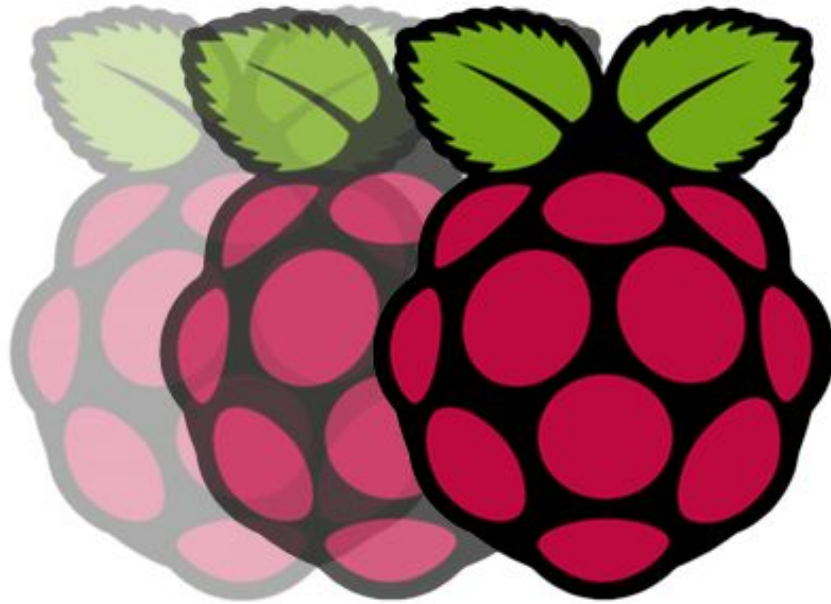


**From HR Strategy to Foundation Outcomes:
Leveraging Raspberry Pi's Employee Engagement and Employee Involvement**

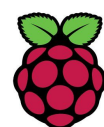


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29 April 2018
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Assignment 1: Report

Introduction

With its origins from 2006, Raspberry Pi Foundation was founded by Eben Upton, Jack Lang, Rob Mullins, and Alan Mycroft--foundation founders from the University of Cambridge--took note that students looking to study computer science have exhibited a decline in skills and number of applicants (Raspberry Pi, 2018). Through this needs assessment, the social mission of the foundation was born, with a focus on innovating at the intersections of education, technology, and entrepreneurship in order to empower educators and students to learn how to program using simple and affordable computers. Proving that their initial idea persisted the test of time, this social mission continues to be prominently featured in the foundation's 2018-2020 Strategy as the foundation scale expands across the United Kingdom, Europe, and the globe (*ibid*). As headquarters, Raspberry Pi is based on Pencoed, Mid Glamorgan in Wales with 100 employees presently, a figure to increase as the foundation scales internationally.

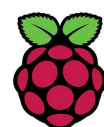
In order to address the organizational challenges that come with greater scalability, Raspberry Pi's Human Resources could play a consequential role in meeting these complex needs by providing organizational solutions through the Human Resource function. This report, as prepared by a newly-minted employee occupying a middle-management position in HR, is designed to elucidate the significance of employee engagement and employee involvement to the Managing Director of the Human Resources. The report walks the HR function through the organizational environment and business context, various theories and models of employee engagement and employee involvement. It then identifies organizational gaps that could be addressed by the Human Resource function that would center HR as a provider of enterprise-wide solutions. The report culminates to recommending next courses of action in enriching employee engagement and employee involvement, designed to leverage people



solutions towards improving organizational outcomes, thus further advancing the educational technology social mission of the foundation. This paper argues that should Raspberry Pi provide continued transparency, creating employee resource groups to foster employee voice and organizational credibility, and expansionary well-being total rewards, these changes would empower the HR function to leverage employee engagement and employee involvement as catalysts towards creating a high commitment, high performance organization that in turn improves Raspberry Pi's capability in advancing its strategic and social mission-focused double bottom line.

Organizational Situational Context

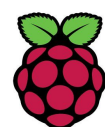
Raspberry Pi's organizational status occupies a paramount role in its self-conception as a non-for-profit organization that goes beyond the traditional conception of the bottom line as a financial one. As defined in its 2018-2020 organizational strategy (*ibid*), the bottom line is expanded to two: with the "double" bottom line being the expansion of access to educational technology through inexpensive but high performing single-board computers and free software to assist young people acquire digital making skills and providing training and support to educators, volunteers, and parents, as indicated in the foundation's Annual Review in 2017 (*ibid*). While its non-profit status frees it from shareholder demands of increased revenue for shareholder profitability, the foundation nevertheless taps from the same labor force as government employers and private sector companies--meaning that the foundation likewise participates in the "war for talent," the emerging high-skilled labor shortage (Davies, 2018) in a talent-led information economy where 40% of global employers report talent shortages (Manpower Group, 2017; CIPD, 2017).



