Employee Engagement during Transformation

Engage for Success are proud to be a critical friend to the IPA and welcome the opportunity to help the public sector and UK Civil Service. This paper provides a list of hints and tips to guide Senior Responsible Officers (SRO's), Programme and Transformation Directors and Gateway Review panels when exploring areas of employee engagement most critical during transformation programmes. This guide has been compiled based on 10 years research conducted by Engage for Success across the public, private and third sectors, covering a diverse range of industries.

Engagement Context
The process and governance of employee engagement needs to be considered:
- Is the organisation clear and articulate to all employees and leaders on the value and importance of employee engagement? Is the purpose of measuring engagement clearly tied back to this?
- Leaders should be accountable for managing Engagement – who are they; name them; and make clear what they are accountable for?
- Monitoring employee engagement should be owned by the executive committee, top down, to ensure all stakeholders have *good visibility* and objectivity
- *HR* should have accountability for measurement and the processes which enable action and progress on engagement
- Does your change programme, systemically and holistically, address people and culture change? Does it consider organisation design, people transition, capability development, employee engagement and your people proposition?

Engagement Strategy
Does your engagement strategy include the following?
- Transformation engagement: keeping colleagues connected and contributing to the transformation agenda, for example via adoption of specific Objectives & Key Results (OKR's)
- Culture & Values: Embedding your values across the employee journey, including how they are lived out
- Engagement insight: Making use of engagement insights, such as Driver Analyses to move the conversation beyond current results, by informing interventions and responses
- Engagement understanding: becoming an engagement confident organisation (truly understanding the *Engage for Success four enablers* of *strategic narrative*, *engaging managers*, *employee voice* and *organisation integrity*)
- People proposition: Understanding our proposition and using it to attract, retain and develop?

Strategic Narrative
Visible, empowering leadership, providing a strong *strategic narrative* about the organisation, where it has come from, where it is going and why. The story is communicated clearly, consistently and constantly.
- Can everyone explain what the organisational strategic narrative is (do you know?!) and how their job fits with that?
- How do you share company information? Do you connect your heritage with the current reality and a compelling vision of the desired future state? Is the purpose of your journey clearly articulated?
- How do your senior leaders communicate within the organisation in terms of style, substance, frequency and situation?

- Do employees and leaders understand the factors which contribute to job or strategy failure? Are you sure you know what success looks like from different perspectives – stakeholder, governance groups and employee groups e.g. Operations vs programme teams?

Engaging Manager
Engaging managers focus their people and give them scope; treat their people as individuals (not just a resource); coach and stretch their people.
- Who are your leaders? Your managers? Does your workforce use the same definitions? Have the leaders/managers changed over time (these changes require support as they will impact on your employee engagement)
- Do you have clarity of how engaging each of your leaders is? Are they each provided with this feedback (and support in addressing it)?
- How much coaching is going on in your organisation?
- Do managers help every employee see how their job fits with the strategic objectives?
- Are you working on leadership emotional intelligence, resilience and wellbeing?
- Do the workforce really understand the impact of changes to their roles on their whole lives (not just working lives)?
- Are there sets of guiding principles that hold people to account on how individuals are treated (not just HR policies and processes)?
- Are managers equipped to play a key role – to provide clarity and transparency about choices and their consequences? Is their role truly "two-way": not only cascading but also acting as a key "upwards" channel for Employee Voice?

Employee Voice
There is *employee voice* which permeates throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solutions. The workforce feel valued for their ideas and are involved in making working within the organisation better.
- How do you get feedback and ideas from your people? How do you create and evaluate ideas?
- How do you feedback those ideas and any decisions/views/actions?
- How do you implement ideas? What's the decision-making process?
- If you survey, what do you do with the results?
- Are you using technology to enable voice?
- Is there active employee choice throughout the end to end transition process?
- Are employees enabled and empowered to take personal responsibility and use the support provided to make an informed choice?

Organisation Integrity
There is *organisational integrity* - the values on the wall are reflected in day-to-day behaviours. They are explicit and bought into by staff. There is no 'say-do' gap. Staff see through corporate spin
- What's the gap between what your leaders say about the organisation, and what your employees and other stakeholders perceive?
- What is the say/do gap and what are the differences between what your leaders say is important versus what their decisions and behaviours show to be important?
- What would your customers say about your organisational culture; is it consistent with what you say?

- Do you really understand the corporate spin as perceived by your workforce?
- What are the levels of trust within your organisation – do the workforce trust you leaders and your organisation?
- Does the organisation provide transparent detail on choice by explaining these options and the associated consequences?
- What are the levels of social inclusion within the business – are they evaluated over time? Note: social inclusion looks at all EO aspects and social mobility, mental health, health and wellbeing.
- Does the organisation recognise culture as the unseen hand that guides decision making – and the factors which can adversely and positively impact it; particularly as culture has a direct impact on individual and organisation performance?
- How are you measuring the organisational health of your business (outside of the staff survey and HR management information) – how are you doing this if your staff survey tells you there is a low trust culture?