

# ENGAGEMENT

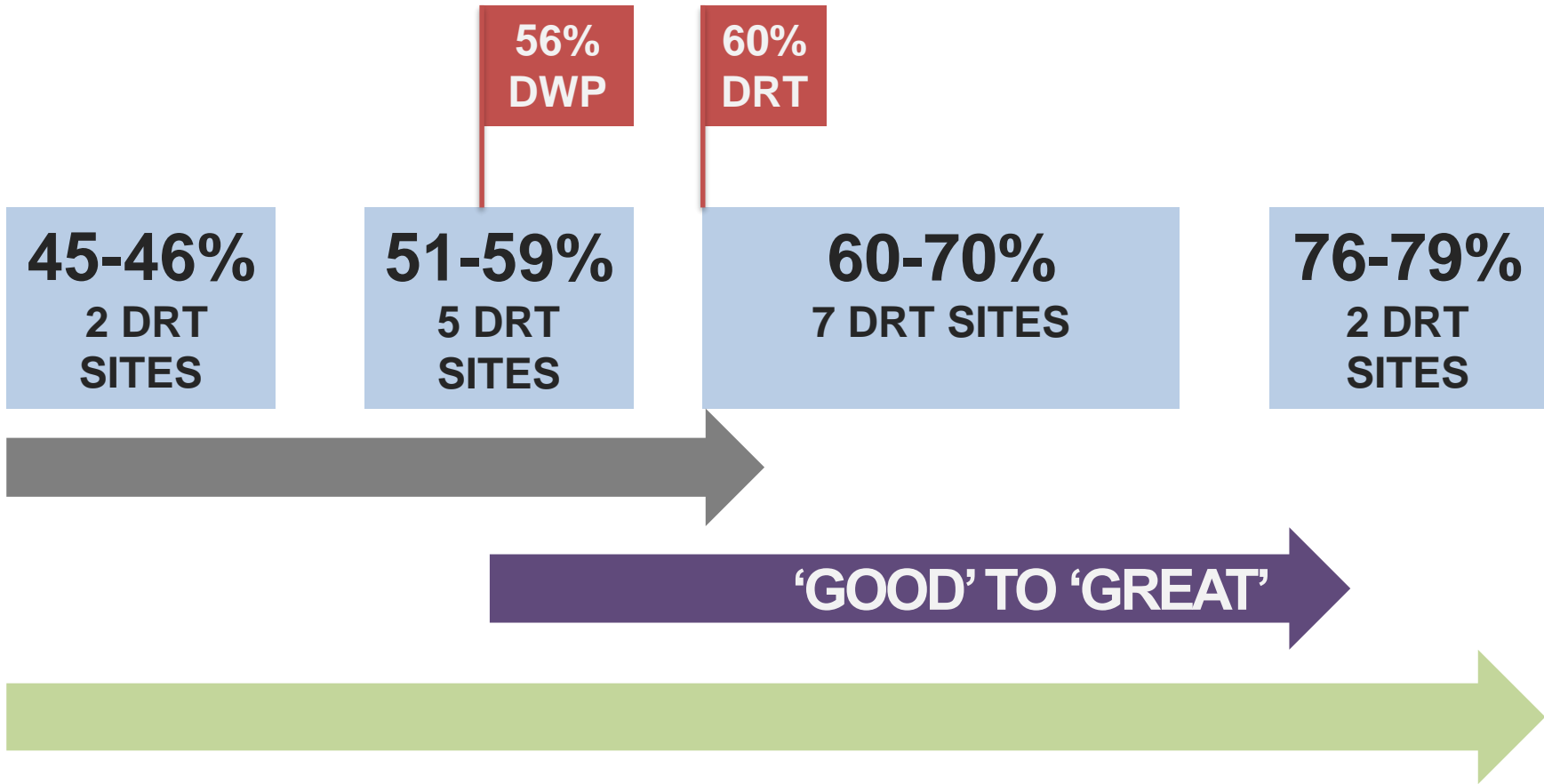
HOW DID WE MOVE FROM  
'GOOD' TO 'GREAT'?

