



Taking Action Project Workstreams  
Outcomes and costed solutions

## Taking Action Project Workstreams- Outcomes and costed solutions

29 employees, divided into 4 groups, met in February 20xx. These were all volunteers, and represented most areas of the business. The focal areas for the 4 groups were determined by the responses to the Staff Climate Survey and feedback after the Staff Conference. The 4 key areas were the ones which employees felt the most strongly about.

In brief, the groups were given an overview of the key areas identified in the climate survey, then worked in focus groups on their specific area. They were encouraged to identify issues that were seen as important to all areas of the company and create solutions.

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## Overall summary

The 2 day workshop was seen as a success by attendees, who felt that they worked hard and learned a lot about the organisation and each other. The opportunity to communicate and collaborate was seen as positive.

Some common themes emerged:

- Lack of communication seen as the root of most issues
- Process maps seen as key to all areas of improvement
- Transparency of these processes considered very important
- Interactive process maps linked to documentation, timeframes and areas of responsibility considered a good option
- Interactive organisation chart with job role and info about interests/expertise, searchable by role, task and areas of speciality- leading to open communication about who's doing what; avoiding duplication of tasks; and enabling all to connect with the right person
- Isolation through remote working/remote hubs seen as being manageable through technology- vlogs; working practice videos; online forums etc.

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### **Recognition: rewarding achievement and developing professional opportunities**

#### *Key issues identified*

##### Appraisals:

- Not fit for purpose
- Wrong timings- biannual often enough?
- Performance measures seen as inconsistent; fragmented; with unmeasurable targets and too narrow a focus
- Targets focus on team level rather than individual achievement (i.e. KPIs)
- Felt that content/comments on appraisals are ignored

##### Recognition & Reward:

- Lack of feedback leads to feeling isolated in the team and the company
- No clarity as to whether everybody's performance is measured, throughout the company
- Workload and hours very high, consistently
- Lack of transparency regarding pay structure
- Rewards are financial and linked to appraisals- seem as unfair
- Felt that the company asks "What's in it for us?" rather than focusing on staff development

##### *Solutions:*

- Develop an appraisal system that is more meaningful and useful i.e. less focus on team targets, more on individual effort outside KPIs
- Offer informal learning through job shadowing- recognise others' achievements and raise role awareness
- Defined and clear pay structure linked to job roles so that clear career progression pathways can be identified- provide motivation to progress with clear direction as to how
- Market other rewards to make people feel valued(not necessarily financial)
- Reduce isolation and provide opportunities for team feedback

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### **Suggested Actions, benefits and costings:**

The 4 focal areas selected for the project workstreams were:

1. Cross-team working: building company-wide collaboration, co-operation and trust
2. Communication: creating open, two-way channels
3. Recognition: rewarding achievement and providing opportunities for career development
4. How we work: streamlining and improving daily processes

The outcomes of the workshop were recorded and submitted by the 4 groups, after presentation to the CE and Directors.

Common themes were:

- poor communication of both day-to-day processes and more impactful change
- isolation through remote working juxtaposed with office working
- both resulting in lack of trust, sense of injustice, lack of transparency
- lack of clear development pathways, with no defined opportunities to improve/progress
- a perception of ineffective performance management, recognition and reward

These common themes are not unusual in an organisation subject to frequent changes, with a diverse workforce. However, both theory and practice offer workable solutions which should effect a far more positive result from a future climate survey. This section summarises suggestions from the Taking Action workshop, explores other options; and provides estimated projected costs/staffing requirements. These meet the most pressing areas should address in the near future for individual and organisational benefit; and draw on information from the recent staff survey; as well as feedback from companywide and role related conferences/seminars.

