

Journey of Engagement

Housing
Ombudsman Service

**TRINITY LABAN CONSERVATOIRE
OF MUSIC & DANCE**

Three provocations

The employee engagement survey is dead - NOT

Job/work engagement matters

Leaders/Managers 'world view' is significant

Headlines

Scrap the survey: how to get the real story from your workforce

Forbes, 2018

The employee engagement survey is dead; long live continuous dialogue!

Primeast, 2016

Is it time to sack the annual employee engagement survey?

Financial Review, 2015

Half of HR professionals think the traditional employee survey is dead

HR Magazine, 2013

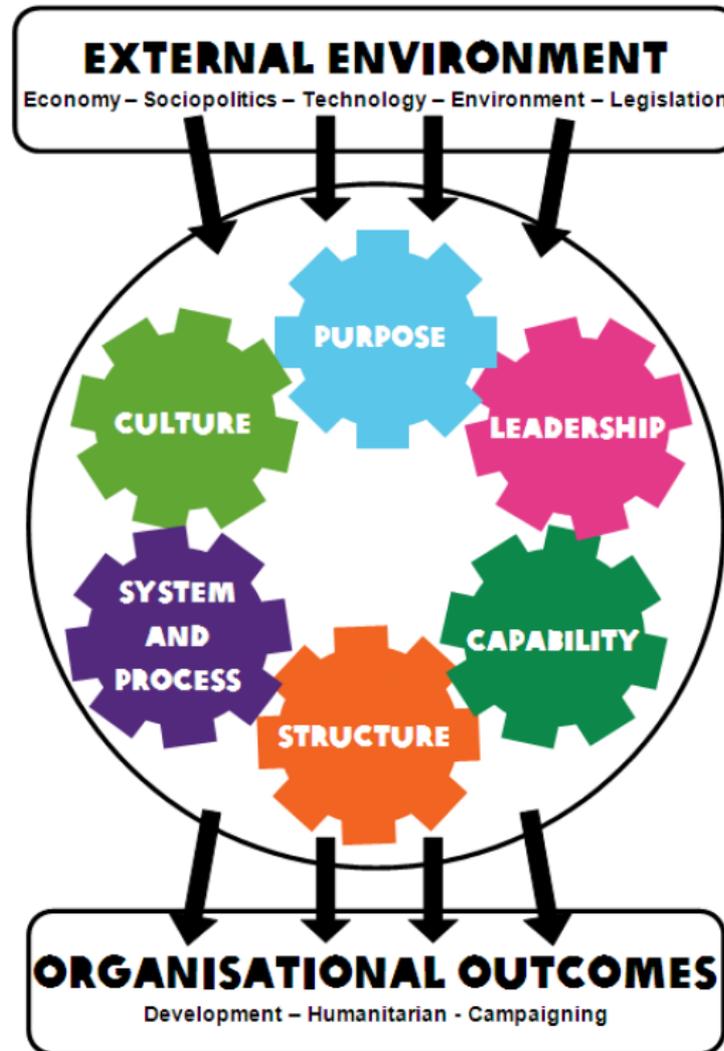
The employee engagement survey is dead - NOT

Not annual

Measurement

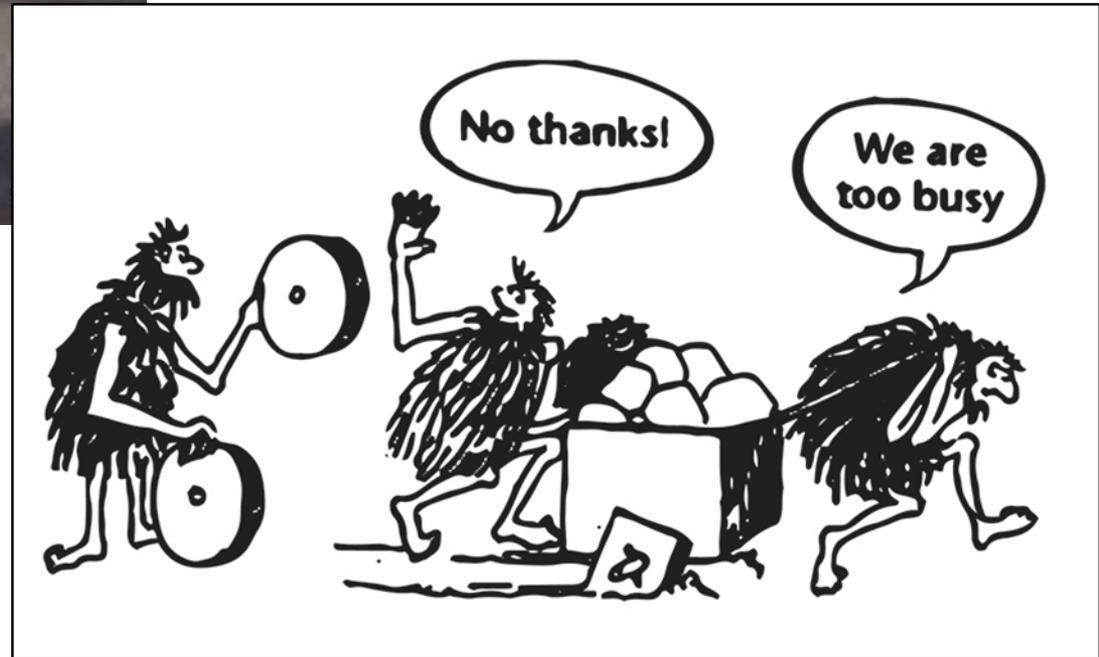
Organisational development

Oxfam OD model



(c) Oxfam 2010

Not my job/too busy to improve



Job/work engagement matters

Person

Job

Job/Person 'fit'

Leaders/Managers 'world view' is significant

What is it? How does it differ? So what?

