



ENGAGE
FOR
SUCCESS



10 YEARS ON

Inspiring people and workplaces to thrive

Time	EMPLOYEE ENGAGEMENT IN THE UK LATEST MEASUREMENT THROUGH THE PANDEMIC AND BEYOND
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10.00	Welcome and introductions from David MacLeod , co-founder and co-Chair Engage for Success Thank you to Nottingham Trent University for hosting and supporting this event
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10.10	Research headlines from Sarah Pass , Nottingham Trent University and James Court-Smith , Stillae Ltd
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10.50	Audience Q&A and Panel discussion with Sarah and James joined by: Lisa Mohabeersingh , Senior Employee Engagement Manager, HS2 Ltd Monica Pabualan , Internal Communications Manager, NHS South West London Karen Notaro – Head of Engagement & Wellbeing for His Majesty’s Courts & Tribunal Service Hosted by Jo Moffatt , Partnerships Director and Radio show host, Engage for Success
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11.20	Closing remarks from Nita Clarke , co-founder and co-Chair Engage for Success
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11.30	Close
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#EFS10YearsOn



RESEARCH PRESENTATION



Dr Sarah Pass

- EFS Board & Steering Group
- EFS TAG & Area Network Lead
- Senior Lecturer, Nottingham Business School



James Court-Smith

- EFS Board & Steering Group Chair
- Director, Stillae Ltd



EMPLOYEE ENGAGEMENT IN THE UK

Exploring the impact of the pandemic on
employee engagement

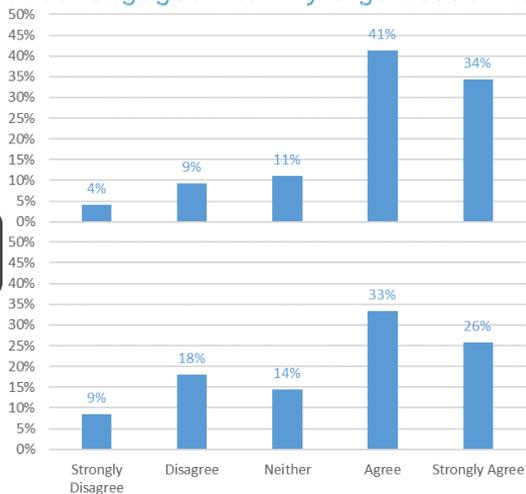
Research Team: Sarah Pass, James Court-Smith, Yu-Ling Liu-Smith,
Serban Popescu, Maranda Ridgway and Nadia Kougiannou



Self-ratings of Engaged With ...

Organisation

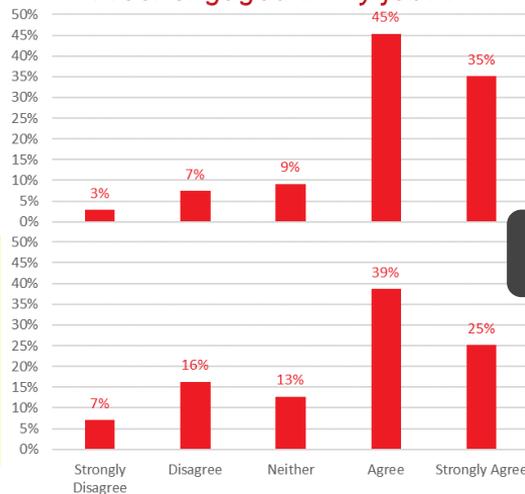
I feel engaged with my organisation...



-11%
During

Job

I feel engaged in my job...



-11%
During

Before
the pandemic

Before
the pandemic

During
the pandemic

During
the pandemic

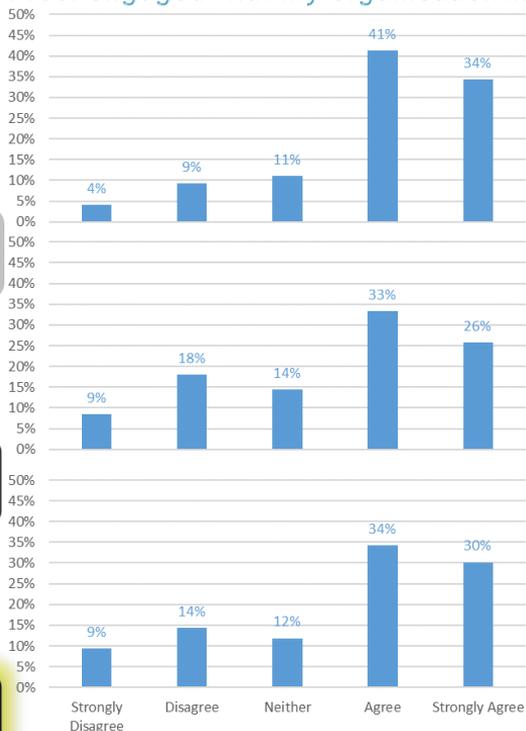
	Before the pandemic	During the pandemic	Difference
% Positives	76%	59%	-17%
MEAN as a %	73%	63%	-11%

	Before the pandemic	During the pandemic	Difference
	80%	64%	-17%
MEAN as a %	76%	65%	-11%

Self-ratings of Engaged With ...

Organisation

I feel engaged with my organisation...



Before the pandemic

During the pandemic

Now (August 2022)

-11%
During

+3%
Since

-8% vs
Before

	Before the pandemic	Now	Difference
% Positives	76%	64%	-11%
MEAN as a %	73%	65%	-8%

Job

I feel engaged in my job...



Before the pandemic

During the pandemic

Now (August 2022)

-11%
During

+3%
Since

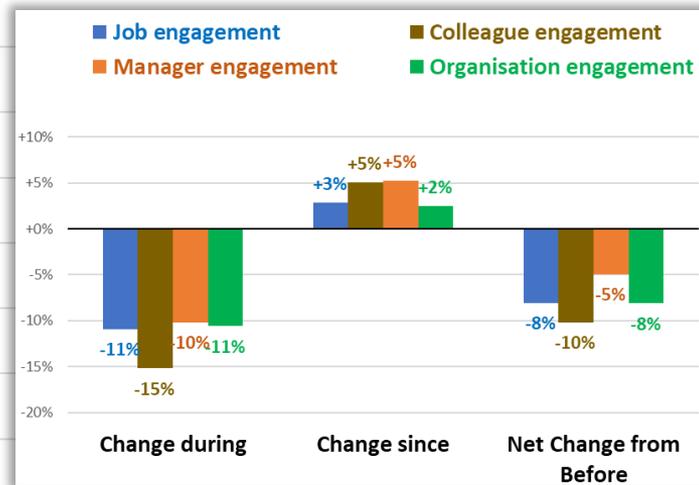
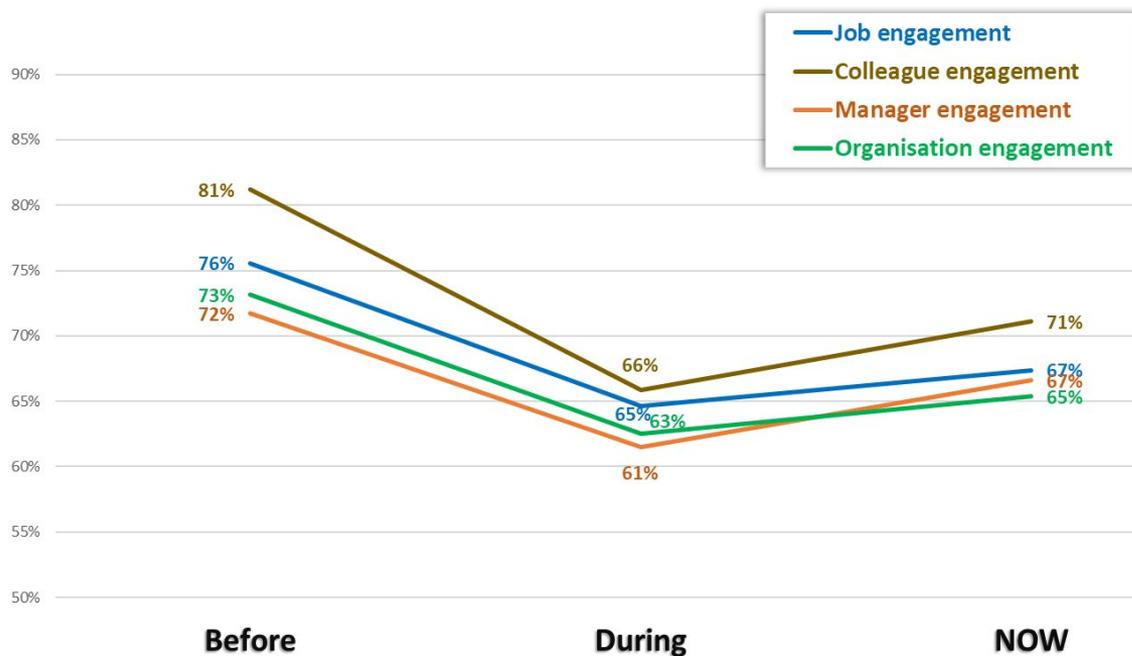
-8% vs
Before

	Before the pandemic	Now	Difference
% Positives	80%	65%	-15%
MEAN as a %	76%	67%	-8%

Self-Ratings of Engaged With...