As its talent, Raspberry Pi relies on much of its workforce working voluntarily across the globe (Raspberry Pi, 2018). Uncompensated for their labor, many employees dedicate their hard work and are motivated by their identification to the social mission, making them a workforce bedrock of Raspberry Pi global programs like CoderDojo. Even if they are uncompensated, the organizational business case for enhancing employee engagement and employee involvement has organizational outcomes implications.

The Case for Employee Engagement and Involvement: Employee Engagement

Employee engagement is measured by the extent to which employees “Say” positive things about their organization, their intent to “stay” with the organization, and their willingness to “strive” to help the organization succeed (Aon Hewitt, 2017). Employee engagement involves employees verbalizing their ideas, their supervisors actively listening, and management actively soliciting feedback in order to inform management decisions. It also involves the creation of career mobility--whether through an upwards or horizontal trajectory for internals, and the demonstration that managers and the organization have the employee’s well-being at heart in making business decisions. Employee engagement can manifest as mentorship, leadership development, and coaching by Human Resource Development, feedback loops both anonymous and non-anonymous with multiple redundancies to Human Resources, and the provision of climate assessment surveys (Henderson, 2010). In 2017, “22 percent of companies worldwide survey employees quarterly or more often, 79 percent survey employees annually or less, and 14 percent never survey employees at all” (Deloitte, 2017). Organizations neglecting routine employee feedback result to “shortcomings in driving culture and purpose and in providing work-life balance” (*ibid*). As a large portion Raspberry Pi’s workforce is working without

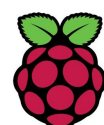


compensation, this sense of belonging that employee engagement fosters becomes even more crucial to the retention, trusting culture, workplace satisfaction, and thus increased performance (Pfeffer, 1998; Evans, 2018) that the HR function could create and improve.

It is worth noting, however, that while employee engagement increases revenue, client satisfaction, increased productivity, bolder innovation, employee retention, and improved occupational health and employee well-being, too much employee involvement could lead to employee burnout due to multiple competing high-level priorities and work-life balance could be compromised (CIPD, 2015; Kashora, 2018). Despite this risk, should we consider the situational factors in the global labor force context (Beer et al, 1984), there is a sense of urgency that employee engagement strategies and tactics should nevertheless proceed. In the 2010s, employee engagement has been decreasing worldwide and over one out of three of all employees are either “passive[ly]” or “actively disengaged” (Aon, 2017). In the context of organizational change, “disengaged employees become an even greater liability” (*ibid*). On the contrary, due to engagement’s relationship to organizational transformation, the former, if leveraged during time of change as it builds resilience as an HR capability (Beer, 2009), becomes a leverage towards strategic competitive advantage as engagement is “a powerful asset during times of change.”

The Case for Employee Engagement and Involvement: Employee Involvement

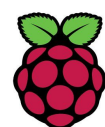
Taking engagement a step further, involvement entails the HR function creating policies, processes, and practices where employees are provided tremendous decision-making opportunity on-the-job that impact their perception of and relationship to their role, the organization, and the way and level they perform at work (Heathfield, 2015). Employee involvement holds monumental potential in the HR function by cultivating a high commitment high performance



organization, where there are trusting relationships that sustain employee support for each other and the organization (Marchington and Wilkinson, 2005; Griffiths and Inman, 2016).

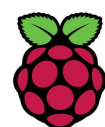
Involvement calls for the the creation of platforms through which employees directly and/or indirectly via representation Marchington and Wilkinson, 2005) such as councils or employee resource groups, meet with supervisors and top-level management routinely in order to discuss ideas and relay concerns. Through these communication platforms and negotiation settings created, employees are more likely to feel that their needs are being addressed and have a stake in impacting the forces that affect their jobs (Henderson, 2010). As the foundation is rapidly expanding in its employee population size, utilizing indirect representation through voluntary and potentially elected employee councils and obtaining sample sizes through focus groups could be two options to reconcile the need for greater employee involvement with increasing scalability. In a technologically forward foundation like Raspberry Pi, the HR function could also experiment with technologically-based and fun ways to involve employees, thus creating a more engaging employee experience. For example, Cisco (Meister, 2016), IBM, GE (Deloitte, 2017), Airbnb (Whitter, 2015) have hosted hackathons in order to collect employee ideas and design new ways to structure performance management, workplace design, and benefits.

