

Employee Engagement Framework

A definition of Employee Engagement is

“employees’ willingness and ability to invest their personal effort in the success of the organisation”.

Engagement is a concept that places flexibility, change and continuous improvement at the heart of the employee and employer relationship.

Introduction

This employee engagement framework provides a structured approach to how managers should engage with their employees, providing an outline of how this can be achieved. As an employer we know that we need to actively engage our workforce at all levels through a variety of communication and consultation methods, considering how we reward and recognise achievements and performance.

Engaged employees are those who take ownership of their work, are clear about their roles and how they fit in the wider organisation, feel motivated and dedicated, strive to achieve positive outcomes, enjoy their work and are proud to be an employee of the Council.

The benefits of an engaged workforce will be - increased:

- performance
- work productivity
- commitment to work
- commitment to the ethos of the Council

Engagement in Practice

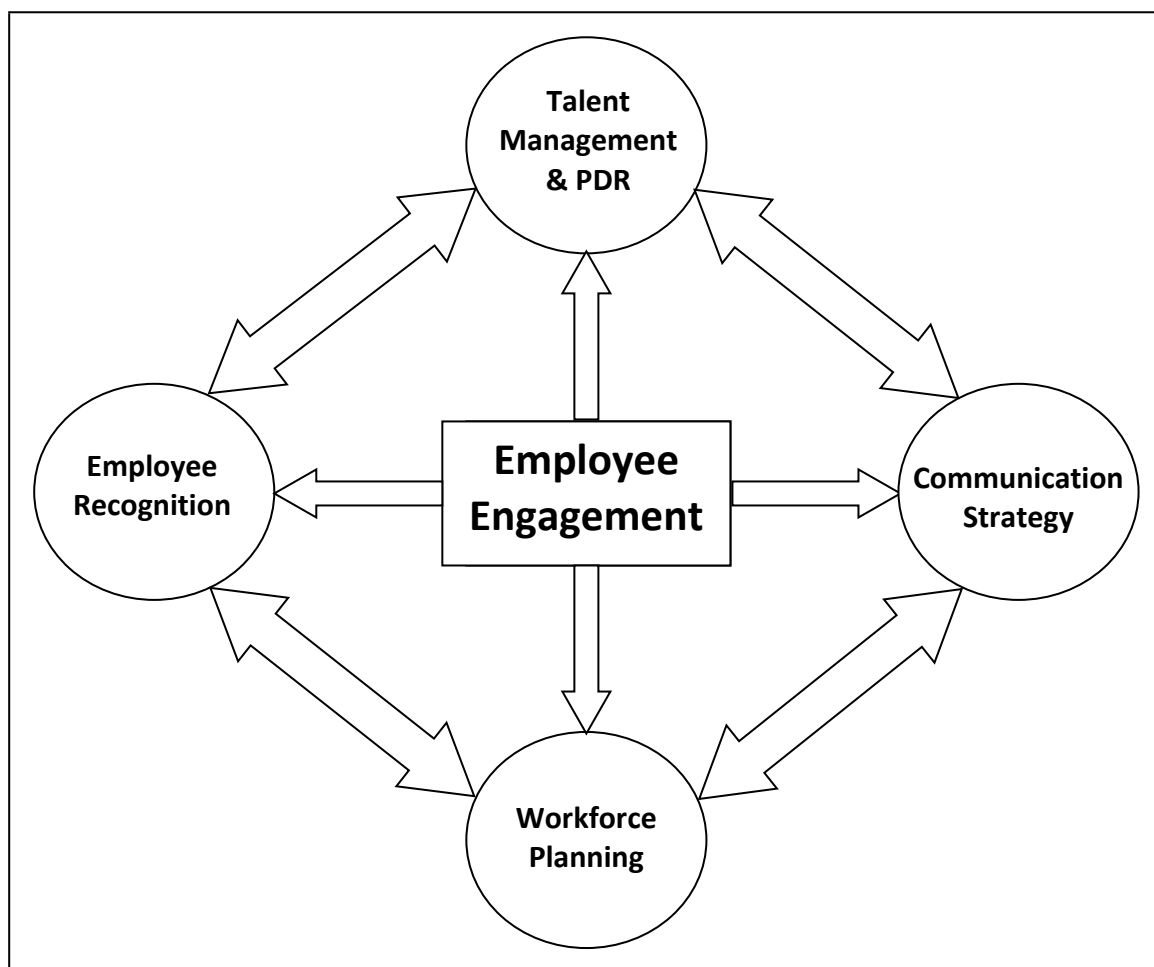
We have in place a number of high level strategies and policies which provide a steer on how we can communicate, consult and engage with employees.