Experience...
How it is
remembered &
thought of now...

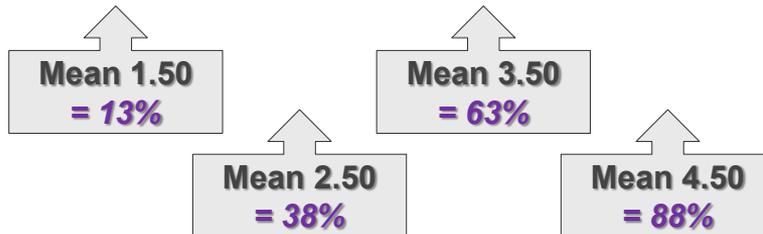
Large drop in Engagement during the pandemic (-11%)
With partial recovery or rebound since: regaining a third of the drop (+3%)
Engagement now rated as lower than before the pandemic (-8%)



Use the MEAN score to fairly reflect Employee Voice

Converting the mean to a % makes it more intuitive

	Strongly Disagree	Disagree	Neither /nor	Agree	Strongly Agree
Scale#	1	2	3	4	5
MEAN	1.00	2.00	3.00	4.00	5.00
	Minimum possible		Mid-point		Maximum possible
As %	0%	25%	50%	75%	100%

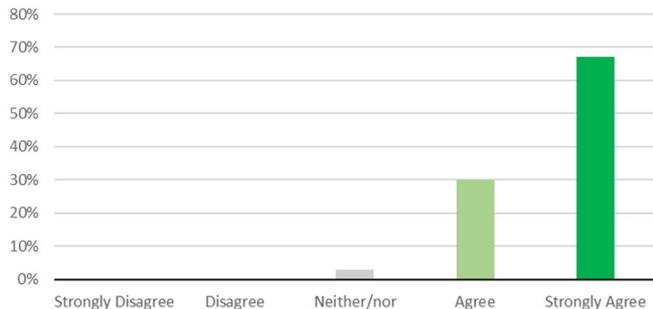


Only the MEAN counts every employee's responses equally, reflecting the answers they actually gave

% Strongly Agree (“% topbox”)

I feel able to speak up and share my opinions at work

Department 1



67%
Strongly
Agree

Nobody
disagrees

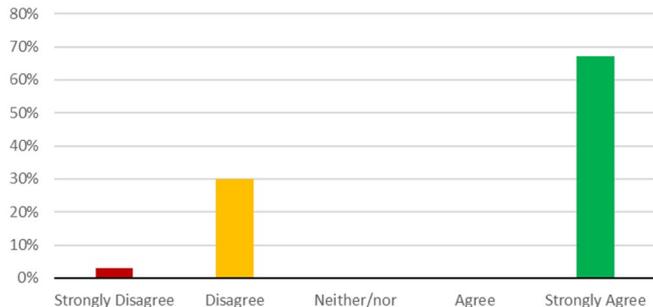
Mean=
(4.64)
91%

Same?

No?

No!

Department 2



67%
Strongly
Agree

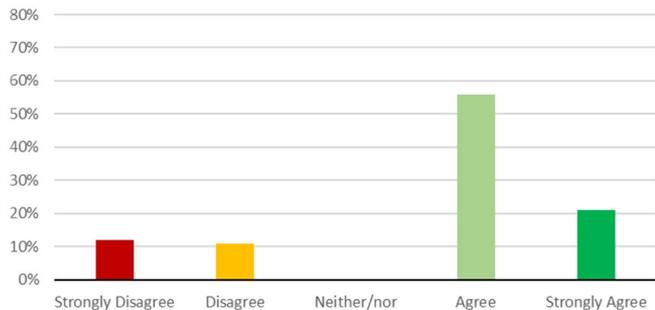
A third
actively
disagree

Mean=
(3.98)
75%

% Positives (% of 4s and 5s)

I feel able to speak up and share my opinions at work

Department 3



77%
Positives

Almost 1
in 4
disagrees

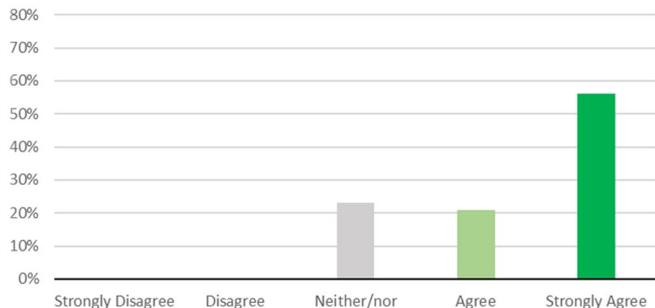
Mean=
(3.63)
66%

Same?

No?

No!

Department 4



77%
Positives

Nobody
disagrees

Mean=
(4.33)
83%

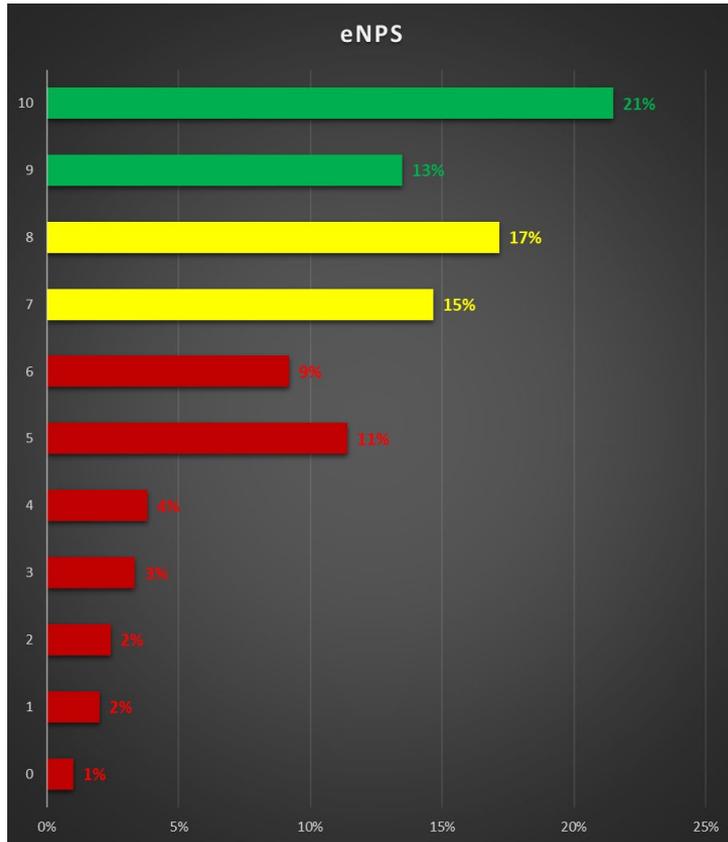
All of these methods ask for a response on a scale, but then (partly) ignore the answer given.
Ignoring negatives or neutral responses.

Blind to changes from Strongly Disagree to *Neither agree nor disagree*

eNPS style scoring (Employee Net Promoter Score)

How likely is it that you would recommend this company as a place to work?

Extremely Likely (10)



Not at all Likely (0)

35% Promoters

eNPS of +2%

33% Detractors

But

32% are entirely ignored by this scoring method!

Literally ignoring a third of employees

Illustration using real employee survey data from across a large number of small organisations (over 6,000 employees). Not taken from our representative UK survey.

