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Employee engagement

Work to strengthen the connection that all employees have with their work, colleagues and to their organisation so that employees are more fulfilled by their work and make a greater contribution towards organisational objectives: give particular attention to good leadership and management.



Review this technical professional area in conjunction with the core areas.

Activities: what you need to do (in addition to core activities)

	Band 1	Band 2	Band 3	Band 4
<i>Research and measure employee engagement</i>	<p>8.1.1 Build and feedback insights and messages about employee engagement by talking and working with employees.</p> <p>8.2.1 Analyse and develop reports on employee engagement identifying areas that complement performance metrics such as sales, customer service, retention, turnover, absentee rates, and retention.</p> <p>8.3.1 Collect and analyse responses from employee engagement diagnostics and processes.</p>	<p>8.1.2 Identify the ongoing prime drivers of employee engagement for the organisation through appropriate academic and good practice research and data analysis.</p> <p>8.2.2 Monitor, measure & evaluate key organisation performance metrics, providing reports on trends/issues to the management team.</p> <p>8.3.2 Implement employee satisfaction/feedback processes, encouraging managers and staff participation.</p>	<p>8.1.3 Initiate research to develop organisational insights into drivers of employee engagement and the link to organisational performance.</p> <p>8.2.3 Lead on and develop approaches to capturing, measuring and analysing employee feedback linked to performance metrics.</p> <p>8.3.3 Manage employee engagement diagnostic processes to deliver relevant organisational data, working closely with senior managers to gain insight.</p>	<p>8.1.4 Create the business case for engagement based on clear evidence/research into the link between employee engagement drivers and organisational performance.</p> <p>8.2.4 Use best practice to identify employee engagement metrics focused on emotional and intellectual engagement measures linked to performance metrics.</p> <p>8.3.4 Lead the design of employee engagement diagnostic processes ensuring clear linkage to strategic initiatives and outcomes, and championing with colleagues to ensure full engagement and support.</p>
<i>Develop employee engagement proposals and plans</i>	<p>8.4.1 Facilitate the contribution of employees to solutions and plans in their area.</p> <p>8.5.1 Design, develop and implement the ongoing presentation of results to key groups across the organisation, such as index dashboards, narrative reports.</p>	<p>8.4.2 Facilitate the development of local plans for employee engagement that will address critical concerns and drive sustainable organisational performance.</p> <p>8.5.2 Facilitate alignment across key groups to proposals and plans.</p>	<p>8.4.3 Develop change proposals and plans for employee engagement in response to engagement drivers that will drive sustainable organisational performance.</p> <p>8.5.3 Work with senior managers to build alignment to engagement strategy and plans, and assess the potential impact of the changes.</p>	<p>8.4.4 Develop a strategic, comprehensive and actionable approach to employee engagement, focusing on benefits to individuals and the organisation.</p> <p>8.5.4 Engage senior leaders to ensure alignment of organisation values and beliefs with engagement plans, and conduct an organisation impact assessment of the proposed changes.</p>
<i>Embed employee engagement interventions</i>	<p>8.6.1 Administer the roll-out of regular employee engagement initiatives.</p> <p>8.7.1 Work with employees to benefit positively from engagement practices and tools, for example communications, work—life balance, diversity.</p> <p>8.8.1 Train and coach managers to understand how to engage teams and individuals differentially to address their different needs.</p>	<p>8.6.2 Devise and implement (through others) practical and timely interventions that will help to create an environment that is conducive to genuine engagement of staff.</p> <p>8.7.2 Work with managers to implement practices and tools that help build and facilitate engagement.</p> <p>8.8.2 Challenge and ensure momentum is maintained across actions resulting from sources of employee feedback.</p>	<p>8.6.3 Devise and implement practical and timely solutions and ensure these are reinforced to embed cultural change in the longer term.</p> <p>8.7.3 Develop process for ongoing engagement, including provision of working practices and tools that help to build and facilitate engagement.</p> <p>8.8.3 Articulate issues and present options resulting from ongoing feedback in complex situations ensuring proposed solutions meet strategic needs.</p>	<p>8.6.4 Act as sponsor to employee engagement initiatives, engaging leaders to drive real change from employee insight.</p> <p>8.7.4 Foster an environment that is conducive to employee engagement ensuring solutions focus on releasing the talents, creativity and innovation in the workforce.</p> <p>8.8.4 Work with and through senior leaders to facilitate, challenge and ensure momentum across actions resulting from employee feedback.</p>

