

Qualification: Level 5 CIPD Diploma in Applied Human Resources

Module Name: Contributing to Employee Engagement

Learning Outcome 1 - Word Count: 997

Learning Outcome 2 – Word Count: 791

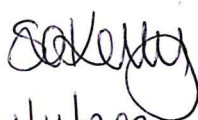
Learning Outcome 3 – Word Count: 1,000

Student Name: Sophie O’Kelly

Student Number: 1904625

CIPD Membership Number: 55491663

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 

Date: 11/11/2020

Chapter of Contents

Chapter of Contents.....	Page 1
Evidence Matrix.....	Page 2
Learning Outcome 1 Introduction.....	Page 4
Learning Outcome 1 Evidence.....	Page 8
Learning Outcome 2 Introduction.....	Page 29
Learning Outcome 2 Evidence.....	Page 32
Learning Outcome 3 Introduction.....	Page 41
Learning Outcome 3 Evidence.....	Page 44

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Sophie O'Kelly				CIPD Membership/registration No.: 55491663		
Qualification title: CIPD Level 5 Diploma in Applied HR				Unique Learner No. (ULN): 1904625		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5A1OP	Contributing to Employee Engagement	1.1, 3.1	Snapshot of Comms sent to all colleagues detailing evidence of distribution of pulse surveys	EV1		
5A1OP	Contributing to Employee Engagement	1.1, 2.1, 3.1	Snapshot of Action Plan updated for commissioners	EV2		
5A1OP	Contributing to Employee Engagement	1.1	Gallup Q12 Engagement Survey	EV3		
5A1OP	Contributing to Employee Engagement	1.2	Diary invite to evidence meeting with Q&C Manager to discuss Engagement Survey	EV4		
5A1OP	Contributing to Employee Engagement	1.2	First draft of Gallup Q12's engagement survey sent to Regional Director, Senior Performance Manager and Q&C Manager	EV5		
5A1OP	Contributing to Employee Engagement	1.2	Final draft of Engagement Survey sent to Regional Director, Senior Performance Manager and Q&C Manager with responses of agreement	EV6		
5A1OP	Contributing to Employee Engagement	1.3	Anonymised list of staff names and email addresses of all colleagues that received the survey to complete	EV7		
5A1OP	Contributing to Employee Engagement	1.3	Snapshot of Comms sent to colleagues with latest national pulse survey results	EV8		
5A1OP	Contributing to Employee Engagement	1.3	Calendar invite to Monthly Colleague Call in which I discussed the survey with all colleagues	EV9		
5A1OP	Contributing to Employee Engagement	1.3	Snapshot of message sent to Managers on Google Hangout to encourage their teams to participate in the survey	EV10		
5A1OP	Contributing to Employee Engagement	1.4	Survey results demonstrated by graphs	EV11		
5A1OP	Contributing to Employee Engagement	1.4, 3.3	Own analysis of data to identify 'hotspots'	EV12		
5A1OP	Contributing to Employee Engagement	2.1, 3.3	Snapshot of Mission Statement on external website	EV13		
5A1OP	Contributing to Employee Engagement	2.1	Latest Customer Feedback Statistics	EV14		
5A1OP	Contributing to Employee Engagement	2.1	Snapshot of latest wellbeing survey results	EV15		
5A1OP	Contributing to Employee Engagement	2.1	Latest Absence Statistics	EV16		

5A10P	Engagement Contributing to Employee Engagement	2.1		Staff Turnover Statistics	EV17		
5A10P	Contributing to Employee Engagement	2.1		Screenshot of Company Website evidencing Accreditation	EV18		
5A10P	Contributing to Employee Engagement	2.2		Colleague Comments from the survey re. Line Managers	EV19		
5A10P	Contributing to Employee Engagement	2.2., 3.2		Colleague Comments from the survey re. processes, learning, time and leadership	EV20		
5A10P	Contributing to Employee Engagement	2.2		Email from Comms promoting learning	EV21		
5A10P	Contributing to Employee Engagement	3.1		On the Job Training Activity from 'Understanding Employee Engagement Module' detailing four main drivers of Maximus' engagement strategy	EV22		
5A10P	Contributing to Employee Engagement	3.1		Colleague Comments from the survey re. Job Satisfaction	EV23		
5A10P	Contributing to Employee Engagement	3.1		Pre-Covid Planned Leadership Training programme including Feedback & Coaching	EV24		
5A10P	Contributing to Employee Engagement	3.2		Email detailing meeting re. potential engagement barriers and solutions with Q&C Manager	EV25		
5A10P	Contributing to Employee Engagement	3.3		Email & attachment sent to Contract Director with summary of survey, key findings and recommendations	EV26		
5A10P	Contributing to Employee Engagement	3.3		Action Plan sent to Contract Director for discussion	EV27		
Candidate declaration:							
- I confirm that the work/evidence presented for assessment is my own unaided work. - I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. - I agree to this work being subjected to scrutiny by textual analysis software if required. - I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. - I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. - I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.							
Signature:					Date:	11/11/2020	

Learning Outcome 1

1.1

The wellbeing of Maximus colleagues has remained a priority throughout the pandemic. Effective communication is paramount as colleagues are faced with new wellbeing challenges (CIPD, 2020). The business has continuously been taking a temperature check through 'pulse' surveys (EV1). 'Pulse' surveys allow organisations to listen to colleagues on a 'real-time' basis (Bersin et al. 2016). These surveys have highlighted a national picture; however there's a gap in responding locally to colleagues. This is also an agenda item for the SLT in Wales detailed on our Commissioners action plan. To avoid duplication of work, I took ownership of this action (EV2).

I met with my Line Manager and discussed the option of conducting interviews to allow for gathering qualitative information but they can be time consuming. Focus groups can encourage discussion; however ensuring the group represented all colleagues would take some consideration (Perkins and Woodhams, 2016). We considered a survey strategy, incorporating using a questionnaire to gather data, followed up with data analysis to identify trends. Survey strategies allow the collection of data from a large sample in a fairly economic way (Saunders et al, 2019). What surveys don't allow for is the assurance that respondents understand how to interpret the questions and response rates may be low (Perkins and Woodhams, 2016). Additionally we discussed using a branded survey such as Gallup Q12 (EV3). Gallup has developed 12 core questions that tie directly into increased productivity, profitability and retention (Gallup, 2014).

1.2

We agreed to proceed with Gallup's Q12 engagement survey. Bersin (2014) discusses how employers generally feel that surveys don't provide enough detail and don't consider all engagement drivers. We were restricted with time and surveys are quicker to administer (Perkins & Woodhams, 2016). We chose Gallup's Q12 survey as it's simple and has been developed by Experts in Engagement (Gallup, 2018). We discussed how in its current format, it doesn't allow for colleagues to provide justification behind their scoring and felt the qualitative data was missing. We created an 'optional' box for colleagues to provide narrative behind low ratings. A mixed approach between collecting quantitative data alongside a more qualitative approach is generally considered best (CIPD, 2019).

I met with our Quality and Contracts Manager to seek approval. The Gallup Q12 survey needed to satisfy the actions that been set on our Commissioners' action plan as it specifically referred to a survey focused on wellbeing (EV4). Engaged employees are more likely to have an improved sense of own wellbeing (Engage for Success, 2015). I sent the first draft of the survey to my peers for review (EV5).

Following additional research, I established that Gallup scored its Q12 survey on a 5 point scale so I redesigned the survey to mirror Gallup's approach (Bridger, 2018). I personally felt it would enable us to better gauge individual's level of satisfaction or dissatisfaction. I also reflected on initial thinking of asking colleagues to provide justification for low ratings only, as it may discourage

colleagues from responding honestly. I made the changes and asked colleagues for their thoughts ahead of communication with the wider business (EV6).

1.3

A sample needs to be representative of the wider group (Perkins & Woodhams, 2016). The sample of colleagues we chose were *all colleagues* working on our Work & Health Programme and IPES contracts in Wales; 107 colleagues in total (EV7). A larger sample is best in order to generalise to the target population (Saunders et al, 2019). Several surveys have recently been carried out centrally (EV8), however in addition to this; we chose to specifically engage with our colleagues locally in order to devise a tailored action plan.

Communication is crucial in employee engagement which additionally promotes wellbeing (CIPD, 2020). I introduced the survey on a monthly call, led by our Regional Director (EV9). I informed colleagues how they would receive the survey; timescales for completion and reinforced that all responses would be anonymous. Anonymity is important to ensure colleagues feel protected and respond honestly (Courtier, 2017). I explained that the survey would remain open for 3 working days. I sent a gentle reminder every day to Managers to encourage their teams to participate (EV10). Communication with Managers is vital as they need to champion the process and encourage their teams to participate (Bridger, 2018).

1.4

Time was spent analysing the results (EV11). 50 colleagues responded; 47% of the sample. 95% of Facebook colleagues complete their annual engagement survey and have found there to be 2.6 times increased risk of an employee leaving within 6 months if they choose not to complete any of the two yearly surveys (Judd et al, 2018). On reflection, if I'd had more time, it is likely responses would've increased.

In 7 out of the 12 questions, the majority of colleagues chose to respond with 'Strongly Agree'. Over 50% of colleagues responded with 'Agree' or 'Strongly Agree' in 11 out of the 12 questions (EV12). Questions 1, 5 and 9 saw over 80% of colleagues provide a strong rating of 4 or 5. 'Basic Needs'; 'Growth' 'Management Support' and 'Teamwork' are the categories that Gallup's questions slot into (Bridger, 2018). Direct Line Management support is considered highly by colleagues as indicated by the responses. Clifton & Harter (2019) discuss how Gallup has concluded that 70% of the variance in team engagement is determined solely by the manager.

24% of respondents indicated that they haven't had opportunities to learn and grow in the past year (EV12). Opportunities for development make the job meaningful as they provide routes for growth and achievement (Crawford et al, 2014 cited in Armstrong, 2016). 20% of colleagues indicated that their opinions don't count. It's inevitable that colleagues will begin to lose interest if they start to feel ignored (Engage for success, 2020). 18% of colleagues indicated that they hadn't received praise or recognition in the last seven days. Crawford et al (2014, cited in Armstrong, 2016) described rewards and recognition as being one of the main drivers of employee engagement.

BIBLIOGRAPHY:

ARMSTRONG, M. (2016) *Armstrong's handbook of strategic human resource management*. 6th edn. London: Kogan Page.

BERSIN, J. (2014) 'It's time to rethink the 'Employee Engagement' Issue, *Forbes*, Apr 2014. Available at: <https://www.forbes.com/sites/joshbersin/2014/04/10/its-time-to-rethink-the-employee-engagement-issue/?sh=7133eb0d6cf3> (Accessed: 06 Nov. 2020).