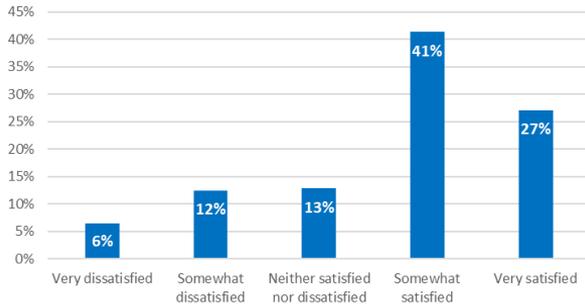


Our measure of Engagement

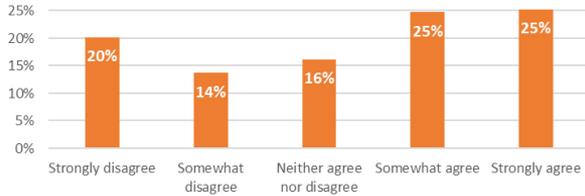
Combining 3 outcome questions (Organisational Engagement)

Engagement measure (Organisational)

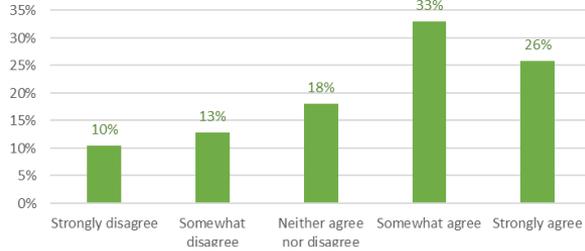
Overall Satisfaction	Overall, how satisfied are you with your organisation as a place to work?	Employee Engagement Index <i>(mean of 3 Qns)</i>
Loyalty	I plan to be working for my organisation three years from now	
Advocacy	I would recommend my organisation as a great place to work	



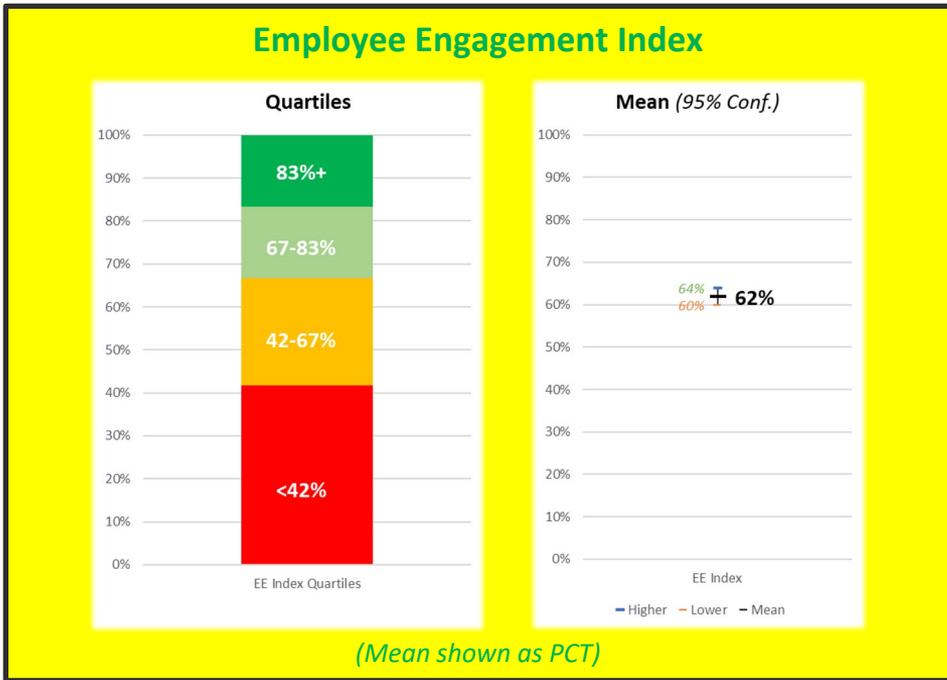
Mean as PCT:
68%
(Mean 3.70)



Mean as PCT:
55%
(Mean 3.21)

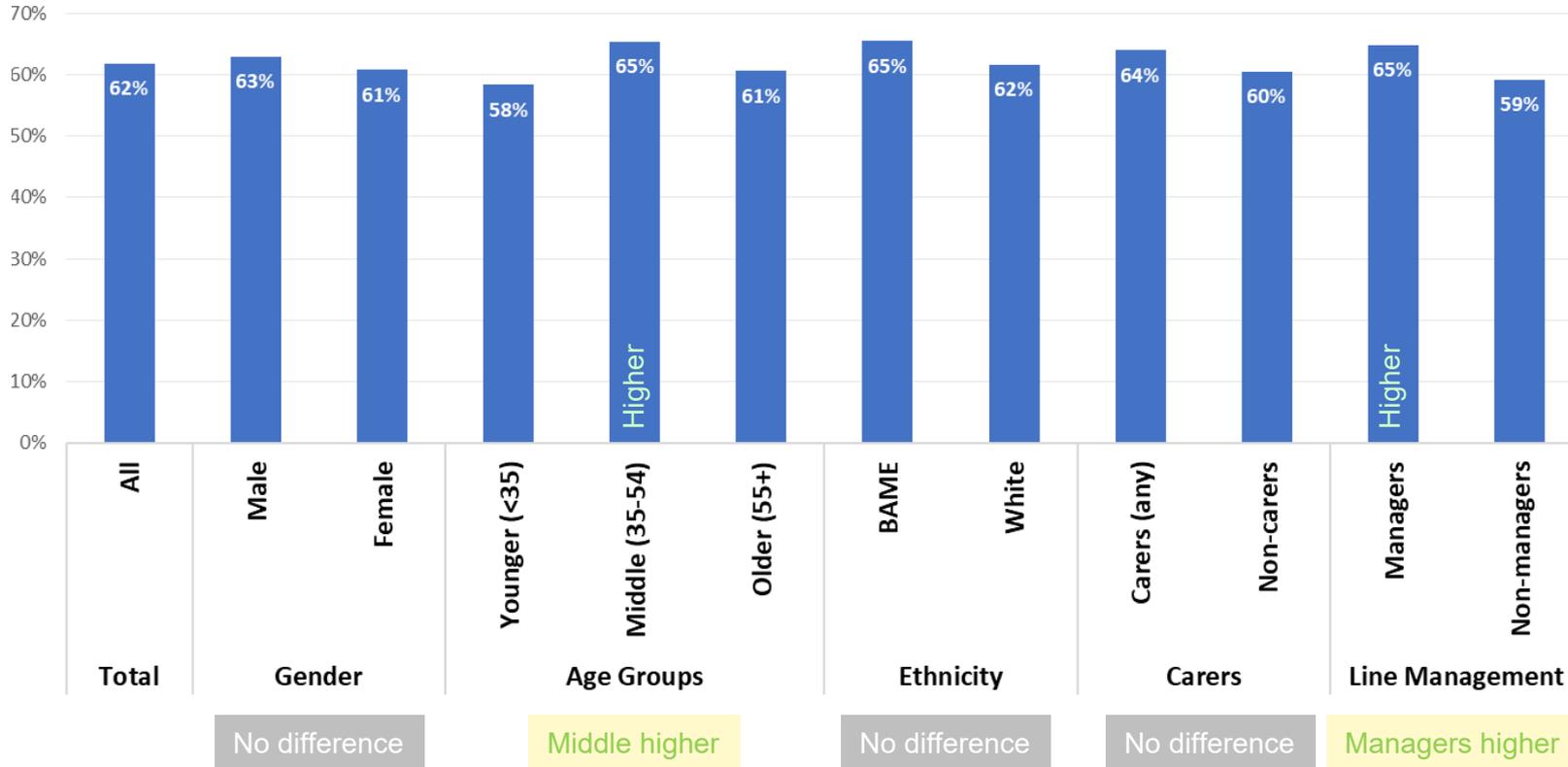


Mean as PCT:
63%
(Mean 3.51)



Engagement measure (Organisational)

Overall Satisfaction	Overall, how satisfied are you with your organisation as a place to work?	Employee Engagement Index <i>(mean of 3 Qns)</i>
Loyalty	I plan to be working for my organisation three years from now	
Advocacy	I would recommend my organisation as a great place to work	



Different situations (Respondents)



