Employee Engagement Carries ENSR Through Organizational Challenges and Economic Turmoil

BOB KELLEHER

Employee engagement is a two-way street at ENSR, which invests in employees with the expectation of high individual and unit performance in return. How it adapted its employee-centered strategy to changing internal needs and external circumstances, and maintained an environment of trust and transparency, is a lesson to other companies in how to weather weak economies and leverage strong economies for competitive advantage. A cyclical methodology keeps the engagement strategy current. Changes in focus have been implemented through targeted training; an extensive communication protocol; and effective decision-making tools related to individual developmental strategies, business-unit investment and performance improvement planning, and selection and retention practices for high-performing employees. © 2009 Wiley Periodicals, Inc.

Like many epiphanies, ENSR's realization of the need for an employee-focused culture arrived during a time of crisis. The 1,300-employee environmental services company had long regarded its clients as its top priority, despite the reality that its ability to generate revenue, meet client needs, and build its reputation rested entirely with its workforce. But when decreasing morale and record-high staff departures became a problem for clients as well as the organization, the company, seeing that just holding employees in high regard was not enough to ensure client satisfaction, committed to a cyclical process of goal setting, communication, evaluation, and realignment to transform its culture and become an employer of choice. Four years later, when a serious economic downturn threatened to derail this commitment, leaders placed ENSR's employees at the center of its business recovery strategy, and the company witnessed the full power of employee engagement and the values of trust, transparency, training, and high performance standards.

The Journey Begins

What began in 1968 as a high-end boutique environmental research firm had, by 1998, grown into a full-service environmental firm whose business model had expanded beyond air quality, permitting, and monitoring services to include a broad range of consulting, engineering, remediation, and related services. ENSR's reputation for specialized and industry-leading technical expertise had elevated the position of the Westford, Massachusetts–based company to that of a premium provider of assessment, permitting, and compliance solutions for industrial clients. As ENSR's client list grew to include many Fortune 100 companies, it added client satisfaction to technical excellence as a top priority and implemented several mechanisms for monitoring these important relationships, including client surveys, frequent contact through ENSR account managers and project managers, and an annual Key Client Meeting.

During 1998, a common concern emerged in both formal and casual feedback from clients: ENSR's high employee turnover rate was creating discontinuity among project and account teams and subsequent inefficiencies and loss of project and institutional knowledge. The quality of ENSR's services and deliverables had suffered as well. Clients directly noted that staff turnover was the

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biggest impediment to the growth of their business relationship with ENSR.

In the past, ENSR might have rationalized such turnover as being no worse than the industry average, but by 1999, turnover had reached 22 percent—the highest in the firm's memory. This was a wake-up call no one could ignore.

According to some estimates, the approximate total cost of replacing a departing employee—factoring in recruiting costs, orientation time, lost productivity of incumbent expertise, opportunity costs of the vacant position, and the new employee's learning curve—is between $25,000 and $75,000. Even at the lower level of this range, voluntary turnover was costing ENSR $13.75 million per year, almost 3 percent of the company's gross annual revenues of $400 million and an even bigger chunk of operating margins. And with clients voicing growing concern, ENSR knew it had to take this issue more seriously.

Studies by employee research firm ISR and others would later demonstrate the business benefits to companies with highly engaged employees (a term not then part of ENSR's lexicon), including, on average:

- a 19.2 percent higher operating income,
- a 13.7 percent improvement in net income growth, and
- a 27.8 percent improvement in earnings per share.[1]

Just as compelling, companies with disengaged employees have, on average:

- a 32.7 percent decrease in operating income,
- a 3.8 percent decline in net income, and
- an 11.2 percent reduction in earnings per share.[2]

Beyond financial performance, high turnover hurts employee morale. Even engaged employees will consider leaving when their teammates depart. Once gone, former employees typically join a competitor and take with them institutional knowledge, client contacts, and sometimes other staff.

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After researching the turnover situation, ENSR leaders became convinced of the link between sustainable business growth and employees' relationship with the company. They decided to approach this challenge as an opportunity to differentiate the company from its competitors.

