

Employee Engagement in the Printing Industry...

An update post the 2010 project -
*The Future of the European Print
Industry – In our own hands*

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Fiona Narburgh – 3F Consulting

Social Dialogue Committee, 17th September 2018

Looking back - our journey...

- Restructuring project
- Toolkit
- Partnership and engagement
- Change in the industry continuing
- Engagement emerging as the theme



Restructuring...

- 2009 project
- Mainly about “socially responsible restructuring”
- But really about managing change
- The research showed:
 - Engagement was part of the process of change
 - The importance of communications was emphasised
 - The importance of “partnership” was recognised



THE FUTURE OF
THE EUROPEAN
PRINT INDUSTRY –
IN OUR OWN HANDS

WHAT THE INDUSTRY SAYS

The Toolkit...

- One major section was “Engage/consult”
- Maybe we were ahead of the game!
- Communications
 - “creating understanding in the minds of others”
 - Use all channels – appropriate to the group
 - Relevant to the recipient
 - Address all, from managers to operators



Ten steps to employee engagement

1. Relevant, informal one-to-ones
2. A clear sense of purpose
3. Structured employee appraisal
4. Team briefings
5. Situational leadership
6. Train and motivate first line managers
7. Staff surveys
8. Employee voice
9. Supporting procedures
10. Engage with employee representatives

So what's the latest on engagement – over to Fiona

**Thank Goodness
it's Monday!**

***Why employee
engagement matters***

**Fiona Narburgh
3F Consulting**



turn up turn on engage

'Thank Goodness it's Monday!'

What gets you out of bed in the morning?
Do you just turn up or really turn on?
Engagement makes the difference.

A short film presented and produced by Fiona Narburgh.



I&DeA
Innovation & Development Agency
LGcommunications
WYCHAVON DISTRICT COUNCIL
good services, good value

Council contributions from...

Aberdeenshire
Chorley
Birmingham
Wychavon
Hillingdon
Westminster



...and boss swap!



Today I will cover ...

- What is employee engagement
- Why it matters – the business case for engagement
- What to do – on leadership, communications and performance



What is employee engagement? ...

*“Employee engagement is a **workplace approach** resulting in the **right conditions** for all members of an organisation to **give their best** each day, committed to their organisations goals and values, motivated to contribute to their organisational success with an enhanced sense of their own well-being”*

*“It’s key to **unlocking productivity** and to transforming the working lives of many people for whom Monday morning is a especially low point of the week”*

David MacLeod and Nita Clark - Engage for Success

The Building Blocks of Employee Engagement (Ipsos Mori)

Is satisfied with their
job (**Job Satisfaction**)

Feels that the
organisation gets the
best out of them
(**Optimising
Performance**)

**An Engaged
Employee**

Feels valued by the
organisation
(**Feeling Valued**)

Speaks highly of the
organisation as an
employer
(**Advocacy**)

Is motivated at work
(**Motivation**)



Or more simply...

- 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 your employees are engaged – the organisation needs to create the right conditions for employees to flourish.



It's not just about pay or status ...

...It's how you view your job.

Amy Wrzesniewski (Yale School of Management) studied how hospital cleaners viewed their work. Same jobs, different views...

- Job = pay cheque - 'just cleaning rooms'
- Career = advancement - 'I might become supervisor'
- Calling = passionate commitment - 'I'm helping to make patients well again'

Guess which group were happiest AND best at their job?

An example of active disengagement (MacLeod and Clarke)



Only a third of UK workers say they are engaged...and the UK productivity is 20% lower than the rest of the G7.

The situation is worse across Europe, according to AONHEWITT, 2017.

Engaged employees stay with the organisation. They take less sick leave, give better customer service, are more productive and innovative.

There is lots of evidence to show that companies with engaged employees have better revenue growth and profits.

