



# Exploring the role of Line Managers in developing and maintaining employee engagement levels

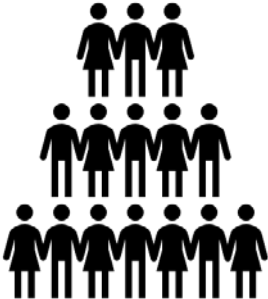
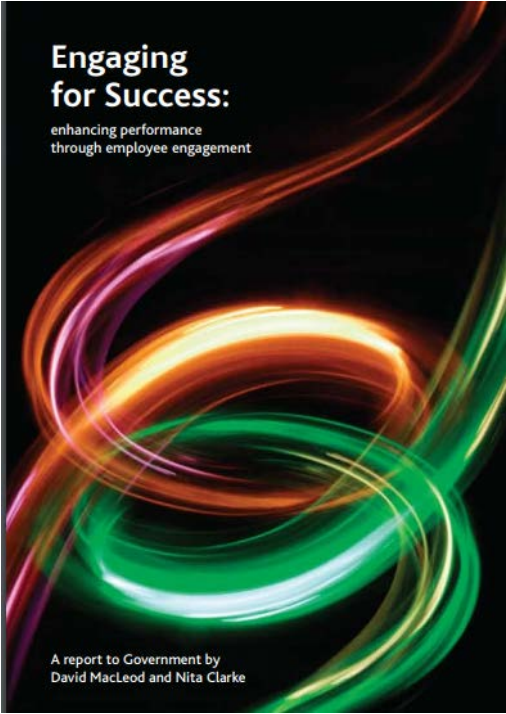
NBS Research Advisory Board

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## AN EXAMPLE OF ACTIVE DISENGAGEMENT:



# FROM THE MACLEOD REVIEW (2009) TO A MOVEMENT



**ENGAGE  
FOR SUCCESS**

# THOUGHT AND ACTION GROUPS (TAGS) - WHAT DO WE DO?



Thought and Action Groups -  
Topic & Sector

Developing research through Topic and Sector TAGs

- Line Manager TAG
- Behavioural Science TAG

For more information, email: [sarah.pass@ntu.ac.uk](mailto:sarah.pass@ntu.ac.uk) or go to <https://engageforsuccess.org/>

<https://engageforsuccess.org/line-manager-thought-action-group>



Thought and Action Groups -  
Regional

Disseminating research and findings from Regional TAGs

- East Midlands TAG

<https://www.linkedin.com/in/east-midlands-engaged/>

@EastMidsEngaged

# FOCUS OF RESEARCH

- **Who** is responsible for developing and implementing engagement initiatives?
- **What** role do key stakeholders have in implementing and sustaining employee engagement initiatives?
- **What** are the challenges to implementing and maintaining engagement initiatives?



# WHAT WE HAVE DONE SO FAR

- Conducted **interviews** and **focus groups** with almost 70 respondents across the public sector
- Semi-structured interviews with **key stakeholders** (Senior professionals, HR professionals, Line managers, Employees, Unions and Engagement Champions)



# ENGAGEMENT IS EVERYONE'S RESPONSIBILITY

## Senior Management

*'unless the person at the top are fully engaged and visible and motivating in their own right, and leading by example, then you will find it very difficult to get right down and to reach the people who matter...there has to be a level of physical buy in.'*

## HR

*'support and provide skills, provide encouragement, and share learning'*

## Unions

*'wouldn't be able to take this forward without their input, or their support in it'*

## Line Manager

*'senior managers might be sitting there and designing or talking about how they're going to do things, [it is] ultimately [line managers] who are left to actually drive that change forward and drive and engage with the staff'*

## Employees

*'Managers need to engage their staff, but staff need to engage with the managers to actually get a good working relationship'*