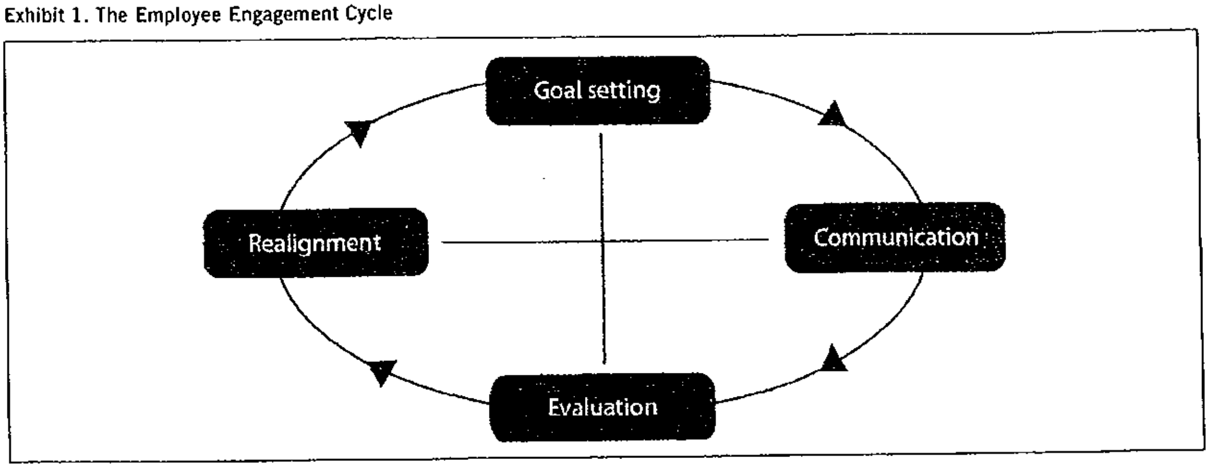
The Cycle of Renewal

ENSR leadership launched an initiative to tackle the turnover problem and transform its culture through a cyclical methodology of goal setting, communication, evaluation, and realignment, shown in Exhibit 1 on page 8. The cycle would ensure that the initiative was regularly "refreshed" through assessments of the impact of ENSR's efforts on employees *and* the business, which would provide direction for new action plans, thus keeping the initiative flexible and current with changing needs and priorities.

Goal Setting

ENSR set an objective of higher employee satisfaction (engagement was not yet a widely adopted concept in management thinking) and a primary goal of becoming the "employer of choice." More than an HR goal, it had support, at the highest levels, from the president/CEO and the board of directors, who saw it as not simply a solution to ENSR's personnel problem but rather the path toward running a responsible and profitable business. The company was confident that satisfied employees would produce higher levels of client satisfaction, and thereby deliver sustainable growth, a concept later updated in the graphic shown in Exhibit 2 on page 8.

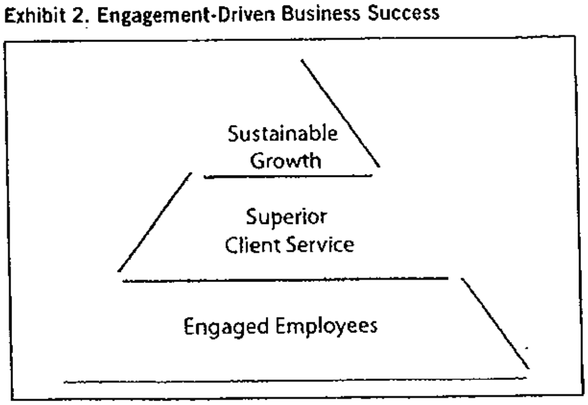
Exhibit 1. The Employee Engagement Cycle



To integrate the objective of employee satisfaction and the goal of being the employer of choice into its corporate philosophy, ENSR wrote a new mission statement, "To be an environmental service leader and a responsible corporate citizen," and rewrote its driving principles to place its obligation to its workforce at the top of the list:

- Hire, retain, and reward talented and dedicated people.
- Build enduring client relationships.
- Encourage continuous improvement, innovations, and sustainable practices.
- Promote a learning culture and a safe, positive work environment.
- Make strategic investments for sustainable growth.
- Commit to strong, predictable financial performance.
- Maintain unwavering commitment to health and safety.
- Preserve, protect, and enhance natural and social resources.

Exhibit 2. Engagement-Driven Business Success



Communication—Constantly

This was a message that could not be effectively trickled down through layers of management. Like many companies, ENSR employed a fair number of cynics, and winning over their hearts and minds required taking the message directly to employees, which the company did through a collection of internal communication programs. To connect each engagement activity to the overarching employee satisfaction objective, ENSR threaded the central message, becoming the employer of choice, through all the communications.

Knowing that the actions of senior leadership are the primary driver of any internal initiative, ENSR's most respected evangelists, the president/CEO and the senior vice president of HR (the author), mounted a "global campaign," traveling to the

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largest 50 (out of 80) offices in the 19 countries where ENSR employees worked. Tour stops included town hall–style meetings with employees to reinforce the employee satisfaction message, as well as a series of leadership workshops, facilitated by the SVP of HR, to communicate to more than 500 "people managers" ENSR's new engagement leadership principles and each manager's role in helping ENSR transition to an employee-focused culture.

Following the tour, ENSR launched a monthly communication from the CEO about the company's monthly results and the eight elements of the firm's business strategy: safety, employee satisfaction, quality, cost management, client satisfaction, revenue growth, globalization, and profitability. The communication was distributed throughout the organization to help align all employees around a consistent message.

Among all the actions ENSR took to support the employee engagement initiative, the commitment to monitoring results—to see what was working and what wasn't—may have been the most important factor in ensuring progress toward the ultimate objective.

Evaluation and Realignment

By 2001, ENSR had made a strong start on the path toward an employee-centered culture, but as with any investment, capturing real metrics on the returns was vital to determining next steps. As it later turned out, among all the actions ENSR took to support the employee engagement initiative, the commitment to monitoring results—to see what was working and what wasn't—may have been the most important factor in ensuring progress toward the ultimate objective. This iterative cycle kept the employee engagement process fluid and focused on the most crucial areas.

ENSR implemented two monitoring tools to track progress and identify trouble spots: exit interviews and annual employee surveys. The first Employee Satisfaction Survey probed for existing "soft spots" related to the tenets that underpinned the company's desired culture, and in subsequent years uncovered other weak points in the system, which ENSR's leadership addressed without hesitation and with all the resources necessary to keep the organization moving toward its goal.

