

Student Name: Jessica Rees-Evans

Student Number: 1052038

CIPD Membership Number: 57493057

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: Jessica Rees-Evans

Date: 01/03/2022

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to employee engagement

Word Count: 2848

Contents:

Evidence Matrix - Page 1-2

Personal Statement for LO1 - Page 3-5

Evidence for LO1 – Page 6-12

Personal Statement for LO2 - Page 14-15

Evidence for LO2 – Page 15-16

Personal Statement for LO3 – Page 17-19

Evidence for LO3 – Page 19-22

Referencing: page Page 23

Evidence Matrix

Unit Code	Unit Title	Learning Outcome	Evidence Description	Evidence Reference Number	Assessor Initials	I/V initials if sampled.
5AEEG	Contributing to employee engagement	1.1	Gallup Q12 Questions	Doc.1		
5AEEG	Contributing to employee engagement	1.2, 1.3	Meeting notes	Doc.2		
5AEEG	Contributing to employee engagement	1.3	List of current agency employees.	Doc.3		

5AEEG	Contributing to employee engagement	1.3	Survey	Doc.4		
5AEEG	Contributing to employee engagement	1.3	Email with survey.	Doc.5		
5AEEG	Contributing to employee engagement	1.4	Presentation	Doc.6		
5AEEG	Contributing to employee engagement	1.4	Meeting notes	Doc.7		
5AEEG	Contributing to employee engagement	2.1	Leavers record	Doc.8		
5AEEG	Contributing to employee engagement	2.2	Result of survey for leadership and development	Doc.9.		
5AEEG	Contributing to employee engagement	3.1	Email	Doc.10		
5AEEG	Contributing to employee engagement	3.2	Meeting Notes	Doc.11		
5AEEG	Contributing to employee engagement	3.3	Reward and recognition implementation plan	Doc.12		
5AEEG	Contributing to employee engagement	3.3	Gantt chart	Doc.13		
5AEEG	Contributing to employee engagement	3.3	Email	Doc.14		
5AEEG	Contributing to employee engagement	3.3	Email	Doc.15		
5AEEG	Contributing to employee engagement	3.3	Calander meeting	Doc.16		

--	--	--	--	--	--	--

LO1 Be able to assess levels of employee engagement within an organisation.

1.1. Identify, and justify selection of, suitable diagnostic tools for measuring employee engagement in the organisation.

There are many diagnostic tools for measuring employee engagement in an organisation. Brown (2020) believes pulse surveys measure engagement well, as they are shorter and more frequent, however does not believe they should be the foundation as annual engagement surveys are better at showing the bigger picture across the organisation such as people trends over time, working well alongside the pulse surveys to collect lightweight feedback. Gallup's Q12 survey suggests using 12 specific questions (Doc.1) which have proven to be the most effective survey questions to measure employee engagement. Focus Groups and interviews are other forms of measurement, both are qualitative methods and can provide a more in depth understanding of how employees feel and their experiences giving more of an insight in to why they are unhappy or happy (CIPD,2021) in comparison to the quantifiable data from surveys.

1.2 Liaise with key people to plan and agree the application of diagnostic tools.

My job role is to manage a contingent workforce of manufacturing employees at Dow Silicones for recruitment agency Adecco, many of the contingent workers have been there 10 years+ and are therefore well integrated however engagement is currently not being monitored. They do not receive the pulse or annual engagement surveys that the permanent Dow employees receive, nor do Adecco have their own engagement strategy, process, or policies for them. They are welcome to attend the Dow townhall meetings and do attend communication briefings and team meetings at Dow, and the perception from management is that there are high levels of engagement amongst the agency workers, but there is nothing in place to monitor or prove this. I met with management (Doc.2) and we discussed diagnostic tools to monitor engagement and which option was most suited to us at this point. We decided to go with a survey as this is our starting point for monitoring employee engagement and the survey can produce quick results In comparison to the time it would take to set up focus groups and interviews. We plan on using the Gallup Q12 questionnaire as it is a proven and established method and having not completed any employee engagement monitoring before we lack knowledge to be able to write our own questionnaire. The Q12 has been chosen as it is well known within HR, used by 1000s of organisations, written by experts and each item is proven to link to performance outcomes across industries, cultures, company size and nationality (Gallup)

1.3 Apply diagnostic tools accurately and to an appropriate sample of employees to give meaningful results.

As the monitoring of engagement amongst agency workers has not been completed before, It was decided in the management meeting (Doc.2) that the survey would be sent to all Adecco employees, and therefore I used our salesforce system to download a report containing all employee details (Doc.3), there are 61 agency employees in total and by sending to all it will demonstrate a good overview of engagement across all agency workers at Dow. I created a survey using the Gallup Q12 survey questionnaire on Microsoft forms (Doc.4) and sent out via email (Doc.5) on 07th February 2022 asking for completion by 21st February 2022 allowing employees two weeks to complete, the only barrier to the response is that many are shift workers, and as part of the shift pattern get a 12 day block of time off, if they are part of shift B this would mean the survey is sent during their 12 days off and therefore they will only have 4 days to complete it on return to work, this may not allow enough time.

