

Midlands Shared Services

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Staff Engagement Surveys

Welcome to your Forum discussion
hosted by:

Ian English
Halfords

Scott Brown
Britvic Soft Drinks

halfords

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Staff Engagement Surveys



What are they ?



Why do organisations have them ?

Benefit or Curse ?

How are the results used ?



Be careful what you wish for !



Staff Engagement Surveys



- **What are they ?**

Formats can vary depending on what you want to know or what an organisation wants to achieve :

- Great Place To Work Index
- Times Top 100 Employers
- Benchmarking within own business/peers/sector



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Staff Engagement Surveys

Why do we have them ?

- Useful temperature check
- Opportunity to reflect;
 - for employee to state how things are going and how they are feeling
 - for employer to see where they are delivering against plan and where they are falling short
- Test that the strategy and comms have landed
- Listen & Engage opportunity...without the travel!



Staff Engagement Surveys

Impact when done well

- When everyone is included, everyone wins
- Values, vision and corporate strategy are known by all

- Profits



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Impact when done badly

- Disengaged workforce
- Mixed messages
- Lack of focus or understanding
- Financial performance



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How are the results used ?

- Confidential.....Confidential....**CONFIDENTIAL**
- League table within business and YOY performance
- Benchmarking – shared with peer groups
- Shape future agenda:
 - Capital Investment
 - Training & Development Budget & Plan
 - Communication strategy
- Leaders performance measurement & bonus !



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Halfords Case Study Led by Ian English

The Halfords logo consists of the word "halfords" in a bold, lowercase, sans-serif font. The text is black and is centered on a solid orange rectangular background.

halfords

A suggested starting point

- Know your reasons
- Understand what you want to achieve
- Know what success (or failure) looks like
- Have a plan



**Increased
engagement for
better customer
experience and
business results**

halfords

***driving*
the top line**



halfords
driving
the top line

Performance background

FY12 Financial “highlights”

- Group Revenue £863.1m - down 0.5%
- Retail Revenue £752.3m – down 2.5%
- Profit Before Tax - down 26.6%
- Earnings Per Share - down 22.0%

Leadership Background

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- New CEO in 2012
- A view that:
 - Happy colleagues = happy customers = cash at the till
- Urgent need for a turnaround, and quick wins
- Recognition that 60% of sales are assisted – so huge customer/colleague contact – opportunity to make a difference
- A need to start from the top

Groundwork

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- Doing it properly required specialist help.
 - Structuring the activity
 - Accessing comparable/benchmark data
 - Analysing responses
 - Ensuring confidentiality
- ORC selected via tender
- Buy-in of the entire leadership team was necessary.
- Open minds – “We don’t know what we don’t know”

The first findings

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- Plans everywhere but no coherence
- Colleagues feeling unloved, unrecognised, unseen
- Barriers between stores and Head Office
- Barriers between staff and management
- Little trust or confidence in the leadership team
- Few opportunities for development or progression
- Scepticism

Actions

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- The leadership team despatched to a shop for a week
- Vastly increased number of store visits – even to the remote outposts
- Head Office became the Support Centre
- Support Centre staff encouraged to buddy-up with someone at a store
- First year actions focused on visibility and trust in leadership, and breaking down barriers

Getting into Gear

 **service
revolution**

 **the 'h'
factor**

 **stores fit
to shop**

 **21st century
infrastructure**

 **click with the
digital future**

Embedding it

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- Gave it a name that fits the brand “we listen”
- Dovetailed into the corporate strategy
- Developed a routine:
 - March – “You said – we did”
 - April – Survey
 - May – Results
 - June – Action planning
 - Quarterly reviews

Specific challenges

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- Large, modestly paid population
- Expenditure needs to be focused
- Plenty of other investment needs
- Creativity is key
- Example – “Deals on wheels”, improved colleague discounts – visible and available to all colleagues.

