

Summary of Comments on [engaging_printable.pdf](#)

This page contains no comments

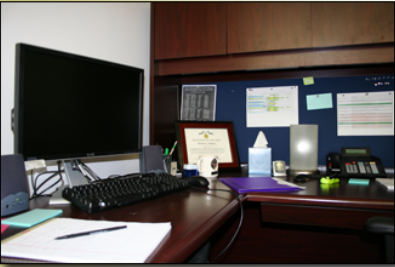


This page contains no comments

>>

Module 4: Supervising a Diverse Workforce

Lesson 5: Creating an Engaging Work Environment



Lesson Welcome

Welcome to the lesson on creating an engaging work environment. As an Army supervisor, you are at the front line of managing your agency's most critical resource—its employees. The focus of this lesson is to identify what is required to create a positive work environment that is engaging and motivating to employees.

"One of the most decisive functions of leadership is the creation, management, and when necessary, the destruction and rebuilding of culture."
-- Edgar Schein

Lesson Learning Outcomes

After completing this lesson, you will be able to:

- Recognize the importance of engaging employees as a critical component of leadership
- Identify your role as a supervisor in creating a positive work environment

Click the Next button to continue.

TDC

?

FAQ

Next

1 of 18

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Supervisor Scenario



Click to view To Do List.

Click to review your team.

Click the Next button to continue, or the Previous button to review.

2 of 18

TDC ? FAQ

Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Supervisor Scenario

After discussing the current work environment with Bob and Kenya and posing the question "What can we do to create a more engaging work environment in our office?" you take a bite of your sandwich and think about how you should handle the discussion as their supervisor.



Click image to see your options.

2 of 18

TBC ? FAQ

Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment


Scenario Response Options

The following are three options for how you, as a supervisor, could proceed.

You state that while it would be exciting to embark on an effort to make the work environment more engaging, this isn't Denmark or Google or Microsoft. We have a very important mission with scarce financial and human resources. Employees are here because they want to support Army Soldiers and Families. Additional motivation is not necessary and there are so many rules and regulations that we have to comply with as it is. In the long run, it's just not worth it.

You tell them that because of the cost/benefits involved, it would be smart to lead a concerted effort in making the work environment more engaging. Despite all the claims on how much money can be saved, however, it's important to understand that employees are going to be as engaged as they want to be. The work environment really has very little to do with internal motivation and supervisors have even less of an impact on an employee's engagement, especially in federal service.

You talk with Kenya and Bob about their ideas for creating a more engaging work environment. When Bob mentions that it is really difficult to do in the government and Kenya doubts that a supervisor has that much influence on individual employee motivation, you identify the challenges and discuss simple engagement strategies that you might employ at the team level. You invite Bob and Kenya for lunch again next Monday and begin to draft a plan.

 Read the options carefully and select the one that seems to be the best choice. Write your selection down on paper. Later we will review all three options and why each may or may not be the best choice. For now let's look at the lesson content

Click the Next button to continue, or the Previous button to review.

2 of 18

TDC ? FAQ

Previous Next

This page contains no comments



On the rational side, it is largely about getting enough compensation and development opportunities to make it worth your while. Emotional commitment is the ever-elusive love of your job and love of your manager and organization.

Engaged employees identify with the organization, embrace its values and commit discretionary effort to help make the organization successful, where discretionary effort is described as the difference in the level of effort one is capable of bringing to an activity or a task, and the effort required only to get by or make do.

The screenshot shows a presentation slide with a light green background. At the top, there are two navigation tabs: 'Module 4: Supervising a Diverse Workforce' and 'Lesson 5: Creating an Engaging Work Environment'. On the left, a green rounded rectangle contains the title 'Creating An Engaging Work Environment'. To the right, the section 'Employee Engagement Defined' is followed by a definition: 'Employee engagement can be defined as a heightened connection between employees and their work, their organization, and the people they work for. To elaborate:'. Below this are two bullet points: 'Engagement is made up of rational and emotional commitment' and 'Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them'. A yellow sticky note icon is placed next to the first bullet point, with a line pointing to the text on the right. At the bottom of the slide, there is a footer with navigation icons (TDC, list, question mark, FAQ, printer) and buttons for 'Previous' and 'Next'. A status bar at the bottom right indicates '4 of 18'.