BERSIN, J., GOSLING, W. & SLOAN, N. (2016) 'Engagement Always On', *Deloitte Insights*, Feb 2016. Available at: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2016/employee-engagement-and-retention.html> (Accessed: 02 Nov. 2020).

BRIDGER, E. (2018) *Employee Engagement: A Practical Introduction*. 2nd edn. London: Kogan Page

CIPD (2020) *COVID-19: Tips for Communicating with Employees* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/communication-during-COVID-19> (Accessed: 02 Nov. 2020).

CIPD (2020) *Employee Communication* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/factsheet#16373> (Accessed: 06 Nov. 2020).

CIPD (2019) *Employee Engagement and Motivation* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet#6235> (Accessed: 06 Nov. 2020).

CLIFTON, J. & HARTER, J. (2019) *It's the Manager*. New York: Gallup Press.

COURTIER, M. (2017) 'Anonymity and Confidentiality in annual surveys', *HR Zone* [blog]. 6th June. Available at <https://www.hrzone.com/community/blogs/michael-courtier/anonymity-and-confidentiality-in-annual-surveys> (Accessed: 06 Nov. 2020)

ENGAGE FOR SUCCESS (2020) *The Importance of Employee Engagement during Periods of Change* [Online]. Available at: <https://engageforsuccess.org/boosting-employee-engagement-through-effective-communication-and-a-healthy-work-culture-should-be-a-priority-for-all-business-owners-at-all-times-particularly-during-times-of-change> (Accessed: 07 Nov. 2020).

ENGAGE FOR SUCCESS (2015) *What is Employee Engagement* [Online]. Available at: <https://engageforsuccess.org/what-is-employee-engagement> (Accessed: 06 Nov. 2020).

GALLUP (2014) *Gallup Q12 Employee Engagement Survey* [Online]. Available at: <https://q12.gallup.com/public/en-us/Features> (Accessed: 02 Nov. 2020).

GALLUP (2018) *Q12 Employee Engagement* [Online]. Available at: <https://www.gallup.com/access/239210/employee-engagement-survey.aspx> (Accessed: 06 Nov. 2020).

JUDD, S., O'ROURKE, E. & GRANT, A. (2018) 'Employee Surveys are still one of the best ways to measure engagement', *Harvard Business Review*, Mar 2018. Available at:

<https://hbr.org/2018/03/employee-surveys-are-still-one-of-the-best-ways-to-measure-engagement>
(Accessed: 06 Nov. 2020).

PERKINS, G. & WOODHAMS, C. (2016) 'Using information in Human Resources', in Taylor, S. & Woodhams, C. (2nd ed.) *Studying Human Resource Management*. London: CIPD.

SAUNDERS, M., LEWIS, P. & THORNHILL, A. (2019). *Research Methods for Business Students*. 8th edn. Harlow: Pearson Education Ltd.

Tell us what more we can do to support you Inbox x



Communications
to me

21 Aug 2020, 12:00 ☆ ↩ ⋮

Business Update

MAXIMUS United Kingdom

To all UK colleagues

Tell us what more we can do to support you

Throughout the Coronavirus pandemic, we have conducted a number of surveys to help us understand how our colleagues are feeling and how we can support you in overcoming any concerns you may have.

We've taken a number of steps to address your feedback, including the

Training, Development & Wellbeing of Staff			
No	Actions	Baseline	Responsibility
5.1	[REDACTED]	[REDACTED]	[REDACTED]
5.2	[REDACTED]	[REDACTED]	[REDACTED]
5.3	Wales WHP Employee Survey focus wellbeing/support needs. Identify trends and implement a development plan to support requirements	Objective - Survey to Outcome to be determined	Sophie

The Gallup Q12 Index

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

From www.gallup.com

Ev4



Engagement Survey

Tuesday, 20 October • 14:00 – 15:00



Join with Google Meet

meet.google.com/ewj-sfbr-bjh



Join by phone

(GB) +44 20 3910 5442 PIN: 993 831 694#



More phone numbers



2 guests

2 yes



Sophie O'Kelly

✓
Organiser



✓ [redacted]



10 minutes before



Sophie O'Kelly

Going?

Yes No Maybe



On Tue, 20 Oct 2020 at 15:49, <sophie.new@remploy.co.uk> wrote:

Google Forms

Having trouble with viewing or submitting this form?

FILL IN USING GOOGLE FORMS

Hi All

Sam and I discussed this survey this afternoon so wanted it to run it past you ahead of sending it to everyone following the regional call on Thursday.

This survey is Gallup's Q12 Engagement Survey which is made up of 12 simple questions that focus on the core essence as to what it takes to engage employees. The DWP action plan specifically talks about improving wellbeing which at a first glance you will think these questions may not cover - but essentially they are to explore how colleagues are "feeling" which will be the first step to setting up a focus group and then building an action plan which will incorporate wellbeing actions.

Let me know your thoughts.

Thanks

Sophie

Remploy Cymru Engagement Survey

Remploy

Putting ability first

EV6

Sophie O'Kelly <sophie.new@remploy.co.uk>

Re: Remploy Cymru Engagement Survey Oct 2020

@remploy.co.uk>

22 October 2020 at 06:04

To: Sophie Okelly <sophie.new@remploy.co.uk>

Morning Sophie,

Yes i agree it looks much better and hopefully will provide more in depth feedback. Thanks

Regards,



Senior Performance Manager – WHP Wales

Remploy Cymru

Operated by Maximus

Alexandra House,

Alexandra Road,

Swansea.

SA1 5ED

Mobile: @remploy.co.uk

www.remploy.co.uk

On Wed, 21 Oct 2020 at 22:38, <sophie.new@remploy.co.uk> wrote:

Having trouble with viewing or submitting this form?

FILL IN USING GOOGLE FORMS

Hi All

I've had a last minute change of heart and have amended the survey I sent to you a couple of days ago. Not drastically, but have changed the scoring to allow for individuals to answer on a scale of 1 -5. I've been doing some reading this evening into the questionnaire and Gallup use a 5 scale rating. I personally think this is a better option for us than what I used in the first survey

because it gives individuals more choice and when it comes to analysis it should be easier to identify what areas are more a cause for concern. Do you agree?
I've also left it optional for them to provide justification for their scoring (good or bad) as I think we may get some more positive feedback this way and hopefully it won't discourage people from putting a score they don't really agree with just because I've asked them to provide comments for a low score.
Please let me know if you have any concerns and I will amend.
Thanks - speak to you in the morning
Sophie

Remploy Cymru Engagement Survey Oct 2020

A number of Pulse Surveys have been sent out centrally over recent months, but we also wanted to check in on how our colleagues are feeling within Wales, and would really appreciate if you could find 5 -10 minutes to complete this very simple survey for us.
This survey is based on Gallup's Q12 Engagement Survey which is based on more than 30 years of research involving more than 17 million employees. It is completely anonymous so please ensure to answer honestly as this will allow us to identify what is working well and highlight any areas for improvement that we may need to focus on.
Thank you in advance for your support with this.

1. Do you know what is expected of you at work? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments to support your rating for Q1 (optional):

2. Do you have the materials and equipment to do your work right? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments to support your rating for Q2 (optional):

3. At work, do you have the opportunity to do what you do best every day? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q3 (optional)

4. In the last seven days, have you received recognition or praise for doing good work? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q4 (optional)

5. Does your Line Manager; or someone at work, seem to care about you as a person? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q5 (optional)

6. Is there someone at work who encourages your development? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q6 (optional).

7. At work, do your opinions seem to count? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q7 (optional).

8. Does the mission/purpose of your company make you feel your job is important? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q8 (optional).

9. Are your colleagues committed to doing quality work? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q9 (optional).

10. Do you have a best friend at work? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q10 (optional).

11. In the last six months, has someone at work talked to you about your progress? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q11 (optional).

12. In the last year have you had opportunities to learn and grow? *

1 2 3 4 5

No, I Strongly Disagree. ☐ ☐ ☐ ☐ ☐ Yes, I Strongly Agree.

Please could you provide some comments below to support your rating for Q12 (optional).

Submit

Never submit passwords through Google Forms.

Powered by

 Google Forms

This form was created inside of Remploy Ltd.
[Report Abuse](#) - [Terms of Service](#) - [Additional Terms](#)

Create your own Google Form

CONFIDENTIALITY NOTICE: This email, including attachments, is for the sole use of the intended recipients and may contain confidential and privileged information or otherwise be protected by law. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender, and destroy all copies and the original message.

Please consider the environment before printing this email.

CONFIDENTIALITY NOTICE: This email, including attachments, is for the sole use of the intended recipients and may contain confidential and privileged information or otherwise be protected by law. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender, and destroy all copies and the original message.

Please consider the environment before printing this email.

EV8

Colleague Survey results - what you had to say Inbox x



Communications

to me

17 Jun 2020, 15:39 ☆



[Click here](#) to view this message in a browser window.

To all UK colleagues

Thank you for telling us how you feel

Last week we held our third colleague survey since lockdown began. Once again, we wanted to get a feel for the mood in the business and understand what we need to do to continue to support you.



EV9

× Regional Director Monthly Call: WHP Wales, IPES &

Save

More actions ▾

22 Oct 2020 09:00 to 10:00 22 Oct 2020 Time zone

☐ All day Doesn't repeat

RSVP: Yes ▾ Add note/guests

Event Details Find a Time

Guests Rooms



Join with Google Meet

meet.google.com/hgq-ugag-mpr ⓘ



Add location



Notification ▾ 10 minutes ▾ ×

Add notification



Sophie O'Kelly ▾



Busy ▾ Default visibility ▾ ⓘ



B I U ☰ ☷ 🔗 ✕

Welcome to the Monthly Team Hangout!
Drew and the SLT will run through where we are YTD with our contracts, any well being initiatives,
business updates and give the opportunity for questions.
See you there!

Add guests

99 guests

77 yes, 2 no, 20 awaiting



Organiser



EVIO

Wales Mgt Team

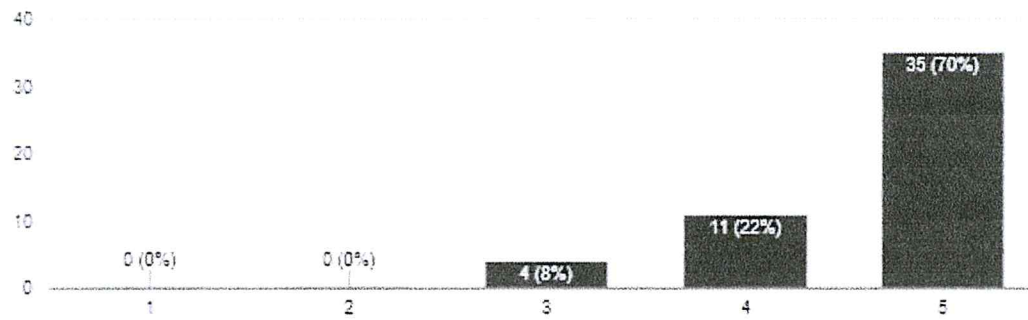


Morning all! I'm going to leave the engagement survey open for one more day to collect responses so if you haven't completed and want the opportunity to provide feedback then please do so today. Thanks to those who have already completed.

