

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AEEG

Contributing to Employee Engagement in the Workplace

Word Count:

Student Name: Chloe Tickle

Student Number: 1909409

CIPD Membership Number:

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: C V Tickle

Date: 26 October 2020

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CIPD Candidate evidence matrix

(5KAEG)

Evidence Matrix

Candidate name: Chloe Tickle				CIPD Membership/registration No.:52076810		
Qualification title: CIPD Level 5				Unique Learner No. (ULN):1909409		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5KAEG	Contributing to Employee Engagement in the Workplace	1.1	Employee Survey & results	Appendix 1		
	Contributing to Employee Engagement in the Workplace	1.3	Screen shot of Yammer	Appendix 2		
	Contributing to Employee Engagement in the Workplace	1.4	Employee Survey & results	Appendix 1		
	Contributing to Employee Engagement in the Workplace	3.2	Consultation Letter	Appendix 5		
	Contributing to Employee Engagement in the Workplace	3.3	Email RE Care Awards	Appendix 6		
				Appendix 7		
				Appendix 8		
				Appendix 9		
				Appendix 10		
				Appendix 11		
				Appendix 12		
				Appendix 13		

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:**C V Tickle****Date:****09 November 2020**

1 LO1 - Personal Statement

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

Studies show that engaged employees perform better and support businesses to meet targets, thus increasing its bottom line. Engaged employees can also support an organisation to differentiate them from competitors through an increased standard and output of work. Of course, there are also many other benefits from having engaged employees, such as having a robust company culture. Engaged workplaces often see other benefits in relation to this such as lower levels of absenteeism and staff turnover. It can be said that employee engaged supports a positive causal sequence within a business environment. According to Gallup, 147% of Companies with highly engaged employees outperform Companies with less engaged employees. However, it was noted that 87% of employees across the world remain disengaged (Lumapps, 2020)

There are several different types of diagnostic tools that can be used to measure employee engagement:

- Employee engagement surveys/questionnaire (Appendix Number 1)
- Employee Net Provider Score (ENPS)
- Employee absenteeism and turnover rate
- Employee satisfaction index
- Internal promotion rate
- Number of active intranet users
- Branded diagnostic tools such as Gallup's Q12
- Employee interviews
-

(Dewar, 2020)

Organisations can monitor engagement through the different methods above. It is important to measure levels of engagement to identify strengths and weaknesses, build a trusting and inclusive environment and to understand trends within the workplace (Brown, 2020).

Throughout the organisation that I am employed at, we utilise an annual employee satisfaction survey to review employee engagement. This survey has previously been made available through SurveyMonkey, however we have agreed that this year we will use Microsoft Forms to gather the information.

The implementation of an employee engagement survey can reap many benefits to an organisation. We have found it particularly beneficial as it enables employees to provide us with honest, anonymous feedback and the questions can be customized to the organisation specific needs (Miller, 2018). We tend to use the same questions each year which enables us to benchmark answers against previous years.

[Type here]

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

Prior to publishing the employee engagement tool, it is important to first agree to the data collection method that will be used.

We usually publish our employee engagement surveys around the summer each year, however this year we have not had the opportunity to do so due to the ongoing Covid-19 pandemic and the increase in work load and change of focus that this has caused the organisation. However, we have recently agreed to process the employee engagement survey during our weekly operations meeting where the method of data collection was agree (survey), and the time frame given (2 weeks). Whilst planning the implementation of the diagnostic tools, I always consult with my Directors and liaise with my fellow Human Resources team to ensure that the survey is implemented effectively, and we are all aware of our particular roles in this process.

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

Careful consideration is needed to the way that employee engagement surveys are distributed to staff. It is important to get the execution right to encourage employee participation. One consideration is the timing and frequency of employee surveys. As stated, we usually disseminate our employee survey during the summer months, however after research and personal reflection, I can see a strong argument to suggest that publishing the survey during quieter times of the year is more beneficial. During the summer months a large majority of our employees are on annual leave, therefore publishing the survey during months that do not coincide with school holidays may encourage a higher participation rate.

It's also important to consider other factor when choosing the correct time to publish a survey, for example publishing the survey after the annual pay review may sway the results either positively or negatively. The results of the survey will be particularly interesting at this current period due to the high-pressure environment that our employees find themselves in due to the ongoing Covid pandemic. The results will enable us to review the current feelings amongst our employees and will allow us to make educated decisions in to the approach that we take to develop and increase employee engagement and a positive organizational culture at this time to ensure the dedication and commitment of our employees does not go unnoticed.

As always, we will be making the employee survey available to all our employees. Employees will be able to access the survey by clicking on a link which will be published on Yammer, our internal communications site (Appendix Number 2).

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

Mercer defines engagement as:

'A state of mind in which employees feel a vested interest in the company's success and are both willing and motivated to perform to levels that exceed the stated job requirements. It is the result of

[Type here]

how employees feel about the work experience – the organisation, its leaders, the work and the work environment’ (Robertson-Smith & Markwick, 2009).

When reviewing the employee engagement results, it is important to keep this statement in mind.

People were asked to respond to set statements to chart their feelings towards the statement. The responses were listed as either negative, neutral, positive and enthusiasts. There were also open-ended questions which required a more in depth response from the respondent.

I will detail the findings from the different areas of questions below:

Purpose

The results of the ‘purpose’ section (Appendix Number 1) of the survey highlighted that the vast majority of employees were aware of the purpose and mission of the organisation and understood how they contributed to this during their day to day work. Within each question within this category, the highest percentage of answers came from ‘Enthusiasts’ and the lowest percentage of answers were provided from ‘negative’ responders.

Care

The answers to this question highlighted two aspects. Carers confirmed that they are of the belief that their work has a positive impact on the wider community and that they feel that they are trusted to do their job the way that they want. Regrettably, Carers also expressed dissatisfaction at their rates of pay with 45% reacting negatively to the statement: “I am paid fairly for the work that I do”. Carers also expressed dissatisfaction at the way in which they are managed within the work place with 31% of respondents reacting negatively to the statement: “I feel valued and respected at work”, although this was closely followed by 26% of respondents who reacted enthusiastically to this statement. This variance could be accounted for by the wide variety of areas of work and subsequent managers. A recent study by Gallup highlighted that managers can account for 70% of variance in employee engagement (Harter, 2015). (Appendix Number 1)

Support

With the findings of Gallup’s study in mind, the answers from the ‘support’ area of the survey also reiterate the variances between supportive managers and unsupportive managers within the Company. The highest responses came from ‘negative’ and ‘enthusiastic’ respondents to the following statements:

“I see my manager as somebody who coaches and supports me”

“I trust my manager to act in the best interests of me and my colleagues”

Interestingly, a higher proportion of respondents reacted enthusiastically to the statement: “Senior management enables innovation and new ideas within the organisation”. This could possibly highlight a training requirement for middle managers who are almost always at the forefront delivering the day to day management of staff and over seeing the care of the individuals. (Appendix Number 1).

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Integrity

This section provided some of the most positive feedback. Employees are able to recognise the excellent work that the Company does in supporting its customers and leads a principles approach whilst delivering business objectives. (Appendix Number 1).

