

Employee Engagement Summit

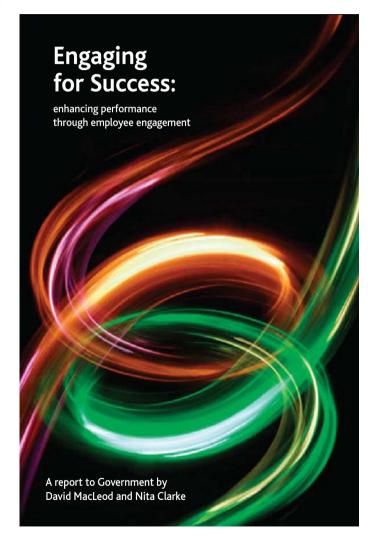
The Right Skills to Drive Performance

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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

- 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 <u>how</u> 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