



NW
NORWOOD UK

Successful Employee
Engagement

Employee engagement is one of those often talked about but rarely understood concepts. Every employer knows that a happy and fulfilled employee is a more productive one, but to attract and retain the best talent for a business involves engaging employees in the long term.

Engagement is about respect going up, down and across a business, transparency throughout and alignment of HR and management policies to business culture and objectives. When all this is done well, employees will be doing the right job for all the right reasons, and the business benefits will be tangible.

Benefits of employee engagement

One of the most obvious business benefits to Norwood UK is of a reduction in employee turnover. This instantly reduces costs associated with recruitment and training, and also encourages stability. That in itself will deliver benefits within a team, in terms of spreading feelings of engagement and team loyalty and values.

In addition to internal engagement levels with other employees, this stability is also positive in terms of customer and partner relations. An engaged employee will be better able to establish a good working rapport and sell the benefits of their company or what it offers, therefore having a positive impact on the bottom line.

A further benefit lies with the business brand; the lower the attrition rate and the longer the standard employee tenure with a company, the better its reputation as a place to work and so the more likely it is that such a business will attract the strongest talent.

Engagement through recruitment

A strong business brand that is consistently attractive to job-hunters is fundamental to enticing candidates to look at your careers website and apply

for roles. Consequently, Norwood UK's HR department engages with marketing and communications departments in order to present an integrated strategy – particularly important during the actual recruitment process.

One way in which Norwood UK attracts the strongest candidates, is to have a strong and consistently branded online recruitment process, with the ability to respond to candidates quickly and with useful feedback. This is something that we are constantly monitoring and improving on.

For Norwood UK, ensuring a well-integrated and smooth online recruitment process, as part of ongoing candidate management, is also important for ongoing talent management. For example, records can be kept of those candidates who might not be suitable for the current role on offer, but who could be revisited as and when a better role for them arises.

Being able to attract the best talent is essential for Norwood UK, so it is advantageous to be able to identify it as early as possible.

Engaging and appraising at each stage

Once talented candidates have been identified and successfully hired to join Norwood UK, the engagement process begins in earnest. Adding to the records started over the recruitment process, personnel files can be built up to help truly understand where the talent and assets lie in our business. Well-kept records help us to understand where strengths and weaknesses of an individual lie, so helping to inform training, management and internal mobility and succession planning strategies. Without identifying the characteristics of employees, it can prove very difficult for Norwood to truly engage their workforce.

Norwood holds regular appraisals with employees to demonstrate that communication channels are well established and always open. A coordinated performance management process should not be treated as an administrative burden, but instead a way to gauge opinions and feelings of employees and to offer valuable feedback. Norwood UK needs visibility of their employees'

performance, be that office based or working remotely, as such insights can help with the identification of skills gaps and succession planning.

The more our employees feel that they are valued and see that Norwood UK are helping them work towards their personal career goals, the more loyal to and engaged with us they will be.

Engagement through reward

While keeping a workforce happy with well-matched work, excellent career prospects and a loyalty to our company brand, another way in which we engage staff is through reward schemes. The recession has encouraged much negative press around bonuses and incentive schemes, but we have found this leads to a valuable increase in transparency between performance and rewards.

The first step should be to implement a well-recorded and consistent performance management scheme, so that rewards can be clearly linked to performance. Such linked incentive schemes have enhanced employee productivity and engagement, as well as help encourage loyalty from the workforce, as they feel that good work really does pay off.

Focusing on people not process

Engagement is vital from start to finish, and done properly, systematically and in an integrated way, Norwood UK does thrive. Done badly, we will not only find our business spends unnecessary amounts of money on recruitment and training, but we also find that essential talent will not be drawn to our company in the first place. If we follow this route to its logical conclusion and our business will suffer through bad working relationships with customers and partners, resulting in lost revenues.

If we listen, and think about making it as easy as possible for employees – from the candidate stage to the alumnus stage – to work with them and get what they want and need, they will engage and breed loyalty.

By using technology to help regulate and integrate HR and management systems with other parts of our business and putting the focus back on the people rather than the process, we find ourselves attracting and retaining all the best talent and saving ourselves money at the same time.

Signed for and on behalf of the company

A handwritten signature in blue ink, appearing to read 'Jo Shuttlewood', written in a cursive style.

Jo Shuttlewood – HR Director