FOSWAY GROUP Employee Engagement 23rd May 2017

Employee Engagement beyond the Survey - Driving real engagement, performance and retention

- What are the business benefits of focussing on employee engagement? How does employee engagement link to performance?
- How do you really engage employees rather than just measuring engagement?
- What are the key steps to building an engaged workforce?
- What is the role of HR Systems in fostering employee engagement?

What does it mean?

- How excited are people to work for that business?
- Above and beyond your job role
  - In line with company values
- People making the difference
  - Engagement survey
    - Line managers making the difference
    - Engaging their teams
- Living our values
- Motivating people
- Reciprocal relationship with the company
- Cultural fit in a multinational organisation

Business benefits

- Retention
  - It's expensive to replace people
    - When people leave it's disruptive, better to maintain engagement and keep them
- Higher performance / potential?
  - Not convinced engagement does impact performance
    - Studies done that show top performers are not necessarily the most engaged
      - Further research showed there was not a single disengaged customer where they were served by highly engaged teams
    - Top performing KPI stores had the lowest engagement scores
      - Had assumed correlation
  - Star performing managers will get the most out of their teams regardless, so does engagement even matter?
  - Some have started surveys in recent years to track employee engagement
    - Against this, business performance is improving overall but hard to isolate the variables to prove cause and effect
    - There are proven links between engagement and productivity in manufacturing though which is why they are doing all this
- Does engagement support or even drive talent management and succession though? Can you deliver these if people aren't engaged?
- There are no benefits to 'disengagement'

How do we measure it?

- The engagement survey vs what it means
  - Line manager development
  - L&D coaching
- How open are people with the EE survey
- Making some use something that costs a lot of money
- Each manager has to make 3 commitments to improve
  - If they have more than 5 employees in team
- Tailored L&D offerings to lowest performing
  - Help focus on your line manager interviews
- Only works if it drives action
  - "HR tried to address some of the issues but found it difficult"
    - Most managers didn't know how to tackle the issues that had arisen
      - So it definitely needs planning and process beyond the survey
- Annual cycle is too long
  - Takes too long to react
  - More qualitative
  - Can be just a tick box process
- Mood survey
  - Regularly check
    - Monthly to everyone
    - Airport security style check and comments
    - How do you action plan on a monthly basis
      - League tables
  - How happy with them
    - Used to link happiness with productivity
      - But not necessarily
      - How aligned with the business objectives?
  - Benefit
    - Opens conversations with different groups
  - Using internal survey tools for barometer checks
    - Drives immediate actions
  - Linked EE to exit interviews
    - Extended feedback
    - Do they tell us anything different

Is it HR's responsibility?

- Has to come from senior management not HR or people won't buy into the idea
- 'HR should just be the ones asking the right questions'
- Difficult for HR to own it because often people leave for reasons beyond HR's control e.g. they leave because of their manager, not the wider organisation
- HR should be facilitators of employee engagement but it has ended up as HR's problem by default
- HR can't 'promise' positions as part of an employee engagement programme

Strategies to drive engagement

- Goes beyond £££
- Giving employees a voice
  - Recognition
  - Entrance survey
- Take action on the data
  - Targeted benefits
  - Tie to a business case
- Sabbaticals
- Day releases to support good causes
- Every L&D offering links to a question
- Training as a 'reward'
- Free gym etc
- bike to work
- flexible benefits
- Suite of approaches
- mental health at work
- cost of absense
- underpressure
- Wellness programmes increasingly prominent
- Allows more innovation
- Employee protection
- US tends to want to play safe
- Main focus is the carrot
- Cultural
- A 'normal' working day and the culture is that people go home on time vs other similar orgs where people routinely work much longer days
- Work/life balance is in itself a benefit
  - This impacts talent acquisition for many who want work/life balance as well as longer term employee engagement
- Organisations are becoming flatter so promotion might not be the main incentive for much longer
- Linked bonuses of employees right down to line managers
- Do you correlate between performance and engagement survey
  - Business unit level
  - At a performance review level
    - Employees want feedback and recognition but also a chance for the organisation to gain feedback
    - Should be more continuous rather than an annual event
- Some have linked engagement to managers performance scorecards and bonuses
  - If they don't score well then there's a trigger for a training intervention
  - Recognition its not always the managers 'fault' - often beyond their control
    - e.g. a company restructure makes people concerned and often causes 'disengagement'
  - Values need to feature. It's not just about the 'what you did' but 'why you did it'

Cultural fit

- Or retail vs head office
- Manufacturing vs the office
- Who do you perceive is the leadership
- I trust the leadership in our business
- Turkey no engagement
- American scores much higher than UK

Role of HR systems

- 'It's not about systems, this is about culture'
- Systems are just an enabler for finding out what people think/feel in this scenario
- Using tech
  - To drive total rewards, etc
  - Data analytics
- Provide access
  - Self-subscription
  - Enablement

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