INTRODUCTION

DESIGN AND ARCHITECTURE

BANDS AND TRANSITIONS

CORE PROFESSIONAL AREAS

PROFESSIONAL AREAS

BEHAVIOURS

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Activities: what you need to do (in addition to core activities) (continued)

	Band 1	Band 2	Band 3	Band 4
<i>Embed employee engagement interventions (continued)</i>	8.9.1 Maintain and share information with colleagues to help build engagement solutions.	8.9.2 Co-ordinate practitioners and specialists within the organisation to build solutions, commissioning external consultancy support to build capability where required.	8.9.3 Manage interdependencies across wider organisation, engaging with colleagues to drive employee engagement across the organisation and people processes/strategies, commissioning external consultancy support to build knowledge and skill where required.	8.9.4 Engage leadership colleagues, making timely and relevant connections with people and organisation strategies and plans.
	8.10.1 Provide meaningful and accessible information that informs future investments and strategies linked to organisational performance improvements.	8.10.2 Promote the use of engagement data to inform and challenge local decisions and plans.	8.10.3 Promote ongoing ownership and accountability for using engagement metrics to inform and challenge initiatives and priorities.	8.10.4 Measure progress against the organisation plans and key performance indicators; drive appropriate actions and initiatives to facilitate engagement and strategic objectives and outcomes.
<i>Employer brand</i>	8.11.1 Work with IT and marketing to communicate key messages of the employer brand.	8.11.2 Coach managers on how to communicate with and get feedback from employees around the employer brand proposition.	8.11.3 Lead internal and external research and maintain an active network to develop, communicate and manage an attractive, balanced and authentic employer brand proposition.	8.11.4 Lead the development and implementation of a clear employer brand proposition across the employee lifecycle – to attract and retain new and existing talent.
	8.12.1 Advise employees about the organisation's values and behavioural expectations.	8.12.2 Ensure that the values and behavioural expectations permeate through the organisation's processes, policies, intranet and other literature.	8.12.3 Develop ongoing communication and engagement plans to ensure that employees and other stakeholders understand and respect the organisation's values and behavioural expectations, disseminating key messages and best practice throughout the life-cycle of employment.	8.12.4 Lead the identification and articulation of the organisation's core values and behavioural expectations.
	8.13.1 Advise employees about processes to raise concerns about the values and behavioural expectations.	8.13.2 Influence and advise managers on organisation values and behaviour expectations, and manage processes to raise concerns.	8.13.3 Influence and challenge senior managers to role-model organisation values and behavioural expectations.	8.13.4 Influence and challenge leadership at all levels to behave in a manner that is consistent with the values and behavioural expectations.

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Knowledge: what you need to know			
Band 1	Band 2	Band 3	Band 4
8.14.1 The key influences on how people behave at work.	8.14.2 The influences on how people behave at work.	8.14.3 Workplace psychology and psychological contract.	8.14.4 Workplace psychology and psychological contract.
8.15.1 Perspectives and needs of different groups of employees.	8.15.2 Perspectives of diverse groups of people and how to tailor employee engagement initiatives with optimised results.	8.15.3 Research and models outlining key drivers of employee engagement and how they link to organisational performance.	8.15.4 Research and models outlining key drivers of employee engagement and how they link to organisational performance.
8.16.1 Internal communications tools.	8.16.2 Approaches to communicating with a range of people at varying levels.	8.16.3 Approaches to communicating with a diverse mix of people.	8.16.4 Approaches to communicating successfully with global communities.
8.17.1 Survey and research design and implementation methodologies such as focus groups.	8.17.2 Survey and research design and implementation methodologies such as focus groups.	8.17.3 Survey and research design and implementation methodologies; their strengths and weaknesses in differing situations.	8.17.4 Survey and research design and implementation methodologies; their strengths and weaknesses in differing situations.
8.18.1 Data analysis tools, for example regression analysis and data reporting.	8.18.2 Data analysis tools, for example regression analysis and data reporting.	8.18.3 Establishing methods for business performance metric analysis.	8.18.4 Establishing methods for business performance metric analysis.
8.19.1 External employee research and survey contracts.	8.19.2 Managing external employee research and survey contracts.	8.19.3 Tendering, procuring and managing external employee research and survey services and contracts.	8.19.4 Tendering, procuring and managing external employee research and survey services and contracts.