Energy

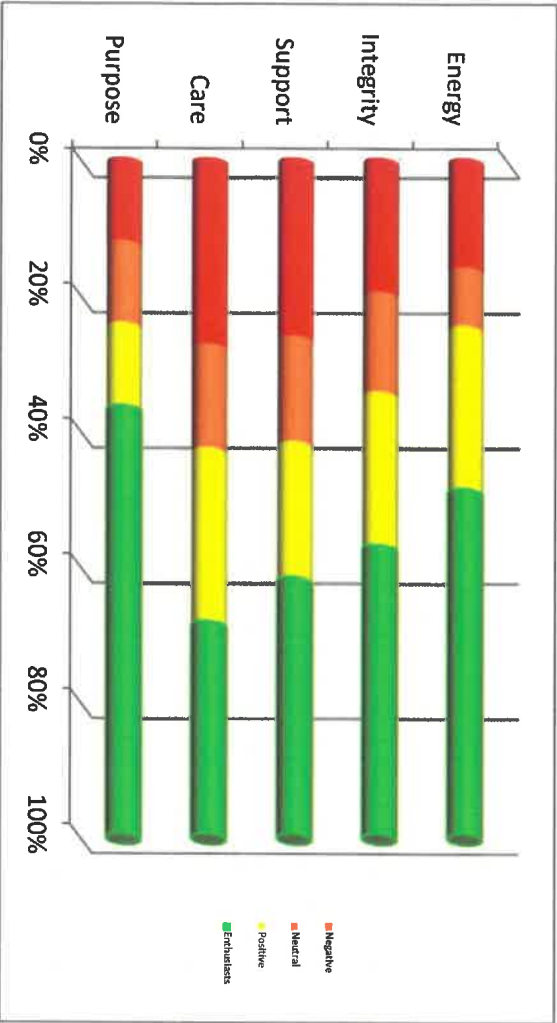
The results from this section highlighted that most employees are happy both inside and outside of the workplace. This is a refreshing response based on the answers from the Care and Support sections of the survey. 57% of employees also felt that they were able to make a difference at work, highlighting that this type of vacancy offers a high degree of job satisfaction.

In conclusion, the respondents of the survey are happy with their employment and are happy both inside of work and outside of work. The key findings highlighted a skills gap for managers and the requirement for more specific managerial training. Staff also highlighted the need to feel more valued at work and showed dissatisfaction at the rates of pay. Unfortunately, this is not as easy to remedy as the Company are paid a set hourly fee by the Council, and therefore the profit margins are small. As a result of this survey, I will be researching different employee wellbeing initiatives and perks that we are able to offer our employees, to make them feel more valued and to help set the Company apart from other market competitors. (Appendix Number 1).

1.5 LO1 - Evidence

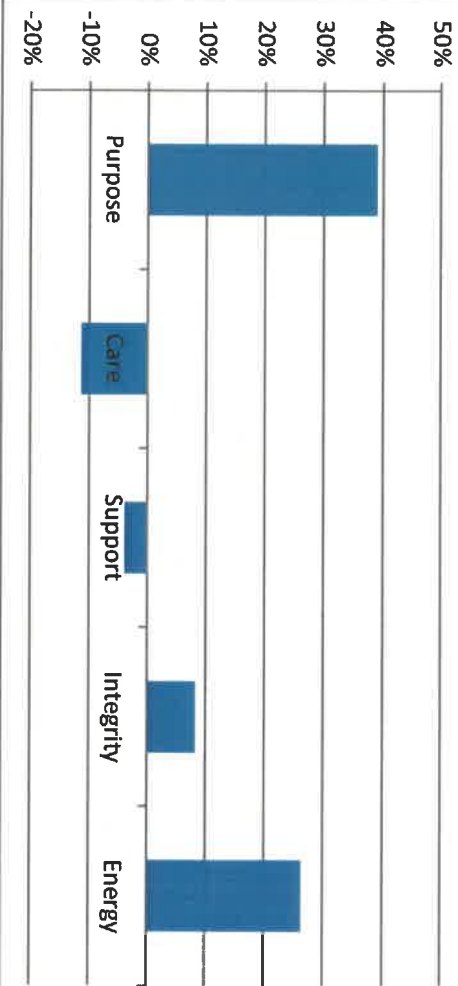
[Type here]

Response	Purpose	Care	Support	Integrity	Energy
(1-4) Negative	12%	27%	26%	20%	16%
(5-6) Neutral	12%	15%	16%	15%	9%
(7-8) Positive	12%	26%	20%	23%	24%
(9-10) Enthusiasts	63%	32%	38%	43%	51%



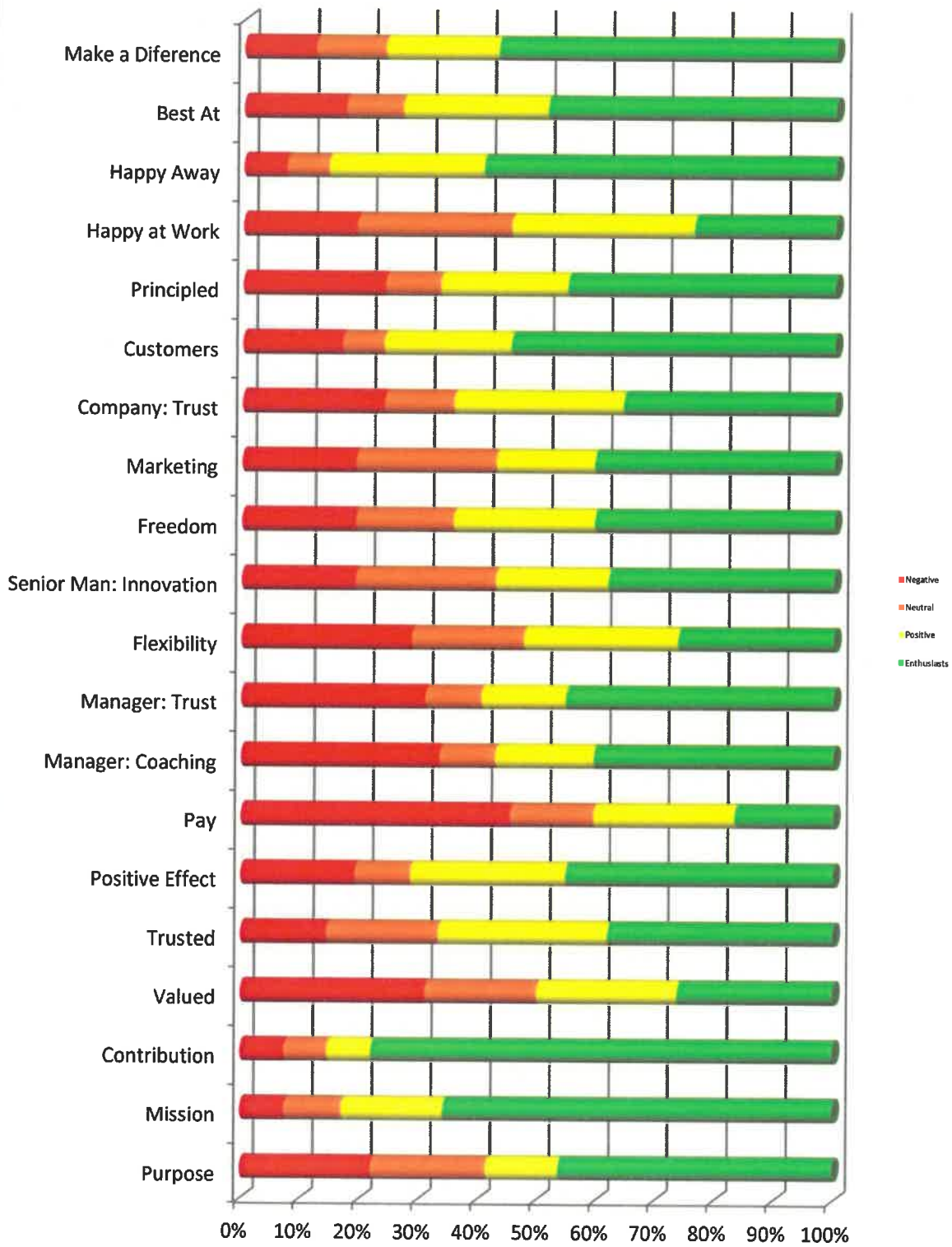
NPS: Net Promoter Score: Gives stronger differentials

NPS: 5 Area Comparison



0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00
0.01	0.01	0.00	0.00	0.00
-	-	-	-	-
0.01	0.01	0.01	0.01	0.00
0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00
0.01	0.02	0.01	0.01	0.02
0.01	0.01	0.01	0.02	0.02
0.26	0.12	0.13	0.15	0.17
0.31	0.17	0.18	0.20	0.22