Focus for 2001: Training

When employees made it clear in the inaugural survey that they saw a need for training, senior leaders shifted their perception of training from a cost to an investment in the workforce, and then set out to inspire a learning culture within ENSR. The company's intranet became the destination for each employee to manage his or her training portfolio using the online Training Tracker, a tool that provided:

- direct access to online courses;
- recommendations and links to external resources such as professional seminars, conferences, courses, and books; and
- information and encouragement for employees to take advantage of ENSR's tuition reimbursement benefit.

Senior leaders agreed on an annual training investment target of 4–5 percent of payroll, and the online tool eventually became the system for tracking the training investment in each employee.

Focus for 2002: Development and Performance

A Spotlight on Development

In response to employees' feedback in the 2002 Employee Satisfaction Survey that they desired a stronger focus on their professional development, ENSR overhauled the existing performance review program, including:

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- implementing 360-degree reviews to provide each employee with a better sense of his/her perceived strengths and weaknesses;
- rebranding the program from "Performance Review" to "Employee Development Planning"; and
- emphasizing that the manager and the employee work together to set clear goals and expectations and to outline appropriate training and development opportunities to help the employee reach his/her career goals.

Setting Expectations for High Performance

The 2002 survey also flagged marginal performance as acceptable in the company's culture, a revelation that spurred a series of training initiatives, titled "Leadership Excellence through Advanced Practices" (LEAP), to make high performance the cultural norm. The first training event in the series, LEAP 1: Employee Development and Performance Management, outlined in Exhibit 3, set the expectation for high individual performance, with the dominant message being, "We don't want to be an employer of choice for mediocre employees."

LEAP 1 introduced the Resource Matrix, shown in Exhibit 4. Managers assigned each of their employees to one of four quadrants in the matrix according to his/her performance and potential. Each quadrant in the matrix entails a different employee developmental strategy:

Exhibit 3. LEAP 1 Training: Employee Development/ Performance Management

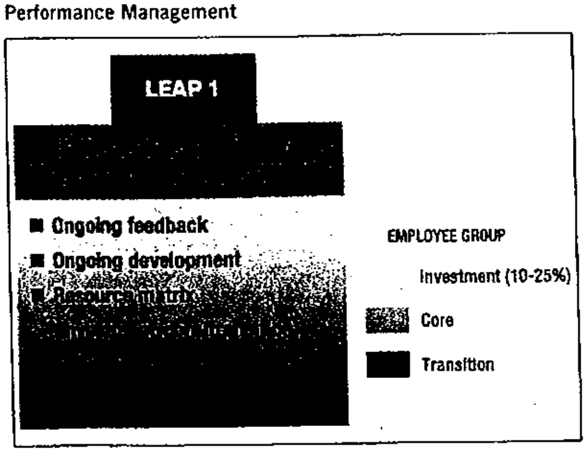
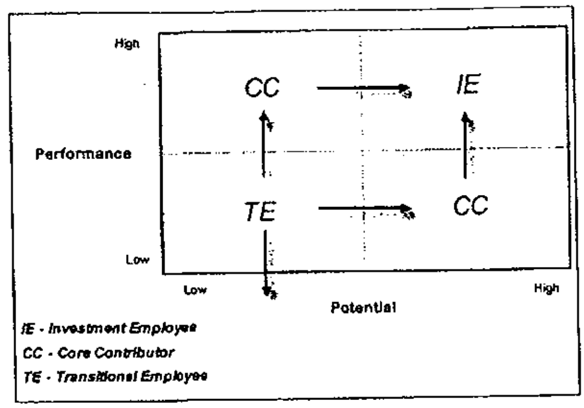


Exhibit 4. LEAP 1 Resource Matrix



- Top-right quadrant—*Investment Employees* (IE): Reward (invest in) individuals with high potential *and* high performance.
- Bottom-left quadrant—*Transitional Employees* (TE): Transition individuals with low potential *and* low performance "up or out."
- Top-left and bottom-right quadrants—*Core Contributors* (CC): Further develop employees who are high on one dimension but low on the other.

The training provided supervisors with tools and techniques to either help improve their transitional employees—new hires, employees recently promoted, and those employees needing more development—or move them out, and to focus development efforts on those employees with potential (IEs and CCs).

The term *transition* became part of ENSR's nomenclature. It is safe to be called a transition employee, but it is not acceptable to remain a transition employee for very long. These employees must either improve their performance, demonstrate greater potential, or move on to a different career choice, in

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which case the company is prepared to treat the departing employee with the utmost respect and provide assistance.

Greater Recognition for High Performance

The 2002 Employee Satisfaction Survey results also pointed to employees' desire for more recognition, and the company responded with an improved incentives program to encourage industry leadership and balanced approaches. The company also implemented several broader recognition programs, including:

- spot bonuses, given throughout the year, for which every employee was eligible;
- recognition budgets at the corporate level (managers' use of these budgets is monitored); and
- celebration budgets to encourage the commemoration of business milestones and group accomplishments.

ENSR did not include these budgets in the calculation of managers' profits and losses in order to encourage managers to recognize high-achieving workers and teams. This also gave managers the green light to be creative in the ways they celebrate their team's successes big and small—regardless of whether their area was struggling or excelling.

By 2002, four years into the quest to create an employee-focused culture and become an employer of choice, ENSR was hitting significant milestones.

