

EMPLOYEE ENGAGEMENT

BEST PRACTICE REPORT

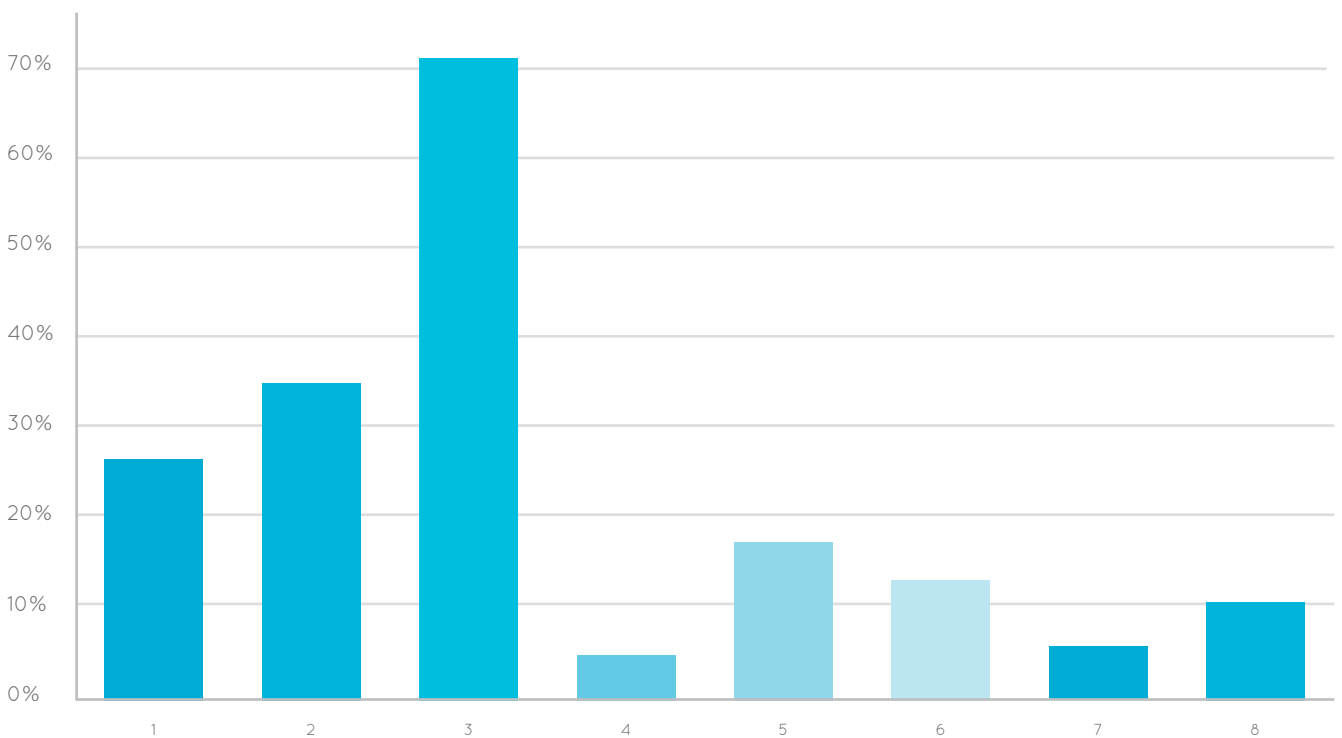


EMPLOYEE ENGAGEMENT



WHAT TOOLS DO YOU HAVE IN PLACE TO MEASURE EMPLOYEE ENGAGEMENT? PLEASE TICK ALL THAT APPLY.

ANSWER CHOICES	#	RESPONSE
Real time pulse surveys (such as Teamgage)	1	25%
Contact Centre specific Engagement Survey	2	34%
Organisational wide Engagement Survey	3	72%
Government or Department Engagement Survey (Government Contact Centres only)	4	3%
Employee Net Promoter Score (eNPS)	5	18%
No formal measurement, but we do monitor other data such as absenteeism, attrition, etc.	6	12%
We do not have any tools to measure Engagement	7	4%
Other	8	10%

