



Best Employers
Eastern Region

Best Employers
Eastern Region
Welcome Pack



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Welcome to Best Employers Eastern Region 2018

We are delighted that you have chosen to use this tool to support in your employee engagement journey and want to enable you to maximise the opportunity and get the most benefit for your business. The following document will give you an overview of Best Employers Eastern Region, what to expect, ideas of how to market internally and gain maximum participation along with details of our support mechanism if you need it.

Key dates

Survey open	April 2018
Survey Closes	31st August 2018
Invitation to apply for accreditation	From 16th July
Deadline for accreditation submissions	3rd September 2018
Awards Conference at Rowley Mile, Newmarket	3rd October 2018



Best Employers
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www.prs.uk.com

Background to Best Employers Eastern Region

eras Ltd, in partnership with Pure Resourcing Solutions, have been inspired to create a survey that explores an organisation's culture, values, and employee engagement to identify and promote the Eastern Region's Best Employers. Having worked together closely for over 10 years, we believe we have the combined experience and expertise to deliver one of the most comprehensive employee surveys ever conducted in this geographical area. We believe passionately in offering value added services in addition to our core business, supporting organisations to be the best they can possibly be through our professional, honest and innovative approach.

eras Ltd

For over 30 years, we have been providing cost-effective, high quality psychometric products, training solutions (ILM, CMI and BPS) and organisational change initiatives. During this time, we have built a highly extensive client portfolio, incorporating many household names from the hundreds of clients across the UK and internationally with whom we work in partnership. Drawing upon our experience of developing psychometric tests and questionnaires, including popular tools such as The Quest Profiler® and threesixty°, we have developed our services further by working with businesses to analyse their culture, values and employee engagement. The secret of successful surveys is asking all the right questions in a way that will provoke honest answers. It is here that we have drawn on our extensive expertise to help design a survey that will be as revealing as it is in-depth.

Pure Resourcing Solutions Ltd

Pure is the leading professional recruitment company in the East of England specialising in Accountancy, Executive, Financial Services, Human Resources, IT, Marketing and Office Support roles across all levels. Established in 2002, we have offices in Cambridge, Norwich, Ipswich and Chelmsford. Our key aim is to support the growth of our region's businesses at the same time as helping our candidates at every step of their career with unrivalled local recruitment expertise. An Investors in People Gold Company, our people are at the heart of our business delivering high-quality recruitment and advice, supporting our candidates, clients and local communities. We strive to be a rewarding place to work where our people are happy, supported, rewarded and motivated to go the extra mile for our customers.

Birketts LLP

Birketts is a full service, top 100 UK law firm, based in the East of England, with offices in Cambridge, Chelmsford, Ipswich and Norwich. With a rich heritage spanning over 150 years we've built an enviable track record advising businesses, institutions and individuals in the UK and internationally. We are large enough to provide specialist expertise in most areas of the law at a standard that is frequently compared with major City firms but not at the expense of maintaining a personal and tailored service. We are flexible about everything except our reputation for maintaining the highest professional and ethical standards. If you think that Birketts is the right choice for you, then get in touch, we'd love to hear from you.



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Archant

Archant is a privately-owned media company with market-leading media brands that inspire communities around geographical locations and specialist interests in the UK and internationally. It inspires communities by being the best media brand at informing, educating and entertaining target consumers in each community it serves.

It is the fifth largest regional newspaper publisher, with titles including the Eastern Daily Press and East Anglian Daily Times, and the largest publisher of regional and local lifestyle magazines and specialist magazine titles in the UK.

It also owns a broad portfolio of digital media assets and marketing services in Norwich and a variety of mobile apps. It also recently launched the pop-up national newspaper The New European. The company, which was founded in 1845, has its roots in Norwich, and services advertisers by building powerful and successful commercial solutions to effectively engage with its communities.

What You Can Expect from the Report

This report offers you a true insight into how you are perceived as an employer, but then also how you compare against similar sized businesses in the Eastern Region. The reporting of the results is designed to be user-friendly and jargon-free to make easy – and fascinating – reading. This report should be used as a foundation to inspire change. It is not until you have identified your organisation's strengths and development needs that you can create an effective solution that will form a solid foundation for the future. The report summarises the culture, values, and employee engagement across your organisation and provides an action plan for guidance on further development, all of which are key to an organisation's ability to attract and retain key staff.



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Introduction to Culture and Engagement

The culture, values and level of employee engagement within an organisation are widely acknowledged as having key influences on its performance and effectiveness. These influences can be both positive and negative, and may impact on both harder quantitative aspects of organisational performance (e.g. productivity, profitability) and softer qualitative aspects (e.g. staff morale, motivation and team work).

It has also been suggested that the most effective business leaders are those who pay attention not only to what a company does in terms of its operations, but also to how it does it. Additionally, the impact of an organisation's culture, values, and engagement often extends beyond those who work directly for it - for example, it can also impact on customers, suppliers and prospective recruits.

