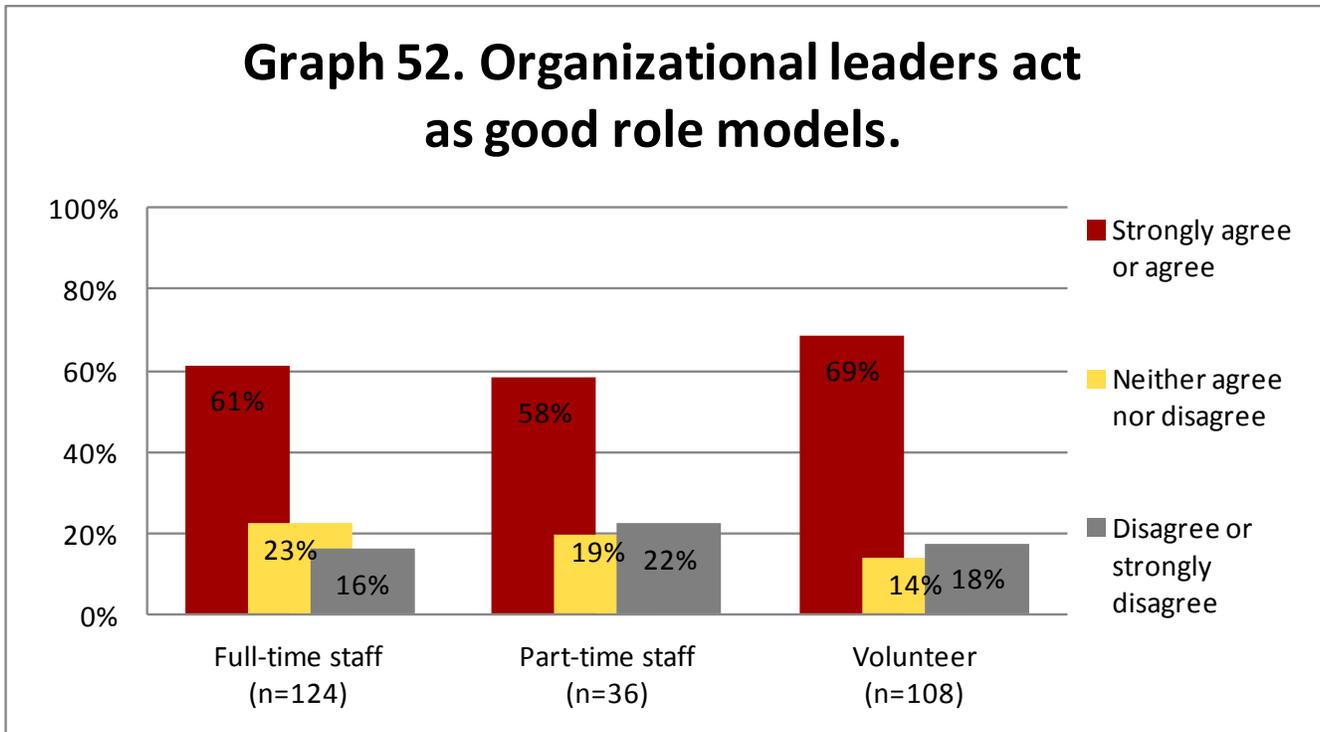


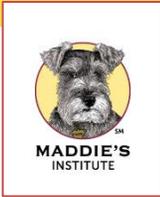
Engagement Drivers – Relationships with Management (continued)

Statement #3:

Staff and volunteer only: *“Organizational leaders act as good role models.”*

- 61% of full-time staff, 58% of part-time staff and 69% of volunteers either *strongly agreed* or *agreed* that organizational leaders act as good role models (graph 52).



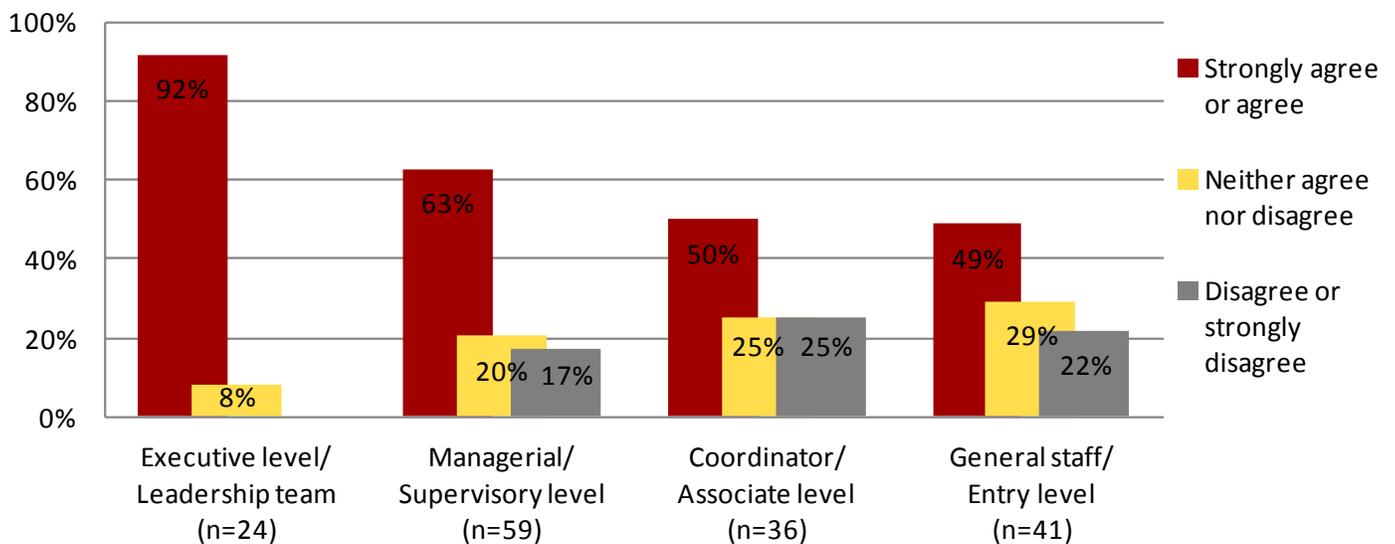


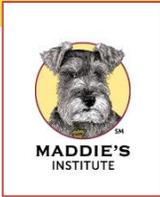
Engagement Drivers – Relationships with Management (continued)

Statement #3:

- **Staff job level:**
 - Not surprisingly, staff respondents in *executive level/leadership team* positions (92%) were most likely to *strongly agree* or *agree* that organizational leaders acted as good role models (graph 53). *Strong agreement* and *agreement* with this statement was sequentially lower amongst *managerial/supervisory level* positions (63%), *coordinator/assistant level* positions (50%) and *general staff/entry level* positions (49%).
 - Respondents self-identified as being in *coordinator/associate level* positions reported the highest percentage of disagreement (25%), followed by 22% of *general staff* and 17% of *managers/supervisors*. Further inquiry is required to determine if these feelings are specific to a group of individuals we surveyed or to are in fact representative of the entire employee class in these roles.

Graph 53. Staff responses only - Organizational leaders act as good role models.





Engagement Drivers – Relationships with Management (continued)

Statement #3 continued

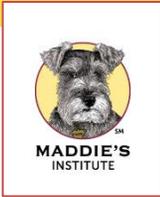
- Length of staff employment and volunteer service:** Finally, 20% of employees and 20% of volunteers who have been with their organization for *more than one year* did not believe that organizational leaders act as good role models (graph 54), suggesting greater disillusionment regarding the positive influence of organizational leadership with longer employment periods for both these groups.



“Poor volunteer management practices result in more lost volunteers (approximately two-fifths) than people losing interest because of changing personal or family needs...”

according to a in-depth report conducted by the UPS Foundation on volunteerism trends in the United States.

[Managing Volunteers: A Report from United Parcel Service](#)



Engagement Drivers – Relationships with Management (continued)

Warren Bennis, a leadership-study pioneer and the chairman of The Leadership Institute at USC, once notably stated, “Leaders do not avoid, repress, or deny conflict, but rather see it as an opportunity.”

Statement #4:

“My organization's leaders use a consistent and professional process to resolve conflicts.”

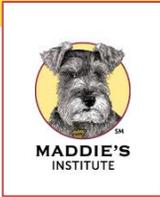
- 78% of executive directors of staffed organizations *strongly agreed* or *agreed* that their organizational leaders use a consistent and professional process to resolve conflicts. In contrast, 54% of full-time staff, 50% of part-time staff and 59% of volunteers reported the same (graph 55).



- **Staff job level:**
 - This finding was supported by job level responses. As per the trend, those employed in *executive level/leadership team* positions (88%) were far more likely to *strongly agree* or *agree* that organizational leaders used a consistent and professional process to resolve conflict, as compared to employees in *non-executive level* positions (average of 47%; data not depicted).
 - Notably, 27% of employees in *general staff/entry level* positions either *strongly disagreed* or *disagreed* and 17% of volunteers *disagreed* or *strongly disagreed* with the statement that leader’s used professional processes to resolve conflict.

“Sometimes disagreements that should be resolved are not handled properly or even given any thought... [it] ultimately affects the work, moral and behaviors of other staff members in a negative way.”

Anonymous Staff Comment

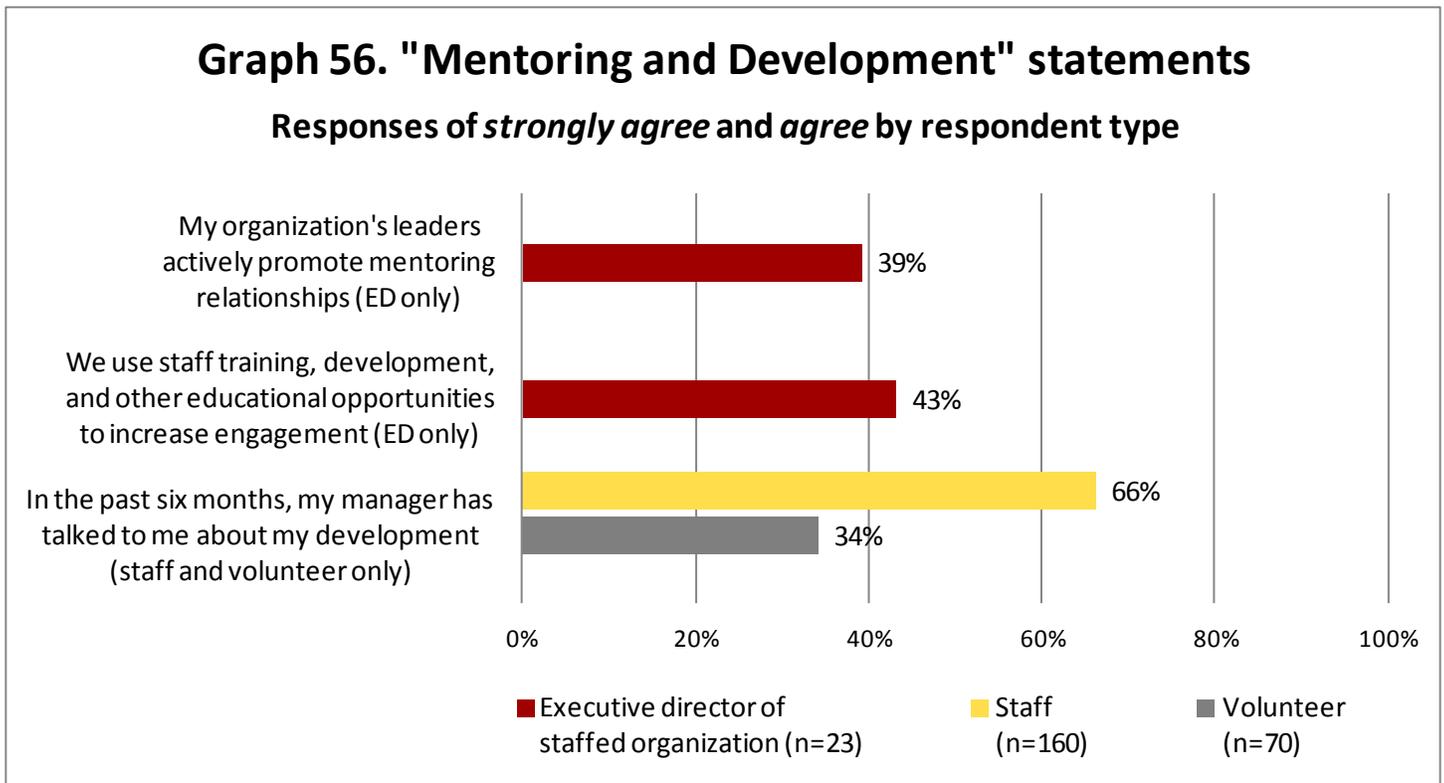


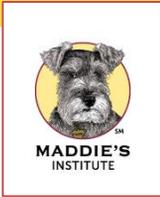
Engagement Drivers – Mentoring and Development

The Humane Society of the United States asserts in one article that, “Management can create arrangements that help employees build relationships. Pairing new staff with long-timers provides an opportunity for veterans to share their knowledge and gives less experienced workers a mentor who can answer questions and offer advice.” When individuals are paired correctly, it can be a mutually shared engagement boost.

Remember to be thoughtful in who we nominate to mentor new staff or volunteers because as we know: “The stories that workers tell about their supervisors, the organization, the customers, and important issues affecting the work setting can influence people from the first day on the job. If a new hire is paired up with an actively disengaged worker, it should come as no surprise if the new hire comes to have a jaundiced view of the organization” (Dale Carnegie & Associates, *Beyond Rules of Engagement: How Can Organizational Leaders Build a Culture that Supports High Engagement?*).

We asked executive directors of staffed organizations, employees and volunteers to rate a series of value statements pertaining to mentoring and development, using a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 56).



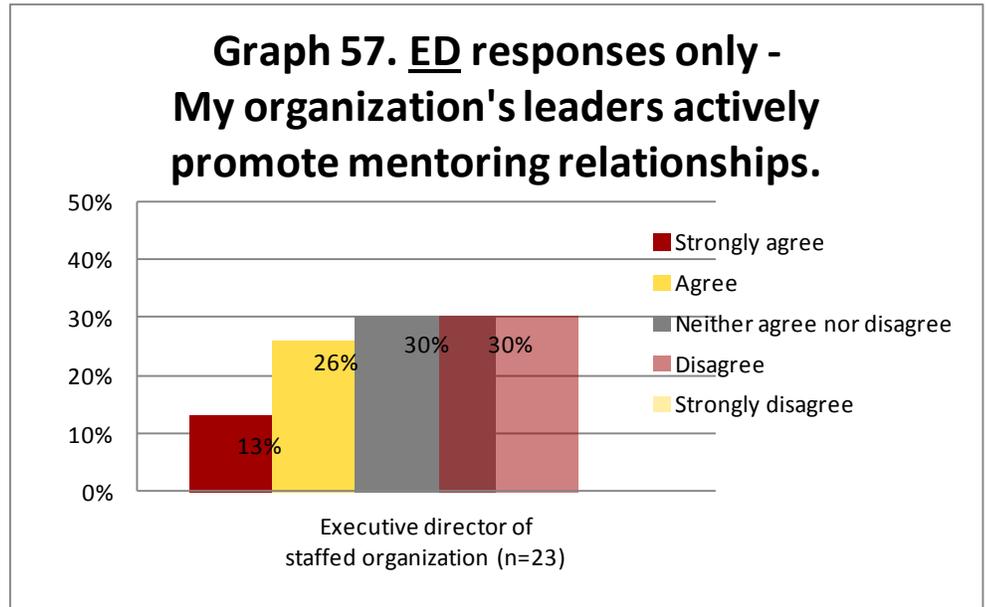


Engagement Drivers – Mentoring and Development (continued)

Statement #1

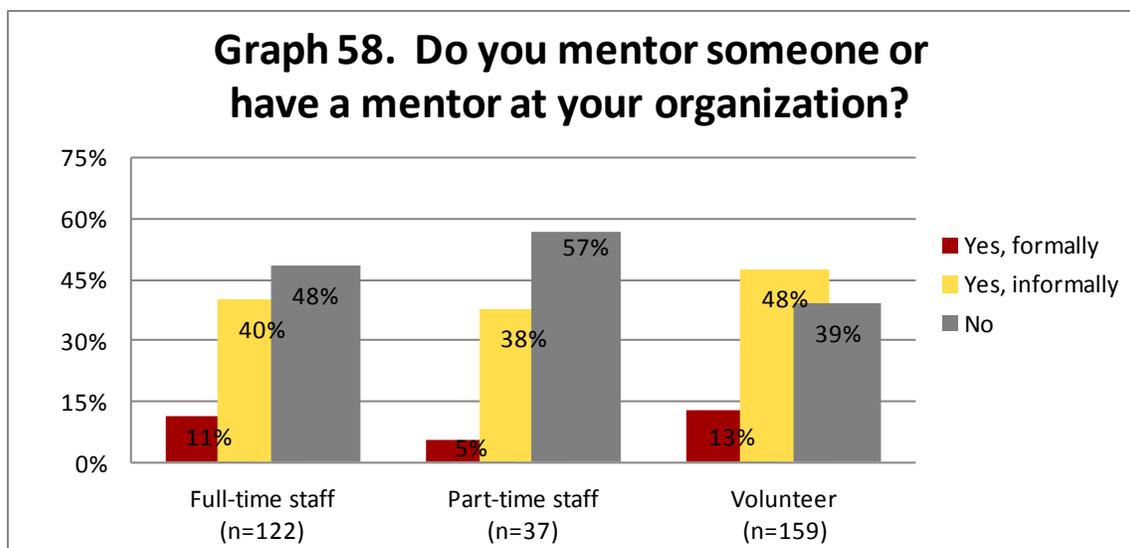
ED only: *“My organization's leaders actively promote mentoring relationships.”*

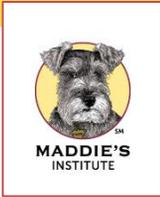
- Approximately 39% of executive directors of staffed organizations either *strongly agreed* or *agreed* that their organization's leaders actively promote mentoring relationships (graphs 56 and 57); of the remainder, 30% reported that they *neither agreed nor disagreed* and another 30% *disagreed* that they promoted mentoring relationships (graph 57).