Colleague Engagement Group  
Watford DRT

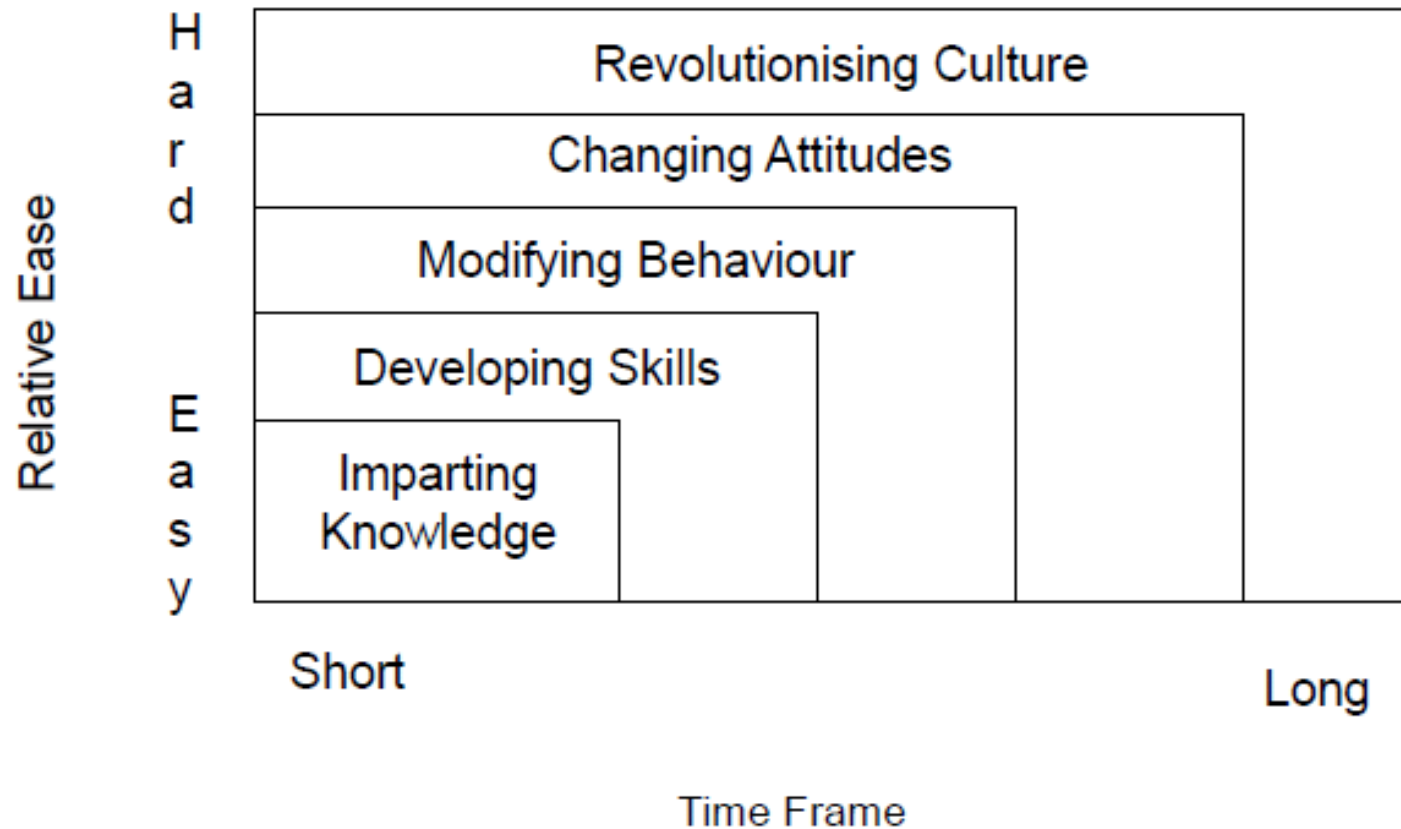
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# 1. REVIEW OF ENGAGEMENT SCORES 2015



