

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Employee Engagement

Student Name: Victoria Evans

Student Number: 1707444

CIPD Membership Number: 48734057

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:



Submission Date: 27.04.2021 (Extenuating circumstances form submitted and authorised)

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CIPD Candidate evidence matrix

Candidate name: Victoria Lauren Evans				CIPD Membership/registration No.: 48734057		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1707444		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
	Contributing to Employee Engagement	1.1	Staff Engagement Survey (2020) Summary of Responses	EV1		
		1.1	Gallup Q12 Survey Questions	EV2		
		1.2	Agreement of 2/4/6 survey being piloted	EV3		
		1.3	2/4/6 Orientation Survey Questions	EV4		
		1.4	Discussion with L&D Manager / HR Assistant	EV5		
		2.1	Strategic Priorities	EV6		
		2.1	Discussion with HR Manager and Director of P&E regarding employee engagement and strategic priorities	EV7		
		2.2	Communication Strategy	EV8		
		2.2	Discussion about communication strategy with HR Manager	EV9		
		3.3.	Wellbeing email and tips	EV10		

		3.2	Engagement Strategy Plan	EV11		
		3.2	Strategy review shared on organisational key messages (communicated by CEO)	EV12		
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:					Date:	27.04.2021

LO1

Within my organisation, most employee engagement activities have historically been led by the Learning and Development (L&D) Team, including employee engagement surveys. Recently, HR have become more involved within the activities related to engagement, with new initiatives around wellbeing and employee engagement being more of a focus for both teams particularly considering the COVID-19 pandemic.

Every year an employee engagement survey is carried out, with all employees encouraged to participate. However, response rates are low, with just 431 employees taking part in 2020 out of a workforce of 1100 (EV1). Via feedback from the surveys and 'have your say' groups, employees feel that their responses may be perceived negatively if they take part or feel as though they could be identified by their responses. We use survey monkey, ensuring all answers are confidential, however it does seem to be a common misconception that the responses are going to be used in a negative way rather than to make positive changes. This is disappointing and concerning, as this could relate to negative experiences from employees who have taken part in the survey previously in terms of how they were treated due to their opinions. Research shows that just 22% of organisations get a positive response rate for employee engagement surveys, which demonstrates that issues with response rates are not unique to the organisation, and there could be adjustments to the way businesses measure or identify how engaged their employees are. (Murphy, 2018)

To identify if we can improve employee engagement, and more specifically how we collect employee feedback, I suggested that we extend our onboarding programme to try to improve engagement with employees and collate feedback. The survey will also be designed to try to minimise turnover, by identifying any issues early on and dealing with these appropriately. I felt that our engagement survey showed that there was a disconnect between management and staff, which could be remedied through better support at early stages of employment. The initiative involves meeting with every new starter during their six-month probation period; at regular intervals (after 2 months, after 4 months and after 6 months). Even though managers have regular 1:1 meetings through supervisions and have team meetings with their staff, these sessions would be HR led and a HR representative would meet with the employee bi-monthly carry out the survey. As this activity would be done with every member of staff whilst they are in their initial probationary period, it would mean our responses would be cross sectional as the employees would be from different regions and departments. The Gallup Q12 survey (EV2) was a tool I researched to help build the right type of questions, and it included questions that would glean responses around how supported employees felt in their roles. I had also successfully set up this initiative in a previous organisation, so knew the surveys worked well and had some ideas around how the questions should look from previous experience.

It was crucial that this initiative was used as a tool to ensure employees are supported during their probationary period, as this can improve retention and reduce turnover, as many new recruits leave their job in the first few weeks and months because they have not settled in well to the team or role. (Huberman, 2016) Prior to any activities being undertaken, I agreed the trial of the surveys with my line manager, the CEO and L&D Manager (EV3) who approved the decision to pilot the initiative with new employees. I formatted into my own questionnaires (EV4) for each stage of the orientation process, ensuring the questions focussed on the support being offered to the employee and how they personally felt about their experience 'so far'. I subsequently met with the L&D Manager to discuss the draft questions, with my direct report. (EV5) Unfortunately, further to these discussions, I decided to leave the organisation, however, I believe the process is going to be continued as an initiative to improve engagement with employees within the organisation. In summary, further to

