

Employee Engagement



Research identifies strong links between employee engagement, behaviour and business performance. Highly engaged employees feel valued and involved with the organisation and its goals. They demonstrate a range of positive behaviours in line with business goals.

High	Employee Engagement	Low
Go the extra mile High commitment / attendance Positive influence on others Long length of stay Brand champions		Meet minimum requirements Low commitment / attendance Negative influence on others Short length of stay Brand detractors

Based on wide-ranging research and experience, the Employee Engagement Model (EEM™) identifies seven key dimensions that underpin levels of employee engagement. It provides a practical framework for evaluating and improving employee engagement, customer experience and business performance.

D1 Development & progression	Feeling valued by the organisation Interest in long term development Opportunities for training & development
D2 Line management	Caring about employees Fair treatment Coaching & support Feedback & effective appraisal Valuing employees' contribution
D3 Communication	Two-way, open communication Ability to voice ideas Ability to make suggestions Keeping employees informed
D4 Employee well-being	Commitment to well-being: Health & safety Harassment and bullying policy Work-life balance
D5 HR policies & practices	Fair treatment & equal opportunities Fairness of pay & benefits Family friendliness
D6 Job satisfaction	Task/role significance Skill variety Task identity Autonomy
D7 Co-operation	Harmonious working environment Respect & support from colleagues Effective co-operation between: Departments & functions Management & Trade Unions

*“Employers want employees who will do their best work, or ‘go the extra mile’.
 Employees want good work; jobs that are worthwhile and turn them on. More and more organisations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say they are looking for is an engaged workforce.*

Employers want engaged employees because they deliver improved performance. CIPD research has repeatedly demonstrated the links between the way people are managed, employee attitudes and business performance.”

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Using appropriate diagnostic tools, the model provides the basis for detailed evaluation of engagement levels and identification of improvement strategies in a range of contexts including:

- ▶ Contact centres and call centres
- ▶ Internal support teams
- ▶ Whole organisations – large and small

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