Comparison: All Questions



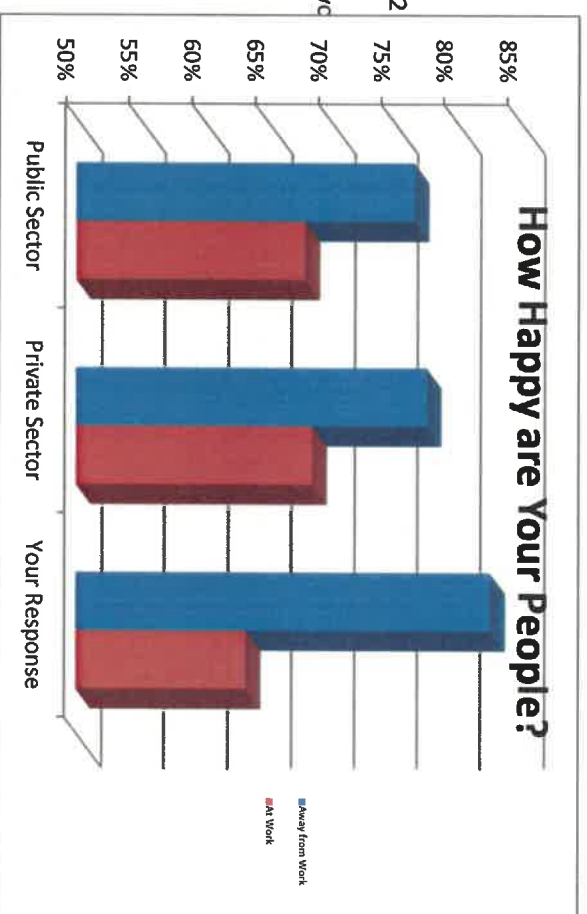
How Big is the Happiness Gap?

The Happiness gap is the difference between how happy people are away from work and at work. Published CIPD data allows comparison to public and private sector averages.

	Public Sector	Private Sector	Your Response
Away from	77%	78%	83%
At Work	68%	69%	63%

Source: Managing the Psychological Contract: Taking the Temperature, CIPD 2002

Note: CIPD question is based on how 'satisfied' people are at work and away from work



Overall Charts

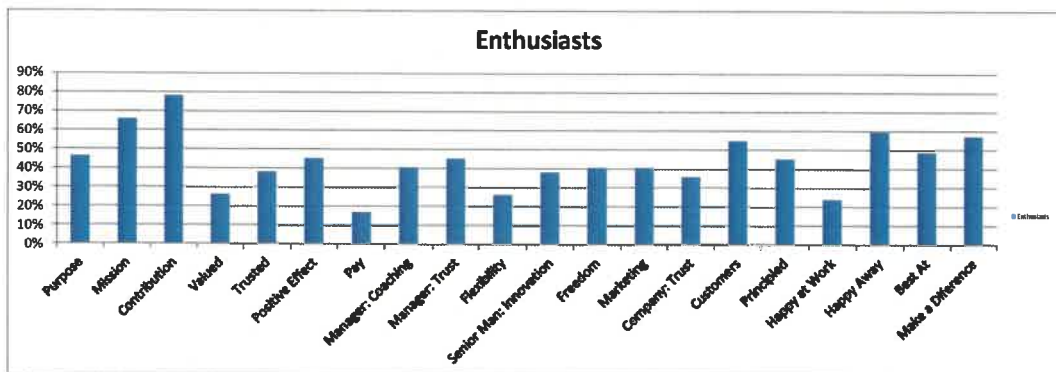
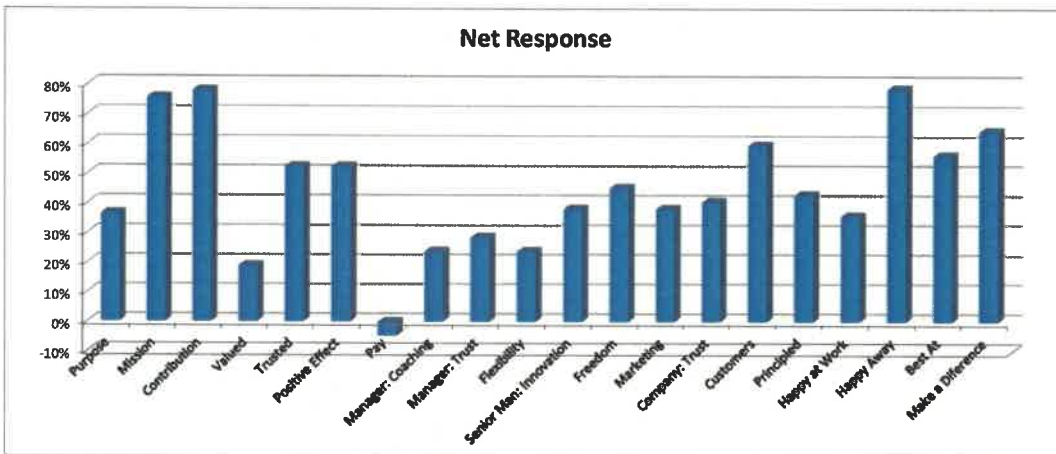
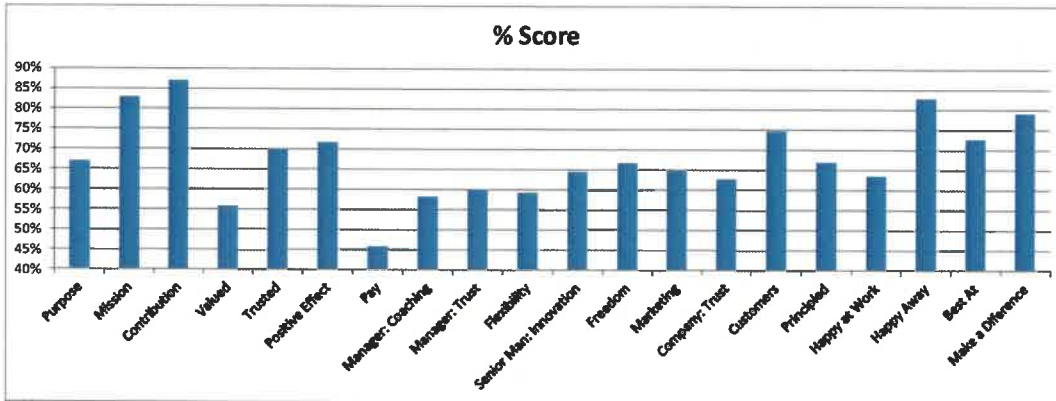
Below are charts for all categories for each of these scores:

These are four alternative ways of looking at the figures. The point of this chart is to compare answers for your organisation only. Which questions do you get the strongest answers on and which are weakest?

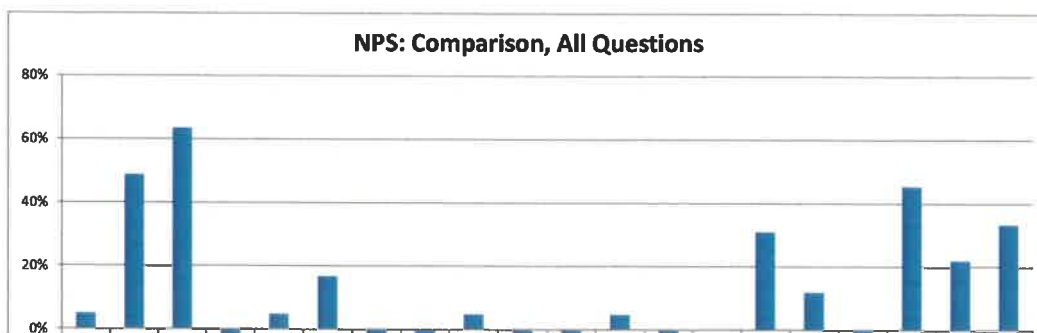
% Score	The average score of those responding
Net Response	Positives less negatives
Enthusiasts	Only those scoring 9 or 10, the real enthusiasts
NPS: Net Promoter Score	The most challenging analysis, the best only get to around 70%

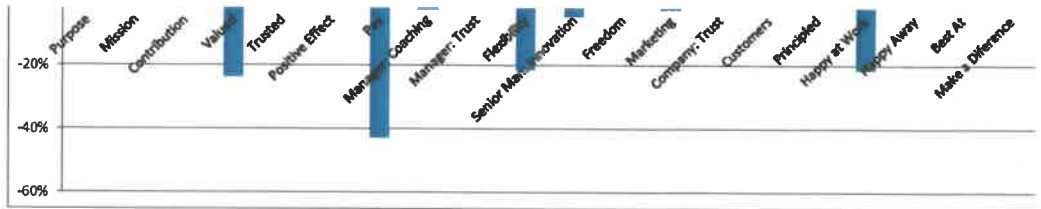
Scroll down

Note: The NPS (Net Promoter Score) figure takes those scoring 9 & 10 as Promoters and subtracts 1-6, who are seen as Detractors.



