



**Head
Light**

Employee Engagement: What the Analytics Need to Tell Us

part of our Research series

The Talent Cloud Platform

Developing Skills. Encouraging Performance. Boosting Recognition.



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Introduction

Employee engagement surveys – and employee engagement in general – seem to be making a comeback. With greater economic stability, organisations are turning their attention to how best to engage their people and create an environment which enables the employees to offer more of their capability and potential.

But many of the engagement tools on the market tend to be short, oversimplified and offer little of the information which is needed to improve engagement levels without additional consulting projects.

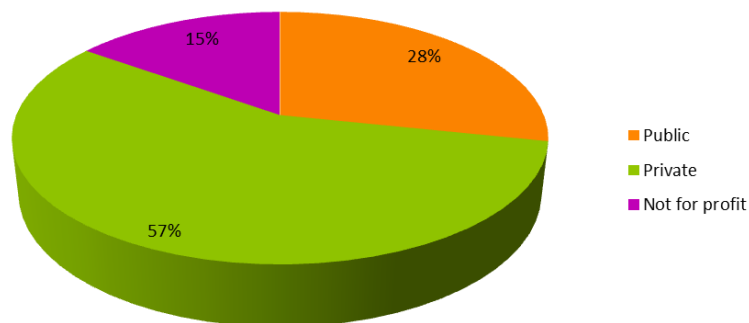
We wanted to look at engagement data in more detail and ask HR decision makers about how they want to use the information they receive from employee engagement surveys.

Our research involved over 100 HR and L&D decision makers who completed our online survey.

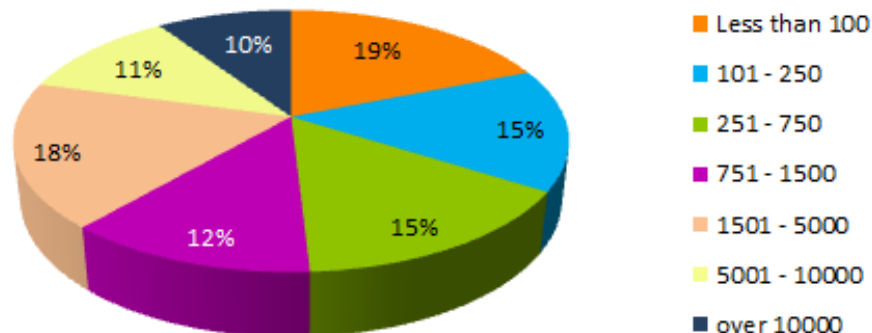
About the Respondents

57% of the respondents were based in the private sector, with a spread of organisational size.

In which sector are you based?



How many employees in your organisation in the UK?





Summary

The key points from this research indicates:

- Nearly ¾ of those organisations surveyed, make use of employee engagement surveys to some extent either through regular annual or biennial programmes, or on an ad-hoc basis.
- Unearthing what is actually of importance to the employee consistently appears in the top three of the most important questions to ask of employee engagement data with more than 6 in 10 including this. Indeed over 50% organisations place this as being the single most important area to look at in the information obtained from a survey.
- There is a need to be able to identify the main sources of disengagement with nearly half of the organisations surveyed including this in their top three of the data analysis needed – and 38% report that they need to identify the engagement trouble spots across the organisation.
- 4 in 10 organisations are looking to understand the link between levels of employee engagement and the ability to deliver organisational objectives or demonstrate corporate values.
- 1 in 3 organisations report that they want to use employee engagement survey data to help managers become better at engaging their own teams.
- The abilities to benchmark with comparable organisations and monitor engagement levels over time are needed from engagement survey data

Taking these points on board, Head Light has enhanced its Talent En-Gauge survey and analytics tool by designing and developing additional functionality.

Key findings

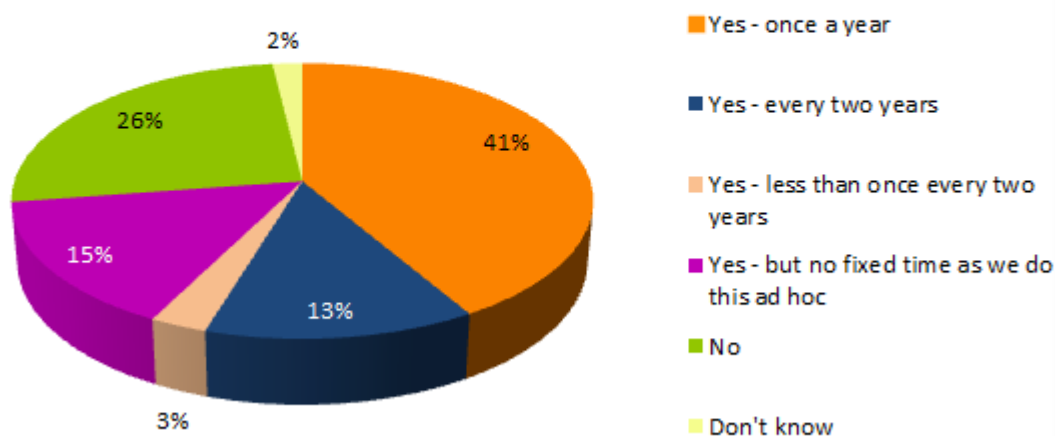
The use of employee engagement surveys is widespread

Nearly three quarters of organisations report using employee engagement surveys either through planned programmes or on an ad hoc basis.

