



# Engaging for Success - HR & Employee Engagement

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We're by your side



# Engaging for Success - HR & Employee Engagement

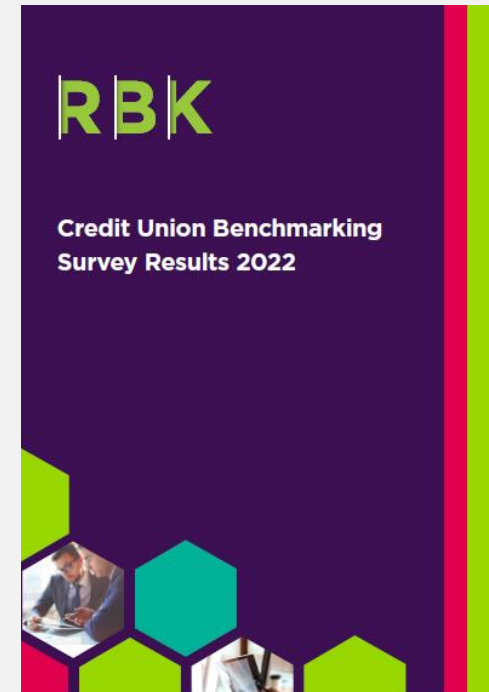
Achieve your **Strategic Goals  
and Objectives** with high levels  
of **Organisational Performance**  
by implementing the right  
**Employee Engagement Culture**



# RBK Credit Union Benchmarking Report 2022

## Human Resources - Main Findings:

- › Typically wage increases were between 2 - 3% in the last 12-months
- › 53% plan to increase wages in the next 12 months
- › Team structures and staff skills are on the top of HR priorities
- › Staff retention and engagement featured more strongly
- › Performance Management continues to be an issue



# RBK HR Solutions & The Credit Union Sector



## › **HR Organisational Reviews:**

- Management & Staff Team Structures and Capabilities
  - Bandwidth of specific roles
  - Over-reliance on specific roles
  - Restructuring Roles e.g. role re-alignments/redundancies
- Benchmarked against other Credit Unions

