

The No-Nonsense
**Guide to Employee
Engagement**



WAGESTREAM





“Engaging the hearts, minds,
and hands of talent is the
most sustainable source of
competitive advantage.”

Greg Harris, President and CEO
of Quantum Workplace

The engagement of your employees is now more important than ever. Remote working, social distancing and fears over customer safety are all going to pose new challenges for organisations over the coming months and years. A fully engaged workforce is the best way to navigate these challenges and secure a successful future.

With this guide we want to cut through the relatively noisy world of engagement and provide you with some actionable and measurable initiatives that help you think about engagement in the right way and put you on a path to success.

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The aims of this guide:

- 1 To help you understand employee engagement and how to galvanise the business around it.
- 2 To provide you with key, actionable solutions to increase employee engagement.
- 3 To make employee engagement genuinely measurable.

Section 1

What is employee engagement?

Many of us might know what an engaged employee looks like but may find it hard to put our finger on exactly what's made them that way or what qualities they possess.

We looked at around 7 different definitions from across the board we've found that there's one key theme that seems to run through all of them - emotion. Almost all definitions talk about an emotional connection or commitment between an employee and their organisation.

When you step back and look at it, an emotional connection with what they do is the best way to describe what an engaged employee looks like. Which employer wouldn't want to have that kind of engagement from their employees?

The question is, how do you successfully create this sort of connection? Often, successful engagement in this way can vary significantly from person to person and an overall emotional connection can be a result of many individual factors.

Get started 

“Why should you invest in engagement as a business?”

It's simple really, if you care about the success of your business then you should invest in the engagement of your staff. A lot of the most successful initiatives are cascaded from the top down, so here's three ways to get all involved.



Retention



According to an Oxford Economics report, the average cost in the UK for replacing a member of staff is at around **£30,000**.

This may sound like a high figure, but when you factor in cost of recruitment, on-boarding and time it takes for a new employee to get up to full working capacity, it feels a lot more reasonable.

With the average turnover rate at 10% for the UK, any efforts made to reduce this could have significant cost savings.

£30,000

average cost to replace a member of staff

10%

is the average turnover rate for the UK

Productivity



Productivity in the UK fell at its fastest annual pace in five years in the April-to-June quarter, according to the Office for National Statistics. This is a trend that doesn't seem to be halting anytime soon, but by engaging your staff more effectively you can start to try and increase productivity.

Recruitment



Recruitment can often be a tricky and unusual process. Getting the best talent that will contribute to your business is one of the most crucial elements to workplace sustainability. By growing your employee value proposition and demonstrating that you've got an engaged, happy workforce you're going to be better able to pick and choose from the talent you want.

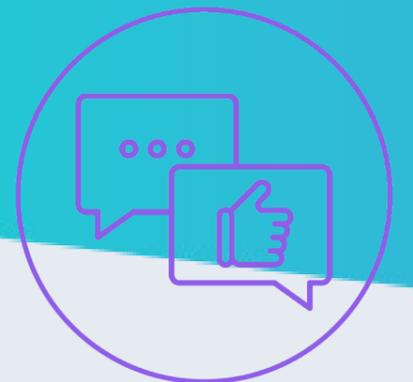
Section 2

Key, actionable solutions to increase employee engagement

Employee engagement starts with employees

If you want your employee engagement strategy to really work you need to listen to what your employees want first and put employee wellbeing first.

It can be hard to understand whether your strategy is working, but if you start by asking your employees what they actually want and would use then you're off to the right start. It's also a great way to get your baseline so that you can make any initiative truly measurable.



Don't try and create an emotional connection the cheesy way

So often employee engagement tactics can start with greatest intentions but miss the mark completely. **A manufacturer in the US, who shall remain unnamed, decided to implement a smile jar system in the workplace. Employees were encouraged to put a dollar in the jar every time they were caught not smiling. Needless to say, it did not have the desired effect.**

Think about a product or service that you use in your life that's genuinely made your life easier. You probably feel pretty good about that product and the company that makes it. The same goes for an engaging employee benefits. By providing employees with a simple, practical solution that can help improve their lives they're going to start feeling the same way about you, the employer, who provides it for them. Therefore a practical tool that has the power to impact an employees life is the best way to create an emotional connection.



Make sure it's applicable and available to the wider business

It's simple maths really, the more people in your organisation that can utilise the benefits you implement, the more you're going to get out of it. A cycle to work scheme is worth having, however it's only applicable to a small set of staff that are in cycling distance of the office.

Harnessing new HR tech is a great way to ensure something is available to everyone, especially in a remote environment. By 2018, 78% of people had a smart phone. Look to implement some initiatives that are app based so that they have the widest reach.



Engaging with remote and hybrid workforces

With many big firms announcing that they will be going remote for at least the rest of the year, it's clear that fully remote working will be the norm for some time to come. Without the traditional aspects of engagement in the workplace; meetings, face to face catch ups, and team socials, businesses are going to have to find new ways to circumvent the distance and engage with their workforce.

Keep doing **organised socials** ✓

As many are already finding, Zoom and other online services are able to provide a great way for businesses to stay connected and on task during this time but they're also a great way of maintaining a social connection. Planning socials and tea breaks that would otherwise organically happen will help to keep your remote workforce connected to one another.

