



Employee Engagement Task Force

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On March 29th, 2011, the Prime Minister gave his backing to a new independent Employee Engagement Task Force during a launch event at 10 Downing Street.

Members of the Government sponsored, industry led Task Force - including the chair, David MacLeod, deputy chair, Nita Clarke and other leading professionals from the public and private sector - joined the Prime Minister and Business Minister Edward Davey for a breakfast roundtable discussion.

The Task Force will ensure that a range of practical opportunities are made available for organisations wanting to learn about engagement. It will share good practice, generate debate and offer support via a new website. It will build on the report 'Engaging for Success', which David MacLeod and Nita Clarke produced in 2009 for the Department for Business, Innovation and Skills.

At the launch of the Task Force, Prime Minister David Cameron said:

"This taskforce has my full support because I know that it will work to bring together two of my government's top priorities – delivering sustainable growth across the UK, and coming up with new approaches to help people improve their wellbeing.

"I think the public and private sectors can learn a lot from each other. This initiative fits well with our agenda of devolved power and authority and shows how effective companies can be when they feel empowered. I am delighted that the Employment Engagement Taskforce has come together to develop practical ways to help all employers learn from the best, to break down barriers to engagement and to raise the profile of this whole agenda."

Since the launch we have:

Held a Guru Group Meeting to provide ideas, insights and thought leadership to the Task Force;

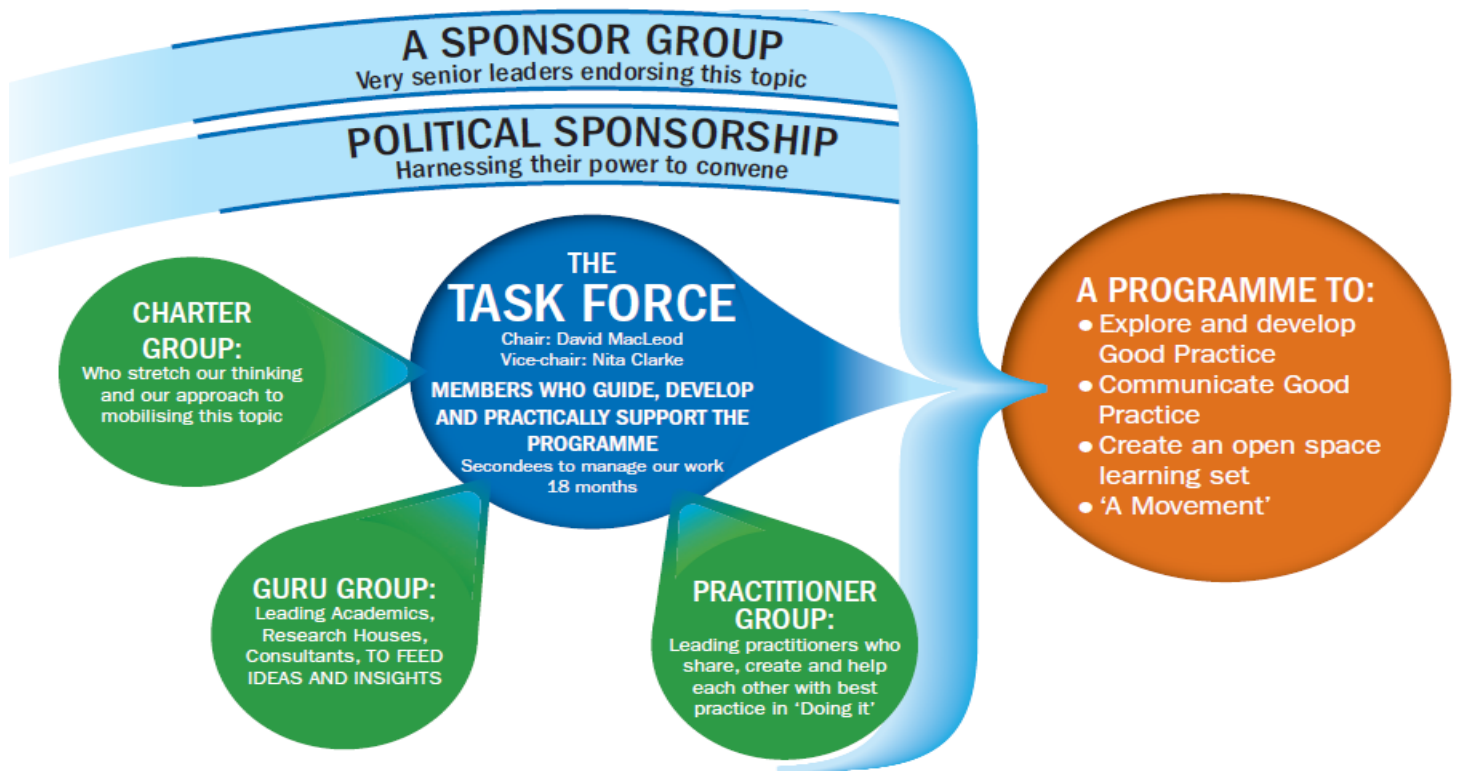
Held a Task Force meeting, resulting in our areas of action listed below;