investigating employee engagement practices within the organisation, I feel more work can be done around how employee engagement is measured via surveys (including the employee engagement survey and initiatives such as the 2/4/6 orientation), focus groups and other initiatives such as works council groups. The organisation has a culture where historically feedback has not been handled well or has not been used for any improvement. The current management team are attempting to 'fix' the culture, and part of this is to improve employee engagement. Very little has been done previously, so it is a case of starting in some areas from the beginning in terms of implementing initiatives.

References

Huberman, B., 2016. *Probation meetings: eight tips for line managers*. [Online]
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Murphy, M., 2018. *This mistaken belief is ruining most employee engagement surveys*. [Online]
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[Accessed 2 April 2021].

Evidence – LO1

EV1

Employee Survey 2020		
	Responses	
Northern England	38.98%	168
Southern England	24.13%	104
Wales	27.61%	119
Head Office	9.28%	40
	Answered	431
	Skipped	0

EV2

The Gallup Q12 Index

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

EV3

RE: Pay and Reward/Engagement Tracker



Victoria Evans

To: Kim Maouhoub; Paul Snell; Ravanti Halai
Cc: Ebony Charles

Reply Reply All Forward ...

Mon 11/01/2021 19:15

From: Victoria Evans <Victoria.Evans@walsingham.com>
Sent: 08 January 2021 15:33
To: Paul Snell <paul.snell@walsingham.com>; Ravanti Halai <ravanti.halai@walsingham.com>
Cc: Ebony Charles <Ebony.Charles@walsingham.com>; Kim Maouhoub <Kim.Maouhoub@walsingham.com>
Subject: Pay and Reward/Engagement Tracker

Hi all,

Hope you are all well.

I have updated the pay and reward/engagement tracker: [\\wch-fp01\elt\Meetings\Pay & Reward Group](#)

Please note I have also added an engagement initiative that I have discussed with Kim and Ebony, which is (if approved) to form part of an extended induction, and also links in with engagement activities, which aims to check in with employees throughout their probationary/IR period.

This is a slightly amended version of an initiative I developed and implemented with the U.S. team in my previous organisation (our probation period was 3 months so the initiative was called 30/60/90 day orientation), and it worked brilliantly as an extension of the induction process we had in place. We met with employees at each month of probation, and asked a brief set of questions around how they were settling in, what their team was like, did they see how our processes linked to our mission/values and if they were receiving enough support/training opportunities. Not only did it ensure employees felt valued and supported, with a connection to our company values, but it allowed us to also glean feedback on our recruitment and onboarding programme, allowing for continuous improvement.

Happy to discuss in further detail where needed, and hopefully it is something I can get off the ground in February with our most recent new starters!

From: Kim Maouhoub <Kim.Maouhoub@walsingham.com>
Sent: 08 January 2021 15:52
To: Victoria Evans <Victoria.Evans@walsingham.com>; Paul Snell <paul.snell@walsingham.com>; Ravanti Halai <ravanti.halai@walsingham.com>
Cc: Ebony Charles <Ebony.Charles@walsingham.com>
Subject: RE: Pay and Reward/Engagement Tracker

Hi Vikki,

That's great thank you. Your ears must have been burning as am just out of a meeting with Paul and Choice Support and mentioned that we had had a discussion about 30/60/90, or 2/4/6 as we may do it? Also spoke about the millennials conversation. I think as part of this initiative we can plug the new starters into the WSCS app, I'll talk to Clare about creating an additional channel on top of the staff network for new recruits...

Really looking forward to our meeting next week to take this further.
Kim

EV4

2/4/6 Orientation - Month 2 1:1 Questions

Name:	Service & Region:
Start Date:	Meeting Date:
What do you like about the job and Walsingham Support so far?	
What has been going well?	
Have your expectations been met since joining us?	
What would you like to know more about your job or about Walsingham Support now that you have had 2 months to settle into your role.	