## › **Compensation and Benefits – Pay Reviews**

- Salary scales
- Not linked to KPIs

## › **Performance Management**

- Too infrequent
- Not aligned to strategic plan

## › **Recruitment & Selection**

- Recruit outside of sector
- Training and development in-house
- Retention

## › **Merger Support**

- Employee Impact – support during this process

# RBK HR Solutions & The Credit Union Sector



## > **COVID-19 - The Aftermath**

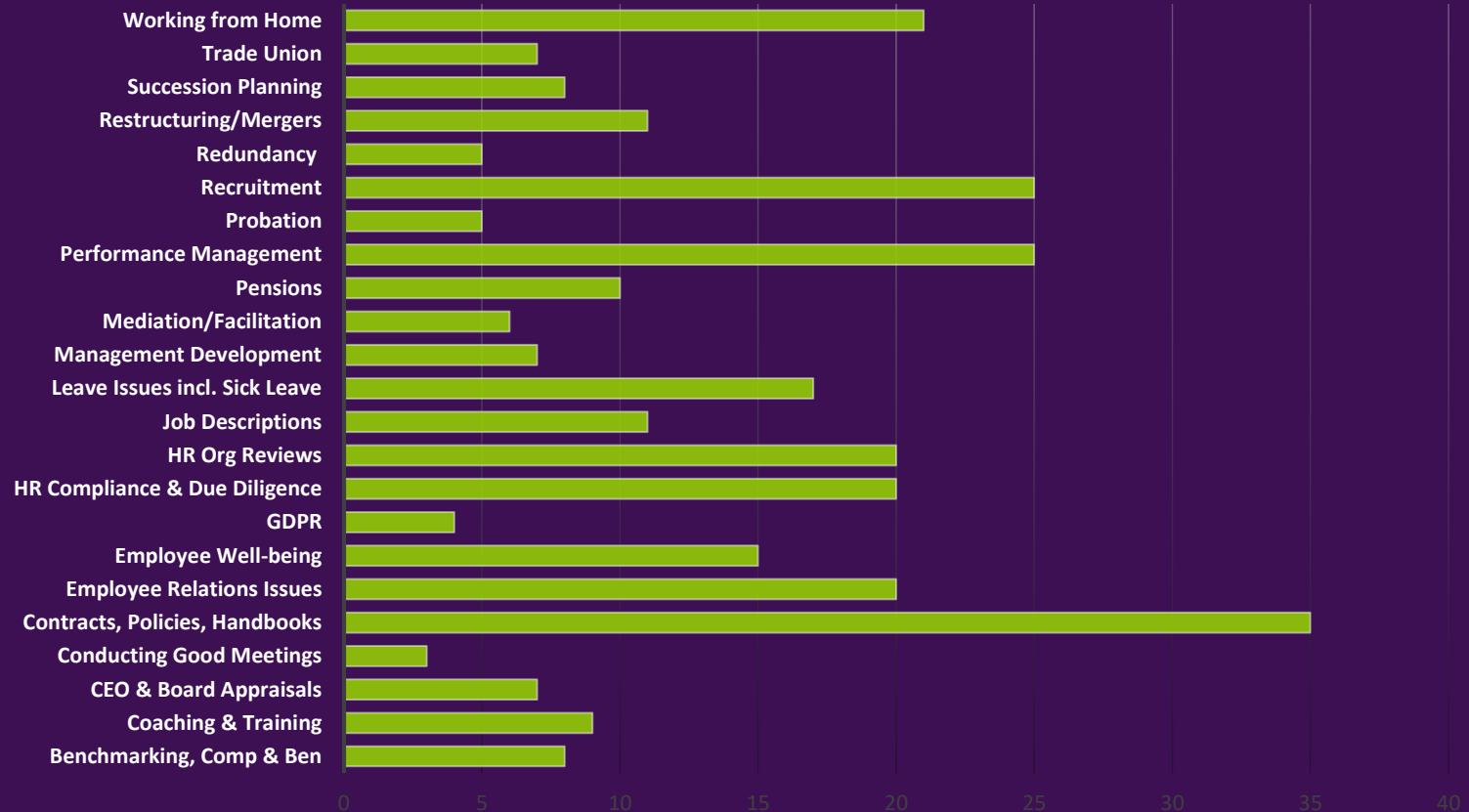
- Recall to the workplace
- Hybrid/Remote Working
  - Performance Issues
- Absence Management – Long Term Illness and Occupational Health
- Employee Well-being

## > **Employment Legislation and Compliance**

- The Legal Framework
- Employee Relations
- Workplace Investigations:
  - Discipline
  - Dignity at Work
  - Grievances
- Trade Union Involvement
- Policies and Procedure

# RBK HR Solutions & The Credit Union Sector

## Key HR Issues in the Credit Union Sector




# RBK Credit Union Benchmarking Report 2022




# Employee Engagement

## Definition:



*Employee Engagement  
is the **involvement** and  
**enthusiasm** of employees  
in their work and  
workplace...*



*...Employee engagement  
helps you **measure and  
manage employees'**  
**perspectives** on the crucial  
elements of your **workplace  
culture***

