



Employee Engagement – into action

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What is engagement?

- ▶ Engaged employees are motivated, involved and productive
- ▶ They will be 'going the extra mile' as they enjoy what they do
- ▶ They are proud to work for you and positive brand ambassadors

It is not down to chance whether employees are engaged – the organisation needs to create the right conditions for employees to flourish

But engagement challenges traditions

▶ FROM

- ▶ Command and control styles of leadership and management “we know best”
- ▶ Top down only communications – TELL
- ▶ Lots of rules and procedures – parent/child approach
- ▶ Formal performance appraisals
- ▶ Individual as worker only
- ▶ **Keep your head down!**

▶ TO

- ▶ Open, involving and coaching leadership styles “we value your input”
- ▶ Two way communications – ASK and LISTEN
- ▶ Less rules – more trusting of staff – adult/adult approach
- ▶ One to one conversations
- ▶ Whole individual focus
- ▶ **Speak up!**

Case studies of Engagement 1

- ▶ **Celloglass – UK print finishing specialist. 100 staff, £12m t/o**
 - ▶ Undertaken through BPIF HR Healthcheck
 - ▶ Harmonising practices and procedures across 3 sites
 - ▶ High levels of staff engagement has led to Business benefits
 - ▶ All staff know what's expected of them and what they can expect from each other
 - ▶ A great way for all employees to demonstrate their expertise to the industry
 - ▶ Diverse workforce from operator to CEO all engaged
 - ▶ “It's fantastic to be working within a culture where everyone feels valued”
(Richard Gilgrass – CEO)

Case studies of Engagement 2

Whale – water system product manufacture, 140 employees, operating on two sites with distribution centres and global sales

- ▶ Previous style “dictatorial” , people feared losing jobs
- ▶ New management team put in place with a new “business manifesto” and new values eg, Radiate Passion, Strive for Excellence – gradually trust and confidence grew in the top team
- ▶ Culture change significant and involved ‘good and relevant communication’ with staff actively urged to contribute to growing the business
- ▶ Results – staff turnover was 47% - now 5.6% . Absenteeism was 5.6%, now 1.7%
- ▶ Customers and suppliers comment on the “great people Whale have and the good feeling they get when they come into the company”

Case studies of Engagement 3

GKN – a global engineering group making products for vehicles and aircraft, 37k employees in 30 countries – but facing a huge drop in volumes and share price

- ▶ Huge jobs losses and short time working practices introduced to survive recession with regular audio communications to the top 600 managers from the CEO and Executive team
- ▶ The message was about how the company could manage in the downturn
- ▶ Retention is now 94% , their safety record is seen as world leading , absence is 3-5 days a year – 40% lower than it was.
- ▶ Not a single day lost to industrial action due to the trust between staff and leadership

Case studies of Engagement 4

Leigh Paints maker of high performance coatings to steel, energy and fire protection markets , employing 250 worldwide and now part of Sherwin-Williams company

- ▶ Previously command and control , low staff morale, low productivity, poor relationships between staff and management – industrial relations issues
- ▶ Massive resistance to change across whole company – around since 1860 – yet staff survey showed loyalty to the business - gave insight as to improvements needed on comms, equality of treatment , appraisals, working conditions.
- ▶ Focus groups set up to develop action plans of staff with senior management
- ▶ Staff turnover 14% - now 4% , absenteeism 8% to 2.3% , high levels of service and products complaints , these halved . Accident rate 12% to 2%. Volume of paint produced and sold doubled
- ▶ Key learning – importance of communications with staff and building trust – proved harder to **achieve with commercial sensitivity with the acquisition...**

Case studies on engagement 5 - Webmart uk

- ▶ 20 years old; 45 employees; £30m t/o
- ▶ Business philosophy:
 - ▶ maximise emotional return, in other words you employ nice people
 - ▶ maximise intellectual value, people who take pride in their work and have a desire to constantly learn and improve
 - ▶ maximise their financial return (annual bonus of 43%).
- ▶ Charitable giving - +£500k
- ▶ Regular employee surveys
- ▶ Happy-o-Meter – making work fun

Webmart UK

1. Find out what people enjoy doing and hate doing
2. Let them do more of the first
3. And less of the second
4. Measure 2 + 3
5. Rinse & Repeat

Webmart UK

Which equates to this
at an individual level



Webmart UK

AND EMPOWER VIA THE MANAGEMENT STRUCTURE

Here is where innovation happens

3 month and 6 month company wide anonymous review



Me

LESS MANAGEMENT, MORE MENTORING

What to do...and how to do it

- ▶ Assess the organisation against the ten indicators – a survey, focus group, interviews etc
- ▶ Generate an overview of results
- ▶ From the results develop and prioritise an action plan
- ▶ Build in at regular intervals a method to check/review the performance
- ▶ Repeat...!