Enthusiasts: Those scoring 9 or 10





Note: NPS is based on taking those in the highest category (Enthusiasts) and subtracting those in the neutral or negative categories.

Comparison against Benchmark of all Organisations Responding

The benchmark is based on all organisations who have responded to this specific survey.

1) Raw Scores

	Purpose	Mission	Contribution	Valued	Trusted	Positive Eff	Pay	Manager:	Manager:	Flexibility	Senior Ma	Freedom	Marketing	Company:	Customers	Principled	Happy at v	Happy Aw:	Best At	Make a Diff	Recommend	Org
Your %	67%	83%	87%	56%	56%	70%	72%	46%	58%	60%	59%	65%	67%	65%	63%	75%	75%	63%	83%	73%	79%	65%
Benchmark %	72%	76%	77%	69%	73%	70%	57%	68%	70%	74%	68%	70%	66%	68%	68%	70%	69%	82%	68%	73%	72%	74%

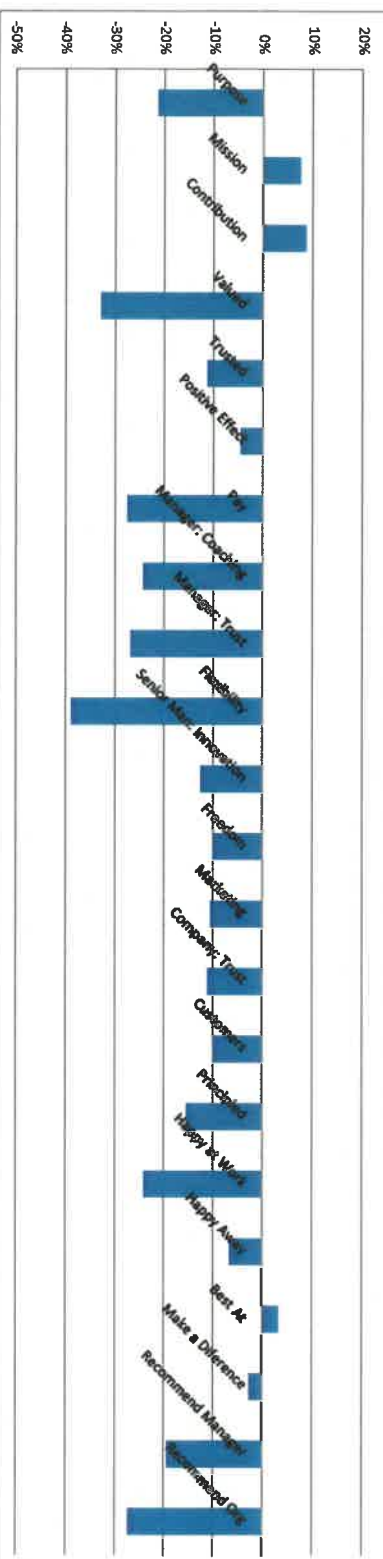
Difference -5% 7% 10% -13% -4% 2% -12% -10% -10% -15% -3% -4% -1% -5% -1% -3% -6% 1% 5% 6% -7% -8%

2) Net Response Measure (Positive - Negative)

	Purpose	Mission	Contribution	Valued	Trusted	Positive Eff	Pay	Manager:	Manager:	Flexibility	Senior Ma	Freedom	Marketing	Company:	Customers	Principled	Happy at v	Happy Aw:	Best At	Make a Diff	Recommend	Org
Your %	37%	76%	78%	19%	52%	52%	-5%	24%	29%	24%	38%	45%	38%	40%	60%	43%	36%	79%	56%	64%	40%	36%
Benchmark %	58%	68%	69%	52%	64%	57%	23%	48%	55%	63%	51%	55%	49%	52%	69%	58%	60%	85%	53%	67%	60%	63%

Difference -21% 8% 9% -33% -11% -5% -28% -24% -27% -39% -13% -10% -11% -11% -10% -16% -24% -7% 3% -3% -19% -27%

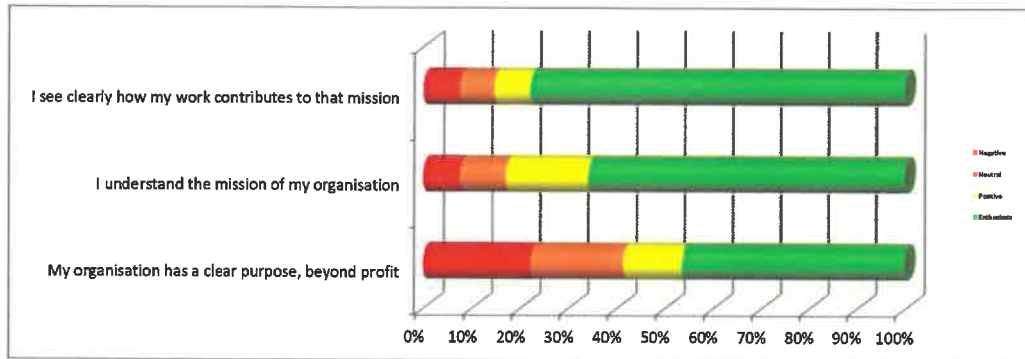
Benchmark to Other Organisations: Comparison of Net Response



Positive scores mean your people scored higher on this than other organisations. Negative scores mean they scored lower.

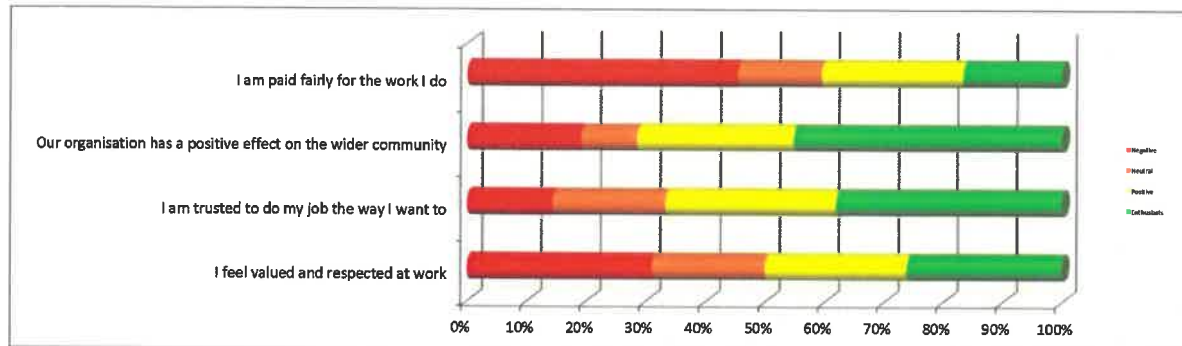
Factor 1: Purpose

	1-4 Negative	5-6 Neutral	7-8 Positive	9-10 Enthusiasts	Net	% 9 or 10	% Score	NPS
My organisation has a clear purpose, beyond profit	22%	20%	12%	46%	37%	46%	67%	5%
I understand the mission of my organisation	7%	10%	17%	66%	76%	66%	83%	49%
I see clearly how my work contributes to that mission	7%	7%	7%	78%	78%	78%	87%	63%