1.4 Analyse resulting data and draw reasoned conclusions about levels of employee engagement in the organisation.

48 employees responded from the 61 it was sent to, providing a response rate of 78%, which could point to good engagement levels. From looking at the responses 100% of respondents know what is expected of them at work, 97% felt they had the tools and equipment to do their work right, 96% felt they had the opportunity to do what they do best every day, 77% had received recognition or praise for doing good work in the last 7 days, 85% felt their supervisor or someone else at work care about them as a person, 89% felt their opinion counts, 91% felt their mission or purpose for the company makes felt feel their job is important, 100% believed associates or fellow employees are committed to doing good quality work. 58% said there was someone at work who encouraged their development, 97% said they had a best friend at work, only 14% of employees have been spoken to about progression in the last 6 months, only 47% said they had opportunities to grow in the last year. I created a presentation (Doc.6) with the findings of the result and presented it to senior management and line managers of the agency workers on 22nd February 2022, in the presentation I also went through how to understand the results, and together we analysed the findings, notes were taken (Doc.7) In the data there was a were low ratings within the Individual contribution area for receiving recognition and praise which we concluded could be down to some managers home working whilst their production team are working onsite, making it hard for them to see what is due recognition and praise, management absence due to covid19, one on maternity leave not backfilled. Some agency workers are working virtually by managers also working virtually which can sometimes make it hard to see what is due praise and some things you would mention in passing whilst in the office get forgotten about if you don't meet virtually. Dow employees have a reward and recognition scheme where they get John Lewis vouchers, the agency workers do not. Low numbers of managers covering large amounts of employees currently due to company structure. Common themes showed with low percentage ratings for encouragement of development, progression, and learning and growing, which we concluded was down

to no current permanent vacancies at Dow so it can be hard to continually develop the agency workers, once they are trained, they are almost stuck until a permanent vacancy arises. During the pandemic and due to Brexit production increased resulting in employees having a high workload and not as much time for development. Sometimes only the employees who are training on new machinery are developed, leaving those that are experienced and fully trained to just do the job. Line managers felt development is left to management who don't have the time, L&D do not support development of agency workers enough.

Doc.1

01. I know what is expected of me at work.
02. I have the materials and equipment I need to do my work right.
03. At work, I have the opportunity to do what I do best every day.
04. In the last seven days, I have received recognition or praise for doing good work.
05. My supervisor, or someone at work, seems to care about me as a person.
06. There is someone at work who encourages my development.
07. At work, my opinions seem to count.
08. The mission or purpose of my company makes me feel my job is important.
09. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

Doc.2

Meeting notes 05.02.2022]

Diagnostic tools to measure employee engagement

Surveys – relatively quick to create, some good templates available, can be used more frequently, can be used in various ways such as pulse surveys regularly and more in-depth annual surveys.

Pulse Surveys and interviews - qualitative methods, provide a more in depth understanding of how employees feel and their experiences giving more of an insight in to why they are unhappy or happy in comparison to the quantifiable data from surveys.

As this is the starting point of us monitoring the agency workers engagement I suggest starting with a survey and using an established method by Gallup – Q12. This will be quicker to get out than arranging interviews and focus groups and we will get more quantifiable data.

What sample shall we use?

Only fair to send to all agency employees as this is the first step in our journey of monitoring employee engagement

Doc.3

Report: Assignments with Rates
Runners Report (My Branch)
Shows any Closing Report with Friday Finisher = TRUE for MY BRANCH