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Creating An Engaging Work Environment

Employee Engagement Defined

Employee engagement can be defined as a heightened connection between employees and their work, their organization, and the people they work for. To elaborate:

- Engagement is made up of rational and emotional commitment
- Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them

mouse over each bullet for more information.

Click the Next button to continue, or the Previous button to review.


4 of 18

TDC ? FAQ Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse WorkforceLesson 5: Creating an Engaging Work Environment



The Cost of Disengagement

Disengaged employees, feeling disenchanting and ignored, often stand on the sidelines watching and predicting impending disaster during significant economic failures.

Disengaged employees have a significant economic impact on the organization. However, the impact is not strictly economic. Disengagement increases turnover and the number of grievances filed in an organization. Moreover, it decreases morale, productivity and teamwork.

Click the Next button to continue, or the Previous button to review.

5 of 18

TDC

?

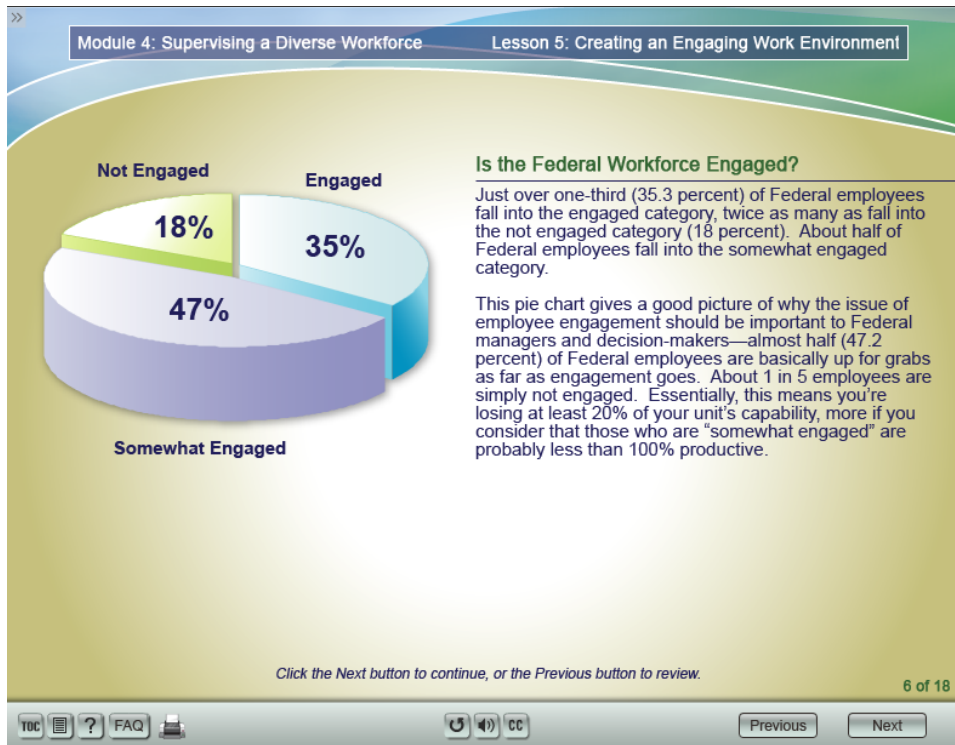
FAQ

CC

Previous

Next

This page contains no comments



This page contains no comments


>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Impact of Employee Engagement in the Federal Workforce

Engaged Employees...

- Are unlikely to leave their agency
- Use fewer average days of sick leave
- Lodge fewer EEO complaints
- Have less work time missed due to work-related injury



Click on the image for more information.

Click the Next button to continue, or the Previous button to review.