Factor 2: Care

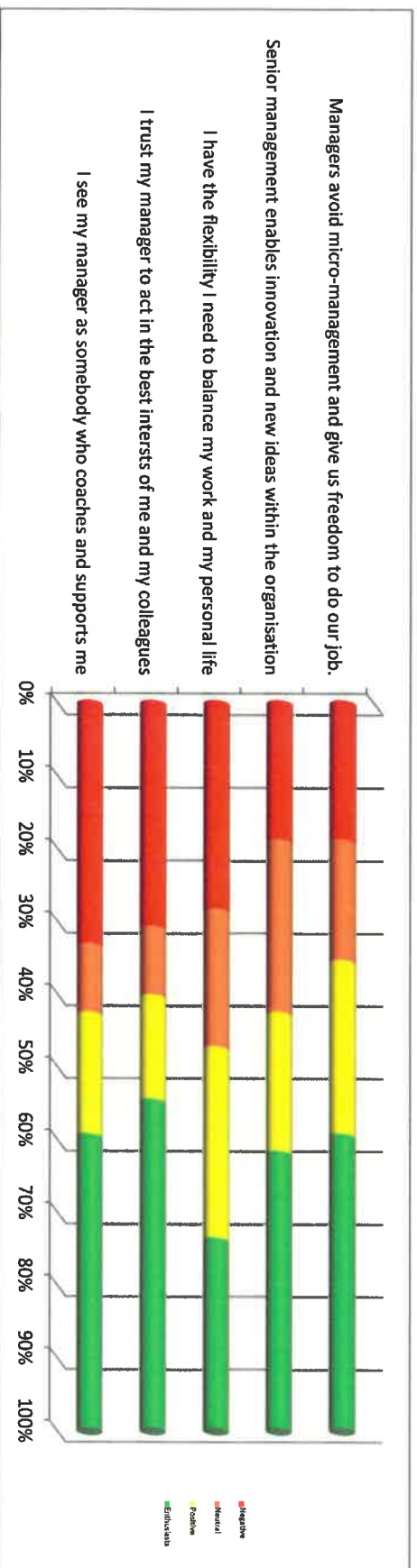
	Negative	Neutral	Positive	Enthusiasts	Net	% 9 or 10	% Score	NPS
I feel valued and respected at work	31%	19%	24%	26%	19%	26%	56%	-24%
I am trusted to do my job the way I want to	14%	19%	29%	38%	52%	38%	70%	5%
Our organisation has a positive effect on the wider community	19%	10%	26%	45%	52%	45%	72%	17%
I am paid fairly for the work I do	45%	14%	24%	17%	-5%	17%	46%	-43%



Factor 3: Support

I see my manager as somebody who coaches and supports me
 I trust my manager to act in the best interests of me and my colleagues
 I have the flexibility I need to balance my work and my personal life
 Senior management enables innovation and new ideas within the organisation
 Managers avoid micro-management and give us freedom to do our job.

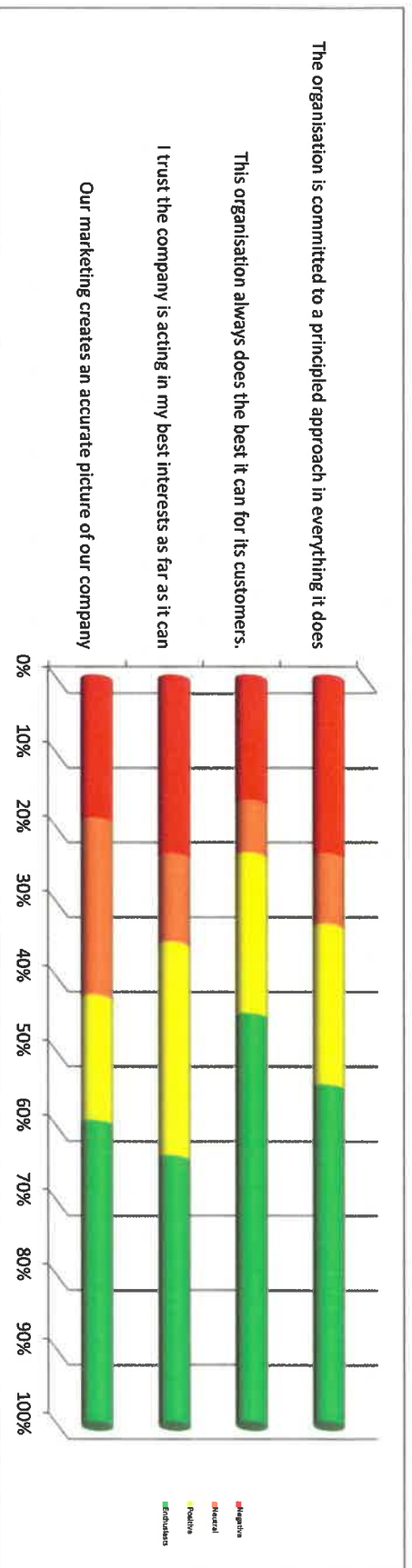
	Negative	Neutral	Positive	Enthusiasts	Net	% 9 or 10	% Score	NPS
I see my manager as somebody who coaches and supports me	33%	10%	17%	40%	24%	40%	58%	-2%
I trust my manager to act in the best interests of me and my colleagues	31%	10%	14%	45%	29%	45%	60%	5%
I have the flexibility I need to balance my work and my personal life	29%	19%	26%	26%	24%	26%	59%	-21%
Senior management enables innovation and new ideas within the organisation	19%	24%	19%	38%	38%	38%	65%	-5%
Managers avoid micro-management and give us freedom to do our job.	19%	17%	24%	40%	45%	40%	67%	5%



Factor 4: Integrity

Our marketing creates an accurate picture of our company
 I trust the company is acting in my best interests as far as it can
 This organisation always does the best it can for its customers.
 The organisation is committed to a principled approach in everything it does

Negative	Neutral	Positive	Enthusiasts	Net	% 9 or 10	% Score	NPS
19%	24%	17%	40%	38%	40%	65%	-2%
24%	12%	29%	36%	40%	36%	63%	0%
17%	7%	21%	55%	60%	55%	75%	31%
24%	10%	21%	45%	43%	45%	67%	12%



Factor 5: Energy

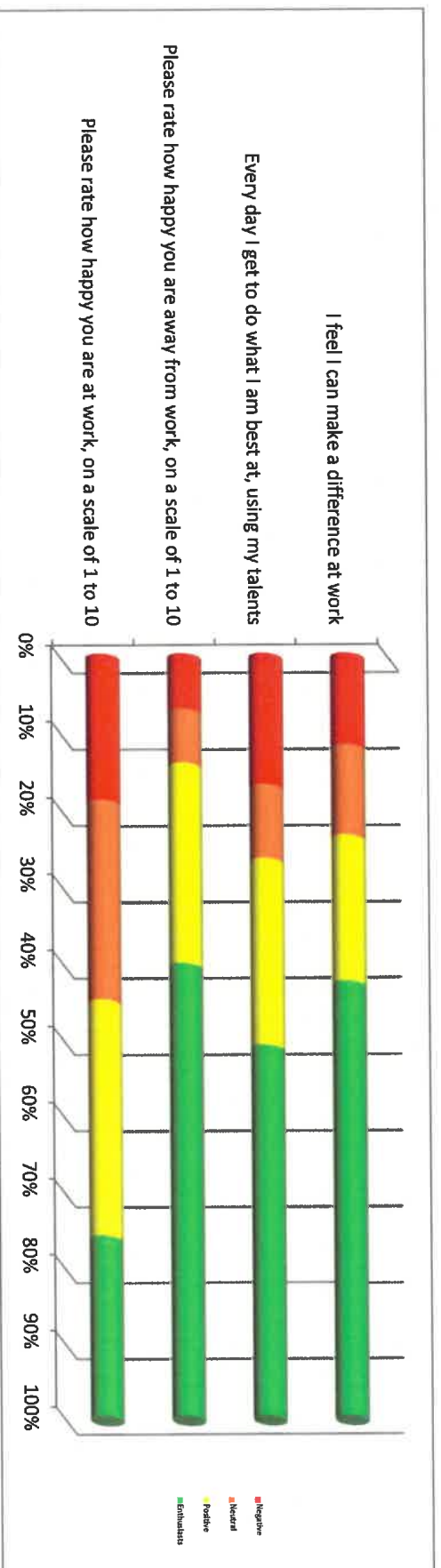
Please rate how happy you are at work, on a scale of 1 to 10