Convened the first Practitioner Group meeting, the start of a national programme, to solicit ideas and share good practice;

Launched the first phase of our website; and

Started to build our movement.

OBJECTIVE: To improve performance of organisations by raising levels of employee engagement
 A practical phase, building on the evidence and four enablers in 'Engaging for Success'



The Task Force enjoys broad support already from across the UK and has begun to build a movement of thought leaders, practitioners and influencers who know that engagement is to the benefit of the employee, the organisation and the country.

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BAE SYSTEMS
DTZ

Adam Balon, Co-Founder, Innocent
 Adam Crozier, CEO, ITV
 Amyas Morse, Auditor General, NAO
 Andy Harrison, CEO, Whitbread
 Anne Gibson, President, PPMA
 Anthony Jenkins, CEO, Barclays
 Brendan Barber, General Secretary, TUC
 Charlie Mayfield, Chairman, JLP
 Chris Browne, MD, Thomson Airways
 Chris Hyman, CEO, Serco
 Clare Chapman, Head of Workforce, NHS
 Dame Gill Morgan, PS for the Welsh Assembly Government
 David Frost, Director General, British Chamber of Commerce
 David Nicholson, CE, NHS
 Ed Sweeney, Chairman, ACAS
 Ian King, CEO, BAE
 Ian Livingston, CEO, BT
 Ian Powell, Chairman & Senior Partner, PwC
 Ian Sarson, CEO, Compass Group
 Jackie Orme, CEO, CIPD
 Jane Wilson, CE, CIPR
 John Cridland, Director General, CBI
 John Hannett, General Secretary, USDAW
 John Neill, Group CE, Unipart
 John Walker, Chairman, FSB

Marc Bolland, CEO, M&S
 Martin Temple, Chairman, EEF
 Paul Drechsler, CEO, Wates Group
 Paul Noon, General Secretary, Prospect
 Peter Housden, PS for Scotland
 Peter Rogers, CEO, Babcock
 Peter Sands, CEO, Standard Chartered
 Peter Searle, CEO, Adecco Group UK & Ireland
 Richard Baker, Chairman, Virgin Active
 Roderick Wilkes, CE, CIM
 Ronan Dunne, CEO, O2
 Rona Fairhead, Group CE, Financial Times Group
 Sir Gus O'Donnell, Head of Home Civil Service
 Sir Kevin Smith, CEO, GKN
 Sir Martin Sorrell, CEO, WPP
 Sir Stephen Bubb, CE, Acevo
 Sir Suma Chakrabarti, Permanent Secretary, MoJ
 Sir Win Bischoff, Chairman, Lloyds
 Stephen Howard, Chief Executive, BITC
 Steve Elliott, Director General, CIA
 Steve Mogford, CEO, United Utilities
 Tim Jones, Lead Partner, Freshfields
 Tim Melville-Ross, Chairman, DTZ & HEFCE
 Tom Glocher, CEO, Thomson Reuters
 Will Hutton, Executive Vice Chair, Work Foundation

