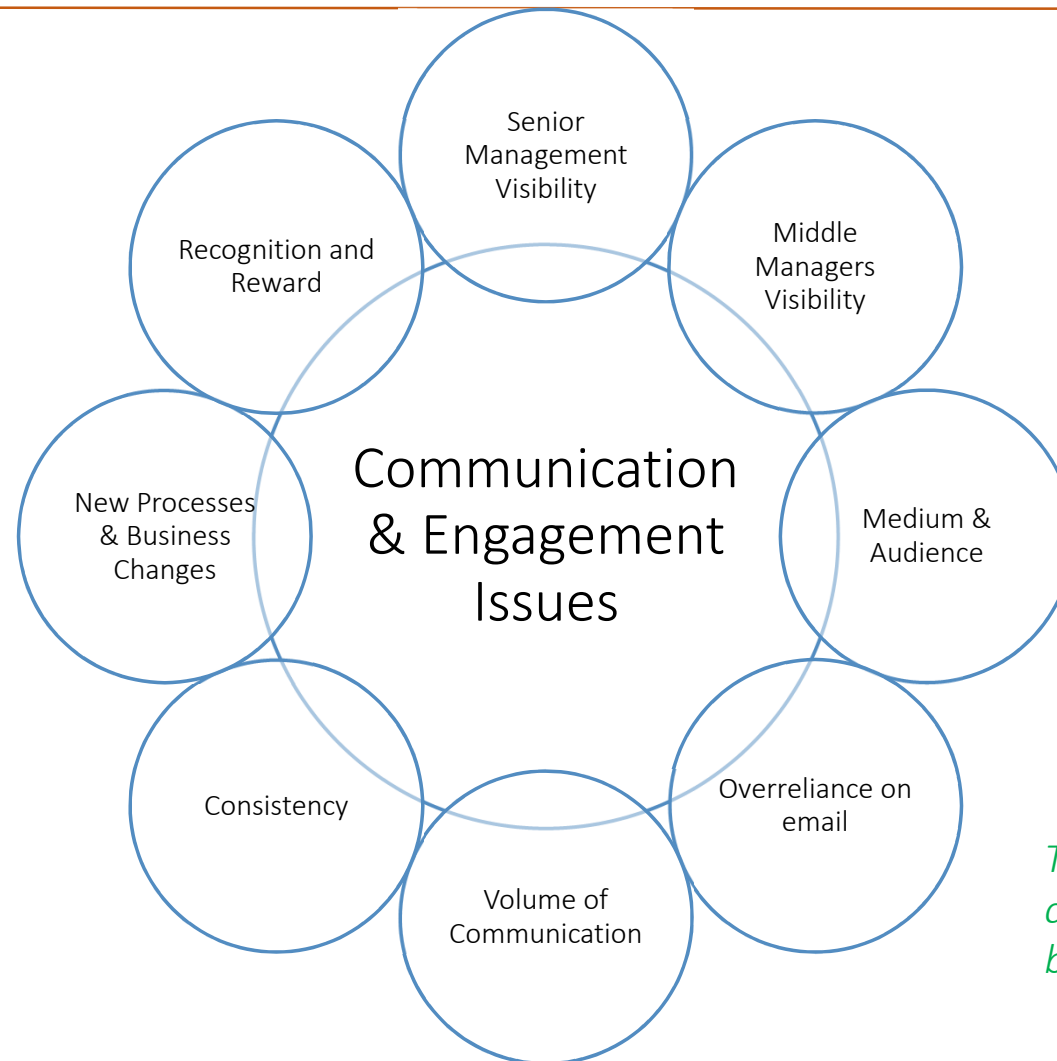




Communication &
Engagement
*Driving performance and
continual improvement*

Communication and Engagement Issues



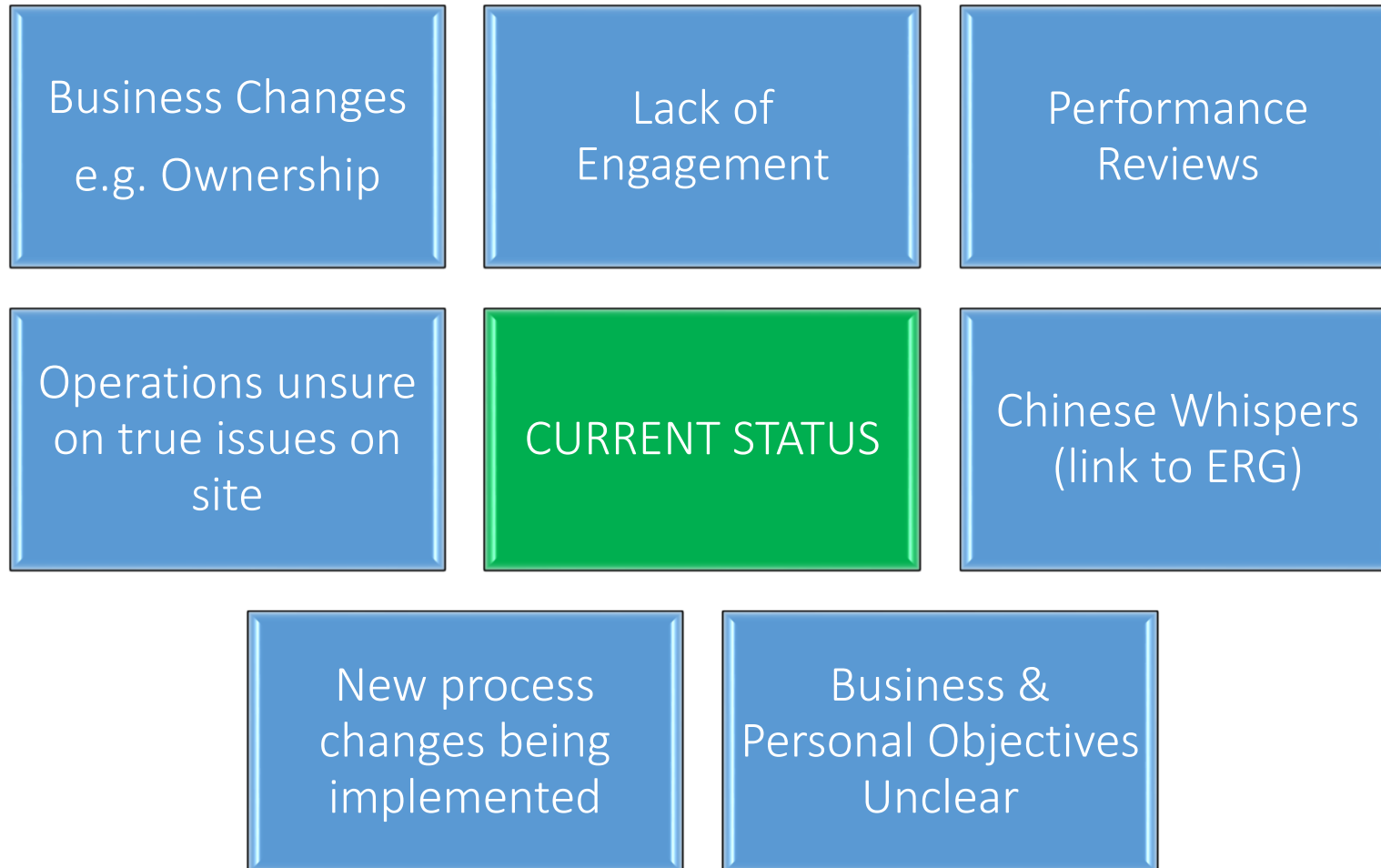
*The success of our communication
can underpin the success of the
business*

Existing Communication Tools

Communication Tools

- Employee Representative Group
- Email
- Phones – Office & Mobiles
- BreatheHR – make a suggestion, kudos & document library
- Site Packs
- Open Door Policy
- Social Media – Facebook, LinkedIn
- Newsletters
- Company Bulletins
- Premier TV
- Texts and WhatsApp
- Suggestion Box (Anonymous Stores)
- Survey Monkey
- Alpha Safety Portal
- Premas1s – NM PI & Incident Reporting
- Site Visits & Audits

Current Status



Communication & Engagement with Site

Two Way Lack of Engagement

Job Expectations, targets, KPIs

Employee Representative Group

Site Audits

Personnel Issues

NM PI Reporting low numbers reported

Examples of Communication Issues

Employee Representative Group Meeting

Last Meeting: 21 12 2017

Purpose of ERG

The opportunity to sit down with site personnel away from their day-to-day job and discuss matters pertinent to the business and issues or areas which have been identified by the workforce to the group.

