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Employee engagement!

What is employee engagement? Confusion is sometimes caused by people using the term interchangeably or other constructs, such as employee commitment, job satisfaction, or employee happiness.

There are numerous definitions of employee engagement; the two noted below are most relevant:

The Work Foundation's definition:

Employee engagement describes employees' emotional and intellectual commitment to their organisation and its success. Engaged employees experience a compelling purpose and meaning in their work and give their discrete effort to advance the organisation's objectives.

The Best Companies' definition:

Engagement can be defined as an employee's drive to

use all their ingenuity and resources for the benefit of the company.

Improving employee engagement assists companies to improve productivity and profitability.

Assessing engagement can be conducted by various methods, some of these are:

- Broad-Based Engagement Studies and Programs: Quantify levels of engagement across your organization and determine trouble spots for interventions.
- Targeted Engagement Studies and Programs: Focus on developing programs that improve engagement and retention of critical talent.
- Staff Turnover Studies and Programs: Pinpoint why people join or leave your organisation
- Personal/Process Safety Studies and Programs: Identify aspects of your workplace culture and employee behavior that affect both occupational and individual safety.

Identifying the unique factors that drive engagement across your workforce will

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Checklist for engagement

If you answer yes to any of these questions, it could indicate a need to tackle engagement issues.

- Levels of absence are increasing, or exceeding industry averages, or there are pockets within the organisation experiencing absence problems.
- Levels of turnover are high, increasing, or exceeding industry averages. You have difficulty keeping the people you want to stay, or your analysis may show distinct patterns of people leaving the organisation e.g. after a year.
- You are having trouble recruiting the right sort of people.
- Morale appears to be low, either generally or in certain parts of the organisation.
- People come to meetings and nod in agreement but limited progress is made.

- Your employee survey data shows low levels of engagement or poor results on key indicators.
- There are issues around 'workplace behaviour such as bullying and harassment or there are high levels of grievances etc.
- Customer satisfaction ratings are low, or decreasing.
- Major change programmes have failed to progress or change just doesn't seem to 'stick'.
- Major leadership efforts and priorities don't achieve front line support.
- Different services and teams fail to share information or collaborate, in order to support the achievement of organisational goals.
- Employees report that they don't understand the organisation's objectives, they have no enthusiasm for them, or they do not know how or what to contribute in order to achieve them.

Employee Engagement Continued.

enable you to benchmark your organization against others across industries or countries, determining the actions required to build specific engagement drivers into your culture and employee programs, improve your ability to attract, retain and engage critical talent also encourage and sustain behaviors that help your employees deliver superior performance.

To achieve desired business outcomes, senior leadership needs to align itself around your organization's business strategy and culture — developing a shared view of what the strategy means, how the culture needs to evolve to support that strategy and what day-to-day decisions will make it possible.

Above all, your organization needs to understand the impact of changing strategies on employee engagement and performance, and have a clear plan to manage that change.

Research has shown that larger companies are more challenged than smaller companies when it comes to employee engagement, however this does not mean that smaller companies should ignore the issue as it still does affect them. Companies also need to be aware that an employees age impacts on drivers and motivators. Taking all the research into consideration, one of the strongest drivers of engagement no matter of age, location or the size of the company is the **direct relationship with one's manager**.

Other key drivers for employee engagement are:

- Trust and integrity – how well managers communicate and 'walk the talk'.
- Nature of the job –Is it mentally stimulating day-to-day?
- Line of sight between employee performance and company performance – Does the employee understand how their work contributes to the company's performance?
- Career Growth opportunities –Are there future opportunities for growth?
- Pride about the company – How much self-esteem does the employee feel by being associated with their company?
- Coworkers/team members – significantly influence one's level of engagement
- Employee development – Is the company making an effort to develop the employee's skills?
- Relationship with one's manager – Does the employee value his or her relationship with his or her manager?

It might seem obvious that when employees make use of their “strengths” they naturally become more “engaged” with their work, are happier, and more “productive”. Combined with “alignment with organisational values”, and the “quality of the work environment”, these are vital factors in employee engagement and productivity.

Effect of Performance Reviews on Engagement

In today's competitive business environment, your employees are one of your most valuable assets. That's why a solid performance review process is critical to the success of your company. Without one, employees don't have a clear idea of what's expected of them, and may not be working toward the goals that contribute to your Business success.