27 Oct. 09:22

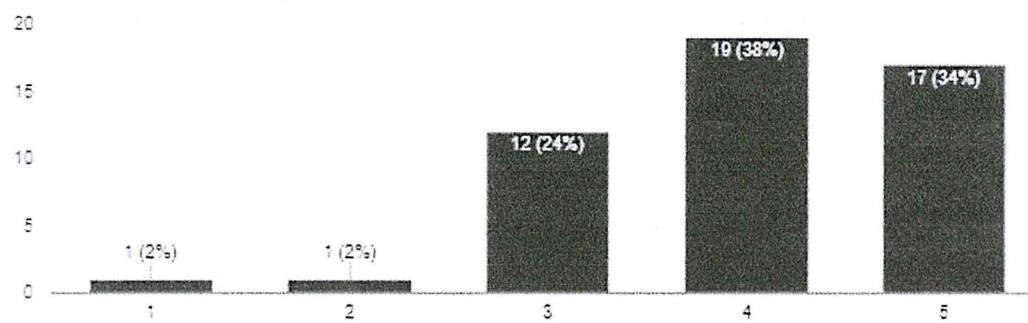
1. Do you know what is expected of you at work?

50 responses



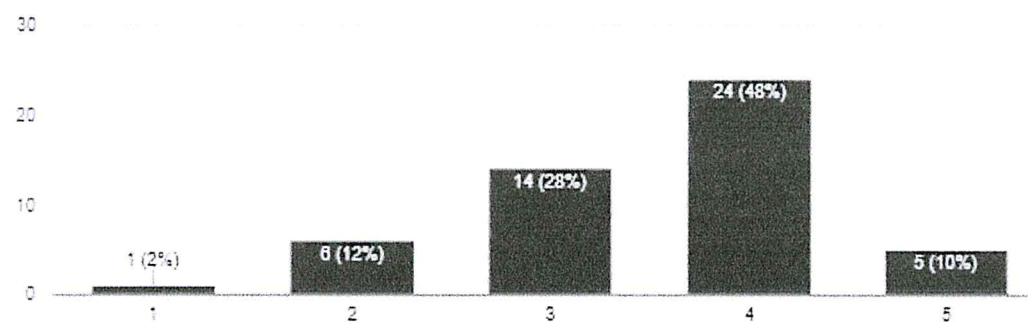
2. Do you have the materials and equipment to do your work right?

50 responses



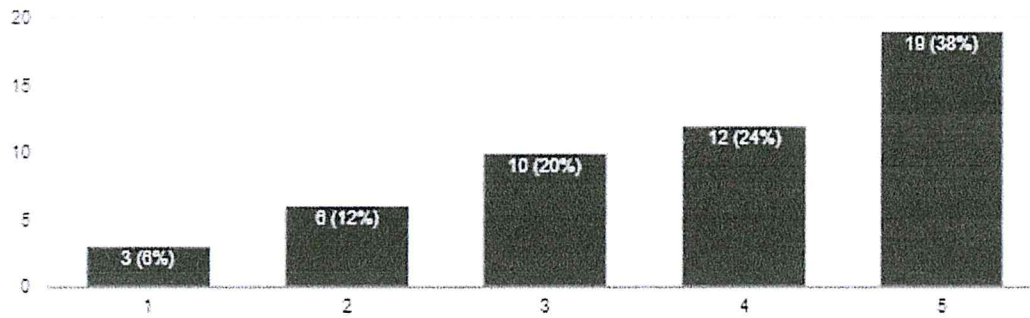
3. At work, do you have the opportunity to do what you do best every day?

50 responses



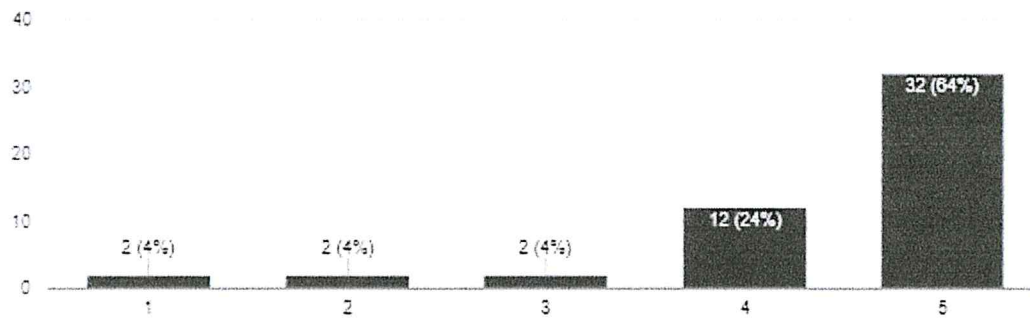
4. In the last seven days, have you received recognition or praise for doing good work?

50 responses



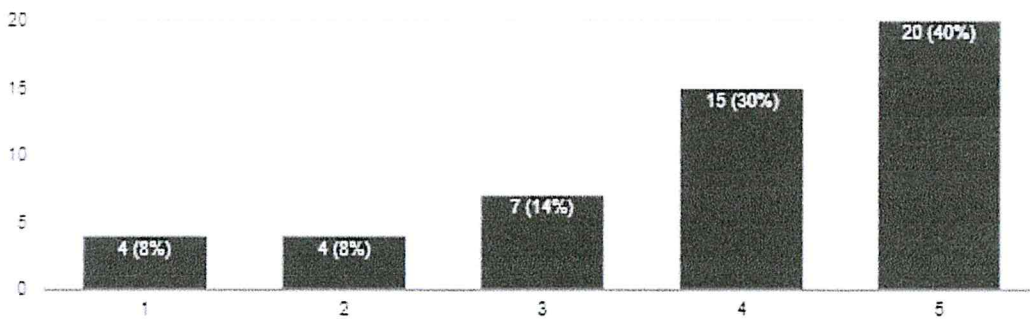
5. Does your Line Manager; or someone at work, seem to care about you as a person?

50 responses



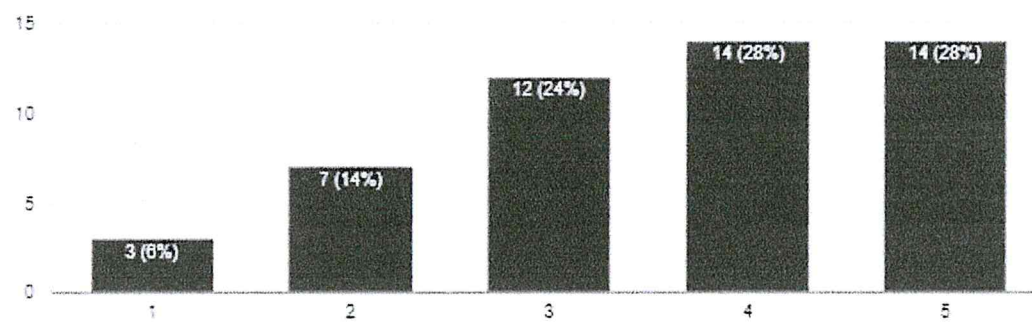
6. Is there someone at work who encourages your development?

50 responses



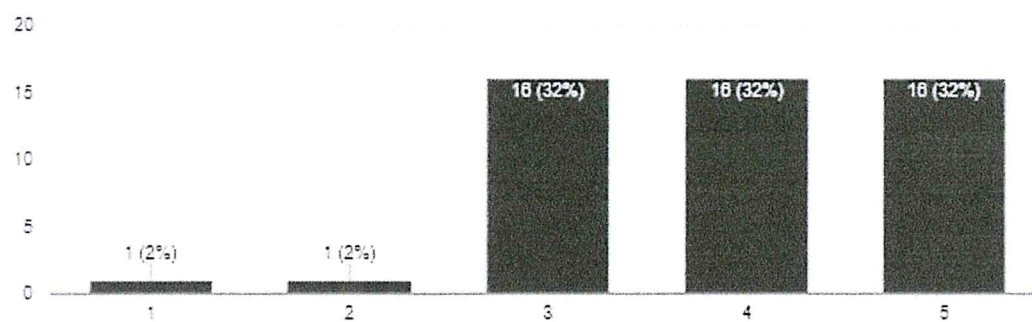
7. At work, do your opinions seem to count?

50 responses



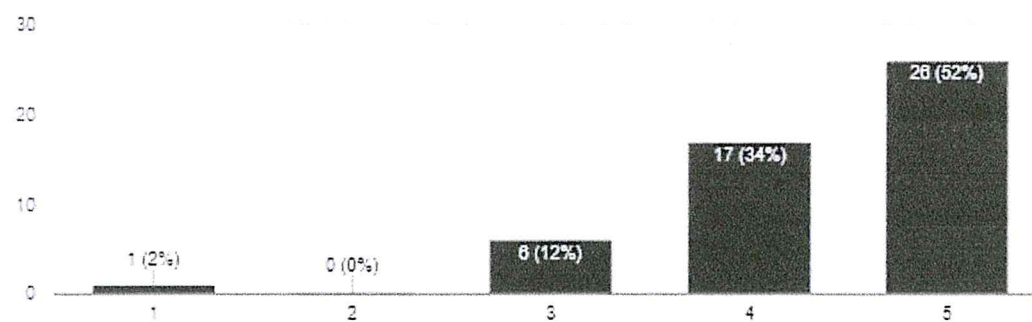
8. Does the mission/purpose of your company make you feel your job is important?

50 responses



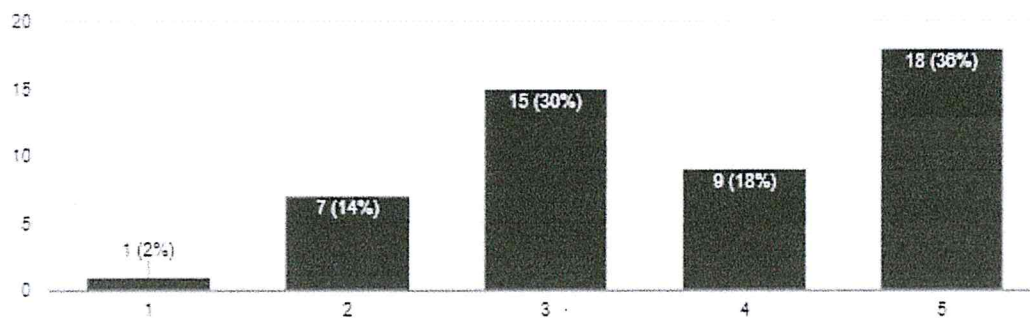
9. Are your colleagues committed to doing quality work?

