Empowering Work – subgroup Worker Engagement

FLEX FRAMEWORK FOR ASSESSING PARTICIPATION

	Degrees of participation
8. Worker Control – Workers initiate the agenda and have responsibility and power to make decisions and bring about changes	
7. Delegated Power – Workers do not decide the agenda but are fully informed and are responsible for aspects of an initiative or project.	
6. Partnership – Workers are fully informed and consulted in the decision-making process, with outcomes resulting from negotiations and shared decisions.	
5. Involvement – Workers are fully informed, and their views are listened to in order to inform the decision-making process, but there is no guarantee their views will be acted on.	
4. Consultation – Workers are fully informed and encouraged to express their opinion but have little or no impact on outcomes.	
3. Informing – Workers are informed of decisions and actions, but their views are not actively sought.	Tokenistic
2. Decoration – Workers are indirectly involved in decisions and actions but are not fully aware of the purpose of their involvement or how decisions might affect them.	
1. Manipulation – Workers are told what to do and tend not to be informed of why, rubberstamping decisions already taken.	

Reference: FLEX Framework for Assessing Participation

Resource Overview: The available resources are extensive but may not be practical for all users

FNET Theory of Change: Encourages members to adopt responsible business practices and promotes continuous improvement

FLEX Framework: Helps us to evaluate employee participation and engagement

Maturity Assessment : Proposed as a constructive approach to evaluating a business culture and provide actionable guidance for progression within the framework

We want happy workers but engaged workers are more effective and valuable

Benefits for the employee
Feel valued at work for their thoughts and opinions
Have a sense of belonging and of connection with the business and their co-workers
They want to see the business thrive / succeed, developing and for them to grow with the business
Feel empowered to contribute to decision making with the management

Benefits to business
Improved performance
Higher employee retention
Improved processes and efficiencies
Better industry reputation

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Question Sets

Designed to determine level of engagement in each area of competency

Only one answer in each section will then be calculated to determine engagement level

A

What is your process for managing worker engagement?

We have a basic policy which covers our statutory legal requirements

We have a site-specific Human Resources managed Grievance / Whistleblowing policy

We have a worker committee constitution which outlines the committees' purpose and process

We conduct root cause analysis with counter measures for improvement on all grievances

We have fair and consistent worker recognition awards & / or rewards system for employees

We have board commitment and a protocol for worker integration into decision making

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B

What are your reporting channels for employee engagement?

Open door culture and suggestion boxes

Site conducts worker surveys

Worker recommendations are considered and acted upon

There are multiple avenues to report e.g. confidential whistleblowing, grievance procedure, worker forum, social media, WhatsApp and external Whistleblowing

We internally disclose the status of whistleblowing cases with the senior management team and / or the worker committee

We externally disclose the status of whistleblowing cases

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C

What is your employee engagement communication channels?

Workers are given informal updates

Workers are given formal but irregular briefings

We have scheduled employee forums

We regularly self test our worker reporting routes to ensure effectiveness

We have a worker committee that is fully involved in worker survey recommendations and actions

We have worker representation in senior leadership team and / or management meetings

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D

What is your employee engagement training strategy?

Workers are given informed of the available reporting channels in their induction training only

Workers are trained on whistleblowing procedures and which avenues are most appropriate for each scenario

Worker representatives are trained in their roles and responsibilities within the group

Managers are trained on their roles and responsibilities to support members of the worker committees

"Business Champions" are recognised in the organisation to bring about change based on recommendations from the worker committee

Board members are trained in the importance of worker engagement and listen directly to workers through accessible platforms such as open door and visible presence

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E

How does your business communicate by listening and responding to workers?

Verbal communication only

Workers receive written communication via noticeboards in relevant languages or pictograms

Feedback procedure is in place for workers who make recommendations or raise improvements or concerns

Workers are empowered to implement aspects of the initiative or project proposal that they have recommended

Worker ideas are listened to and workstreams created to move our business forward

Workers are empowered to make decisions and bring about change

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F

How do you measure employee engagement?

No measures in place

Workers trained in why worker voice is important and training is measured and recorded

Worker survey participation results are measured

We track worker recommendations and resulting initiatives with trends and outcomes

We record the number of internal and external whistleblowing cases and report to management

Our workers are surveyed on the effectiveness of our committee process

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Employee Engagement Maturity Framework

Multiple choice scoring yet to be determined

Where are you on the journey

What is the next step

Top tips to get you to the next step

KPI indicators to consider

Key guidance documents – to be incorporated

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GOOD NEWS – you are at the start of your journey! Lets get you on your way

What's Next?