E.g. the key engagement principles of the Communications Strategy are to ensure:

- everyone employed by or working within Tower Hamlets should be fully informed of all matters relevant to their area of work
- employees will be actively engaged in communication and in decisions wherever appropriate
- key messages to be transmitted clearly, quickly and effectively throughout Tower Hamlets

The Employee Engagement Model shows the relationship between key processes that can affect the engagement of employees. Managers need to ensure they are utilising these processes to build engagement levels amongst individuals and teams.

Employee Engagement Model



This framework identifies the minimum activities that managers must ensure are in place to engage employees. The following sections set this out for different levels.

Corporate Engagement

Corporately, we will engage with employees by ensuring that;

- the Tower Hamlets Now (THN) magazine is published regularly
- the intranet is updated with the latest information
- monthly managers' briefing is current and relevant
- we send out corporate emails to all employees, as and when required
- we update our pages on social network sites (i.e. facebook and twitter)
- we consult all employees on the strategic priorities of the Council keeping them informed of our journey of transformation and regeneration.

The annual Senior Managers' Development Conference brings together our top managers, engaging them in shaping the future of the Council. It allows a platform for the Mayor, Chief Executive and CMT to outline their vision and direction for the organisation. Information can then be cascaded to directorates and teams.

We engage and motivate our employees through reward and recognition. The following benefits are available for employees.

- PDR – cornerstone for developing staff
- You at Work (child care vouchers, eye care vouchers etc)
- Computer Scheme
- Cycle Scheme
- Employee Recognition Strategy supports the Council in recognising employees for their hard work and contribution
- Local Government Pension scheme

Directorate Engagement

Engagement at a directorate level plays a key role in moulding how individuals engage in the business. Therefore all employees need to understand the priorities for their directorate.

To ensure this works effectively, Directors should inform employees of any proposed organisational change, key service priorities and how these affect the directorate. There are a wide range of ways to do this, including:

- the Tower Hamlets Now magazine has specific section for directorates to give messages to everyone; this is also an opportunity for directorates to showcase services, teams, achievements etc.
- the Managers' Briefing has specific updates and opportunities for managers to cascade key messages to employees
- consulting with employees during reorganisations
- senior management visibility through delivery of directorate roadshows

Managers' Engagement

Managers are vital to improving employee engagement. Employees continually look to managers to provide information, to be transparent, to communicate and consult through team meetings, and to conduct regular one to ones.

Each manager should meet regularly with their team to:

- share information and discuss practice
- establish clarity about vision, priorities and targets
- ensure effective team planning, development and review
- recognise achievements and successes
- keep up to date with new ideas and initiatives

They should also plan to have an annual team away day.

During one to one meetings managers should:

- give feedback on performance
- provide coaching if necessary
- provide encouragement and motivation
- develop staff
- review performance issues regularly and take remedial action as appropriate

Policy and strategy documents are in place to support managers to carry out their people management responsibilities and to help improve engagement, i.e.

- Recruitment policy – provides guide on recruitment processes
- People Strategy – provides a high level view of our vision and priorities in terms of people management
- Talent Management Framework – sets out seven core principles to adopt in order to embed and manage talent effectively
- Workforce Planning Framework – sets out what the organisation and managers must do to ensure we have the right people in the right job in the right time
- PDR Scheme – allows managers and individuals to have a two way discussion regarding performance and development
- Employee Recognition Scheme – provides a guide on how managers are able to formally recognise achievements and performance of their staff.

Individual Engagement

Employees need to take personal responsibility to ensure they improve engagement at an individual level by:

- ensuring their manager has booked their PDR
- ensuring regular one to ones are taking place and actively engage in discussions
- have input into developing team plans
- read associated publications mentioned in this framework to keep up to date with current affairs of the Council, department and service
- identify and make manager aware of any learning and development opportunities
- communicate with colleagues in their service and across the Council

Monitoring Engagement

Employee engagement will be monitored and measured in the following way:

- bi-annual staff attitude survey – will provide us feedback through staff on how the Council is performing, as well as vital information that will help us to understand how and when we should engage employees
- Investors in People action plans – using the information on the action plan we will ‘plan, do and review’ the Council to ensure employees work in an environment where they are being supported to develop
- annual residents survey – will allow us to obtain clear views about the end product of the service we provide allowing us to develop the organisation and employees in the way our residents will be satisfied with
- PDR and one to ones – this will provide individual employees with tailored support by their line manager
- sickness levels decreasing – employees that are happy and motivated in their work are less likely to take time off work due to sickness