	Engagement Changes
Gender	Females: larger Job & Org drops during
Age Groups	No difference
Carers	No difference
Managers	No difference
WFH (all/most) during pandemic	Larger drops During
Essential Workers	Smaller drops for Job & Colleague
Furloughed	Larger drops During

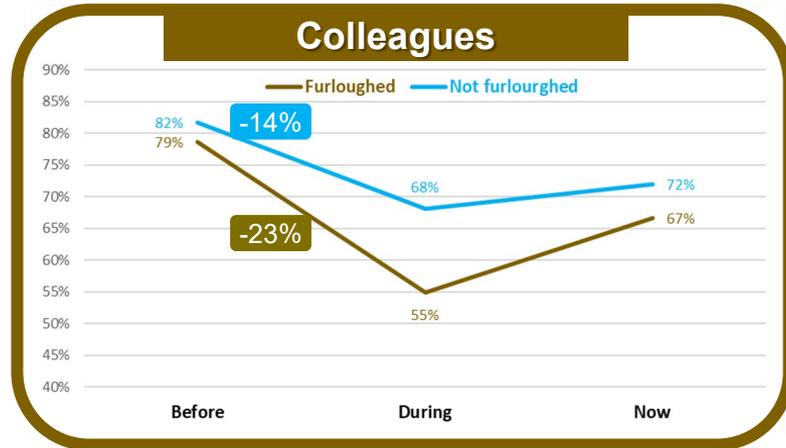
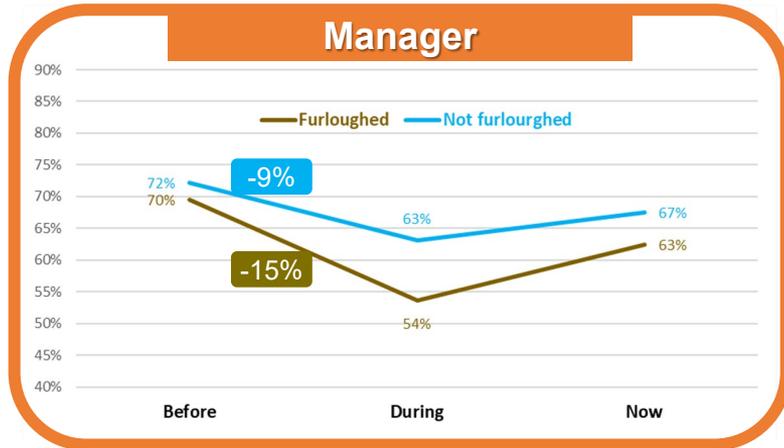
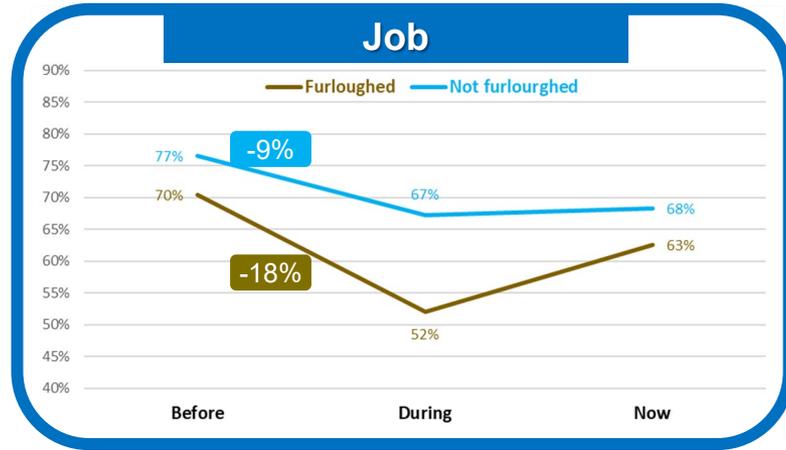
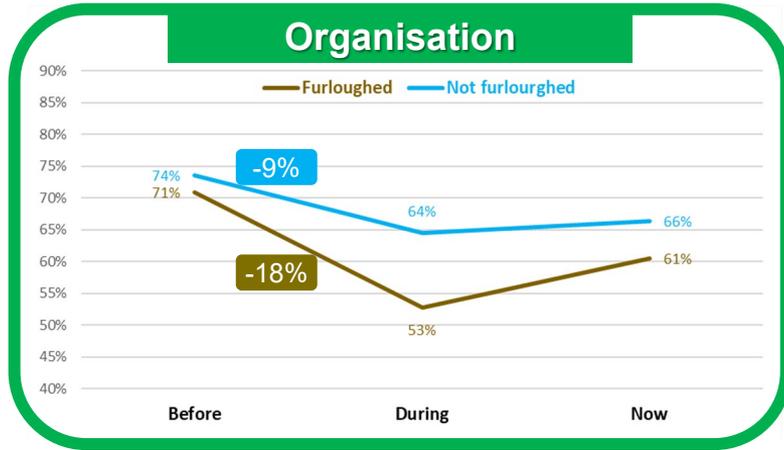
Managers score higher on Engagement. But were not affected any more or less than non-managers during (or since) the pandemic

Group	Before	During	Now
Managers	78%	67%	70%
Non-managers	68%	58%	61%

Those Working From Home (as experienced during the pandemic) suffered larger drops in Engagement during (+more rebound after)

Group	Before	During	Now
WFH (all/most)	81%	62%	70%
Workplace (all/most)	81%	71%	73%

Those on Furlough report the largest drops during pandemic



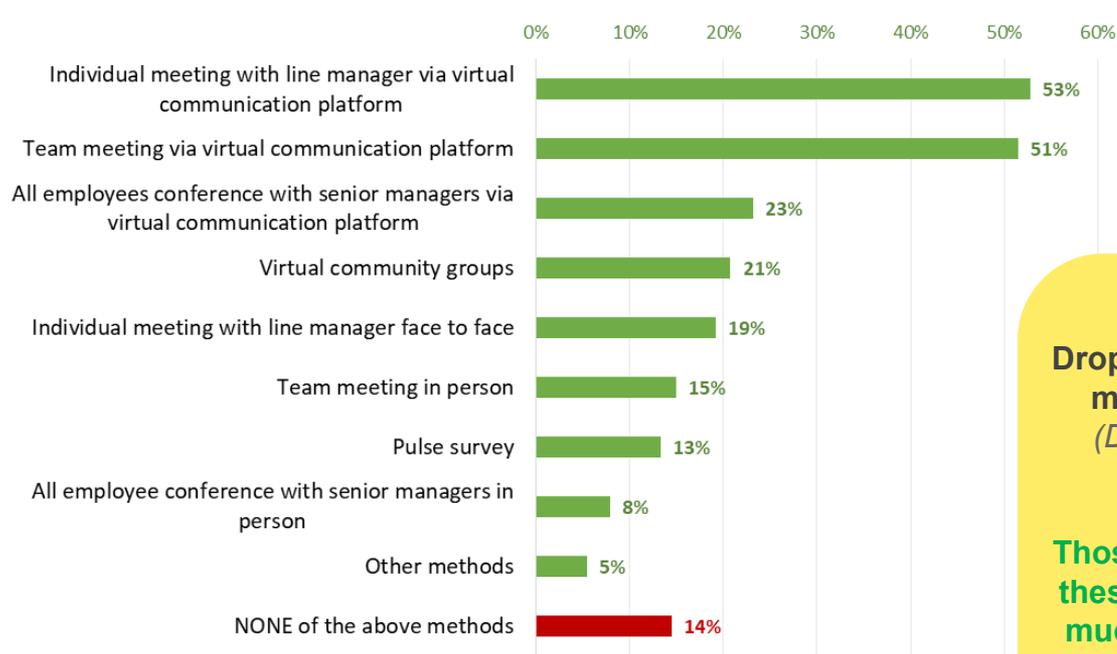


Overview of the impact on Engagement and on the drops during the pandemic

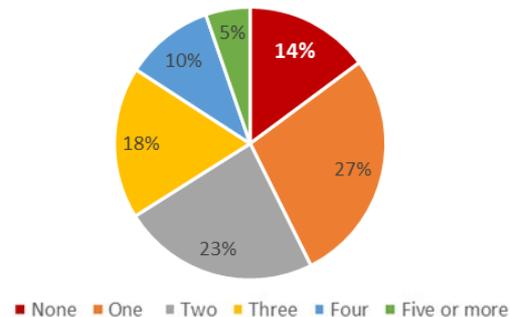
- Meeting Methods
- Training Methods
- Comms Methods
- Online wellbeing offerings
- Face-to-face versus Virtual methods
- Contact with Line Manager
- Management training