50 responses



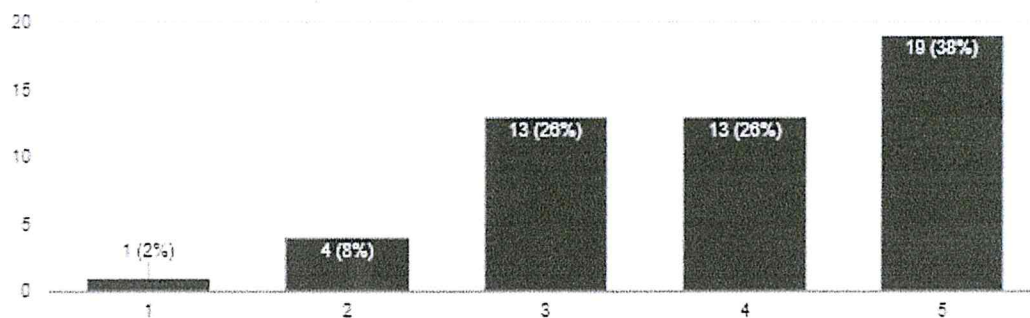
10. Do you have a best friend at work?

50 responses



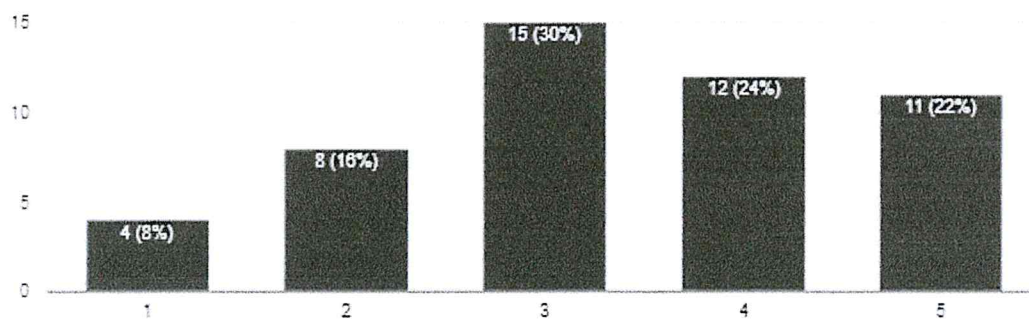
11. In the last six months, has someone at work talked to you about your progress?

50 responses



12. In the last year have you had opportunities to learn and grow?

50 responses



EV12

Question		Strongly Disagree	1	2	3	4	5	Strongly Agree
1	Do you know what is expected of you at work?	0%	0%	0%	8%	22%	70%	
2	Do you have the materials and equipment to do your work right?	2%		2%	24%	38%	34%	
3	At work, do you have the opportunity to do what you do best every day?	2%		12%	28%	48%	10%	
4	In the last seven days, have you received recognition or praise for doing good work?	6%		12%	20%	24%	38%	
5	Does your Line Manager; or someone at work, seem to care about you as a person?	4%		4%	4%	24%	64%	
6	Is there someone at work who encourages your development?	8%		8%	14%	30%	40%	
7	At work, do your opinions seem to count?	6%		14%	24%	28%	28%	
8	Does the mission/purpose of your company make you feel your job is important?	2%		2%	32%	32%	32%	
9	Are your colleagues committed to doing quality work?	2%		0%	12%	34%	52%	
10	Do you have a best friend at work?	2%		14%	30%	18%	36%	
11	In the last six months, has someone at work talked to you about your progress?	2%		8%	26%	26%	38%	
12	In the last year have you had opportunities to learn and grow?	8%		16%	30%	24%	22%	

	Strongly Disagree / Disagree	1 - 2	4 - 5	Strongly Agree
1	0%		92%	
2	4%		72%	
3	14%		58%	
4	18%		62%	
5	8%		88%	
6	16%		70%	
7	20%		56%	
8	4%		64%	
9	2%		86%	
10	16%		54%	
11	10%		64%	
12	24%		46%	

Learning Outcome 2

2.1

Evidence suggests that an engaged workforce is critical for a positive customer experience. PWC's engaged workforce showed a solid consideration for customer needs in comparison to just 17% of disengaged colleagues (Bridger, 2018). Our customers are at the heart of everything we do, with our mission being to 'Help People Transform their Lives' (EV13). Prior to the Covid-19 pandemic, Customer Forums were conducted face to face. More recently feedback has been requested digitally with the latest report indicating that 89% of customers were 'Fairly to Very Satisfied' and 12% 'fairly to Very Dissatisfied' with the service (EV14)

Employee Wellbeing is a hugely important driver for engagement and is documented as a key focal area on our Commissioners' Action plan (EV2). The latest wellbeing survey found that 39% of colleagues currently feel 'less than ok' which is higher than the previous survey indicated (EV15). Employees health needs to be paramount and employers have a moral duty to ensure their employees feels safe (CIPD, 2020). Engaged colleagues with high wellbeing were 35% more committed to their employer than those colleagues whose wellbeing was lower, as determined by 'Engage for Success' (MacLeod & Clarke, 2014). Additionally, Absence Statistics demonstrate that 123 days were lost in sickness during October 2020 (EV16). Engagement is linked to lower absence rates with companies with a highly engaged workforce taking 50% less sickness days per year than companies with low engagement (MacLeod & Clarke, 2014).

Staff turnover in Wales decreased at the start of the Covid-19 pandemic but we have started to see an upwards trend over recent month, at 19.9% in September (EV17). Evidence suggests there are positive relationships between engagement and staff retention (CIPD, 2019). There is the possibility of lowering staff turnover by 87% for organisations that have a strongly engaged workforce (MacLeod & Clarke, 2014).

Reputation is also a key driver of engagement with Remploy Cymru possessing an 'Investors in People Gold Standard' accreditation (EV18). This accreditation allows the organisation to stand out against its competitors as it's recognition of an organisation putting its people first (Investors in People, 2020). The rise of the internet these days means that reputation and protecting the corporate brand is even more important than ever (Bridger, 2018).

2.2

I initially went back and forth in terms of whether or not to encourage colleagues to provide qualitative information to justify their ratings; however on reflection I am now confident this was the right approach as it has really enabled me to better understand why some colleagues feel the way they do.

MacLeod and Clarke discuss how there isn't one engagement approach that will suit every organisation; however they agreed that there were four 'enablers' that make for positive employee

engagement; 'Strategic Narrative'; 'Engaging Managers'; 'Employee Voice' and 'Integrity' (Engage for Success, 2014).

This engagement survey evidenced some really encouraging results in terms of employee engagement. Out of the four enablers the strongest highlighted throughout the survey was that colleagues genuinely feel supported by their Line Managers and couldn't praise them enough for their communication, compassion, empathy and encouragement (EV19).

The survey results demonstrated that the other 'enablers' could benefit from some focus and action. 'Strategic Narrative' is evidenced by visible, empowering leadership enabling colleagues to see the 'bigger picture' (Engage for Success, 2014). Some colleague comments indicated that there may be a gap in communication between the Key Worker Community and the Senior Leadership Team (EV20). Effective internal communication is vital for developing trust and significantly impacts engagement (CIPD, 2020). A Hierarchical Organisational Structure exists within Remploy in Wales and progressive organisations have started to move away from this structure as it doesn't promote engagement (Corporate Rebels, 2017). Some of the colleague comments suggested that there was an opinion that the Senior Leadership Team aren't close enough to the job to fully understand and empathise. In terms of 'Employee Voice', some colleagues don't feel that their opinions matter, they don't believe they are consulted ahead of changes and feel dictated to, rather than involved in decision making (EV20). At Google, status symbols are eliminated and decisions are made at the lowest level (Brock, 2015).

With 'Integrity', there are some suggestions that colleagues do feel that a 'say/do gap' exists, commenting that they feel the business is so focused on performance and compliance that it takes colleagues away from providing a quality service to customers (EV20). Compliance and Performance expectations are dictated by our Commissioners so it's a challenge to get this balance right. Pink (2015) suggests, 'management' is how you achieve compliance but you will not achieve engagement this way. Additionally, as a business learning and growth is promoted (EV21) but some colleagues feel that there isn't enough time to undertake any additional learning (EV20).

BIBLIOGRAPHY:

BOCK, L. (2015) *Work Rules! Insights from Google that will transform how you live and lead*. London: John Murray Publishers.

BRIDGER, E. (2018) *Employee Engagement: A Practical Introduction*. 2nd edn. London: Kogan Page.

CIPD (2020) *Coronavirus (COVID-19) advice for UK Employers* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/health-safety/coronavirus-factsheet> (Accessed: 07 Nov. 2020).

CIPD (2020) *Employee Communication* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/factsheet#6148> (Accessed: 08 Nov. 2020).

CIPD (2019) *Employee Engagement and Motivation* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet#6229> (Accessed: 07 Nov. 20).

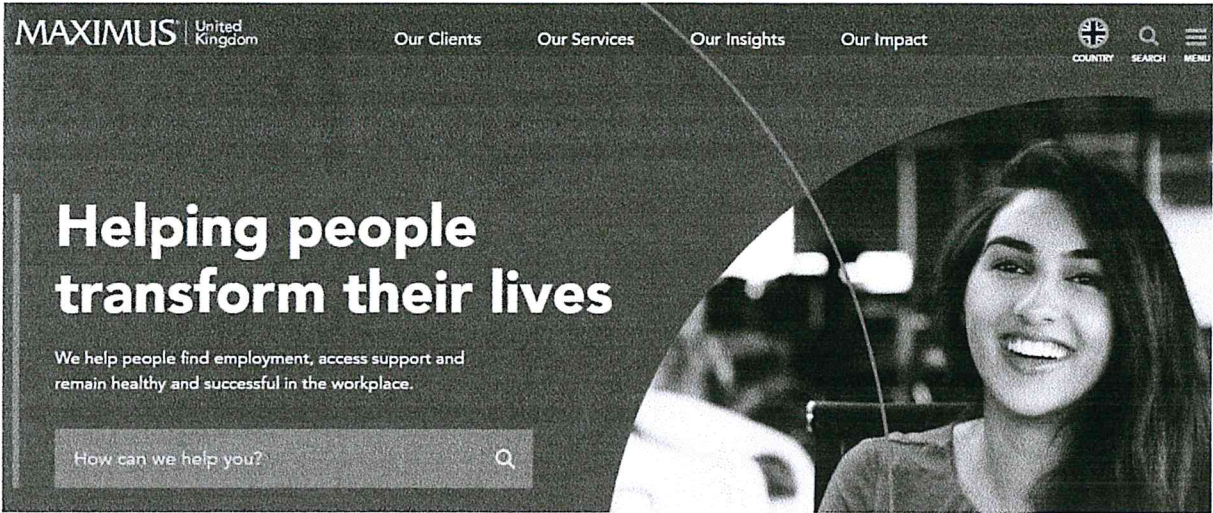
CORPORATE REBELS (2017). *The 8 Trends* [Online]. Available at: <https://corporate-rebels.com/trends/> (Accessed: 08 Nov. 2020).

