



# **Employee Engagement Summit**

**The Right Skills to Drive Performance**

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# The MacLeod Review



- **A report to Government**
- **About engagement across the UK economy**
- **About engagement for performance**

- **Why timely**
  - **Enduring reasons**
  - **Current economic climate**
  - **Financial challenge in public sector**
  - **Globalisation and competition**
  - **New world at work**
  
- **After eight months work, reported 16 July 2009**
  
- **Final sign-off for stage 2 on 23 March**
  
- **New Government's views awaited!**

# What we did...

- What is employee engagement?
- Does it matter?
- What enables it – and what stops it?
- How should government promote it?
- Meetings with leaders, practitioners, companies, unions, academics; >30 consultation events around UK and all sectors of the economy; >300 online responses

## **We believe...**

**‘Engagement, going to the heart of the workplace relationship between employee and employer, can be a key to unlocking productivity and to transforming the working lives of many people for whom Monday morning is an especially low part of the week.’**

**para 4 introduction**

- **50+ definitions**
- **“You know it when you see it”**
- **“it’s how we do things around here”**
- **Unlocking people’s potential at work**
- **Respect for people at it’s heart**

# What it isn't...



# Does it matter?

## ■ For The Organisation

- Better Outcomes in The Public Sector
- Better Financial Performance
- Higher Levels of Innovation and Advocacy

## ■ For The Individual

- Higher Levels of Wellbeing
- A More Satisfying Workplace

## ■ Through The Recession

- Together Continuing To Build to a Better Future



# Our four key enablers

- Leadership provides a strong *strategic narrative* giving a line of sight between the job and the organisation's vision and alignment
- *Engaging Managers*, who offer clarity and training, who treat people as individuals, who listen and encourage and who ensure work is organised efficiently
- There is *employee voice* in the organisation, for reinforcing and challenging views; between functions and externally
- There is organisational *integrity*: espoused values are reflected in behavioural norms

# Public services: the engagement gap

- Research (2006) shows public sector workers have a more negative experience of work, with more bullying and harassment
- Public sector workers are less satisfied with opportunities to use their abilities
- Reform something done to staff rather than with staff – initiative fatigue
- Stronger trade union presence in public sector. Need to ensure industrial and employee relations strategies are aligned

- **Public sector lags private on:**
  - **awareness of strategic direction and clear vision**
  - **quality of management**
  - **trust and confidence in leadership**
  - **belief in organisational messages; change for change sake**

# 2008 NHS staff survey

- **Staff feel undervalued – 31 per cent satisfied with extent trust valued their work; 39 per cent of staff were satisfied with the recognition they got**
- **Uninvolved - 27 per cent agreed senior managers involved staff in important decisions; 33 per cent thought staff were encouraged to suggest new ideas**
- **Ignored - 55 per cent said they knew how their role contributed to what the trust was trying to achieve**
- **Disillusioned - 46 per cent agreed that care of patients and service users was their trust's top priority**
- **Only 51 per cent would recommend their trust as a place to work**

# Disengaged employees

- **Leave and take time off**
- **Fail to advocate their services – when public services need all the public support they can get**
- **Reduce the effectiveness of new policies and initiatives**
- **Will react badly to new financial pressures – consent and evade**

## But it's out there

- **Excellent examples in the public sector – i.e. Chorley, Birmingham and Aberdeen Councils, Blackpool NHS Trust and London Ambulance Service, Department of Work and Pensions among case studies in report**

## Key challenge...

- **Will staff be the agents or victims of change?**
- **Vital that changes are put in context of improving services – not presented as slash and burn, indiscriminate, financially driven cuts**

- **To be agents, staff need to be fully engaged in understanding need for change, designing and implementing new ways of doing things**
- **Staff know where the waste is, how to improve or redesign services – they need to be enabled and empowered to do it**



- Principles of how change going to happen need to be explicit and mutually developed with staff (and their unions) – and behaviours agreed
- That is lesson from private sector during the recession

# The IPA

- **The only organisation in the UK focussed on employee involvement participation and engagement for the purpose of increasing competitiveness through releasing the potential of all employees**
- **Not-for-profit, registered charity – based on dissemination of best practice**
- **The lead body providing training and support for companies and organisations on workplace, consultation, partnership and representation – extensive client list and good practice networks**

[www.ipa-involve.com](http://www.ipa-involve.com)