We then asked employees and volunteers if either they mentor someone or have a mentor at their organization.

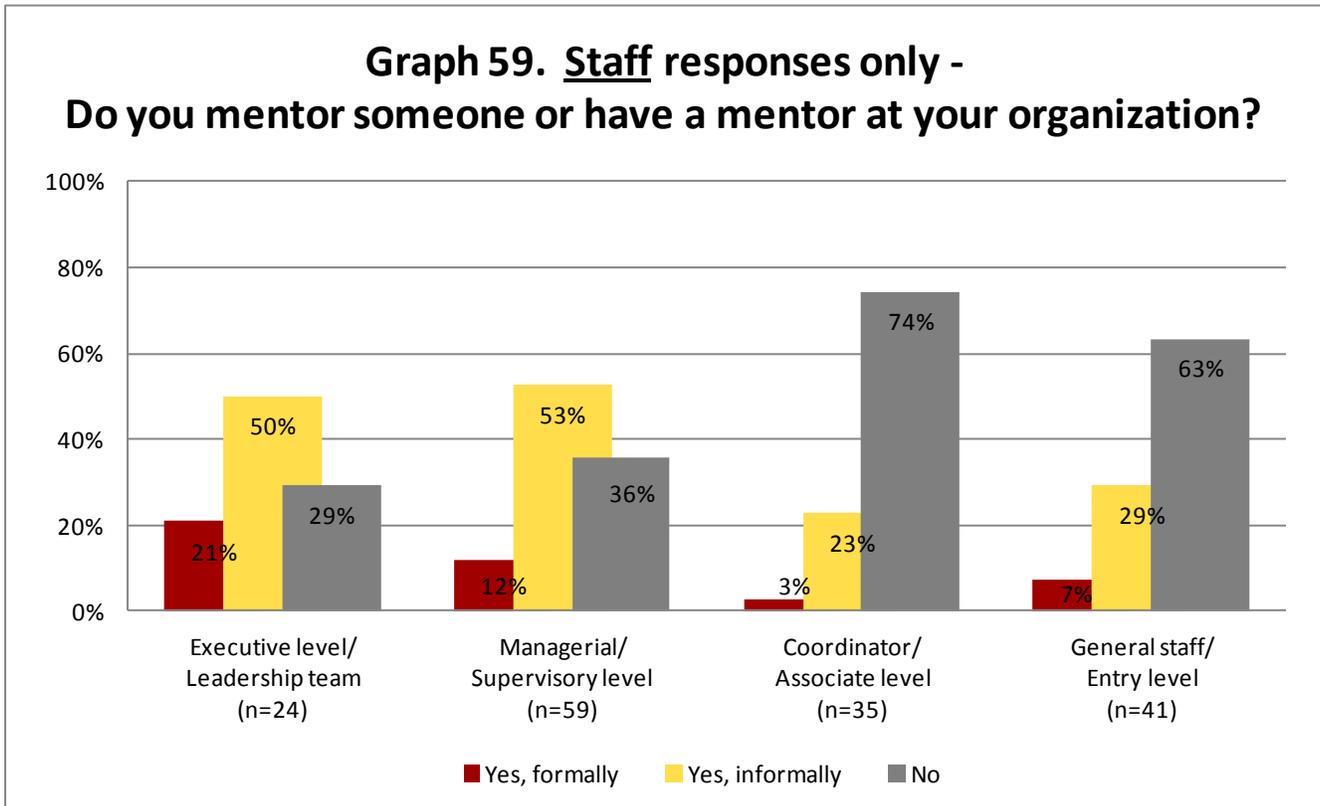
- Staff and volunteer respondents were most likely to be in an *informal* mentoring relationship – whether mentoring someone or being mentored themselves. Notably, volunteers may be more likely to be in mentoring relationships than either part-time or full-time staff. Approximately 61% of volunteers, 51% of full-time staff and 43% of part-time staff are in a mentoring relationship (cumulative data from graph 58).





Engagement Drivers – Mentoring and Development (continued)

- **Staff job level:** The prevalence of mentoring relationships varied greatly within the staff category by job level. Approximately 71% of employees in *executive level/leadership team* positions and 65% in *managerial/supervisory level* positions reported being in a mentoring relationship, as compared to only 26% of employees in *coordinator/associate level* positions and 36% in *general staff/entry level* positions (cumulative data from graph 59).

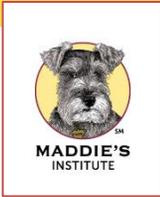


- **Length of staff employment and volunteer service:** Finally, both staff and volunteers who have been with their organizations for *more than one year* may be more likely to be in a mentoring relationship than staff and volunteers who have worked for *less than one year* (51% and 41% of employees, respectively; 64% and 47% of volunteers, respectively; data not depicted).

*“Mentors do not expect personal gain to result from what they do. For that reason, an immediate supervisor should **not** be a mentor.”*

[Social Relationship Succession Planning: A Neglected but Important Issue?](#)

William J. Rothwell, Ph.D., SPHR



Engagement Drivers – Mentoring and Development (continued)

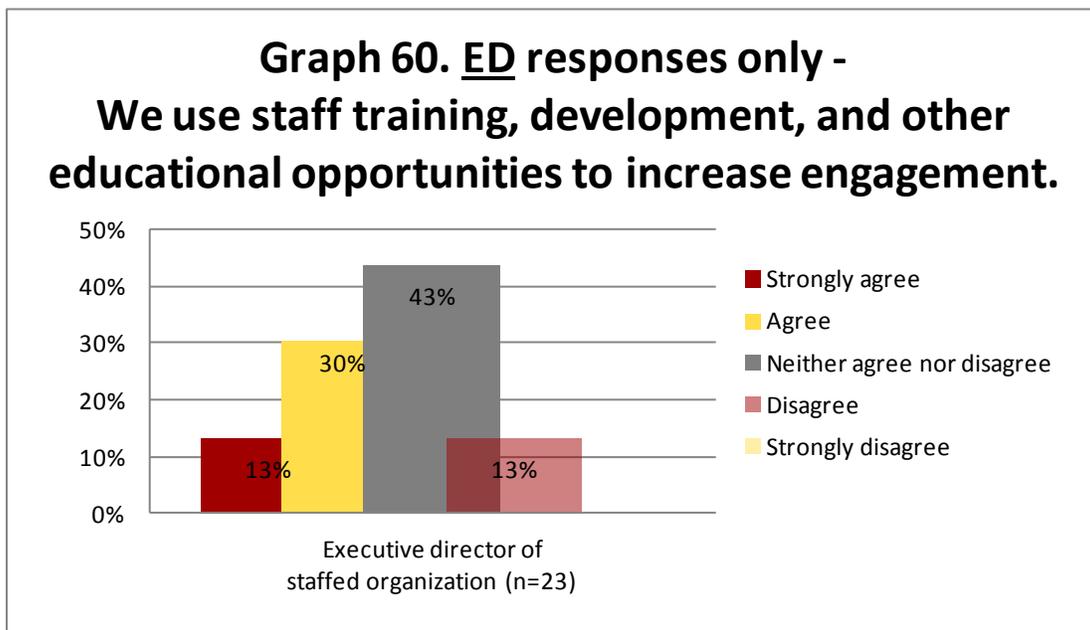
Regardless of whether or not an employee or volunteer can “move up the ladder,” ongoing training and development opportunities should be provided. These learning experiences provide two valuable positives – first, building needed competencies for the organization and second, enriching work or service experiences.

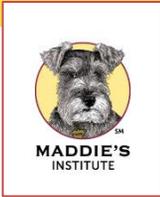
An extensive study from Dale Carnegie Training and the American Society for Training & Development, found that 76% of human resource executives identified “career development opportunities” as a driver of employee engagement to a high, or very high, extent (*Learning’s Role in Employee Engagement*).

Statement #2

ED only: ***“We use staff training, development and other educational opportunities to increase engagement.”***

- A cumulative 43% of executive directors of staffed organizations either *strongly agreed* or *agreed* that their organization uses staff training, development and other educational opportunities to increase engagement – another 43% *neither agreed nor disagreed* with the statement (graph 60).





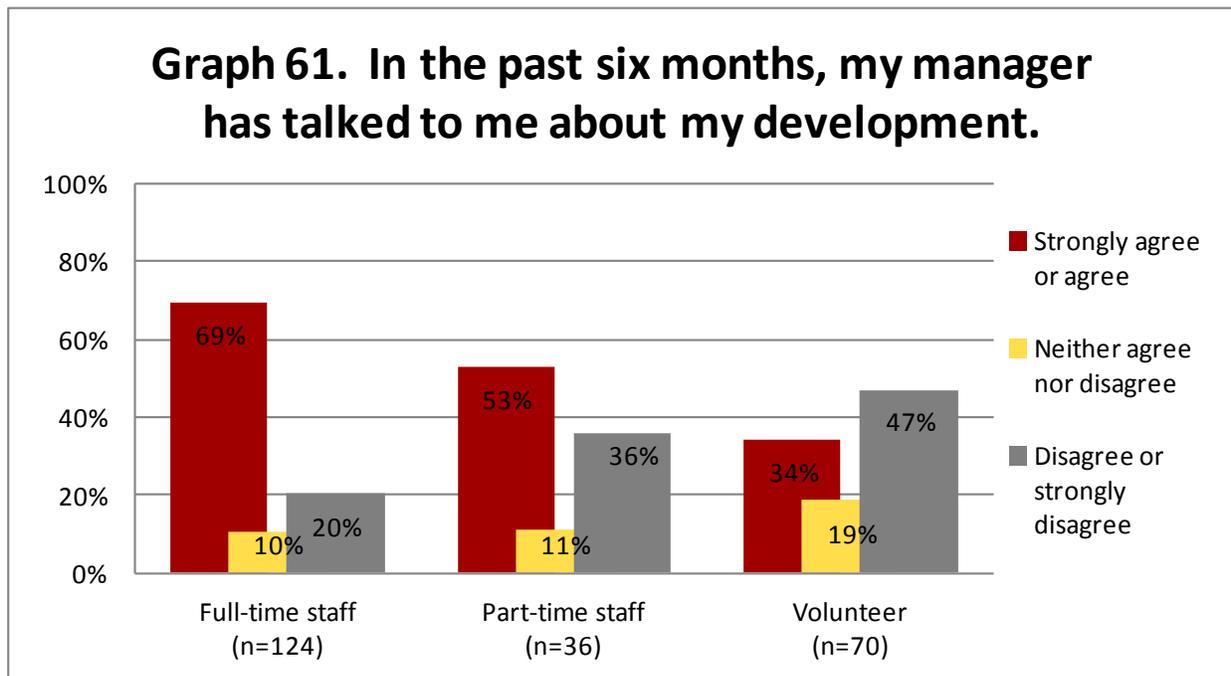
Engagement Drivers – Mentoring and Development (continued)

We then asked employees and volunteers to rate the following statement regarding development conversations with their manager.

Statement #3

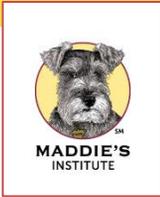
Staff and volunteers only: ***“In the past six months, my manager has talked to me about my development.”***

- Employees were more likely than volunteers to have had a development conversation with their manager within the past six months (69% of full-time staff, 53% of part-time staff and 34% of volunteers, respectively; graph 61).
- Approximately 34% of volunteers reported that this question was *not applicable*, suggesting that those individuals do not have managers (data not depicted). Only applicable responses were included in the data.
- Additionally, full-time staff may be more likely to have development conversations with managers than part-time staff (69% and 53%, respectively).



“The need and value of volunteers is highly acknowledged, yet little is done to expand their value and use.”

Anonymous Volunteer Comment

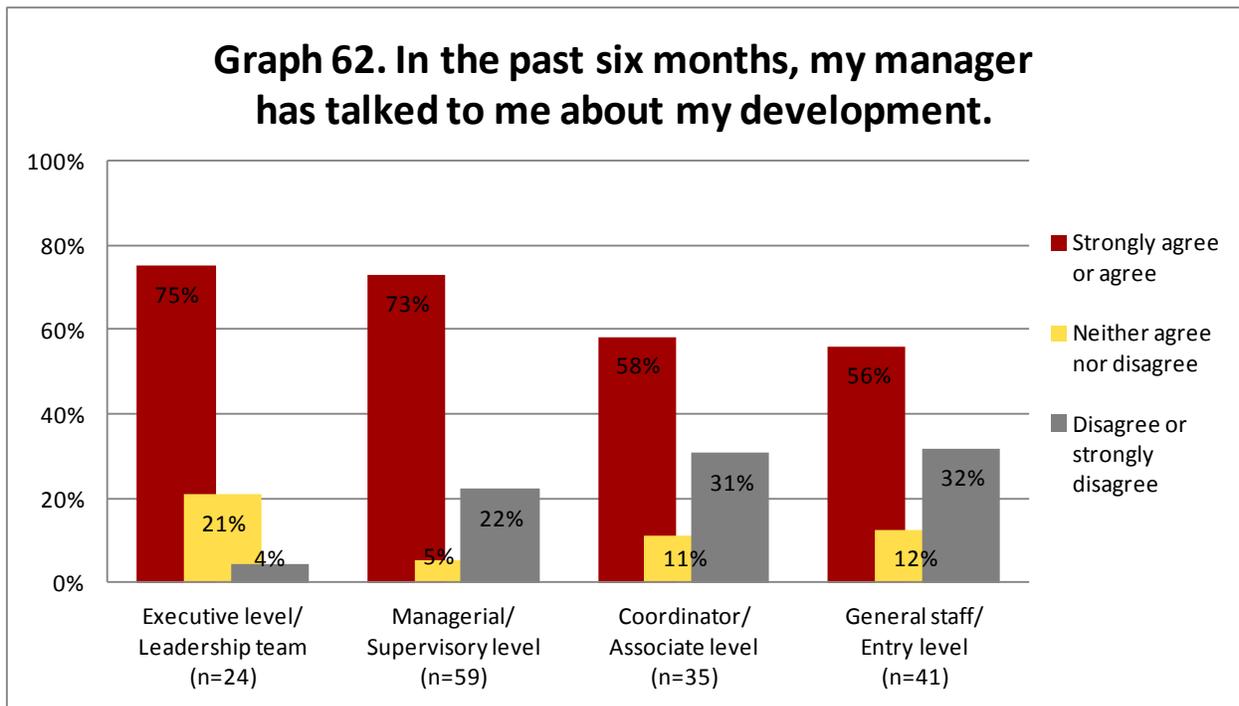


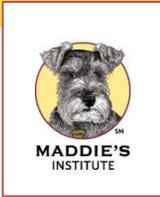
Engagement Drivers – Mentoring and Development (continued)

Statement #3 continued

- **Staff job level:**

- Finally, staff job level may play a role in the occurrence of development conversations, as 75% of employees in *executive level/leadership team* positions and 73% of *managerial/supervisory level* positions either *strongly agreed* or *agreed* that they have had one such discussion in the past six months.
- Lower proportions of employees (58%) in *coordinator/associate level* positions and 56% in *general staff/entry level* positions reported the same, while higher proportions reported to either *disagree* or *strongly disagree* with statement #3 (31% and 32%, respectively; graph 62).

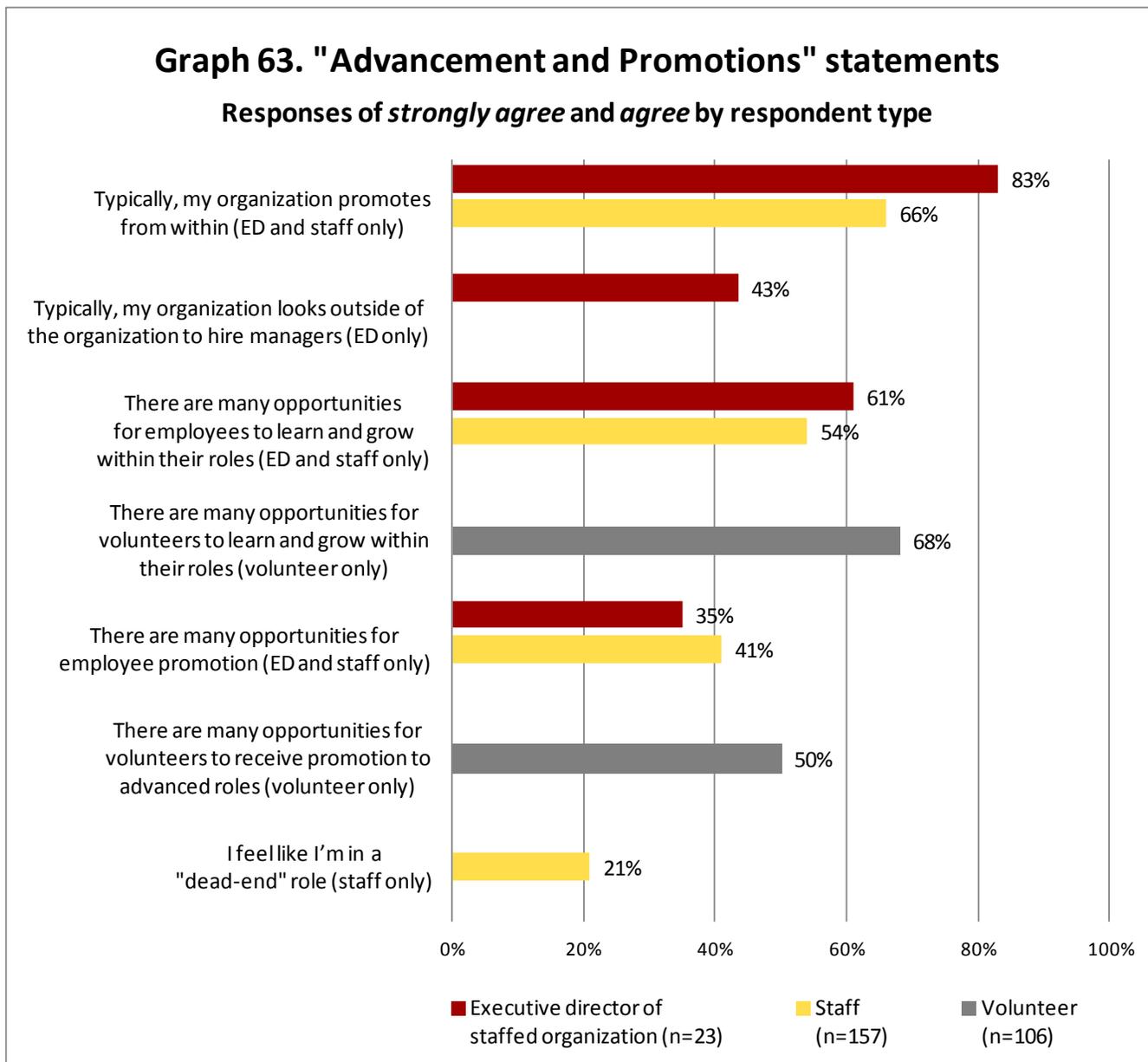


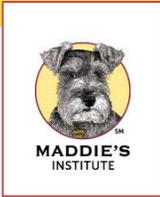


Engagement Drivers – Advancement and Promotions

The Humane Society of the United States suggests that internal promotion is a way to create an “atmosphere of respect” and motivation, explaining: “Hosing down kennels, scrubbing cat cages, or picking up stray animals for hours on end may be a little bit easier for employees to bear if they’re aware of the potential for advancement and feel like they’re working toward something.”

