

Engaging employees in a competitive market

a PCL case study

THE CHALLENGE

The Senior Management team of a leading accountancy firm in the South East planned to implement positive change in their workplace. They recognised that 'people are a big part of the business' and wanted to involve employees in this process. Before embarking on this change programme, the company leaders needed to understand how to engage with their employees and in a competitive market, what makes their company stand out from the rest. In order to help meet these challenges, we were commissioned to conduct an engagement audit.

THE SOLUTION

The design of a customised employee engagement survey was carried out following a series of focus groups. The project was christened 'Project Buzz' and a communication programme was established to keep staff updated on progress and to maintain momentum as the project was rolled out.

The Employee Engagement Survey was split into two areas: the first relating to the engagement levels of the individual (e.g. I feel deeply involved with the company) and the second relating to the organisational levers of engagement, 11 factors designed to predict employee engagement levels,

ranging from the physical work environment to the extent to which employees have autonomy and influence in their roles. This allowed an in depth analysis of the organisational levers influencing levels of engagement for different cross business sectors.

THE OUTCOME

PCL's report identified a number of key organisational areas to focus on in order to enhance employee engagement. This in turn has sparked initiative, discussion and continues to help inform key business decisions across the change rollout.

Communication workgroups progressed beyond Project Buzz and has meant that employees increasingly have their say in anything ranging from a redesign of the work environment to changes in reward principles.

Future plans are to give employees increasingly more autonomy, empower teams to take responsibility and to strive towards the Sunday Times 'Best 100 companies to work for.'