



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

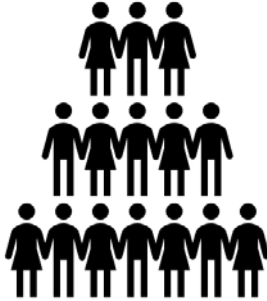
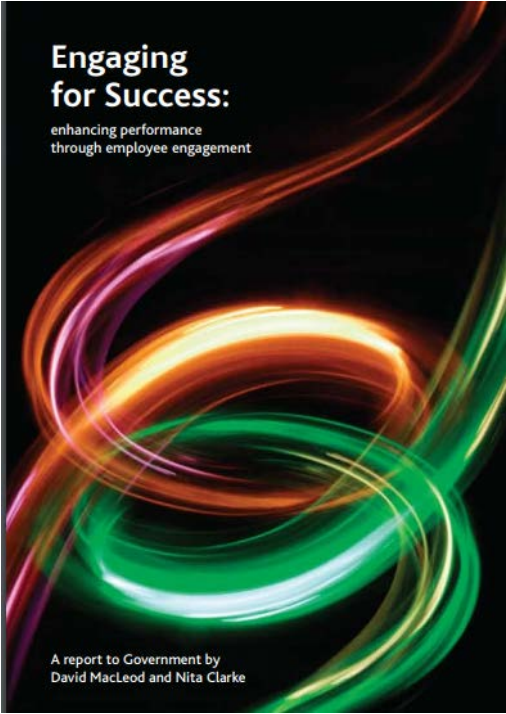
**HMRC**  
**Counter-Avoidance SMG Conference**  
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## AN EXAMPLE OF ACTIVE DISENGAGEMENT:



# 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**

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<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 LINE MANAGER TAG 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

- Case study research in the public sector
- Conducted **interviews** and **focus groups** with 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

- **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.

# WHAT ARE THE CHALLENGES FACING YOUR TEAM?





WHAT ONE CHANGE WOULD YOU MAKE? #ONECHANGE





Thank you

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