While employee involvement as leveraged by the HR function benefits the organization by increasing productivity, fostering trust between supervisors and supervisees, greater employee identification with organizational mission, and increased willingness to collaborate and cross-pollinate other areas, which results to dispelling organizational silos, failure to only engage in employee engagement without evolving into employee engagement becomes problematic for organization. These communicate to employees that although they may have the platforms to

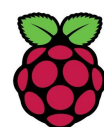


relay their ideas and concerns to management, the lack of their involvement in the decisions that impact their working life signal that they are still under the mercy of the whims of management without the ability to directly impact their own labor conditions (CIPD, 2015). In addition, employee involvement becomes even more pivotal given Raspberry Pi's context of an expanding employee population. Aon Hewitt, "Managing Engagement in Times of Change" describes employee engagement drivers and contrasting those drivers between times of change and times of stability. Aon Hewitt found that control (involvement and empowerment), career (understanding one's path), and capability (training and development) are significant drivers irrespective of the amount of change occurring organizationally. However, the same study found that particularly pertinent during times of change, "the need for control," as a driver of employee engagement, "superseded the need for a career path" (Aon Hewitt, 2017; see Exhibit 1). Therefore, in situational contexts where the organization is undergoing significant change (Nthere, 2018), such as the workforce changes occurring in Raspberry Pi, for employee engagement to happen, the HR function must first involve employees to give them greater control over their daily lives at work. Thus, while employee involvement could be seen as taking employee engagement to the next level and that employee engagement happens first before employee involvement could occur, during times of change, the reverse is true: employee involvement is a sine qua non for employee engagement.

Leveraging The Harvard Model to Identify and Leverage a Multiplicity of Integrated Factors that Motivate Engagement and Involvement



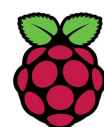
The Harvard Model (see Exhibit 2) comprises of six categories: situational factors, stakeholder interests, HRM policy choices, HR outcomes, long-term consequences, and a feedback loop that connects outputs from downstream impacts into the organization to the stakeholders (Bratton & Gold, 2012). In contrast to the Michigan Model, another “hard” HRM approach that does not seek input from employees and resembles a more traditional command-control workplace culture that seeks to exploit resources “cheaply” and “fully” (Evans & Lorange, 1989; Devanna, 1984; see Exhibit 3), the Harvard Model’s feedback loop that appetite for employee voice and employee downstream ability to inform situational factors, stakeholders, and HR policies, such as total rewards programs that span employee recognition, healthcare benefits, discounts, and telework policies, is a “soft” approach to Human Resource Management (Beer et al, 1984). This feedback loop is essential in the road to improving employee engagement and involvement as “employees look at everything that happens at work as an *integrated experience* that impacts daily life in and outside the workplace, including overall physical, emotional, professional, and financial well-being” (Deloitte, 2017; emphasis added). In consequence of this perspective, “this integrated view increasingly leads to employees demanding a holistic, end-to-end experience from their employers, whether they are full-time employees, contingent workers, or even crowdsourced talent” (*ibid*). Reconciling Deloitte’s insights on the employee experience and Raspberry Pi’s large volunteer workforce, there is very little to no differentiation in the need for a feedback loop and consideration of stakeholders and situational factors in informing HRM policies and outcomes. This ability of the Harvard Model to capture the vitality and type of stakeholders and factors makes it an effective model to frame employee engagement and involvement as employees, irrespective of employment status, see



their time in the workplace as a holistic experience. The Harvard Model captures this dynamic multiplicity of factors while at the same time catering to this integrated employee point of view that inform employee demands and expectations from the organization. The model thus extends to the HR function the ability to better identify employee demands, and the factors they stem from and inform, that the organization could then leverage in order to take itself closer to providing the most ideal, or “perfect,” employee experience through employee engagement and involvement.