Different Meeting methods (Org response)

Meeting methods

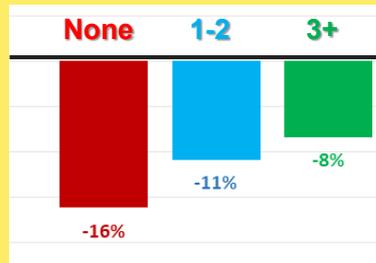


Summary (count of methods)



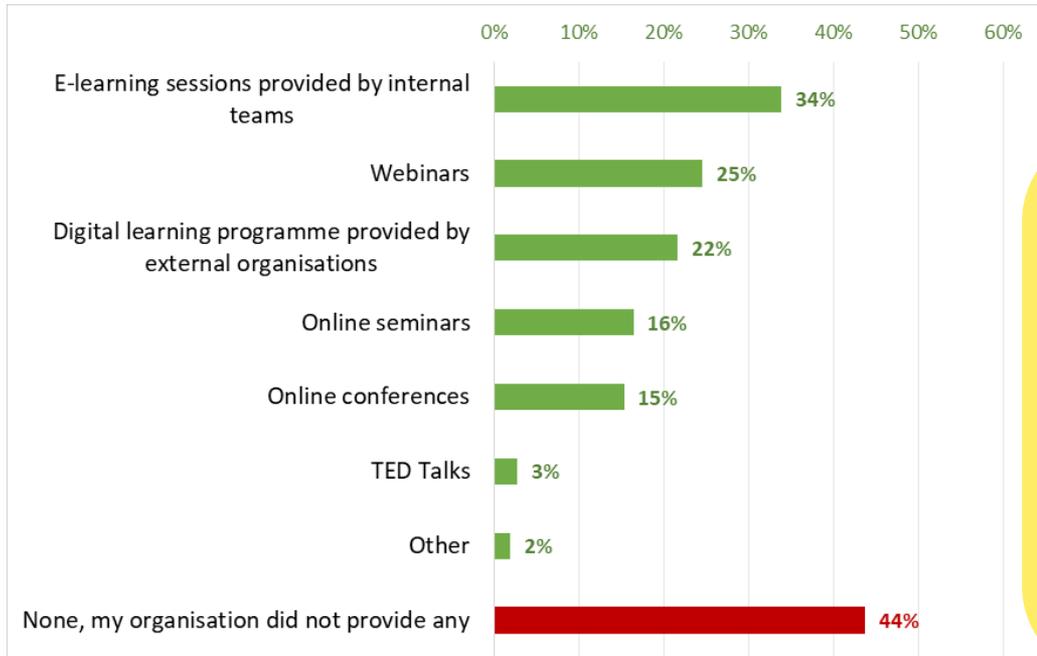
Drop in Engaged with my Organisation
(During vs Before pandemic).

Those reporting 3+ of these methods show much smaller drops during

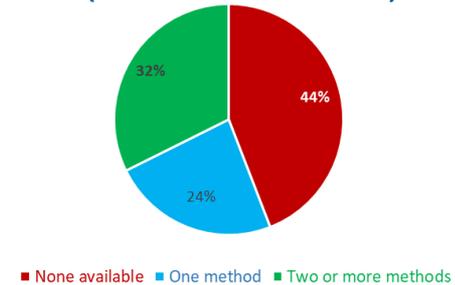


Different Training and professional development methods (Org response)

Training and professional development methods



Summary (count of methods)



Drop in Engaged with my Organisation
(During vs Before pandemic).

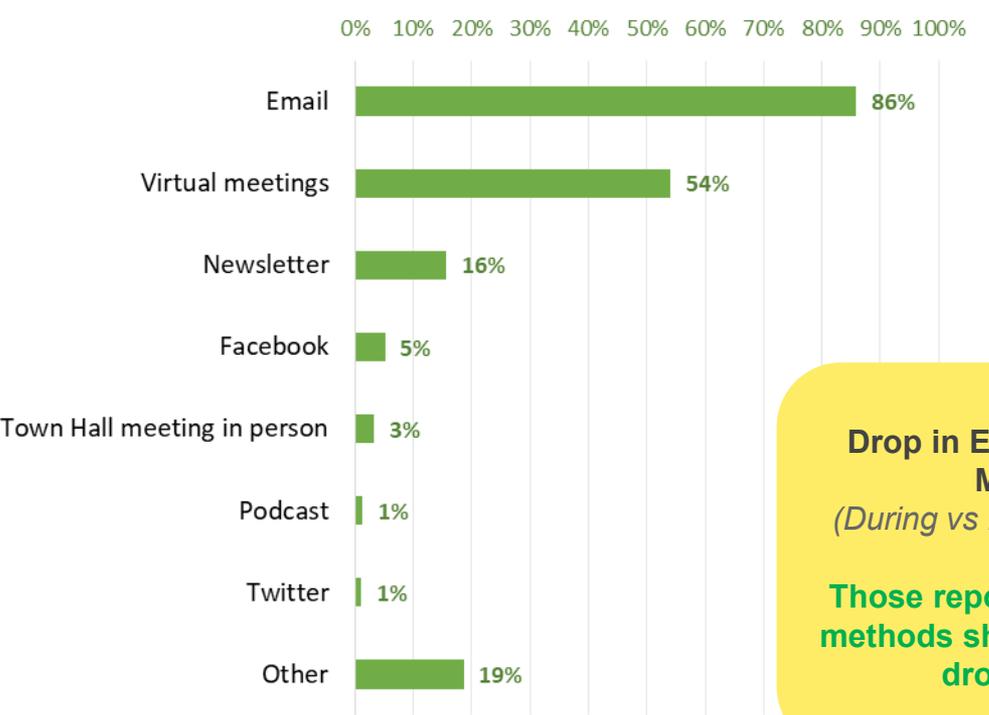
Those reporting two or more show much smaller drops.

A bar chart showing the drop in engagement for different availability categories during vs before the pandemic. The x-axis represents the drop in engagement percentage. The y-axis represents the availability categories. The bars are red, blue, and green.

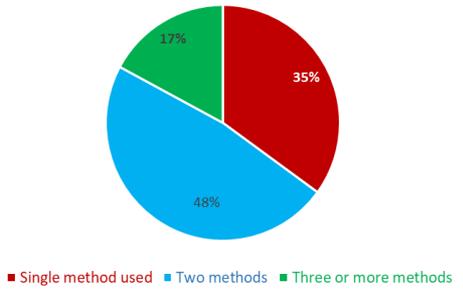
Availability	Drop in Engagement
None available	-13%
Single method available	-12%
Two or more methods available	-6%

Different Communication methods (Org response)

Communication methods



Summary (count of methods)



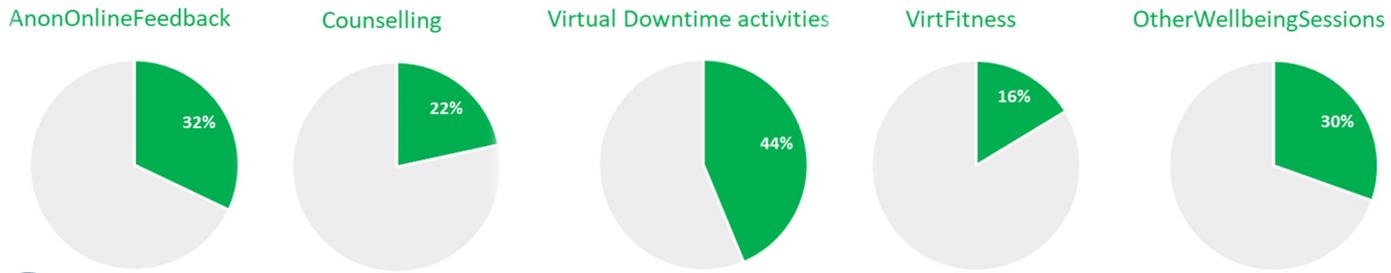
Drop in Engaged with my Manager
(During vs Before pandemic).