57% of organisations have a planned programme of employee engagement survey with 41% running a survey on an annual basis.

15% choose to implement surveys on an ad hoc basis.

Do you currently use an employee engagement survey with your staff?



Understanding what is important to the employees is the overriding need from the engagement information generated

64% of organisations report that the need to understand what is important to the employee is one of the three most important factors they want to obtain from employee engagement data – over 50% place this at number one

With this strong reported need, it is somewhat surprising that few engagement surveys on the market invite employees to rate the *importance* of engagement factors and actions rather than the more straightforward ratings of actions.

If it is key to know what is of importance, they why not ask the question?



There is a strong desire to identifying the main sources of disengagement – and the engagement trouble spots

45% rate (in the top three priorities) the need to understand the sources of disengagement – and 38% want to know where the trouble hotspots are

In order to take action and to better engage its people, an organisation needs to pinpoint the problem areas – whether this is specific themes, policies or actions – or whether specific groups of employees present as disengaged.

Nearly half of respondents place the need to find out the sources of disengagement in their top three questions which need answer from engagement survey data – and 28% of all respondents place this as their number two concern.

Similarly, 38% ask that the generated survey information highlights the engagement trouble hotspots. Perhaps this is by department or manager or group of employees such as part-time workers, field-based staff or those from a recent acquisition.

Understanding the link between employee engagement and meeting organisational objectives

4 in 10 organisations want the engagement information to translate into delivering the business plan

Organisations are looking to investigate the link between the engagement levels of their staff and the ability to deliver the plan and key focus of the business. This suggests that engagement is seen not in isolation but as a key component to the organisation's performance, goals and values.

Helping managers to engage their teams

Nearly 30% look to the engagement information to help their line managers be better managers

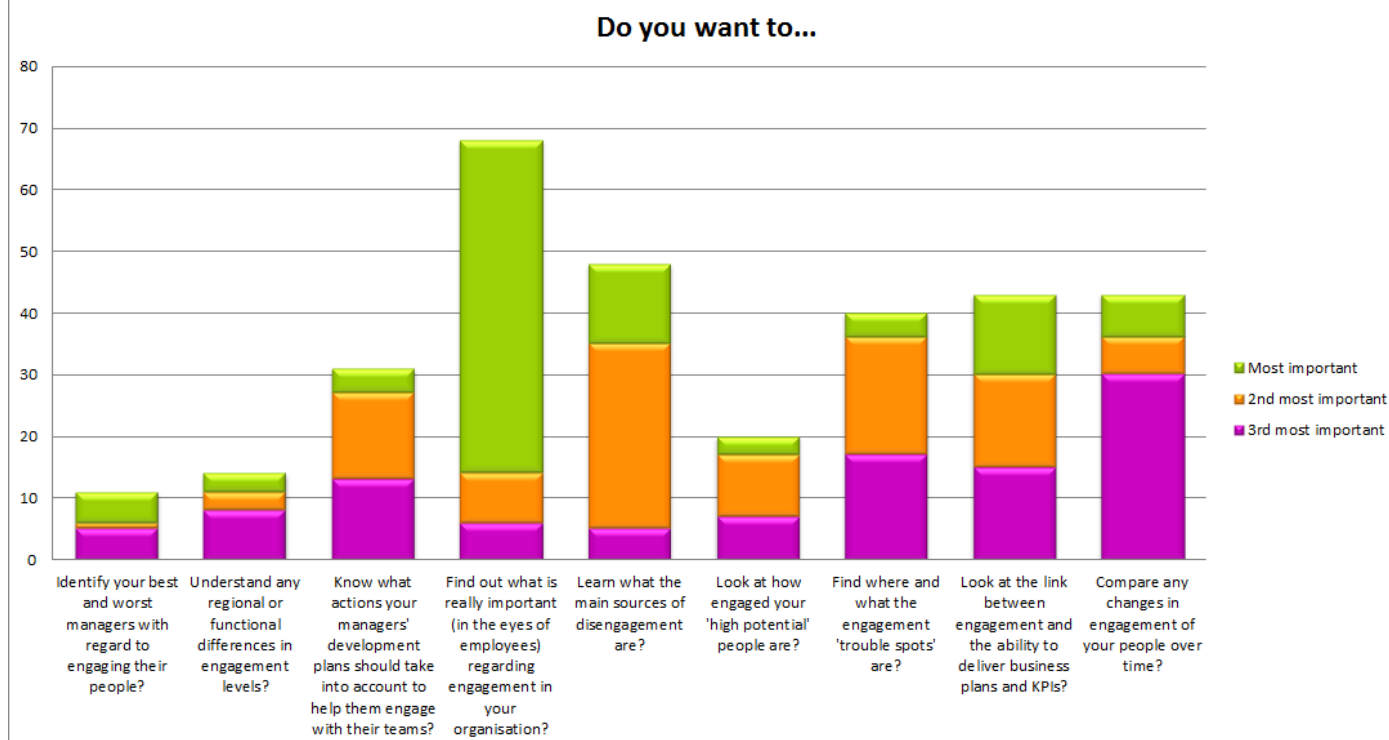
30% of our respondents rated this to be in their top three key areas of investigation. They look to support their line managers as they learn how to engage their teams better – but this isn't a witch hunt about finding poor managers as only 10% include the need to identify the best and worst managers in their top three needs from employee engagement data..