Reflecting on past experiences, can you suggest any improvements to Walsingham Support's recruitment and induction process?

Any additional comments:

Signed and dated by Employee:

Signed and dated by HR:

2/4/6 Orientation - Month 4 1:1 Questions

Name:	Service & Region:
Start Date:	Meeting Date:
Do you have enough, too much or too little time to do your work? Likewise, do you feel you have the right resources and tools to do your work?	
How do you see your role contributing to the wider organisation and our values?	
Is there any support that you need to improve in your role?	
Do you know what you need to do to successfully complete your initial review? Have your goals been discussed with and supported by your manager? <i>Additional Q: How does the discussion/interaction go when your manager offers constructive criticism or corrects your work?</i>	

Compare Walsingham Support to what we explained it would be like when you interviewed with us. Has your experience been what you expected?

Have you found your colleagues supportive during your induction?

On a scale of 1 to 10 (with 1 being positive and 10 being extremely negative), how would you rate your experience with Walsingham Support over the last 4 months?

Signed and dated by Employee:

Signed and dated by HR:

2/4/6 Orientation - Month 6 1:1 Questions

Name:	Service & Region:
Start Date:	Meeting Date:
Which co-workers have been particularly helpful since you arrived?	
Do you feel you have been trained sufficiently in all aspects of your job to perform to the best of your ability? <i>(The goal in asking this question is to pinpoint which employees can be influential in retaining new hires)</i>	
Would you recommend anyone to become a mentor/buddy to new employees? <i>Who do you talk to when you have questions about your work?</i> <i>Has anyone gone out of their way to make you feel welcome or included?</i>	

Have there been any uncomfortable situations or conflicts with anyone you work with? Do you know who to go to and how to raise concerns?

How would you rate communication on a scale of 1-10 (with 1 being extremely positive and 10 being extremely negative):

- a) On a local level
- b) On a wider (organisational) level?

Do you believe your ideas and suggestions are valued? If you have suggested anything, can you give me an example of some type of change or idea you have suggested that has been implemented?

On a scale of 1 to 10 (with 1 being positive and 10 being extremely negative), how would you rate your experience with Walsingham Support over the last 6 months?

If score is low/high what has been good? i.e. induction process and extended onboarding, for example, the Corporate induction and this process, the 2/4/6 Orientation?

Do you have any suggestions on where we could improve?

Signed and dated by Employee:
Signed and dated by HR:

LO2

Poor employee engagement costs organisations both financially and in terms of their reputation. A 2018 Gallup survey found that just 33% of workers are engaged by their jobs (Gallup, 2018) and it has been proven that when employees are actively engaged, they share a strong desire to be an intrinsic part of the organisational values and contribute to its success. (Duncan, 2020) It should therefore be a key priority for organisations to have a focus on employee engagement, if they don't already do so, to ensure employees are as satisfied and as productive as possible. This not only supports the organisation but gives employees a sense of purpose and will encourage retention.

As above, there is clearly a low level of engagement within my organisation, and from my investigations, this area has not been a focus for the organisation in previous years. This means engagement, as well as communication, is not managed very well, as it has never been addressed at a strategic level. There has been a culture of mistrust previously in some areas, and that employees do not want to voice their opinions. The strategic priorities of the organisation (2020-2023) has a section relating to engagement, for example implementation of a communication strategy and building on external engagement, but specific plans around employee engagement are very limited (EV6). Engagement within the strategic priorities relates more to external engagement rather than internal engagement, which I feel overlooks the need to develop and improve employee engagement within the business which is lacking. It also tells me that this area may not be a concern for the senior management, who may not see where engagement is lacking from a first-hand perspective. I spoke to the HR Manager and Director of People and Engagement regarding the lack of engagement being incorporated into the organisational strategic priorities and my concerns regarding this (EV7). From this I concluded that both the HR Manager and director of People and engagement feel that more can be done in relation to strategic activities regarding employee engagement within the organisation, and that there are plans to improve this both in the short and long term. As engagement is lacking, it was mentioned that building the strategy from 'the ground up' was something that needed to be completed, as most engagement is focussed away from the organisation rather than within at present.