We asked executive directors of staffed organizations, employees and volunteers to rate a series of statements on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 63).





"I feel that management considers me a valuable asset to the organization. Therefore, I am provided with significant growth opportunities."

Anonymous Staff Comment

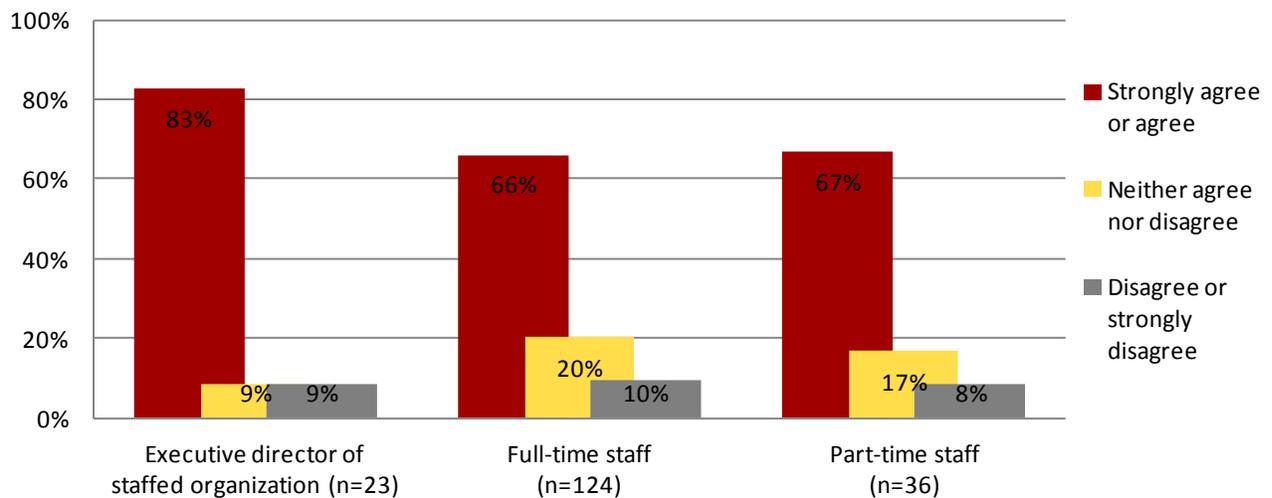
Engagement Drivers – Advancement and Promotions (continued)

Statement #1

ED and staff only: *"My organization typically promotes from within."*

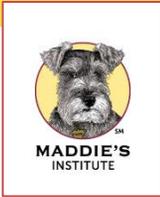
- 83% of executive directors of staffed organizations, 66% of full-time employees and 67% of part-time employees either *strongly agreed* or *agreed* that their organization typically promoted from within. This may indicate a difference between real and perceived hiring practices (graph 64).

Graph 64. Typically, my organization promotes from within.



"Employees are overworked and burned out, and management constantly hires people from the outside who do not know as much as experienced employees looking to be promoted. It [creates] resentment and low workplace morale."

Anonymous Staff Comment



Engagement Drivers – Advancement and Promotions (continued)

Statement #2

ED only: ***“Typically, my organization looks outside of the organization to hire managers.”***

- 43% of executive directors of staffed organizations either *strongly agreed* or *agreed* that they typically look outside of the organization to hire managers – 39% *neither agreed nor disagreed* and 17% either *disagreed* or *strongly disagreed* (data not depicted).

“Hiring from within is often a good idea as you know the person already understands and supports the organization’s philosophy. Hiring from volunteer ranks can have the same positive result. Conversely, hiring from other humane organizations can backfire if the individual has been indoctrinated in a different philosophy”

[Richmond SPCA: Creating a Humane Community One Step at a Time](#)

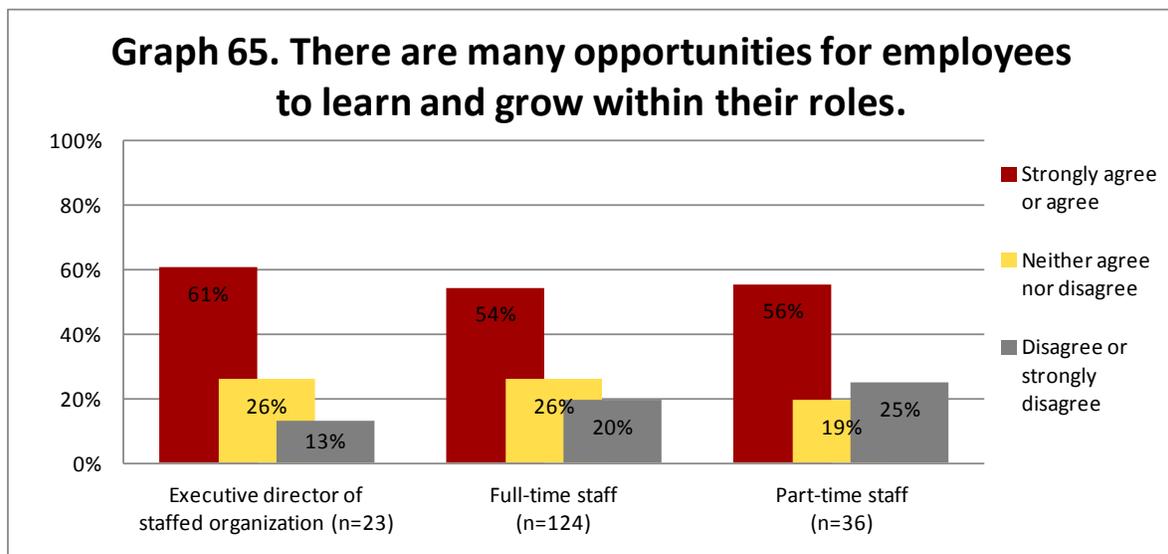
ASPCA Professional

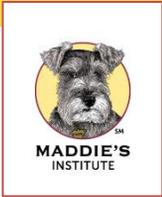
Statement #3

ED and staff version: ***“There are many opportunities for employees to learn and grow within their roles.”***

Volunteer version: ***“There are many opportunities for volunteers to learn and grow within their roles.”***

- 61% of executive directors of staffed organizations, 54% of full-time and 56% of part-time staff *strongly agreed* or *agreed* that there are many opportunities for employees to learn and grow within their roles (graph 65).

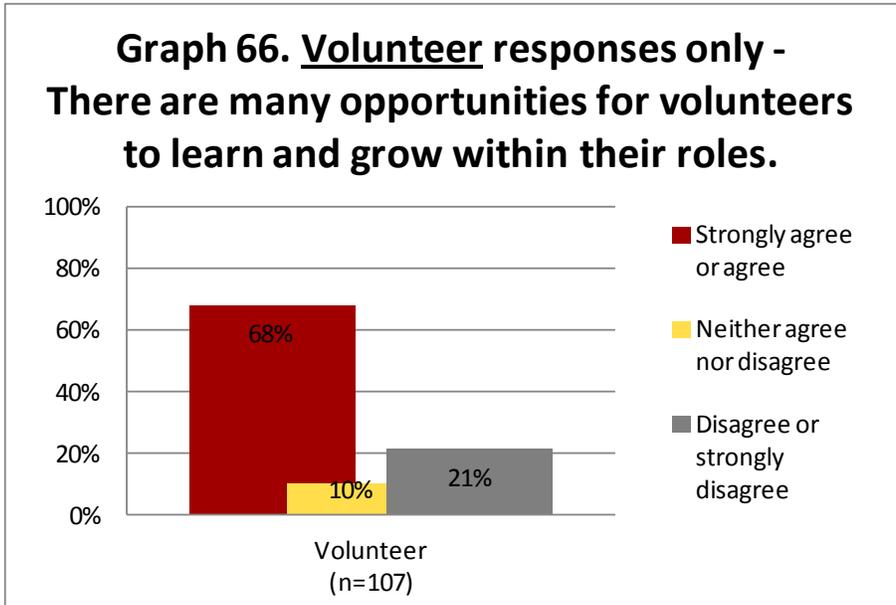




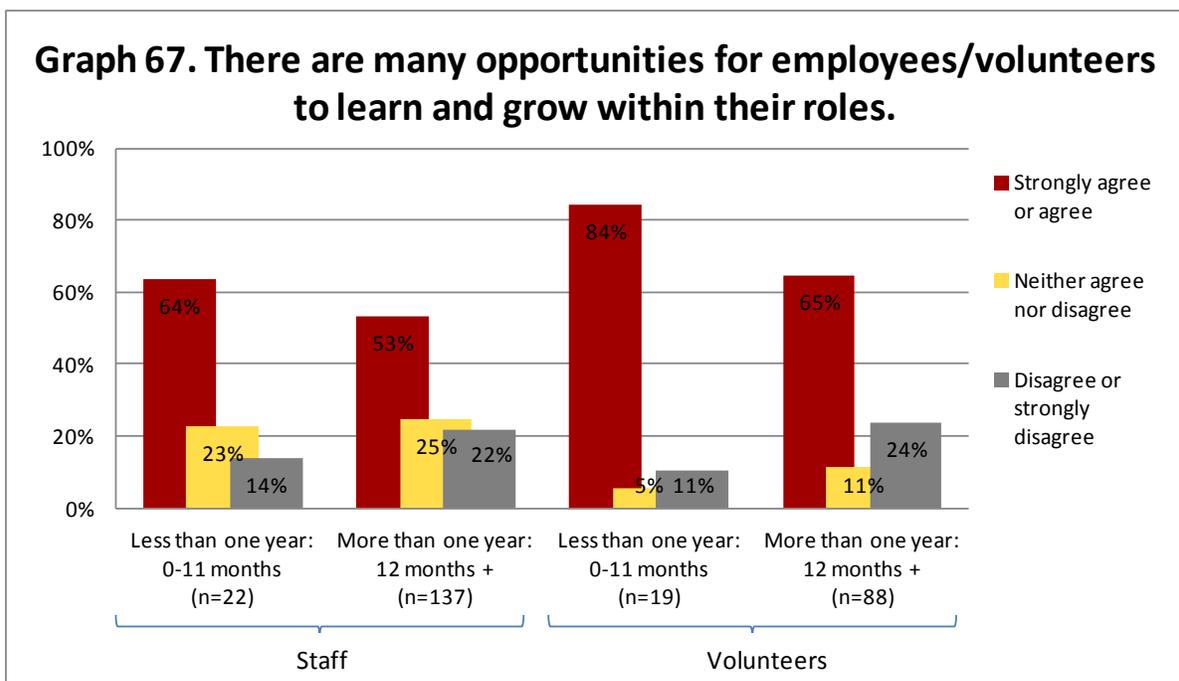
Engagement Drivers – Advancement and Promotions (continued)

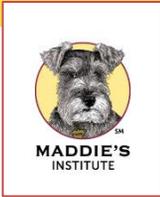
Statement #3 continued

- Volunteers (68%; graph 66) were more likely to express having had learning and growth opportunities, as compared to employees (54% of full-time staff and 56% of part-time staff; graph 65)



- Length of staff employment and volunteer service:** Finally, data indicates that employees or volunteers who have worked or served for *more than one year* may be less likely than more recently employed peers to believe that there are many organizational opportunities for learning and growth in their roles (graph 67). For staff, agreement drops (from 64% to 53%) while disagreement increases (from 14% to 22%) when comparing responses from those who have worked *less than one year* with those who have worked for *more than one year*. Volunteer comparisons are more dramatic, as agreement decreases from 84% to 65% and disagreement increases from 11% to 24%, as length of service is extended.





Engagement Drivers – Advancement and Promotions (continued)

The guidebook, *Volunteer Management for Animal Care Organizations* from the Humane Society of The United States, dedicates a chapter to retaining and motivating volunteers. In that chapter, the author encourages organizations to create entry-level positions for volunteers and “Then allow them to move up the ranks to advanced positions such as adoption counseling or veterinary assistance.”

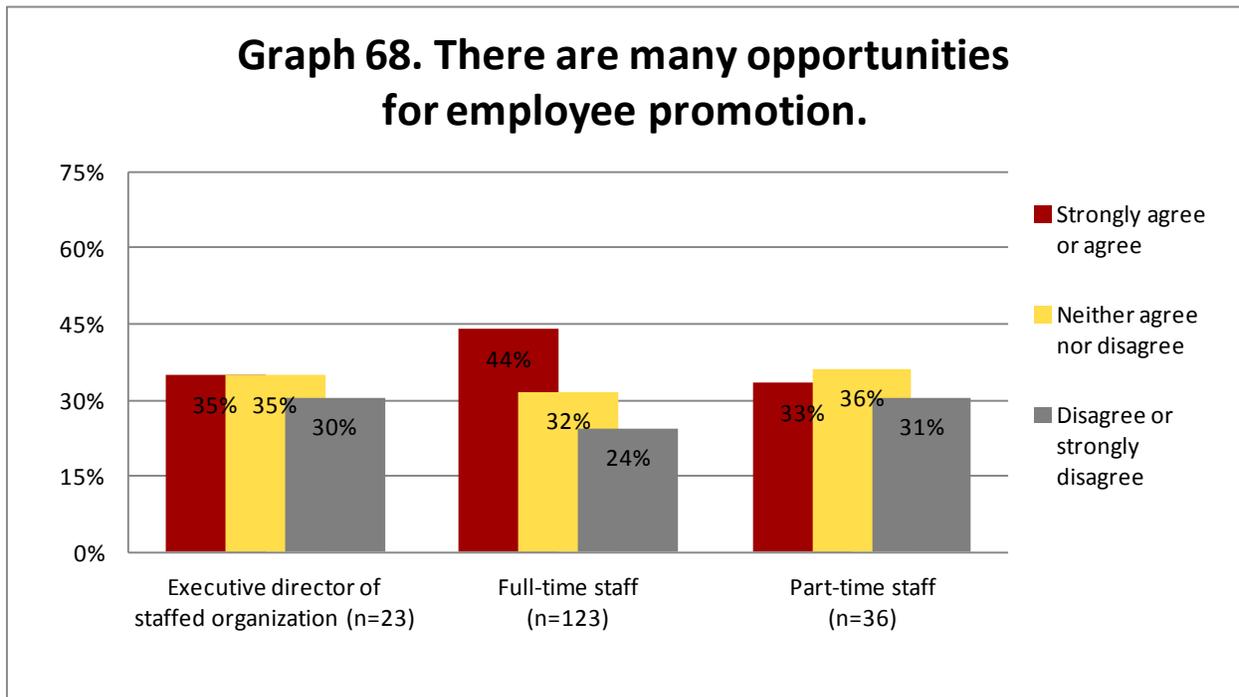
She adds, “Volunteers enjoy opportunities to grow and advance – and assigning them such responsibilities gives you the opportunity to recognize good volunteers with a promotion.” But, do remember that volunteer promotions are just that – volunteer. Not everyone will want to take on more responsibilities and promotions should never be made to feel like a mandated obligation.

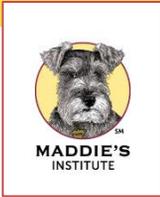
Statement #4

ED and staff version: ***“There are many opportunities for employee promotion.”***

Volunteer version: ***“There are many opportunities for volunteers to receive promotion to advanced roles.”***

- 35% of executive directors of staffed organizations, 44% of full-time staff and 33% of part-time staff either *strongly agreed* or *agreed* that there are many opportunities for employee promotion – thus the majority of executive directors of staffed organizations and employees reported neutral to negative responses to this statement (graph 68). It is perhaps noteworthy that part-time employees were less likely than full-time employees to believe that there are opportunities for employee promotion in their organization (33% and 44% *strongly agreed* or *agreed*, and 31% and 24% *disagreed* or *strongly disagreed*, respectively).