Business Changes

Example of where SMT haven't managed communication well is the communication of the new business ownership in that the press release was released to media before our main stakeholders.

Recognition & Reward (Kudos)

Engagement is at an all time low.

Future Success

Peer on Peer Kudos

Recognise and Promote Champions across the business

Recognise high performers and those going the extra mile

Examples of Communication Issues

Performance & Pay Reviews

2015 and prior reviews completed in November.

October 2016 – Completed in November backdated to October 2016 (on request of previous group management).

January 2018 – (October 17) Reviews complete and backdated. We made a commitment to our site staff this was a one-off.

October 2018 – Reviews should have been completed.

April/May 2019 – Incomplete.

Improvement Suggestion

Performance to be continuous and project based, pay reviews in January – new calendar year, coinciding with the publication of business results for the previous financial year.

Examples of Communication Issues

Managing Performance

Effectively dealing with poor performance via difficult conversations and performance

Potential Improvement

Assign a senior contract manager to individual staff.

This would make performance management easier, transparent and consistent for staff and the business moving forward.

Performance reviews would be seamless and continuous.

Existing members of staff who are seen as underperforming would benefit greatly from this.

Business Rules

What are they?

Are they embedded throughout the organisation?

Consistency of application

Mission & Vision Statements

Mission Statement

Defines the companies business, its objectives and its approach to reach those objectives.

Vision Statement

Describes the desired future position of the company.

Current Mission Statement

“To be the best and most successful company in our chosen market by providing unrivalled technical advice, service and client support”

- To help the client achieve his objectives in selecting the best possible design to give a cost effective product and after sales service
- To ensure that jobs finish on time with a smooth passage through the various regulatory processes and the minimum disruption to the client, customers and public
- To maintain close relations with the client to ensure that he understands what is involved in the work and the implication of any changes
- To invest in our staff, providing training, encouraging development, and supporting initiative
- To practice the highest standards of safety and accident prevention
- All staff, subcontractors and temporary staff share the responsibility for service to the client and the good reputation of the company; and are jointly committed to continuously improving quality.

Current Vision Statement

“To develop the company as a specialist construction and maintenance core of The Premier Group fulfilling the aspirations of The Group Directors and share holders.”

What's different? USP

Focus on Premier

Definition: *first in importance, order, or position; leading.*

Synonyms: *leading, foremost, top-tier, top-ranking, prime, outstanding*

Job Role Expectations

Do staff understand their job roles and what is expected of them?

Do staff know and understand what their personal objectives (KPIs)

Do staff know what the company objectives are?

Do staff know the companies mission and vision statements?

More profitable e.g. increase margin, win the right work, overheads, stopping losses

Role Profile Expectations

Example: Site Manager

All site personnel including visitors inducted

Manage daily health and safety paperwork

Tool Box Communication

Company announcements / memos

NM PI Reporting

R&R / Kudos

Reporting of incidents within 30 minutes with report follow up

Supporting CM's with Requisitions

Alpha Safety Daily Login

Managing employee attendance & site hours worked

Reporting of waste and improvement opportunities

Role Profile Expectations

Example: Contracts Manager

Requisitions are completed timely and accurately

Identifying significant risks and reporting back

Conducting site visits for progress, quality and health and safety

Compiling job reviews and identifying areas of improvement and good practice

Displaying leadership – responsibility and accountability

Engaging with site managers and staff under their control

Outlining project expectations, hours to be worked, zero snagging etc.

Recognition and Reward

Achieving projected profit margins identified at tender

What Success Looks Like?

The business communicates consistently and accurately

Staff at all levels are engaged and are actively using various communication tools available

Our Values are embedded along that of job role and company expectations

Increase in reporting for health and safety and kudos

Promoting of champions across different areas e.g. driving, health and safety, quality etc.