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<b>Suggested actions and benefits</b>	<b>How</b>	<b>Costs</b>
<b>Information sharing for improved communication, engagement, well-being, profit</b>		
Company calendar to highlight departmental busy times: <i>Reduce blame culture, increase trust</i>	SharePoint Calendar	£125 (1/2 day IT development)
Interactive org chart, to include job roles, interests, strengths, qualifications and current project involvement: <i>Enable all to find the correct person for their query/project/expertise- increase collaboration and trust</i>	Electronic skill scan to inform: Online resource	£750 (3 x L&D days) £750 (3 x IT development days)
Regular scheduled webinars/video conferencing: <i>Reduce isolation between remote/office workers; build tutorial library; share info quickly</i>	Subscription to webinar provider with recording, uploading and live facilities, click through from VLE	£1381.48 per annum ( <a href="#">anymeeting</a> ) Ongoing staffing costs for deliverers/attendees
Department champions to host "ask the team" functionality via Net: <i>Appropriate knowledge resources to create a relevant and up to date FAQ covering every aspect of procedure, benefit new and existing staff</i>	Wiki can be built and hosted online, from bank of FAQs built through "Ask the team"	£360 (Approx. 1 hour staff time per week per team) £125 (1/2 day IT development)
Create a "live" bank of information to share proposed changes/project progressions: <i>leading to companywide transparency and increased trust/collaboration</i>	Blog style posts on Net or VLE: live updates through text to remote staff and banner alerts online for office staff	£360 (Approx. 1 hour staff time per week per project team) OR Marketing team £125 (1/2 day IT development)

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Suggested actions and benefits	How	Costs
<b>Information sharing for improved communication, engagement, well-being, profit</b>		
Frequent contact between all centre staff; with the aim of sharing resources and building a support network: <i>improve standardisation, share expertise, improve learner experience</i>	Google Hangouts to create online collaboration space (VLE forums could work too)	Minimal costs, free or low cost platform £250 to set up and launch (1 day Marketing team)
"Swimming lane" process chart detailing every aspect of the learner journey by task and timeframe with clickable links to relevant documents: <i>enable all understand what should be done, what impact it has if this isn't done and who is responsible/what documentation is connected to this part of the process, leading to increased trust and collaboration</i>	Interactive learner journey, click through from Net	£750 (3 x IT development days) Note: much of this information already exists through historical and more recent process mapping
<b>Staff development, recognition and reward for improved engagement, well-being, profit</b>		
Structured CPD/development pathways: <i>improving morale, communication, customer interaction and collaboration</i>	Individualised development plans: on-boarding, improvement, succession through training /mentoring /coaching/experiential learning (70-20-10: 70% from on-the-job experiences, working on tasks and problems; 20% from feedback and working around good and bad practice, 10% from courses)	Job analysis and development planning £2,500.00 (10 days L&D) Accredited mentor training (approx. 18 staff) Direct training days (Costs detailed in separate table below, pg. 5)
<i>Revisit/relaunch/retrain appraisal process: refocus on Team, build a culture of objectives that recognise achievement outside of KPIs, but still contribute to the business plan</i>	Training of all line managers in June , consider moving away from bi-annual to monthly appraisal QA appraisals and reward best practice	Direct training days (Costs detailed in separate table below) QA and reward costs

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<b>Suggested actions and benefits</b>	<b>How</b>	<b>Costs</b>
<b>Staff development, recognition and reward for improved engagement, well-being, profit</b>		
<p>Defined and clear pay structure/reward linked to job roles (not appraisals) and clear career progression pathways, provide motivation to progress with clear direction as to how: <i>reduce perception that the company asks "What's in it for us?" rather than focussing on staff development; "unfair" financial rewards</i></p>	<p>Utilise pay analysis to inform staff of progression routes; link to career development which can be achieved not only through longevity, but also through dedicated self-development</p>	<p>Pay analysis already underway (HR costs) Linked to structured development pathways Additional cost in launching and recording</p>
<p>Market other rewards (not necessarily financial): <i>make people feel valued, engaged, rewarded</i></p>	<p>Take inspiration from the top places to work: details below (pg. 6)</p>	<p>Dependent on agreed rewards</p>
<p>Model a non-presenteeism approach from above: <i>reduce pressure of 24 hour working culture and impact on well-being/perceptions of unfairness</i></p>	<p>All managers to agree, at all levels of the business, to delay email delivery to working hours. Consider disabling email during holiday/ impose call forwarding</p>	<p>Free (easy to provide a quick guide to how to delay delivery)</p>
<b>Improving well-being and engagement</b>		
<p>Opportunities for face-to-face contact, challenging in an organisation which consists of a largely remote workforce: <i>reduce isolation, mistrust and increase feelings of belonging to Team</i></p>	<p>Regular local team social events (suggest that these occur during work hours or at least daytime hours, focus on well-being; and offer opportunities for family involvement), annual wider regional get-togethers, bi-annual company-wide gatherings</p>	<p>£20,00.00 (Direct costs of recent one day conference, expect at least double for o/night) Localised team events may be expected to cost approximately £100.00 per event</p>