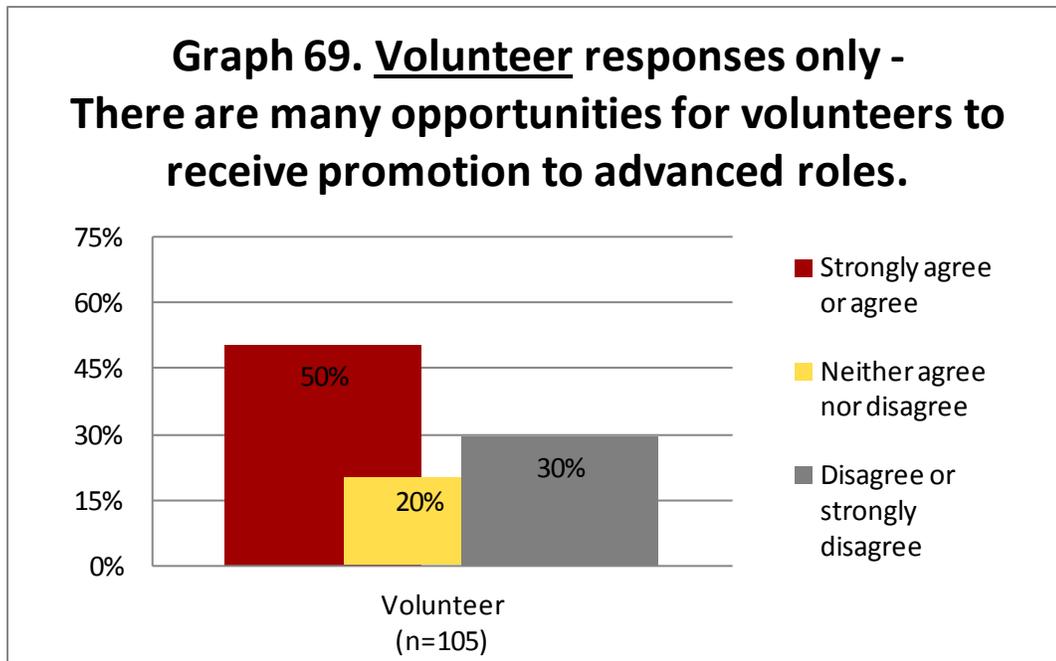




Engagement Drivers – Advancement and Promotions (continued)

Statement #4 continued

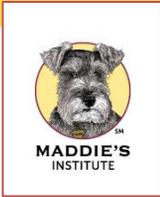
- Though 50% of volunteers *strongly agreed* or *agreed* that there are many opportunities for volunteers to receive promotion to advanced roles, approximately 30% either *disagreed* or *strongly disagreed* with this statement (graph 69).



“If opportunities for promotion in your organization are limited, consider offering star performers the chance to lead a special project, get them more involved in decision-making, and/or support their career development by sponsoring their application for a seat on a local board or commission.”

[“Taming Turnover: Strategies for Recruiting and Retaining Nonprofit Employee”](#)

Philanthropy News Digest from The Foundation Center



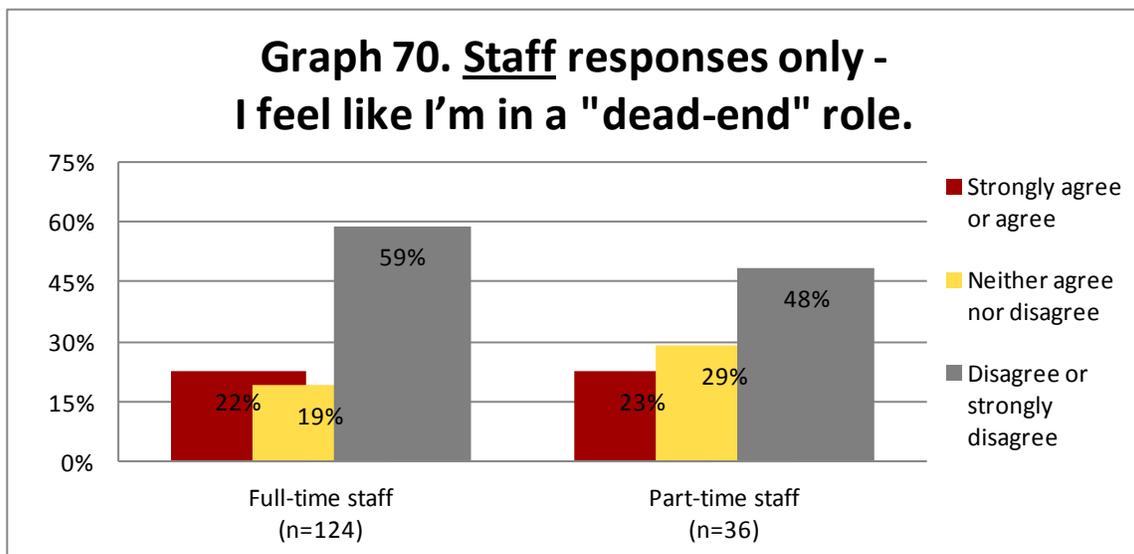
Engagement Drivers – Advancement and Promotions (continued)

Statement #5

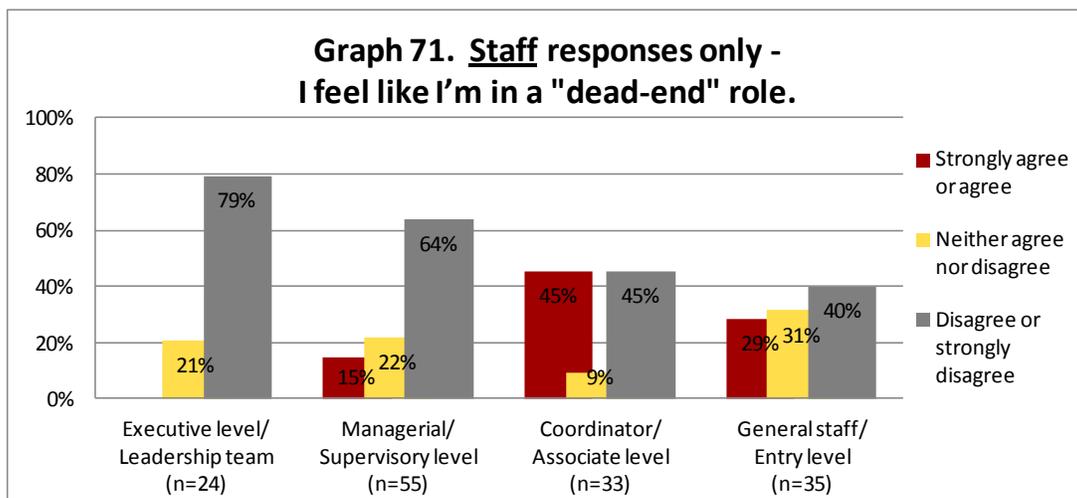
Staff only: *“I feel like I’m in a ‘dead-end’ role.”*

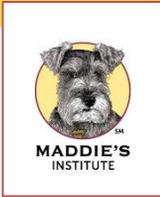
Employee responses from those who have worked for their organization for *less than six months* have been omitted from this sectional analysis.

- 22% of full-time and 23% of part-time employees *strongly agreed or agreed* that they feel like they are in a “dead-end” role – meaning they felt there is little or no chance of progressing their professional rank or growth within their organization. However, the majority (59% and 48%, respectively) of employees surveyed did not feel like they were in a “dead-end” role (graph 70).



- **Staff job level:** Approximately 45% of employees in *coordinator/associate level* positions either *strongly agreed or agreed* to feeling that they were in a “dead-end” role, compared to 29% of *general staff/entry level*, 15% of *managerial/supervisory level* employees and 0% of those at an *executive/leadership level* (graph 71).





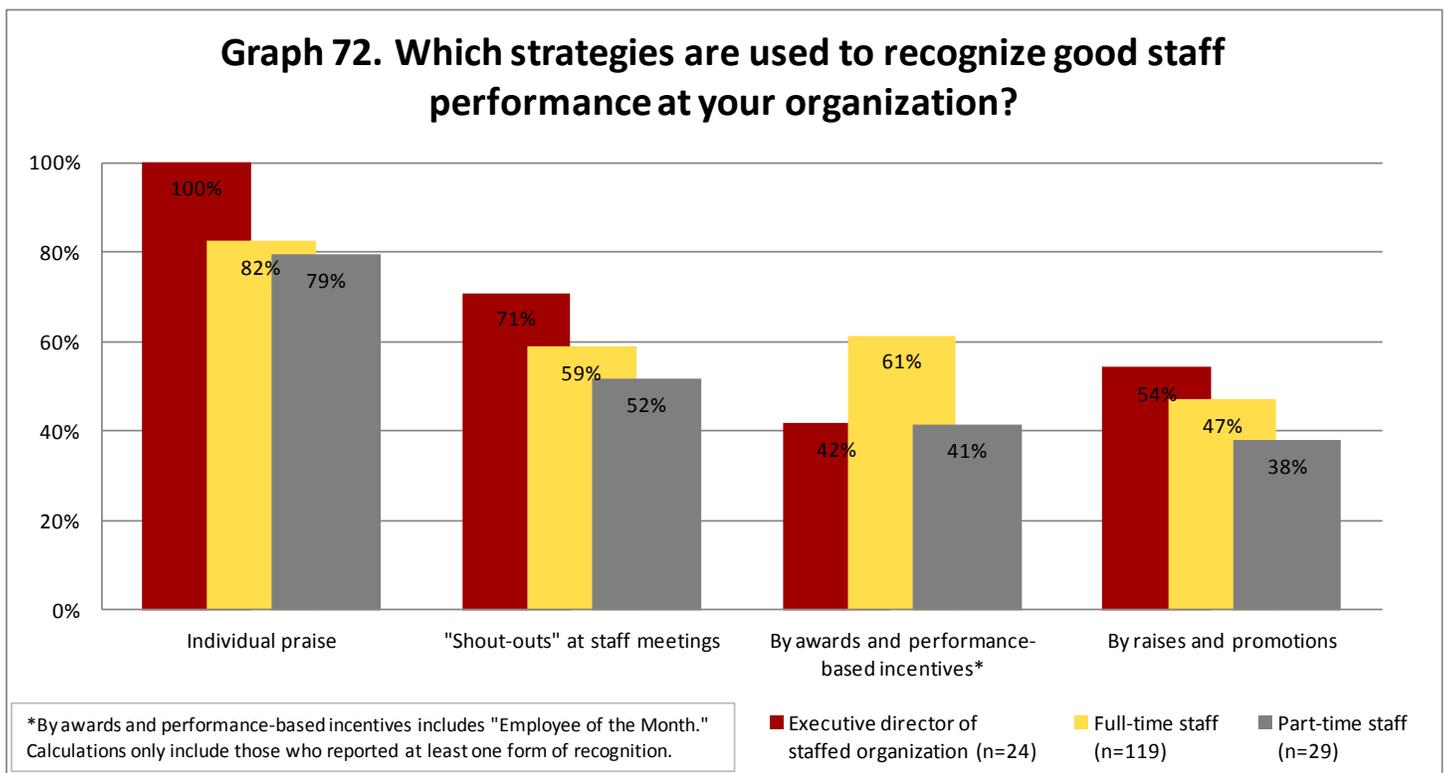
Engagement Drivers – Recognition

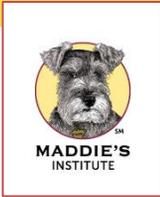
An article in *Philanthropy News Digest*, a service of the Foundation Center, urges non-profit employers to weed out poor performers and reward the good ones. The author of “Taming Turnover: Strategies for Recruiting and Retaining Nonprofit Employee” shares, “Recognizing – and rewarding – a job well done sends the message that performance matters and establishes a standard for others in the organization.”

Respondents were asked to identify and comment on which strategies are used in their organization to recognize good performance. Listed options were divided into four major categories: *individual praise*, “shout-outs” at meetings, awards/performance-based incentives and raises/promotions.

Individual Praise

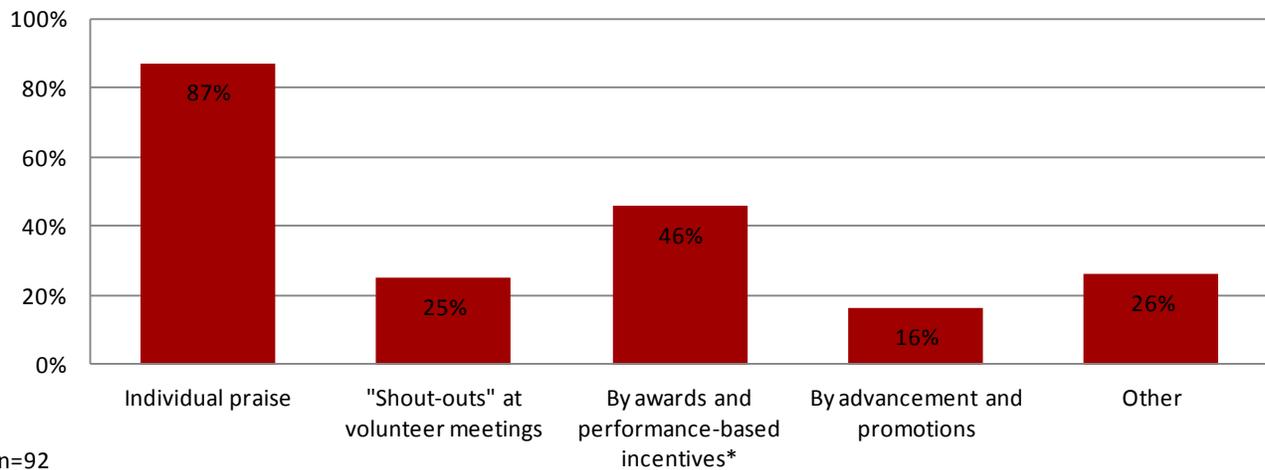
- Of those who reported some form of recognition within their organization, the most commonly utilized strategy was *individual praise* – cited by 100% of executive directors of staffed organizations, 82% of full-time staff, 79% of part-time staff and 87% of volunteers (graphs 72 and 73).
- 23% of volunteers, 13% of executive directors of staffed organizations, 13% of employees reported that the only source of recognition at their organization was *individual praise* (data not depicted).





Engagement Drivers – Recognition (continued)

**Graph 73. Volunteer responses only -
Which strategies are used to recognize good volunteer
performance at your organization?**



*By awards and performance-based incentives includes "Volunteer of the Month."
Calculations only include those who reported at least one form of recognition.

"I know I make a difference, and I am told so often by the staff."

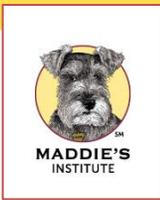
Anonymous Volunteer Comment

Shout-outs

- "Shout-outs" at staff meetings were reported as a popular form of employee recognition; however, only 25% of volunteers cited the use of this strategy in volunteer meetings (graphs 72 and 73). This could in part be due to the absence of structured volunteer meetings in many organizations.

Awards and Performance-Based Incentives

- The category of awards/performance-based incentives included programs like "Employee and Volunteer of the Month." Approximately 48% of employees specifically reported the utilization of "Employee of the Month" awards, as compared to 37% of volunteers who cited an organizational "Volunteer of the Month" program.



Engagement Drivers – Recognition (continued)

Raises and Promotions

- As discussed earlier, raises and promotions may be challenging for organizations with limited resources or very few mid to high-level positions. Not surprisingly, this strategy therefore ranked towards the bottom, with 54% of executive directors of staffed organizations, 47% of full-time and only 38% of part-time staff marking its utilization as a recognition strategy (graph 72).
- Fascinatingly, this data produced seemingly contradictory information from volunteers. Although 50% of volunteers *strongly agreed* or *agreed* that there are many opportunities for volunteers to receive promotion to advanced roles (reference page 62), only 16% of volunteers cited the organizational use of *advancement and promotions* to recognize good performance (graph 73).

Combination of Strategies

- 27% of employees and 35% of volunteers reported that their organization uses only one of the listed strategies to recognize good performance (data not depicted).
- 73% of employees and 65% of volunteers reported the combined use of two or more of the listed recognition strategies; approximately 51% of staff and 32% of volunteers reported the combined use of three or more recognition strategies (data not depicted).

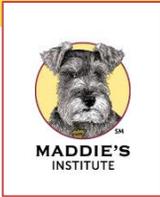
Other

- Volunteers commonly cited other sources of recognition in the comments section, including:
 - recognition events or banquets,
 - hand-written or emailed thank you cards/notes of appreciation and
 - recognition through social media, like organizational Facebook pages.

“If your volunteers have done something exceptional, consider getting publicity for their work in the local media. Public recognition can be a great motivator for your volunteers and provides positive coverage for your organization.”

[Volunteer Management for Animal Care Organizations](#)

The Humane Society of the United States



Engagement Ratings

According to Gallup Consulting, in world-class organizations the ratio of engaged to actively disengaged employees is 9.57 to 1. In contrast, they estimate that the average organizational ratio is an alarming 1.83 to 1 (*Employee Engagement: What's Your Engagement Ratio?*). Furthermore, the American Society for Training & Development study, referenced earlier in *Learning's Role in Employee Engagement*, reports, "Only about a third of the average respondent's workforce is highly engaged, and nearly a quarter (23%) is disengaged or minimally engaged."

Executive directors of staffed organizations were asked to rate the following statement on a five-point scale from *strongly agree* to *strongly disagree*.

Statement #1

ED only: ***"I believe staff engagement is an important factor in organizational successes or failures."***

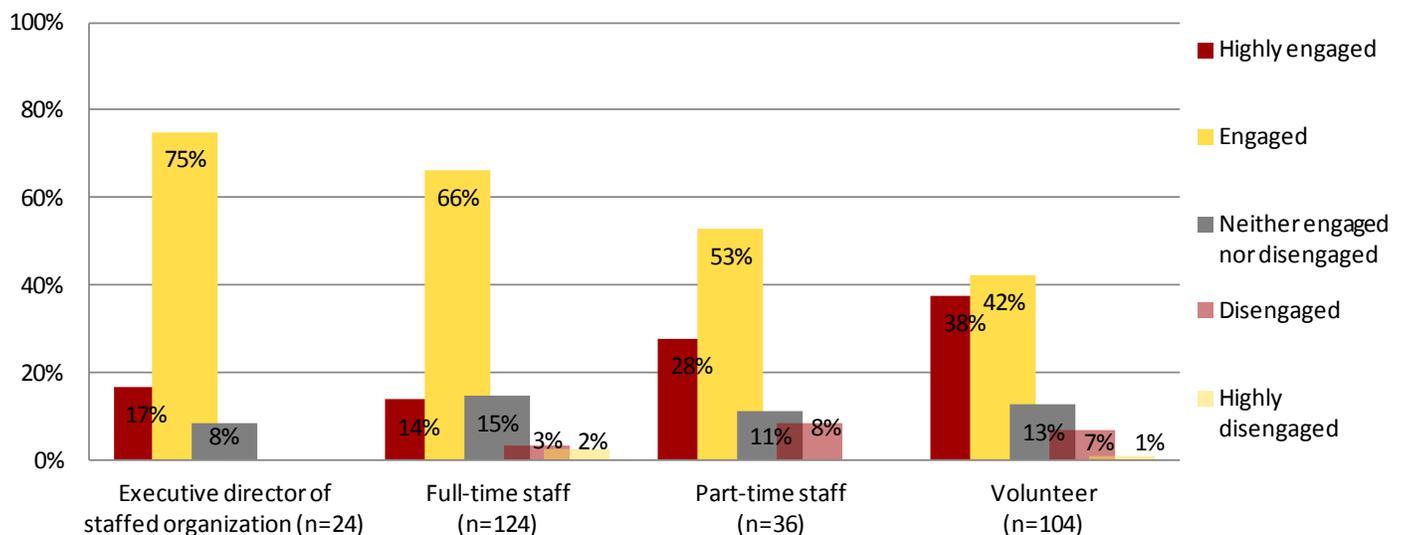
- 83% of executive directors *strongly agreed* and 17% *agreed* that staff engagement is an important factor in organizational successes or failures (data not depicted).