The case for Engagement 1

Engaging for Success, MacLeod and Clarke - UK

- **Gallup;** engagement predicts sickness - 2.7 days/yr engaged, 6.2 days/yr disengaged.
- **Towers Perrin;** 75% of engaged staff believe they can impact costs, quality and customer service. Only 25% of disengaged believe they can.
- **PricewaterhouseCoopers;** strong correlation between highly engaged staff and client satisfaction.
- **Chartered Management Institute;** significant association with between engagement and innovation.

The case for Engagement 2

Engaging for Success, MacLeod and Clarke - UK

- **Corporate Leadership Council;** engaged employees less likely to leave. Engaged organisations grew profits 3 times faster than competitors
- **Institute of Employment Studies;** established link between employee satisfaction, customer satisfaction and increases in sales
- **Hay Group;** engaged employees generate 43% more revenue than disengaged ones
- **Best Companies to Work for;** companies increased their profits by 315%

What helps build engaged employees?

- there's 10 essential ingredients for engagement success, under three themes***

1. Leadership and Direction

1. **Plan** – employees know and understand the plan and their role in delivering 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



2016-2020

WYCHAVON

Our priorities, goals and promises

Our purpose
An outstanding, innovative council
delivering great services and making
life better for everyone in Wychavon.

People

Healthy, happy, active and supported

1. Helping people to be healthy, active and supported

- Invest up to £5 million in sport and leisure facilities by 31 March 2020.
- Run a high profile campaign and promote physical activity, cycling and walking opportunities to get more people active by 31 March 2018.
- NEW** Work with partners to put on a wellbeing week of activities across Wychavon focusing on the five steps to wellbeing including mental health.

2. Supporting people most in need

- Visit older people in at least 14 rural areas and offer them a range of services and support to help with issues including loneliness, isolation, energy, fire safety, health and independent living by 31 March 2018.
- NEW** Invest in and work with partners to pilot a three year programme to improve aspirations, health and life chances in the Droitwich West ward.
- NEW** Work with partners to help vulnerable residents on a low income to remain warm and healthy in their homes through replacing inefficient broken boilers, installing heating controls and loft and cavity wall insulation.

Place

Green, clean and safe with quality, affordable homes

1. Keeping the district clean, green and safe

- Tackle major fly-tipping and take appropriate action in at least 20 hotspots by 31 March 2018.
- Improve management of and public access to four Wychavon owned wildlife sites at Droitwich Woods, Stoulton Woods, Avon Meadows and Broadway Gravel Pit through increased community involvement and volunteer action by 31 March 2019.
- Adopt at least three new play areas and open spaces in the towns by 31 March 2020.
- Set up a fund of £24,000 for installing further renewable energy technologies in one or more of the council's buildings by March 2019.
- NEW** Introduce a household recycling collection for small electrical items and batteries recycling by 31 March 2018.

2. Delivering quality, affordable homes

- Identify local housing needs and support the delivery of sites for rural affordable housing by 31 March 2020.
- Improve the standards of at least 200 private sector homes through giving advice, carrying out inspections, providing support to owners and taking action where necessary by 31 March 2020.
- NEW** Set out a plan for our direct involvement in the provision of housing to meet the various needs in the district by 31 March 2018.

Prosperity

Vibrant communities with quality jobs and skills

1. Attracting businesses and quality jobs

- Use our investments to support the creation of 400 new job opportunities by March 2020 with a focus on advanced engineering and the agri-tech sectors.
- Assist at least 100 business start-ups and the growth of existing businesses by helping to deliver an additional Business Enterprise Centre in the district by 31 March 2020.
- Invest £25,000 a year for three years to help attract £8 million of European Union funding to support business growth, new businesses, resource efficiency, developing new products and inward investment.
- NEW** Work with Droitwich Brine Heritage Group and businesses to investigate the feasibility of using brine water to create edible salt by 31 March 2018.