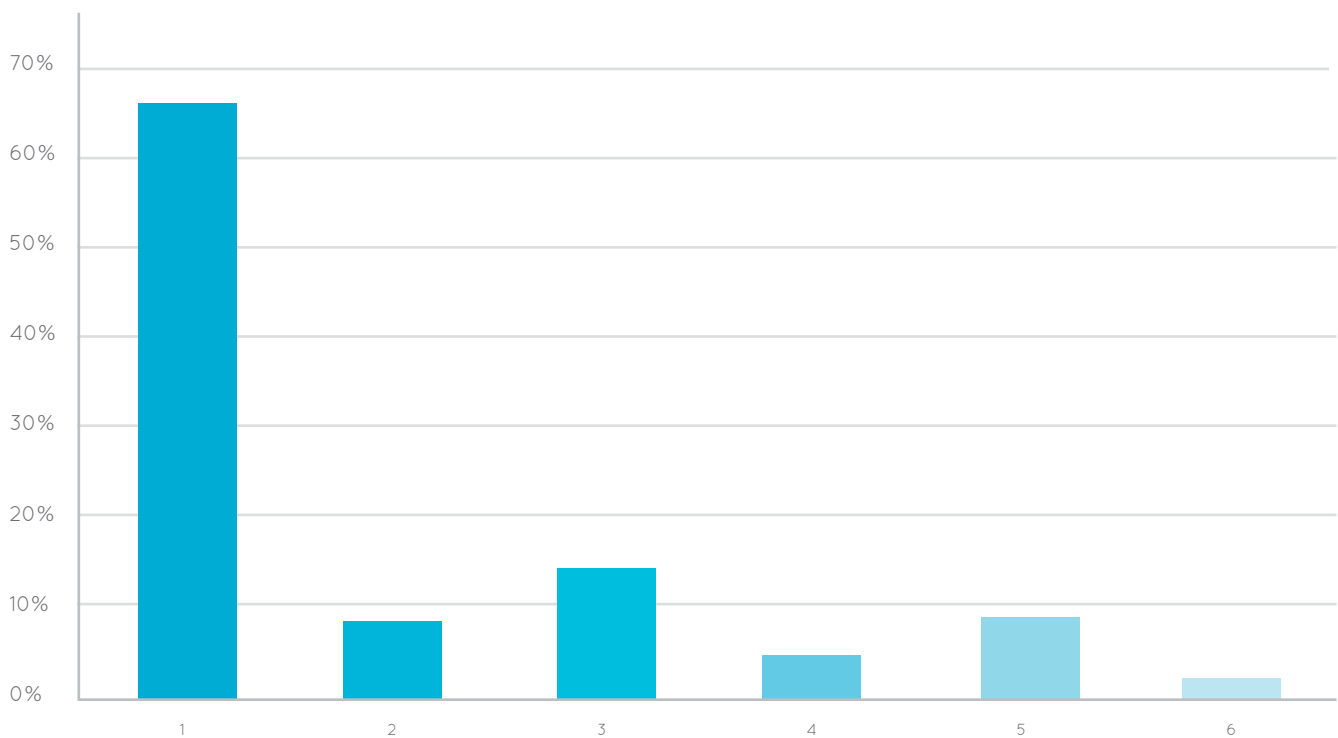


Close to 60% have tools to specifically measure employee engagement within the Contact Centre, with 25% of them being real time pulse surveys. Over 70% of Contact Centres use organisational wide surveys to measure employee engagement. Whereas 15% have no formal way to measure this. As Peter Drucker says “you can’t improve it, if you can’t measure it”. So the key to being able to improve employee engagement and positively impact on culture, is to first have mechanisms to be able to measure this - preferably in real time, with immediate access to results wherever possible.

EMPLOYEE ENGAGEMENT

HOW ARE EMPLOYEE ENGAGEMENT RESULTS SHARED WITH CONTACT CENTRE STAFF?

ANSWER CHOICES	#	RESPONSE
Results are made available to all staff, and they have input into actions and initiatives	1	64%
Results are made available to all staff, but there is no input into actions and initiatives	2	9%
Results are shared with the Contact Centre leadership team, but not agents	3	13%
Results are only shared with Contact Centre Manager and above	4	4%
We do not measure, or results are not shared	5	9%
Other	6	1%



“Close to 65% of Contact Centres not only share the results of employee engagement surveys, they also allow staff to have input into suggesting and implementing initiatives. 26% do not share results with anyone other than leaders, if at all. Research shows that when people feel that they are not being heard, they will quickly lose interest in providing feedback and over time, survey response rates may decline. No matter how good, bad or downright ugly the results may be, hiding the results or sweeping them under the carpet will only be detrimental in the long run. Whereas being open and transparent with the results, and seeking input and feedback into improvements, will go a long way towards building trust and increasing employee engagement.”