Signs of Success

By 2002, four years into the quest to create an employee-focused culture and become an employer of choice, ENSR was hitting significant milestones. Most importantly, turnover had declined from 22 percent to 9 percent—one of the best rates in the industry, according to EFCG, a New York City–based management consultant. The company's employee satisfaction scores were reaching best-in-class levels relative to both its industry and other high-performing companies.[3]

The impact on the business was even more impressive. The company achieved record profitability and, for the first time ever, 100 percent retention of its top clients.

Notice of these improvements was not limited to ENSR and its clients; they drew external recognition as well:

- *Environmental Business Journal*, one of the industry's top trade journals, awarded ENSR its "Gold Medal Award" for Management and Transition for its employee-focused initiatives.
- *Boston Business Journal* recognized ENSR as "One of Boston's Best Private Employers."
- *Fortune* magazine short-listed the firm for its prestigious "100 Best Companies to Work For" list.

Staying the Course Through an Economic Downturn

Unfortunately, the accomplishments in 2002 could do nothing to insulate ENSR from a serious downturn in the company's primary markets, the petroleum and energy sectors, which were particularly hard hit in the aftermath of 9/11 and the collapse of Enron. The company was forced to make staff reductions to stabilize the business, putting in jeopardy the ground it had gained toward its goal of becoming the employer of choice—a goal that, to some, suddenly seemed less relevant to any solution for ensuring the future of ENSR.

ENSR's leaders, however, maintained that ENSR employees *were* the solution to pulling the company through hard times—the leaders couldn't do it alone—and that the situation called for renewed commitment to ENSR's mission and guiding principles. Company leadership also took the opportunity to shift the focus from employee satisfaction to employee engagement, convinced by emerging research findings that *engaged* employees clearly drive business results while the business impact of *satisfied* employees was less certain.

In a new call to action, ENSR leadership set out to rally the workforce around the challenges the company faced, describing it to staff as an opportunity for "unlocking employee potential to drive the company's high performance." "We must win together" became the mantra that effectively energized employees to realize their actions could make a valuable difference in this struggle to survive and prosper as a company.

ENSR recognized that the principles taught in the LEAP 1 program for developing and nurturing high individual performance could also be applied to the performance of teams and business units. As a strategy for sustainable improvements that would propel business recovery, ENSR launched LEAP 2: Building a High-Performance Workforce, a process/team performance improvement workshop outlined in Exhibit 5. Conducted for more than 1,000 employees in 40 locations worldwide, this bottom-up process improvement initiative engaged employees in designing and owning action plans that served as local blueprints for business-unit success.

Exhibit 5. LEAP 2 Training: Building a High-Performance Workforce

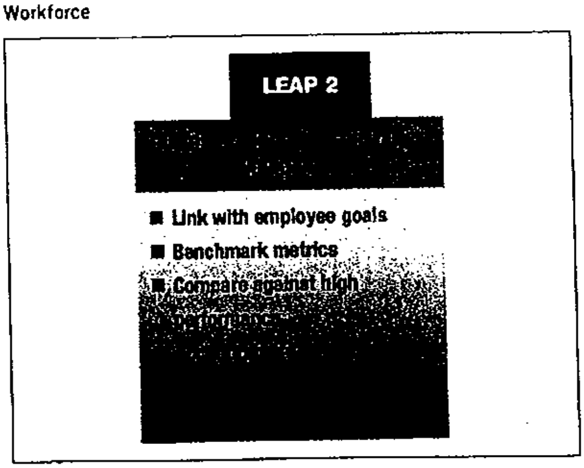
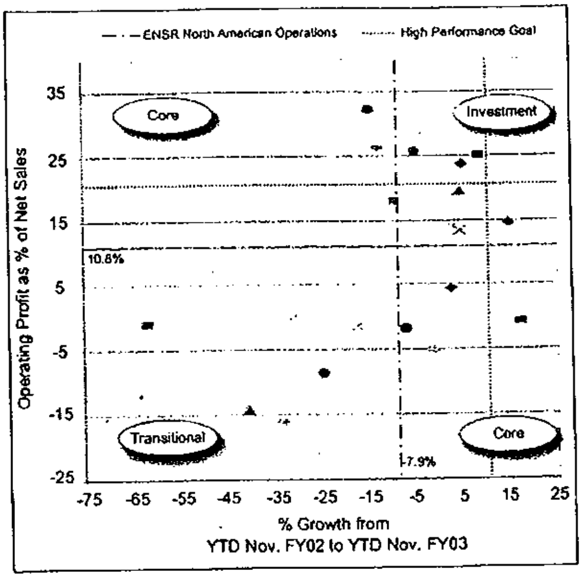


Exhibit 6. LEAP 2 Business-Unit Performance Matrix



The cornerstone of the LEAP 2 process is the business-unit performance matrix, in which each operating unit's profit is plotted on one axis and its growth on the other axis. In the example shown in Exhibit 6, overall regional performance on both dimensions delineates four performance quadrants similar to those in the Leap 1 Resource Matrix, and with similar ramifications. For instance, a unit in the *transitional* quadrant, which is underperforming relative to units in the *core* and *investment* quadrants, faces an "up or out" scenario, and a cross-sectional team of its managers and employees must develop and implement a plan for improving the unit's performance.