Reward your remote workforce ✓

Make sure to reward and recognise those that are not physically present in the same way. A simple 'thank you' that may have happened over desks is a lot more difficult so making a concerted effort can help to mitigate feelings of not being appreciated.

Help remote workers to feel present in meetings ✓

Organisers can make sure that remote workers feel a part of a meeting by reducing background noise, providing a clear agenda, letting them know who's in the room and getting them to provide feedback wherever possible.

Financial resilience as employee engagement

We've long understood the link between building financial resilience and engaging with your staff. Financial worries can be the most stressful part of life and can often be quite emotional. Creating a positive financial relationship with staff is the best way to increase engagement.

Understand their financial challenges

We don't like to talk much about money but just checking in with your employees on how they are doing is a great way to start that conversation. It also means you can understand where they need support and can help you to implement the right initiatives.

Provide more flexibility with pay

The monthly pay cycle exposes millions to pay lenders every year. Employers can disrupt this negative cycle by creating more flexibility around pay. It's an area that is ripe for innovation and could return real value for employers in terms of a loyalty and engagement dividend.

Employers looking to disrupt this cycle can look to technology that sits between them and their staff to provide liquidity and the right tools and resources to build financial resilience.

Financial resilience with Wagestream

Wagestream gives your employees the power to access and track their earned wages as and when they need it. Users can automatically stream wages directly into their savings account and learn independent money management tips. It's available to 100% of staff, 100% of the time so your staff never become financially excluded.

Section 3

How to make sure what you're doing is working

It's pretty easy to pull together an online survey, send it out as a whole team email and wait for the responses to roll in. But then you're left with a whole bunch of results that you're not quite sure what to do with and you're no better off than when you started.

We want to help you to design a survey with clear targets, fool-proof, fair questions and actionable solutions to help you keep your ear to the ground.



Clear
Targets



Fair
Questions



Actionable
Solutions

Try the **Net Promoter System**

These sorts of questions identify the overall impact of your engagement strategy. It's a good temperature check but not necessarily something to action. A great way to take the overall temperature of your organisation is to use the Net Promoter System.

The Net Promoter System asks one question:

"On a scale of 0-10, how likely is it that you would recommend working at [company name] to your friends, family or business associates?"

You get an overall score anywhere from -100 - +100. Employees that give you a 6 or below are detractors, a score of 7 or 8 are passives and scores of 9-10 are promoters. To find out your overall score you just subtract the number of detractors from the number of promoters. Anything +0 is deemed as good and anything above +50 is seen as excellent. This also a great way of working out whether your engagement efforts are working to increase retention.

Promoters - Detractors = Overall Score

+0 is good

+50 is excellent

5

Steps to creating an employee engagement survey that adds value

Get leadership buy-in

1

The best engagement with the survey itself will come from endorsement from the entire business. Get the strongest results by communicating from the top down.

2

Set objectives

What do you want to learn from this? In this case it might be quite clear what you want to achieve

KISS

3

KISS is a great guiding principle for designing a survey effectively. Keep it simple, stupid. An overly complicated survey is just going to lose people. Also keep it short, let there be no reason for staff to not complete it.

4

Share the results

Make sure all those involved internally understand the results of the survey and that they need to keep it at the forefront of their minds.

Take action

5

The best engagement with the survey itself will come from endorsement from the entire business. Get the strongest results by communicating from the top

Identify whats actually driving better engagement

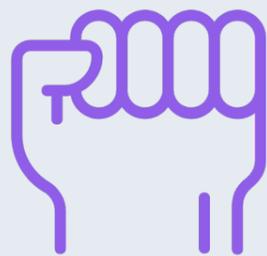
As well as working out overall employee engagement you need to understand the drivers that identify what elements of your strategy are actually contributing to engagement. These are the things that you are better able to take action on.

Drivers can include: autonomy, empowerment, career progression, collaboration, communication, leadership, recognition, resources, and training and development. In line with industry standard, it's best to measure these on the Likert scale, with five points from strongly agree to strongly disagree.

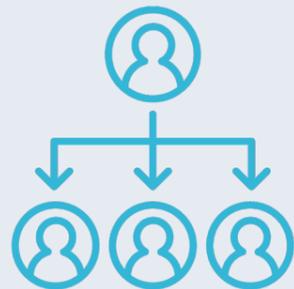
Ex Q1: "I have access to the learning and development resources I need to do my job well"

< Strongly agree < Agree < Neutral < Disagree < Strongly disagree.

You can then gauge which areas are lacking to help you drive better engagement. Try to stick to this format for the majority of your questions so that it's really simple to complete the survey.



Autonomy



Leadership



Resources

Look at the numbers

Take a look at some of the hard numbers. If you're looking to increase employee retention with your engagement strategy, look at how your attrition figures have changed since the introduction of your initiatives. If you're looking to ease recruitment then look at how your hiring process has got shorter over time or whether you're getting more responses to your jobs ads where you're talking about your new benefits. These may take a long time to shift but it's good to keep your finger on the pulse if it's an area that's really affecting your business.

A simple way to measure attrition is through the equation below:

Attrition Rate (%)

No. of employees that left during period ÷ Average number of employees for period x 100

If you want to revolutionise the way
you engage with you staff, get in touch at
wagestream.com/get-started