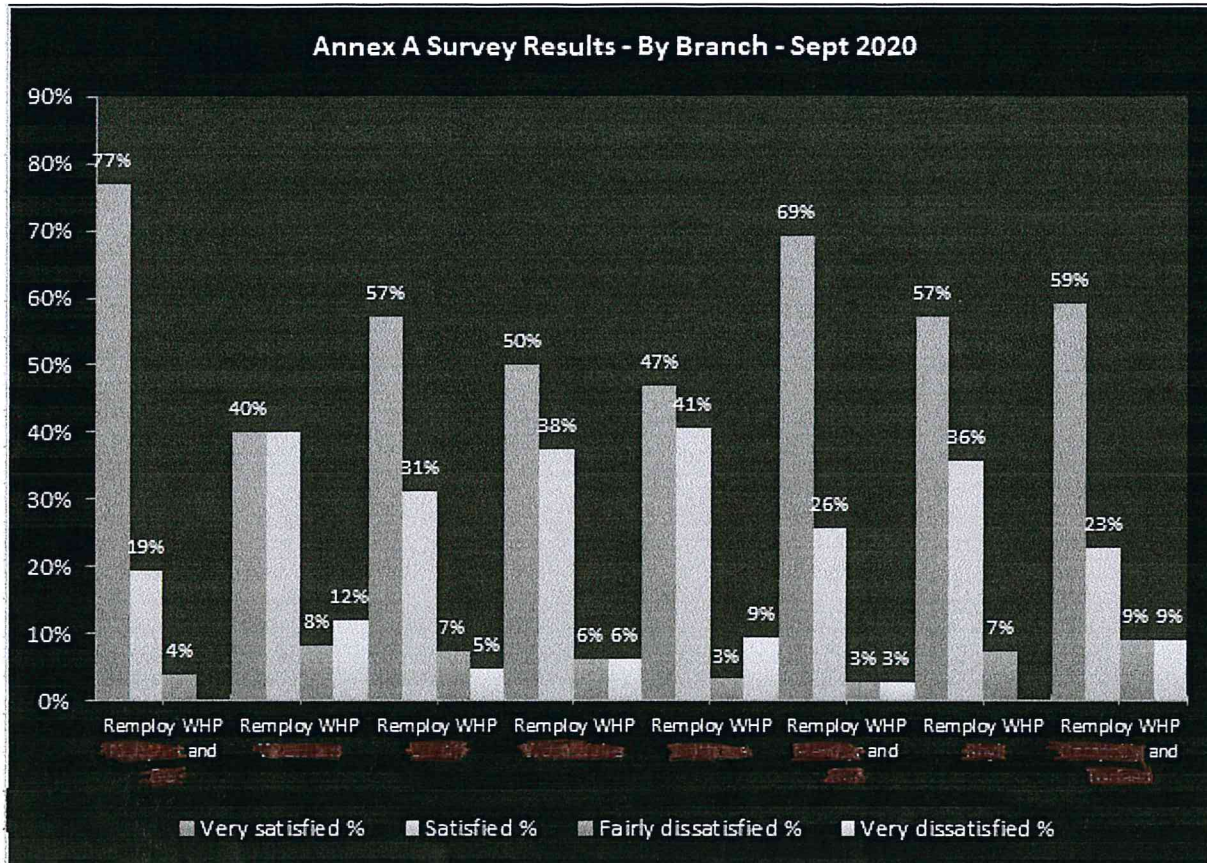
ENGAGE FOR SUCCESS (2014) *The Four Enablers* [Online]. Available at: <https://engageforsuccess.org/the-four-enablers> (Accessed: 08 Nov. 2020).

INVESTORS IN PEOPLE (2020) *We Invest in People* [Online]. Available at: <https://www.investorsinpeople.com/accreditations/we-invest-in-people/> (Accessed: 07 Nov. 2020).

MACLEOD, D. & CLARKE, N. (2014) 'The Evidence: Wellbeing and Employee Engagement', *Engage for Success*, May 2014, pp. 01 – 42. Available at: <https://engageforsuccess.org/wp-content/uploads/2015/09/wellbeing-and-engagement-04June2014-Final.pdf> (Accessed: 07 Nov. 2020).

PINK, D. (2015) *Autonomy Implement through Leaders* [Video]. Available at: https://www.youtube.com/watch?edufilter=NULL&v=brLOCLhJhug&ab_channel=ImplementConsultingGroup (Accessed: 08 Nov. 2020).





	Very satisfied	Very satisfied %	Satisfied	Satisfied %	Fairly dissatisfied	Fairly dissatisfied %	Very dissatisfied	dissatisfied %	Total Responses	
VHP Wales	125	58%	67	31%	12	6%	12	6%	216	100%

to complete the survey and giving us your honest feedback.

Here's what you had to say

There has been a slight drop in the mood of the business. Overall, 35% of respondents are feeling better than okay compared to 36% in our previous survey. While 39% of respondents are feeling less than okay compared to 37% last time round.

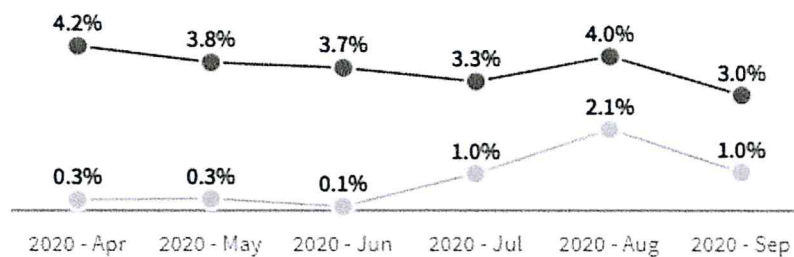
50% of respondents also felt that the support from the business has been better than okay compared to 58% in the last survey. While 27% of colleagues felt the support from the business has been less than okay compared to 21% previously.



Monthly Sickness Rates



- Cost Centre (UK): ✓ E142/2001 WHP Wales - Cardiff/Barry
 ✓ E143/2001 WHP Wales - Swansea ✓ E144/2001 WHP Wales - Newport
 ✓ E145/2001 WHP Wales - Wrexham
 ✓ E145/2001 WHP Wales - Wrexham, 656/7100 North Wales Workchoice Remploy
 ✓ E146/2001 WHP Wales - The Valleys ✓ E147/2001 WHP Wales - RCT
 ✓ E148/2001 WHP Wales - Rhyl ✓ E149/2001 WHP Wales - Llanelli
 ✓ E150/2001 WHP Wales - East District ✓ E151/2001 WHP Wales - North & Mid District
 ✓ E152/2001 WHP Wales - West District



■ Sickness Rate (Total) - Monthly ■ Sickness Rate (Short Term) - Monthly

	A	C	E
1	Count of Cost Centre		
2	Row Labels	▼ Sick	
3	E141/2001 WHP Wales - Mgmt Team		
4	E150/2001 WHP Wales - East District		
5	E142/2001 WHP Wales - Cardiff/Barry	18	
6	E144/2001 WHP Wales - Newport		
7	E146/2001 WHP Wales - The Valleys	27	
8	E147/2001 WHP Wales - RCT		
9	E148/2001 WHP Wales - Rhyl	26	
10	E145/2001 WHP Wales - Wrexham	15	
11	E152/2001 WHP Wales - West District		
12	E143/2001 WHP Wales - Swansea	5	
13	E149/2001 WHP Wales - Llanelli	32	
14	Grand Total	123	
15			

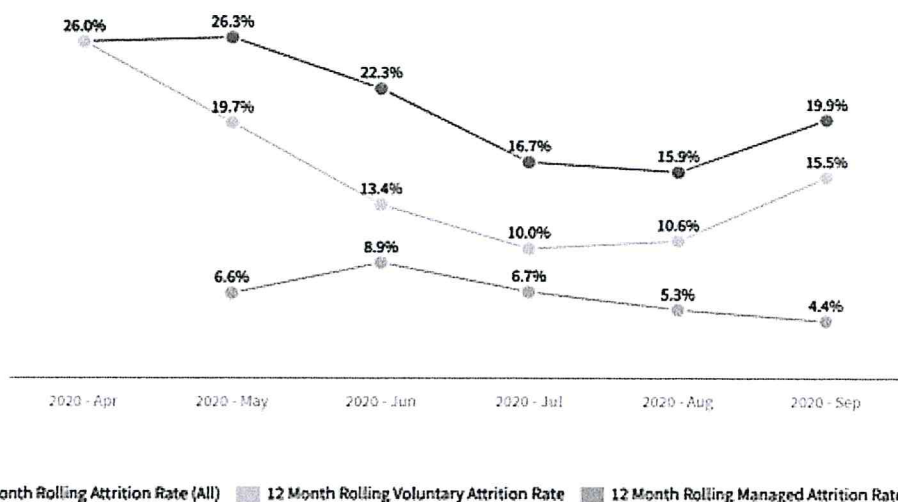
EV17

ESD - Rolling Annual Turnover	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20
12 Mth Rolling Combined Overall Turnover Rate	50.0%	46.1%	42.5%	40.5%	39.5%	43.3%	43.3%	44.4%	45.5%	44.8%	45.0%	44.9%
12 Mth Rolling Voluntary Turnover	23.1%	22.5%	22.6%	23.0%	23.8%	27.0%	27.0%	28.5%	30.0%	28.9%	27.9%	28.2%
12 Mth Rolling Involuntary Turnover	26.9%	23.6%	19.8%	17.5%	15.7%	16.3%	16.3%	15.9%	15.5%	15.9%	17.1%	16.8%

WHP Wales:

12 Month Rolling Attrition (Turnover) Rates

Cost Centre (UK): ✓ E142/2001 WHP Wales - Cardiff/Barry ✓ E143/2001 WHP Wales - Swansea
 ✓ E144/2001 WHP Wales - Newport ✓ E145/2001 WHP Wales - Wrexham
 ✓ E145/2001 WHP Wales - Wrexham, 656/7100 North Wales Workchoice Remploy ✓ E146/2001 WHP Wales - The Valleys
 ✓ E147/2001 WHP Wales - RCT ✓ E148/2001 WHP Wales - Rhyt ✓ E149/2001 WHP Wales - Llanelli
 ✓ E150/2001 WHP Wales - East District ✓ E151/2001 WHP Wales - North & Mid District ✓ E152/2001 WHP Wales - West District





We work hard to make sure we are the best we can be.