Recommendation 1: Continued Transparency and Leveraging Employee Involvement in ERGs as a Competitive Advantage

Raspberry Pi should continue its transparency to its trustees and the public. This is encapsulated in the continuation of publishing the state of foundation operations and impact through Annual Reviews and Trustees’ Report and Financial Statements on their website (Raspberry Pi, 2018). Going beyond this, Raspberry Pi could leverage Emily Johnson, People and Culture Manager, Helen Drury, Events and Outreach Manager, and Helen Lynn, Communications Manager, and Nuala McHare, CoderDojo Communications and Community Engagement Lead (*ibid*) in order to form region-based employee resource groups (ERGs) In these ERGs, employees could discuss with each other and then with management on providing suggestions that would inform the direction the organization is headed, which would make employees in these ERGs feel that they are “heard, valued, and engaged” because they are contributing to organizational performance (Goode and Dixon, 2016). ERG organizers could host hackathons in order to create fun opportunities for employees to provide feedback and ideas to management (Meister, 2016). In addition, employee involvement via ERGs would also

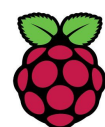


provide organizations greater legitimacy in decisions they take (Marchington and Wilkinson, 2005), especially if those decisions are informed by and vetted by ERGs. Engaging with diversity ERGs would also ensure that the social mission of uplifting women and economically underserved populations, including those in Raspberry Pi's own workforce, have an inclusive and equitable platform to be involved. As they live the experiences and challenges that underserved communities face, employees in diversity regional ERGs could be leveraged in order to reach diverse customers and communities, an important market-share expansion strategy that employee involvement could foster as a competitive edge as the foundation expands.

Recommendation 2: Expansionary Well-Being Total Rewards Programs to Drive Employee Engagement and Involvement towards Organizational Outcomes

The Raspberry Pi HR function should redefine and communicate to employees that well-being is not only to protect occupational health but to “actively boosting performance as well as social and emotional well-being.” HR should improve well-being through programs and tools such as mobile applications and health fitness trackers that improve financial wellness, mental health, healthy diet and exercise, mindfulness, sleep, stress management, and changes to culture and leadership behaviors that support this strategic leveraging of employee well-being as a driver of employee engagement and involvement.

The expansion of well-being programs increases HR's ability to provide what employees want and value. Quick, short, and anonymous pulse surveys embedded in emails and optional in-person focus groups could be done. HR Analytics, Benefits, and IT could collaborate and collect information on well-being program preferences, positions, and demographic information, such as age, gender, sexual orientation, race/ethnicity, and disability. The HR function could then



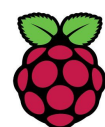
use data visualization programs like Tableau (Kandel et al, 2012) and drill-down using these categories. HR could then create infographics and disseminate through its intranet portal, email, or push notification through its mobile application these infographics that visually show to employees which specific demographic prefer which well-being program and bullet the specific steps the foundation has taken in order to meet these personalized wants and needs, while stating that Benefits has expanded well-being programs precisely to accommodate the variety of group-specific and individual preferences.

Conclusion

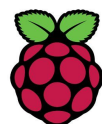
Meeting the specificities and integration of employee values and needs is an effective way for organizations like Raspberry Pi to boost their credibility and trustworthiness in the eyes of their employees that in turn emerges as a business performance outcome (Deloitte, 2018).

Employee engagement and employee involvement as achieved through continued transparency, ERGs, and expansionary well-being rewards has become “a critical performance strategy to drive employee engagement, organizational energy, and productivity” (Deloitte, 2018).

Employee engagement and involvement cultivate resiliency capabilities during organizational dynamism and increased productivity--both of which increase performance. From this lens, should the HR function drive employee engagement and involvement, doing so would enhance the workforce’s “high commitment” to the organization and “high performance” in meeting Raspberry Pi’s double bottom line (Becker & Huselid, 1998; Beer, 2009; Pfeffer, 1998). As Raspberry Pi further expands and pressures that come from organizational transformation arise, we would then learn whether the HR function’s resiliency capability derived from creating a high



commitment, high performance organization would allow Raspberry Pi to withstand the tests of time and scale and remain true to its commitment towards social uplift as laid out in the 2018-2020 organizational strategy.



