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

HMRC
Counter-Avoidance SMG Conference
2nd July 2019

Dr Sarah Pass, Derek Watling, Dr Nadia Kougianou, Dr Maranda Ridgway, Catherine Abe
AN EXAMPLE OF ACTIVE DISENGAGEMENT:
FROM THE MACLEOD REVIEW (2009) TO A MOVEMENT
THOUGHT AND ACTION GROUPS (TAGS) - WHAT DO WE DO?

Developing research through Topic and Sector TAGs

- **Line Manager TAG**
- **Behavioural Science TAG**

For more information, email: sarah.pass@ntu.ac.uk or go to https://engageforsuccess.org/

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

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

Research Team:

Sarah Pass, sarah.pass@ntu.ac.uk
Derek Watling, derek.watling@ntu.ac.uk
Nadia Kougianou, nadia.Kougianou@ntu.ac.uk
Maranda Ridgway, maranda.ridgway@ntu.ac.uk
Catherine Abe, catherine.abe@ntu.ac.uk