## 2. CHANGING THE CULTURE



## 3. PRIORITY ENGAGEMENT AREAS

**1. PAY &  
BENEFITS**

**2.  
LEADERSHIP  
&MANAGING  
CHANGE**

**3. LEARNING &  
DEVELOPMENT**

## 4. HIGHEST ASSOCIATED THEMES

**1. MY WORK**

**2.  
ORGANISATIONAL  
OBJECTIVES AND  
PURPOSE**

**3. MY MANAGER**

## 5. CIVIL SERVICE CASE STUDIES

- Identified highly engaged teams or ones who had seen a big increase
- Studied a variety of teams through interviews
- Discovered emerging themes for building an engaged team with high wellbeing

## 6. EMERGING THEMES

1. Leaders
2. Feedback, involvement and consultation
3. Innovation and creativity
4. Frontline exposure
5. Challenge negative behaviours
6. Support flexible working approaches
7. Build team spirit
8. Take action



## 7. CASE STUDY EXAMPLE



Rail Accident Investigation Branch

- 61% to 75% in 2014
- Key findings:
  - the Civil Service People Survey is an important resource in helping to identify employee concerns
  - by empowering staff and giving them a voice, substantial gains in employee engagement are possible
  - be brave! Don't be afraid to try a new approach.

## 8. RECOMMENDATIONS

- Continue to share best practice through National PEG
- Complete our own DRT 'case study' for two highest performing sites
- Compare findings and emerging themes to Civil Service-wide themes
- Review Cluster Action Plans in line with recommendations

## 8. RECOMMENDATIONS cont.

Additionally, following mid-year engagement survey, National PEG could review:

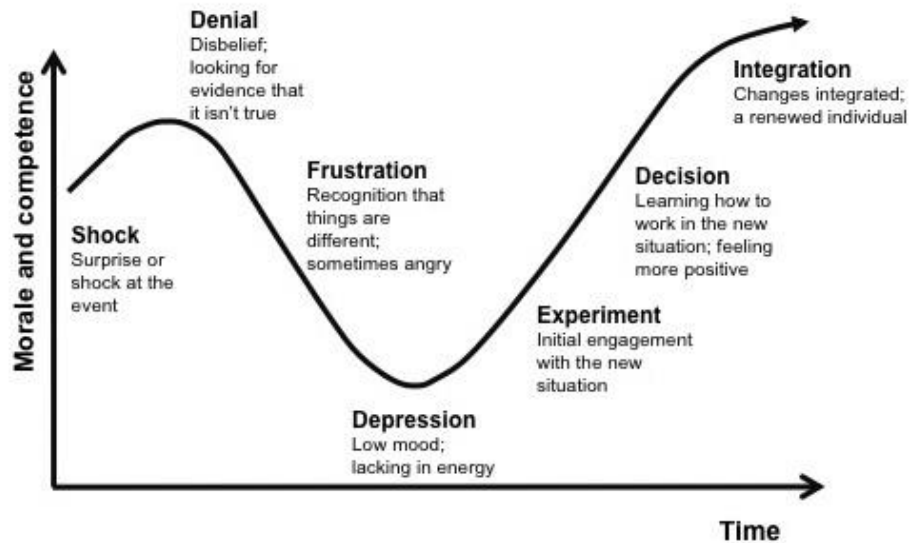
- Are DRT as innovative in engagement as we could be?
- How much are we sharing and then implementing good practice?
- Comparison to the emerging themes – what actions could take us to the next level (from ‘good’ to great)?

## 9. ENGAGEMENT DURING CHANGE

Two caterpillars are conversing and a beautiful butterfly floats by.

One caterpillar turns to another and says “**You’ll never** get me up in one of those butterfly things”.