Stage 2
Consultation / Developing

What does a consultative / developing employee culture look like?
Workers are fully informed and encouraged to express their opinion but have little or no impact on outcomes

TOP TIPS

1. Quarterly company briefings help to inform all levels of employees of what is happening and how to get involved
2. Worker surveys are a useful tool to measure feedback against a set criteria asking workers their thoughts and feelings
3. Open door HR policy & confidential whistleblowing channels that are available and employees are trained which channel is most appropriate and accessible, this will allow workers raise concerns in a constructive, simple and effective way allowing the business to manage and respond appropriately.

KPI MANAGEMENT

- FNET X% worker survey participation
- FNET At least one person on HR team trained on S2G Investigative Interview Skills in the Workplace

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GOOD NEWS – you're moving nicely out of Tokenistic employee participation into a higher engagement culture. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 3
Involvement

What does an involved employee culture look like?
Workers are fully informed, and their views are listened to, to inform and where mutually beneficial be able to influence the decision-making progress

TOP TIPS

1. Scheduled employee forums / committees and / or union meetings to discuss business plans and take on board employee's opinions and feedback ahead of the decision making.

2. Give employees a platform to be able to raise recommendations or suggestions on business improvement processes which are escalated to the senior management in a formal process.

3. Proactively commutate to the employees the results of any worker surveys and / or reports raised including, outcomes of investigations and what the company has agreed to do to address any improvement opportunities

KPI MANAGEMENT

- FNET Stipulate the timeframe between publishing employee survey results from original survey date
- FNET X% attendance by worker committee members at scheduled forums / committees

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You are Stage 3
Involvement

GOOD NEWS – you're moving nicely out of a consultative culture into a higher engagement culture. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 4
Partnership

What does an employee partnership culture look like?
Workers are fully informed and consulted in the decision-making process, with outcomes resulting from negotiations and shared decisions

TOP TIPS

1. Involving forums / committees and / or union reseparation at early business planning stages to ensure that employee voice has been heard including actions related to worker surveys and negotiations have taken each parties decisions into consideration.
2. Employee recommendations acted upon in collaboration with the management and progress can be tracked and feasibility / implementation and execution.
3. Mechanism for workers to raise a query at any time and the management protocols for response timeframes and method of communication, for example mediation between the business the employee and an independent party

KPI MANAGEMENT

- Mystery 'shopper' quarterly test of mechanisms available
- Tracker for recommendations updated monthly with status (closed / in progress / open) and communicated to senior management team

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You are Stage 4 Partnership

GOOD NEWS – you're moving nicely out of an involved employee culture into a higher level of partnership engagement. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 5 Delegated Autonomy

What does a delegated employee autonomy culture look like?
Workers do not decide the agenda but are fully informed and responsible for aspects of an initiative or project

TOP TIPS

1. Fully engaged forums / committees and / or union are the primary conduit for employee communication in relation to employee survey / recommendations actions.
2. Employee are recognised for their contribution for making recommendations and championing workplace participation.
3. KPI measurements and reporting for employee suggestions / issues against management protocols (e.g. timeframes and method of communication).

KPI MANAGEMENT

- FNET Satisfaction survey at the end of each committee meeting to gauge representatives experience of input and output from the meeting
- FNET Published employee recognition board / newsletter communicated to all employees

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GOOD NEWS – you have moved from a partnership culture into delegated autonomy. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 6
Engaged / Integrated

What does engaged / integrated employee culture look like?
Workers initiate the agenda and have responsibility and empowered to make decisions and bring about change

TOP TIPS

1. Fully engaged forums / committees and / or union representation is fully intergraded into the management structure and a framework deployed for consulting stakeholders to remove barriers for engagement.

2. Board participation in employee focus groups that allow free discussion and ideas to move the business forward using an informal fluid approach.

3. Public disclosure, visibility and ownership of the KPIs related to employee feedback.

KPI MANAGEMENT

- Number of work representatives in management meetings established at X%
- Public commitments to employee engagement made on company web site along with progress made at least twice per year

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Stage 6 – Engaged / Integrated

Well done you have made it to full employee engagement..... but it's not the end of your journey!

HAVE YOU THOUGHT ABOUT?

- Sharing best practice or implementing in strategic supply chains

- Mentoring another FNET business

- Publishing how you achieved this level of participation on your company web site

- Obtain a statement from stakeholders as to their experience

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Feedback

- Can you determine using the questions where you sit in the framework?

- Do you think anything is missing from the question set?

- Is there anything else missing in terms of engagement elements?

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