2. Improving people's skills to succeed

- Create ten new work placements and four more apprenticeships at the council to help local people to develop skills and gain work experience by 31 March 2018.
- Help at least 30 more young people a year in Wychavon to gain engineering skills and qualifications by supporting initiatives such as the Mechanical Engineering Technology Academy in Evesham by 31 March 2020.
- NEW** Offer support and additional funding to encourage small and medium sized businesses to take on up to 20 new apprenticeships a year during 2017/18 and 2018/19.

3. Supporting and engaging with communities

- Work with at least 14 parish councils and community groups to increase awareness of local needs through village health checks and by supporting new and existing local activities by 31 March 2018.
- Promote our services and get councillors out to meet residents and businesses in every ward through our Meet Your Council programme and by attending community events by 31 March 2018.
- NEW** Develop a New Homes Bonus Protocol setting out how we will use funding resulting from recent housing growth to benefit the district's communities and economy by 31 March 2018.



www.wychavon.gov.uk/ourstrategy

WYCHAVON DISTRICT COUNCIL
good services, good value



values **WYCHAVON**
what we stand for

**Brilliant
customer service**

**Great services
every time**

Value for money

**Fun, motivated
and positive**

**Innovative,
always improving**

We expect to deliver a lot to our customers
so we expect a lot from our staff



Another idea from the Wychavon Staff Sounding Board
MAKING WYCHAVON A BETTER PLACE

**WYCHAVON
DISTRICT COUNCIL**
good services, good value

Research show that a good manager ...

- Talks openly and honestly
- **Shares important information**
- Expresses appreciation
- **Supports and cares**
- Listens more than they talk
- **Helps fulfil potential**
- **Motivates us to give our best**

Source – Times Best Companies to Work For



What managers want from their leaders – and what they get (Work Foundation)

	Want	Get
• Inspiring	55%	11%
• Strategic thinker	41%	31%
• Forward looking	36%	31%
• Honest	26%	21%
• Fair minded	23%	25%
• Courageous	21%	8%
• Supportive	20%	21%
• Knowledgeable	19%	39%

2. Communication 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 – reasons are explained

6. Voice - employees views are listened to, acted on and help to improve the business



STAFF SOUNDING BOARD.

GOT SOMETHING
TO SAY?
SOUND US OUT





ev
priorities
and Liz Dyde



WYCHAVON RELOADED



WDC

STAFF BRIEFINGS

@PCHAVON ©

To
CUSTOMER SERVICE
SERVICE
and
BEYOND!



3. Performance and wellbeing

- 7. Expectations** – employees know what is expected of them in their job and how they can contribute
- 8. Potential** – employees have one to one conversations on their performance / development
- 9. Wellbeing** – employees health, wellbeing and work life balance matter
- 10. Pride** – employees are proud to say they work here and speak highly about us to their friends



Charity days



Celebrate achievement – staff awards



Better not busier (an approach to lean/ transformation)


Working hard but still not getting anywhere?



Find out how to make it work for you
Get better, not busier

WYCHAVON
WORTHINGTON COLLEGE
good services, good value

Too much to do?



Turn your smile upside down
Get better, not busier

WYCHAVON
WORTHINGTON COLLEGE
good services, good value

Enough work for more than one person?



Want to be involved with something that could reduce your work by 50% and make you and your customers happier?
Get better, not busier

WYCHAVON
WORTHINGTON COLLEGE
good services, good value

Getting started ...seven steps

1. Know your starting point – survey employees
2. Involve people in your purpose and strategy
3. Recognise and celebrate achievements of your people
4. Harness ideas from your employees
5. Be open about change and involve people in improvement
6. Set clear expectations for your people
7. Recognise your employees have a life beyond the workplace



The Engagement “MOT” – a toolkit

- Just as your car needs an MOT and servicing to keep it running well, the Engagement MOT checks out what you have in place to keep your ‘engine’ – your employees - working well
- It’s for employers who know the key to future success is shifting up a gear
- The MOT tracks where the organisation is now and provides a vehicle health check
- Relevant to all businesses and sectors – including print!

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

Any questions for me and Mike?

What will **WE**
do differently
after this
session?



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