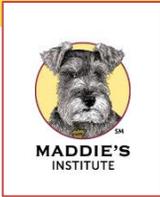
Workforce Engagement Ratings

All respondents were asked to rate the engagement level of their overall workforce on a five-point scale from *highly engaged* to *highly disengaged*.

- 17% of executive directors of staffed organizations, 14% of full-time employees, 28% of part-time employees and 38% of volunteers rated their organization's overall workforce as *highly engaged* (graph 74). From this data, volunteers may be the most likely to perceive being part of a *highly engaged* workforce.

Graph 74. How would you rate the engagement level of your organization's overall workforce?

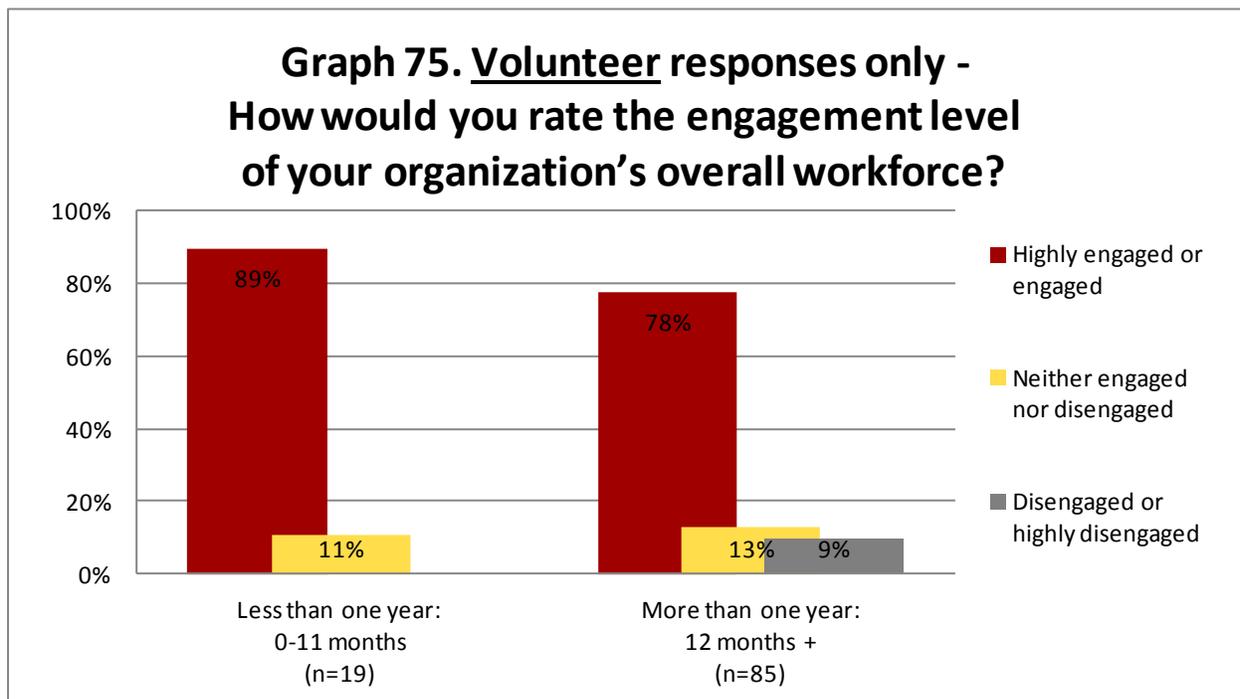


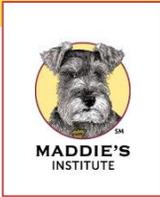


Engagement Ratings (continued)

Workforce Engagement Ratings

- 92% of executive directors of staffed organizations, 81% of employees and 80% of volunteers believe that their organization's overall level of engagement is either *highly engaged* or *engaged* (cumulative data from graph 74).
- Responses differed based on both employee job level and length of volunteer service.
 - **Staff job level:**
 - Approximately 96% of employees in *executive level/leadership team* positions perceived a workforce rating of *highly engaged* or *engaged*, as compared to 78% of employees in *managerial/supervisory level* positions, 81% in *coordinator/associate level* positions and 73% in *general staff/entry level* positions.
 - Moreover, 12% of respondents in *general staff/entry level* positions rated their overall workforce's engagement level as *highly disengaged* or *disengaged* (data not depicted).
 - **Length of volunteer service:** Volunteers who have worked for their organization for *more than one year* may be less likely to report working in a *highly engaged* or *engaged* workforce than those who have served for *less than one year* (graph 75). Please note small sample size, n=19, of those who have been with their organization for *more than one year*.



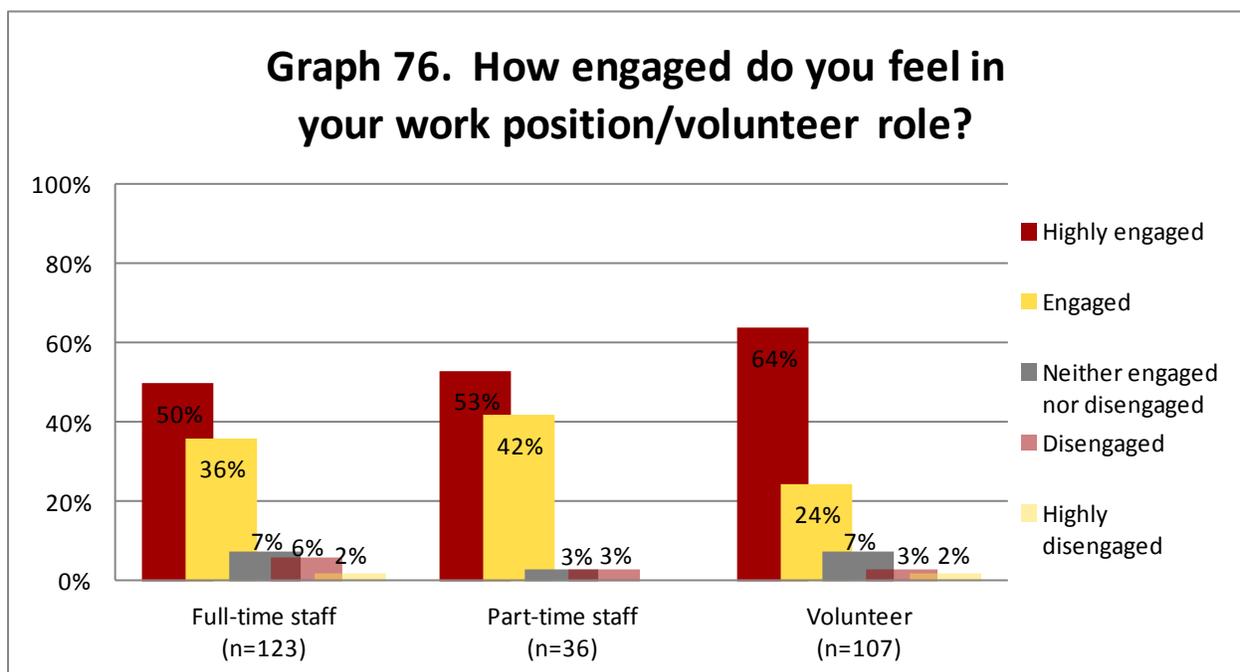


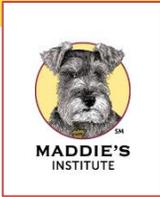
Engagement Ratings (continued)

Individual Engagement Ratings

We then asked employees and volunteers to rate their own level of engagement in their role.

- Volunteers (64%) surveyed were more likely to feel *highly engaged* in their individual role than paid employees – whether full-time (50%) or part-time (53%; graph 76).
- 86% of full-time employees, 95% of part-time employees and 88% of volunteers felt either *highly engaged* or *engaged* in their individual roles (cumulative data from graph 76).

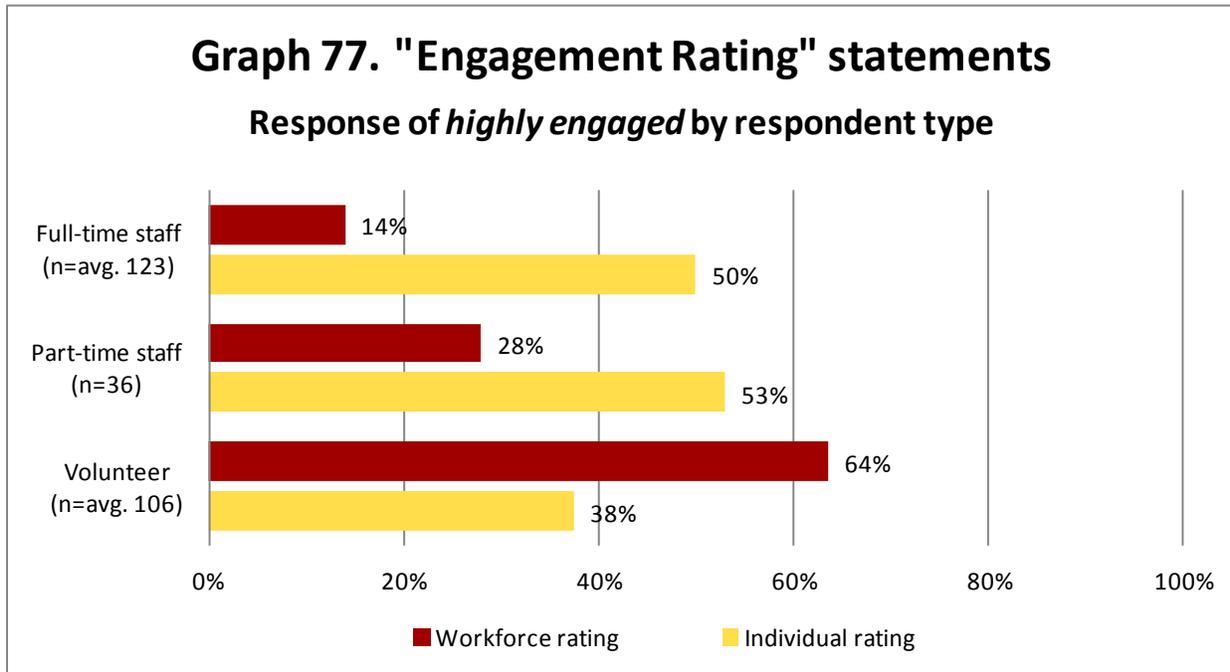


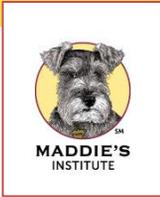


Engagement Ratings (continued)

Comparing Workforce and Individual Engagement Ratings

- Interestingly, employees were more likely to rate themselves as *highly engaged* compared to their opinion of their organization's overall workforce, while volunteers were more likely to rate their organization's workforce as *highly engaged* compared to themselves (graph 77).

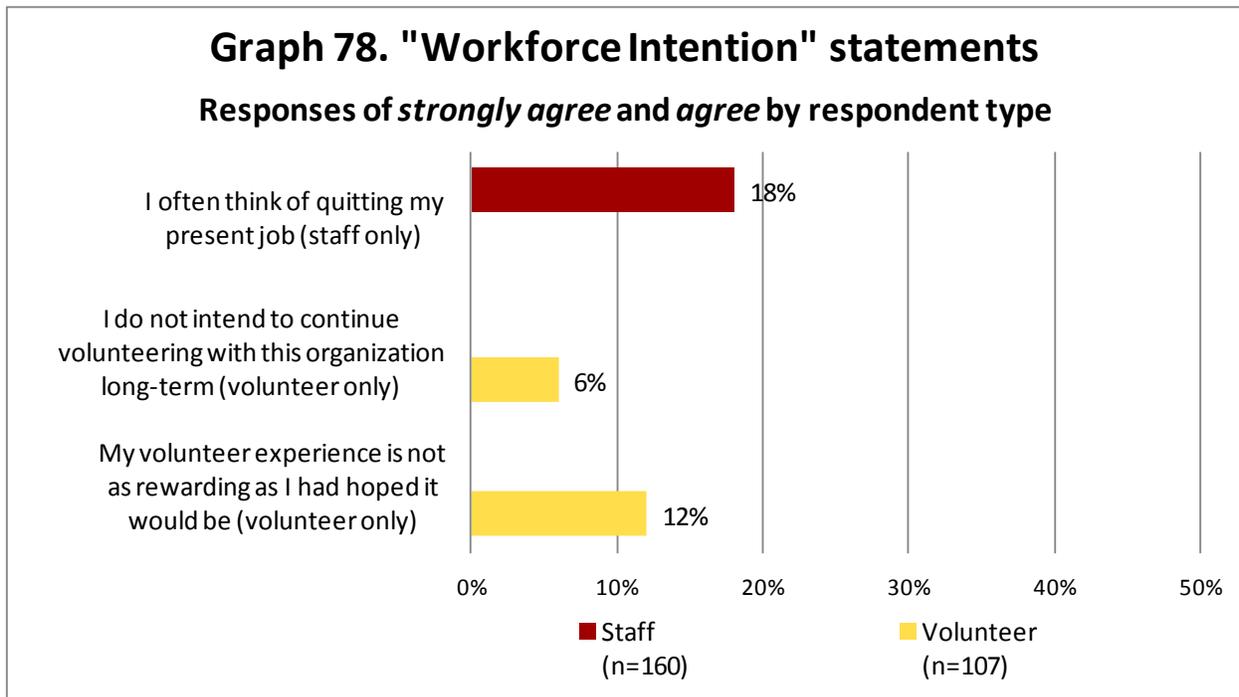




Workforce Intention

A 2008 Federal study, *The Power of Federal Employee Engagement*, found that engaged employees have decreased intentions to leave their current organization, are less likely to use sick leave and report fewer work-related illness and injury cases. The report suggests, "...if employees are not engaged in their work they will start looking for better, more engaging, opportunities elsewhere."

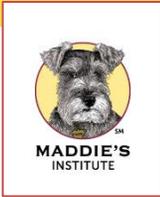
We asked employees and volunteers to rate a series of statements on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 78).



Statement #1

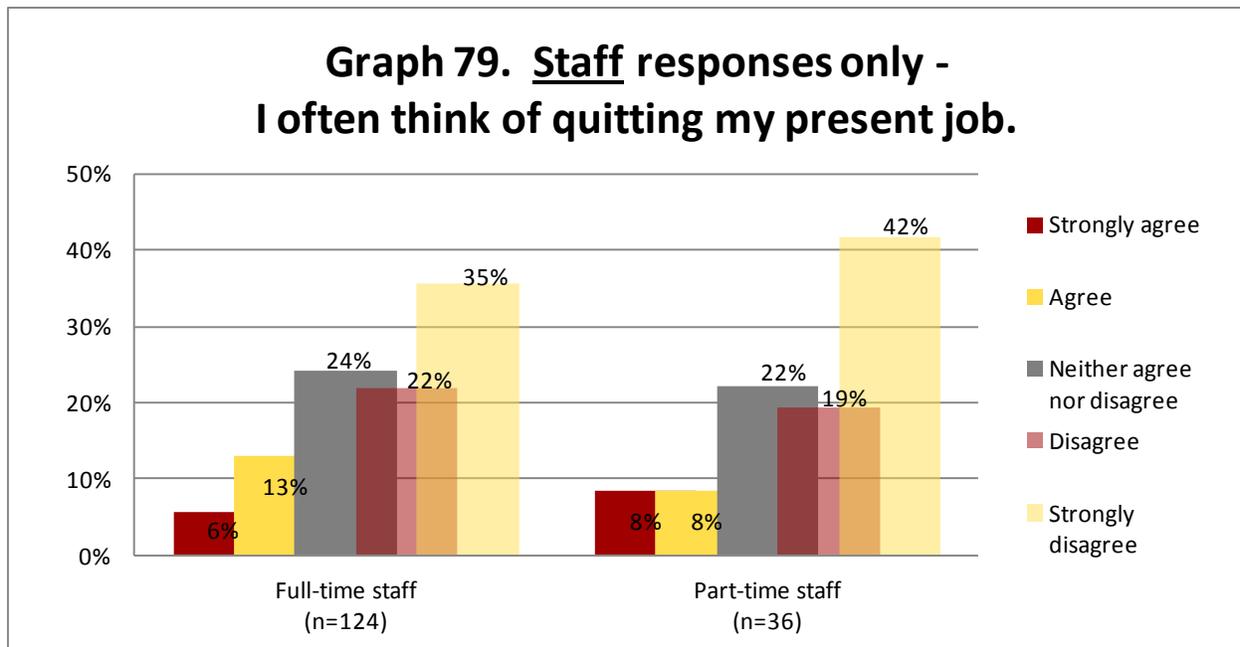
Staff only: ***"I often think of quitting my present job."***

- Approximately 18% of employees surveyed reported to either *strongly agree* or *agree* that they often think of leaving their present jobs (graph 78). However, the majority (57%) of full-time and (61%) of part-time employees, either *disagreed* or *strongly disagreed* with statement #1 – meaning they do not often think of quitting their jobs (cumulative data from graph 79).



