

Enhancing employee engagement during a company-wide change process

a PCL case study

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CHALLENGE

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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.

OUTCOME

This process allowed an in-depth analysis of the organisational levers influencing levels of engagement for different cross business sectors.

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'.