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**Projected staff training costs (figures as at 20xx)**

Indirect Costs					Direct Costs			TOTALS	
Employees by role	Number of staff	Average day rate by role	Total combined cost by role p.d.	Cost of an average 1 1/2 direct training days p.a.	Delivery (approx 10 staff per session)	Approx L&D o/night	L & D O/night costs	Total cost including indirect staff costs	Total cost excluding indirect staff costs
Training Officer	120	£200.00	£24,000.00	£36,000.00	11	22	£2,178.00	<b>£38,178.00</b>	<b>£2,178.00</b>
Regional Business Manager	6	£330.00	£1,980.00	£2,970.00	0.5	1	£99.00	<b>£3,069.00</b>	<b>£99.00</b>
Assistant Manager	15	£250.00	£3,750.00	£5,625.00	1.5	3	£297.00	<b>£5,922.00</b>	<b>£297.00</b>
Engagement Officer/RBC	9	£175.00	£1,575.00	£2,362.50	1	2	£198.00	<b>£2,560.50</b>	<b>£198.00</b>
NAC	26	£155.00	£4,030.00	£6,045.00	3	6	£594.00	<b>£6,639.00</b>	<b>£594.00</b>
Marketing	5	£180.00	£900.00	£1,350.00	0.5	1	£99.00	<b>£1,449.00</b>	<b>£99.00</b>
Business Development	8	£250.00	£2,000.00	£3,000.00	1	2	£198.00	<b>£3,198.00</b>	<b>£198.00</b>
COMPEX	7	£200.00	£1,400.00	£2,100.00	1	2	£198.00	<b>£2,298.00</b>	<b>£198.00</b>
Commercial Business	17	£250.00	£4,250.00	£6,375.00	1.5	3	£297.00	<b>£6,672.00</b>	<b>£297.00</b>
Other Managers	12	£300.00	£3,600.00	£5,400.00	1.5	3	£297.00	<b>£5,697.00</b>	<b>£297.00</b>
Services	24	£175.00	£4,200.00	£6,300.00	2.5	5	£495.00	<b>£6,795.00</b>	<b>£495.00</b>
<b>TOTALS</b>	249	£2,465.00	£51,685.00	£77,527.50	25	50	£4,950.00	<b>£82,477.50</b>	<b>£4,950.00</b>

(Figures above can be reduced by remote delivery via VLE, representing approx.. savings of £5,000 in o/night + fuel cost

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### **So, what makes a great place to work; and why does that matter?**

- Theory, while not claiming to draw direct links between motivation and performance, does indicate that engaged workers create positive benefits on an individual and organisational level. These include increased perceptions of well-being, reduction in absenteeism, and extrarole behaviour (willingness to go the extra mile). In addition, theory around exchange societies shows that individuals who feel that they are receiving equivalent recompense from the organisation for their efforts will continue to put in that effort. These rewards are not financial, but relate to a sense of justice, fairness and equivalence. Get what you give; and give what you get. In addition, millennial employees expect to be able to enjoy work as a social place too, an important consideration for the changing face of xx.
- In practice, an exploration of all the major awards for the top places to work reveals that what really matters to employees is:
  - a sense that what they do has meaning (this can be by definition of the nature of their work (i.e. giving back to the industry) or taking on additional volunteering opportunities; which highly rated places to work encourage through paid volunteering days and organised team building type companywide fund-raising events
  - recognition on a regular basis of achievements of clearly defined goals, e.g. monthly performance management, rather than bi-annual reviews; positive relationships with managers
  - rewards that are meaningful- personalised gifts, vouchers, monthly awards, paid day off on birthdays, weekends away, paid leave to look after relatives/partners
  - opportunities to bond socially with colleagues- conferences, seminars (supported by feedback from the staff conference and TO seminar), family events, informal meetings with senior staff over meals
  - opportunities to develop through self-selected training (including non-work-related)- autonomy in career development
  - Wellbeing interventions such as yoga, gym membership, healthy eating