Aspects of organisational behaviours that hinder employee engagement are mainly seen around a lack of commitment to organisational goals or values, poor communication and limited room for autonomy or progression within an organisation. (Gleeson, 2017) Employees not being in the right role, or being promoted into the wrong role for instance can also cause disengagement. A lack of organisational planning around talent development and succession plans can cause disruption to teams and dissatisfaction if skills aren't being utilised appropriately. Succession plans and planning on how to upskill or train employees to fill skills gaps can support the organisation's talent and resource planning, particularly where skills are niche or if there is an ageing workforce. The management and culture of an organisation is also a key factor in how engaged employees are or will be within a business, and It has often been cited that people leave managers and not an organisation. However, employees are likely to also leave for other factors including not enjoying their job, they couldn't develop or their skills were not utilised in their role or not valued within the organisation. (Goler et Al., 2018) A 2018 Dale Carnegie survey found that factors associated with trust in leadership ranked the lowest, which evidences that managers are a crucial element in engagement of employees. Line managers can also have a lot of influence in how their employees integrate into the organisational values, and a good relationship with employees will result in better results. (Dale Carnegie, 2018)

To combat these issues, having a robust engagement strategy that is well structured is required to ensure the organisation can address its issues with employee engagement. However, as the strategic priorities point out, the organisation also needs to develop an effective communication strategy. It

would be prudent to ensure communication is effective and developing the engagement strategies and initiatives around it. To show how a communication plan could look, I developed my own plan and discussed with my manager. (EV8 & EV9) We discussed that communication has been an issue and would need to be addressed prior to strategic change; however, by communicating engagement initiatives and strategy, utilising good communication, we can utilise our strategy on both strategic priorities at once.

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Available at: <https://www.forbes.com/sites/brentgleeson/2017/10/15/5-powerful-steps-to-improve-employee-engagement/?sh=3f2b5aa8341d>
[Accessed 17 April 2021].

Goler, L., Gale, J., Harrington, B. & Grant, A., 2018. *Why people really quit their jobs*. [Online]
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[Accessed 15 April 2021].