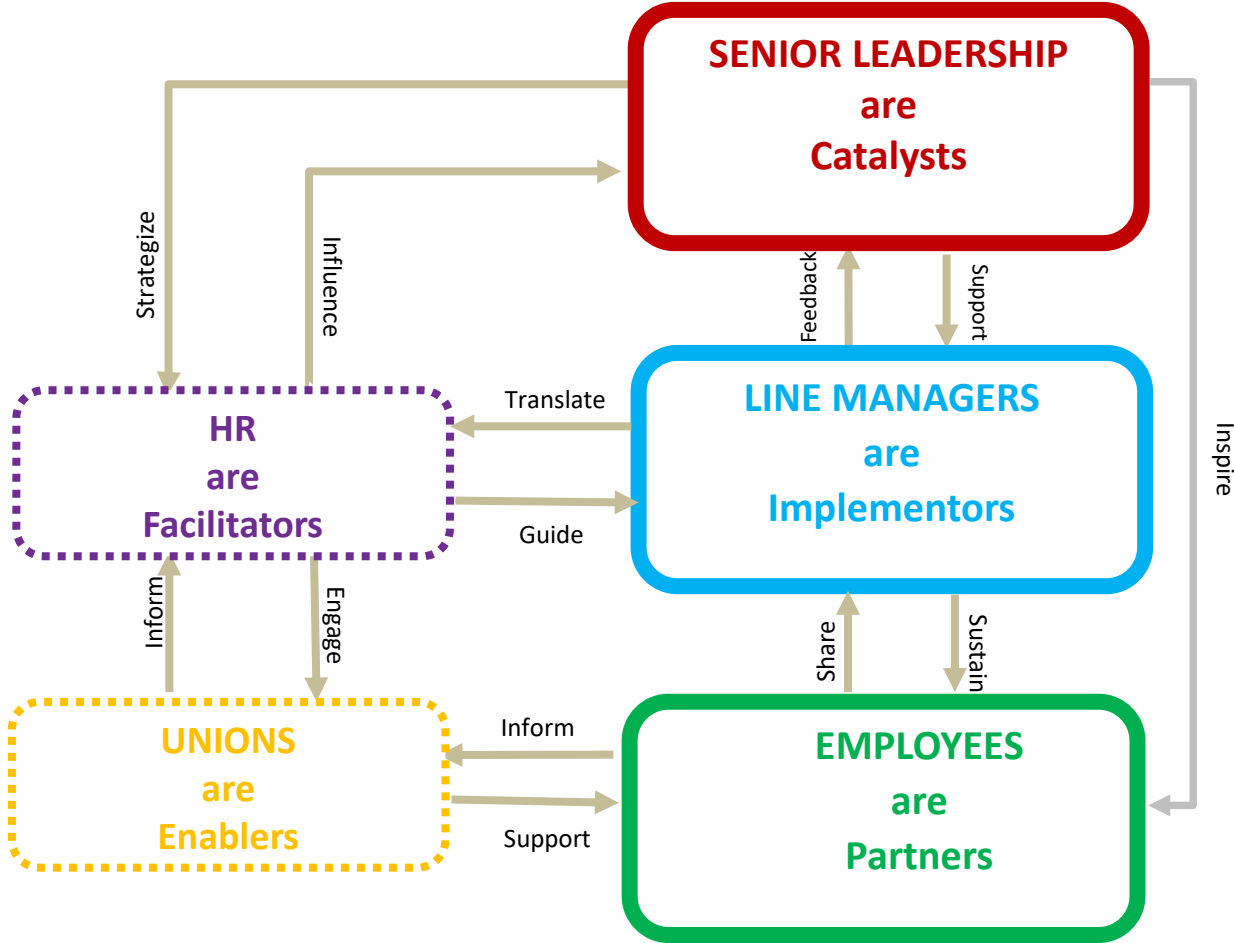
*'you can't force someone to be engaged'*

# EVERYONE HAS A ROLE

- **Line managers** were the medium between different stakeholders, and the **implementers** of engagement initiatives.
- **HR's** role was to **facilitate** the process and transactional aspect of employee engagement
- **Senior management** need to be the advocate of engagement and are accountable for **leading** and **driving it**.
- **Union** representatives **supported** and encouraged engagement between front-line staff and organisational initiatives.
- Engagement required **employees** to be **partners** and engage in initiatives.



# ROLES AND RESPONSIBILITY OF EMPLOYEE ENGAGEMENT INITIATIVES



## GOING FORWARD...

- Invited to undertake more fieldwork in NHS Scotland and HMRC
- Collaboration of research projects between Line Manager TAG and Behavioural Science TAG
- Public Sector engagement conference and East Midlands Regional Events



HM Revenue  
& Customs

# IMPACT

- How do we capture it?
- How can we utilise our connections with organisations and Engage for Success?
- Avenues for funding?





Thank you

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