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Employee Engagement Diagnostic Assessment

The term "employee engagement" has been defined both conceptually and operationally in numerous ways resulting in much confusion and the proliferation of misleading and invalid assessment instruments. Among the many problems that exist, three present significant barriers both for researchers and practitioners, and significantly limit both the validity of instruments and ability to develop meaningful interventions.

1) **Failure to distinguish between what engagement *is* versus what *causes* engagement.** For example, having a close friend at work, liking your boss, or finding meaning in your work may be factors that impact engagement but they are not valid items to measure engagement. By analogy, being overweight may contribute to diabetes but it is not relevant to actually determining whether one is inflicted with the illness. Our field needs an assessment instrument which measures engagement separately from its causes and correlates.

2) **Failure to distinguish similar concepts.** Employee engagement is correlated with job satisfaction but they are not the same. It is quite possible for an employee to be dissatisfied but remain engaged and vice versa. In my research the correlation between the two is in the range of .6 to .7, thus explaining less than 50% of the variance. Construct validity requires that we measure only the construct under investigation and avoid blurring conceptual boundaries. Based on the research, productivity and discretionary effort are more highly correlated with employee engagement than satisfaction.

3) **Failure to distinguish the *target* of engagement.** Employees experience different levels of engagement depending on the identified target, i.e., their work, team members, supervisor and customers. For example, an employee might be highly engaged with her team members but extremely disengaged with her supervisor. Instruments that group together different targets blur this distinction and greatly hinder the development of any intervention intended to increase engagement. We must always ask, "Engaged with whom/what?" The current instrument focuses on one's engagement to her work.

During the development of Whiteboard's *Employee Engagement Diagnostic Assessment* careful attention was paid to avoid – or at least limit – these common problems that plague the majority of engagement surveys and contribute to their being invalid.

The instrument may be used freely under two conditions:

1. The items, rating scale, and scoring are not altered
2. Credit is given as follows: © 2012 by Whiteboard, LLC

We will gladly provide you with a unique link to an online version of the survey that you may use to collect data in your organization, as well as, an excel spreadsheet for scoring purposes. We do ask that you consider sharing your data with us for research purposes. Also available for a fee is a more comprehensive instrument which, in addition to engagement, assesses employee satisfaction, the Circle of RESPECT, and each of the RESPECT Drivers. Please visit www.PaulMarciano.com where you may sign-up for our newsletter, download presentations and watch video clips.

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Directions: After reading each statement, indicate how strongly you *disagree* or *agree* with it by placing an "**X**" in the appropriate box. **Clearly choose and mark one and only one box per statement.**

	Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree
I am passionate about what I do						
I find my work intrinsically motivating						
Outside of work I think about how I could be more productive and effective in my job						
I get absorbed in my work and lose track of time						
My work energizes me						
Time passes quickly while I am working						
I am committed to my job						
I find myself extremely focused and engaged at work						
I find my work interesting						
I always give maximum effort in my job						

Scoring Instructions

1. Convert Likert scale to numerical scale with "Strongly Disagree"=0 and "Strongly Agree"=5.
2. Compute Engagement score by summing items
3. Add points up. If desired, categorize scores using following parameters:

Engagement Category	Raw Scale Range
Actively Disengaged	0-10
Disengaged	11-20
Opportunistic	21-30
Engaged	31-40
Actively Engaged	41-50

Note: If possible, it is recommended to preserve changes in font sizes on the Likert scale to accentuate response choices.