Communication and Mutual Commitment

ENSR's LEAP 2 workshops uncovered a significant communications need: Employees throughout the

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Exhibit 7. Excerpt From Communication Protocol

General Info					
Corporate	Company Update: - "Vision 07" - Review of Company Metrics (e.g., health & safety performance to plan, net sales growth, etc.) - Recent Awards/Opportunities - Organizational Development Update - International News - Recognition	CEO	Email	All Employees	Monthly
Regional	Quarterly Review Meeting to include: - Health and Safety Message - Review of Company Metrics - BD Review (Inc. recent awards) - Recognition - Organizational Development Update	RVP	On-site, conference call, or Webex meetings	All employees of the region	Quarterly
CSC	CSC Update: - Health and Safety Message - Review of Key Metrics (e.g., CSC health & safety, performance to plan, net sales growth, etc.) - Recent Awards/Opportunities - Workload leveling - Organizational Development Update - Recognition	CSCM	On-site, conference call, or Webex meetings	All employees of CSC	Quarterly/Monthly
Department	Workload leveling: - Recent Wins Proposal Activity - Professional Developmental Opportunities - Health & Safety - Recognition	Dept. Mgr.	On-site meetings	All employees of department	Weekly/Bi-weekly

company were not receiving consistent messages. In response, the company developed a more rigorous internal communications program of new messaging around the company vision, business priorities, performance metrics, business development, employee recognition, health and safety, and other topics to focus attention on important goals and the role of employees in helping ENSR achieve them. This was implemented through a new set of processes that came to be known as the Communication Protocol, which outlined the expected types of information to be communicated to the organization, as well as who takes the lead for communicating which topics, to whom, with what frequency, and the suggested communication vehicles. Displayed as a chart (see Exhibit 7 for an excerpt) that was hung in the conference room of every ENSR office and given to all new employees at the time of hire, the Communications Protocol ensured that communications would be aligned with the company's key strategic priorities.

As importantly, the protocol represented a set of company commitments to employees:

- Leaders would be held accountable for fulfilling their communication responsibilities and would be assessed on the effectiveness and timeliness of their communication.
- Every employee would be in the communication loop and receive regular updates about the company's progress, initiatives, and changes that would affect them.

- Each communication touch point would provide opportunities for employees to ask questions, contribute ideas, and give/receive feedback.

In turn, the company placed clear expectations on employees: All employees would share information and feedback to help ENSR reach its goals. This spirit of mutual commitment became a cornerstone of ENSR's engagement efforts.

> ENSR leaders took unprecedented steps toward transparency, perhaps most exemplified by their decision to make the company's Balanced Scorecard of key performance indicators accessible to all employees through the company intranet.

Transparency

The years of 2002 and 2003 opened a new dimension in the management/employee relationship. Employees used the new channels for two-way communication to offer their suggestions and perspectives on how to work through the business challenges the company faced. At the same time, the new system revealed that not all employees were aware of the nature or the magnitude of these challenges. In response, ENSR leaders took unprecedented steps toward transparency, perhaps most exemplified by their decision to make the company's Balanced Scorecard of key performance indicators accessible to all employees through the company intranet (see the excerpt in Exhibit 8). This document contains detailed information about goals and performance of the company and its divisions, regions, and offices, organized in three categories of metrics:

- *Employee Engagement*, including health and safety performance, training, turnover, employee referrals, engagement survey statistics, and employee development completion percent;
- *Client Service*, including customer loyalty, innovation, and globalization; and
- *Profitable Growth*, including cost management, profitability, and revenue growth.

The Balanced Scorecard also contains individual metrics (with secured access by that individual and manager only), some of which are benchmarked against company averages and high-performance norms. This provides a meaningful context when leaders speak about progress and forges a clearer connection between individual and overall company performance—an important step toward enabling an empowered workforce.

Rebounding Together

By 2004, ENSR was well on its way to a booming recovery in engagement levels, profitability, and growth, which brought a new challenge, hiring talent in a tight recruiting market. The company tailored its recruiting messages around its brand as an employer of choice and revitalized its employee referral program, which subsequently generated 40 percent of all new hires.

ENSR also took steps to focus its hiring efforts on candidates who had the potential to be engaged in the culture it had nurtured since 1998. Turning once again to its successful LEAP training concepts, the company developed and launched LEAP 3: Selecting and Retaining High Performing Employees, outlined in Exhibit 9, a comprehensive 1-1/2 day workshop to train managers to:

- conduct behavior-based interviews;
- spot the attributes of high-performing and high-potential candidates;
- select employees who could measure up to high standards of performance; and
- orient new employees to their jobs, the company, and ENSR's culture of high performance.

Although competencies/skills were still important selection criteria for new hires, LEAP 3 put stronger emphasis on hiring candidates with the behaviors