Performance reviews can be time-consuming, difficult, and perceived as a hassle however they are important in the communication and goal setting between you and your employees, conducted poorly however they can have a devastating effect on employee engagement and productivity.

What not to do in a performance review !

- Spend more time on performance appraisal than performance PLANNING, or ongoing performance communication

- Compare employees with each other
- Forgetting appraisal is about improvement, not blame
- Stopping performance appraisals when a person's salary is no longer tied to the appraisals.
- Cancelling or postponing appraisal meetings.
- Measuring or appraising the trivial.
- Surprising employees during appraisal.
- Thinking all employees and all jobs should be assessed in exactly the same way using the same procedures.

The most important purpose or goal of the appraisal is to improve performance in the future.

An appraisal that works involves a number of things but first and foremost is the process of identifying what has gotten in the way of better performance, and how manager and employee can work together in the future, to improve it. It's really that simple.

Productivity Improvement

More productive workers mean more time and energy for improving the bottom line.

What are your biggest barriers to productivity?

When it comes to improving the overall productivity of your organisation, don't just focus on the big things as small things can count as much. Wasted minutes on all those small things add up over time, and what looks small can create a large distraction.

A more productive workplace is ultimately a more profitable and enjoyable workplace. In order to maximize productivity, an organization must:

- Eliminate clutter and other drains on time and energy.
- Have a clear mission and communicate that mission to employees.
- Help employees use their time and skills efficiently.
- Gain employee engagement

HR and Business Consultancy Services Offered

<p>Employment and Industrial Relations Provide support and advice on workplace relations and the relevant legislation that affects the employer-employee relationship. Development of employment agreements and documentation that best suits your relationship and situation with your employee.</p>	<p>Change Management A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state. Change is a part of every project we undertake, encompassing a number of techniques to achieve sustained improvement through change management.</p>	<p>Psychometric Assessments The strength and productivity of successful organisations lies with people. We use a range of assessment tools to accurately identify an individual's talents, strengths and weaknesses, and to diagnose organisational problems.</p>
<p>Performance Management Designed to be future-focused, support pay for performance programs, monitor milestones of goal achievement, and systematically improve the measured results of your employees and organisation. We facilitate the development of core organizational competencies, influence SMART goal setting, and clearly articulate expectations in order to have a measurable results-oriented tool for effective implementation.</p>	<p>Project Management Training, and resources to help organisations improve performance and deliver critical projects successfully. Project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints.</p>	<p>Process and Systems Development Professional human resource advice, policy solutions and job description writing and evaluation services. Development of employment policies and procedures and employee handbook. Provide practical guidance on administration of policies and pre-employment or post-employment duties required of the company.</p>
<p>Talent Management Developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. Companies that are engaged in talent management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation.</p>	<p>Health and Safety Offering both practicable and achievable health, safety and environmental Sustainability solutions to suit your organisation. from a wide range of experience in health, safety, quality, environmental and sustainability (HSQE) management.</p>	<p>Professional Supervision and Mentoring A customised programme for Managers and Team Leaders to provide practical hands-on guidance as well as theoretical knowledge in relation to all aspects of management including leadership, performance management, delegation, communication & effective time management.</p>
<p>Career Transition/Outplacement and redundancy Managing change and redundancy in a fair and procedurally correct manner. Management Coaching through restructure and redundancy; Managing Change Workshops; Internal and external Job Search, CV Preparation and Interview Coaching; Budgeting and Financial Planning; On site consultation and redundancy support; Identifying the 'at risk' employee.</p>	<p>Investigations We investigate and report on the facts of a case to the person or body charged with making a decision, under the procedure relevant to the case and to the member of staff concerned. Any serious allegations or formal complaints require investigation to attempt to determine as objectively as possible the relevant facts on which decisions can be based. Ensuring that the investigation process is completed correctly enables you to make the right decision with continued support thou ought the process to reduce the risk to your company.</p>	<p>HR Audits Comprehensive report of the audit findings with recommendations prioritized, actionable work plan. Improves compliance, reviews ROI with Human Capital. Targets the organisational development and human resource practices including: Staffing and Hiring; Benefits Administration; HR Administration; Employment Practices; Education and Training; Time Off and Leaves; Health and Safety; Performance Management; Compensation; Terminations.</p>