Total Records: 61 Total PRS/Nil Value: 83.85 Total WTR Value: 0.00

Closing Report Number	Person Assigned: Full Name	Person Assigned: Email Primary	Start Date	End Date	Job Title: Job Title	Client: Client Name
CL-09022021-364946	[Redacted]	[Redacted]	30/08/2021	31/12/2022	Administrator	DU PONT (UK) LTD
CL-05142021-330403	[Redacted]	[Redacted]	17/05/2021	04/08/2023	Production Operative	DOW SILICONES UK Ltd
CL-01142022-408526	[Redacted]	[Redacted]	17/01/2022	30/09/2022	BH&S Technician	DOW SILICONES UK Ltd
CL-06032021-336226	[Redacted]	[Redacted]	07/06/2021	25/08/2023	Production Operative	DOW SILICONES UK Ltd
CL-10252021-383192	[Redacted]	[Redacted]	25/10/2021	31/03/2022	Operations excellence Specialist	DOW SILICONES UK Ltd
CL-05342021-332814	[Redacted]	[Redacted]	24/05/2021	04/08/2023	Production Operative	DOW SILICONES UK Ltd
CL-04132021-322025	[Redacted]	[Redacted]	19/04/2021	30/12/2022	Production Operative	DOW SILICONES UK Ltd
CL-05032018-14668	[Redacted]	[Redacted]	05/05/2018	31/12/2022	Production Operative	DOW SILICONES UK Ltd
CL-05032018-14657	[Redacted]	[Redacted]	05/05/2018	30/12/2022	Production Operative	DOW SILICONES UK Ltd
CL-05032018-14616	[Redacted]	[Redacted]	05/05/2018	30/12/2022	Production Operative	DOW SILICONES UK Ltd
CL-02092022-415592	[Redacted]	[Redacted]	09/02/2022	31/10/2022	Sourcing Specialist	DOW SILICONES UK Ltd
CL-09302021-374960	[Redacted]	[Redacted]	06/09/2021	30/12/2022	Administrator	DOW SILICONES UK Ltd

Doc.4

Employee Engagement

1. I know what is expected of me at work.

☐ Yes

☐ No

2. I have the materials and equipment I need to do my work right.

☐ Yes

☐ No

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

☐ Yes

☐ No

Doc.5.

ew...the following template to create your engagement survey minutes & minutes

Send	To	agencyworkers@dow.com
	Cc	
Subject Engagement Survey		

Hi All

I would be grateful if you could take a few moments to complete the survey via the link below **by 21st Feb 2022.**

<https://forms.office.com/Pages/ResponsePage.aspx?id=-REPTm4EBUWcuNshUjEeIUgHPojM3DxLsuKCR1bQaahUMVhNUzBUT05MOTe5V0tLT0xJN0dIU7ZaOC4u>

Any questions please do not hesitate to contact me

Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850
E jessica.rees@Adecco.co.uk

Doc.6

Employee Engagement Survey

78% response rate – Feb 2022

100% of employees who responded know what is expected of them at work

1. I know what is expected of me at work.

[More Details](#)

[Insights](#)



97% felt they had the tools and equipment to do their work right

2. I have the materials and equipment I need to do my work right.

[More Details](#)

[Insights](#)



96 % felt they had the opportunity to do what they do best every day

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

[More Details](#)

[Insights](#)



77% had received recognition or praise for doing good work in the last 7 days

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

[More Details](#)

[Insights](#)



85% felt their supervisor or someone at work care about them as a person

5. My supervisor, or someone at work, seems to care about me as a person.

[More Details](#)

[Insights](#)



89% felt their opinion counts

7. At work, my opinions seem to count

[More Details](#)

[Insights](#)



91% felt the mission or purpose of the company makes them feel their job is important.

8. The mission or purpose of my company makes me feel my job is important.

[More Details](#)

[Insights](#)



100% believed associates or fellow employees are committed to doing quality work.

9. My associates or fellow employees are committed to doing quality work.

[More Details](#)



58% said there was someone at work who encouraged their development

6. There is someone at work who encourages my development

[More Details](#)

[Insights](#)



97% said they had a best friend at work

10. I have a best friend at work.

[More Details](#)

[Insights](#)



Only 14 % of employees have been spoken to about progression in the last 6 months

11. In the last six months, someone at work has talked to me about my progress.

[More Details](#)

[Insights](#)

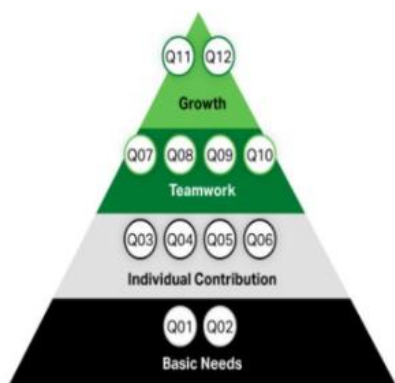


Only 47% said they had opportunities to learn and grow in the last year.

12. This last year, I have had opportunities at work to learn and grow.

[More Details](#)

[Insights](#)



Understanding the levels of the Q¹²

Meeting the needs in the three foundational levels creates an environment of trust and support that enables managers and employees to get the most out of the top level, personal growth.

These levels provide a road map for managers to motivate and develop their team members and improve team members' performance, with each level building on the previous one.

The levels do not represent phases. Managers do not "finish" level one and then move on to level two. They must ensure that employees' needs are met on level one first, then continue to deliver on that while meeting their needs on the second, third and fourth levels. Without meeting basic needs, the other levels will not follow suit.

Notes taken in employee engagement meeting 22.02.2022

|

Individual contribution section of the Q12

Lower percentage rating in recognition and praise (77%) – why do we think this could be?