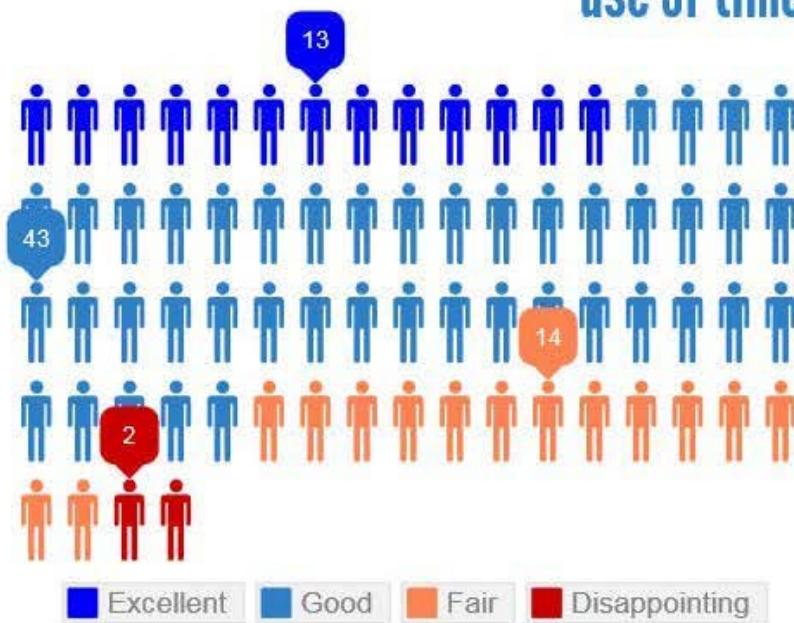
**Appendices on following pages: conference and seminar feedback**

# Conference Feedback

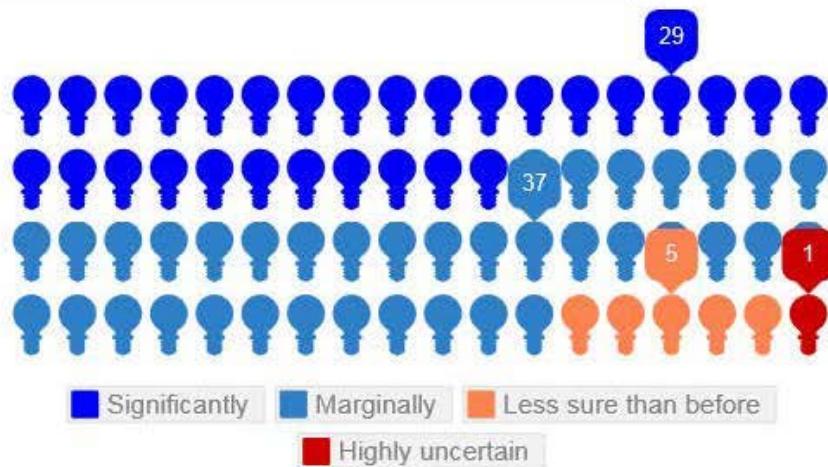
72 people responded to our survey

## The Big Picture

71% felt the conference was a useful thing to do, and 19% stated this was an excellent use of time and resource



Overall, how did you rate your day at the Staff Conference?



How informed about vision are you now?

## Opinions and thoughts

### Cost Benefit Analysis and future options

The cost of this event was £20,000. The benefit can be measured through well-being, well-evidenced in research, but difficult to put a price on. A feeling of belonging is important to employees who work remotely from each other, and positive face-to-face contact has been shown to have beneficial impact on both an individual and organisational level, and the feedback shows that this was an effective outcome.

Many felt that one day was too short and would have preferred an overnight event. This would double the cost of future events; and may disadvantage those who prefer not to be away from home. Thus, a future option may be to hold annual regional events to minimise travel and overnight costs; with a view to holding a whole company overnight event planned well in advance, every two years. Sharing of key standardised messages could be achieved by providing live conferencing links and/or video of conference topics.