7 of 18

TDC ? FAQ

CC

Previous Next

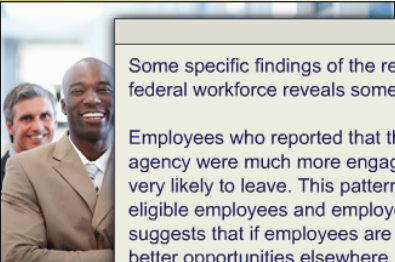
This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment


Impact of Employee Engagement in the Federal Workforce

Engaged Employees



Some specific findings of the report on employee engagement in the federal workforce reveals some interesting results:

Employees who reported that they were very unlikely to leave their agency were much more engaged than those who reported they were very likely to leave. This pattern was the same for both retirement-eligible employees and employees not eligible for retirement. This suggests that if employees are not engaged, they will start to look for better opportunities elsewhere.

Click  An important related finding showed that a majority of employees who were very likely to leave their agency and were not engaged had

Click the Next button to continue, or the Previous button to review.

7 of 18

TDC ? FAQ

Previous Next

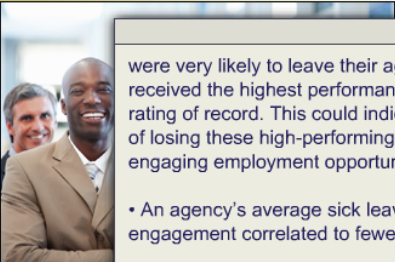
This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Impact of Employee Engagement in the Federal Workforce

Engaged Employees



Click

were very likely to leave their agency and were not engaged had received the highest performance rating granted on their most recent rating of record. This could indicate that federal agencies may be at risk of losing these high-performing but unengaged employees to more engaging employment opportunities elsewhere.

- An agency's average sick leave use: Higher levels of employee engagement correlated to fewer average days of sick leave used.
- Level of equal employment opportunity (EEO) complaint activity: Higher levels of employee engagement correlated to fewer EEO complainants (the number of employees filing complaints as a

Click the Next button to continue, or the Previous button to review.

7 of 18

TDC ? FAQ

Previous Next

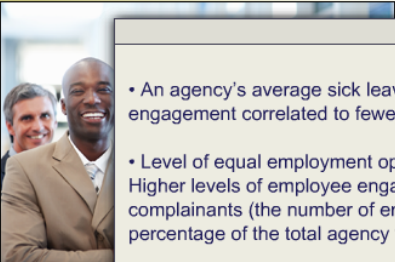
This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Impact of Employee Engagement in the Federal Workforce

Engaged Employees



Click

- An agency's average sick leave use: Higher levels of employee engagement correlated to fewer average days of sick leave used.
- Level of equal employment opportunity (EEO) complaint activity: Higher levels of employee engagement correlated to fewer EEO complainants (the number of employees filing complaints as a percentage of the total agency work force).
- The rate at which employees miss work time because of work-related injury or illness: Higher levels of employee engagement correlated to a lower rate of lost time cases.

Click the Next button to continue, or the Previous button to review.

7 of 18


TDC ? FAQ

Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment



Factors in Employee Engagement

Findings indicate that there are specific tasks supervisors can accomplish in building workforce engagement. The six themes identified as important for engaging federal employees in the 2008 MSPB study are:

- Pride in one's work or workplace
- Satisfaction with leadership
- Opportunity to perform well at work
- Satisfaction with the recognition received
- Prospect for future personal and professional growth
- A positive work environment with some focus on teamwork

Click the Next button to continue, or the Previous button to review.

8 of 18


TDC ? FAQ

Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment



Supervisors Are Key to Employee Engagement

First-level supervisors are an important influence on their subordinates' level of engagement. We also know that engaged employees have a much more positive view of their supervisor's management skills than do employees who are not engaged. Employees are more likely to feel:

- Pride in their work or workplace
- Satisfaction with leadership
- Like they have opportunities to perform well at work
- Satisfaction with the recognition received
- There is prospect for future personal and professional growth
- A positive work environment with some focus on teamwork

Click the Next button to continue, or the Previous button to review.