- Some managers home working whilst their production team are working onsite, hard for them to see what is due recognition and praise
- Management absence due to covid19 / 1 on maternity leave not backfilled.
- Some agency workers working virtually and managers working virtually – can sometimes make it hard to see what due praise and some things you would mention in passing whilst in the office whilst if you don't meet virtually, you don't have the opportunity to recognise or praise someone
- Dow employees have a reward and recognition scheme where they get John Lewis vouchers, the agency workers do not
- Low numbers of managers covering large amounts of employees currently due to company structure.

Lower percentage rating in those saying there was someone at work who encouraged their

development. (58%) why do we think this could be?

- No current permanent vacancies at Dow so it can be hard to continually develop the agency workers, once they are trained they are almost stuck until a permanent vacancy arises
- During the pandemic and production increasing massively due to Brexit it has meant employees have had a high workload and not as much time for development
- Sometimes only the employees who are training on new machinery are developed, leaving those that are experienced and fully trained to just do the job

Low percentage rating of someone at work encourages my development – Why do we think this could be?

- Sometimes feel there is no development to be had as no Dow permanent roles to aim for
- Hard to focus on development during the last 2 years due to being so busy due to Covid19 and Brexit
- Left to management who don't have the time, L&D do not support development of agency workers enough

Growth section of the Q12

Low percentage of employees having been spoken to about progression in the last 12 months (14%)
Why do we think this could be?

Growth section of the Q12

Low percentage of employees having been spoken to about progression in the last 12 months (14%)
Why do we think this could be?

- There hasn't been any development in terms of new roles in the last 12 months
- All the reasons above.

Low percentage of employees said they had opportunities to learn and grow in the last year (47%)
why do we think this could be?

Same reasons as above.

LO2 Be able to evaluate current organisational approaches to employee engagement.

2.1 Analyse the principal 'drivers' for employee engagement in the organisation.

Drivers for employee engagement within Dow as an organisation are to increase productivity, orders have increased during Covid19 and since Brexit, and we do not have the approval to increase our headcount, therefore we need employees to give their extra discretionary effort. Employees who are engaged are more likely to be motivated and perform well and stay (Built in, 2021). Organisations with engaged workers have 6% higher net profit margins, and according to Kenexa research engaged companies have five times higher shareholder returns over five years (Kruse, 2012) and a study by Gallup based on 8000 businesses showed those with high engagement levels showed 1-4% higher profitability levels and on average between \$80,000 and \$120,000 higher monthly revenues or sales, (Gallup, quoted in John and Ellis, 2016 p85). Ways we can increase productivity include sharing company, team and individual goals in a shared space so everyone can measure and participate in the success (Stange, 2020) One of our other drivers are to increase long term loyalty, to ensure that agency workers want to take up permanent roles at Dow when they do arise, and that they don't leave to work for other organisations, during 2021 we lost 12 agency employees who left for permanent roles with other organisations, please see spreadsheet where we record this data (Doc.8) People managing people (2022) states that studies show that highly engaged businesses achieve 59% less staff turnover in high turnover organisations, and 24% less staff turnover in low turnover organisations, when employees are engaged. In 2021. Higher retention of staff by higher engagement levels could lead to employees promoting our brand and therefore becoming an employer of choice. We can do this by offering continuous learning and development opportunities, conducting regular employee surveys to check how employees are feeling, promoting top performers, and providing reward and recognition. (Stange, 2020).

2.2 - Assess aspects of organisational behaviour which are most likely to hinder employee engagement.

Barriers that could prevent or hinder employee engagement within our organisation include leadership and development, as show in our survey results only 14% of employees have been spoken to about progression in the last 6 months and 47% said they had opportunities to grow in the last year (Doc.9). Mcloed (2015) believes leadership is a key element of engagement and needs to ensure a transparent and explicit organisational culture which gives employees a line of sight between their job and the goals and vision of the organisation. Core leadership and management skills such as giving praise and recognition, enabling and supporting employees to do their

job, developing and evaluating individuals, often with a focus on coaching as a key management competency (ACAS, 2012) Time is a barrier within our organisation as feedback from managers in our employee engagement meeting (Doc.10) is that as orders have increased over the last 2 years it has increased workload not allowing enough time to manage and lead well. Google removed all status symbols of managers to send a message to the workforce that Google live to their values and there is no hierarchical structure, encouraging employee voice at all levels (Bock, 2015). Employees need empowerment and a sense that they own and understand the organisation, where it is going and has come from and the more involved, they are, the more they can relate to what they want and the future of the organisation (Mcloed, 2015). Another barrier is our lack of engagement policies, organisations need to have engagement threaded through all their policies, communications, and initiatives so it is fully embedded. Mcloed (2015) believes that for employees to be engaged they need to be clear of the strategic narrative. There is a need for horizontal and vertical integration, aligning an engagement strategy with a strategic strategy from the top down, then having HR policies which run across.

