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| Employee Engagement Initiative  2018 |
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| JUNE 20  Authored by:  Patti Fernandez, President  Diego Siciliano, Human Resources |

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| Enriching our employee experience We live in a society where we want to be part of something bigger; we want to feel like we’re part of a team.  When you are out of town and you see someone wearing a jersey from your favorite sports team, you sense an instant connection. You’re unified and part of something bigger than yourself.  The feeling of unity is one reason why cultivating a company culture is an important aspect of our business.  Unity positively impacts the company by solidifying values and goals among us, and also increases our morale.  Having a defined company culture gives our team something to be excited about. It comprises the beliefs and behaviors that influence how employees and leadership interact with one another and how we handle business transactions. It embodies the core values of our company that each team member emulates.  “Culture eats strategy for breakfast…” |
| What we’re doing The employee engagement initiative is a company-wide program aimed at building visibility and trust through transparent conversations. Employees can freely communicate with one another and gain access to key company leaders.  While the initiative is planned to be ongoing, it will at first be comprised of three phases: an initial period to build out the tools, forum, and guidelines, a middle phase to engage employees and collect feedback, and a third phase of empowering our employees to join groups and committees that translate ideas into action.   |  |  |  | | --- | --- | --- | | PHASE ONE | PHASE TWO | PHASE THREE | | June – August | Sept – Oct | Nov – Dec | | Build and listen | Engage | Empower | |

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| Phase one / Build and listen June – August   |  | | --- | | PHASE ONE | | June – August | | Build and listen |   Employee engagement is a workplace approach designed to ensure that employees are  committed to their organization’s goals and values, motivated to contribute to organizational success and are able, at the same time, to enhance their own sense of well-being.  Engagement is therefore a tool for organizational success:  **Engaged employees will:**   * Experience a blend of job satisfaction, organizational commitment, involvement in the direction of their own job and * a feeling of empowerment when at work. * Be advocates for their organization and the work it does, by recommending it as a place to work or be a customer of. * Have a motivation to perform well, a desire to improve the way things are in their organization and to make a diff­erence to people’s lives. * Work well in teams, encouraging and facilitating the development of others to achieve positive outcomes. * Think, behave and act in a positive way. * Be enabled to be innovative and contribute ideas that are listened to and acted upon.   It is suggested that engagement is developed when the workforce is fully aware of business context and understands the line of sight (or golden thread) between their own job role and the purpose and objectives of the organization. Leaders and line managers have a critical role in creating a culture of employee engagement and enabling staff­ to make a di­fference to the lives of their customers. Phase two / Engage September - October   |  | | --- | | PHASE TWO | | Sept – Oct | | Engage |   The Staff Survey is a tool to allow us to find out how engaged our people are, to address our particular issues and to analyze the factors behind successes.  This year, engagement scores were calculated for the first time from the results at a corporate, Group and Business Unit level. In order to generate our engagement score we have used a  recognized model provided by ORC (international research and benchmarking organization) which identifies six specific questions from the staff survey.  For the County Council the Engagement Score has been calculated by looking at the net positive responses to these six questions. The score for 2019 is 66.9%, a slight increase from  65.8% in 2017. There is of course, variation within the results between Business Units and Groups, and these have been communicated to Strategic Directors and Heads of Service  directly. |

## Phase three / Empower

November – December

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| PHASE THREE |
| Nov – Dec |
| Empower |

**The business-focused outcomes that will be delivered by this strategy are:**

* More engaged workforce – highlighted by improvements in engagement score which in turn should create tangible benefits including:
  + Improved productivity
  + Improved financial performance
  + Higher levels of customer service and advocacy
  + Increased innovation
  + Increased staff retention and reduced recruitment costs
  + Improved morale and wellbeing
  + Improved H&S performance

In addition to changes in our staff survey results and engagement score, we will also therefore be able to monitor changes in our organizational performance such as:

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| Staff retention/labor turnover | 13.6% per FTE |
| Sickness Absence | 10.13 days per FTE |