TAKE THE ENGAGEMENT TEST

Rate your own engagement on a scale of 1-4 for the questions

- 1 = we do really well at this 3 = we do this sometimes
2 = we're pretty good at this 4 = we don't do this at all

Leadership and Direction Matters

1. **Plan** - I know where we're heading as a organisation and understand the plan
2. **Management** - I have trust and confidence in my manager
3. **Values** - Managers demonstrate the organisation's values through their behaviour

Communication and Involvement Matters

4. **Communications** - There is regular two-way communication about what's going on
5. **Managing change** - I get open communication about change and asked to get involved in the big decisions if they impact on me
6. **Voice** - My views are listened to, acted on, and help us improve services

Performance and Wellbeing Matters

7. **Expectations** - I know what's expected of me in my job and how I contribute
8. **Potential** - I have a regular one-to-one conversation on my performance and development
9. **Wellbeing** - My health, wellbeing and work-life balance matter here
10. **Pride** - I am proud to say I work here and speak highly of us to my friends

Mostly...

1's - highly engaged
3's - just turning up

2's - pretty turned on
4's - turned off

Engagement MOT	G	A	R	Advisories and positive feedback
Leadership and Direction				
1. Plan - employees know and understand the plan and their role in it				
2. Management - employees have trust and confidence in their managers				
3. Values - people know and live the values at all levels in their behaviour				
Communications and Involvement				
4. Communications - there are regular two way communications about what's going on				
5. Managing change - employees are involved in the big decisions that impact on them				
6. Voice - employees views are listened to, acted on and help us improve services				
Performance and Wellbeing				
7. Expectations - employees know what is expected of them in their job and how they contribute				
8. Potential - employees have one to one conversations on their performance /development				
9. Wellbeing - employees health, wellbeing and work/life balance matter here				
10. Pride - employees are proud to say they work here and speak highly about us to their friends				

Note: GAR means **Green** - strong performance; **Amber** - some attention needed; **Red** - scope for improvement

Engagement MOT	G	A	R	Advisories and positive feedback
Leadership and Direction				
1. Plan - employees know and understand the plan and their role in it	✓			Excellent staff involvement in developing the business plan
2. Management - employees have trust and confidence in their managers		✓		Trust varies by manager and across teams – as does confidence
3. Values - people know and live the values at all levels in their behaviour		✓		Values are known about - but not lived by everyone, including some managers
Communications and Involvement				
4. Communications - there are regular two way communications about what's going on	✓			Good range of two way communications in place such as surveys and newsletters
5. Managing change - employees are involved in the big decisions that impact on them			✓	Reluctance to involve employees in major changes
6. Voice - employees views are listened to, acted on and help us improve services		✓		More could be done to capture staff views to help improve the business
Performance and Wellbeing				
7. Expectations - employees know what is expected of them and how they contribute		✓		More could be done to help employees see how their role contributes
8. Potential - employees have one to one conversations on their performance /development			✓	Appraisals are paper focused and only yearly – regular one to ones don't happen
9. Wellbeing - employees health, wellbeing and work/life balance matter here	✓			Good range of wellbeing initiatives in including flexible hours and health MOTs
10. Pride - employees are proud to say they work here and speak highly about us to their friends		✓		Many are proud of their team but less about the business as a whole

Note: GAR means **Green** - strong performance; **Amber** - some attention needed; **Red** - scope for improvement

Post merger Internal Communications and Engagement Plan for the Heart of Worcestershire College

Overall purpose – to build staff engagement and awareness of the priorities, vision and values through putting in place methods for open communications and tracking of opinion.

What	Why	When	Who
1. Put in place all staff briefings 'in the loop' sessions involving Stuart and other managers on key topics people need to know about.	To share with staff the priorities for HOW College and current developments.	Twice yearly, new style starting in Nov	Pete to devise a programme
2. Develop a clear set of priorities and values and communicate these to staff through posters in campuses.	To make sure people are aware of the vision, priorities for the year ahead and values and can see link to their area of work. To enable the link to appraisals to be made.	By November	Anne with Fiona and Nicki
3. Develop and deliver a staff survey covering key aspects of working at HOW College.	To provide a baseline of staff perceptions, and seek views on enjoyment, pride, leadership, working environment and communications. To link to IIP and Equality and Diversity previous survey. (Including research best practice elsewhere)	By December	Donna with Fiona's and Anne's support. Draft back to SLT in November
4. Communicate key messages following SLT meetings.	To enable people to see what decisions are made that affect them in their roles and for students. To help SLT communicate directly with staff rather than relying on cascade.	After every meeting	Nicki to take on this role?
5. Develop methods to build the Team Leaders 'network'.	To engage and involve managers below SLT in decision-making and seeking ideas and input from them and make them feel part of the management team.	Twice yearly leaders forum.	Donna, with chair of leaders network
6. Create a new Staff Forum with terms of reference and reps from all teams, linked to the Staff Consultative Committee.	Creating a two way forum for ideas and actions needed to get the best from the merger, agenda to include soft and hard issues. To provide a less formal forum but linked to the SCC.	Quarterly meetings, rotated round campuses.	Donna

Making it happen for the industry – Actions and deliverables

▶ Action

- ▶ Desk research into latest trends in EE
- ▶ Develop and test a practical toolkit based on the Engagement Top 10/ MOT
- ▶ Contact national associations and trade unions to identify case studies on EE in the industry. Interview nominated companies and write up findings
- ▶ Publish and promote

▶ Deliverable

- ▶ A "Quick guide to Employee Engagement" with general case studies
- ▶ A "how to" Employee Engagement (MOT) toolkit (guide notes/templates etc)
- ▶ At least 6 best practice case studies from the industry
- ▶ A printed pack; conference