Those reporting 3+ of these methods show much smaller drops during

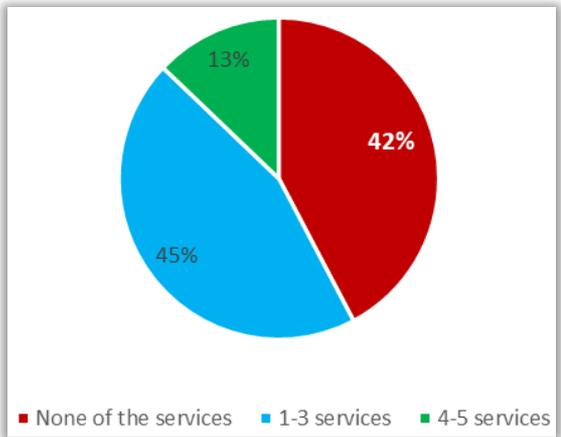
Count of Methods	Drop in Engagement
Single method used	-13%
Two methods	-10%
Three or more methods	-6%

Different online wellbeing offerings during (Org response)

Five services



Summary (count of services)



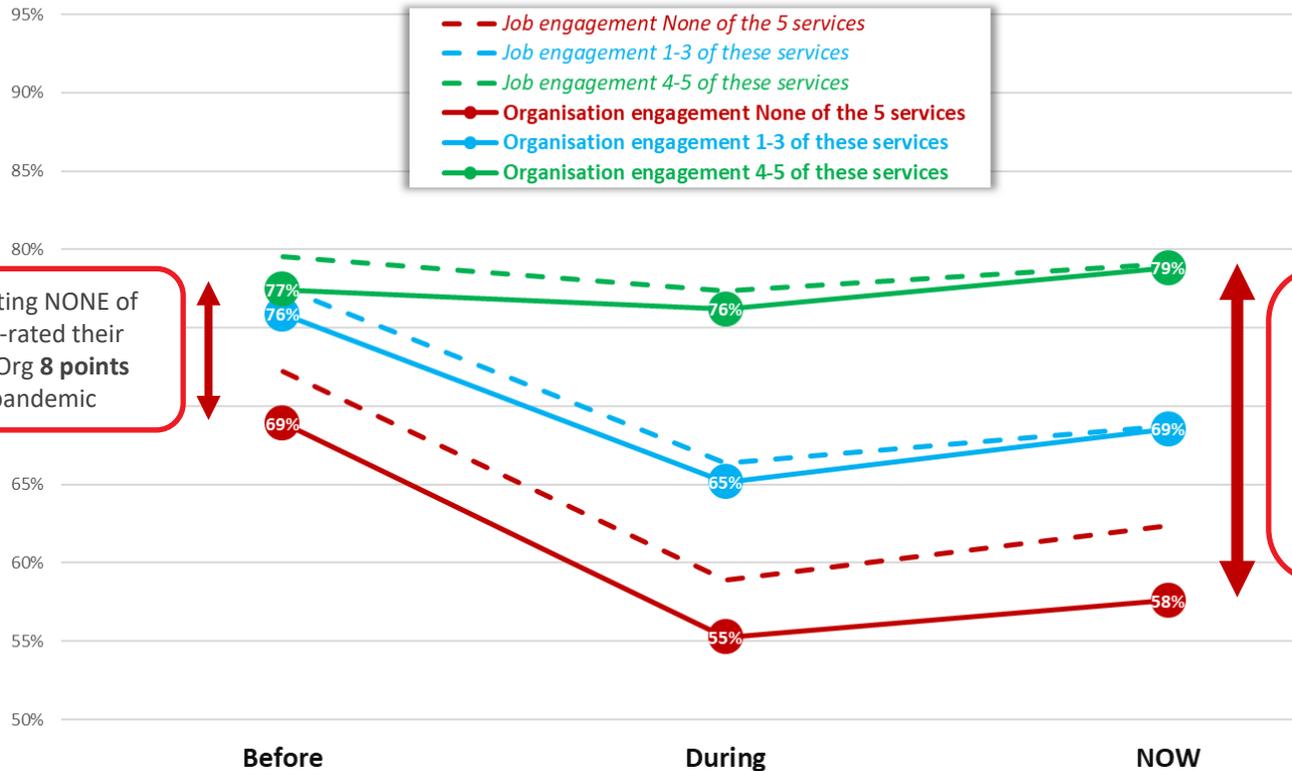
Drop in Engaged with my Organisation (During vs Before pandemic).

Those reporting that 4-5 of these were available show no significant drop.

Service Availability	Drop in Engagement
None of the 5 services	-13%
1-3 of these services	-11%
4-5 of these services	-1%

Different online wellbeing offerings during (Org response)

Self-ratings for Engaged With **Organisation** (and with Job) for Before, During and After pandemic by Services Provided (of 5: Virt Downtime, Anon Online Feedback, Counselling, Virt Fitness & Other Wellbeing Sessions)



Respondents reporting NONE of these services self-rated their engagement with Org **8 points** lower BEFORE pandemic

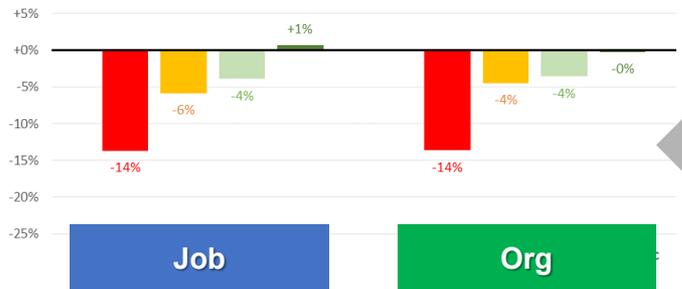
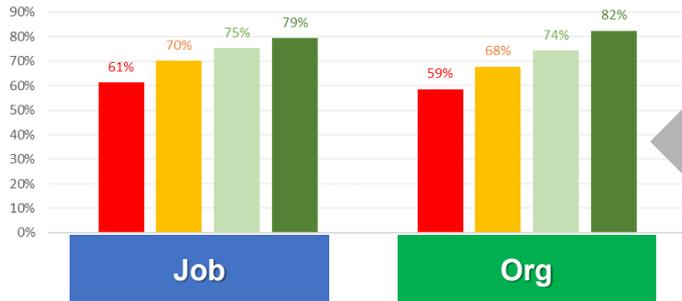
Respondents reporting NONE of these services self-rated their engagement with Org **21 points** lower AFTER the pandemic

Higher frequency of **face-to-face** Meeting Methods linked to higher Engagement (and smaller drops during pandemic)

Frequency of F2F methods is an aggregated measure of 3 items:

- Individual meeting with line manager face to face
- Team meeting in person
- All employee conference with senior managers in person

F2F



Engaged With...

During pandemic

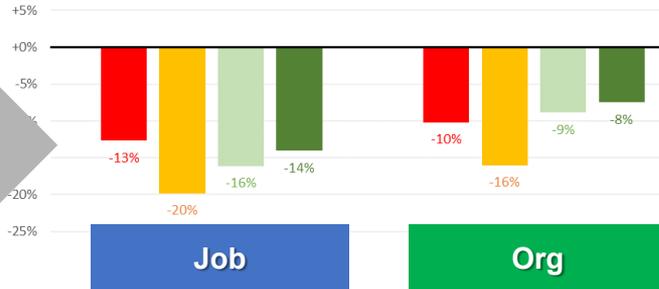
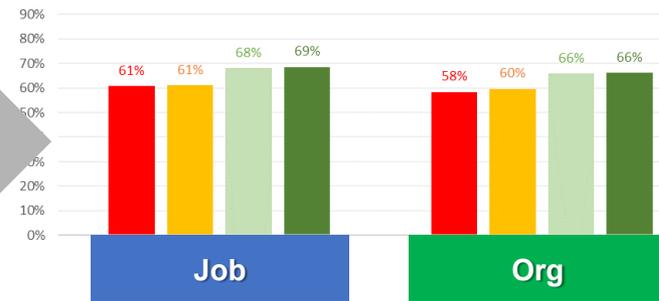
Drops in Engaged With...