General challenges

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- Pay and benefits
- Tools and equipment
- Physical environment
- Getting the basics right
- Visible changes
 - Examples – Paint, fridges, reception

Observations

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- Local ownership – don't rely on someone else to fix things
- Close correlation between leadership and engagement
- Highest performing store – restroom material is all about people
- Keep it consistent – but also fresh/new
- Be careful with commitments, then honour them
- Continuous involvement of leadership team

2014 Results - Engagement **halfords**

Question	% +ive
Great place to work	73%
Product and services advocate	89%
Committed to Halfords Goals	85%
Go the extra mile	74%
Want to be here in 12 months time	74%

Overall index 79%. Up from 64% in 2012

Engagement - Highlights

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Question	% +ive	Change
Training	74%	Up 7%
Understand my contribution	96%	-
Opportunity to develop skills	70%	Up 4%
Thanked for job well done	81%	8% v bench
My manager cares about me	83%	Up 2%

Results – Business metrics

halfords

FY 14 Highlights

People

- 3 month retention up from 78% to 90%

Customer

- NPS up from below 60 to high 70s

Financials

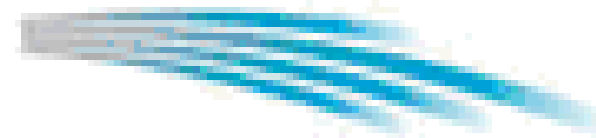
- Group Revenue £1004.9m – up 6.9%
- Retail Revenue £857.9m – up 6.8%
- Profit Before Tax – up 11.4% to £81.1m
- Earnings Per Share – up 13.8% to 32.7p

Results – Recognition

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BusinessFinance
Awards 2015



Blue Chip - Finance Team of the Year

2014 – 25th

2015 – 18th

2016 – 18th

Rated 8th for “Managers talking openly and honestly” and
“Managers expressing appreciation”

Lessons learnt

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- Engagement has to be based on your business strategy and plan (and part of your culture!)
- Starting top down worked, but you need to deliver engagement at every level
- Make the plan visible, and involve all
- Be relentless, but also find ways to keep it fresh and new

Britvic Case Study Led by Scott Brown

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GPTW cultural journey
Pets at Home



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Pets at Home ~ Key Facts

Founded 25 years ago by Anthony Preston floated in 2014

Total 8,000 employees

420 Stores broken into five regions

2 UK distribution ctrs

Head Office circa 400 Employees

Purchasing Department in Hong Kong



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Context ~ “Cultural” Journey

pets at home

7 years on Sunday Times “Best Big Companies to work for”

GPTW

2007 – 2010

Continuous improved ranking

2011 - 2012

Top 3 both years worked with other top 2 best Co.'s

2013

No.1 overall and top 2 in every category

2014 ~ GPTW

15th in GB & 23rd in Europe



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Pets at Home ~ Mid year assessment

- Survey carried out up to three times per year
 - Internal engagement survey ~ **“We’re all Ears”** around half year
- Use a company called SMG, who also run store checks for them
- On-line – no store results are visible until at least 5 members completed
- Follow up “You said, we did....” Will change what they can or state why they can’t change something



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Pets at Home ~ People Engagement Strategy



People are embedded in the organisation's culture



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Pets at Home ~ Carrot Culture

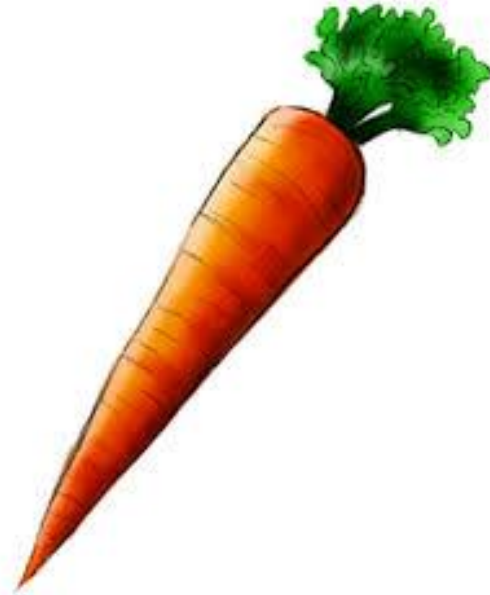
Led by CEO – “Chief Engagement Officer” each store has one

Lots of Autonomy

Great emphasis on FUN.