Please rate how happy you are away from work, on a scale of 1 to 10

Every day I get to do what I am best at, using my talents

I feel I can make a difference at work

Negative	Neutral	Positive	Enthusiasts	Net	% 9 or 10	% Score	NPS
19%	26%	31%	24%	36%	24%	63%	-21%
7%	7%	26%	60%	79%	60%	83%	45%
17%	10%	24%	49%	56%	49%	73%	22%
12%	12%	19%	57%	64%	57%	79%	33%



Calculation for 5 Areas sheet

		3	4	5	4	3
		Purpose	Care	Support	Integrity	Energy
Response	1	3	20	24	16	5
Count	2	3	5	14	6	8
	3	9	12	11	9	2
	4	0	9	6	2	5
	5	12	19	25	14	4
	6	3	7	8	11	7
	7	2	13	16	15	7
	8	13	30	26	23	23
	9	15	13	25	24	23
	10	63	40	55	48	41
		123	168	210	168	125

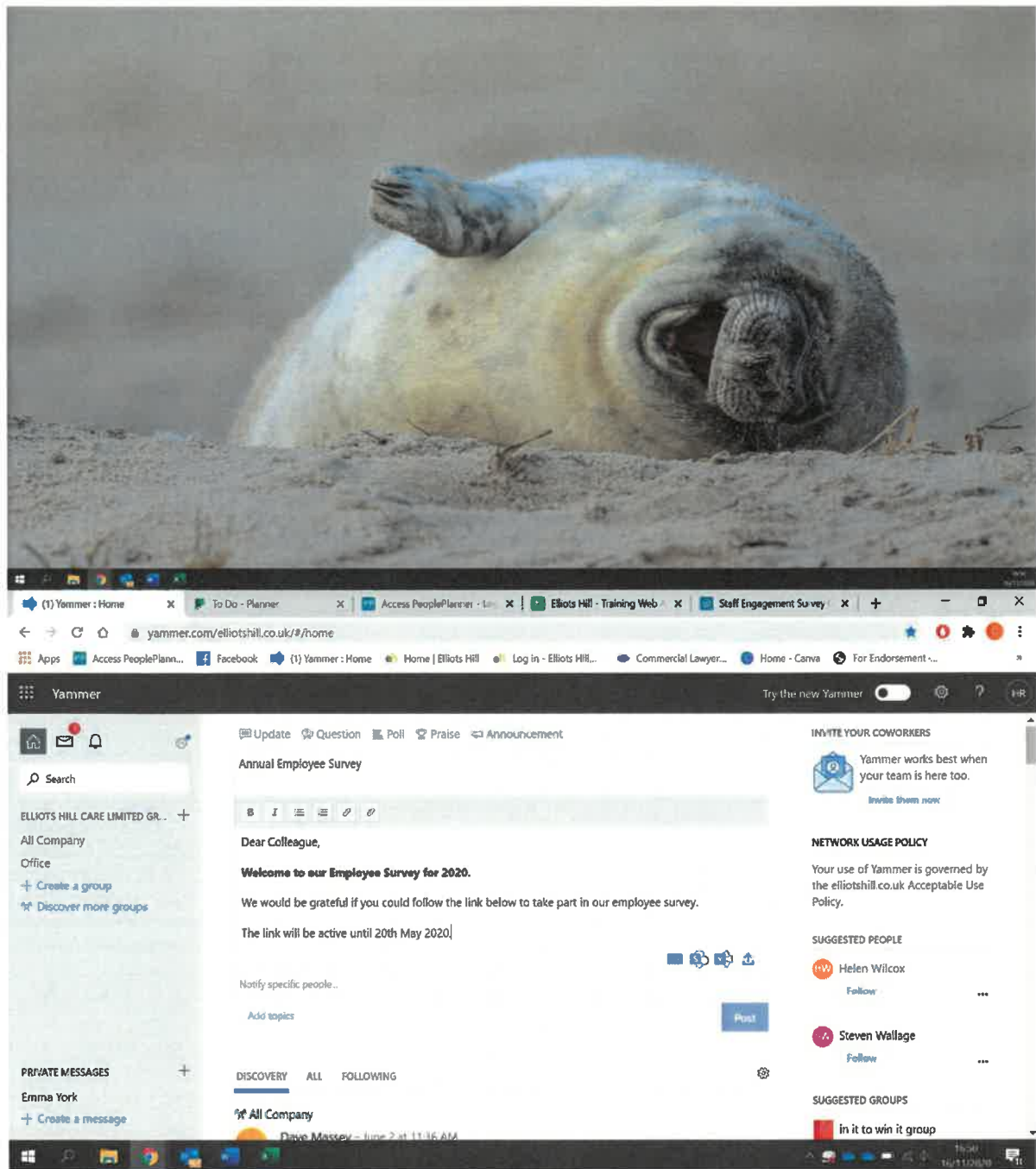
1	2%	12%	11%	10%	4%
2	2%	3%	7%	4%	6%
3	7%	7%	5%	5%	2%
4	0%	5%	3%	1%	4%
5	10%	11%	12%	8%	3%
6	2%	4%	4%	7%	6%
7	2%	8%	8%	9%	6%
8	11%	18%	12%	14%	18%
9	12%	8%	12%	14%	18%
10	51%	24%	26%	29%	33%
		100%	100%	100%	100%

3	20	24	16	5
6	10	28	12	16
27	36	33	27	6
0	36	24	8	20
60	95	125	70	20
18	42	48	66	42
14	91	112	105	49
104	240	208	184	184
135	117	225	216	207
630	400	550	480	410
997	1087	1377	1184	959
1230	1680	2100	1680	1250
81%	65%	66%	70%	77%

Summary for all respondents from all organisations

X	Positive	12%	8%	9%	13%	10%	12%	29%	17%	15%	12%	16%	15%	15%	14%	9%	12%	14%	4%	15%	14%	10%	13%	8%
	Neutral	19%	16%	13%	18%	16%	19%	19%	19%	14%	13%	18%	15%	21%	21%	13%	17%	13%	6%	20%	13%	14%	21%	
	Enthusiast	27%	26%	23%	30%	30%	30%	27%	28%	27%	29%	29%	36%	32%	32%	33%	35%	41%	32%	36%	35%	31%	30%	
	Enthusiast	43%	49%	51%	37%	44%	39%	25%	38%	42%	48%	37%	42%	28%	33%	45%	36%	32%	58%	31%	42%	42%	41%	
	Purpose	Mission	Contribution	Valued	Trusted	Positive	Eff Pay	Manager: Flexibility	Senior Mba	Freedom	Marketing Company: Customers	Principled	Happy at v	Happy	Aw	Best At	Make a Diff	Recommen	Recommend	Org				
NPS	12%	25%	29%	4%	18%	7%	-23%	2%	13%	23%	3%	12%	-8%	-1%	24%	6%	6%	48%	-3%	19%	14%	12%		
	Purpose	Mission	Contribution	Valued	Trusted	Positive	Eff Pay	Manager: Flexibility	Senior Mba	Freedom	Marketing Company: Customers	Principled	Happy at v	Happy	Aw	Best At	Make a Diff	Recommen	Recommend	Org				
Enthusiast	43%	49%	51%	37%	44%	39%	25%	38%	42%	48%	37%	42%	28%	33%	45%	36%	32%	58%	31%	42%	42%	41%		
% Score	72%	76%	77%	69%	73%	70%	57%	68%	70%	74%	68%	70%	66%	68%	75%	70%	69%	82%	68%	73%	72%	74%		
Net Respo	Purpose	Mission	Contribution	Valued	Trusted	Positive	Eff Pay	Manager: Flexibility	Senior Mba	Freedom	Marketing Company: Customers	Principled	Happy at v	Happy	Aw	Best At	Make a Diff	Recommen	Recommend	Org				
	58%	68%	69%	52%	64%	57%	23%	48%	55%	63%	51%	55%	49%	52%	69%	58%	60%	85%	53%	67%	60%	63%		

Appendix 2



The survey questions

The full questions appear in the Data sheet, but a shortened version is used for most of this summary.