Exhibit 8. Excerpt From Balanced Scorecard

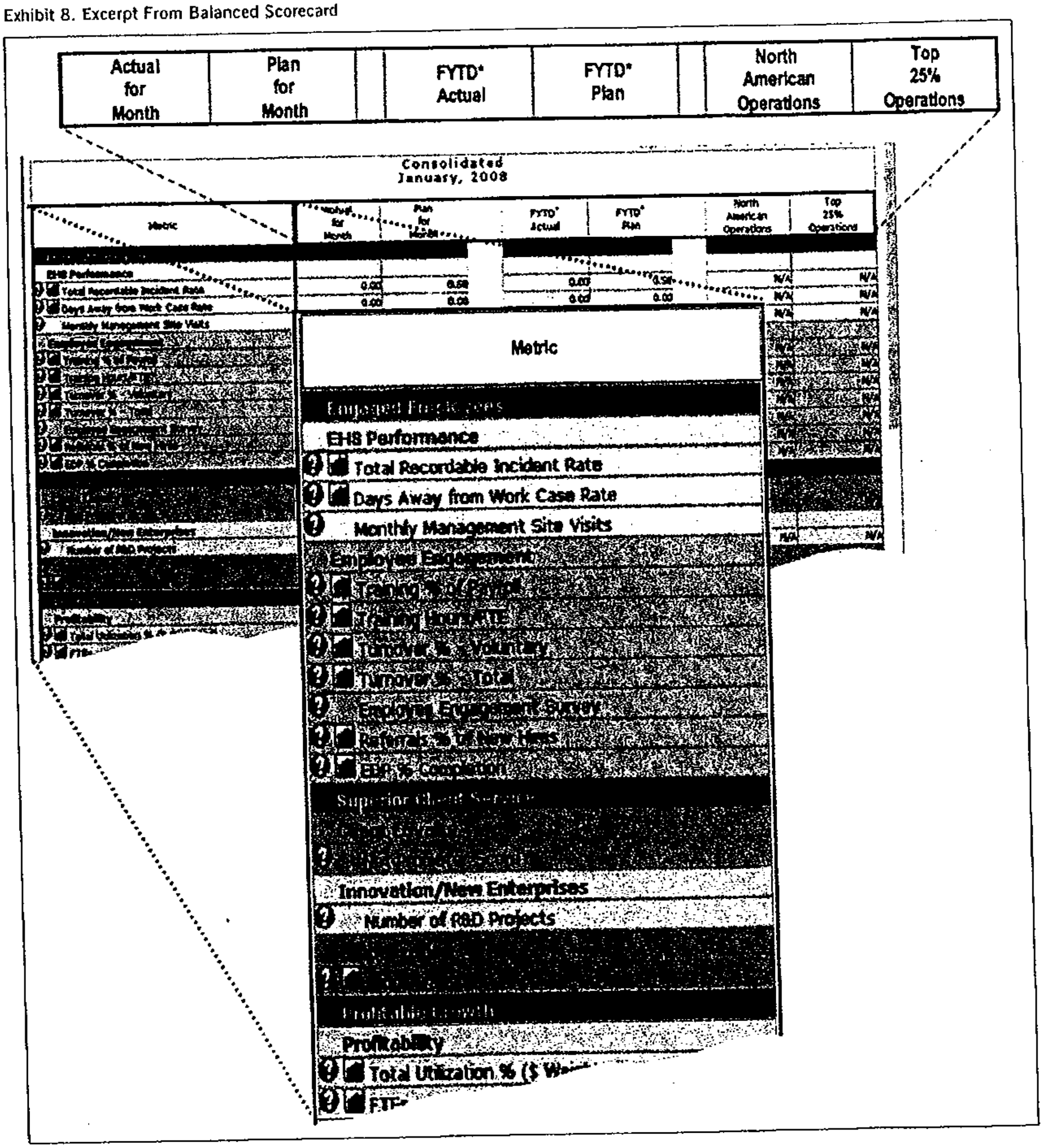

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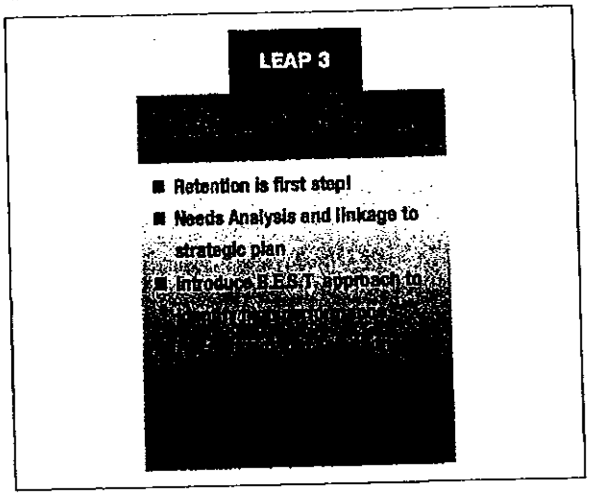
Exhibit 9. LEAP 3 Training: Selection and Integration



and traits associated with high performance. As a tool for helping managers make these distinctions among candidates, the company created the four-quadrant Attributes Matrix, shown in Exhibit 10, which expands the LEAP 1 Resource Matrix to differentiate the types of behaviors and traits associated with high and low potential, as well as the competencies/skill levels associated with high and low performance.

Fiscal year 2005 fully validated the earlier decision to leverage ENSR's commitment to employee engagement—rather than pulling back—as a strategy for dealing with the 2002 economic downturn. ENSR gives much credit to the employee engagement program, in conjunction with a focus on key account client satisfaction, for its stellar performance, including:

- an impressive 31 percent organic growth and a corresponding increase in net income;
- 28 percent revenue growth in the United States, 56 percent in international markets, and 68 percent in key account business;
- improved levels of client satisfaction; and
- a second Gold Medal Award for employee-focused initiatives from the *Environmental Business Journal.*

Employee Engagement on a Larger Scale

That same year, ENSR attracted the attention of a suitor, AECOM, a global company that provides professional, technical, and management services to the transportation, environmental, facilities, and energy markets. Building on its proven track record of selectively acquiring strong, market-leading firms for their diverse portfolio, Los Angeles–based AECOM purchased ENSR in September 2005.