Doc.8

	A	B	C	D	E	F
1	First Name	Surname	Month of leaving	Reason		
2			Jan	Permanent role elsewhere		
3			Jan	Permanent role elsewhere		
4			Feb	Permanent role elsewhere		
5			April	Permanent role elsewhere		
6			May	Permanent role elsewhere		
7			June	Permanent role elsewhere		
8			July	Permanent role elsewhere		
9			August	Permanent role elsewhere		
0			October	Permanent role elsewhere		
1			October	Permanent role elsewhere		
2			November	Permanent role elsewhere		
3			December	Permanent role elsewhere		
4						
5						
6						

Doc.9

Only 14 % of employees have been spoken to about progression in the last 6 months

11. In the last six months, someone at work has talked to me about my progress.

[More Details](#)

[Insights](#)



58% said there was someone at work who encouraged their development

6. There is someone at work who encourages my development

[More Details](#)

[Insights](#)



Notes taken in employee engagement meeting 22.02.2022

|

Individual contribution section of the Q12

Lower percentage rating in recognition and praise (77%) – why do we think this could be?

- Some managers home working whilst their production team are working onsite, hard for them to see what is due recognition and praise
- Management absence due to covid19 / 1 on maternity leave not backfilled.
- Some agency workers working virtually and managers working virtually – can sometimes make it hard to see what due praise and some things you would mention in passing whilst in the office whilst if you don't meet virtually, you don't have the opportunity to recognise or praise someone
- Dow employees have a reward and recognition scheme where they get John Lewis vouchers, the agency workers do not
- Low numbers of managers covering large amounts of employees currently due to company structure.

Lower percentage rating in those saying there was someone at work who encouraged their

Lower percentage rating in those saying there was someone at work who encouraged their development. (58%) why do we think this could be?

- No current permanent vacancies at Dow so it can be hard to continually develop the agency workers, once they are trained they are almost stuck until a permanent vacancy arises
- During the pandemic and production increasing massively due to Brexit it has meant employees have had a high workload and not as much time for development
- Sometimes only the employees who are training on new machinery are developed, leaving those that are experienced and fully trained to just do the job

Low percentage rating of someone at work encourages my development – Why do we think this could be?

- Sometimes feel there is no development to be had as no Dow permanent roles to aim for
- Hard to focus on development during the last 2 years due to being so busy due to Covid19 and Brexit
- Left to management who don't have the time, L&D do not support development of agency workers enough

Growth section of the Q12

Low percentage of employees having been spoken to about progression in the last 12 months (14%)
Why do we think this could be?

LO3 Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

3.1 Review external studies of employee engagement to identify relevant best practice.

Employee engagement has evolved. Deloitte (2022) believes in the past the primary driver for organisations has been to offer employee programs for return in

investment, this then changed, and the primary driver was a tick the box responsiveness to the wellbeing trend, now the primary driver is sustained engagement and long-term loyalty. To achieve this leadership is key, Gallup's book "it's the manager" (Clifton & Harter, 2019) discusses why managers must behave like coaches not bosses to get the most out of their employees. They need to know their employees' strengths and build their careers around them. Leadership is key, Organisations that have tried to address this issue of leadership capability such as the Mace Group, Standard Chartered and Network Rail (MacLeod and Clarke, 2009) have invested in core leadership and management skills such as giving praise and recognition, enabling and supporting employees to do their job, developing and evaluating individuals, often with a focus on coaching as a key management competency (ACAS, 2012) This is achievable within our organisation if we train managers on how to coach employees, Lighthouse Blog provides useful information on how managers can help their team achieve their goals, by investing and getting to know employees more, sharing goals, asking good questions, helping make progress on their goals and reflecting and celebrating progress along the way. I sent line managers a link to this blog via email and asked them to take the time to read it to improve their leadership skills (Doc.10). Recognition and reward is another important factor of employee engagement best practice, studies by Gallup (2016) show that employees who do not feel they are adequately recognised are twice as likely to leave within a year and that it can be anything from a verbal thank you, email, monetary award, gift, promotion or increase in responsibility, having more meaning If it comes directly from the manager. We need to look at a way to achieve this within our organisation, as the fact that permanent employees are recognised and rewarded but not the agency workers is unfair and not promoting employee engagement. Forbes (2016) believes organisations need to provide growth paths, and that if you don't give employees room to grow you will force them to become stagnant or leave, we need to look at how we can do this as an organisation, and change the mindset of managers which is currently that they can not offer any growth due to no permanent Dow positions available, growth can come in other forms.

3.2 Identify potential barriers to acceptance of employee engagement strategies and liaise with relevant people regarding how these may be overcome or minimised.