It is clear from the feedback that the vast majority would like to repeat the experience, indicating that it would be great to offer this opportunity again.

**92% found the content interesting and relevant**

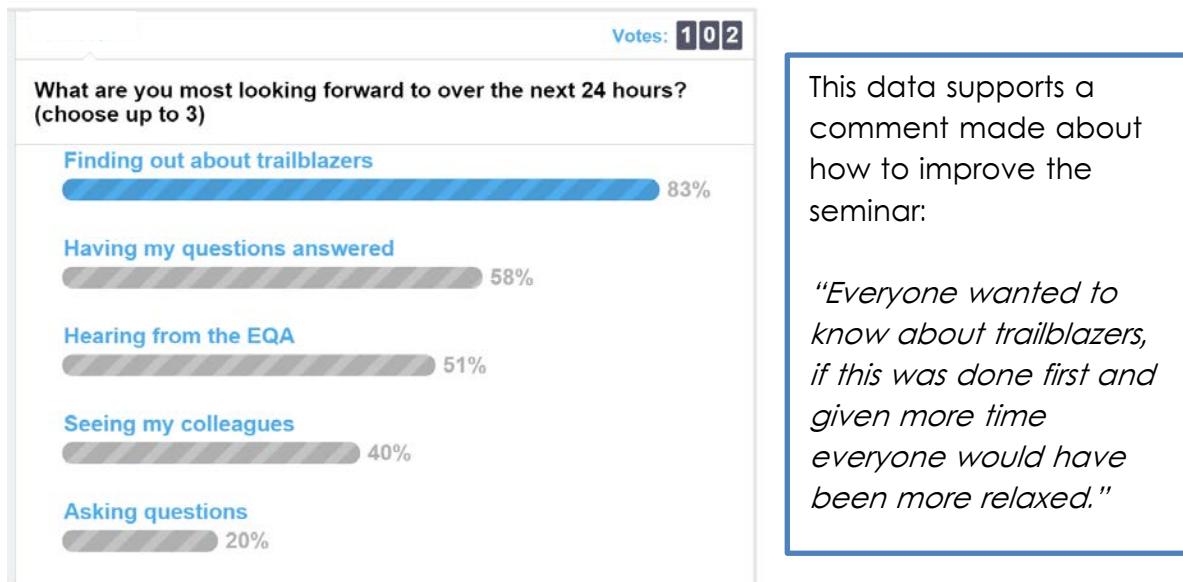
Venue too small  
Presentations difficult to see at the back  
Eating standing up  
Too rushed

Putting faces to names  
A positive vision of the future  
Catching up with colleagues  
Receiving information

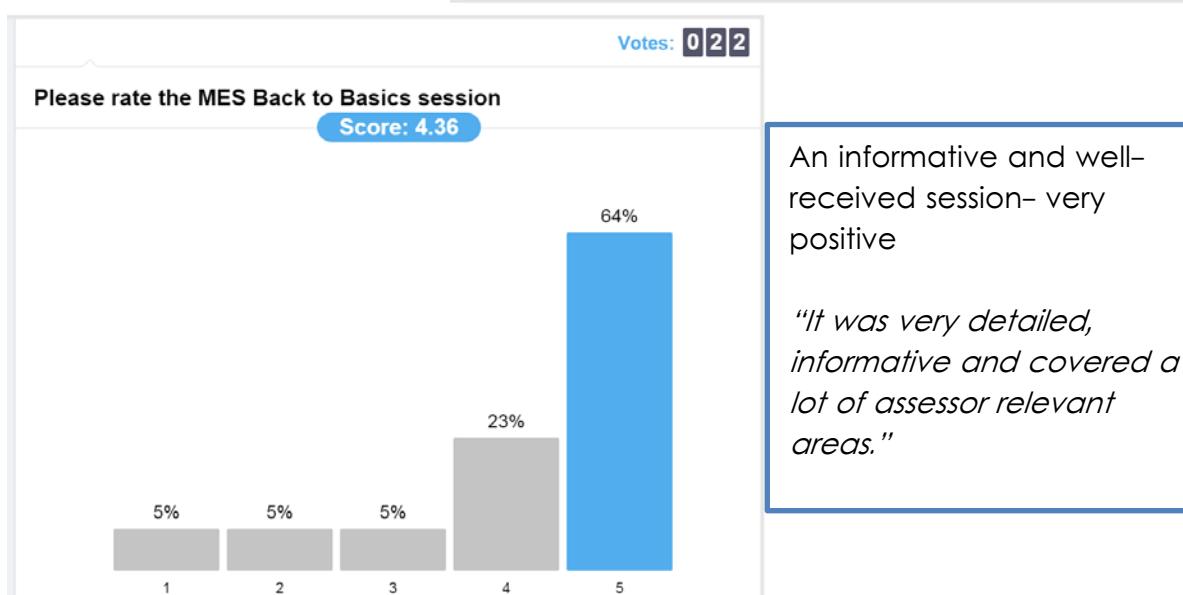
**How often should we have a staff conference?**  
**Every year: 76%**  
**Every other year: 21%**