IF YOU MEASURE EMPLOYEE ENGAGEMENT, WHAT WAS YOUR LATEST ENGAGEMENT SCORE? PLEASE USE A NUMBER OUT OF 100.

ANSWER CHOICES	RESPONSE
Out of 100	75.6



The average employee engagement score is 75.6 across the industry. The top 10% of contact centres had employee engagement scores of 88 or higher.

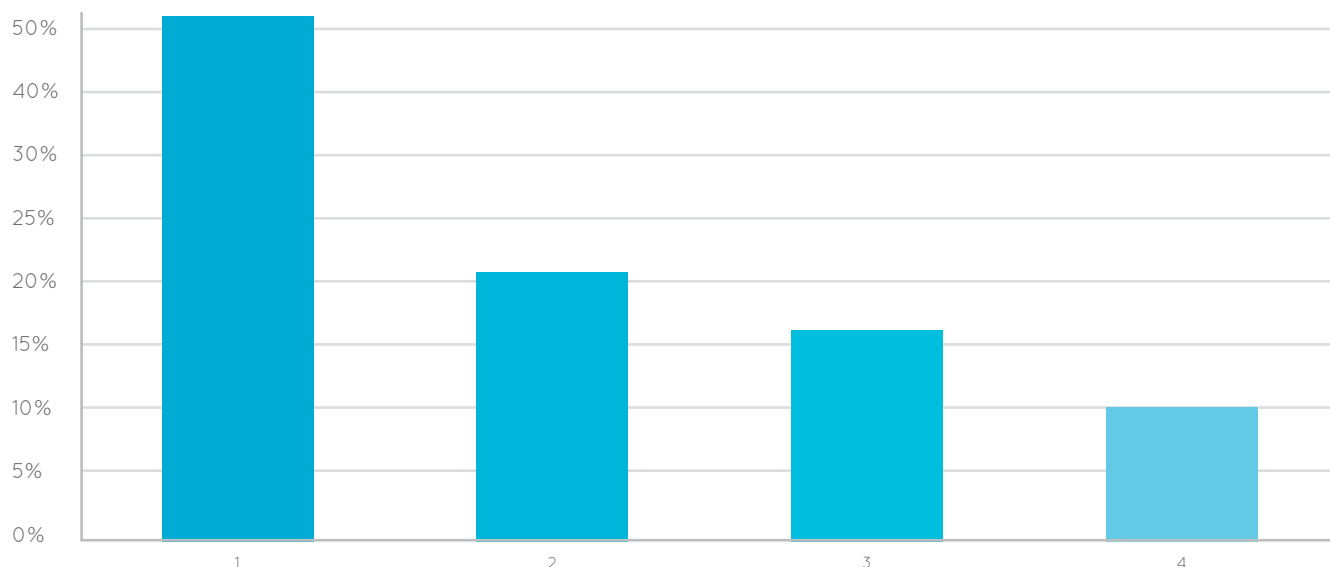


Contact Centres With Very High Employee Engagement Scores



HOW DOES YOUR LAST SCORE COMPARE WITH THE PREVIOUS SCORE?

ANSWER CHOICES	#	RESPONSE
It is higher (engagement has improved)	1	52%
It has remained the same	2	22%
It is lower (our staff are less engaged)	3	16%
N/A. We do not measure	4	10%



EMPLOYEE ENGAGEMENT

HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENT: STAFF ARE ENCOURAGED TO PUT FORWARD THEIR IDEAS AND FEEDBACK

ANSWER CHOICES	RESPONSE
Completely agree	73%
Somewhat agree	24%
Neither agree nor disagree	1%
Somewhat disagree	2%
Completely disagree	0%



COMPLETELY
AGREE



SOMEWHAT
AGREE



NEITHER



SOMEWHAT
DISAGREE



COMPLETELY
DISAGREE



This report shows that across all three levels (Frontline Agents, Team Leaders and Contact Centre Managers) psychological safety is generally present. This should be called out as a positive, especially given the challenges of the last few years.

HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENT: IT IS A SAFE ENVIRONMENT FOR STAFF TO PUT THEIR HANDS UP WHEN THEY HAVE MADE A MISTAKE

ANSWER CHOICES	RESPONSE
Completely agree	73%
Somewhat agree	25%
Neither agree nor disagree	1%
Somewhat disagree	0.65%
Completely disagree	0%



COMPLETELY
AGREE



SOMEWHAT
AGREE



NEITHER



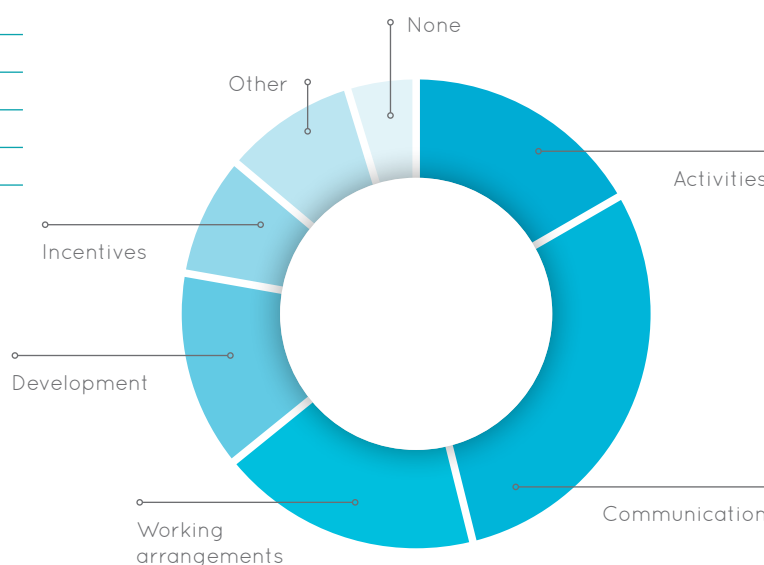
SOMEWHAT
DISAGREE



COMPLETELY
DISAGREE

WHAT ACTIVITIES / INITIATIVES HAVE YOU IMPLEMENTED OVER THE PAST 6-12 MONTHS THAT HAVE HAD THE MOST POSITIVE IMPACT ON EMPLOYEE ENGAGEMENT?

ANSWER CHOICES	#	RESPONSE
Activities	1	17%
Communication	2	30%
Working arrangements	3	18%
Development	4	14%
Incentives	5	8%
Other	6	9%
None	7	5%



30% of Contact Centres cited an improvement in communication, or the implementation of a targeted and varied communication strategy, for the increase in employee engagement. Offering flexible working arrangements also improved engagement, with planned and fun activities and providing development opportunities also being successful engagement strategies.

Those initiatives that were most valued by agents were:

- Virtual Activities 33%
- Gifts 22%
- Flexible working arrangements 18%
- Development opportunities 16%
- Incentives 15%
- Health & Wellbeing programs 14%

EMPLOYEE ENGAGEMENT

ON A SCALE OF 1 – 10, HOW ENGAGED DO YOU BELIEVE THE MAJORITY OF YOUR STAFF CURRENTLY FEEL?