Section	Shortened	Full question
Purpose	Purpose	My organisation has a clear purpose, beyond profit
	Mission	I understand the mission of my organisation
	Contribution	I see clearly how my work contributes to that mission
Care	Valued	I feel valued and respected at work
	Trusted	I am trusted to do my job the way I want to
	Positive Effect	Our organisation has a positive effect on the wider community
Support	Pay	I am paid fairly for the work I do
	Manager: Coaching	I see my manager as somebody who coaches and supports me
	Manager: Trust	I trust my manager to act in the best interests of me and my colleagues
Integrity	Flexibility	I have the flexibility I need to balance my work and my personal life
	Senior Man: Innovation	Senior management enables innovation and new ideas within the organisation
	Freedom	Managers avoid micro-management and give us freedom to do our job.
Energy	Marketing	Our marketing creates an accurate picture of our company
	Company: Trust	I trust the company is acting in my best interests as far as it can
	Customers	This organisation always does the best it can for its customers.
	Principled	The organisation is committed to a principled approach in everything it does
	Happy at Work	Please rate how happy you are at work, on a scale of 1 to 10
	Happy Away	Please rate how happy you are away from work, on a scale of 1 to 10
	Best At	Every day I get to do what I am best at, using my talents
	Make a Difference	I feel I can make a difference at work

2 LO2 - Personal statement

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

Research in to the area of employee engagement has highlighted many different drivers, for example a study in to the drivers of engagement by Mani (2011) distinguished between four different drivers of engagement such as welfare, empowerment, growth and interpersonal relationships (Mani, 2011). A study by the IES in 2004 identified similar drivers, for example leadership, relationships at work, total reward and recognition, and work life balance, and the work itself This was later updated by the IES in 2005 when they identified the following drivers of engagement: job satisfaction, feeling valued and involved in the organisation, equal opportunities, health and safety, length of service and communication (Robinson, et al., 2004). More recently the 2009 MacLeod Review summarized 4 'enablers' of employee engagement: Leadership, line managers, employee voice and integrity (Personnel Today, 2012)

Based on the feedback from the employee satisfaction survey that we have recently received, my conclusions were that there were a skills gap for middle managers, and that staff needed to feel more valued at work. There was also dissatisfaction with regards to rates of pay. These aspects relate to the drivers of engagement demonstrated within the IES study, for example: leadership, relationships at work, total reward and recognition, and work life balance, and the work itself (Robinson, et al., 2004).

There are various strategies that employers can take to increase levels of wellbeing and engagement in the workplace. However, it is important to ensure that any strategies implemented are aligned to the prominent issues that are hindering engagement within the organisation in the first place. In review of the key issues highlighted within my organisations engagement survey it would be disproportionate to utilise a strategy to develop work life balance, as the feedback in regard to this was positive, therefore such a strategy would not amount to any additional value in terms of engagement. Reviewing the key issues highlighted within the survey will allow me to establish the most beneficial strategies that can be adopted by the organisation to increase engagement.

Pay

As previously confirmed, we are unable to review our current pay rates. We are already competitive within the market in which we operate, and there are very fine profit margins preventing us from increasing these rates due to the rates payed to the organisation by the Council. To negate from the organisations inability to review the rates of pay at this current time, I plan on suggesting alternative means to increase employee engagement based on leadership, total reward and recognition.

Leadership

There is a clear need for leadership training within my organisation, with a 'bottom to the top' approach. This is a long standing issue whereby the HR department work hard to establish good relationships with new recruits during the onboarding process, and then they are 'thrown in at the deep end' by middle managers who see the new employee as a person to fill the rota. There is very little regard for their personal wellbeing, or for ensuring that they are onboarded efficiently into the team and the Company. This stage of the employee relationship is crucial as it will define the way

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that they are embedded into the Company. This stage is crucial as it can also determine if the new employee will remain working for the Company, and their first impressions.

To try and improve this element of the employee engagement cycle, I believe that all managers both middle and higher level could benefit from management training. There is a clear need for management training for managers with a mere 20% of managers possessing a formal leadership or management qualification. I believe it is this naivety to the leadership role and their negligence to the importance and requirements of leading teams that are the foundation for many of the 'leadership issues' identified within the survey. It is important to ensure that managers and leaders are inspired and empowered. This in turn will develop the competence and engagement levels of managers and leaders.

Total Reward & Recognition

It is important to regularly and publicly recognise and reward employees for their contribution to the company. My organisation already does this through the implementation of a 'compliments' page on our internal communication site. This is a space for compliments to be recorded, either from customers, team members or from management on good work which has been identified. We would like to work on embedding this into the Company on a larger scale and encouraging more people to feedback on a regular basis. With this in mind, we are in the process of developing a monthly reward and recognition program, known as the 'Diolch awards' where we will encourage other members of staff to pass on compliments on their colleagues, and all compliments from external individuals will be recorded and put in to a random draw each month where the winner will be publicly announced on the internal communications site and will receive a prize.

Some other ideas that are available are to offer employees the opportunity to purchase additional annual leave each year, offer additional leave for employees that have worked for the Company for X amount of years, and to offer employees added benefits dependent on length of service, for example access to EAP's and long service recognition.

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

Organisational behaviour can be defined as "the impact that individuals, groups and structure have on behavior within organisations, for the purpose of applying such knowledge toward improving an organisation's effectiveness' (Newstrom & Davis, 2002).

There are many aspects of organizational behaviour that can hinder employee engagement, however a lack of alignment, insight and focus amongst key players or the senior management team can create the basis for a whole host of issues. If senior management teams fail to understand the importance of engagement and alignment of their values with the organisations values at such a senior level, this lack of focus will be recognisable further down in the organisation. It is imperative that the management team are able to focus and drive their teams in the right direction. It is also important to review the types of leadership behaviours that senior managers display. An 'engaging' manager is more likely to command the respect and support of a team than a distant manager that is primarily office based. This is an issue within my organisation and primarily arises from a lack of training and awareness of specific management skills. For example, 60% of the senior management team have progressed within the Company to a senior position. Managers were strong support workers, and strong Team Leaders, but are distinctly lacking in more senior management skills that are required for the Area Manager position which they then progress to. It is an issue whereby people are placed in vacancies that they do not have the correct transferable skills to be able to

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achieve the requirements of the job. Just because they were a good support worker, it doesn't mean they will be a good manager. In review, senior managers could benefit from more specific management training than 'care industry' training. The results of the employee survey concur with this logic.

As a result of this, communication channels may also become saturated and information from the senior management team may not trickle down to workers on the ground. A breakdown in communication can have the profound effect of creating an 'us and them' culture. It is especially difficult in such a big organisation where 90% of employees are working remotely from the office and across the breadth of the county to disseminate information. As a result of this Yammer is utilised, to ensure that direct and timely information is easily accessible to all and there are direct communication channels between all levels of management and staff. (Appendix Number 4). Communication within an organisation is key to engagement and ensuring that all staff are 'brought along' with the development of the organisation.

3 LO3 – Personal statement

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

Employee engagement is a major area of research within management theory. There are major differences with the theories, implementation, influencing factors, and the outcomes of engagement drives which can vary across industries, Company's and Countries. There is no unilateral approach to engagement and can vary greatly between organisations.

Several theoretical frameworks provide an insight in to engagement theories, such as Kahn (1990) 'Engagement theory' (Terry, 2020). Organisations may adopt elements of these theoretical approaches whilst trying to understand and drive their own engagement.

Numerous studies into engagement have been undertaken by recognised bodies such as the IES, Engage for Success and CIPD as well as large multi-national corporations such as Google and Apple. The Harvard Business Review recently reported that 71% of respondents from a survey highlighted employee engagement as having a considerable impact on organizational success. 72% of respondents also attributed recognition of high-performance as being one of the main drivers of employee engagement (Havard Business Review, 2013).

A recent study by Armstrong, et al. (2018) defined four different 'zones' of employee engagement which ranged from contentment or engagement to disengagement and pseudo-engagement. The findings of this study highlighted the importance of the line manager relationship in shaping positive relationships in the workplace and developing employee engagement. The study highlighted the importance of team members feeling trusted, empowered and having autonomy of choice. Engaged teams also reported to have developed strong bonds and respect for colleagues developing a strong team working ethic.

