

the source

bulletin four

autumn 2007

employee engagement: is it a two-way street?

**Respectful Relationships or Corporate ASBOs:
how well do you engage?**

reportage from HR forum in November

There is strong evidence to suggest engaging employees leads to significantly improved business performance and increased shareholder value.

Motivational strategies to engender positive partnerships and harmonious teams are essential best practice tools for HR Directors. Not all companies see it as a two-way street and don't always get the best outcomes...

Two HR experts in their field, guest speakers, Jane Watkinson, Home Retail Group and Carol Muldoon, Head of HR Convenience, Sainsbury's gave their views and shared their experiences on employee engagement at the 11th ResourceBank HR Forum.



Forum Speakers, Carol Muldoon and Jane Watkinson

NFU Mutual Benefits from Project



NFU Mutual

ResourceBank have embarked on an exciting new project – a set piece of work initially recruiting up to 50 roles for NFU Mutual (one of the UK’s top ten general insurers), before Christmas.

NFU Mutual was established in 1909 and during its early years launched a scheme to ‘entice’ new members to its Union by offering insurance at cost price. Since the 1980’s the business has offered insurance to individuals and businesses outside the farming industry and the company now has an annual turnover of £1bn.

NFU Mutual is looking to ResourceBank for the recruitment of Area Managers, Sales Consultants and Locum Agents into its Operations Division; General Insurance Division; and Agency & Sales General Insurance Division.



Lloyds TSB

Lloyds TSB World Class Review

Lloyds TSB Consumer Banking, Cards and Payments

is an exciting new client – ResourceBank are working closely with Karina Riddiford, HR Director, to deliver a consultancy project which reviews their entire recruitment process. The key objectives are to make recommendations to create a presence in the marketplace that stands out and attracts world class people. ResourceBank will also help to develop a leading edge recruitment process which includes an up-skilling programme which ensures capable and confident hiring managers. This project is based at ResourceBank’s Henley office and involves internal research, external benchmarking and a visit to the successful Kimberly-Clark Resourcing Centre in Brighton.

At its core, employee engagement is a measure of whether people go the extra mile or put in more effort than expected to their role, but when Jane Watkinson asked the assembled HR Directors how many actually measured engagement, it was clearly a very small minority.

Lisa Wright, from Magnet, raised a key issue “Funding measurement on an ongoing basis is a major issue – it’s a big investment and is very hard to show ROI and results – until you’ve done it you have nothing to show.”

Julie Boyd, from Listers “It was immensely thought provoking, the evidence illustrating better business performance was compelling.”

Nigel Baldwin from Tenent “The key driver is the manager – people don’t leave because of a company, they leave a job due to poor management.”

Carol Muldoon, co-speaker, endorsed this view “**Most of the top 20 engagement levers for employees are about their managers, not their company.**”

topengagementtips

- **Great leadership** This ignites, incentivises and drives the pace.
- **Communication and language** Everyone needs to understand goals and vision.
- **Attitude** Listen to people, be honest and have some fun.
- **Recognise talent** Get the best people, then grow them and keep them.
- **Don’t make assumptions** Often issues are hidden beneath the surface. Understand their emotions and issues will emerge – you can then fix any problems.
- **Celebrate successes** Focus on the good stuff.
- **Employees come first** At the same time customers remain at the heart of decisions.

Both Jane and Carol agreed on their concluding point, “We’ve discovered that good performance management is about honesty more than anything – you know you’ve cracked it when people start talking openly and honestly”.

employee engagement



ResourceBank's Sarah Hopkins and Michelle Rowlands, Magnet Group's HR Manager, Lisa Wright

Jane Watkinson, Home Retail Group's HR Director, believes employee engagement "Is all about a set of values which people hold dear – the key personal values which have to be understood and reflected by employers." Jane highlighted the main engagement models including the Corporate Leadership Council (CLC) and the Gallup model, which has recently been questioned by some sector academics.

The one thing everyone is agreed upon is the need for both rational and emotional engagement measures – "Whatever you do, you have to find and use the right tools for your organisation" commented Carol Muldoon, Head of HR, Convenience, Sainsbury's, who measure over 150,000 people every year.

"Emotional engagement is four times more valuable than rational

engagement – it is the emotional attachment individuals feel, that drives people to go the extra mile and has the greatest impact on discretionary effort – if you have hearts and minds, then you have a direct link to better business performance."

Chef Gordon Ramsay, notorious for his emotional engagement, commands an astounding staff retention rate of 85% as staff demonstrate loyalty to the man not the organisation.

The value of individual managers was borne out in research which illustrated that emotional commitment to a manager has the greatest impact on employees' level of commitment to the team, job and organisation. Jamie Oliver, another highly engaged icon, chef and Sainsbury's ambassador was cited as a classic example as he campaigned for

healthy school dinners across the nation. Jamie faced seemingly insurmountable problems from dinner ladies, parents and children as he strove to drive fundamental change throughout the system. He encountered and masterfully dealt with the classic employee engagement, emotional responses faced by every company seeking change:

- **Rejection** Complete denial, loathing, a straight 'No'.
- **Resistance** Frustration and resistance but with encouragement people begin to try something new.
- **Reflection** Actions reviewed, people start to see positive benefits and new possibilities.
- **Resolution** Acceptance of changes, the focus switches from what we've lost to what we will now gain.

Louisa Hogarty, Head of HR Wyevale; RBR's Jane Burton, Julie Boyd, Business Solutions Manager from Listers



ResourceBank ships team to VT

Success brings with it many challenges as VT Shipbuilding, part of the VT Group, knows only too well. Winning contracts to build three Ocean Patrol Vessels for Oman and three more for Trinidad & Tobago wasn't enough for this successful Portsmouth based company. They have also been confirmed as joint venture partners to build two new aircraft carriers for our own Royal Navy, the result of which guarantees work in the yard well into the next decade.

Cathy Andrews, HR Executive at VT Shipbuilding commented "We have a demanding recruitment plan over the next nine months and are happy that ResourceBank is working alongside us to recruit 100 challenging technical roles"

The ResourceBank recruitment team are based within the Portsmouth Shipbuilding Facility and will work closely with the management team to recruit the 100+ new roles.



othernews

Sainsbury's boosts HR function

Due to continued business growth, Sainsbury's has engaged ResourceBank to boost their HR function. It has a dedicated team working from RBR HQ In Telford on an exciting project to recruit 25 HR professionals for the business across the UK. ResourceBank is to deliver shortlisted candidates within a swift time frame during the next few months.

new chairman

ResourceBank is delighted to announce the appointment of a Non-Executive Chairman – Andrew Goodman – a well known entrepreneur and serial investor in HR, recruitment, outsourcing and services companies across the UK, including Capital Consulting, James Harvard International, JSA Group and Eutopia the global tech recruitment portal.



nextforum

The next HR Forum will feature Claire Silvester, HR Director at leading industrial manufacturing group, Aliaxis. It will be held at the Institute of Directors (IoD), London on May 22nd 2008. To reserve your place, please contact Susan Austin on Tel: 01952 281937

Richard Pearson, ResourceBank founder and MD said "We've known Andrew for a long time and he has an unrivalled reputation and enviable network across the HR services world. We're thrilled that he is working with us and he will undoubtedly add a new dimension to our Board."

outsourced recruitment solutions

ResourceBank Recruitment Ltd, RBR House, Hawksworth Road, Central Park, Telford TF2 9TU
tel: 01952 281900 fax: 01952 291272 email: jobs@ResourceBank.co.uk website: www.ResourceBank.co.uk