Gallup 2022



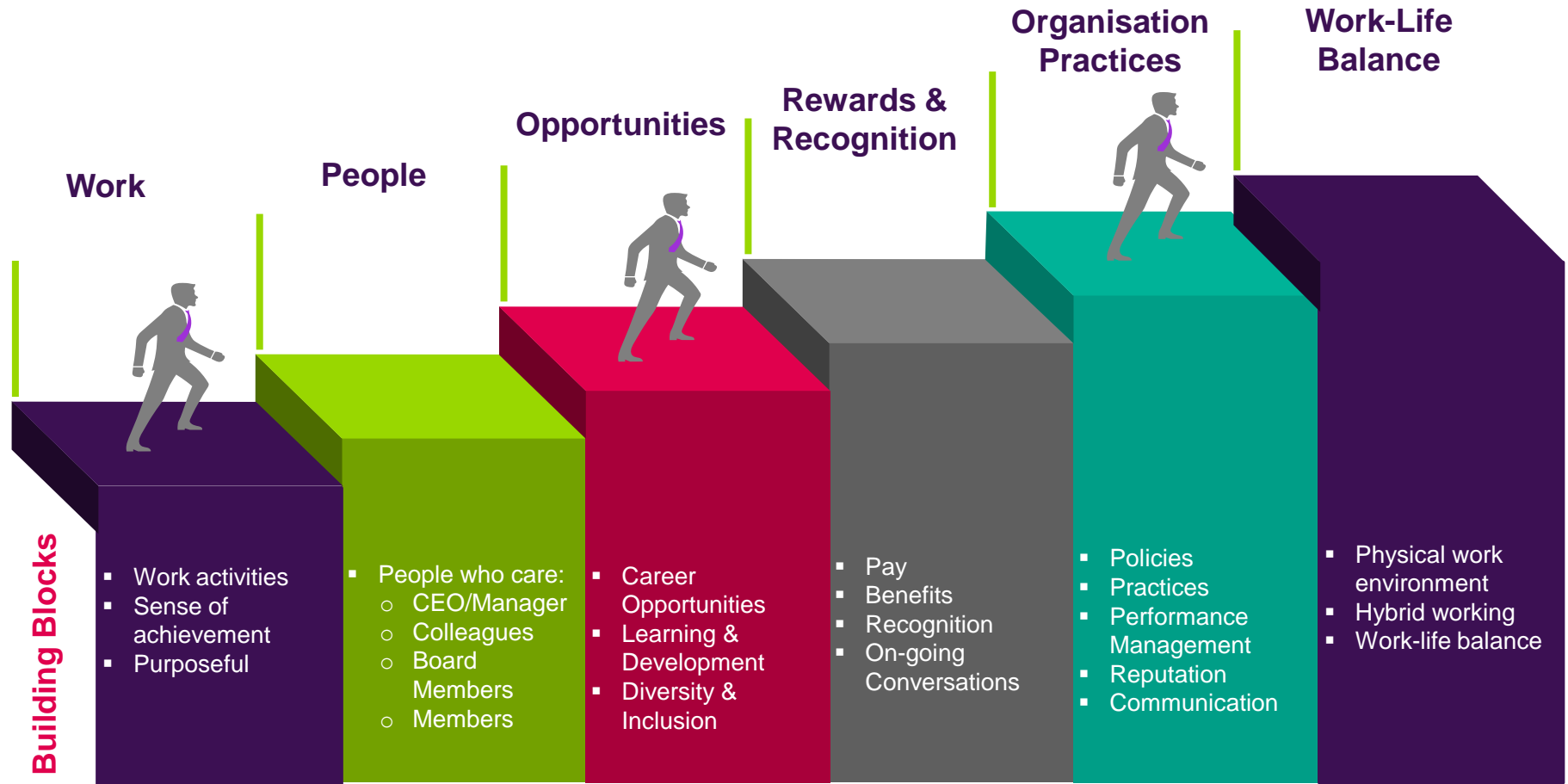
# Why is Employee Engagement Important?

GALLUP®

Why is employee  
engagement  
important?