The antithesis of this was those individuals and teams that were found to be disengaged. These teams or individuals reported poor relationships between colleagues and a poor experience of being led by their team leader (Armstrong, et al., 2018). A recent study of 1000 employees in Canada found that two thirds of respondents were disengaged as they felt 'frustrated by the level of support they received' by their team leaders (Financial Post, 2012). The figure of disengaged employees is probably set to grow in the wake of the ongoing pandemic, where more workers are set to become redundant causing a blanket feeling of mistrust which in turn will affect engagement. A Gallup study in 2019 highlighted links between engagement and employees trust in leadership and management. The greater the trust within this dynamic, the higher the level of engagement (Nink, 2020). This theory can be measured within my organisation by reviewing the staff retention rates across the different areas of the business. For example, the Residential side of the business has a leader who is renowned for engaging with staff and taking a fair and reasonable approach, treating all members of staff fairly and consistently. The turnover rate within this setting is substantially (2%) lower than the turnover for the Domiciliary area of the business, where some managers are disengaged, and not in alignment with the organisations aims and objectives.

Google has taken a comprehensive approach to employee engagement under the direction of Lazlo Bock and the long term research study in to the engagement of its employees titled gDNA. A recent study conducted by Future Workplace highlighted that burnout is the largest threat to employee engagement. Google recognise this and to combat this introduced 'Dublin goes Dark' at their Dublin

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headquarters which requested that employees dropped all of their electronic devices prior to heading home for the day thus having the effect of supporting a healthier work-life balance as Google previously established that only 31% of its employees were able to go home and switch off from work. This is a good example of how policies and procedures can be put in place to support the health and wellbeing of staff.

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

Prior to implementing employee engagement strategies, it is important to consider the potential barriers that may hinder the acceptance of, and success of the implementation of such strategies.

It is necessary to ensure that schemes are aligned with company objectives, and areas whereby the Company's objectives are not being met due to issues surrounding employee engagement. For example, in our recent survey at Elliotts Hill, concerns were identified surrounding the engagement between staff and middle managers, therefore some of my proposals will be centered around developing that relationship. It is important for schemes to align with Company objectives as well to ensure that there are mutual gains for employees as well as the organisation.

Once appropriate schemes have been identified, it is important to communicate these out to employees to ensure clarity over proposed or implemented schemes, and to ensure that all staff are aware of the particulars surrounding such schemes. For example, Elliott's Hill used to offer the 'Simply Health Benefit' to all staff, however there was no strategy in place to make staff or new recruits aware, and this resulted in an extremely poor uptake in the benefit. This also highlights the importance of having strong leadership when implementing schemes, and of ensuring that senior and middle managers are also engaged and fully aware of what the scheme entails so that this information can be passed on to other employees.

As a result of the poor uptake, the benefit was removed after consultation (Appendix Number 5) with the small percentage of staff that used it as employees were not engaged with the scheme. The intention was to replace this scheme in the future.

In the past we have also attempted to work towards gaining the Corporate Health Standard award, unfortunately due to the structure and geographics of the company, combined with the work-life balance of staff who mostly work long days over few days per week, it was extremely difficult to get adequate engagement and support for the scheme to allow us to continue. We have previously offered free health checks for staff with very poor uptake. On reflection, I can see that these schemes were not directly aligned with the requirements of our staff but were more aligned with the needs of the organisation. This highlights the importance of striking a balance between the requirements of an organisation and the needs of its employees. Where these needs are not aligned, schemes will no doubt be ineffective.

To recap, employee benefit schemes will only be effective if there are mutual gains for both employer and employee and only where such schemes are implemented in an effective manner. In a recent review, 69% of employees stated that they would work harder if they felt appreciated, and more than a third of workers are said to be actively searching for new vacancies (SMARP, 2020). This highlights the importance of implementing such schemes to recruit additional talent, but also to retain the talent within the organisation.

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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 a review of our current employee engagement survey, the key areas that I have highlighted as areas for improvement are as follows:

- Pay
- Feeling valued
- Manager coaching
- Manager trust

(Appendix Number 1).

As previously discussed, it is difficult to increase rates of pay within the social care industry as a result of the small margins, however there could potentially be other solutions to increasing the rates of pay, for example offering enhanced holidays/allowing employees to purchase additional holidays per year. This may also have the effect of making employees feel valued and promoting a healthy work/life balance. One area that I am particularly interested in is developing an employee recognition award to ensure that employees are recognised for delivering an excellent service to the organisation and to the individuals that we support. There are many benefits to embedding such a scheme within an organisation. The positive enforcement of idyllic behaviour resets the behavioural expectations of other staff within the organisation and better aligns the experience of employees with organisational goals (Investors in People, 2020). (Appendix Number 6).

A recent article by the Harvard Business Review interestingly reported that 58% of respondents had confirmed that they 'would trust a stranger more than their boss' (Vantagecircle, 2020). This key statistic really coincides with the findings from the Elliots Hill survey where employees noted that they did not trust their managers. Due to the structure of the business, and the shift away from 'hands on' senior managers to a more office-based role, the communication and trust between employees and senior managers has broken down. I think it's important that senior managers are more visible within their own areas of work and that employees are given the opportunity to discuss issues, and to develop a relationship with them at an early stage. Although I have not yet reached the stage yet where I have made a decision on the schemes that we will be implementing, I can see that there is a need for a particular type of scheme to enhance the relationship between senior managers and staff. This could be done by way of informal discussion on a regular basis and by developing a presence within teams.

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3.4 LO3 - Evidence

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Elliotshill, Crowhill, Haverfordwest, SA62 6HT

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elliotshill
We Care About People

Date: 11th July 2017

Strictly Private and Confidential

~~Jo Swift~~

~~31 Kensington Gardens~~

~~Haverfordwest~~

~~Pembrokeshire~~

~~SA61 2RE~~

~~Dear Jo~~

PROPOSED CHANGE TO BENEFIT - CONSULTATION MEETING

Further to our recent conversations, I understand that you have concerns about the proposed change to the Simply Health benefit currently offered by Elliots Hill.

As you have been informed in our previous correspondence of 13th April 2017 and 8th June 2017 we currently offer employees this benefit on a discretionary basis. However we have had to review business needs and have to carefully monitor the costs of the business in order to identify areas of savings in a bid to continue offering a viable service and to continue to pay our employees as reasonable and competitive wage as possible.

We have considered alternative cost saving measures, but given the increased cost of offering this benefit even on a discretionary basis, and due to the cost and business implications of such alternatives, it is for this reason that we have sought to exercise our right to remove this discretionary benefit. However, the opinion of our employees is important to us and we understand that you have concerns in relation to the proposed change. I am therefore now inviting you to attend an individual consultation meeting at Elliots Hill meeting room on 18th July at 3pm with me to discuss the proposed changes and any queries or concerns you have.

I will hold the meeting but someone may also be present to take notes of the meeting. You are entitled to be accompanied at the consultation meeting by a colleague or a trade union representative. Please advise me at least 24 hours before the meeting of the name of the person who will accompany you so that appropriate arrangements can be made.

Please confirm that you have received this letter and that you will attend at the time stated above by phone, or alternatively by emailing Human Resources at human.resources@elliotshill.co.uk. If, for any unavoidable reason, you or your companion cannot attend on the date and time above please contact me as soon as possible and suggest an alternative date and time within five working days of the proposed meeting.

Yours sincerely

~~Simon Clarke~~

~~Elliots Hill Care Limited~~

Subject:

Bendigedig Awards

Hello

We have spoken previously, I think we should implement the 'bendigedig awards'.

They:

- Thank staff for their exceptional service
- Recognise staff for their work.

You could nominate employees who have:

- Gone the extra mile to help you
- Picked up extra shifts to help operationally
- Had good feedback from a client
- Had a positive impact on your day.

The idea is to try and recognise employees who have done well, I think we should record the names, date, and reason for each compliment and make the employee aware that their name has been entered into the awards.

Each month, I will enter all the names into a draw. Some people may have their name in there a number of times, then a random name that is generated will win the prize.

Not sure what the budget is..

Kind Regards

Chloe Tickle
Human Resources

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