LO2 Evidence

EV6

Our Values	Core Strategies	2020/21 Strategic Priorities	3 Year Rolling Strategic Priorities 2020 – 2023
Passionate People are at the heart of everything we do	Quality We strive for excellence in all aspects of our work	- Embed person centred values and practice across all teams - Establishing the principles of co-production across all areas of our work and with local communities - Develop a revised quality framework in the services across Walsingham Support & Walsingham Support Community Solutions - Ensure effective systems are in place to manage risks and enhance the quality and safety of our services - Ensuring the <u>people</u> we support are integrated active citizens in their local communities through learning, volunteering and employment (WSCS)	- Ensure our culture, values and behaviours are embedded and maintained across our organisation and in communities - Through co-production with the people we support we strive for excellence in all aspects of our work - Enable people with disabilities as key influencers across society - Ensure our risk, quality and safeguarding practices are effectively embedded
Supportive Appreciating our colleagues, recognising achievements and developing our staff	Workforce We are passionate and committed to meeting the needs of the people we support	- Implement the pay and reward strategy in support of sustainable recruitment and retention strategies - Review existing training provision and systems to ensure organisation wide compliance and that staff are appropriately qualified - Develop and implement a volunteering strategy within Doncaster & Luton (WSCS) - Become a disability confident employer supporting employment opportunities for individuals with disabilities within the Walsingham Support Group (WSCS) - Promote champions of excellence across roles in support of careers in social care - Developing talent management and sustainable career development pathways at all levels across our organisation (to be moved to Year 2 Strategic Priorities) - Enhance our governance structures and processes	- Through innovative ways of working become the employer of choice by becoming a Sunday Times 100 Best Company - Become a well-known and inclusive employer - Retain and develop outstanding employees - Develop tomorrow's leaders <u>Become Disability</u> Confident Leader by 2022/23 - Through self-managing teams effectively problem solve - Trustee leadership skills to align with our strategies - Volunteering effectively established across Walsingham Support & Walsingham Support Community Solutions - Established links with national and local employers
Progressive Embracing innovation and positive risk taking	Growth We continue to grow and support more people with disabilities	- Stabilise our services where appropriate based on long term financial sustainability - Ensuring that our systems and processes support our sustainability through operating surplus across all budgets, improved cashflow and building reserves - Ensure business development and regional teams have a thorough understanding of market needs through intelligence, ~~research~~ and local connections - Net annualised income to be determined by England & Wales regional teams in partnership with business development through understanding and meeting market needs, <u>intelligence</u> and research - Create a strategy to access and develop alternative funding (including direct payments) and investment streams across Walsingham Support & Walsingham Support Community Solutions to build communities where we operate (WSCS)	- Through partnership and innovation creating personalised sustainable support solutions nationally for individuals with complex needs, those going through transition and younger adults - Continuing to grow nationally through local targeted collaborative opportunities - Sustainable organisation with £35M net annualised income - Become full accredited leader status in disability employment
Innovative Seeking continuous improvement in how we work by using our resources in the most efficient and effective way	Organisational Development We constantly strive to improve through learning, a desire to take risks and to be innovators	- Consolidate the restructuring across all core teams ensuring they are effective and enable staff and management to focus on their roles - Deepen the partnership between Walsingham Support Community Solutions and Walsingham Support through enhanced infrastructure to add social value and support community engagement - Review our existing controls, systems and processes and where appropriate incorporate digital technologies	- Walsingham Support Community Solutions effectively established across at least 5 geographical areas - Complement our work in local communities adding social value through appropriate strategic partnerships - Continue to challenge what we do and how we do it to be the best we can - Support individuals with disabilities throughout their lives
Genuine Always being open, honest and treat everyone with respect	Engagement We have meaningful and relevant communications with all our stakeholders	- Develop and implement our internal communications strategy - Implement our community engagement strategy with our key audiences in line with our current priorities - Develop our fundraising activities (WSCS)	- Encourage all key audiences to be active partners of the Walsingham Support Group - Successfully build on our community engagement strategy - Listen and act on those things that will make a real difference

EV7



Discussion regarding engagement at Walsingham Support

In attendance: Vikki Evans (HR Advisor), Ebony Charles (HR Manager) and Liz Roe (People and Engagement Director)

This discussion took place on 27th March 2021, via Microsoft teams.

Discussion points included:

- Lack of engagement (demonstrated via engagement surveys)
- Culture
- Why engagement is not a strategic priority (more focus on external engagement)

VE: Hi both, thanks for attending today. The purpose of the discussion is to briefly talk about engagement at Walsingham Support.

LR: Okay, great.

VE: Liz, I know you have been recently hired to the post of People and Engagement director. I wanted to ask what you felt could be improved in terms of employee engagement.

LR: I feel that communication is something we need to focus on. There has also been a lot of change in the last few years, which may mean that employees and trustees feel a little disengaged as to why these changes have happened and what comes next. Historically, communication around change or priorities has been poor.

VE: Agreed. I noted that within the strategic priorities, there is a focus on external engagement rather than employee engagement. Why is this?

EC: I think the company focus has been on ensuring we are known within the communities, and as such our funding and engagement will be bolstered. I feel that we need to incorporate more employee engagement which we can link to our external engagement, such as CSR activities, to ensure that we are not leaving employees behind.

LR: I would also add that we need to be a more unified company rather than having a regional approach, as this can cause silo mentality or make teams feel isolated.

VE: Great, thanks both. I think having employee engagement as a specific strategic priority would help. Is this in the long-term plans?

LR: Absolutely. L&D are looking at ways to improve engagement from their perspective, and I am aware that you are carrying out activities to extend our onboarding alongside driving the pay and reward review group which are all key activities in terms of building from the ground up on our engagement activities.