# Drivers of Employee Engagement



# Benefits of Employee Engagement

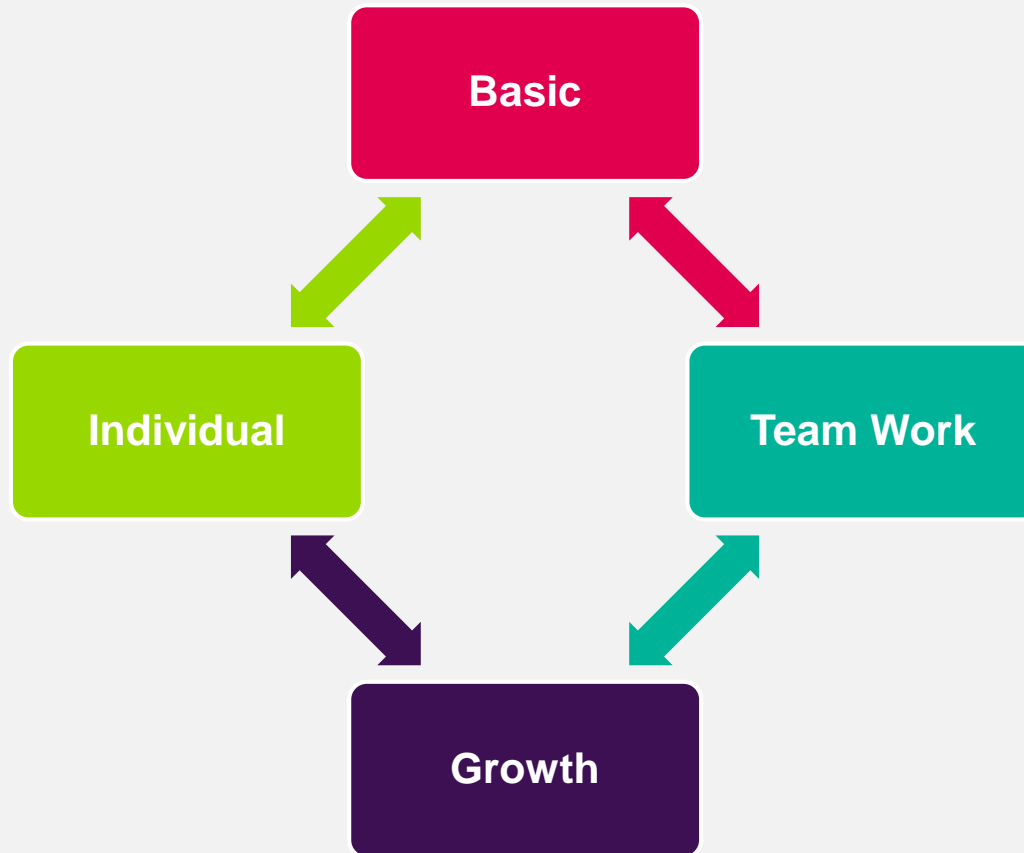
In a study by Gallup, the benefits of Employee Engagement were clear:

10%	Increase in customer loyalty/engagement
20%	Profitability
14%	Increase in productivity
18%	Decrease in staff turnover for large organisations
43%	Decrease in staff turnover for small - medium organisations
81%	Decrease in absenteeism
66%	Increase in well-being

*Gallup, 2020 Q12® Meta-Analysis: 10th Edition, The Relationship Between Engagement at Work and Organizational Outcomes*

# The Employee Engagement Model

This **model** is based on four types of employees' **performance development needs**:



# The 3 Types of Employees

## 1. Engaged

- › Highly involved and enthusiastic about their work and workplace
- › They drive high performance and innovation, move the organisation forward
  - e.g. An employee who logs in for a few hours longer to ensure the project is finished on time or who spends more time on the phone with a member who needs help

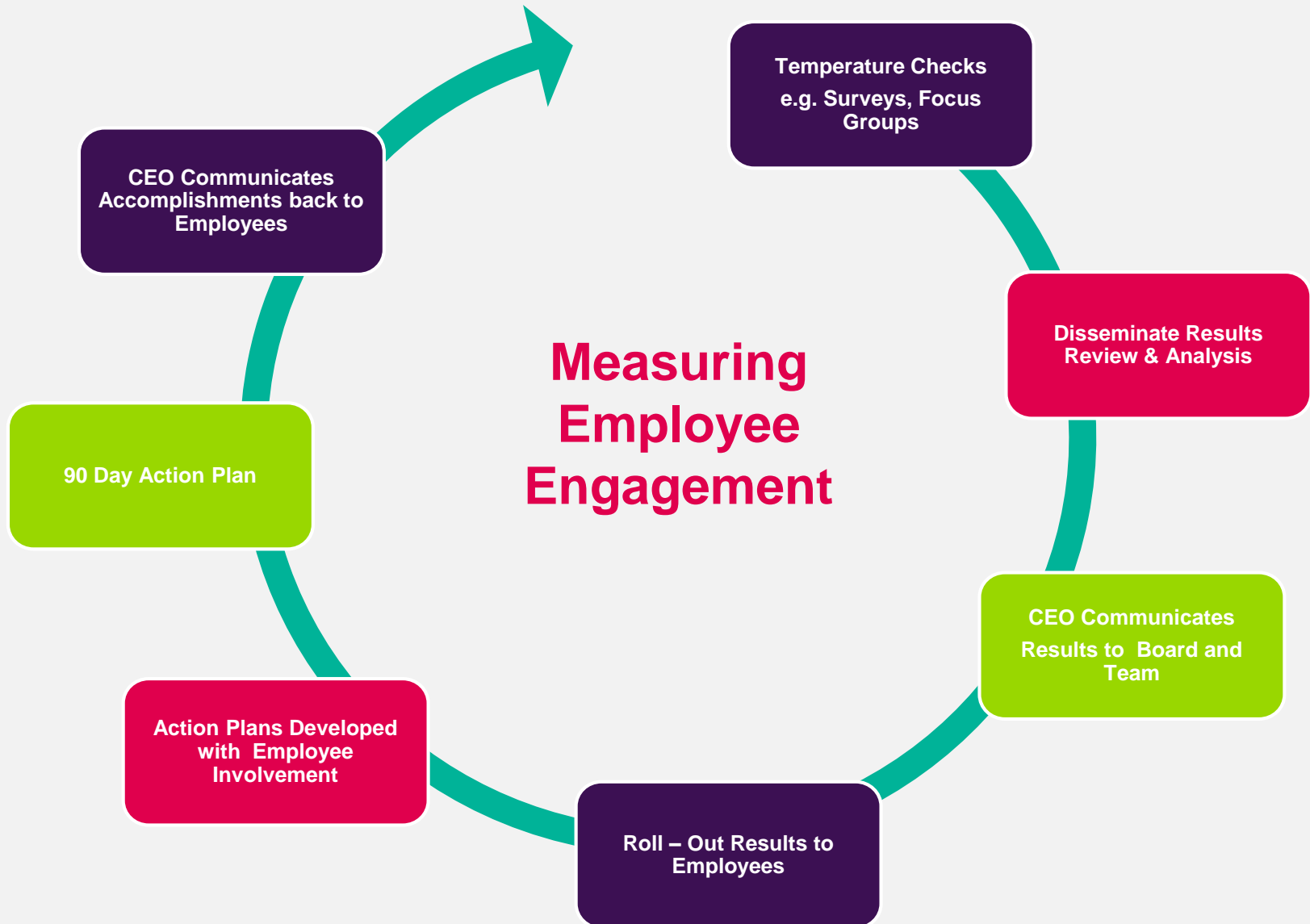
## 2. Not Engaged

- › Employees who are psychologically unattached to their work and the organisation
- › Their engagement needs are not being met, so they are putting time into their work, but not passion or energy
  - e.g. An employee who completes their work as they are fuelled by duty as opposed to passion or interest. This person will fly under the radar and will not put them self forward for projects or high profile work

## 3. Actively Disengaged

- › These employees are not just unhappy; they are resentful that their needs aren't being met and are acting out their unhappiness
- › These workers potentially undermine what their engaged co-workers accomplish
  - e.g. This employee spends their time talking negatively about co-workers, current projects, leaders etc. They may be searching for other employment opportunities in their spare time and do not plan to stay at their current job much longer

# How to Improve Employee Engagement



# How to Improve Employee Engagement (Cont.)

## Example 1:

### Frequent Employee Recognition

- › Make **recognition a regular** agenda item
- › Demonstrate **appreciation for individuals' different contributions** to the team and organisation

## Example 2:

### Someone Cares about Me

- › **Ask employees** what would make them feel like a **valued member of the team?**

