

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Employment
Relations

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own, unaided work. I understand the regulations pertaining to
candidate malpractice and the action that may be taken as a result.

Signed:



Date: 19 October 2020

1. If you are already familiar with its approach, evaluate whether or not your organisation's approach needs a review, based on your reading of current trends.

At ECD I feel that we need to review and improve our employee engagement strategy to bring it up to date with current trends. In particular I feel that we need to ensure it's alignment to organisational strategy (CIPD, 2019a), but first we need to actually decide what our strategy is and this can only come from our directors.

I think that overall our engagement approach at ECD is good. We have a dedicated employee voice through our Employee Forum. Employee voice is when employees' views are sought out, listened to and are considered in organisational decision making. However the current forum only accommodates our retail staff, therefore I think it is time that we created a separate one for our Head Office function to ensure all of our employees are heard.

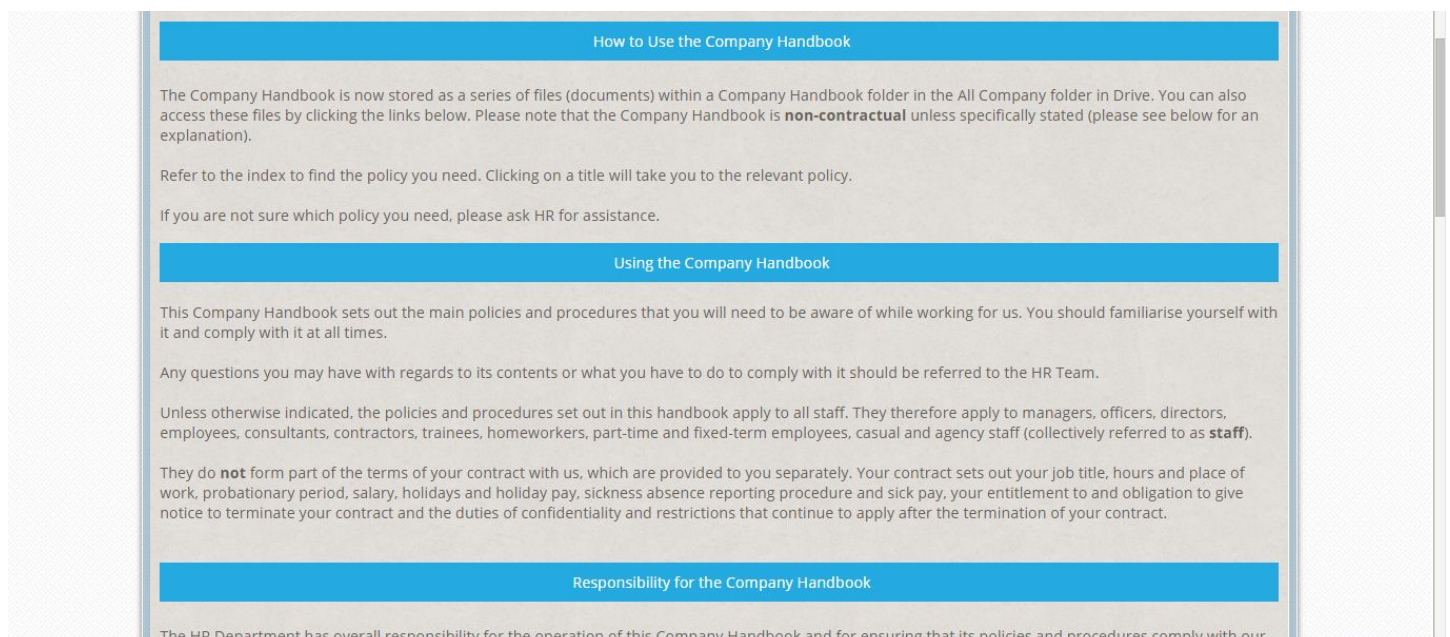
We always tend to use the same survey approach for gaining employee opinions. I think we could look to do things differently by sending anonymously pulse surveys on a biweekly basis to ask employees questions on a topic to gain honest, helpful, and productive feedback (Sons, 2017).

Employee communication is an essential part of HR's role. I feel that our communication is good but is often scattered across too many different channels. The CIPD (2020b) believes that effective internal communication is important for developing trust and can impact on engagement, organisational culture and productivity. In order to make our communication effective I think we need to agree on one main channel for communication and let employees know our choice.

2. Examine the employee handbook and any internal staff bulletins within your organisation and make some notes as to whether you think the content engages employees on topics that matter to them.

Overall I think that our content through our newsletters and other communications are overall engaging with an overall informal and fun impression. However, other aspects such as our company handbook and policies are dull, overly formal and are not engaging.

Below is a screenshot of our electronic company handbook which is available on our internet:



The colours, text and tone are dull and not engaging. Both our Company Intranet and handbook could do with a new look. Something along the lines of what used to be our slick internal newsletter (screenshot below) would be more interesting and engaging for staff.



Unfortunately this is unlikely to be a priority for our Brand and Marketing team at the moment but I intend to try and get it onto their agenda as a future project.

We are starting to invest time in rewriting and refreshing out company policies and procedures. The aim is to refresh the look and style policies, to make them easier to read, understand and with less legal jargon to make them more engaging. Purcell believes that putting employees at the centre of policy and practice means that the focus needs to be on management behaviours to build engagement more than rules and regulations (Purcell, 2010). I think this is very true, so going forward we should look to include employees in any development of policies and procedures going forward.

3. Discuss your development needs with your line manager as a result of the above activities, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement (for example delivering training on the topic/coaching line managers). Record your discussion (300 words approximately).

Discussion with Line Manager, Sian Morgan, HR Advisor, September 2020.

As a result of the review activity of employee engagement at Ecigarette Direct (ECD) it was agreed that it was time to bring employee engagement back on the agenda as a priority. As a result of a retail restructure at the beginning of the year which was closely followed by the COVID19 pandemic and resulting second retail restructure with store closures an engagement strategy has unfortunately been a low priority. Other than to ensure colleagues that are working from home are fully supported.

We discussed that at ECD we have a positive engagement strategy already in place which is grounded in the company values and culture. We believe that the majority of our employees are engaged, in particular we regularly see examples of where employees are emotionally engaged as they enjoy their work and identify with our organisational values and objectives (CIPD, 2012).

Although initially I felt that my involvement in engagement activities was limited, I came to realise that I am actually heavily involved in the suggestion and implementation of such activities. We discussed that I am responsible for organising the employee forum and suggesting topics for discussion. I also organise reward and recognition for example sourcing and sending out gifts to staff. I also arrange engagement activities such

as the annual Christmas party and office secret Santa. Recently I overcame logistical barriers in order to organise thank you gifts to send the children of staff that are working from home. I believe this reflects the 'Driven to deliver' behaviour of the CIPD profession map. I think my commitment to engagement activities demonstrates determination, resourcefulness and purpose to deliver the best results for my organisation (CIPD, 2015).

I also regularly work with line managers and employees with the aim to improve engagement by enabling employees to increase their contribution to the organisation (CIPD, 2020a).

This ties in with the Employee Engagement CIPD professional area. Employee engagement should work to strengthen the connection that employees have with their work, colleagues and the organisation so that they are more fulfilled by their work and make a greater contribution towards organisational objectives (CIPD, 2020a).

Going forward we agreed that I would solely design and distribute our next employee engagement survey based on best practice, as part of my continuing development in this area.

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