9 of 18

TDC ? FAQ

Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse WorkforceLesson 5: Creating an Engaging Work Environment



Where Does a Supervisor Start?

As a supervisor, consider the following:

- Employee engagement is a complex equation
- There is no one magic engagement pill
- Best approaches are multi-faceted and ongoing

"The best thing we did was to do a lot of things. We want employees to look around and everywhere they look, they see that we care about them. We didn't just do one thing and hope it worked."

Diana Hice, VP for Talent Management at WaMu

Click the Next button to continue, or the Previous button to review.

10 of 18

TDC ? FAQ

PreviousNext

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Employee Engagement Simplified

Consider these three important traits of engaged employees. As a supervisor, what should you do to foster these traits?

```
graph TD; SAY[SAY] --> SAY_desc[They consistently speak positively]; STAY[STAY] --> STAY_desc[They have an intense desire to be a member]; STRIVE[STRIVE] --> STRIVE_desc[They exert extra effort];
```

Click on each of the trails of engaged employees for more information.

Click the Next button to continue, or the Previous button to review.

11 of 18

TDC ? FAQ

Previous Next

Communication is key in increasing employee engagement. If you want employees to consistently speak positively about the organization, then you, as a supervisor should model that same behavior.

Consistently monitoring employees to identify when they are or aren't giving you information and finding out why the communication channels may be blocked is also key in helping employees become more engaged.

Regularly surveying employees is another means for identifying gaps in communication that lead to disengagement. These surveys do not have to be formal, but can easily be conducted in an informal manner.

Soliciting feedback and asking for ideas on how to improve the organization can go a long way to enhancing employee communication. A critical factor here is actually implementing suggestions so that employees see that there is action associated with the ideas you are listening to.

Compliment employees regularly and do so in specific ways. There is a big difference in a generic, "good job" vs. "your contribution to the X-project was invaluable. Your recommendations helped to ensure that it was completed in time."

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Engagement Steps - Communication

Engaged employees consistently speak positively about the organization. To foster this trait:

- Model engaged employee communication
- Consistently monitor employees to identify areas of closed communication or mistrust
- Survey employees regularly
- Ask for ideas on how to improve the organization (solicit feedback)
- Compliment regularly (be specific)

mouse over each bullet for more information.

SAY

They consistently speak positively

Click the Next button to continue, or the Previous button to review.

TBC ? FAQ

Previous Next

Look to "catch people doing it right"

Employee morale improves when people feel they are valued

Even when there's no money that changes hands, it can be extremely rewarding for an

employee to know that the supervisor appreciates the work they are doing

This type of communication carries a great deal of weight in exchange for very little effort on the part of the supervisor

Maintain confidential communication

Be a good listener and allow employees to vent and express their concerns


>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Engagement Steps – Communication, Continued

Some additional ways you can increase employee engagement through effective communication are:

- Praise people
- Welcome Ideas
- Say thank-you
- Write a letter or email of appreciation
- Build trust
- Really practice active listening

 mouse over each bullet for more information.

SAY

↓

They consistently speak positively

Click the Previous button to return.

TDC ? FAQ

Previous

Simply spending time together with the opportunity to say thanks and to exchange ideas is valuable

Have a pot-luck breakfast or lunch. This is something that everyone can participate in and enjoy. The cost is manageable and it provides an opportunity for some enjoyable interaction

Encourage groups to work together in small teams to accomplish their tasks.

Ensure that you spend a day or ½ day doing the employee's job (it will give you a new perspective)

Make time for fun. Incorporating some fun into your workday is a terrific morale booster

Encourage peer recognition. "People like to be recognized personally by their peers"

Remember to use the recognition mechanisms available to you as a supervisor

Encourage people to 'decorate' or personalize their working space – people perform better in comfortable surroundings


Celebrate peoples birthdays. Empower managers to 'do something different' for each person, help them feel special.

>> Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Engagement Steps – Membership


Engaged employees are proud to be members of a team or organization, and because they feel like they belong, they tend to stay. Here are some ideas for how to foster this trait:

- Spend time with employees
- Pot-luck breakfast or lunch
- Encourage team projects
- Try a ½ day or day doing the employee's job
- Make time for fun
- Encourage peer recognition
- Honorary or cash award
- Personalize work space
- Celebrate!

 *mouse over each bullet for more information.*

Click the Previous button to return.

TOC ? FAQ Previous



Provide reasonable suspense dates and ask for regular updates on progress toward a project. Provide feedback and constructive guidance throughout the process, rather than solely at the end.

Talk with employees about the types of projects, training, or experiences they would like to have.

The key here is to make sure it's something interesting to the employee. Sometimes all that's needed to boost morale is a little bit of variety and a change of pace

Create a development plan that build extra competence in employees and positions them for increased responsibility and send them to training regularly that helps them grow toward those competencies

Recognize that employees can't give 100% to the organization all the time. Acknowledge and encourage a work/life balance.

Ensure that you hold individuals accountable for the accomplishment of their duties. When an individual is completely disengaged, it is easy to just ignore the behavior, but it is difficult for employees who are constantly going 'above and beyond' to see those doing the bare minimum receive the same performance ratings. Ensure that the expectation is established that you expect employees to work together and be engaged.

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Engagement Steps – Maximize Employee Efforts

Engaged employees exert extra effort and engage in behaviors that contribute to organizational success. To foster this trait:

STRIVE

↓

**They exert
extra effort**

- Provide reasonable suspense dates for projects/tasks
- Help people feel valuable
- Give new, perhaps high visibility, interesting assignments
- Focus and plan on employee development
- Recognize the need for work/life balance
- Hold employees accountable

mouse over each bullet for more information.

Click the Previous button to return.

TDC ? FAQ Previous

Author: AMSC Subject: Sticky Note Date: 8/17/2011 1:34:25 PM

Begin by estimating the levels of engagement (by percentage) of the employees in your organization. This will help you assess where you see your organization and also help compare your estimates with the actual survey data.


Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Moving Forward...

Employee engagement is obviously critical. If employees are not finding meaning in their work, do not understand how what they are doing contributes to the organization's goals and are considering leaving the organization, something needs to change.

How do you move forward?

- Estimate overall engagement
- Conduct individual interviews/survey
- Assess individual engagement
- Identify specific strategies and develop a plan
- Implement plan
- Involve senior leadership
- Follow up on progress


 Click on each bullet for more information.

Click the Next button to continue, or the Previous button to review.

12 of 18

TOC ? FAQ

Previous Next




Get input from your people. They know what's contributing to the low engagement and have good ideas about how to fix it. They just need to be asked – in the right way. You need to decide whether these will be casual conversations or more formal interviews. For interviews with employees about a sensitive subject such as engagement, you may need an outside consultant that employees feel they can trust to preserve their confidentiality. After all, how honest would you be about your intent-to-stay at your organization if you knew the interviewer represented the supervisor? You need a skilled interviewer who knows how to help employees speak openly while obtaining the input you need to move forward. In fact, many times the benefits of the interviews begin as soon as discussions are being scheduled. Again and again employees will say, "I'm impressed that they've asked you to talk with us. That tells me they **do** care." Of course, the interviews alone won't suffice. It's critical to acknowledge and follow up on identified issues. Failure to do so could lower morale even further. Assess individual engagement based upon the discussion/interview/survey results. As you seek to understand why employees are feeling so negative, you may learn about people and actions that make you angry and upset. Resist the temptation to confront individuals about specific events. That kind of confrontation will lead to a backlash of blame that will only make employees reticent about speaking up in the future. Instead, focus on what about your culture is spawning negative behavior. Address the cause to enable improvement. Don't get hung up on survey benchmarks. Your organization is unique – with its own culture, strategy and goals. If your employee survey results indicate a pattern of low satisfaction levels, you know there is a need for improvement. Review your survey results yourself and with senior leaders - the goal is to understand the main themes, identify the key strengths of your organization and decide the primary opportunities for improvement. Be honest about the findings with employees and be straightforward. Employees know what they told the interviewer and if important issues are omitted from what is shared with them or packaged in a cutesy way, they will know it and distrust the organization. Obviously, this will not help improve engagement. It's important to candidly report the key issues that emerge and then develop and announce an action plan to make improvements.