"In many ways, ENSR's investment in employee engagement was a significant point of interest for AECOM," said AECOM COO Jim Royer. "AECOM saw the ENSR program as something we wanted to emulate across all our business operations. In fact, upon finalizing the acquisition, we asked Bob Kelleher (then ENSR's SVP of HR) to propose a plan to do just that."

Jim Royer and AECOM's CEO John Dionisio asked Kelleher to lead a newly created employee engagement task force to explore ways to leverage ENSR's best practices along with the strong programs under way in other operations within AECOM. Composed of AECOM leaders from across the globe, the task force introduced employee engagement across the enterprise through workshops and AECOM's first Employee Engagement Survey. Recognizing the difficulty of developing a culture of employee engagement without a full-time leader, AECOM asked Kelleher to become AECOM's chief human capital officer, effective January 2008, and continue to work with AECOM leadership to position AECOM as "The Best Place to Work."

As part of AECOM, we are currently working with AECOM leaders on ways to leverage employee engagement principles among its 41,000 global employees. In conjunction with these efforts, we are

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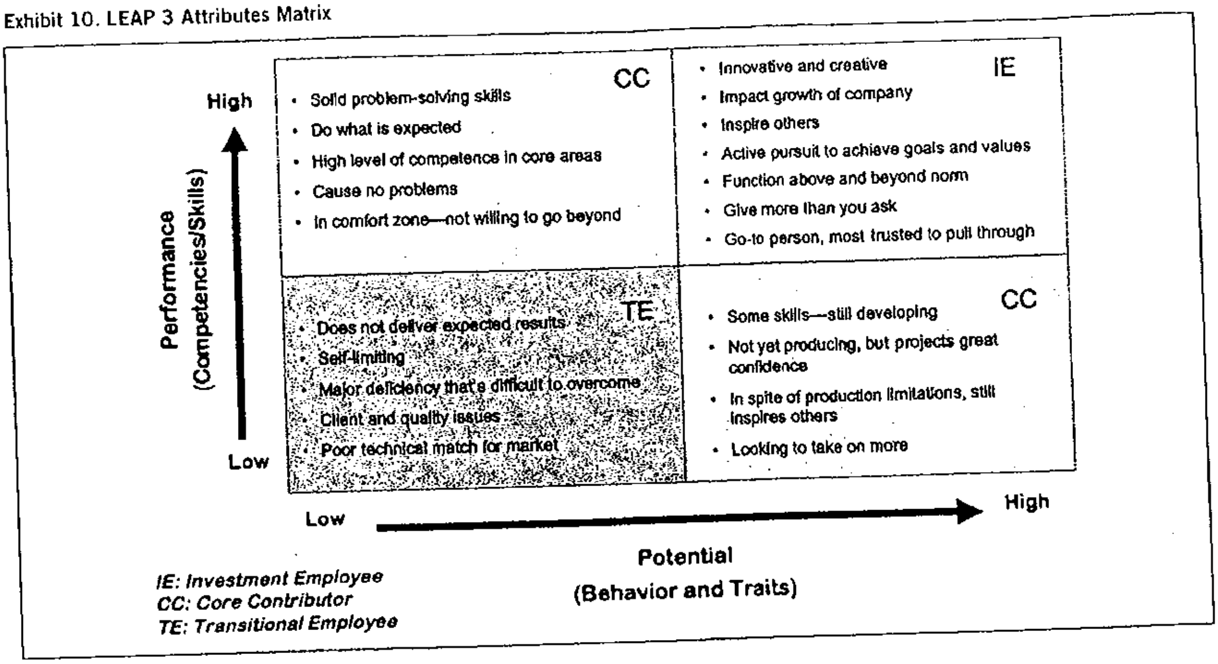
Exhibit 10. LEAP 3 Attributes Matrix



also building a world-class global HR team to drive AECOM's evolving engagement initiatives, which include customizing engagement efforts for Gen Y and X, leveraging corporate social responsibility as an engagement tool, and introducing the concept of talent management to all leaders.

Dissecting Success

First and foremost, the ENSR employee engagement process met with success because of the sincere dedication of its top leadership and the board of directors to the idea that the engaged employee is the key to sustaining a profitable and responsible business. Tough economic times, like those ENSR experienced in 2002–2003—and which many companies currently face—can be a tempting opportunity for leadership to cut back on these investments, but in ENSR's case, the board of directors appointed a new CEO who supported maintaining the company's commitment to employee engagement, which became part of its recovery strategy. Leadership also reinforced the importance of employee engagement at all levels and at all times, including making it the first agenda item at every quarterly board meeting and quarterly operations review meetings.

That said, the cycle of goal setting, communication, evaluation, and realignment, along with the supporting values of trust, transparency, training, and high performance expectations, are the heart of this case study—more so than the particular steps ENSR took toward employee engagement.