Monthly Activities

- Dragons Den,
- Family Fun day,
- Brass plaque recognition awards,
- Bake Off,
- Charity events



All events are displayed in a scrap book which is in the canteen for all to see



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Pets at Home ~ Overarching Engagement

Business theme days

- Easter
- Halloween
- Christmas

Colleague and team of the month

Reward and recognition - it is not just day job

“Value challenge”, each staff member given

10 raffle tickets to nominate colleagues

High level of Trust in all staff

Often projects don't need money just effort



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Pets at Home ~ Communication



High level of communication in different formats

“Listening” week

- E.g. Retail Director and HR counterpart will go to each Region and meet store managers, area managers, etc... and **“listen”**

Donuts & Discussion ~ Distribution centres

Daily Shoal & Monthly shoal in store – updates

- Replicated in large sites with “Daily Huddles” / “Meet round the bell” for new store opening

Area Manager conference call every week



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Key Learnings for Pets At Home

Its more about you said we did (such as changing a coffee machines)

Its about engaging all to have fun through work, in work and out of work

Its about pride in what we do

- Charity work
- Our brands and values
- Been recognised as part of great business



Its about having a culture of taking part and making a difference and being different

Its about living a culture of an inspiring place to be



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Key Learnings for Britvic Financial Shared Services

We do all that ! We are on the right path !?!

- What you said, this is what we did.....
- We delivered through team members, not leaders, to ensure everyone had an approachable GPTW Champion
- Its about engaging **everyone** to have fun at work whilst delivering performance
- Its about pride in what we do
- Living our brands and values.....what does passion really look like when it's on show?
- Recognition as part of a great business and team (cross functional too!)

Did it contribute to performance £'s.....

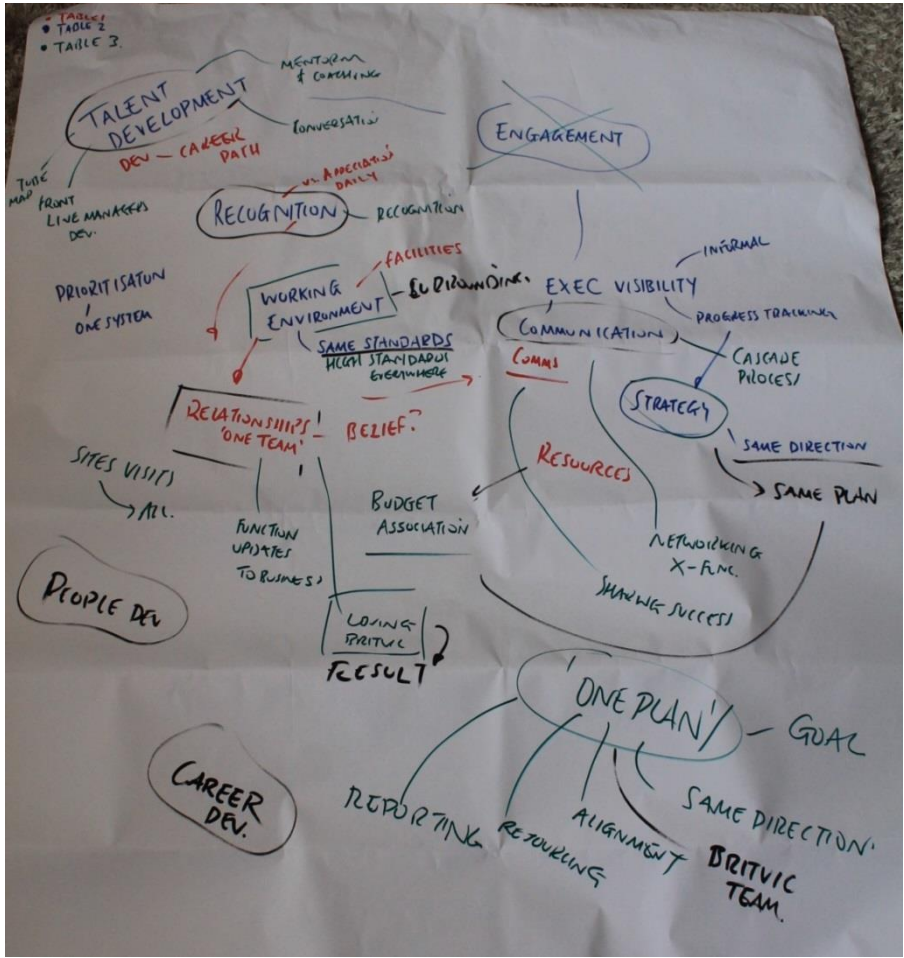
Did it contribute to efficiency and effectiveness.....