# 9. ENGAGEMENT DURING CHANGE

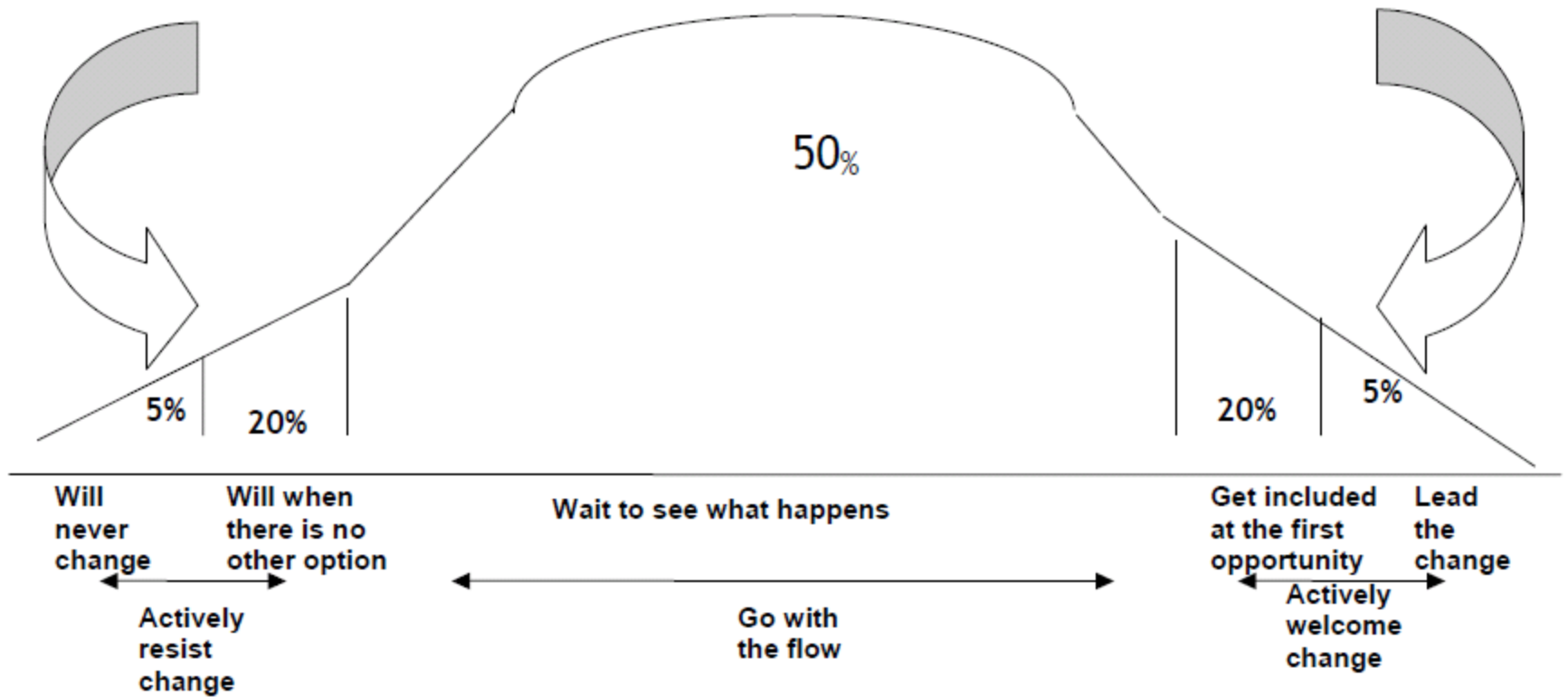


- The length of time it takes time to move between the changes depends on the individual

# 9. 'BLOCKERS AND CHAMPIONS'

'BLOCKERS'

'CHAMPIONS'



## 9. ENGAGEMENT DURING CHANGE

- Why do people resist change?
  - The vision isn't clear

## 9. ENGAGEMENT DURING CHANGE

So what do we do when the vision isn't clear?

- Create a **burning platform for change**
- Involve them at looking at:
  - Where we are now?
  - where do we want to be?
  - How can we get there?
  - What will be the same/different?



## 9. ENGAGEMENT DURING CHANGE cont.

- Get people involved, get their ideas and give them a role in to play
- Create an empowered culture, where everyone can initiate and explore change -and make the parameters clear
- Make time to hear concerns, reduce anxiety
- Negotiate effectively- know what your bottom line is- be prepared to give something up

## 9. ENGAGEMENT DURING CHANGE cont.

- Allow people time to move through the change curve
- Give them the skills they need to succeed
- Use peer group pressure, and change champions to get people on board
- Celebrate quick wins

## 10. CONCLUSION

- We may not always know where we will end up
- But we know that change is inevitable
- Continue to improve engagement
- Let's:
  - Teach people about change
  - Understand change ourselves
  - Know how to support those who adapt less quickly to change
  - Use our people to guide change