As shown in the timeline in Exhibit 11 on the next page, the cyclical methodology led to a logical progression from goals to communication methods and messages, evaluation results, and subsequent tactics to realign the path toward greater employee engagement. Implicit in the cycle is the understanding that an employee engagement process is a cultural transformation deeply ingrained in an organization's evolution and thus never really complete. There will always be new and unexpected

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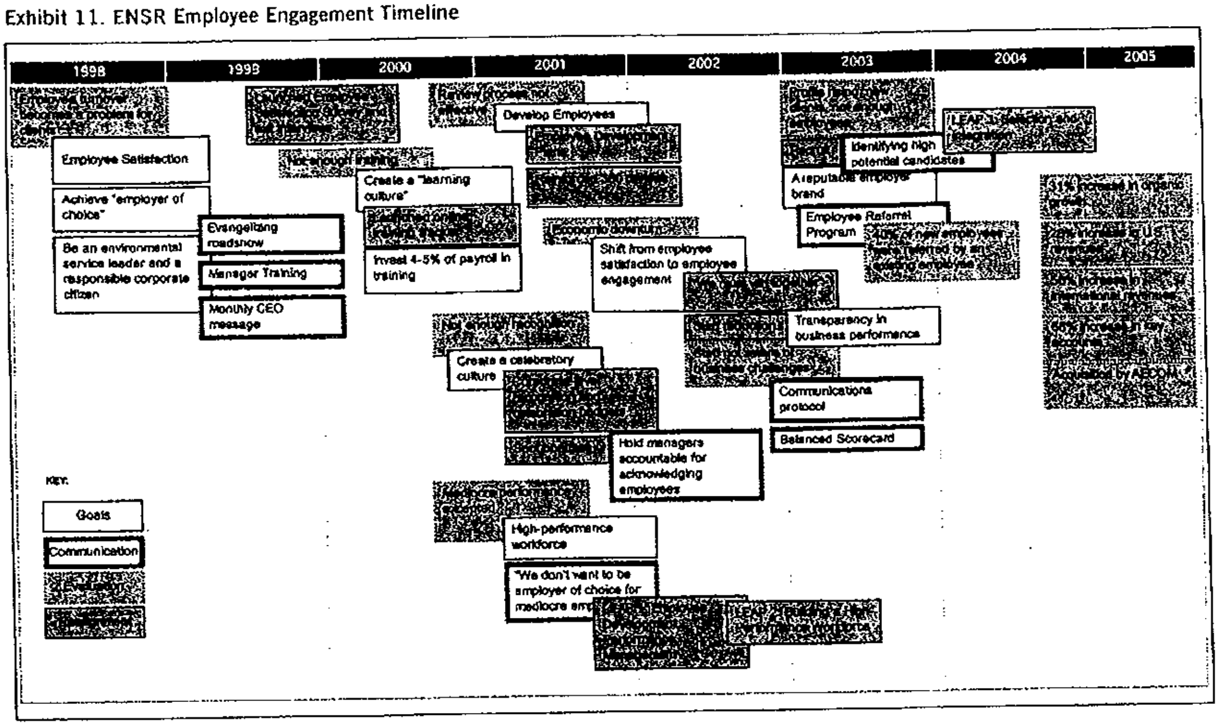
Exhibit 11. ENSR Employee Engagement Timeline



challenges, as well as room for improvement. ENSR's adherence to this methodology provided the flexibility it needed to adapt quickly in a time of crisis and affect change for the long term.

The supporting values of employee engagement at ENSR emerged as the process unfolded over the years in response to organizational and business realities.

Trust—management's trust in employees and employees' trust in management—was recognized early on as fundamental to employee satisfaction and engagement. Open and honest communication with employees through the appropriate levels of management is vital in a trusting environment. Creating such an environment required giving supervisors and managers the tools and information needed to develop trust with their teams. ENSR also broke down barriers of mistrust by showing that it listens to employees and values their input highly enough to invest in a culture of engagement, be it through a firmwide response to a call for training or a single manager's action to acknowledge a team's hard work.

Transparency is enabled by trust and created through communication. A company willing to provide full disclosure is confident that its employees will treat the information with respect and discretion. ENSR reached this point when it realized that employees were as committed to pulling through hard times as management was. ENSR's approach to engagement showed employees that pursuing their own professional development was also the best way to help the company—it empowered employees to make a difference in their own way.

The staff's hunger to learn and improve professionally, which the Employee Engagement Survey results

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so clearly revealed, was an immediate advantage that ENSR could leverage once it ceased to see training as an expense (a view that plagues many a company, especially in leaner times). Its investments in the capabilities of its workforce paid off in profits, client satisfaction, and corporate growth. Training then became the fundamental tactic for accomplishing each employee engagement goal, from launching the employer-of-choice initiative to providing managers with the skill sets to develop staff and recognize and hire high-performing candidates, and providing teams with the tools to improve business process performance.

As ENSR discovered, employees will rise to the challenge when they understand what is expected of them. The resource matrix put the responsibility of career development squarely on the individual's shoulders. Employees are aware of their standing within the organization because the company rewards and recognizes their individual performance and its contribution to collective performance. High standards for performance help the company attract high-performing talent, while also making the company a more desirable place to work. It says something to be a long-term ENSR employee—clients know it, competitors know it, and employees wear it as a badge of honor.

Notes

1. International Survey Research, ISR briefing: ISR employee engagement report, 2006, 2.

2. Ibid.

3. This is according to ENSR's survey consultant, International Survey Research, which conducted both the exit interviews and the Employee Satisfaction Surveys.

Bob Kelleher is currently the chief human capital officer for AECOM, the parent of ENSR, and is based in Boston, Massachusetts. In this role, he oversees all global human resources and organizational development programs and initiatives. He was the architect of ENSR's employee engagement focus.

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