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babcock
CMI
eef

UNIPART GROUP
NAO
Business Community
O2
innocent little tasty drinks

Task Force Members

Lucy Adams, Director, Business Operations, BBC	Howell James, VP, Barclays
Jonathan Austin, CEO and Founder, Best Companies	Peter Kyle, Deputy CEO, Acevo
Gaenor Bagley, Head of Strategy & Talent, PWC	Stephen Lehane, Group HR & Corporate Affairs Director, Boots
Bernard Galton, DG - People, Places & Corporate Services, Welsh Government	Alex Lewis, HR Director, BAE
Louise Beardmore, Engagement, Leadership & Learning, United Utilities	Geoff Lloyd, Group HR Director, Serco
Stephanie Bird, Head of Policy, CIPD	Glenn Manoff, Director, Comms and Reputation, O2
Dame Carol Black, Cross Government Health, Work & Well-being Unit	Doug Mcildowie, Group HR Director, GKN
Patrick Burns, Exec Director, Employee Ownership Association	Andrew Moys, Director of Comms, JLP
Mike Cherry, Policy Chairman, FSB	Sir Eric Peacock, SME Sector
Tracy Clarke, Group Head of HR and Comms, Standard Chartered	Angie Risley, Group HR Director, Lloyds
Eric Collins, Managing Director, Nampak Plastics	Sue Round, Director of L&D, British Gas
Jacki Connor, Director of Colleague Engagement, Sainsbury's	Dean Royles, Director, NHS Employers
Stephen Dando, EVP & Chief HR Officer, Thomson Reuters	Louise Smalley, Group HR Director, Whitbread
Tanith Dodge, HR Director, Marks & Spencer	John Taylor, Chief Executive, ACAS
Kevin Goodman, Group Director OD, Babcock	Mervyn Thomas, Whitehall Engagement & Head of HR, DfT
Russell Grossman, Communications Director, BIS	Peter Thomas, Director, Transforming Whitehall, IoG
Neil Carberry, Director – Employment Affairs, CBI	Sarah Veale, Head, Equality and Employment Rights, TUC
Peter Holbrook, CE, The Social Enterprise Coalition	Alan Walters, VP HR UK & Ireland, Unilever
Veronica Hope-Hailey, Professor, CASS Business School	Clare Chapman, Chief People Officer, BT
Nic Greenfield, Director of Workforce, NHS	John Evans, HR Director, First Group

The Task Force work is based around the 4 Enablers for Engagement identified in the Macleod Review



Visible, empowering leadership providing a strong *strategic narrative* about the organisation, where it's come from and where it's going.



Engaging managers who

- Focus their people and give them scope
- Treat their people as individuals
- Coach and stretch their people
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There is *employee voice* throughout the organisation, for reinforcing and challenging views; between functions & externally; employees are seen as central to the solution.



There is organisational *integrity* – the values on the wall are reflected in day to day behaviours. There is no “say-do” gap.

The Task Force has agreed a list of the issues to investigate in more depth, and several work streams covering making our findings and conclusions available to the widest possible audience.

Nailing the evidence	Correlating with performance outcomes, building on the evidence in 'Engaging for Success' which is now two years old.
Engaging through economic adversity	The experience of companies and organisations who have maintained engagement throughout the recession can be of particular assistance to the public sector as it faces difficult decisions, as well as helping all organisations cope with significant change.
Barriers to engagement	No one we have met is against employee engagement, so why doesn't it happen more widely? What are the factors that get in the way?
Engagement and its role in innovation	How does employee engagement underpin innovation?
Sector specifics	What are the specific challenges facing different economic sectors in developing engagement approaches, for instance for SMEs, for international companies, for not-for-profit organisations and for the public sector.
Tools & ideas for action	What ideas, actions and learnings from case studies and good practice can we assemble to implement the four enablers and support organisations wanting to engage, also harnessing the great resource of the practitioner & guru groups?
The changing nature of work and its context in society	The world of work is evolving quickly, with new demands from employees and customers alike, and the challenges to the UK economy from globalisation. How does engagement fit with today's workplaces with reduced levels of deference, more demanding customers and with information becoming a commodity?
Wellbeing, engagement & CSR	Wellbeing and corporate social responsibility are also high on the list on many organisations' agendas. What are the synergies and overlaps with engagement - and how might we consider them as a coherent whole?
Our purpose	We need to set out our success criteria and the purpose of the Task Force. What might our outputs be in 18-24 months, and what might our legacy be?

Areas for promulgation

The web and social media	How do we use technology and social media to build and sustain the movement? And how do we use technology and social media as tools to build engagement?
The CEO Group	How can we best leverage the huge resource of our sponsor group to take the engagement message out more widely?
Shareholders	How do we ensure shareholders and investors recognise that employee engagement results are a lead performance indicator

Feedback from the first Task Force meeting:

“I thought it was a very successful first meeting with an impressive group of influential senior leaders in the world of work. I was quite taken by the enthusiasm and energy of individuals to get involved and develop a movement which is a force for good.”

“It was a good meeting indeed, lots of energy.”

“I thought the meeting was a fantastic start and I am very optimistic about the project.”

“...a great session and I am extremely excited about the impact we can collectively have.”

“The meeting exceeded my expectations (which were already fairly high) and I came away feeling that what we’re setting out to do will be extremely worthwhile and probably a lot of fun too.”

“An absolute pleasure; I was delighted to be part of the initial meeting which, as you say, was high energy and inspiring.”

“Look forward to playing a full part in making a difference on this.”

“I thought it was a really great meeting. Excellent people, high energy, expertly chaired. Really looking forward to the journey!”

Task Force Team Contact Details – please do get in touch!

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