I met with my manager Vicky Cole and Dow's HR Manager to discuss employee engagement improvements and strategies what barriers we could encounter. We firstly discussed increasing reward and recognition, the Barrier for this is that there is no system set up, Dow managers can log onto a portal for Dow employees and order vouchers / gifts / send recognition emails, Dow employees can also log on and reward colleagues however there is nothing set up for the Adecco employees. To overcome this JRE will speak with Adecco benefits department to see if we have a similar option for Adecco employees, if Dow employees cannot access this then managers / colleagues can email Jess and Jess can add / request vouchers and

provide to the manager to give to the employee. This will need to be communicated well and maybe a monthly newsletter or similar created to ensure it is kept a on the forefront of peoples minds. Secondly we discussed Leadership needing a coaching style of management, with the barrier being that not all managers have been trained in how to manage this way, and to overcome this Dow HR will link in with Learning and development to see if training can be arranged. Providing growth paths were also discussed, the barrier being that there are no permanent job vacancies for agency employees at the moment, and line managers sometimes have tunnel vision and see that as the only way to offer growth and progression, we can overcome this by linking in with L&D to see what growth, training, and development we can offer the agency workers, and educating the line managers on it. (Doc.11)

3.3 Propose strategies to raise levels of employee engagement, based on analysis of the organisation and external reviews of best practice, to key decision-makers.

Based on analysis of the organisation and external reviews of best practice I propose a reward and recognition strategy, employees need to be recognised and rewarded to increase engagement and therefore I created an implementation plan to make this change (Doc.12). The plan includes the objective: To increase engagement by reward and recognition for the agency workers at Dow. The business case: Recognition and reward is an important factor of employee engagement best practice, studies by Gallup (2016) show that employees who do not feel they are adequately recognised are twice as likely to leave within a year. Reward and recognition can increase employee engagement which in turn can increase productivity which is of great importance within a manufacturing organisation. The people affected which will be the managers requesting the recognition, myself responsible for processing the reward, the employees. The roles, a communication strategy, support to be offered, timeliness and milestones via a proposed Gantt chart (Doc.13) resources required, monitoring requirements, and success measures. I sent this plan to my manager and Dow HR to review and approve (Doc.14) I also propose a training exercise to educate managers on leading through coaching and mentoring, I emailed the learning and development department at Dow to see if they had / could source and delivery any training on this to the Dow managers (Doc.15) I propose we work together with Dow to create a growth plan for the agency employees, despite no permanent roles being available currently Dow still need to invest time to develop the agency employees whether this be by additional training, cross training, mentoring others or increased responsibilities, I set up a meeting with the head of L&D to begin to plan how we can do this together (Doc.16)

The following recipient is outside your organization: linemanagers@dow.com X



To

linemanagers@dow.com

Cc

Subject How to help your team achieve their goals

Hi All

I recently read this great article on how to help your team achieve their goals, and think it would be useful for you all to take the time to read.

<https://getlighthouse.com/blog/how-team-achieve-goals/>

Please let me know your thoughts.

Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850
E jessica.rees@Adecco.co.uk

Adecco



Doc.11

Meeting 23/02/2022 V.COLE, L.Bohun, J.Rees-Evans

Employee Engagement strategy

Increase reward and recognition

Barrier – no system set up, Dow managers can log onto a portal for Dow employees and order vouchers / gifts / send recognition emails, Dow employees can also log on and reward colleagues.

How to overcome this: JR will speak with Adecco benefits department to see if we have a similar option for Adecco employees, if Dow employees cannot access this then managers / colleagues can email Jess and Jess can add / request vouchers and provide to the manager to give to the employee. This will need to be communicated well and maybe a monthly newsletter created to ensure it is kept a on the forefront of peoples minds.

Leadership – Management having a coaching leadership style

Barrier – Not all managers have been trained in how to lead this way.

How to overcome this: Dow HR to look into whether training is available for managers.

Provide Growth paths

Barrier – no permanent Dow positions available so it is hard to progress once they are trained fully in the role, however line managers are being tunnel visioned and thinking the only way to grow and promote is via permanent positions.

How to overcome this: Link in with L&D to provide options of progression by training and development for agency workers.

Doc.12

Implementation plan – reward and recognition

Created by	Jessica Rees-Evans
Date	24.02.2022
Version	1



Vision and Objectives
To increase reward and recognition for the agency workers at Dow.
Activities to achieve objectives
Set up a process to ensure line managers can reward and recognise the agency workers. As there is not yet an internal IT portal or system to manage and carry this out, line managers, leaders and coaches will need to email me with information on what the person has done, and I will speak with Dow HR to ensure the reward / recognition matches what a Dow person would get, then carry out the ordering of the voucher, writing the award and communicating, adding to their employee file for appraisal and annual pay increases.
Business case (evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks)
Recognition and reward <u>is</u> an important factor of employee engagement best practice, studies by Gallup (2016) show that employees who do not feel they are adequately

Studies by Gallup (2016) show that employees who do not feel they are adequately recognised are twice as likely to leave within a year.
Dow Employees doing the same jobs as the agency workers receive recognition and reward and it needs to be equal.