An organisation's culture, values, and engagement will therefore have a crucial impact on the way it operates. It influences what behaviours are rewarded, how people work together and how decisions are made. It follows that a key task of management is to monitor, understand and actively manage the culture, and the perception of it, in the organisation. Senior managers, who by virtue of their position, set and define the "cultural agenda", need to have access to accurate, reliable and comprehensive information about their organisation's perceived culture and values and to act promptly yet sensitively to deal with the implications that follow.

This survey addresses culture, values, and employee engagement in two separate sections which are on the following pages.



Culture and Values

The culture and values section looks at how an organisation is perceived by measuring a selection of scales displayed in the table below.

Organisational Culture	People Values	Task Values
<p>Clarity of Vision The awareness of the aims and objectives of the organisation, and how it means to reach them.</p> <p>Motivation The enthusiasm for working at the organisation, and willingness to contribute to its success.</p> <p>Organisational Learning The ability for an organisation to learn from its mistakes and take steps to avoid repeating them.</p>	<p>Integrity The emphasis on colleagues being honest, open, trusting and fair with each other.</p> <p>Team Work The encouragement within an organisation for people to co-operate and work together.</p> <p>Customer Focus The importance placed on customers and their needs by an organisation.</p> <p>Diversity The recognition and respect for individuality and diversity within an organisation.</p> <p>Staff Development The emphasis on training staff and encouraging them to learn new skills.</p>	<p>Quality The maintenance of high work standards, eliminating faults and improvement of procedures.</p> <p>Innovation The encouragement of new ideas and approaches, original thinking and creativity.</p> <p>Business Focus The weight an organisation places on performance, profit, commercial success and growth.</p> <p>Autonomy The freedom of colleagues to work in their own way, take the initiative and implement their ideas.</p>

Engagement & Success

The link between employee engagement and the overall success of an organisation has been the subject of a lot of recent research. It seems intuitively likely that if employees are more engaged, their greater enthusiasm and motivation is likely to be associated with their organisation's success and indeed recent objective evidence links several measurable factors with greater engagement levels. The question of cause and effect should always be explored in detail as the 'chicken and egg' question is a sensible one: do greater engagement levels cause greater success or does greater success lead to greater engagement levels? Or are the two just inextricably tied up with one another?

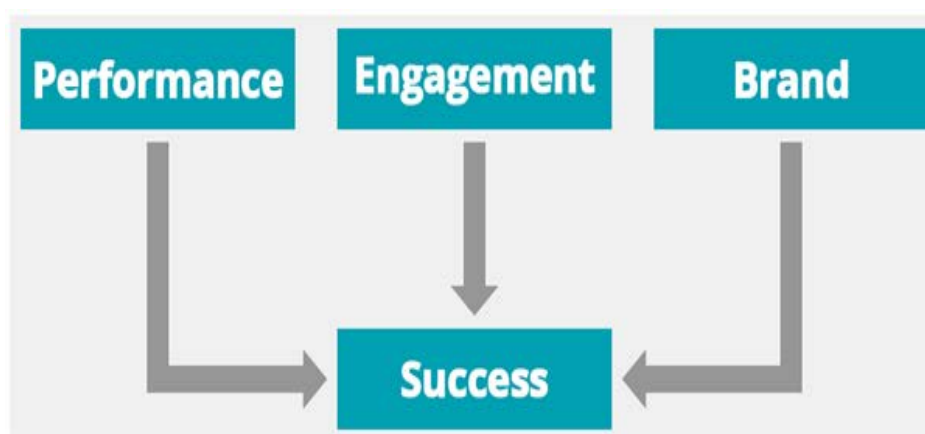
Whatever the reality, greater engagement seems to be good news for organisations: the findings are compelling. If we compare and contrast those organisations whose employees' engagement levels are in the 'ideal zone' of the top 25%, with the bottom 25%, we find productivity is 18% higher. As if this wasn't enough, the association between engagement and profitability is even stronger: organisations in the top 25% are typically twice as profitable. Wherever the cause and effect lies, it seems that engagement and profitability go hand in hand.



As for things organisations seek to avoid where they can, these seem less prevalent when employees are engaged. Employee turnover averages 40% lower in engaged organisations while the number of sick days taken by the typical employee in that top 25% is only 2.7 per year, compared to 6.2 per year in the bottom 25%. In organisations where health and safety is a key issue, 62% fewer accidents were reported for those whose employees' engagement scores fell in that top 25% 'ideal zone'.

These are all highly tangible benefits associated with greater engagement levels. There are others which are maybe less obvious but are nevertheless sought after: organisations in the top 25% 'ideal zone' for employee engagement levels were 12% more likely to focus on what is best for their customers. That's good news for your clients if your own organisation is one of these. As for your own staff, 59% more of those in the 'ideal zone' said that the work they do brings out their creative side and encourages them to have ideas.