VE: Yes, that's right. Plus, we are looking at ways we can improve our engagement survey which hasn't been as successful as it could be in recent years. We are looking at a more focussed way of

gaining feedback, which could be via survey monkey or even having focus groups alongside the survey to gain better feedback.

EC: That would be great.

LR: Agreed.

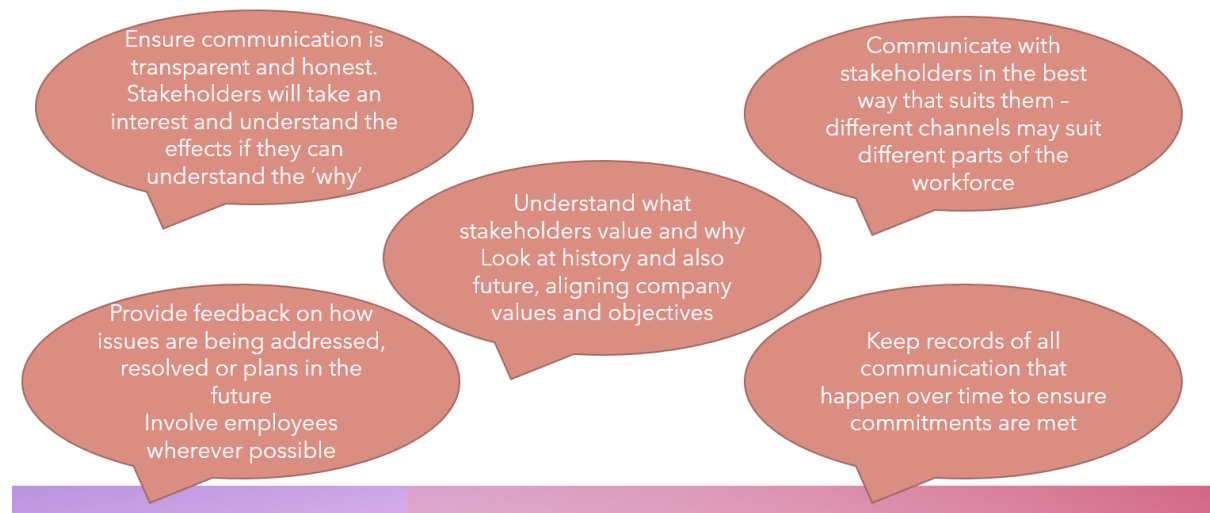
VE: Thanks both, that answers my concerns.

LR: No problem.

EC: Thanks Vikki.

EV8

COMMUNICATION STRATEGY



EV9



Discussion regarding communication strategy

In attendance: Vikki Evans (HR Advisor) and Ebony Charles (HR Manager)

This discussion took place on 17th March 2021, via Microsoft teams.

Discussion points included:

- Communication at Walsingham support
- Communication strategy plan that VE had designed

VE: Hi Ebony, thanks for meeting me

EC: No problem

VE: I want to discuss the communication strategy plan I have designed and have put on the screen for us to discuss. As we have previously talked about, communication is lacking in terms of between management and employees at WS.

EC: Yes.

VE: As it is a strategic priority, I have put together a communication plan to facilitate how this should look and how it could be implemented in terms of stakeholder engagement.

EC: This looks very clear and identifies what we can do to ensure everyone is communicated with in the best way which I feel the organisation has maybe missed out on previously. COVID has also shown us how we can communicate differently with employees and why we need to think outside the box on how we can ensure it is inclusive.

VE: Yes exactly, and I also think we could align a lot of initiatives we need to get off the ground by effectively communicating them, particularly the work around employee engagement.

EC: Absolutely. Would you be happy if I shared this with the senior team, in our next meeting?

VE: Yes, that would be great.

EC: I will feedback what we discuss.

VE: Thanks Ebony.