Regular ERG Meetings

Staff retention, retain key staff which the business need to

Staff are aware and actively working towards company, team and personal objectives

Communication Notes

What

Business Updates

Performance Updates

Good News / Bad News

Process and Procedures

Job Information

Health and Wellbeing

Local events, charities

How

Mediums

Portals – Alpha Safety & Breathe HR

Two Way – Employee Representative Group

Traditional – telephone, face to face, memo, email

Social Media

Newsletters

Payslips

Labour Programmes

When

Timely - at the right time

Consistent

Equally

SMT Agreement

Expectations

Honest

Authentic

Timing

Consistent

Business Standards

Sensitivity

Depending on the sensitivity of communication will determine the level of senior management required to approve delivery of the communication.

Types of Communication How & When

Example

Type of Communication	How	When
Business Updates		
High Impact – Board /SMT Agreement Large business or job security positive and negative	Board/Senior Team to agree on delivery Face to Face / Verbally with Director or Senior Manager Followed up with written communication issued via BreatheHR, Email and/or Company Memo	Timescales to be agreed during board or SMT meetings. Consideration to the sensitivity and nature of the communication whilst considering all stakeholders.
Medium Impact – SMT / Snr. Operations Team Middle level risk to business or job security positive and negative	Senior Team to agree on delivery Face to Face Conference Call Followed up with written communication to be agreed.	Timescales to be agreed during SMT meetings. Consideration to the sensitivity and nature of the communication whilst considering all stakeholders.
Low Impact – Line Manager E.g. New member of staff, Leaving member of staff	Line Manager to deliver Email communication Newsletter Social Media Facebook page	Part of information flow keeping staff up to date.