During pandemic

Frequency of Virtual methods is an aggregated measure of 4 items:

- Individual meeting with line manager via virtual communication platform
- Team meeting via virtual communication platform
- All employees conference with senior managers via virtual communication platform
- Virtual community groups

Virtual

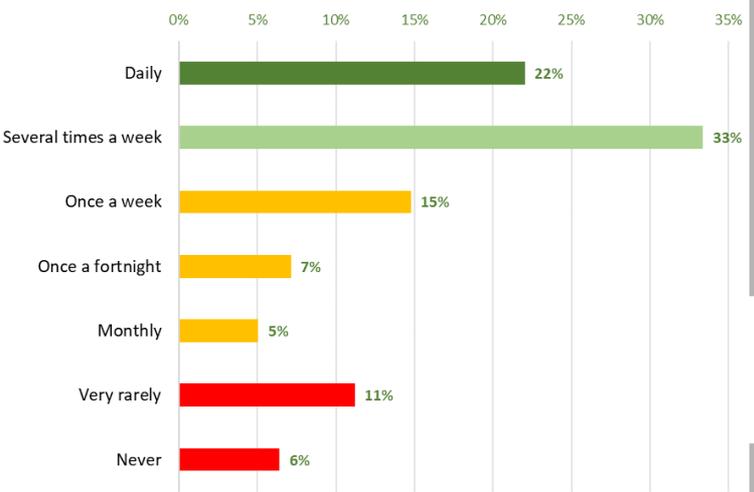


Frequency of Virtual methods did not link overall.

However these were used much more than F2F methods during the pandemic.

The use of Virtual Manager and Virtual Team meetings did make a difference (vs not using them), and were more effective when more frequent.

Frequency of contact with Line manager: higher frequency associated with higher Engagement and smaller drops in Engagement during pandemic



Engaged With...
During pandemic



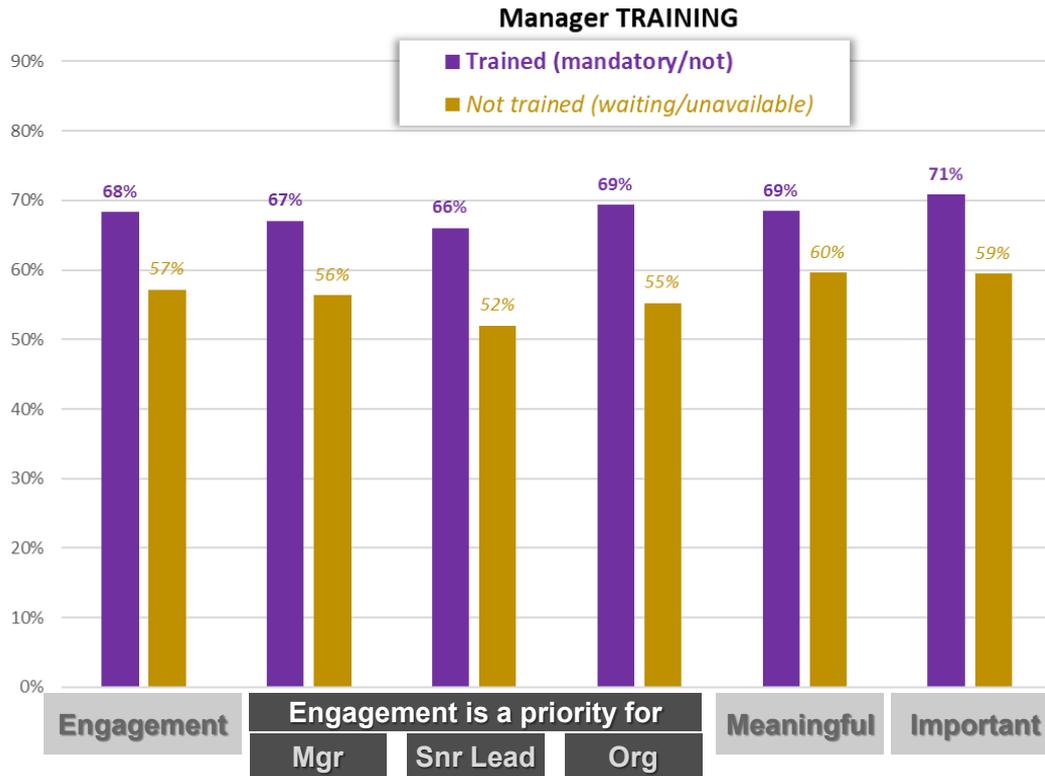
Drops in Engaged With...
During pandemic



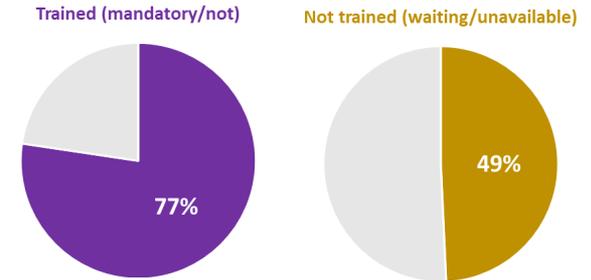
Impact of Line Management Training:

Higher Engagement, stronger ties to the Organisation and work perceived as more Important and more Meaningful.

And more likely to write Action Plans following a survey.



In your role as a line manager... Do you **write action plans** for your team in response to engagement survey scores?





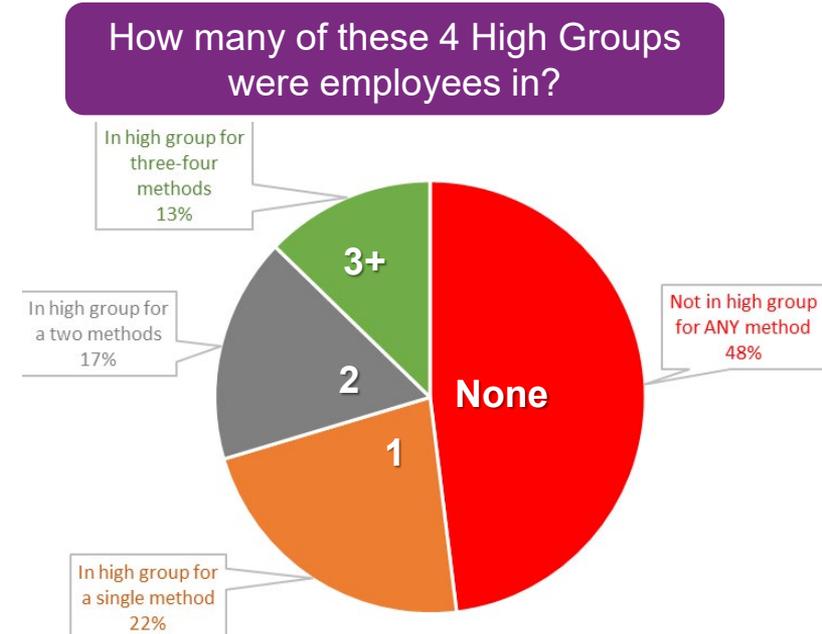
How much impact can the Organisational Response have?

Summarising the difference these made to employees' experience, and their Engagement

- Meeting Methods
- Comms Methods
- Training Methods
- Online wellbeing offerings

Summarising the Organisational Response

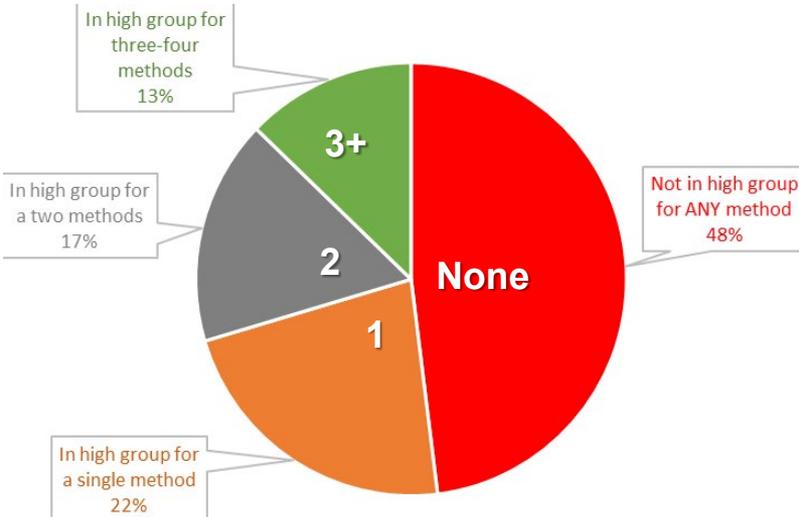
	High Group	
Meeting methods	3+ methods	<i>Vs none, one or two methods</i>
Comms methods	3+ methods	<i>Vs one or two methods</i>
Training methods	2+ methods	<i>Vs none or single method</i>
Online wellbeing offerings	4-5 methods	<i>Vs none, 1, 2 or 3 methods</i>
	Smaller drops during pandemic	



Half were in NO high group
1 in 8 were in 3 or more high groups

Summarising the Organisational Response

How many of these 4 High Groups were employees in?