LO3

Many studies have shown that raising employee engagement adds to the overall success and productivity of an organisation, which demonstrates why employee engagement is becoming a key initiative that organisations are focussing on and incorporating within strategic plans. With the UK having some of the lowest employee engagement in Europe, it is becoming critical for organisations to plan and develop how to engage employees effectively. A focus on how to engage millennial employees is particularly prudent with an increasingly ageing workforce. Thinking about wellbeing alongside engagement is also something to consider, with Engage for Success (E4S) finding that “where there is high engagement but low wellbeing, there is a risk of burnout over time, and where there is high wellbeing but low engagement, employees may be feeling generally satisfied and well but are unconnected to the organisational purpose”. (Cartwright, 2014) It is therefore an organisations responsibility to manage and balance wellbeing and engagement in the correct way.

Within my organisation, as engagement and wellbeing strategies are in their infancy, it is a key time to adopt plans and strategy to raise employee engagement within the business. Surveys have found a low engagement across the workforce, which also raises questions around culture and how communication has been conducted previously. The organisation is also restructuring heavily, with a focus on getting the best fit for departments in terms of staff. A director of People and Engagement has also been recruited, which the organisation has included in the organisational structure to ensure a more strategic approach to engagement and the Human Resources department. The discussion heavily focussed on communication and defining a clear purpose, to ensure the strategy works and does not ‘fall flat’. Developing a strategy such as this also needs to look at the bigger picture and includes the objectives of the organisation. Throughout the COVID-19 pandemic, employee wellbeing was a focus, with tips on how to manage wellbeing being sent to employees (EV10) However, some feedback via team meetings was that many employees didn’t see the updates as they do not access emails regularly. This links back to the importance of having a robust communication strategy that ensures communication is inclusive and is adapted to suit different stakeholders.

There are of course, many implications to consider when developing an engagement strategy. Employee engagement can sometimes be seen as ‘just another initiative’ and is difficult to measure and define, so could sometimes be considered woolly if not implemented effectively and properly. Kahn (1990) developed the term employee engagement, which has increasingly developed over the years into a concept that has become integral to HR and organisations. MacLeod (2009) pushed engagement into the forefront with the Engage for Success report, and today, HR teams who have not considered employee engagement are in the minority. Barriers within my organisation have been outlined previously however, can be mainly linked back to a lack of communication, lack of formal process around engagement and not being considered as part of organisation objectives. With this in mind, it means that an employee engagement strategy would need to be developed from scratch with a careful implementation process that ensures the longevity of the strategy, with regular evaluation required to ensure its success. Connecting engagement to business performance is also prudent, as this can sustain the business case for such a strategy to be accepted from the ‘top’ down.

Therefore, I developed a presentation to outline how implementation of an engagement strategy could be completed successfully, which I shared with the Director of People and Engagement and the HR Manager to propose how the strategy could be implemented and ensure this was effective

(EV11). I ensured that the implementation included evaluation and who should be involved within the implementation. This was shared with the senior team by them during an SLT/ELT meeting, and confirmed. (EV12)

In summary, the organisation has a lot of work to do to enable an effective Employee Engagement strategy is accepted and implemented. Legacy issues, a lack of engagement from the workforce and very little strategic planning around engagement has led to the organisation facing the reality that any plans to develop a strategy around engagement is going to take a lot of work, to not only imbed, but to initiate. Good planning and effective communication are two key considerations before strategy or initiatives are implemented, which has been demonstrated throughout my investigations into employee engagement within the organisation. It is also important to remember that evaluation and ongoing conversations throughout implementation are key to ensuring an effective and robust strategy is developed for the long term.

References

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McLeod, D., 2008. *Engaging for Success*. [Online]
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LO3 Evidence

EV10

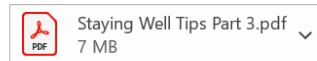
Wellbeing Tips Part 3



Wellbeing

To: #AllStaff-Including_Supportworkers

This message was sent with High importance.



Reply Reply All Forward

Thu 05/11/2020 08:12

Good Morning People of Walsingham Support!

So as we wake up collectively to tighter restrictions today now more than ever our wellbeing needs to be high on the agenda. It also has to be acknowledged that we are all in different places mentally where sometimes even the wellbeing tips may feel overwhelming.

