

Employee Engagement Action Plan

Area for Improvement	Proposed Solutions	Success Measures	Ownership	Timeline for Completion
Implement an employee engagement strategy	Appoint a contractor to develop a survey or develop the survey in-house	Comprehensive employee engagement survey is developed & published	Board to decide on delivery method HR Manager to oversee	Board decision by end of quarter 1 Employee engagement survey launched by end of quarter 3
Set up a cross-departmental action group	Action group membership to be drawn from across departments & job roles & chaired by board member	Action group is set up with terms of reference to oversee action plan & survey	Board member with HR responsibility	First meeting of action group by end of quarter 1
Invite employees to submit ideas for improvements via online form	Develop online ideas form for publication via intranet	Over time, increasing numbers of staff contributing ideas to management & the action group	IT Manager to develop Action group to follow up on ideas submitted HR Manager to set up & moderate	Online form available on intranet by end of quarter 1
Set up an employee engagement blog on the intranet for staff members	Staff can contribute & share ideas & insights via an intranet-based employee engagement blog	A popular intranet blog with lively, interesting debate across all departments	Blog to be sponsored by CEO to encourage participation	Blog up and running by end of quarter 2
Conduct intranet mini surveys in relation to specific issues, job roles or locations within the company to gather information & data outside the main employee engagement survey	Intranet surveys conducted on an as and when basis, for example, when conducting review of internal communications	Minimum 65% staff participation rate in ad hoc intranet surveys	All managers to utilize this tool when needed	Action group to review the use & effectiveness of ad hoc surveys by end of quarter 4
Set up a series of team building activities and events to	Managers to canvas teams for ideas. Two events to be held per	Increase in percentage of staff reporting improved team	Team manager to implement	Two events held per team by end of quarter 3

improve team spirit and morale	annum, timing to suit team members	spirit in annual or ad hoc survey	HR manager to oversee	Action group to review impact following survey results by quarter 4
Implement a company-wide staff recognition scheme	Ask staff how they'd like to be recognized in an intranet survey & hold focus groups with highest participation rate	High rate of participation in the intranet survey (75% or above)	Operations Manager to set up an intranet survey for all staff	Intranet survey set up by end of quarter 2
		Focus groups held and feedback given to the action group	Relevant team managers to hold focus groups with teams that highest participating teams for more in-depth feedback to the action group	Focus groups arranged and feedback provided to the action group by end of quarter 2
		Reward system is in place to recognize & reward high performance	HR Manager in partnership with the action group to develop detailed program	Company-wide employee recognition program in place by end of quarter 3
		Reduction in percentage of staff reporting that the organization does not recognize or reward staff efforts in annual survey		
Develop an internal employee directory with photos and biographies	Use the intranet tool to create online staff directory that employees can edit	Fully functioning online directory available for staff	Operations Manager in partnership with IT	Directory to be live by end of quarter 2
Improve internal communications to ensure staff are involved and informed	Institute system of weekly team briefings for two-way relaying of information between managers and staff	Reduction in percentage of staff citing poor communications as an issue in the annual engagement survey	Operations Manager to brief all team managers	System to be in place by end of quarter 1
	Relaunch the intranet's news feed and make it the intranet's home page	95% of staff members logging into the news feed on a daily basis	Communications & Marketing Manager	Chart progress against intranet usage statistics on a monthly basis

<p>Review staff performance appraisal systems to ensure personal objectives are closely aligned to organizational priorities</p>	<p>HR Manager to review current systems so that personal objectives relate directly to organizational priorities</p>	<p>Managers are developing objectives that link directly to business priorities</p> <p>Staff have clearer understanding of how they contribute to the bigger picture as evidenced by improved scores in the annual engagement survey</p>	<p>HR Manager to oversee</p> <p>All managers to implement</p>	<p>Review to be completed by end of quarter 1 2019</p> <p>New appraisal system in place by end of quarter 3 2019 following manager training program</p>
<p>Provide training program for managers on how to facilitate engagement</p>	<p>Managers trained in & given responsibility for engagement within their teams</p>	<p>All managers trained in facilitating employee engagement</p> <p>Increase of 10% in staff reporting that their manager supports and values staff input in annual engagement survey</p>	<p>HR Manager to oversee supported by action group</p>	<p>HR Manager & action group to report on possible program & delivery methods by end of quarter 2 2019</p> <p>Program implemented by end of quarter 4 2019</p>
<p>Develop set of employee engagement metrics to track progress</p>	<p>Employee engagement survey data to be supplemented with additional metrics such as:</p> <ul style="list-style-type: none"> - ad hoc surveys - staff turnover data - sickness & absence rates - exit interview data 	<p>Metrics monitored by board & action group every 6 months</p> <p>Improving trends apparent in comprehensive dataset</p>	<p>HR Manager to develop in partnership with action group</p>	<p>Agreement on data set by end of quarter 1 2019</p> <p>Data collected & analyzed by board & action group every six months thereafter</p>