Workforce Intention (continued)

Statement #1 continued



Statement #2

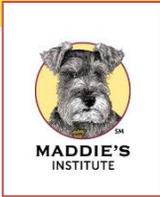
Volunteer only: ***“I do not intend to continue volunteering with this organization long-term.”***

- 88% of volunteers either *strongly disagreed* or *disagreed* with statement #2 – meaning that they reportedly have the intention to continue volunteering with their organization for the long-term (data not depicted).

Statement #3

Volunteer only: ***“My volunteer experience is not as rewarding as I had hoped it would be.”***

- 76% of volunteers surveyed either *disagreed* or *strongly disagreed* with the notion that their experience has not been as rewarding as they had hoped (data not depicted).



Emotional Burnout

ASPCA Professional provides a thorough look at workplace stress, anxiety and burnout in an online piece called *Stress and Animal Protection Work*. The author outlines three major elements phases of burnout: *increased depersonalization*, *decreased personal accomplishment* and *emotional exhaustion*.

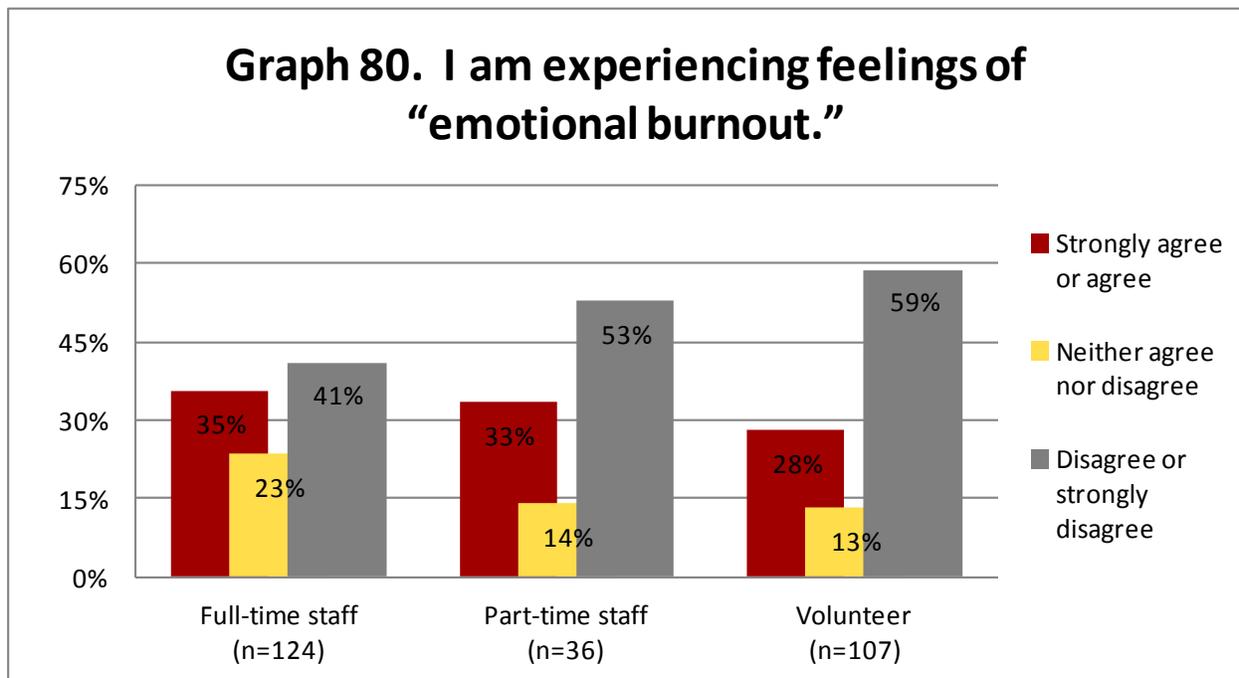
- According to the article, “*Depersonalization* is complicated for staff and volunteers in animal protection because in order to be able to function in our jobs, we have to achieve a certain level of distance from the animals we care for. Yet this psychological distancing can go too far, isolating us not only from potential pain, but also from potential joy.”
- The second phase, *decreased personal accomplishment*, is projected by a “...low impression of the value of their contributions” often characterized by feelings of insecurity, futility or ineffectiveness.
- Finally, the author says: “People who work in fields like ours – where mistakes can lead to serious injury, suffering, or death of those we care for – are at particularly high risk to *emotional exhaustion*. The greater the gap between job demands and staff/volunteer skills, the greater the potential...”

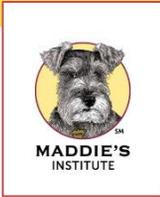
Recommendations for coping with (or preventing) burnout include “...ample orientation, training, and ongoing supervision and support.”

Statement #4

Staff and volunteer only: “*I am experiencing feelings of ‘emotional burnout’.*”

- 35% of full-time staff, 33% of part-time staff and 28% of volunteers reported experiencing feelings of “emotional burnout” (graph 80). The percentage of those to either *disagree* or *strongly disagree* with statement #4 increases from full-time staff (41%) to part-time staff (53%) to volunteers (59%).

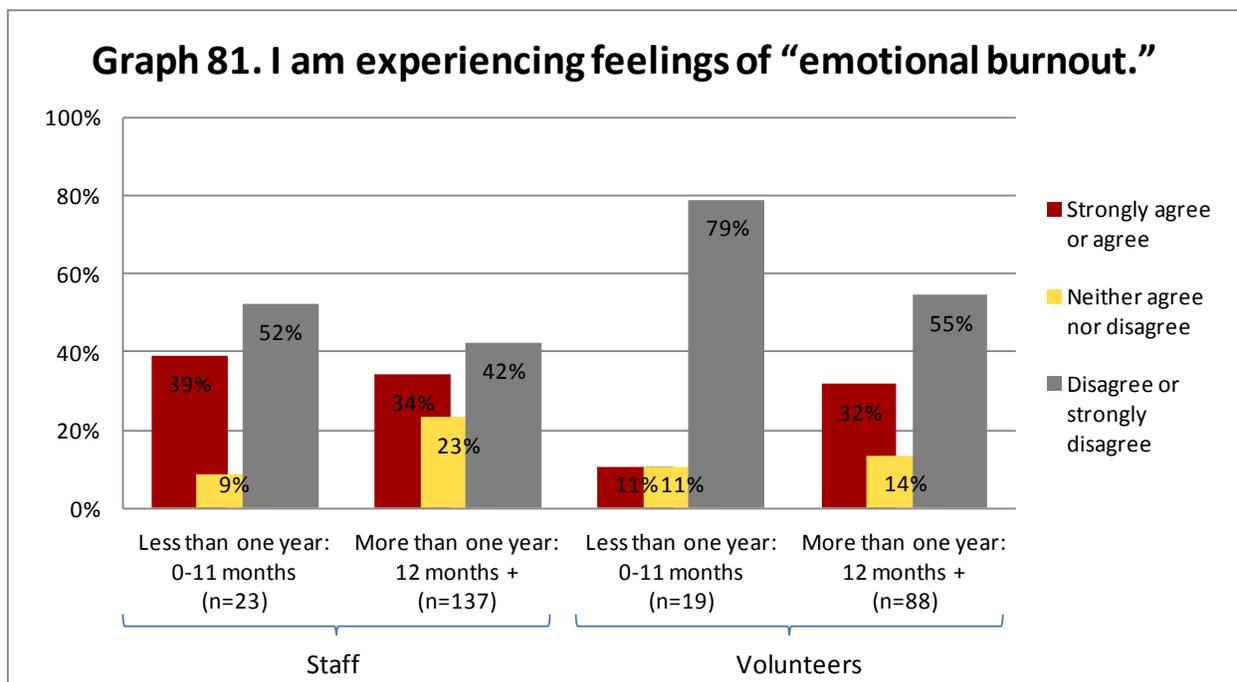




Emotional Burnout (continued)

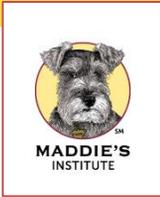
Statement #4 continued

- Of employees who reported themselves as *highly disengaged* or *disengaged* in their work positions, 100% also either *strongly agreed* or *agreed* to feeling “emotionally burned out.” Please note small sample size (n=10) of *disengaged* or *highly disengaged* workers surveyed. In contrast, of employees who reported themselves as *highly engaged* or *engaged* in their work positions, 29% either *strongly agreed* or *agreed* to feeling “emotionally burned out” implying that although high engagement is no guarantee of avoiding burn-out amongst employees, the latter only affects a minority of engaged individuals (data not depicted).
- **Length of staff employment and volunteer service:** Interestingly, volunteers who have served in their organization for *more than one year* may be more likely to experience feelings of “emotional burnout” than those who have served *less than one year* (32% versus 11%, respectively; graph 81). Duration of employment did not appear to effect feelings of “emotional burnout” in staff.



“Feeling like another individual or group of individuals is there for you, that they empathize with how you feel... they’re there to listen when you need to talk. They might not necessarily agree with you, and if fact, they might not necessarily like you, but... they’re still available; you know that they’re not judging you.”

The Humane Society of the United States



Workload and Capacity

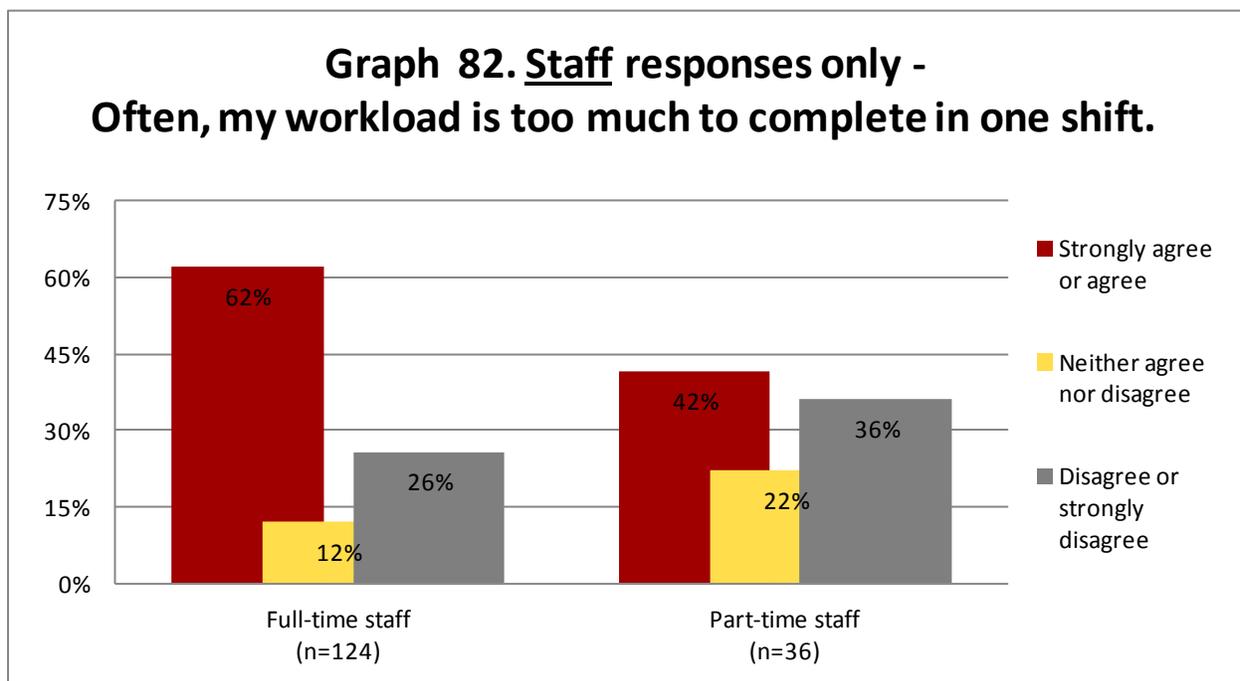
“Black Hawk Down at Work,” an article published by *Harvard Business Review* found that those “...who cared most about their work were the most demoralized when they were thwarted from doing their best.” The authors explain, “For these high performers, factors they can’t control – role ambiguity, inadequate resources, and overwork itself – can hinder their best work and may ultimately drive them to seek jobs elsewhere.”

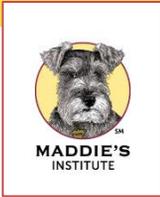
We asked employees and volunteers to rate two statements on a five-point scale from *strongly agree* to *strongly disagree*.

Statement #1

Staff only: **“Often, my workload is too much to complete in one shift.”**

- Full-time staff are more likely than part-time staff to believe that their workload is too much to complete in one shift (62% and 42% *strongly agreed* or *agreed*, respectively; graph 82).



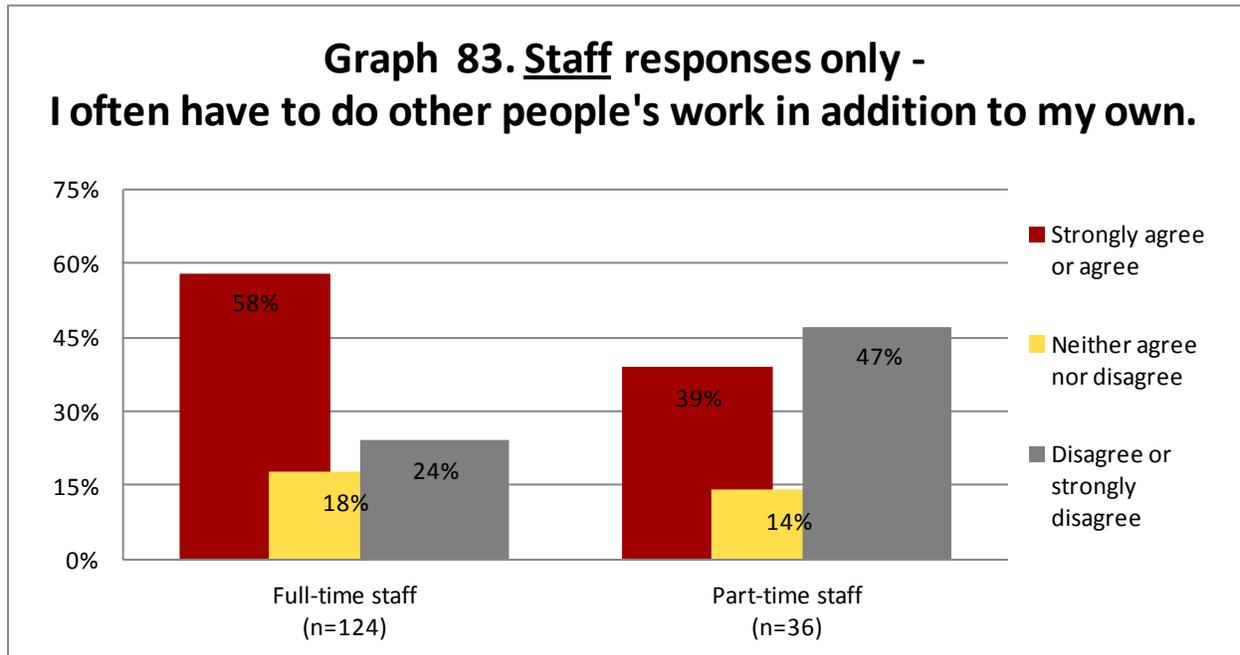


Workload and Capacity (continued)

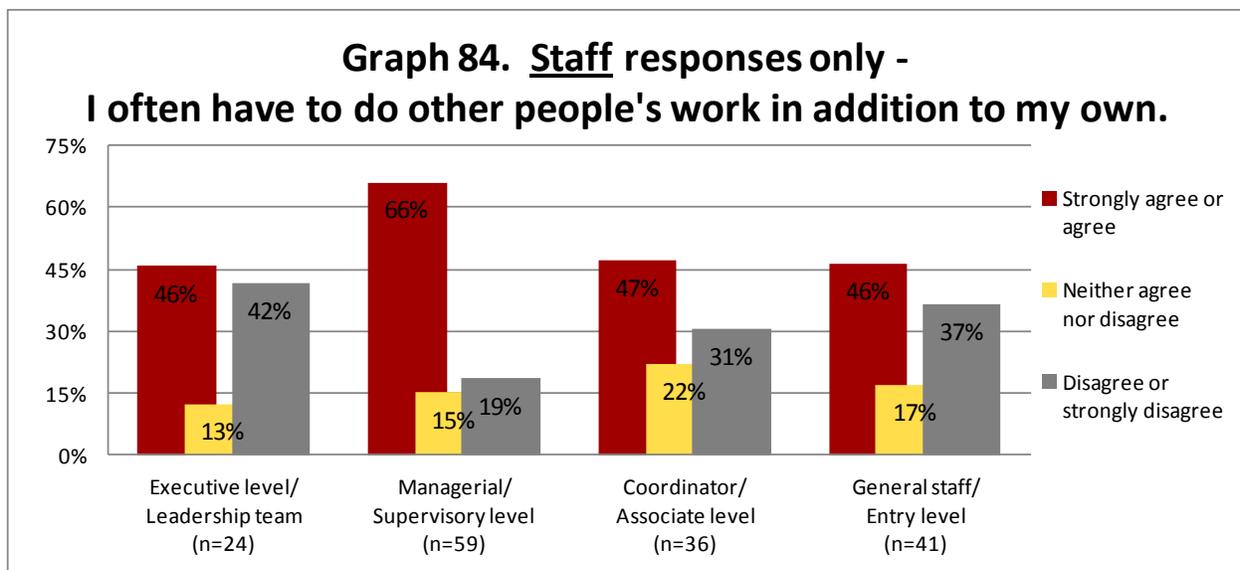
Statement #2

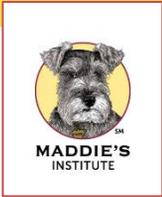
Staff only: *"I often have to do other people's work in addition to my own."*

- Full-time staff were more likely than part-time staff to believe they often have to do other people's work in addition to their own (58% and 39% *strongly agreed* or *agreed*, respectively; graph 83).