ANSWER CHOICES	CONTACT CENTRE MANAGER RESPONSES
1	0%
2	0%
3	1%
4	2%
5	4%
6	12%
7	35%
8	36%
9	10%
10	0%



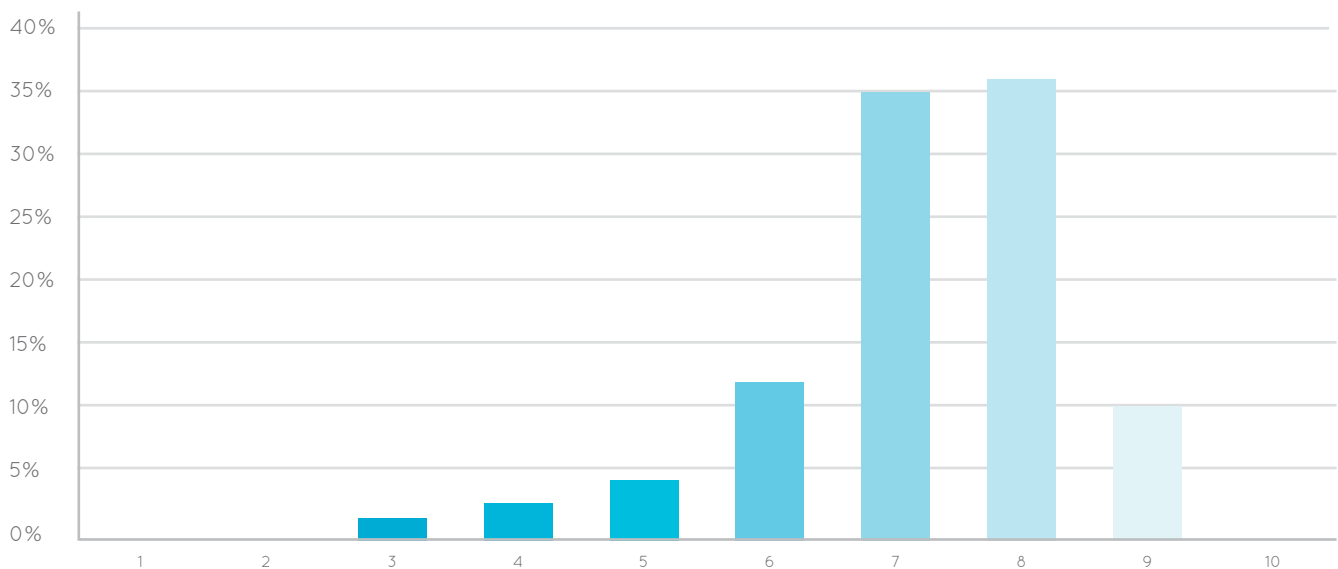
CONTACT CENTRE
MANAGER SCORE



TEAM LEADER
SCORE



FRONT LINE
AGENT SCORE



ON A SCALE FROM 1-10, HOW LIKELY ARE YOU TO RECOMMEND YOUR ORGANISATION AS A PLACE OF EMPLOYMENT TO YOUR FAMILY AND FRIENDS?

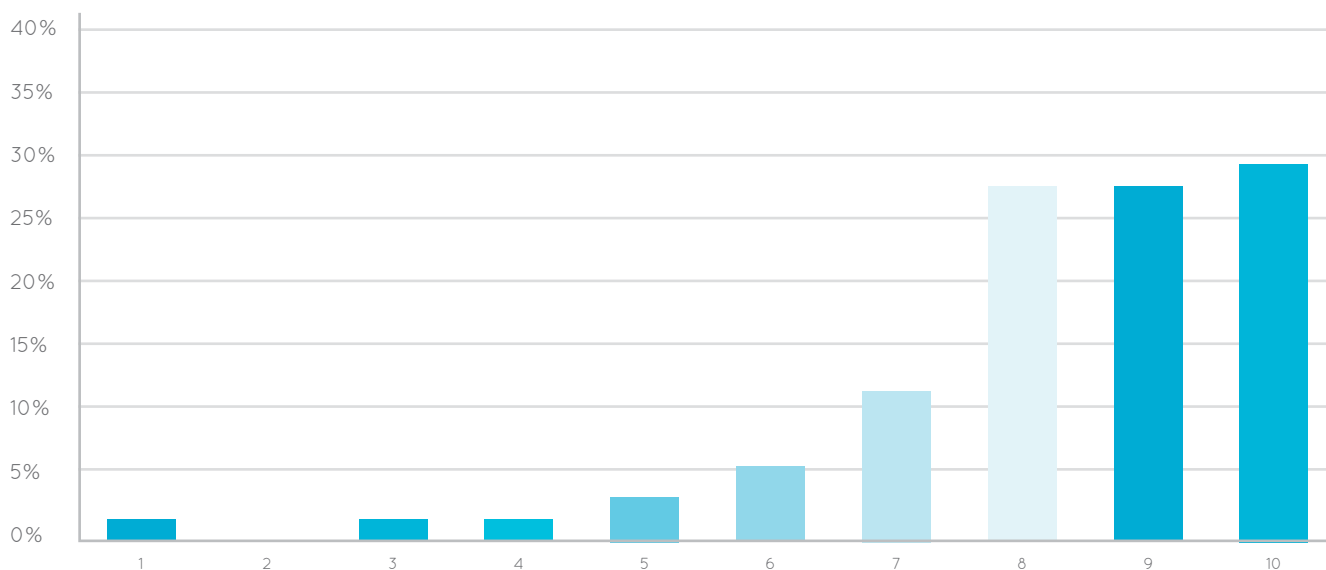
ANSWER CHOICES	RESPONSE
1	1%
2	0%
3	1%
4	1%
5	3%
6	5%
7	11%
8	27%
9	22%
10	29%



AVERAGE SCORE



CONTACT CENTRES
THAT GAVE THEMSELVES
THE HIGHEST
POSSIBLE SCORE



The average score here was quite high at 8.3 (the equivalent of an Employee Net Promoter Score of +38). 29% of Contact Centre Managers gave their organisation the maximum possible score.