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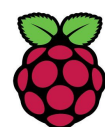
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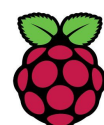
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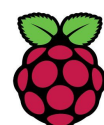
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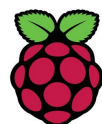


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Appendix

Exhibit 1:

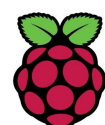
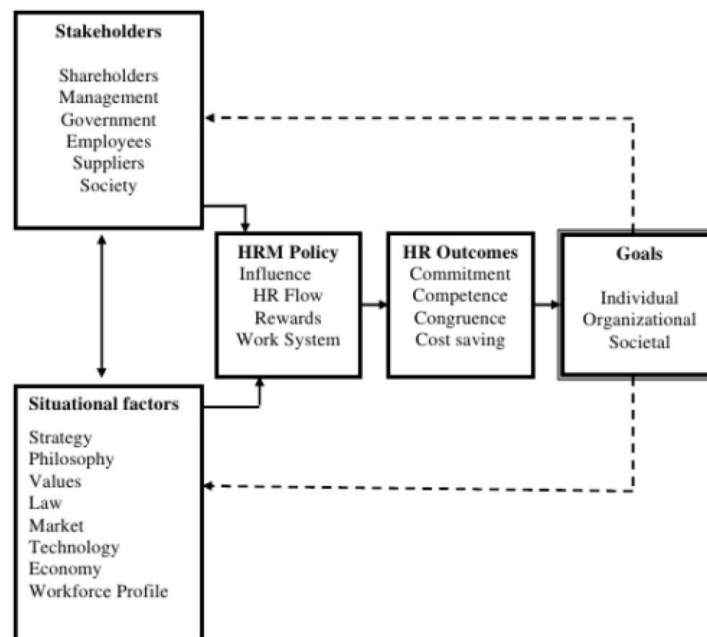
Top 5 Employee Engagement Drivers in Times of Change vs. Times of Stability

Rank Order	Times of Change	Times of Stability
1	Involved in decision making	Understand career path
2	Understand career path	Involved in decision making
3	Co-workers make personal sacrifices to help the organization	Have the necessary resources to do job
4	Company provides encouragement for development	Company provides encouragement for development
5	Company provides a two-way dialogue	Employees are provided proper training to do job

Aon Hewitt. (2017) Managing Engagement in Times of Change. New York: Aon Hewitt Talent, Rewards & Performance.

Exhibit 2:

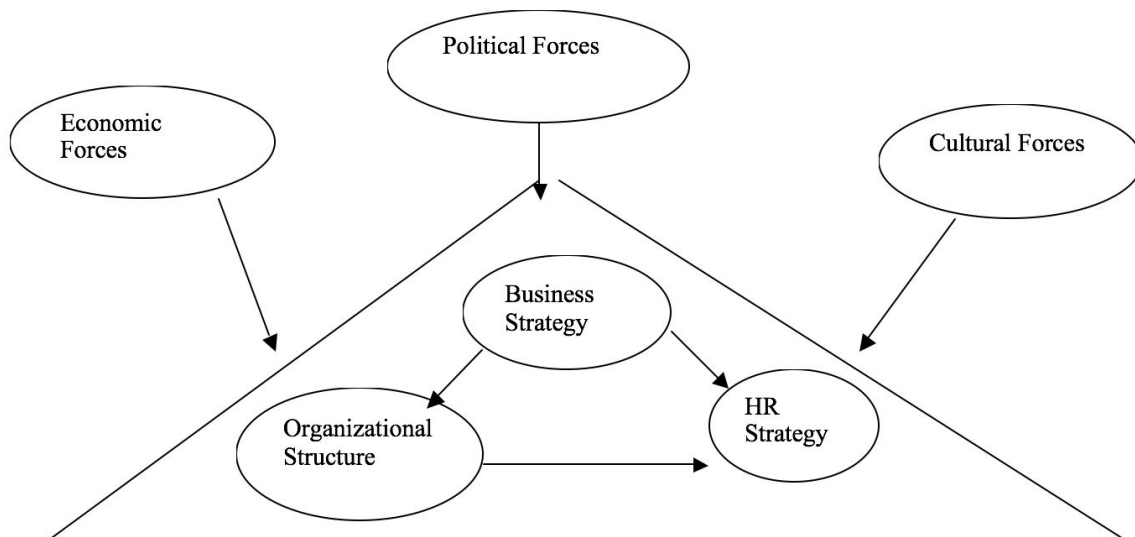
THE HARVARD MODEL



Beer, M., Spector, B., Lawrence, P., and Mills, D. (1984). *Managing Human Assets: The Groundbreaking Harvard Business School Program*. New York: Free Press.

Exhibit 3:

The Michigan Model, also called the Matching Model of HRM



Evans, P. and Lorange, L. (1989). *The Two Logics Behind Human Resource Management. Human Resource Management in International Firms*, London: Macmillan.