People affected (stakeholders – employees, particular employees, customers, shareholders)

Employees, Line managers, HR, Adecco contract manager, Adecco benefits team.

Scope of change (eg one site, one product group)

Across all areas that have Adecco agency employees.

Roles (project manager, sponsor, team members)

Jessica Rees-Evans – Contract Manager

Communication strategy

JRE will communicate the change to all line managers and employees and assign change champion status to 2 x senior managers who conduct weekly catch up with management teams to ensure this is discussed at each meeting so it is at the forefront of everyone's minds.

Support to be offered

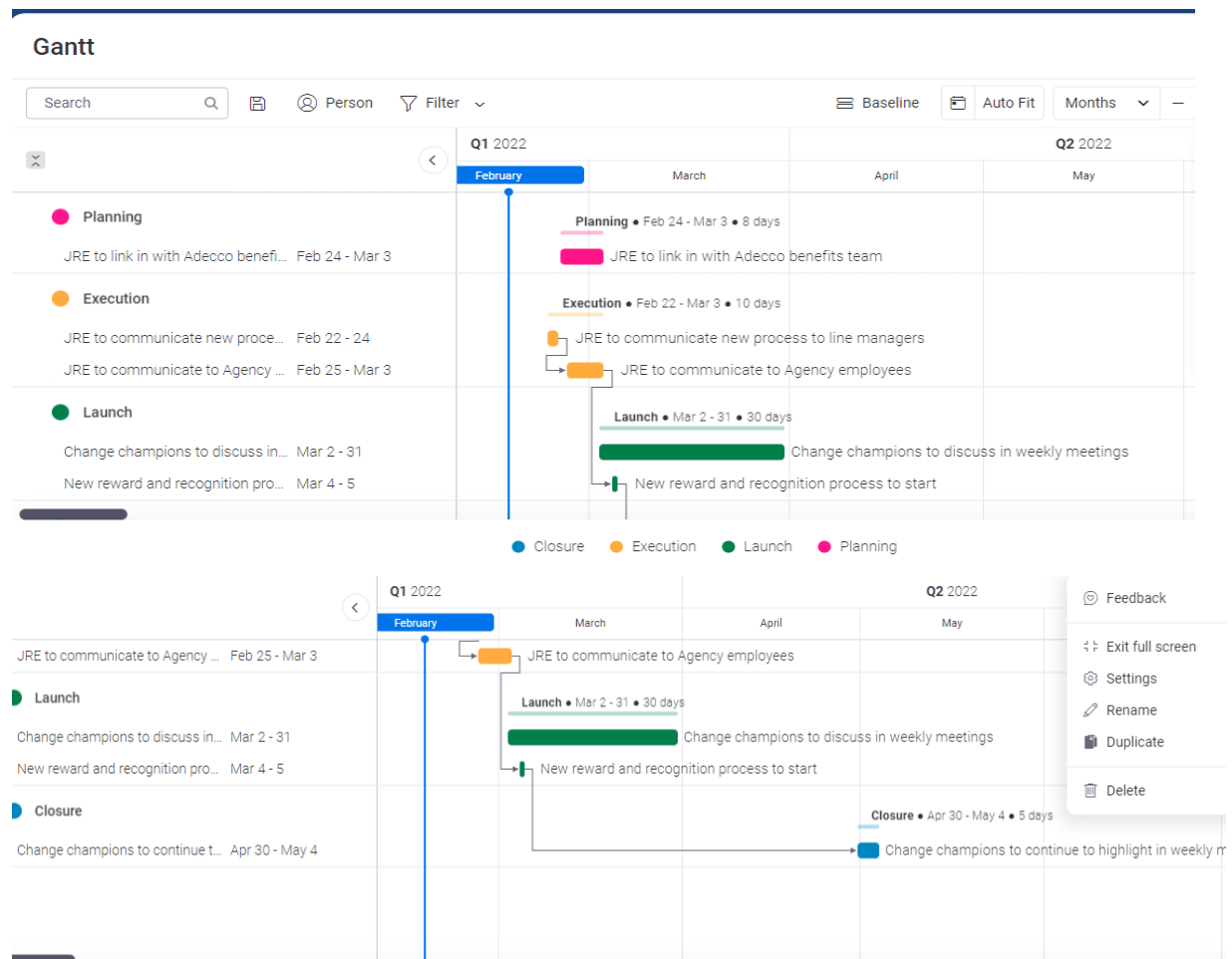
JRE available to speak with anyone who has any queries on this.