Identify specific strategies and begin formulating a solid plan for addressing the specific elements of employee engagement in your organization. After the survey findings are in, and employees are interviewed, the hard part really begins. It's critical to make some

Comments from page 22 continued on next page

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment



Moving Forward...

Employee engagement is obviously critical. If employees are not finding meaning in their work, do not understand how what they are doing contributes to the organization's goals and are considering leaving the organization, something needs to change.

How do you move forward?

- Estimate overall engagement
- Conduct individual interviews/survey
- Assess individual engagement
- Identify specific strategies and develop a plan
- Implement plan
- Involve senior leadership
- Follow up on progress

✦ Click on each bullet for more information.

Click the Next button to continue, or the Previous button to review.

12 of 18

TDC ? FAQ

Previous Next

changes. Does this sound obvious? Unfortunately, there are organizations that, upon completion of the research and identification of interventions, do not proceed with the most difficult part – implementing change. Some companies make plans to re-survey their employees one year after the original survey to gauge improvement, even though they have done nothing differently since the original survey. It is a recipe for disaster. If an organization has identified engagement issues after a baseline survey and does nothing about them, conditions will definitely be worse one year later. While sharing the survey findings with employees is an important step in the process, it is not enough on its own. It is absolutely critical to commit to making changes and then to proceed with implementation before any follow-up research is conducted. Involve senior leadership in the process. Engagement is a serious business. This is one of those subjects that employees need to hear about from leadership. Leaders need to encourage employees to participate in the research. Leaders need to communicate research findings. And leaders need to wholeheartedly endorse and participate in interventions. After plans have been implemented, conduct follow-up research to gauge progress. Allow a year to 18 months for change to be effective, and then re-survey employees and conduct interviews for further depth. This may seem like a significant time period to wait for results, however, change in organizations (particularly federal organizations) can be somewhat slow, particularly as these changes may alter the culture of the organization.

It is important to communicate to employees that you are trying to improve the workplace and then actually follow through. Walking the walk is important but so is talking the talk.

Another common mistake supervisors make in creating an engaging work environment is to assume that what causes an employee to disengage is due to individual, internal traits. It is far easier to assign blame to the disengaged employee rather than identify what might be wrong in the organization that may be causing the disengagement.

Research and first-hand experience reveals that after an employee survey has been conducted, employees are much more interested in SEEING action taken than they are in hearing the results of the survey. In short: Employee surveys have little or no value if nothing is done to make improvements at the organization -- which is why effective action planning is a critical component of successful employee surveys.

Finally, a common supervisor mistake is starting out strong by creating a comprehensive strategy for employee engagement, but then not doing proper follow-up or follow-through.

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Common Mistakes of Supervisors in Creating an Engaging Work Environment

Some common mistakes supervisors make when trying to create an engaging work environment include:

- Minimizing the importance of communication and feedback in the engagement process
- Assuming that what causes an employee to disengage is due to individual, internal traits
- Conducting interviews and surveys but failing to act
- Creating a comprehensive strategy for employee engagement but not following up

mouse over each bullet for more information.

Click the Next button to continue, or the Previous button to review.

13 of 18


TOC ? FAQ

Previous Next

This page contains no comments

>>

Module 4: Supervising a Diverse WorkforceLesson 5: Creating an Engaging Work Environment



Supervisor Scenario Revisited

Now that you have a better understanding of creating an engaging work environment, let's revisit the earlier scenario where you had lunch with Bob and Kenya and brought up the issue of creating a more engaging work environment.

Look at your notes. Which supervisory response did you select as the best choice?

Click the **Next** button to continue, or the **Previous** button to review.

14 of 21

TDC

?