## Example 3:

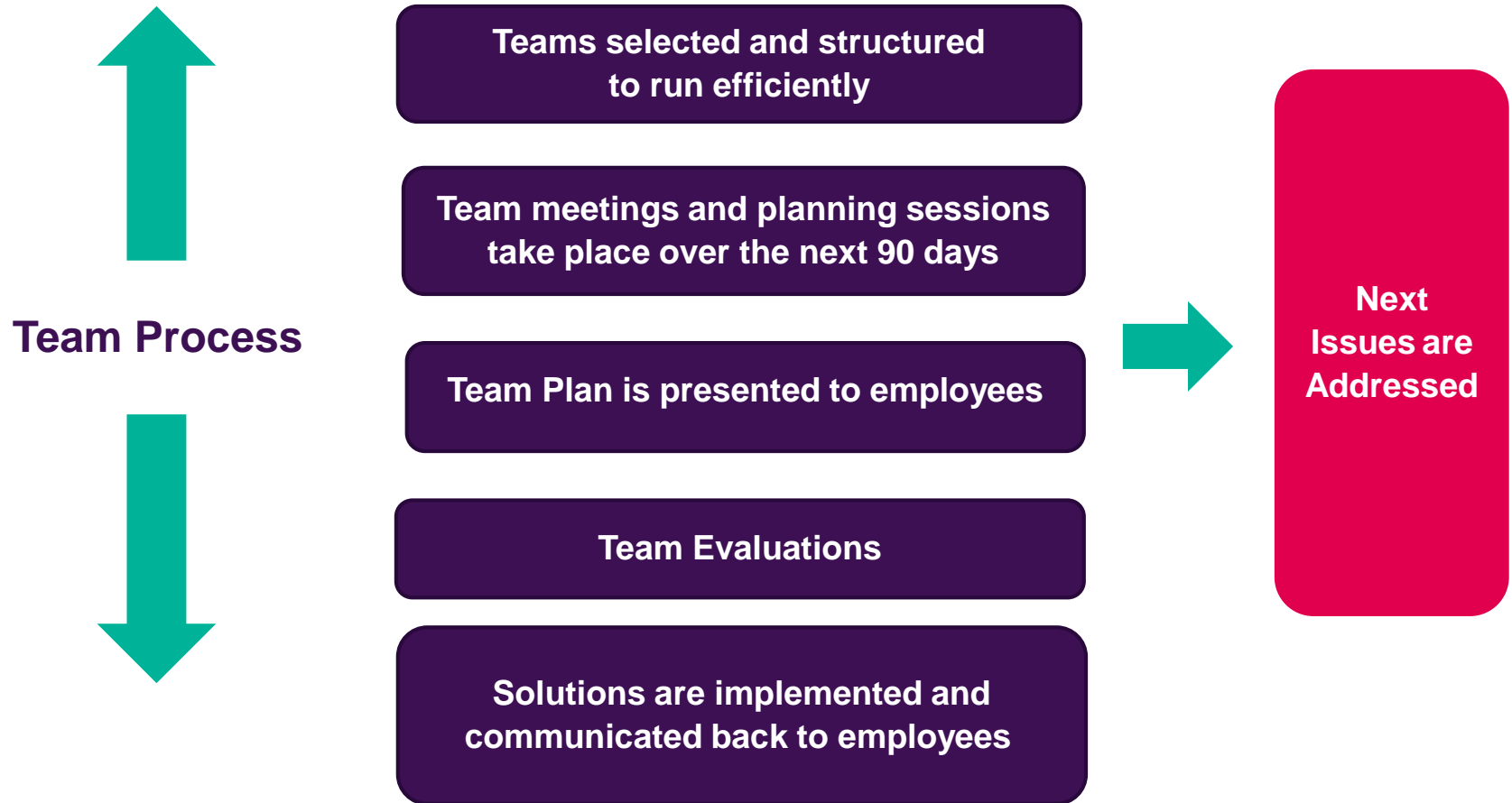
### My Opinion Counts

- › Become an **advocate for employees' ideas**
- › **Encourage participation/ideas** during meetings
- › **Take action** on ideas presented and agreed

# How to Improve Employee Engagement (Cont.)

## Implementation Process

### Example 1 – Frequent Employee Recognition





# 4 Key Takeaways – Employee Engagement

## 1. Aim your culture strategies at engagement

- › The **best cultures** have leaders who are **prioritising employee engagement**, driving both employee retention and business outcomes
- › Research shows **engagement—not culture**—is the “**sticky factor**” that keeps your employees motivated to do their best work
- › With **daily intention and a big picture strategy** centred around employee engagement, you’ll get a better return on investment with your culture initiatives

## 2. Evolve your approach to employee performance

- › Your approach to **performance management** is a key factor in the employee experience and shapes organisational culture
- › **Key drivers** of an **engaging performance culture** include:
  - **Aligned goals**
  - Continuous, effective **performance feedback**
  - **Employee recognition**
  - **Employee empowerment**
  - **Fairness** and **transparency**

# 4 Key Takeaways – Employee Engagement

## 3. Build trust in Leaders

- › **Building trust** in leaders that will **impact your culture**:
  - Ensure your **vision, strategy, goals, and progress** are crystal clear
  - **Prioritise** frequent, transparent, relevant, and sustainable **communication**
  - Build an employee **listening strategy** that helps you capture and act on feedback
  - **Facilitate connection points** that allow employees to see leaders as real people

## 4. Weave recognition into everything you do

- › **Employee recognition** is a major way that employees experience company culture and a **critical driver of engagement and retention**
- › **Tie recognition** to your mission, purpose, and values to strengthen culture further
- › **Recognition** encompasses how leaders:
  - **Communicate**
  - How they **promote people**
  - How they **assign work**
  - How they **set expectations**
  - How they **set and align goals**
  - How they **work with their teams**

# Conclusion

- › **Culture is changing** and leaders need to evolve with it
- › Without **engagement at the forefront of your strategy**, your culture won't empower employees to do their best work
- › If you shape your culture with employee engagement in mind, you can motivate employees to **reach their full potential and drive business success**
- › Rethink your **culture investments to engage, retain, and empower employees for the long-haul**



# Questions






# Thank You

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