Remploy was one of the first companies in the UK to be awarded 'Leader' status by the nationally renowned Disability Confident Scheme, operated by the Department for Work and Pensions (DWP).



The accolade, which is the highest award, recognises an employer dedicated to supporting disabled people and those with health conditions in the workplace, as well as helping other employers to become 'Disability Confident' themselves.



We are a Clear Assured company, which means that we commit to identifying and removing barriers from recruitment policy, process and practice which have the potential to exclude disabled people.



Having the Investors in People Gold award since 2013 recognises that we develop and manage our people to the highest standard, to give our business the skills to succeed. The award measures our performance in a number of areas such as leadership and development, continuous improvement and people management.

This award shows that we put our people at the heart of our vision.



Having the Matrix Standard means that our advice and guidance services are of the highest quality. The support we give to individuals has been assessed to meet strict criteria around how useful the information is and the benefits to the individual.

Praise is always forthcoming from my manager

My immediate manager is very good at support and feedback

we have had an amazing month not only on performance but with team morale, which isnt easy to maintain working remotely.

My manager often comments and send me praise on my commitment, dedicaton and work ethic. I feel appreciated by him and that my time is well spent.

My immediate manager is very good at support and feedback

My line manager has been amazing over the last 6 months. She checks in with me daily to ensure that I am coping and she is really approachable so if I have any concerns I feel comfortable going to her with them.

I have a few close colleagues that I check in with regularly also.

Amazing manager and team

My Manager and Colleagues are always there if I need anything we are a strong Team. We have all gone through an extremely difficult time over the past 6 months and the hangouts, Team meeting and huddles have been an important lifeline.

In the main, but priorities change at Senior Level without regard for how we are going to deliver them operationally

Processes are continually changing with no consultation with staff.

Lack of consistency in the messaging, constant change.

No - far too much admin, reports, spreadsheets and compliance - this enables little time to spend with candidates.

Difficult to keep to own priorities sometimes, focus is on numbers where we need to give time to staff and support them better with ever changing demands

Sometimes I feel like you are not allowed to give the correct amount of time to an individual as there lots calls to achieve for compliance reasons

Sometimes there is so much administration work involved that it distracts from the support we could be offering our customers.

It is difficult sometimes as the compliance and getting people into work is more sought after than the support

The admin involved in this role takes away from the time I could spend with customers - helping them with their applications and time away from their development.

Under pressure to hit target becomes more important than quality of provision - high caseloads add to the pressure

During COVID i feel that the emphasis has been on targets only with very little opportunity to learn and grow.

Yes as previously stated had the opportunity to do an NVQ and also we have a website for learning and developing but to be honest not enough hours in the day to look at it.

There does not seem to be a development plan for the employment advisors.

Not consulted and rarely feel listened to.

My immediate manager is very supportive with myself and the team and she keeps us going. The upper tiers of management appear to have no idea what the job entails.

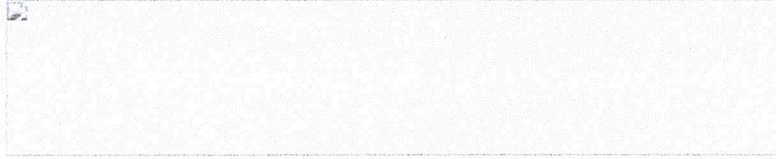
EV21

Start learning with Percipio - register in advance  Inbox x



Communications Team <[redacted]>
to me +

Tue, 30 Jun, 11:19   



[Click here](#) to view this message in a browser window.

Webinar: Start learning with Percipio

You are invited to join the Talent and Development Team tomorrow at 2pm for a webinar on Percipio, our online learning platform.

This is a great opportunity to further your personal development, and has been arranged following your feedback from the recent engagement survey.

Percipio enables you to increase your knowledge, learn new skills and progress within your role, with over 165,000 skills-based resources such as videos, eBooks, audio books

Learning Outcome 3

3.1

MacLeod (2015) discusses the 'enablers' that organisations should implement to achieve engagement; 'Strategic Narrative' with Leaders ensuring employees understand the direction of the business and their individual role; an 'Engaging Manager' investing time in their employees; an avenue for 'Employee Voice' along with 'Integrity'. Maximus has three of these as its main drivers included in its engagement strategy with 'Wellbeing' replacing 'Integrity' (EV22).

Purcell (2010, cited in Johns & Ellis, 2016) describes the 'building blocks' to engagement as having trust in management; being happy with the job; being involved in decision making; quality relationships between employees and management; satisfaction with pay; the job provides challenge and a sense of achievement. Our survey evidences there is room for improvement, however there are also many positive comments evidencing colleagues' satisfaction within their role (EV23).

Towers Perrin (2008) found the global workforce not to be engaged to the extent that employers need to achieve results. Employers can close the engagement gap by having engaged Leaders at the top and investing time in their workforce as they do their customers. Engaging employees and supporting wellbeing is a priority for Remploy as detailed on our action plan we share with Commissioners (EV2).

Google identified 8 traits of effective managers; having a growth mind-set; displaying emotional intelligence, comfortable being vulnerable; a coach; compassionate delivering feedback and following a decision making framework. Google saw an improvement in 75% of its underperforming managers by implementing this programme (Schneider, 2017). A Leadership programme that included delivering feedback and coaching was planned pre-Covid for all Managers within Maximus (EV24). 'Googleist' is Google's annual survey written by employees of Google. Google focuses on what it considers to be the outcomes that matter; 'Innovation', 'Execution' and 'Retention'. It can now anticipate attrition increases and keep turnover low (Bock, 2015). Maximus focuses on engagement in its annual surveys, but has also recently started conducting pulse surveys that check in on colleagues' wellbeing on a real-time basis (EV1).

3.2

I've had several conversations with our Quality and Contracts Manager throughout this process and discussed strategies for improving engagement as a result of this survey. A well-considered and clear plan is critical to improve engagement (Bridger, 2018). We discussed barriers and potential solutions to an engagement strategy (EV25).

We discussed that some comments highlight there may be a risk that some colleagues may be reluctant to 'buy in' to any new approach due to a potential culture of mistrust. Some colleagues may not believe that anything will change as a result. As a solution we discussed that we would engage the management team to ensure they were on board in order to champion the approach and engage their team. Line Managers are influential in engagement and are crucial in getting the

balance right between level of challenge within a role and the right level of support (CIPD, 2019). This also highlights why it's really important we work with Managers to ensure those colleagues that would like to be involved in enhancing engagement to be allocated the time to do so, as the survey indicates time is another barrier (EV20).

We discussed how the messages delivered are really important as there is an indication that for some colleagues the hierarchical organisational structure may be creating a barrier. As a solution we discussed how creating a forum consisting of colleagues at all different levels and roles would close the gap between the Key Worker community and the SLT. Progressive organisations are moving away from the outdated hierarchical pyramid as it doesn't promote engagement (Corporate Rebels, 2017).

We discussed that many of the concerns that that colleagues referred to in the survey were linked to the heavily administrative part of their role and compliance requirements (EV20). Unfortunately this seemed to be one of the biggest concerns but also probably one of the most challenging to resolve as we are governed by our Commissioners. As a solution we suggested creating a forum for colleagues to put forward suggestions. Employees can directly participate by having the opportunity to influence decision making themselves such as control over the way jobs are carried out (CIPD, 2020).

3.3

Following the survey, I sent an email with an attached document to my Line Manager with a summary of the results and recommendations (EV26). The results highlighted some priority areas; Learning and Growth, Employee voice and Praise and Recognition (EV12). Kasanoff (2016) describes some of the most powerful ways to engage employees is to provide them with paths to grow, listen to them and praise them for effort.

In terms of Learning and Growth, I recommended that all colleagues have a personal development plan. We need to listen to colleagues to understand what learning they want and where possible provide opportunities for development and growth. Crawford et al (2014, cited in Armstrong, 2016) discusses how development opportunities make the job feel meaningful and provides routes for growth and a sense of achievement.

In terms of Praise and Recognition, I recommended that we start recognising colleagues for performance linked to our mission statement of 'Transforming People's Lives' (EV13) or for demonstrating behaviours linked to our values. Engaging Managers acknowledge employees' efforts and create a culture of praise (Engage for Success, 2015).

Furthermore, I have advised that 'Employee Voice' be our first priority on our Engagement Action Plan. This I emailed to the Contract Director for discussion (EV27). My recommendation here is to create a 'People' Steering Group, represented by colleagues at all levels. This approach should help to close the engagement gap between the Key Worker community and the SLT. Employees will be given the opportunity to have their voice heard; discuss challenges and make suggestions. They will be involved in decision making and consulted on changes. Colleagues can communicate their views and influence matters that mean something to them. It will start to build up trust that is so

important in contributing to productivity, innovation and organisational improvement. Employees will have increased job satisfaction and better opportunities for development (CIPD, 2020)

BIBLIOGRAPHY:

ARMSTRONG, M. (2016) *Armstrong's handbook of strategic human resource management*. 6th edn. London: Kogan Page.

BOCK, L. (2015) *Work Rules! Insights from Google that will transform how you live and lead*. London: John Murray Publishers

BRIDGER, E. (2018) *Employee Engagement. A Practical Introduction*. 2nd edn. London: Kogan Page.

CIPD (2020) *Employee Voice* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/voice-factsheet> (Accessed: 10 Nov. 2020).

CIPD (2019) *Line Managers Role in Supporting the People Profession* [Online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/hr/line-managers-factsheet#8027> (Accessed: 10 Nov. 2020).

CORPORATE REBELS (2017) *The 8 Trends* [Online]. Available at: <https://corporate-rebels.com/trends/> (Accessed: 10 Nov. 2020).

ENGAGE FOR SUCCESS (2015) *Engaging Managers* [Online]. Available at: <https://engageforsuccess.org/engaging-managers> (Accessed: 10 Nov 2020).

JOHNS, T. & ELLIS, C. (2016) 'Employee Engagement', in Taylor, S. & Woodhams, C. (2nd edn). *Human Resource Management: People and Organisations*. London: CIPD.

KASANOFF, B. (2016) '10 Powerful Ways to Empower Your Employees', *Forbes*, Mar 2016. Available at: <https://www.forbes.com/sites/brucekasanoff/2016/03/24/10-powerful-ways-to-empower-your-employees/?sh=11bb99057427> (Accessed: 10 Nov. 2020).

MACLEOD, D. (2015) *Engage for Success* [Video]. Available at: https://www.youtube.com/watch?edufilter=NULL&feature=youtu.be&v=oLrrHDly3wA&ab_channel=Engage4Success (Accessed: 09 Nov. 2020).