Remember, you don't have to change it all at once, don't beat yourself up for what you're doing or not doing! Just one small action can make the biggest difference...Imagine an airline pilot going off course by a fraction of a degree at the start of a flight, he/she/they would end up at a completely different destination after only a few hundred miles 😊

We've included a link to the 'Every Mind Matters' page, where you'll find a quick 5 question quiz which will then generate your own Mind Plan. It provides simple tips and includes signposting to further support. And if you don't like a suggestion you have the option to swap it for an alternative!

<https://www.nhs.uk/oneyou/every-mind-matters/your-mind-plan-quiz/>

Stay connected and stay safe ❤️

Staying Well Tips

Maintain relationships



- Many of us have been apart from some of our loved ones for a long time now. Keep in regular contact using phone or video calls if you can. Sending cards is a nice change if you're feeling tired of video calls.

If you know people who live alone, especially the elderly keep in touch with them as best you can.

Protect your children



- Changing rules and routines can be confusing for children. Try to help them learn how to manage in uncertain times.

Play regularly, get them exercising, bake, draw, paint, play instruments and sing – good for us adults too!

Try getting children to write down things they're grateful for, or things that have made them feel proud or happy recently. Make time to ask them how they're feeling.

Seek support



- The idea of going into a stricter lockdown may feel overwhelming. How you feel might also change as time goes on.

EV11



HOW TO IMPLEMENT A SUCCESSFUL ENGAGEMENT STRATEGY

VICTORIA EVANS

ENGAGEMENT STRATEGY

HOW TO BEGIN?

- Improve employee engagement survey responses and act upon findings
- Implement 2/4/6 Orientation to support yearly survey, by gaining feedback from new employees
- Ensure focus groups or works council are set up appropriately (cross-sectional and not too management heavy)



IMPROVE COMMUNICATION!

- Keep employees informed of what is going on within the organisation
- Give employees a voice - this could be through works councils or more local groups, such as pay and reward panel, focus groups or via corporate inductions
- Ensure feedback is taken to the top - SLT/ELT and CEO



IMPLEMENTATION

- Not an overnight or quick fix
- May need to trial and test approaches - to see if they fit the organisation long term and don't act as a short term solution
- Look at linking employee engagement strategy with organisational strategy as a whole; helps to improve ownership and buy-in
- Have dedicated representatives to support initiatives across organisation (champions)



IMPLEMENTATION

- Important to monitor and evaluate how strategy works - do this by getting feedback throughout process, and review metrics of success
- Ensure managers are on board - they can influence teams more than anyone



CONCLUSION

- Align strategy with organisational objectives and values
- Ensure that employees have the environment to flourish, as without this, engagement strategies will not work
- Culture + engagement go hand in hand; get the basics right before trying to change too much or expecting new changes to work



EV12

Subject Engagement Strategy

From: Ebony Charles <Ebony.Charles@walsingham.com>

Sent: 2 March 2021 16:28

To: Victoria Evans <Victoria.Evans@walsingham.com>

Subject: RE: Private and Confidential

Hi Vikki,

Further to you sharing your proposal to implement an engagement strategy, this was shared with the senior team in our SLT/ELT Meeting today.

Kind Regards

Ebony Charles

HR Manager

Tel: 020 8343 5549 (Ext: 660)

Email: Ebony.charles@walsingham.com

Address: Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN

Work hours: Mon-Fri 9am-5pm



EV12

Key Messages – March 2021



SUPPORT Everyone is different

Hi All,

This session was well attended by staff in a variety of roles and from across the organisation. We wanted to share the key messages from the March 2021 “Coffee with Paul” -

- **Welfare**

- We are currently identifying a variety of ways to better support staff across the organisation and plan to set a group up to consider these further - **if you are able to support us with this work we would welcome the opportunity to continue our conversations with you on this.**
- We will ensure that ELT & Trustees stay connected with local services through regular catch ups.

- **Staying Connected**

- We will continue to build on some of our new working practices over the coming year as we stay connected with one another in a variety of ways such as Microsoft Teams & Zoom.