EMPLOYEE ENGAGEMENT SUMMARY

**Leanne Robinson
& Daniel Panozzo**

Founders & Directors
Aspen Solutions



Often when we think of ‘employee engagement’ we think of ping pong tables, fruit bowls in the kitchen and Casual Friday. And sure, those things are hygiene factors that help make a workplace more enjoyable – but they aren’t really what’s at the core of truly determines whether your employees are “engaged” with your organisation.

Employee engagement is actually defined as being the ‘strength of the mental and emotional connection employees feel towards their place of work’.

There are a number of factors that help to determine this connection, including;

- Do I align to the purpose of the organisation and what it stands for?
- Do I feel as if I am making a meaningful contribution?
- Do the values of the organisation match my personal values?
- Do I trust the leaders in my organisation, and feel that they trust me?
- Do I feel seen, heard and valued?
- Is it safe for me to speak up and share my opinions and suggestions?
- If I admit that I have made a mistake, will I be punished?

Interestingly, a 2017 study of Gen Z (those born after 1996) has shown that they are a purpose driven generation. The study revealed that...

- 44% are seeking a career they feel passionate about
- 36% want to make a difference
- 63% want to do something they love
- And only 16% are driven by money

When you consider that Gen Z are making up larger and larger portions of our Contact Centre workforces, allowing them to contribute, connect and communicate will all help to drive employee engagement.

So, what does this data from this survey show us?

Firstly, close to 60% of Contact Centres surveyed have tools in place to specifically measure Employee Engagement. This really is the first step. As Peter Drucker says “you can’t improve it, if you can’t measure it.”

Measuring the results is one thing, but what we do with that data is just as important. It's great to see that close to 65% of those Contact Centres who have engagement data, share the results with all staff – and actively invite employees to have input into creating initiatives and improvement strategies. That's awesome!

But the flip side is that 26% do not share the results with anyone other than leaders, if at all.

No matter how good, bad or downright ugly the results may be, hiding the results or sweeping them under the carpet will only be detrimental in the long run. Whereas being open and transparent with the results, and seeking input and feedback into improvements, will go a long way towards building connection and trust and increasing employee engagement.

The good news is that over 50% of Contact Centres reported an increase in engagement over the past 12 months, compared to just 16% who say it has decreased.

The strategies that were felt to have the greatest impact were communication, flexible working arrangements (including options to work from home), activities to create and maintain connection between team members and providing development opportunities.

These all rated highly with front line agents, along with the offer of health and wellbeing programs. And while gifts were appreciated, the opportunity to connect with other staff through virtual activities was still more highly valued.

So, in summary if you're looking to increase your employee engagement here are a few key tips:

- 1 Regularly check in and ask people how they are feeling...and then actually share the results!**
- 2 Show them how their role and the work they do contributes to the overall purpose.**
- 3 Continue to find ways to communicate and create connection.**

EMPLOYEE ENGAGEMENT CASE STUDY

EMPLOYEE ENGAGEMENT CASE STUDY

Leanne Robinson
& Daniel Panozzo

Employee Engagement Boost with Aspen Solutions

BACKGROUND

Due to the privatisation of some services that were previously managed by the state government, a new joint venture organisation was created. Several staff were transitioned across from the government to the new enterprise, while a range of new employees and roles were recruited externally.

THE CHALLENGE

A culture of 'us and them' quickly emerged. Newer staff members kept hearing about "the good old days" and were shut down with cries of "but we've always done it that way" each time a new suggestion was raised. While the staff who had transitioned across from the government department, felt as if their years of experience were not valued and they felt cast aside. Two separate cultures were emerging, and employee engagement was low.

THE SOLUTION

A two-day off-site retreat was planned, and Aspen Solutions was engaged to help bring this group together to create a unified, cohesive and collaborative team - all working towards a common goal, and with respect for the experiences and views of one another.

THE PROCESS

Based on Simon Sinek's Golden Circle "Start with Why" we set about identifying the purpose of the organisation. Why at its very core did this organisation exist? Involving all members of the team in a structured and facilitated workshop, the team were able to finish off day one with a shared understanding and consensus that their core purpose was "connecting communities".

Next up was to establish the company values that would act as the guiding light for all members of the organisation to have a shared understanding of the observable and tangible behaviours that everyone agreed to live and work by. And just as importantly - those not negotiables that just simply weren't ok. This wasn't just about creating words on a page; it was bringing those words to life with meaning and examples and operationalising them into a shared and agreed "Rules of Engagement".