Monitoring change over time

40% report that they look to track the employee engagement levels over time

Media reports suggest that organisations, once again, are looking to focus on employee engagement levels within their organisations and, monitoring these levels will help determine the ROI on their investment in employee engagement activity.

What are the most important questions you want to answer from your employee engagement information? Please select from the list below the top 3 questions and rank these accordingly.



Other comments from the research

We asked our respondents to let us know what other questions they look to get answered from their employee engagement data. They reported that the data should be capable of answering the following questions:

- What 'changes' should be implemented at the executive level to drive performance and enhance employee engagement.
- How effective is our leadership?
- How do we stack up against other comparable organisations?
- Whether training/development is meeting our people's needs. Do people have enough & appropriate career opportunities?
- What suggestions do our people have to make this a better place to work?
- Is there a link between engagement and performance?
- The true impact on engagement on outcomes. A comparison of engagement against the changing landscape of the organisation, therefore identifying impact which can inform future changes.



- How effective are our engagement initiatives and incentive schemes?
- How secure do people feel in the i) company and ii) their job and what they like most and least about the i) company ii) their management and iii) their job.

Going forward

It is clear that the use of employee engagement survey information should play a pivotal role in the talent management strategy and activities of an organisation – and yet Head Light research shows little content and functionality in current online systems to provide the level of analytical detail required for this. For this reason, Head Light has enhanced its Talent En-Gauge online survey and analytics tool. In this we have created the following capabilities.

Rating both 'importance' and 'current practice'

With a single click, employees are able to both indicate the extent to which they agree that an action or practice is in place within the organisation and, more importantly, the importance they feel that action has.

Ranking the highest and lowest engagement factors as reported by your employees

You are able to look at both the highest and lowest scores on the engagement factors – helping you to better understand how your people consider these.

Highlighting areas or factors causing disengagement

The analytical capability of Talent En-Gauge enables you to understand the areas where engagement falls down – and then, for the lowest scoring areas, the action which can be taken to improve this.

Analysing data from – and comparing between – groups of employees

An overall organisation engagement score is important. As important is having the capability to look at differences and similarities between groups. For example you may want to consider engagement between different teams, or between part- and full-time employees, or those field- or office-based.

Action orientation

One respondent in our research commented *“we over ask and under act when it comes to surveys. We get blinded by too much information.”*

With this in mind, we have made the next-step – the implementation of engagement actions – an integral part of our survey and analytics tool. It generates a list of practical suggestions to increase engagement – whether you are a person looking at how you can help yourself to feel more engaged with the business, a manager looking at how to better engage your people or operating at the organisational level and wanting to identify initiatives for corporate-wide engagement improvements.

Capable also of integrating with our other Talent® modules, you are also able to add these actions to an individual's objectives or development plan.

Linking with organisational objectives and values

We have included the capability in Talent En-Gauge to include alongside the engagement factors your own Key Performance Indicators you have as a business. You choose what to look at and they we draw the items from the questionnaire which will build a picture for you about your KPIs or values or defined business imperatives. For example, you may wish to look at how employees recommend your organisation to others, the focus on customer service, the effectiveness of communication or the resilience of the organisation.



Helping managers to engage their teams

We ask quite specific questions of individuals within our standard engagement questionnaire which relate to line manager actions which engage his or her team. These are the areas which the line manager can influence, such as carrying out effective performance management, being clear and transparent with decision-making, empowering his or her people. And then we take it further. We offer practical suggestions of actions which can be taken by the line manager to help develop skills in engaging the team.

Monitoring change over time

Any investment needs to be monitored and impact assessed. Talent En-Gauge has the capability to present the organisational engagement results and changes over time.

Next steps

If you would like to take a closer look at how your organisation can benefit from employee engagement, please get in touch.

About Head Light

Head Light is an award-winning talent management and talent retention software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management platform tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our platform that engages employees, managers and senior leaders in the selection, development and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise.

Founded in 2004, we are headquartered in the UK.

Head Light has attained the ISO27001 standard for Information Security. Certificate No 217613.





How do I...

transition to Continuous Performance Management

How do I...

introduce robust Succession Planning

How do I...

spot High Potentials and Future Leaders

How do I...

boost Recognition

How do I...

drive Engagement through Career Conversations and Development

How do I...

embed new values and improve culture

How do I...

develop Skills of the Future