- **Staff job level:** Interestingly, 66% of employees in *managerial/supervisory level* roles either *strongly agreed* or *agreed* with statement #2, as compared to 46% of *executives*, 47% of *coordinators* and 46% of *general staff* (graph 84) suggesting that this group feel particularly put upon.

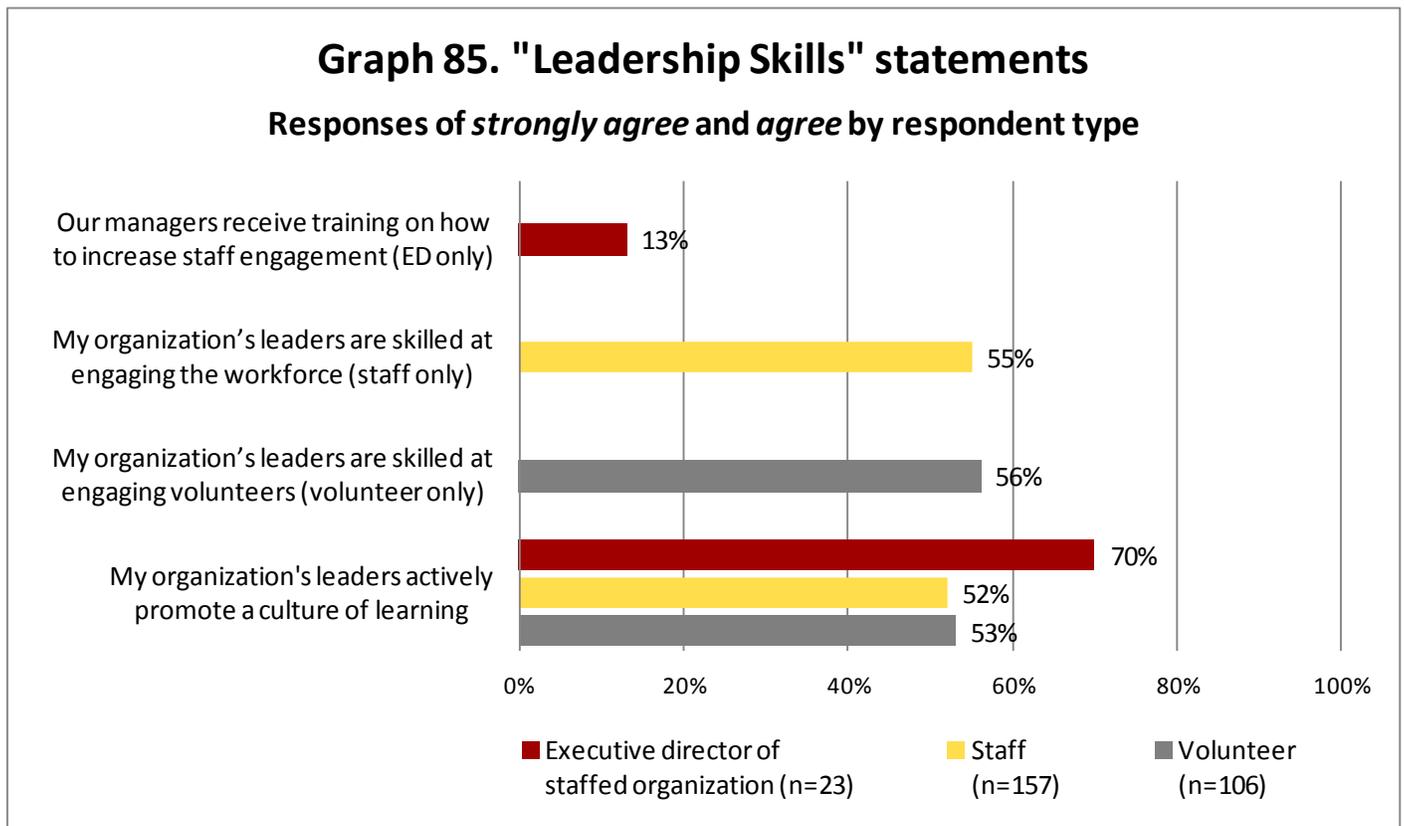




Leadership Skills

In the American Society for Training & Development study, *Learning's Role in Employee Engagement*, researchers found that the engagement-building skill deficits of managers "...are one of most widely cited barriers to engagement, second only to the notion that leaders and supervisors are not held accountable for engagement." According to their data, 29% of respondents said that their leaders currently take effective actions to improve employee engagement to a high, or very high, extent, even though 79% said their organizations should do so. Furthermore, the study asserts, "Survey data showed that those organizations that report more highly engaged workers differed most from their more poorly engaged counterparts in the strategic area of actively promoting a culture of engagement."

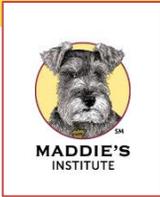
We asked executive directors of staffed organizations, employees and volunteers to a series of statements on a five-point scale from *strongly agree* to *strongly disagree*. Below is a breakdown of affirmative responses – *strongly agree* and *agree* – by respondent type (graph 85).



“A learning organization is one in which every interaction is viewed as an opportunity to increase understanding, widen or sharpen our thinking abilities, and anticipate – even steer – change.”

[Learning As a Management Strategy](#)

ASPCA Professional



Leadership Skills (continued)

Statement #1

ED only: **“Our managers receive training on how to increase staff engagement.”**

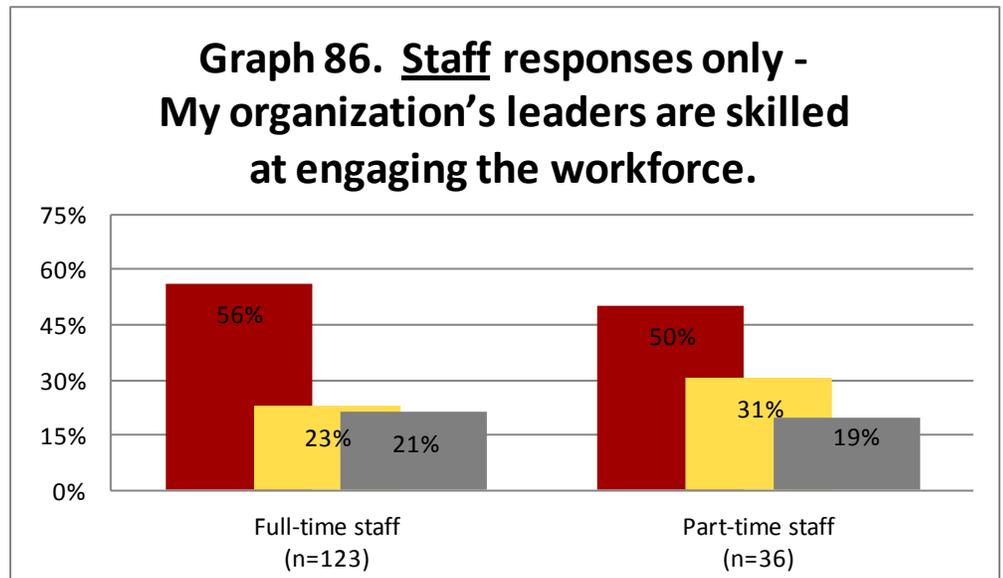
- 65% (not depicted) of executive directors of staffed organizations reported that managers at their organization do not receive training on how to increase staff engagement. Only 13% percent reported having training for managers (graph 85).

Statement #2

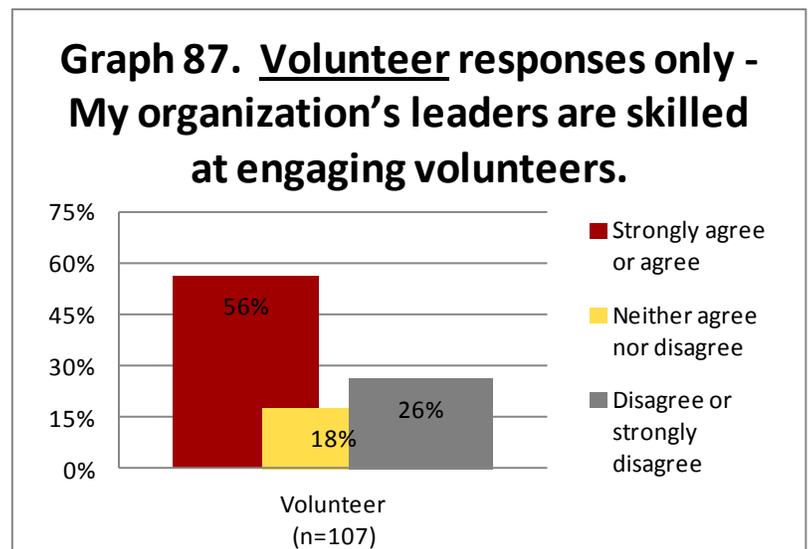
Staff version: **“My organization’s leaders are skilled at engaging the workforce.”**

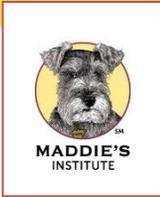
Volunteer version: **“My organization’s leaders are skilled at engaging volunteers.”**

- 56% of full-time and 50% of part-time staff either *strongly agreed* or *agreed* that their organization’s leaders are skilled at engaging the workforce; 21% and 19% *disagreed* or *strongly disagreed*, respectively (graph 86).



- Comparably, 56% of volunteers believed that organizational leaders were skilled at engaging volunteers. Approximately 26% either *disagreed* or *strongly disagreed* that their leaders were skilled in volunteer engagement (graph 87).

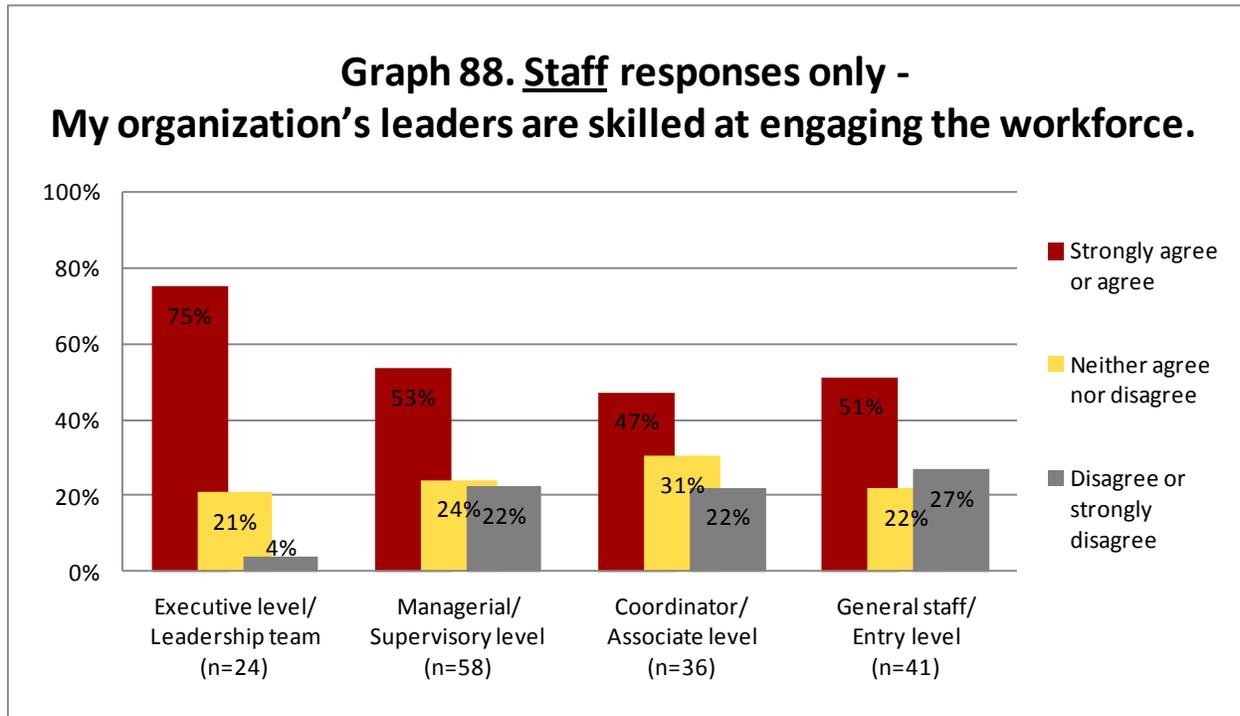


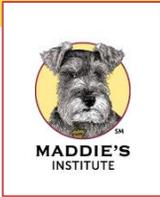


Leadership Skills (continued)

Statement #2 continued

- **Staff job level:** Not surprisingly, staff employed in *executive level/leadership team* positions were more likely to favorably rate their organization's leadership's skills in engaging the workforce than were those in any other staff level categories (graph 88).





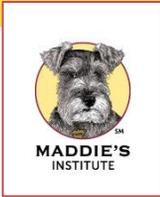
Leadership Skills (continued)

Statement #3

"My organization's leaders actively promote a culture of learning."

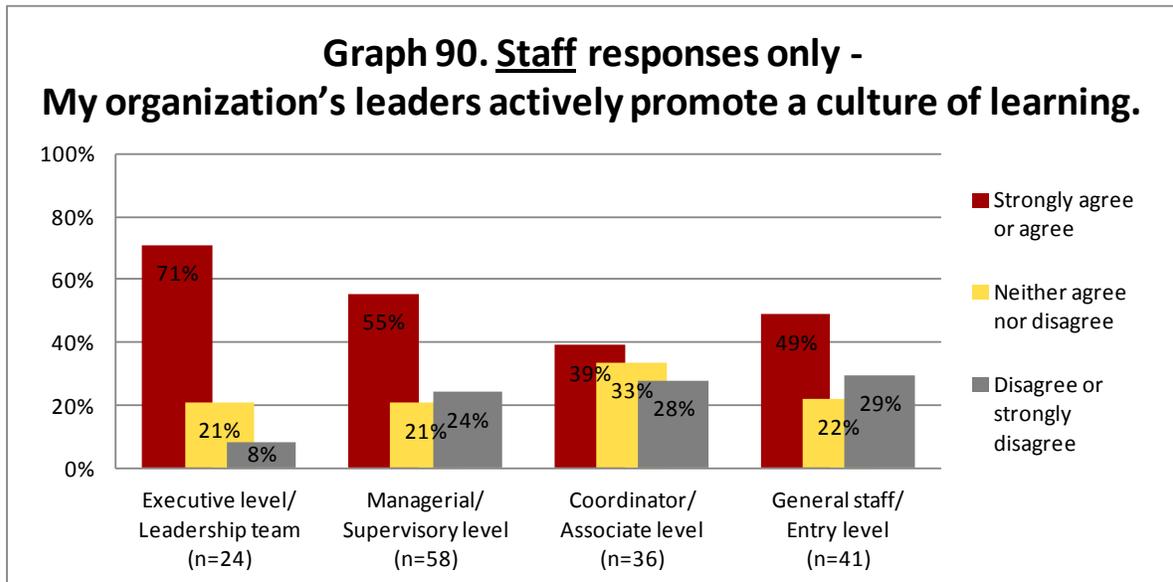
- A large percentage of executive directors of staffed organizations (70%) either *strongly agreed* or *agreed* that their organization's leaders actively promote a culture of learning as compared to only 54% of full-time staff, 47% of part-time staff and 53% of volunteers (graph 89).
- Though individual respondents from each respondent group could be representing different organizations, these findings, in addition to others found in this report, suggest that executive directors – and perhaps also *executive level/leadership team* members – have a consistently inflated opinion of their learning and engagement cultures when compared to responses from lower level staff and volunteers.



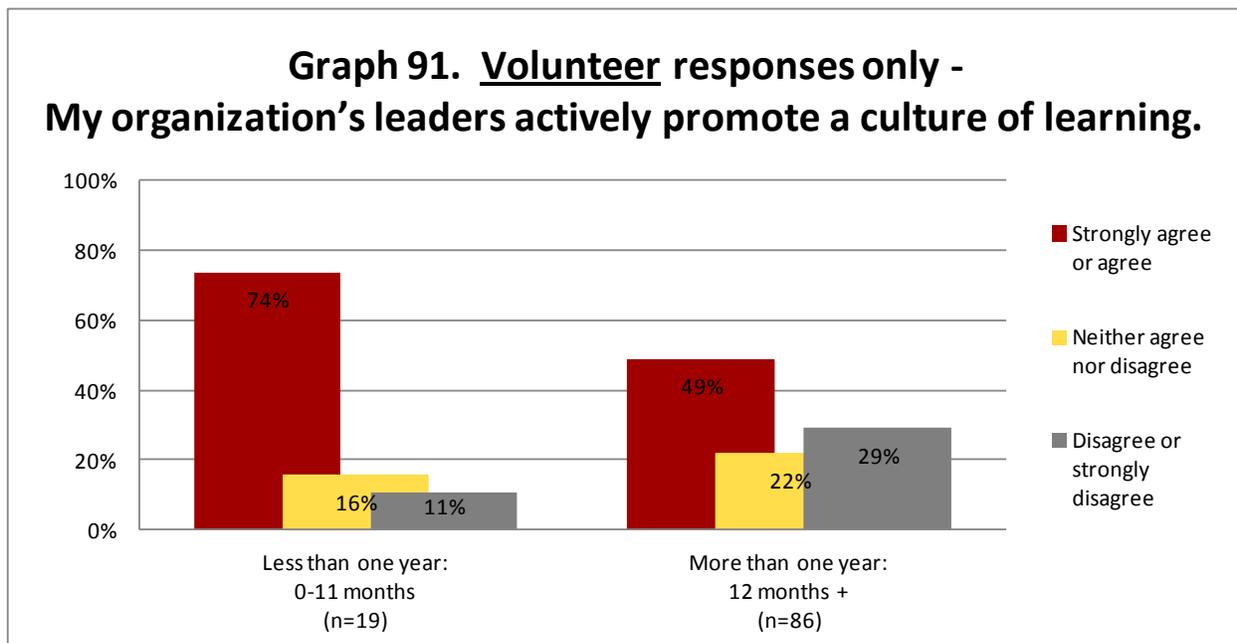


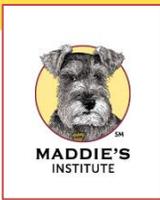
Leadership Skills (continued)

- **Staff job level:** Again, not surprisingly, employees in *executive level/leadership team* positions were more likely to believe that their organizations leaders actively promote a culture of learning, as compared with colleagues in lower level positions (graph 90).