Role expectations

Leader/Manager Development

Job/work engagement table discussions

- Q. Would a job/work engagement measure be a useful addition? Why?
- Q. Which type of employee likely to show high job/work engagement?
- Q. What pre-conditions should exist?
- Q. How to get senior stakeholder buy in?

Actions taken

Biennial survey

Introduced contemporary people management practices and OD

2x change programmes

Role expectations & Leader/Manager Development

81% employee engagement on 94% response rate

Actions taken

HPT focus groups/IES pilot survey

Modernise HR function and introduce OD

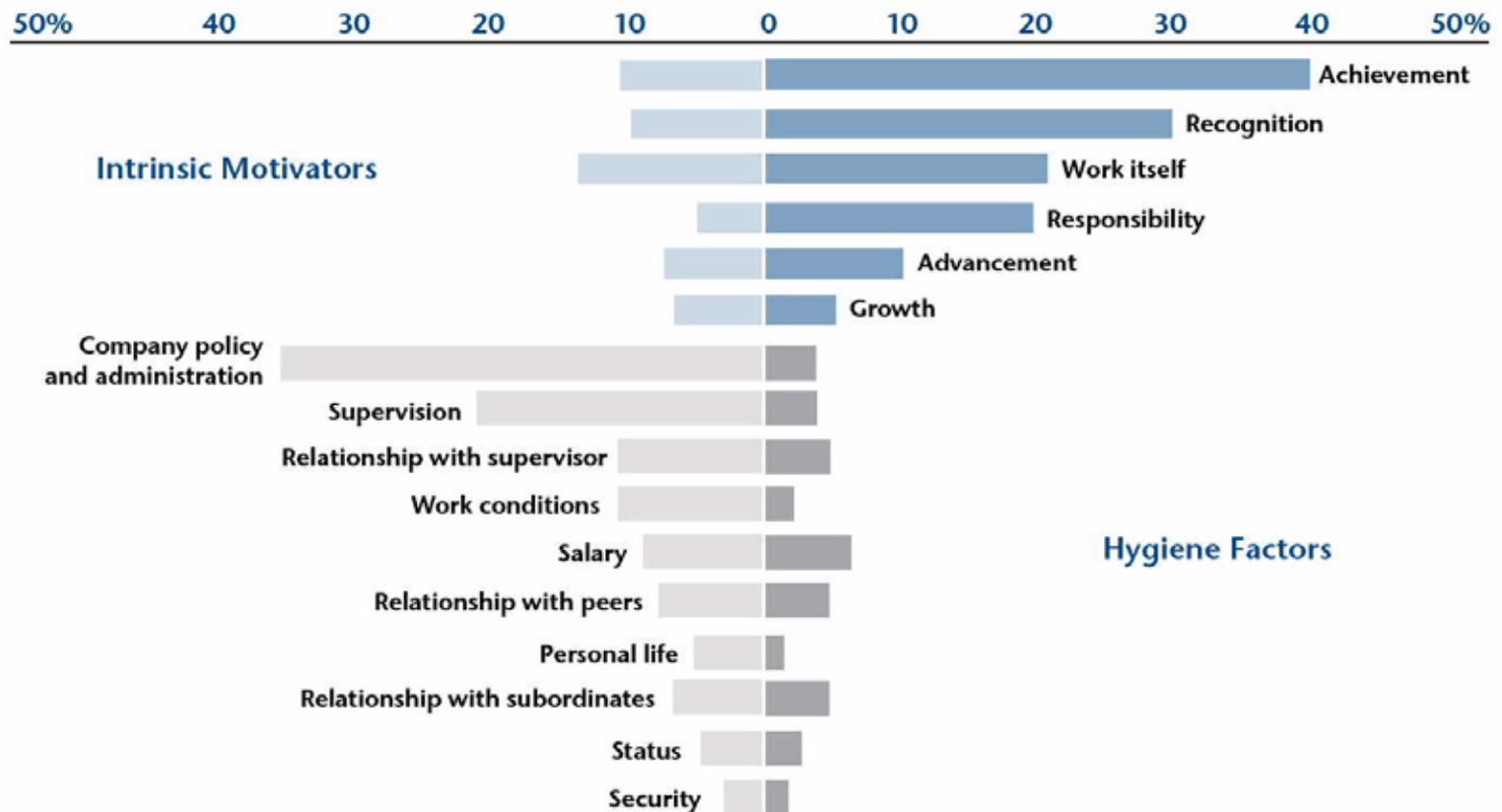
Focus on addressing hygiene factors

Actions taken

Factors Affecting Job Attitudes as Reported in 12 Investigations (Herzberg)

Factors characterizing 1,844 events on the job that led to extreme dissatisfaction

Factors characterizing 1,753 events on the job that led to extreme satisfaction



Actions taken

People Strategy development and what is people management

More realistic aspiration – KPI 85% employee engagement

HR does not own Staff Engagement

Insights

There is value in engaging in measuring engagement

Leaders/Managers 'world view' influences value and effectiveness

HR/OD professionals have a role in facilitating success

Thank you and questions



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