Timings and milestones

Created Gantt chart.

Resources required, including cost (<i>equipment, time, people, materials, guidance</i>)
Time of benefits department to look into what gifts / vouchers / cards we can offer Cost: of any rewards with monetary value attached such as vouchers or gifts charged back to Dow
Monitoring activities
Jess to monitor amount of reward recognition requests coming through.
Success Measures
Employees being more engaged by feeling valued by reward and recognition from Dow.

Doc.13



Doc.14

Clipboard Basic Text Names Include Tags Voice Sensitivity Add-in My Templates

The following recipient is outside your organization: lisa.bohun@dow.com ✕

Vicky Cole ✕: Automatic reply: " Thank you for your email. I am a workshop today with no access to my emails, therefore if your email is urgent, please contact the onsite team. Alternativ

Send To Cc

Subject Reward and recognition implementation plan

Reward and recognition implementation plan.docx 21 KB Gantt chart.PNG 16 KB

Hi Both

Please could you review the attached and let me know your thoughts in moving forward with it

Thanks
|

Jessica Rees-Evans
Contract Manager

Doc.15

File Message Insert Options Format Text Review Help Tell me what you want to do

Paste Calibri (Bod 11 A A B I U Address Book Check Names Attach File Link Signature Assign Policy Dictate Sensitivity Odoo Magic Button View Templates

Basic Text Names Include Tags Voice Sensitivity Add-in My Templates

The following recipient is outside your organization: learninganddevelopment@dow.com ✕

Send To Cc

Subject Coaching and Mentoring

Good Afternoon all

I am looking for information on whether you have or are able to source training for managers in coaching and mentoring?

Thanks
Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850
E jessica.rees@adecco.co.uk

Doc.16

Send Update

Title Growth plan for Adecco employees

Required alan.jeffries@dowcoming.com

Optional

Start time Tue 01/03/2022 11:00 All day Time zones

End time Tue 01/03/2022 12:00 Make Recurring

Location Microsoft Teams Meeting

Microsoft Teams meeting

Join on your computer or mobile app
[Click here to join the meeting](#)

Join with a video conferencing device
adeccogroup@m.webex.com
Video Conference ID: 123 380 972 1

Bibliography

ACAS (2012) *Employment Relations. Placing Trust in Employee Engagement*.
www.acas.com

ACAS (2014) *The People Factor – Engage your employees for business success*.
www.acas.com

Bock.L (2016) *Work rules Insights from Inside Google That Will Transform How You Live and Lead* . John Murray

Brown.A (2020) *How to Measure Employee Engagement the Right Way*
www.quantumworkplace.com

Build in (2021) *8 Employee Engagement Strategies That Actually Work* accessed
08.01.2022 via <https://builtin.com/employee-engagement/employee-engagement-strategies>

CIPD (2021) *Employee engagement and motivation*. Chartered Institute of
Professional Development. London

Clifton.J, Harter J (2019) *It's the manager, moving from boss to coach*. Gallup Press

Deloitte (2022) *Navigating to employee relationship transformation*
Going above and beyond when it comes to employee well-being accessed on
09/02/2022 via: <https://www2.deloitte.com/us/en/pages/human-capital/articles/navigating-the-employee-relationship-transformation.html?id=us:2em:3na:consedge:awa:cons:053019:hc&ctr=cta&sfid=0031O00002zz1SAQAY&elqcst=272&elqcsid=14975>

Forbes (2016) *10 Powerful Ways To Empower Your Employees* accessed via:
<https://www.forbes.com/sites/brucekasanoff/2016/03/24/10-powerful-ways-to-empower-your-employees/?sh=264f43e74276>

Gallup. *Gallup's Employee Engagement Survey: Ask the Right Questions With the Q¹² Survey* www.gallup.com

Gallup (2016) *Employee Recognition: Low Cost, High Impact*
<https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx>

John. T & Ellis.C (2016) Chapter 4: *Employee Engagement in Human resource Management: People and Organisations* by Taylor.S and Woodhams.C. 2ND Edition.
Chartered Institute of Professional Development. London

IES (2014) *The Future of Engagement Thought Piece Collection Engage for Success*
Thought Leadership Paper No 2014-01 Editors: Dilys Robinson and Jonny Gifford

Lighthouse blog. *How to help your team achieve their goals*. Accessed 23.02.2022
via <https://getlighthouse.com/blog/how-team-achieve-goals/>

Mcloed.D (2015) *Engage for success*. www.utube.com

Mcfeely.S. (2021) *The top 6 employee engagement trends in 2021*.
www.quantumworkplace.com

People Managing People (2022) *12 employee engagement statistics you need to know in 2022*. www.peoplemanagingpeople.com

SHRM (2016) *Employee Engagement and commitment*. SHRM Foundation