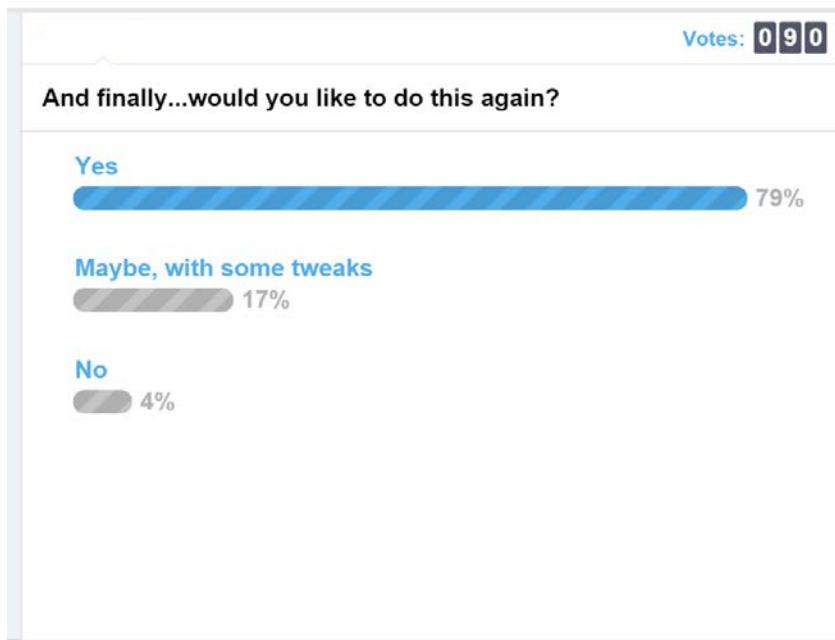
**People would have liked to hear more about:**  
**The new organisation structure**

## Seminar February 20xx



As this was rated out of 5, a score of 3.09 would indicate that this session was viewed as average by most people. Informal comments made related to a feeling that the presentation was out of date; and some said that the session was too basic. However, more rated the session above 3, than below.





81% of attendees responded to this question, with 79% indicating that they would like to repeat this event. *"Overall very good conference well organised. Thank you" "Had a chance to discuss common issues that we are all experiencing + how we can resolve them for the better"*

Comments about what could have been tweaked to improve the seminar included suggestions about having the projector screen higher and that it was difficult to see/hear speakers when they were seated.

Other areas that people found less positive were contradictory in that some felt it was too long, while others found it too rushed. *"Make it a half day session" "I think it skimmed some topics and these required more time" "Just focus on one subject" "More time needed for important issues such as Trailblazing" "It's a long way to go when the info could be disseminated by email"*

One person stated that too much time was spent on assessment (!), but another stated that they would have liked *"More time with own trade and EQA"*

Just 4 people indicated that they wouldn't like to repeat the event, with 2 citing distance travelled as the reason for this, 1 feeling that it was too focused on electrical TOs and one stating *"Teach us something and involve us more"*

Mostly though, people found the two days effective and enjoyable, so it can be concluded that this was a positive experience for most.

Thank you to all who put so much time and effort into making this seminar a success.