- **Length of volunteer service:** There was no appreciable difference in employee responses by length of employment; however, volunteers who had served for *less than one year* were more likely than those who have served *more than one year* to *strongly agree* or *agree* that their organization's leaders actively promote a culture of learning (74% versus 49%; graph 91). Approximately 29% of those who have served for *more than one year* either *disagreed* or *strongly disagreed*. Please note the small sample size (n=19) of volunteers in the *less than one year* category.





Engagement Evaluations

“The first step to improving employee engagement in your [organization] is knowing where you stand,” says Susan Robinson in “How to Assess Employee Engagement,” an article in the online journal, *Carolina Business*. There are many ways to actively measure and observe engagement. Likewise, there are many online resources that can help you formulate your engagement evaluation criteria.

Below are a few resources to get started:

- 12 Elements of Engagement in [Employee Engagement: What's Your Engagement Ratio?](#) from Gallup, Inc.
- Quantum Workforce's Ten Statements on page 9 of [Focusing on Employee Engagement: How to Measure It and Improve It](#) from UNC Kenan-Flagler Business School
- [Employee Engagement Assessment](#) from The Training Source
- [Culture Audit](#) from Reditus Safety Solutions, LLC

We asked executive directors of staffed organizations, employees and volunteers to rate a series of statements regarding engagement evaluations on a five-point scale from *strongly agree* to *strongly disagree*.

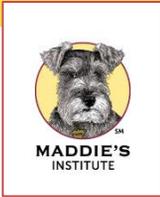
Statement #1

ED only: ***“My organization could use help in evaluating staff engagement.”***

- 96% of executive directors of staffed organizations either *strongly agreed* or *agreed* that their organization could use help in evaluating staff engagement (data not depicted).

The Humane Society of the United States and The University of North Carolina Charlotte have teamed up to create the **Shelter Diagnostic System (SDS)**.

The article [“The People’s Power: What Do Your Staff Really Think? Knowing is Half the Battle”](#) shares several anecdotes and progress reports from shelters who have been through the program.



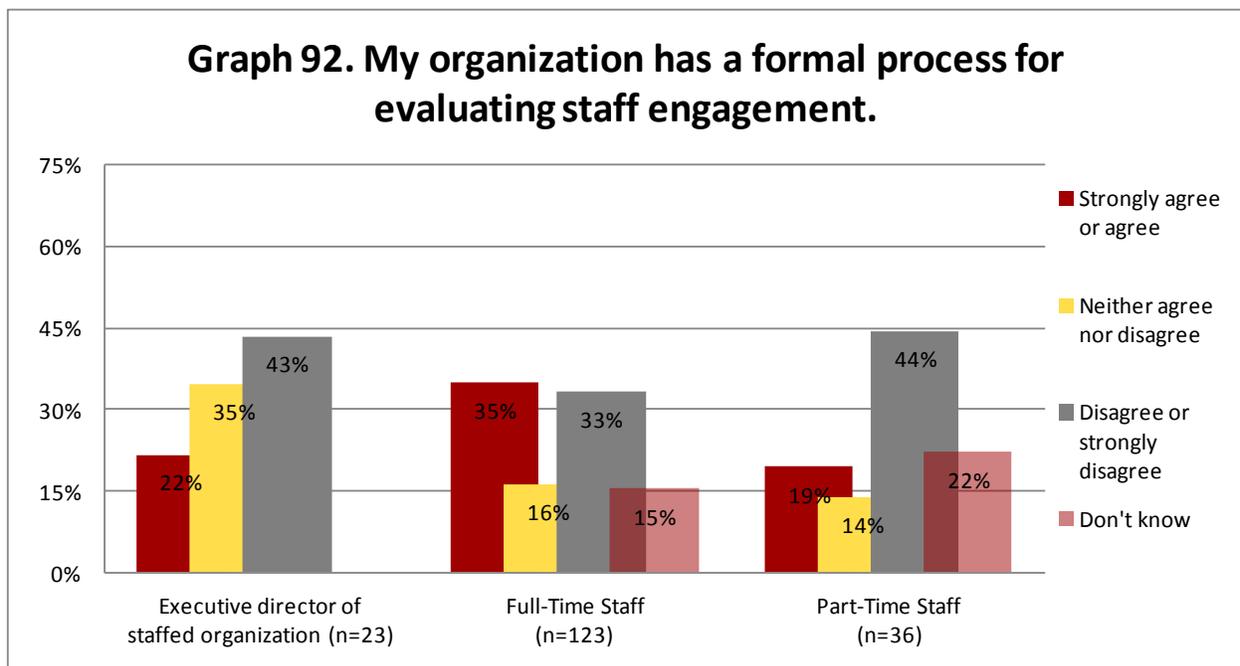
Engagement Evaluations (continued)

Statement #2

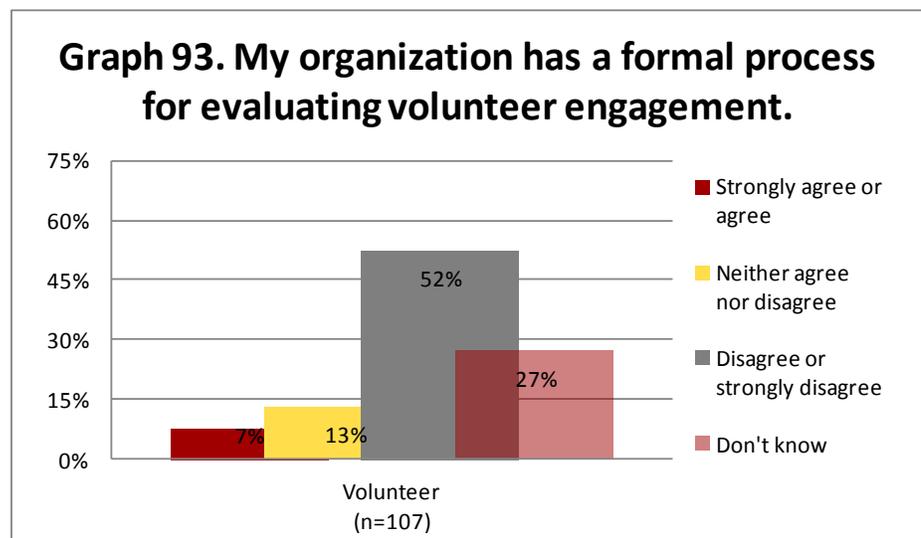
ED and staff version: ***“My organization has a formal process for evaluating staff engagement.”***

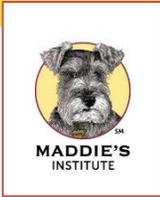
Volunteer version: ***“My organization has a formal process for evaluating volunteer engagement.”***

- 22% of executive directors of staffed organizations, 35% of full-time staff and 19% of part-time staff indicated that their organization has a formal process to evaluate staff engagement (graph 92). Full-time staff were more likely than part-time staff to report the presence of a formal employee engagement evaluation process in their organization – indicating that part-time employees may be less likely to be involved in engagement processes.



- The majority of volunteers, 52%, stated that their organization does not have a formal process for evaluating volunteer engagement. Twenty-seven percent of volunteers surveyed *did not know* if a process existed (graph 93).

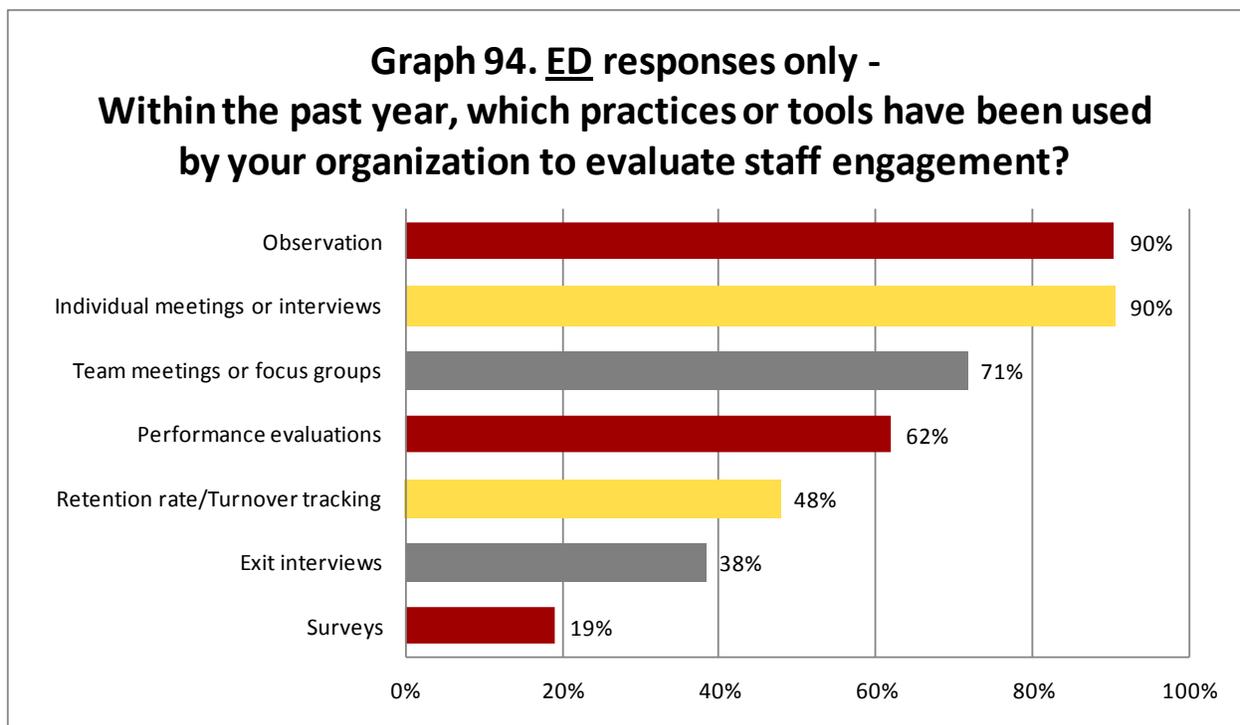


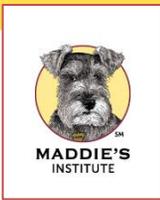


Engagement Evaluations (continued)

Executive directors were asked to identify which of seven strategies have been recently utilized by their organization to evaluate employee engagement. Respondents were encouraged to check all that applied.

- Of executive directors who reported to evaluate staff engagement to some degree either informally or formally, *observation* and *individual meetings/interviews* were the most prominently utilized methods to assess engagement. The least utilized methods for evaluation were *surveys*, *exit interviews* and *turnover tracking* (graph 94).





Conclusions

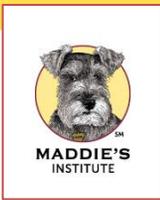
Overall Themes

- Responses often differed depending upon full or part-time work status, length of employment – or length of service – or job level.
- Employees were more likely than volunteers to report having recent conversations with managers regarding development and having formal organizational systems for evaluating staff engagement.
- Respondents who identified themselves as unpaid volunteers were more likely than employees to rate their overall workforce and themselves as *highly engaged*, feel less “emotionally burned out,” take part in mentoring relationships and report having opportunities for learning and growth in their roles.

Key Takeaways

The Context

- 1) Approximately 83% of executive directors of staffed organizations believed that staff engagement is an important factor in organizational success or failure; however, 13% of EDs reportedly trained managers in how to increase staff engagement and 22% reportedly had a formal process to evaluate staff engagement levels. Only 7% of volunteers reported having a formal process for evaluating volunteer engagement.
- 2) Fifty-five percent of employees and 56% of volunteers believe that organizational leaders are skilled at engaging the workforce. Furthermore, 52% of employees and 53% of volunteers reported that organizational leaders actively promote a culture of learning.
- 3) Overall, 24% of respondents rated their organization’s *workforce as highly engaged* (17% of executive directors of staffed organizations, 14% of full-time staff, 28% of part-time staff and 38% of volunteers). Volunteers were the most likely to perceive being part of a *highly engaged* workforce.
- 4) On average, 56% of staff and volunteers rated *themselves as highly engaged* in their role (50% of full-time employees, 53% of part-time employees and 64% of volunteers). Volunteers may therefore be more likely than staff to rate themselves as being *highly engaged* in their roles.
- 5) Thirty-five percent of employees and 28% of volunteers reported experiencing feelings of “emotional burnout.” Additionally, 18% of employees either *agreed* or *strongly agreed* that they often think about quitting their present jobs.



Key Takeaways (continued)

Perception of Values and Connection

- 6) On a positive note, the majority of respondents, 84%, reported having an organizational *mission statement* and approximately 82% of employees and volunteers reported feeling connected to that mission; however, fewer respondents (64%) believed that their organization's written values, principles or mission truly guide decision-making and operations and 62% agreed that values are consistently and clearly communicated.

Organizational Stability

- 7) Fifty-percent of executive directors of staffed organizations and 49% of employees reported that their organization has undergone major changes or leadership restructuring within the past year.

Role Clarity and Adequate Training

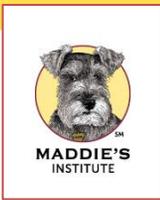
- 8) Notably, 86% of employees and 87% of volunteers reported having a clear understanding of their roles and responsibilities, although employees who have worked and volunteers who have served for *less than one year* may be slightly less likely to agree.
- 9) Fewer respondents – 71% of employees and 72% of volunteers – reported having adequate training for their current role or position. Importantly, employees who have worked for *less than one year* or are in *non-executive level* positions are less likely to feel as though they've had adequate training.

Contribution

- 10) Favorably, 88% of employees and volunteers reported that their work felt important and impacted organizational success. Seventy-six percent of employees felt they have the opportunity to use their best skills at work; although, it's important to note that employees in *executive level/leadership team* positions were more likely than staff in all other job levels to agree. Approximately 75% of volunteers felt that their skills were being well utilized.

Peer Relationships, Teamwork and Respect

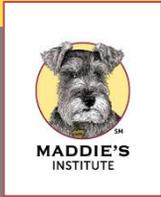
- 11) Approximately 63% of executive directors of staffed organizations and 48% of employees reported that employee gossip has been a problem within the past year; forty-six percent of executive directors of staffed organizations and 53% of employees also reported that there has been noticeable tension between different organizational departments within the past year. Tension between staff and volunteers was noted by 30% of volunteers.
- 12) Seventy-eight per cent of executive directors of staffed organizations either *strongly agreed* or *agreed* that organizational leaders use a consistent and professional process to resolve conflicts, while 53% of employees and 59% of volunteers reported the same.



Key Takeaways (continued)

Mentoring, Development and Advancement

- 13) Thirty-nine percent of executive directors of staffed organizations reported that leadership actively promotes mentoring relationships. We found that volunteers may be more likely to be in mentoring relationships than employees; full-time employees may be more likely to be in mentoring relationships than part-time staff; the prevalence varies greatly by job level; and the majority of these mentoring relationships are *informal* in nature (overall, 61% of volunteers, 52% of full-time staff and 43% of part-time staff are in a mentoring relationship).
- 14) Employees are more likely than volunteers to have conversations with their manager regarding their individual development (69% of full-time staff, 53% of part-time staff and 34% of volunteers have had development conversations within the past six months). Again, the prevalence of individual staff development conversations seems to depend upon job level and status.
- 15) Volunteers may be more likely than employees to report having opportunities to learn and grow within their roles as well as report having opportunities for promotion or role advancement (68% of volunteers and 54% of employees feel they have opportunities for growth in their current role; 50% of volunteers and 41% of employees feel they have opportunities for advancement). Sadly, 21% of staff categorized themselves as being in a “dead-end” role.



Considerations for Improving Engagement:

EMPHASZE VALUES:

- Create and share a set of core values or a workplace culture agreement (including an anti-gossip statement) which align with your organization's overall mission statement. Resource: ["Workplace Culture Agreement"](#)
- Workers in this industry overwhelming reported feeling connected to the mission; take time to show them how their work impacts success in the short and long-term.

BUILD LEADERSHIP:

- Train organizational leaders on basic management techniques, including engagement building, professional development planning and mentor-mentee relationship promotion. Resource: [Learning as a Management Strategy](#)
- Implement consistent and professional processes for fair conflict resolution. Resource: [Conflict Resolution for the Animal Welfare Field](#)
- Proactively communicate transition or "change management" plans with your employee and volunteers to increase trust and decrease anxiety and alienation.

EXPAND LEARNING AND DEVELOPMENT:

- Set your workers up for success by creating and executing actionable training and development plans. Resource: [The Community Tool Box: Developing Training Programs for Staff](#)
- Leverage the breadth of skills your workforce has to offer, without adding to their workload – consider creating a competency inventory and match individuals to organizational projects or teams based on their needs and talents. Utilize their best skills.
- Promote from within and create advancement opportunities. Resource: ["Taming Turnover: Strategies for Recruiting and Retaining Nonprofit Employees"](#)

PROMOTE TEAM-BUILDING:

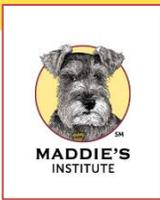
- Create opportunities for inter-departmental team-building, as well as volunteer to employee interactions, and hold leaders accountable. Resource: [Teamwork Across Departments Strategic Recommendations for Improving Inter-Departmental Teamwork in Animal Shelters](#)

CELEBRATE SUCCESS:

- Without those who work and serve in our organizations, we would not be able to achieve our shared mission of saving animal lives. Recognize good performance consistently.

EVALUATE, EVALUATE AND EVALUATE:

- Get to know your workforce and what matters to them. Assess workforce engagement with annual surveys, daily observation and frequent communication (see page 79 for resources).



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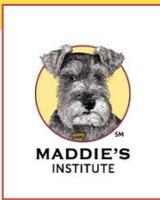
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