SCHNEIDER, M. (2017) 'Google Spent years studying effective bosses. Now they teach new Managers these 6 things', *Inc*, Aug 2017. Available at: <https://www.inc.com/michael-schneider/analysis-10000-reports-told-google-to-train-new-managers-6-areas.html?fbclid=IwAR0Mw9eEoahvgCSfayKBhw2nJiHhFJ7PGr0Fkoury8BdQUPLunJoizs68Yk> (Accessed: 09 Nov. 2020).

TOWERS PERRIN (2008) 'Closing the Engagement Gap: A Road Map for Driving Superior Performance', *Towers Perrin Global Workforce Study 2007-08*, pp.01 -32. Available at: <https://engageforsuccess.org/wp-content/uploads/2015/10/Closing-the-engagement-gap-TowersPerrin.pdf> (Accessed: 08 Nov. 2020).

On the Job Training – Activity 1

On the 6th October 2020, I met with the People Engagement Manager for Maximus UK who leads on Engagement across all Maximus businesses. My aim from our meeting was to ensure I thoroughly understood Maximus' approach to Employee Engagement so I prepared some questions from my own research ahead of our meeting.

Surprisingly, developing an engagement strategy is still not common place in all organisations; however a well-defined strategy is vital to enhance engagement (Bridger, 2018). Maximus have a clear engagement strategy centred on four main drivers; *Strategic Narrative* to ensure its employees understand the direction of the business, its purpose and what their individual contribution is. MacLeod (2015) discusses how there are four enablers to Employee Engagement. The first one is the same, highlighting the importance of understanding organisational direction of travel and where the employee's individual role fits within that journey. The second enabler from MacLeod and Clarke's 2009 Government Report highlights the importance of having an Engaging Manager who invests time in talking to employees about what success looks like in their role and empowering them to deliver it as they see best (MacLeod, 2015). Maximus also has *Managers* as its second driver, being focused on the methods used to initially engage our own Managers and ensuring our Managers know how to engage their teams, treating them as individuals. Maximus' third driver is *Employee Voice*; ensuring individuals are given opportunities to provide feedback and share ideas. Employee Voice benefits Organisations as it allows for innovation and organisational improvement. Employees benefit from being able to influence, have increased job satisfaction and improved development opportunities (CIPD, 2020). During the COVID-19 pandemic, at Maximus employees have been offered additional platforms to have their voice heard. We have introduced a business social media platform for colleagues. As much as it is a work based social media site, it allows employees to have an insight into each other's personal lives (if they wish to share this information). This supports Moss' (2016) suggestion in that Employers should stop attempting to achieve work-life balance for colleagues which can be hugely difficult (especially during these times) and allow colleagues to bring their whole self to work.

Wellbeing is Maximus' final driver which focuses on how we create and maintain a healthy organisation. The CIPD Good Work Index reported that wellbeing has been a challenge during the pandemic. 70% of employees said they were satisfied with how their employers are responding to COVID-19 and agreed that their Manager has been checking in on their health and wellbeing (CIPD, 2020). At Maximus many Wellbeing Webinars have been available to employees during the pandemic and initiatives such as 'Headspace' have also been trialled. We have also introduced pulse surveys throughout COVID-19 which will continue to be conducted quarterly. These are short; sharp surveys that test how our employees feel at a specific time and at Maximus they are focused on optimising wellbeing, communication and developing learning. "Pulse" surveys allow employees to provide open, anonymous feedback on a real time basis (Bersin et al. 2016).

An Annual Colleague Engagement Survey is conducted throughout all Maximus businesses. According to the CIPD, the employee engagement survey is used in approximately 80% of large organisations to measure engagement. It's a useful tool for organisations to understand firstly how engaged its people are and secondly to understand what is and isn't working in order to enhance engagement (Bridger, 2018). At Maximus, we commissioned a new provider to conduct our annual

engagement survey last year. Using an external provider ensures colleagues feel satisfied their responses remain anonymous and feel safe to give their honest feedback. Courtier (2017) argues that culture has moved on and people are now happier to have their voice heard and when surveys aren't anonymous it makes it easier for an organisation to act upon.

Some research suggests that employee surveys should be conducted far more frequently than annually but Maximus continues to conduct its employee survey once a year which is sent to all colleagues in all of its businesses throughout the UK. Maximus carries out the engagement survey annually to ensure that they invest time compiling a quality action with realistic timeframes and ensure the task doesn't become a tick box exercise. Conducting an annual survey usually gives the Employer an adequate timeframe to have implemented improvements based on the previous results. Employers can also benchmark progress and assess if change initiatives have been effective (Frost, 2014).

Bibliography:

BRIDGER, E. (2018) *Employee Engagement. A Practical Introduction*. 2nd edn. London: Kogan Page.

BERSIN, J., GOSLING, W. & SLOAN, N. (2016) 'Engagement Always On', *Deloitte Insights*, Feb 2016. Available at: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2016/employee-engagement-and-retention.html> (Accessed: 12 October 2020).

CIPD (2020) *Employee Voice*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/voice-factsheet> (Accessed: 19 October 2020).

CIPD (2020) *Impact of COVID-19 on working lives* [Online]. Available at: <https://www.cipd.co.uk/knowledge/work/trends/goodwork/covid-impact> (Accessed: 17 October 2020).

COURTIER, M. (2017) 'Anonymity and Confidentiality in Annual Surveys', *HR Zone* [blog]. 6th June. Available at: <https://www.hrzone.com/community/blogs/michael-courtier/anonymity-and-confidentiality-in-annual-surveys> (Accessed: 18 Oct. 2020).

FROST, S. (2014) 'How often should you conduct an employee survey?', *HR Zone*, May 2014. Available at: <https://www.hrzone.com/engage/employees/how-often-should-you-conduct-an-employee-survey> (Accessed: 19 October 2020).

MACLEOD, D. (2015) *Engage for Success* [Video]. Available at: https://www.youtube.com/watch?edufilter=NULL&feature=youtu.be&v=oLrrHDly3wA&ab_channel=Engage4Success (Accessed: 10 Oct. 2020).

MOSS, J. (2016) *Unlocking Happiness at Work*. London: Kogan Page.

EV23

It is why I came here and I feel that I live and breathe this

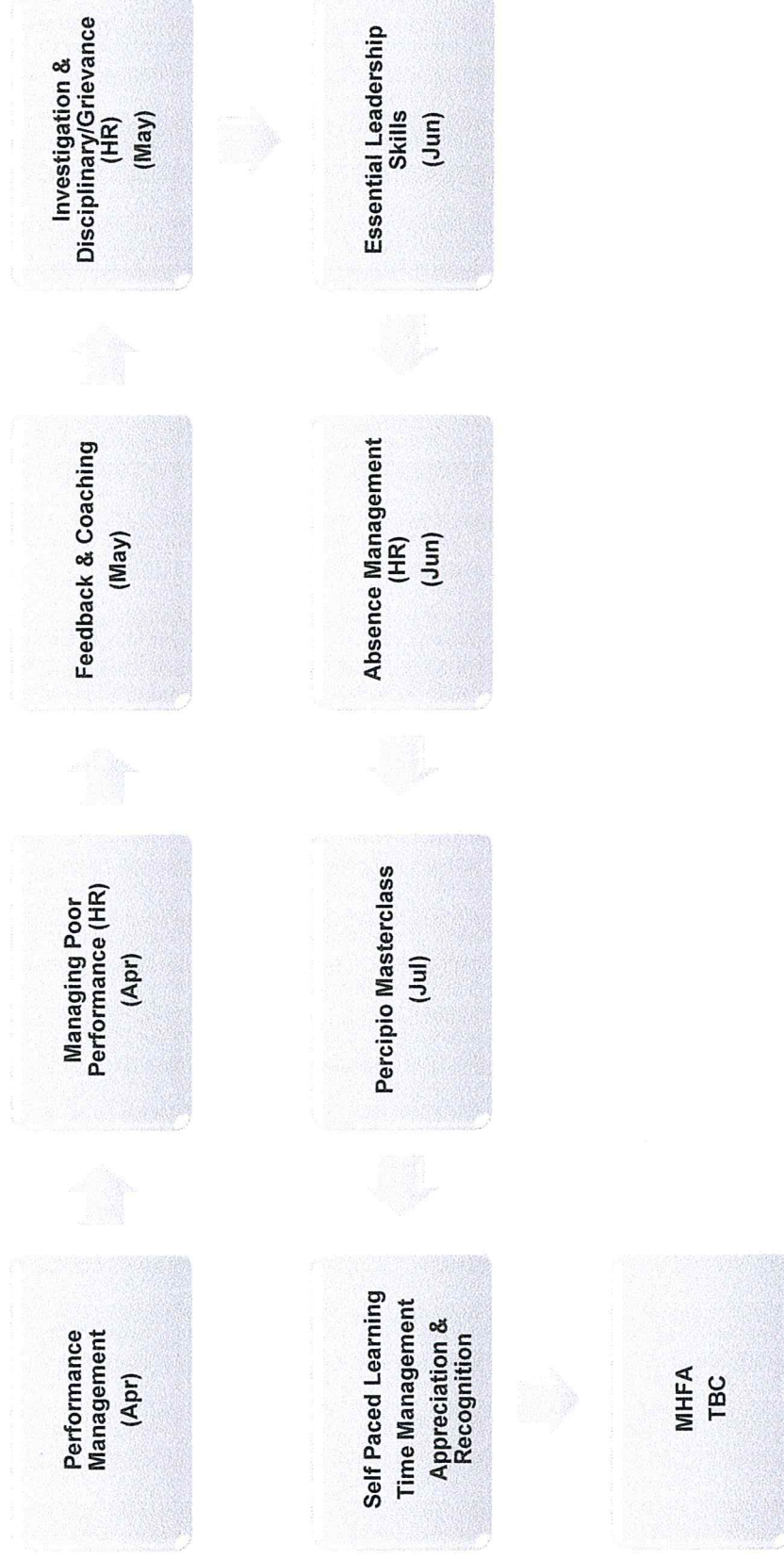
Yes whenever I am asked what I do I am always proud to say I support people achieve their goals

I feel Remploy has the right attitude and ethics for the field of work

Supporting customer to reach their full potential is always important. I feel that providing opportunity to achieve has powerful results in how the individual feels about themselves and what they are capable of is empowering.

yes I think what we do matters to those we support and try and make a difference to

Management Development Journey



Remploy

Putting ability first

EV25

Sophie O'Kelly <sophie.new@remploy.co.uk>

Notes re. barriers to engagement meeting

[REDACTED] <[REDACTED]@remploy.co.uk>
To: Sophie O'Kelly <sophie.new@remploy.co.uk>

