

On the job training (7 hours):

1. Either –
 - a. Meet with your line manager or other relevant person to thoroughly understand your organisation's approach to employee engagement. If possible, attend an internal employee communications briefing/ employee representative meeting.

OR

- b. 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.

My job role is to manage a contingent workforce of manufacturing employees at Dow Silicones for recruitment agency Adecco, many of the contingent workers have been there 10 years+ and are therefore well integrated into the organisation however from my research for this on the job training it has become clear that engagement is currently not being monitored or thought of in regard to the agency workers. From meeting with Dow HR team, and the Adecco HR team it has come to light that they do not receive the pulse or annual engagement surveys that the permanent Dow employees receive, nor do Adecco have their own engagement strategy, process, or policies for them. They are welcome to attend the Dow townhall meetings and do attend communication briefings and team meetings at Dow, and the perception from management is that there are high levels of engagement amongst the agency workers, but there is nothing in place to monitor or prove this.

Based on my research we need to implement a plan to firstly gather data on employee engagement. Brown (2020) believes pulse surveys measure engagement well, as they are shorter and more frequent, however they do not believe they should be the foundation as annual engagement surveys are better at showing the bigger picture across the organisation such as people trends over time, working well alongside the pulse surveys to collect lightweight feedback. It also stresses the importance of not just looking at the qualitative results, which some organisations do, and instead ensuring that the qualitative feedback, which are often employee comments are also closely looked at. What is measured is also important, according to CIPD (2021) the data gathered on engagement needs to be reliable, clear and specific enough to be actionable. (Office vibe, 2021) suggests using emotional metrics such as wellness, happiness and quality of relationships by monitoring and measuring employee recognition and praise, feedback, relationship with colleagues, relationships with managers, satisfaction, company alignment, employee happiness, employee wellness and ambassadorship.

Once I have met with management and decided on an approach to monitor employee engagement, this can be rolled out and engagement can be assess, I can then recommend and plan strategies to raise levels of employee engagement