

Taking action with employee engagement at the Muñoz Group in the UK



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Allison Miller,
Learning &
Development
Manager, Muñoz
Group

The challenge: upgrading and professionalising the employee engagement survey

Employee engagement has always been an area of importance at the Muñoz Group in the UK but its approach has not always been consistent across the business with no central remit for carrying out an employee engagement survey. Individual parts of the business had the freedom to decide how and when any snapshot survey was run and have used various free, but quite inflexible online surveys. The result was a patchy view of engagement with no ability to compare across teams, sites or groups of employees, or link with other talent management data.

Allison Miller, Human Resource Manager, comments, “We haven’t looked at employee engagement for a number of years and there have been some major changes in our company. We decided that now was the time to take stock and check-in with our employees to see how they are feeling about working with us and unearth anything that we should be doing to better support them.”

Allison knew that they needed to ‘professionalise’ their engagement survey, making it more standard, more attractive and capable of more analysis. The company was already using Head Light’s Talent system for its 360 and performance review processes and so it made sense to consider introducing Talent En-Gauge®.

The solution: Talent En-Gauge: easy-to-use, flexible and analytical

Muñoz already had in place a well-received online approach to individual goal and objective setting using the Talent Performance® software as well the Talent 360® 360 degree feedback tool. “Using these helps each employee to know clearly what is expected of them and how what they do fits within the wider organisation,” explains Allison. “Because our people already knew the Talent® system – how it worked and how easy it was to find their way around – it was sensible to look at introducing Talent En-Gauge® when we decided to update and upgrade our employee engagement survey.”

But despite the Talent software already being used right across the company, it wasn’t taken as read that Talent En-Gauge would be adopted; Allison and her team reviewed the market. “We decided that Talent En-Gauge is a good fit for us; it gives us the reporting detail we want, is easy for all of our employees to use regardless of their level, job role or use of English, it looks professional and is flexible for us to make sure it connects with our own values.”

The ‘accessibility to all’ is essential to the business when carrying out the engagement survey. With employees ranging from office-based managers to factory-based packers and spread across two sites, it was important that the engagement questionnaire ‘spoke’ to each and every employee. Allison worked with Head Light to create 28 questions which were based on the defined values and behaviours that the business expects to see, and also to ensure that the wording used was understandable to all employees. Talent En-Gauge gave them the option of asking not only how employees are feeling or thinking about specific areas, but also how important these areas are to them.



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Allison comments, *"The design of the survey webpage was just as important; Talent En-Gauge has a modern design, with familiar click boxes and allows the entire survey to be shown on one screen. We hope this would help people feel comfortable with the survey and feel 'in control', as it could be started, saved and gone back to at a later time as wished."*

Allison and the team developed and executed a plan to get as high a completion rate as possible. As well as issuing reminders via email and talking to people, the team also hired in tablet devices so that those without access to a laptop or desktop computer, could complete the survey easily. And, for those for whom English is an additional language, they ran workshops to explain how and why the engagement survey was taking place, and to help allay any fears about individuals' responses.

The results: high completion rate, high engagement and pointers for next steps

The confidential engagement survey was initially due to be open for 4 weeks but this was extended to 6 weeks to enable certain parts of the business to take part.

The completion rate for one site was an unprecedented 100%, and 77% for the other site and Allison and the team were delighted with this. Importantly, in terms of overall engagement score, it far exceeded the minimum set by its customers (that is, the supermarkets which Muñoz supplies) and the results of the survey have informed the Muñoz people strategy, linking employee engagement to the broad pillars or values of the business.

Allison comments, *"The Talent En-Gauge analytics are excellent and just what we need. We want to be able to look at any differences in feedback between our two sites, or differences between job groups, levels of people or whether they are permanent or agency staff. We needed to be clear on what we wanted to look at but have been able to focus in on the right data easily whilst knowing that the data is 100% accurate. The charts Talent En-Gauge generates are straightforward for me to copy and paste into a report or presentation. It's this easy-to-work-with functionality that sets the Talent system apart."*

Allison and the team had some of their 'hunches' confirmed about how different groups of people are feeling or perceiving changes. But some results unearthed some new areas to explore.

One specific group's responses (the agency worker) flagged some ideas that could be implemented quickly and have a direct impact on these employees and their feeling of belonging. Another highlighted area which was actioned with little difficulty was around the desire by employees to make a difference to the wider community; community days and charity work are now offered to those that want to take this up. The business has also introduced, as a result of the survey, a more structured initiative to celebrate success of specific employees through announcements, awards and lunches.

Allison sums up, *"Using Talent En-Gauge made absolute sense to us. It has given us a professional, easy-to-use and adaptable employee engagement system. We've been able to professionalise our engagement survey, linking it directly to our company values, and make sure every employee feels involved and can have their say. We have received high levels of feedback from our people with very little hassle. It means that when we carry out the survey again in a few years' time, we can benchmark the engagement scores to track progress, but also build on the communications and implementation work we have done this time around and the learning we have gained."*



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A number of factors led to the success of this project for the Muñoz Group in the UK.

- Design a questionnaire that uses language that is meaningful to all.
- Link the questions to the values of the business of which the employees already know.
- Create the questionnaire so it is short and easy to complete.
- Pay attention to the look and feel of the online page. Don’t underestimate how daunting completing such a questionnaire can be to some and try to fit all the questions on one web page.
- Get familiarity with the software.
- Be mindful of employees’ concerns about confidentiality.
- Give employees the tools and the opportunity to complete it; hire in tablet devices, hold briefing sessions and set a timetable.
- Develop – and implement - a communications plan emphasising why the survey is important.
- Plan a short time frame for survey completion that was flexible to move due to business demands.
- Make sure you have the capability to ‘cut’ the data as needed – and to do this whilst the data is still fresh.
- Take swift action taken to address any issues raised or respond to ideas generated.
- Invest time in post-survey communication with all those that took part.

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E: info.request@head-light.co.uk • W: www.head-light.co.uk