Is it achieving what we hoped it would.....



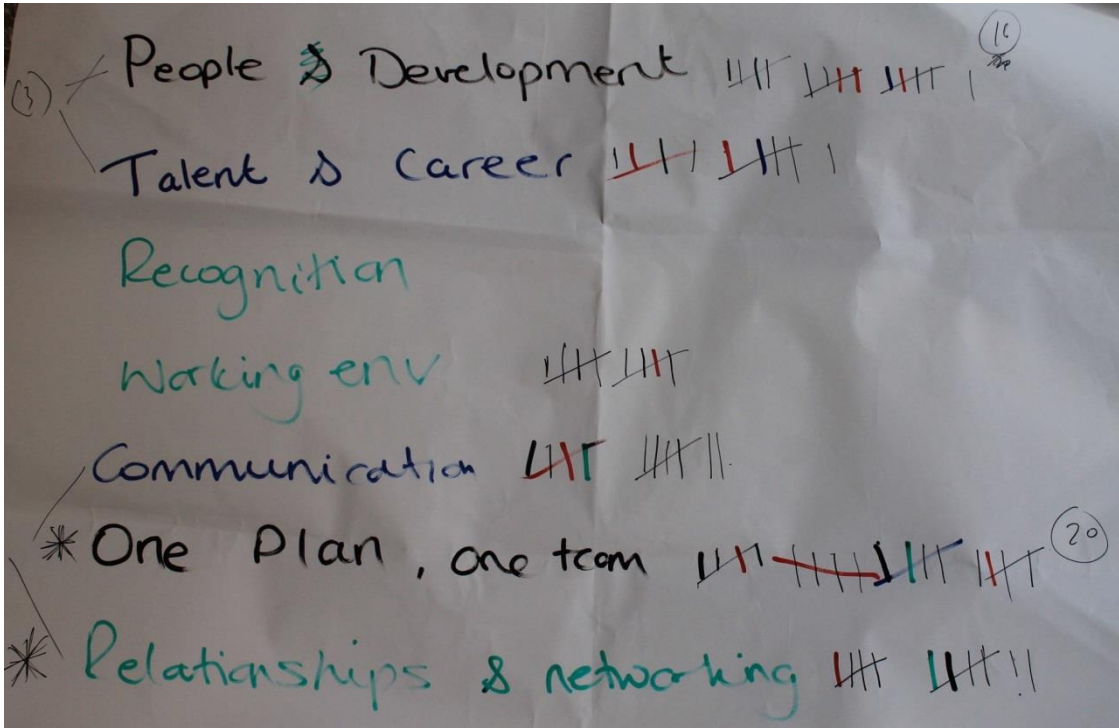
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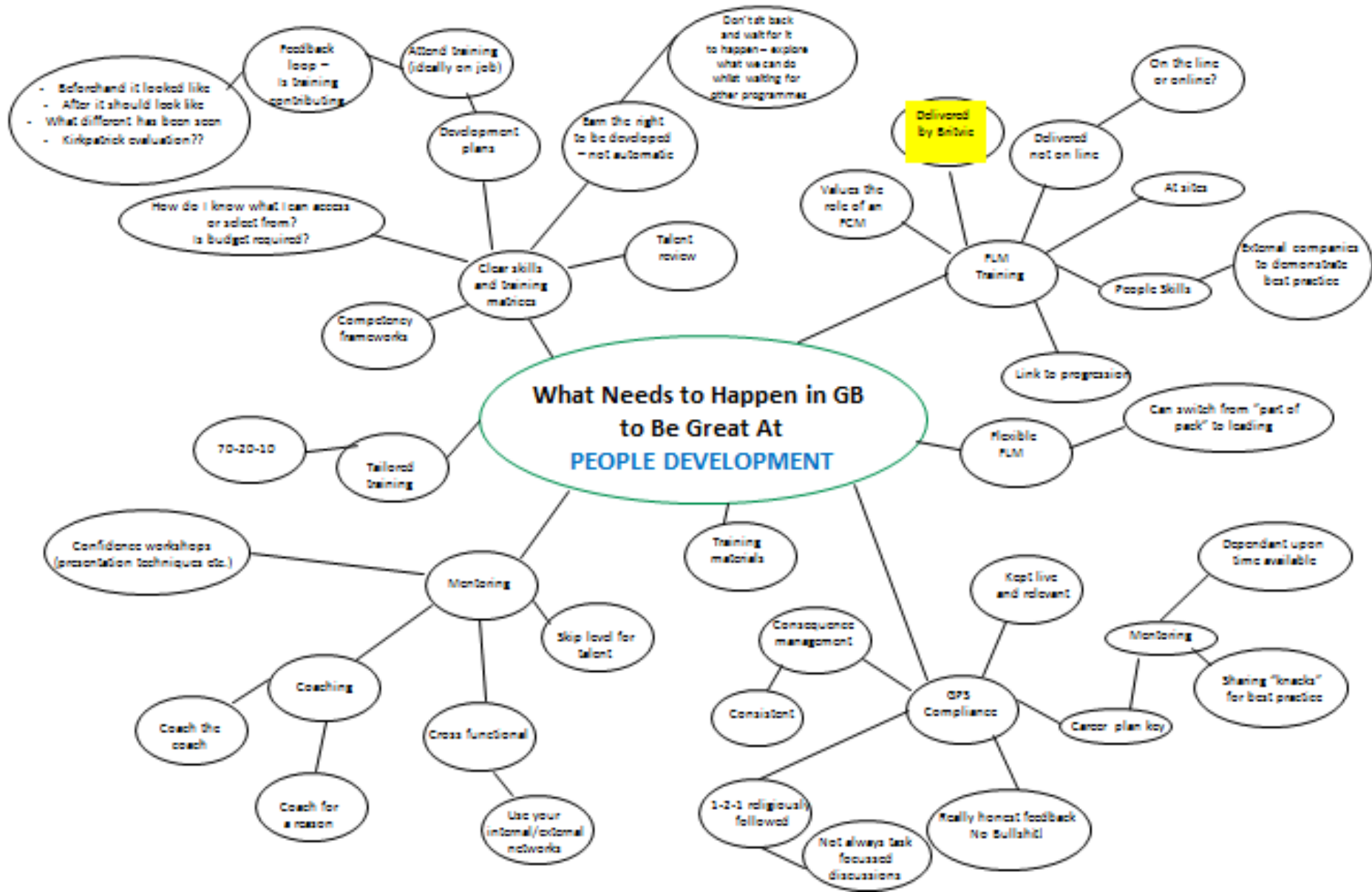
We collectively agreed to focus on 3 of them:

- People Development
- One Plan/One Team
- Relationships & Networking



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Audience Exercise



In teams/tables, consider the following (10 mins max):

-What is your experience of staff engagement surveys ?

-What have you seen done well ?

-What have you seen done badly ?

-Is your table a fan, do you fear the findings, or you simply don't see the point ?

Elect spokesperson to share findings (2 mins max)



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BE CAREFUL WHAT YOU WISH FOR

Be prepared for personal ambushes !



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BE CAREFUL WHAT YOU WISH FOR

If you promised to deliver and didn't.....you'll find out very quickly !



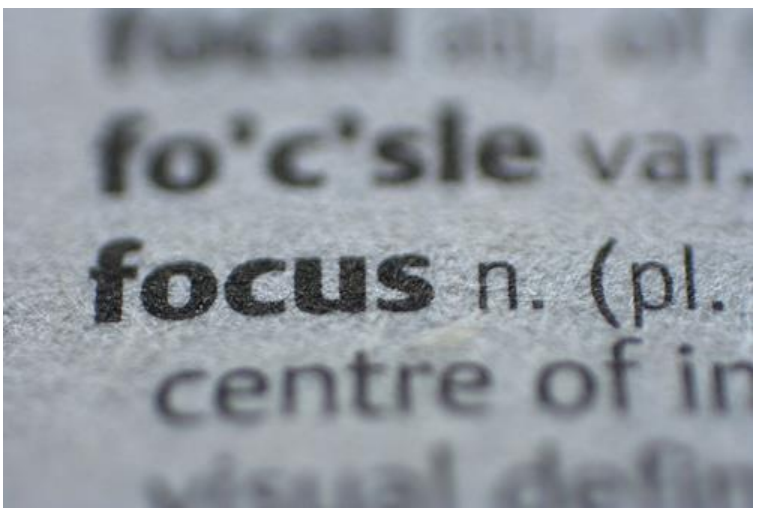
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BE CAREFUL WHAT YOU WISH FOR