Half were in NO high group
1 in 8 were in 3 or more high groups

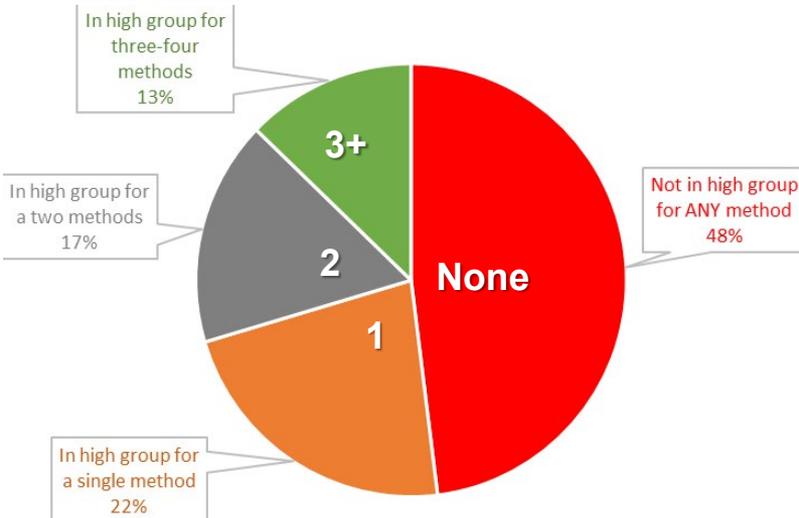
Most employees experienced...

	Meeting methods	Training methods	Comms methods	Online Wellbeing Offerings
None	1 or 2	None	1	None
One high group	1 or 2	1+	2+	1+
Two high groups	3+	2+	2+	2+
Three+ high groups	3+	2+	3+	4+

Table shows the four Summary Groupings and how many of each Method the majority of employees reported

Summarising the Organisational Response

How many of these 4 High Groups were employees in?



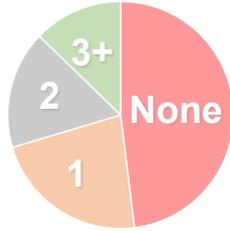
Half were in NO high group
1 in 8 were in 3 or more high groups

Meeting & Training methods complemented by Comms methods

	Meeting methods	Training methods	Comms methods	Online Wellbeing Offerings
None	NA			
One high group	Half in high group 3+	40% in high group 2+	10% in high group 3+	<10% in high group 4+
Two high groups	$\frac{3}{4}$ in high group 3+	$\frac{3}{4}$ in high group 2+	30% in high group 3+	20% in high group 4+
Three+ high groups	All in high group 3+	All in high group 2+	$\frac{3}{4}$ in high group 3+	60% in high group 4+

Summarising the Organisational Response

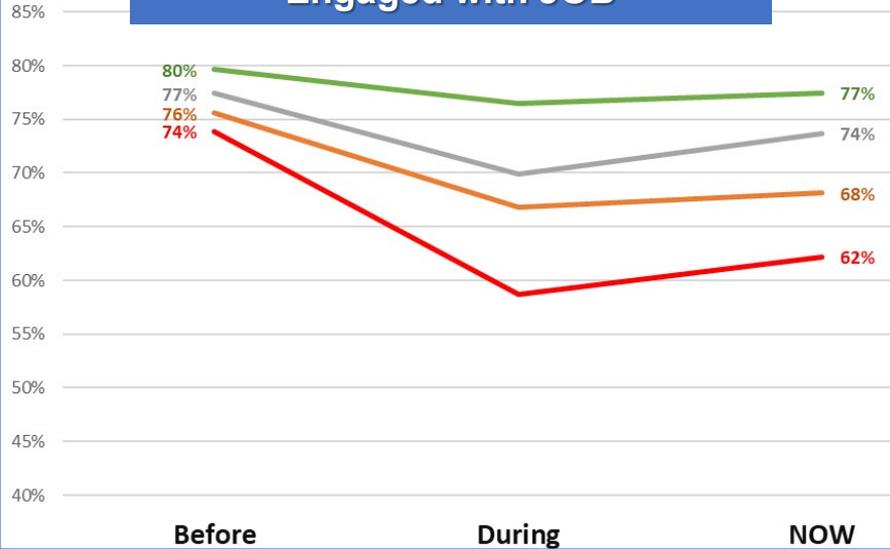
	High Group
Meeting methods	3+ methods
Comms methods	3+ methods
Training methods	2+ methods
Online wellbeing offerings	4-5 methods
	Smaller drops during pandemic



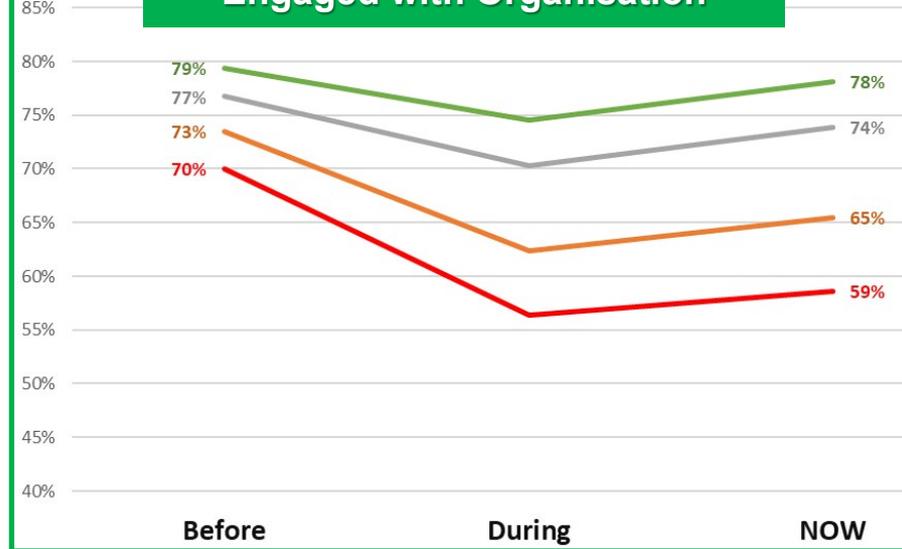
High Groups	None	None
	1	+ Meeting methods
	2	+ Training methods
	3+	+ Comms methods

		Job	Org
Now vs Before	None	-12%	-11%
	1	-7%	-8%
	2	-4%	-3%
	3+	-2%	-1%

Engaged with JOB



Engaged with Organisation



Next steps...



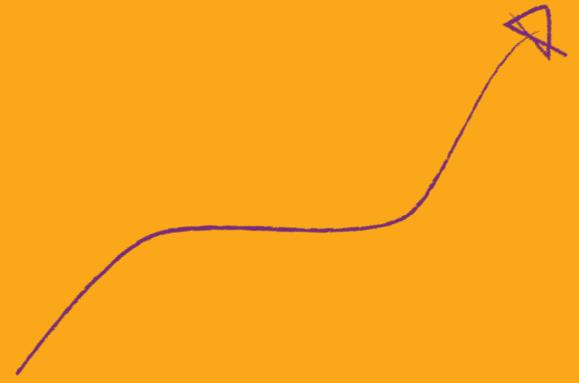
- **Report**
- All graphs and explanation
- Open questions
- More depth and detailed analysis



- **Radio Show**
- 16th January 2023, 5.30-6pm



- Findings feeding into 'knowledge exchange' project with David and Nita



AUDIENCE Q&A
PANEL DISCUSSION



Joining Sarah and James for Q&A and general discussion



Karen Notaro

Head of Engagement and Wellbeing, His Majesty's Courts and Tribunal Service



Monica Pabualan

Internal Communications Manager, NHS South West London



Lisa Mohabeersingh

Senior Employee Engagement Manager, HS2 Ltd

Hosted by Jo Moffatt

Engage for Success Board and Radio Show Host, and MD of Woodreed



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THANK YOU



#EFS10YEARSON

Inspiring people and workplaces to thrive