Types of Communication How & When

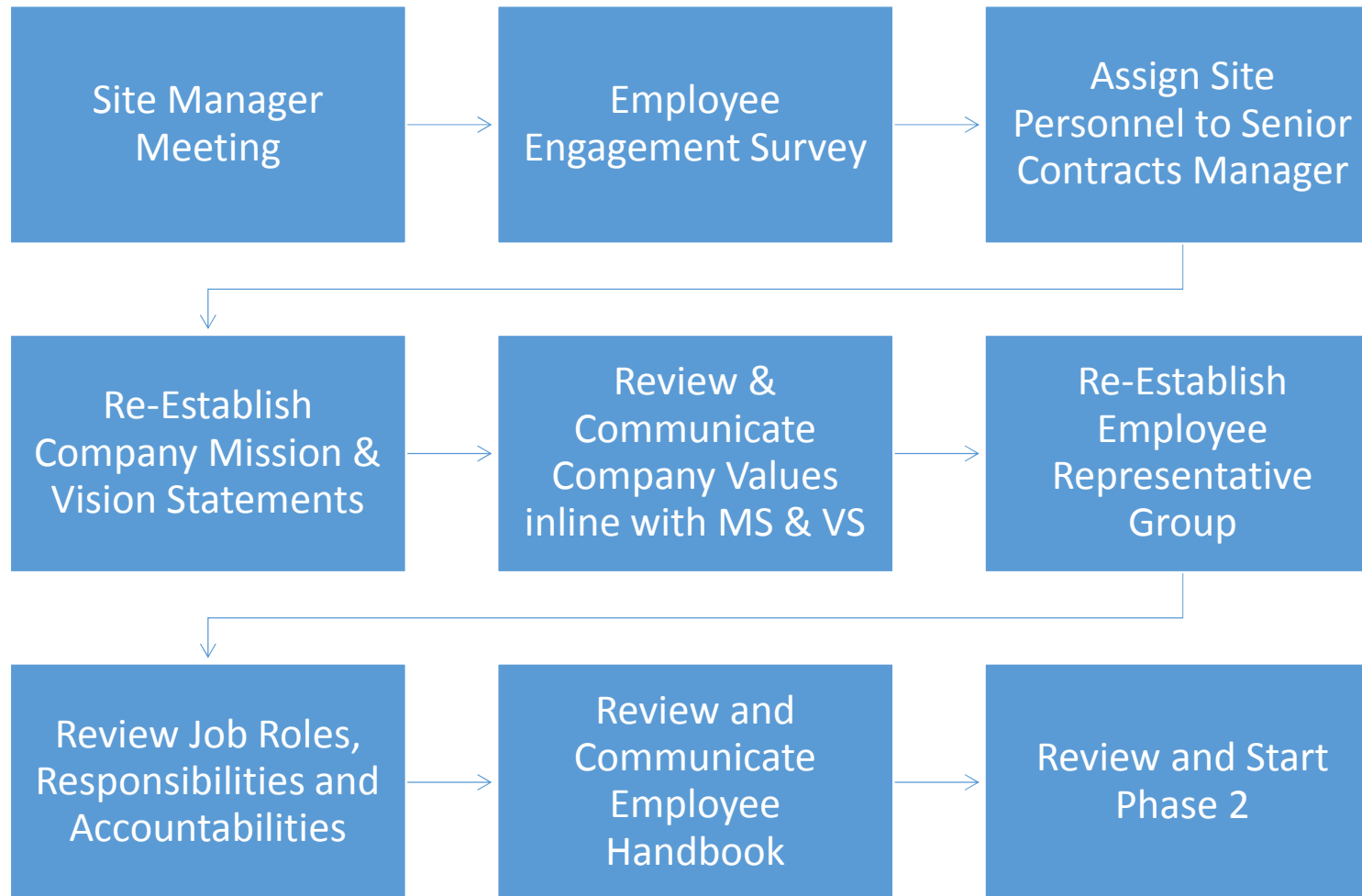
Example

Type of Communication	How	When
Processes & Procedures		
High Impact Implement new critical process / ways of working Introduction of Timesheet app	Contract Manager delivered on site face to face Followed up with Alpha Safety Company Announcement and storing of new process documentation. Email	To be agreed within SMT or Contract Operations team.
Low Impact New paperwork flow, new forms (business critical – requisitions, feedback forms)	To be agreed by department head Depending on impact and understanding delivered via site packs, email, conference call etc.	To be agreed by department head

Communication & Engagement



What are the priorities – Phase 1



Action Plan (Priorities) Phase 1

What	Who	When	How
Site Manager Meeting	SMT – Led by Shane Fairburn	Friday 24/05/2019	Face to Face Group Meeting
Create an employee engagement survey	Ashley Davies & Jackie Towell	Issued following Site Manager Meeting Wednesday 29/05/2019	Survey Monkey & Feedback in SMT & Employee Representative Group
Assign site personnel to Senior Contracts Manager <i>This is for consistency in dealing with any issues that may arise, managing individual performance & performance reviews</i>	Senior Operations Team Shane Fairburn Stuart Trew Steve Phillips Jackie Towell	Following Site Manager Meeting Wednesday 29/05/2019	Meeting and then communicate assigned line managers
Re-establish company mission and vision statements <i>This will give focus and clarity to every employee on the future direction of business. This would link to the new business strategy.</i>	Senior Management Team and Board of Directors	Next Board Meeting – Discuss and Agree 3 months	Via consultation at the board meeting
Review & Communicate Premier Values inline with new MS & VS	Senior Management Team	Following completion of MS & VS by Board. SMT to review Values within 3 months	Via meetings, surveys, face to face consultations
Re-establish Employee Representative Group <i>Consistent representatives and confirmed dates for quarterly meetings</i>	Ashley Davies & Jackie Towell	Set Date for Employee Representative Group	Group Meeting Quarterly
Review Job Roles, Responsibilities & Accountabilities	SMT and Department Heads	This is currently underway and will continue for the next three months	Breathe HR
Review Employee Handbook <i>To reinforce all of the changes listed above</i>	Jackie Towell	On agreement of Premier Values	In consultation with SMT and ERG Breathe HR

Priorities Phase 1 – Expected Results

Understand and communicate the future direction of the business

Setting expectations with:

- Business objectives with the company mission and vision statements
- Job Roles and Accountability with clear objectives that match those of the business

Every employee working towards company objectives/goals.

Establish clear line managers from a site perspective which will consistently manage performance more proactively.

Re-establish two way communication via site managers and employee representative groups

Document and share results and outcomes.