Relentless focus and reflection



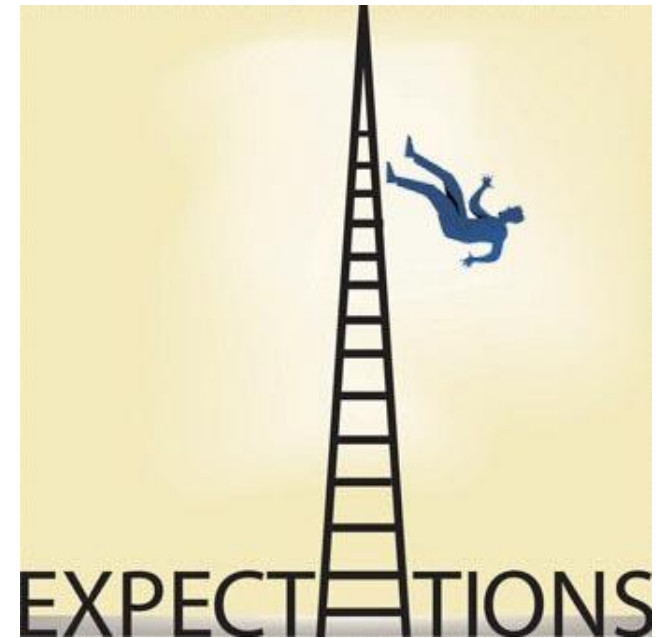
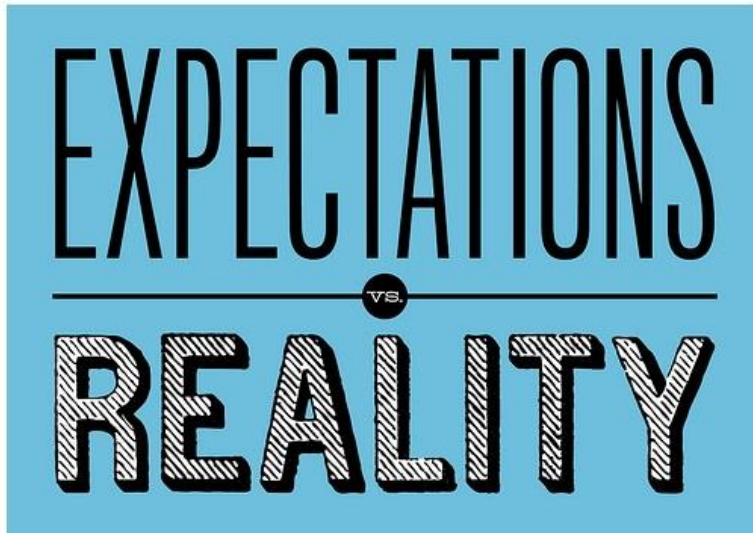
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BE CAREFUL WHAT YOU WISH FOR

Unrealistic expectations...what do you really want to know and why ???

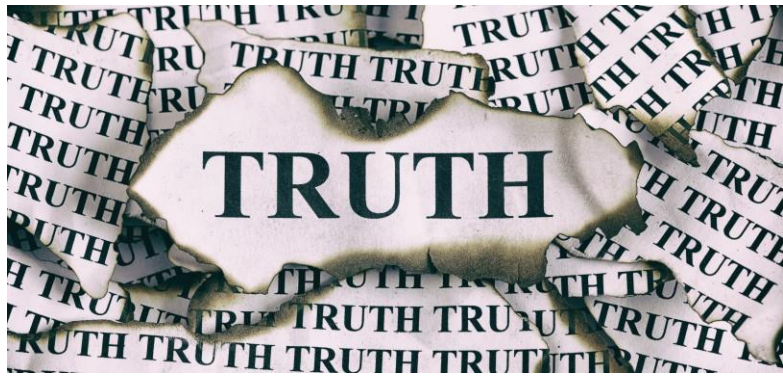


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BE CAREFUL WHAT YOU WISH FOR

You don't like the results, comments, trends or messaging !



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Thank you for your time.

Any Questions?