FAQ

Previous

Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce Lesson 5: Creating an Engaging Work Environment

Leadership Application

NOT A GOOD CHOICE: Even with the budget and regulatory constraints of working for the government, there is still much that supervisors can do to create an engaging work environment. While Army federal civilians have a unique mission in supporting Soldiers and Families, it is not the primary motivator that engages them in their work....

NOT THE BEST CHOICE: The reason most employees cite for leaving an organization (in both the public and private sectors) is the relationship between them and their direct supervisor. One manager said, "People don't leave jobs, they leave their managers" (Keeping Talent: Strategies for Retaining Valued Federal Employees, January 2011, p. 7). Researchers have found that this relationship has....

THE BEST CHOICE: Acknowledging challenges and involving key members are critical early steps you can take as you begin your plan for creating an engaging work environment. By soliciting information from employees about what motivates them, developing strategies that address employee needs, drafting timelines for planning, and establishing clear guides for measuring progress....

Click the Next button to continue, or the Previous button to review.

15 of 18

TDC ? FAQ


Previous Next

This page contains no comments

>>


Module 4: Supervising a Diverse Workforce


Lesson 5: Creating an Engaging Work Environment



Additional Considerations to Research

- What does an engaged work environment look like?
- What are the key components of a plan to create an engaging work environment?
- Have other federal organizations been successful in creating an engaging work environment?
- What role does diversity play in creating an engaging work environment?
- How do you create an engaging work environment when the relationship you have with your supervisor isn't positive or productive?
- Who are the key players who can assist you in your organization as you develop and implement a plan for creating an engaging environment?

 [Click here](#) to open a PDF file of this list. You can then print it and add it to your Supervisor Development Folder.



Remember you can always click the **FAQ** button and/or the **REF** button to help you find answers.

Click the **Next** button to continue, or the **Previous** button to review.

16 of 18

TDC

?

FAQ

Previous


Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce


Lesson 5: Creating an Engaging Work Environment




Lesson Takeaways

You have completed the Creating an Engaging Work Environment lesson. As a supervisor, it's important that you understand that:




- Recognize the importance of engaging employees as a critical component of leadership
- Identify your role as a supervisor in creating a positive work environment



 *Click image for Supervisor Reflections*

Do you have a thorough understanding of the Lesson Takeaways? Do you still need to do some reading about the Additional Considerations listed on the previous screen? If you feel confident about your knowledge of Creating an Engaging Work Environment, proceed to the next lesson. If not, use the flyout menu to review, or use the Reference tool or FAQ tool to gain more knowledge.

Click the Next button to continue, or the Previous button to review.

TDC   FAQ 

PreviousNext

17 of 18

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce

Lesson 5: Creating an Engaging Work Environment



Reflections for a Supervisor

As a supervisor, consider the following...

- Consider your organization, the group or team you supervise. Are any of your employees disengaged?
- How is your team impacted by having employees who are not engaged?
- What do you need to do to make sure your employees are engaged and continue to be engaged?
- Do you have a comprehensive plan?

Click the Next button to continue, or the Previous button to review.

17 of 18

TDC

?

FAQ

Previous

Next

This page contains no comments

>>

Module 4: Supervising a Diverse Workforce

Lesson 5: Creating an Engaging Work Environment



A digital certificate with a blue border and a gold seal. The text on the certificate reads: 'CERTIFICATE OF Completion', 'THIS AWARD IS GIVEN TO', 'You', 'IN RECOGNITION OF SKILLS GAINED BY', 'PARTICIPATION IN THE AWT MANAGEMENT', 'STAFF COLLEGE'S R.D.C. LESSON'.

Lesson Complete!

Congratulations, SDC Student.

You have completed the Creating an Engaging Work Environment lesson. Remember, you can always come back to this lesson to review.

By clicking the Next button, you will be given the opportunity to provide us with feedback on the lesson you have just completed. Your input is important to us, and will help us keep our content and playability at the highest level possible.

Congratulations!

TDC ? FAQ

18 of 18

PreviousNext