10 November 2020 at 07:23

Thanks Sophie

[REDACTED]
Quality & Contracts Manager**Remploy**

Operated by Maximus
Ty Pennant House
St Catherine's Corner
Pontypridd
RCT
CF37 2TB
Office: [REDACTED]
Mobile: [REDACTED]
[REDACTED]@remploy.co.uk
www.remploy.co.uk

On Mon, 9 Nov 2020 at 23:38, Sophie O'Kelly <sophie.new@remploy.co.uk> wrote:

Hi Sam

Forgot to mention solutions that we discussed in terms of the barriers:

- We discussed that there may be some risk that colleagues may initially be reluctant to 'buy in' to any approach due to a potential lack of trust. Some colleagues may be reluctant to believe that anything will change as a result - as a solution we discussed that we would engage with the management team to ensure they were on board in order to champion the approach and engage their team.
- We discussed that how the messages are delivered is really important as there is an indication that for some colleagues the hierarchical organisational structure may be creating a barrier - as a solution we discussed how creating a 'People' Forum with colleagues from all different levels and roles would close the gap between the Key Worker community and the SLT
- In terms of employee's involvement and time to commit to any new approach, we discussed that this may be a barrier as there is already an indication from the survey that some colleagues don't feel they have sufficient time to do their jobs - as a solution we would work with their manager to ensure sufficient time could be allocated
- We also discussed that many of the concerns that colleagues referred to in the survey were linked to the heavily administrative part of their role and compliance requirements. Unfortunately this seemed to be one of the biggest concerns but probably one of the more challenging to resolve as we are governed by our Commissioners on this - as a solution we would use the 'People' Forum for colleagues to put forward suggestions to make this part of the role less of a challenge and less time consuming.

Thanks again
Sophie

On Mon, 9 Nov 2020 at 18:53, Sophie O'Kelly <sophie.new@remploy.co.uk> wrote:

Hi Sam

Thanks for your time this morning.

Please find below notes of what we discussed on our call today around potential barriers we foresee with the acceptance of engagement strategies as a result of the survey that colleagues have just completed:

- We discussed that there may be some risk that colleagues may initially be reluctant to 'buy in' to any approach due to a potential lack of trust. Some colleagues may be reluctant to believe that anything will change as a result.

- We discussed that how the messages are delivered is really important as there is an indication that for some colleagues the hierarchical organisational structure may be creating a barrier.
- We discussed how its important to engage the Management team first regarding any new approach to ensure that they are on board to engage their teams.
- In terms of employee's involvement and time to commit to any new approach, we discussed that this may be a barrier as there is already an indication from the survey that some colleagues don't feel they have sufficient time to do their jobs.
- We also discussed that many of the concerns that colleagues referred to in the survey were linked to the heavily administrative part of their role and compliance requirements. Unfortunately this seemed to be one of the biggest concerns but probably one of the more challenging to resolve as we are governed by our Commissioners on this.

On the call, we also discussed some really positive recommendations to enhance engagement which I am really looking forward to recommending to Drew and our colleagues to gather their thoughts.

Thanks for all your help with this - much appreciated, as always.

Sophie.

--

Sophie O'Kelly

Performance Improvement Manager

Remploy

Operated by Maximus

Alexandra House,

Alexandra Road,

Swansea.

SA1 5ED

Mobile: 07789 171 688

sophie.okelly@remploy.co.uk

www.remploy.co.uk

--

Sophie O'Kelly

Performance Improvement Manager

Remploy

Operated by Maximus

Alexandra House,

Alexandra Road,

Swansea.

SA1 5ED

Mobile: 07789 171 688

sophie.okelly@remploy.co.uk

www.rempoy.co.uk

CONFIDENTIALITY NOTICE: This email, including attachments, is for the sole use of the intended recipients and may contain confidential and privileged information or otherwise be protected by law. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender, and destroy all copies and the original message.

Please consider the environment before printing this email.

CONFIDENTIALITY NOTICE: This email, including attachments, is for the sole use of the intended recipients and may contain confidential and privileged information or otherwise be protected by law. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender, and destroy all copies and the original message.

Please consider the environment before printing this email.

Remploy

Putting ability first

EV26

Sophie O'Kelly <sophie.new@remploy.co.uk>

Wales Engagement Survey Oct 2020 Findings, Recommendations and Action Plan

Sophie O'Kelly <sophie.new@remploy.co.uk>

9 November 2020 at 23:18

To: ~~XXXXXXXXXX~~ <~~XXXXXXXXXX~~@remploy.co.uk>

Hi Drew

Please find attached a summary of the Engagement Survey that was completed by colleagues in Wales last month. The document provides a summary of results and recommendations moving forward. It also details the start of a proposed action plan for consideration.

Thought we could discuss next steps in my review on Thursday?

Thanks

Sophie

--

Sophie O'Kelly

Performance Improvement Manager

Remploy

Operated by Maximus

Alexandra House,

Alexandra Road,

Swansea.

SA1 5ED

Mobile: 07789 171 688

sophie.okelly@remploy.co.ukwww.remploy.co.uk**Wales Employee Engagement Survey Findings and Recommendations v0.1.docx**

161K

Wales Employee Engagement Survey (Oct 2020) Findings & Recommendations

Introduction:

Supporting the wellbeing of colleagues has been paramount throughout the COVID-19 pandemic and remains a key priority for the business. During this time, the business has been regularly taking a temperature check of colleagues' wellbeing through the format of 'pulse' surveys. Ordinarily, Maximus' annual engagement survey would be sent to colleagues at this time of year, however due to exceptional circumstances of 2020, it has been postponed until the spring, 2021.

Coincidentally, in Wales we had already agreed to send a wellbeing survey to colleagues to fully understand their needs locally. We discussed a number of options and decided to take a slightly different approach, agreeing on using Gallup's Q12 Engagement survey; consisting of 12 core questions that impact on business outcomes such as productivity, retention and profitability. The Gallup Q12 survey in its current format didn't allow for the collection of qualitative information so we decided to create an *optional* 'comments box' for colleagues to provide some justification behind their scoring (if they felt comfortable to do so).

The survey was introduced to colleagues on our Monthly colleague call so that they fully understood its purpose and had the opportunity to ask any questions.

Methodology:

- The survey was sent to 107 colleagues who currently work on our WHP and IPES contracts.
- Colleagues were asked to respond to the 12 questions by scoring each of them on a five point scale.
- All responses were completely anonymous.
- 50 responses were received in 4 working days – a total of 47% survey completion rate.

Findings/Results:

		Strongly Disagree				Strongly Agree
Question		1	2	3	4	5
1	Do you know what is expected of you at work?	0%	0%	8%	22%	70%
2	Do you have the materials and equipment to do your work right?	2%	2%	24%	38%	34%
3	At work, do you have the opportunity to do what you do best every day?	2%	12%	28%	48%	10%
4	In the last seven days, have you received recognition or praise for doing good work?	6%	12%	20%	24%	38%
5	Does your Line Manager; or someone at work, seem to care about you as a person?	4%	4%	4%	24%	64%
6	Is there someone at work who encourages your development?	8%	8%	14%	30%	40%
7	At work, do your opinions seem to count?	6%	14%	24%	28%	28%
8	Does the mission/purpose of your company make you feel your job is important?	2%	2%	32%	32%	32%
9	Are your colleagues committed to doing quality work?	2%	0%	12%	34%	52%
10	Do you have a best friend at work?	2%	14%	30%	18%	36%
11	In the last six months, has someone at work talked to you about your progress?	2%	8%	26%	26%	38%
12	In the last year have you had opportunities to learn and grow?	8%	16%	30%	24%	22%

- In 7 out of the 12 questions, the majority of respondents chose 'Strongly Agree'.
- Over 50% of respondents chose 'Agree' or 'Strongly Agree' in 11 out of the 12 questions.
- Questions 1, 5 and 9 saw over 80% of colleagues provide a strong rating of 4 or 5 (the comments indicated that direct line management support was generally considered very highly by colleagues).
- 24% of respondents indicated that they haven't had opportunities to learn and grow in the past year.
- 20% of colleagues indicated that they don't feel their opinions count.
- 18% of colleagues indicated that they hadn't received praise or recognition in the last seven days.

External areas of best practice:

The work of MacLeod & Clarke's (2014) Engage to Success Report describes the 4 key enablers that organisation should adopt to successfully engage colleagues; *Strategic narrative*; *Engaging Managers*; *Employee Voice* and *Integrity*. Interestingly, three of these are already main drivers within Maximus' engagement strategy with 'Wellbeing' being a primary focus rather than 'Integrity'.

Kasanoff (2016) discusses powerful ways to empower employees which include providing generous boundaries; listening; believing in them; ~~forgiving mistakes~~; providing paths to grow; ~~praising for effort~~; ~~earning trust~~ and giving employees time.

Purcell (2010) describes 'being happy with the work itself'; 'having trust in management' and 'being satisfied with involvement in decision making' amongst some of the 'building blocks' to engagement.

Recommendations:

Taking into consideration external areas of best practice and the findings from our Engagement Survey, I have recommended below some specific areas to focus on as a priority:

- **Learning and Growth**
 - Every Colleague to have a Personal Development Plan. Learning and Development to be discussed and reviewed with colleagues frequently. Understand what Learning/Development colleagues want. Managers to work with Performance Improvement Manager and Senior Team to provide and create appropriate opportunities where possible.
- **Employee Voice**
 - Ensure colleagues are provided with the outlet to discuss challenges and make suggestions for improvement. Ensure they are involved in decision making as much as feasibly possible and consulted on changes ahead of them being implemented
- **Praise and Recognition**
 - Ensure colleagues receive praise and recognition for all their efforts. We potentially need to consider recognising colleagues for performance linked to our mission statement of 'Transforming People's Lives' or for demonstrating behaviours linked to our Values.

EV27

Proposed initial action plan for discussion:

Action	Detail	Responsibility	Benefit	Cost	Timescale for Completion
'People' Steering Group to be created in Wales	- Engage with Management Team to discuss recommendations - Decide on fair way of choosing who will form part of this steering group, who will lead/facilitate, what items will be discussed, what the format should look like, how often steering group will meet - First Meeting to be set up	Sophie & Management Team	- Closes the gap between Key Worker community and SLT - Employees provided with the opportunity to have their voice heard and ask questions - Employee to discuss challenges and make suggestions - Colleagues to be involved in decision making that may impact their job role - Colleagues to be consulted on changes - Increased Engagement, Productivity, Retention.	14 colleagues @ 2 hours per month for 6 months (pilot) = £2,500 approx.	Jan 2021

Nb. The action plan just focuses on one of the suggestions I have recommended however I believe it is the first step to being able to listen and fully understand.