From so many points of view, employee engagement is associated with an organisation's success. It is no surprise that organisations are pleased to see their employees as engaged as possible - it's not just about being 'nice' to your staff...there are very measurable benefits for your organisation too.



Why is Culture and Engagement Important?

There is ample evidence that an organisation's culture has a vast effect on the engagement of those who work for it and, in turn, on how well they perform. Two organisations which, at first glance, seem to be doing the same thing can be very different in terms of their culture and thus one can be a very happy place to work, full of engaged employees, and the other a demotivating, unhappy place where disengagement is rife. Culture is rather difficult to define and sometimes what seem rather flippant definitions say it best. One often-repeated definition is that 'culture is what's going on when no one is looking'. Another evokes that old song 'It ain't what you do, it's the way that you do it'. There is no doubt that the most effective leaders realise that what is important is not merely what's going on but how it's going on, and that this can make all the difference to the engagement of the people an organisation employs.

Maintaining the distinction between what an organisation does and how it does it, and combining this with the distinction between strategy and tactics, allows one to consider in more detail the pervasive nature of culture, values, and employee engagement. The left hand column of the model below distinguishes four levels of organisational objectives, from Corporate Strategy at the top, down to Individuals' objectives at the bottom. Clearly these need to be co-ordinated and in harmony with one another. The right hand column highlights the complementary cultural issues involved, from the prevailing Corporate Culture at the top, down to Individuals' Motivations at the bottom. The right hand column illustrates the various levels at which the culture and values of an organisation can have impact. Critically, one can see how the corporate culture column on the right can influence - positively or negatively - the objectives column on the left. Unless all these issues are considered together, an organisation's performance will never fully match its potential.



To sum up, an organisation's culture has a crucial impact on its performance. It influences what behaviours are rewarded, how people work together and how decisions are made. It follows that a key task of management is to monitor, understand and actively manage the culture of the organisation. Senior managers, who by virtue of their position set and define the "cultural agenda" of a company, need access to accurate, reliable and comprehensive information about the organisation's culture, values, and engagement and have to act promptly yet sensitively to the implications that follow.



What are the Benefits of Using a Culture and Engagement Questionnaire?

Using a culture and engagement questionnaire offers organisations two particular benefits:

- It provides a structured framework and vocabulary for understanding, interpreting and managing corporate culture, values and engagement.
- It provides a reliable and accurate benchmark of an organisation's culture, values and level of employee engagement at a given time, so establishing a platform for decision making and future action planning.
- In general, the framework provided by a questionnaire can be helpful in identifying the specific, concrete and manageable actions and objectives needed to deliver strategic and long term organisational change.

About Culture and Engagement

What are the Applications of a Culture & Engagement Questionnaire?

These are numerous, but can include the following:

- Guiding the development and/or implementation of corporate strategy and change. Evaluating the effectiveness of specific strategic initiatives.
- Highlighting differences (and potential conflicts) between different groups of staff (e.g. managers and team members, different functions, geographically dispersed units).
- Assessing the potential and actual impact of mergers and acquisitions.
- Clarifying the context for people and change decisions (e.g. increasing attraction, clarifying selection, enhancing training, reducing staff turnover, managing redundancy).



How Can Culture and Engagement be Changed?

Firstly, it is important to realise that there are no easy rules or procedures that can be applied mechanistically. An organisation's history, its financial and competitive viability, the vision of its directors and, above all, the quality of its managers and staff, will all have an impact on what can be achieved. In addition, it is important to realise that changing some aspects of an organisation's culture may well impact unexpectedly on others.

One culture change sequence that could be considered involves the following step-by-step programme:



Getting Started

We recommend that you spend some time thinking what you want to achieve from the survey. Every organisation will be different and there is no right or wrong, so whether you are gunning to win an Award or Accreditation, have experienced change and want to know how people are feeling, or are looking for feedback to shape your engagement strategy its beneficial to think about this prior to starting.

Our aim/reason for taking part in Best Employers Eastern Region 2018 is:

Additional Support

Please see the document 'How to get started' which contains posters, key facts to help 'on-board' your Managers and an email template to use with your survey.

We also host the [Best Employers Eastern Region LinkedIn Group](#).

Please use this network to ask for advice and support but also to share successes that you have had. This is a safe place for you to share this information with likeminded individuals rolling out their survey in their organisations.



How to apply for Awards and Accreditation

Once your company have completed the survey, those companies who have an overall engagement score in the **top 25%** will be invited to supply additional information on the following areas in order to be considered for the Awards and Accreditation.

- Vision, values and purpose
- Learning and development
- Reward and recognition
- Inclusion
- CSR
- Attraction and retention

Once completed, submissions will be judged by our panel:

- Lynn Walters - Executive Director at Pure
- Ian White - Managing Director at Beckett Investment Management
- Tracey Locke - JLL
- Dee Willmott - Group HR Director at Archant
- Jeanette Wheeler - Partner and Head of Employment at Birketts

Please rest assured that no panel member will assess a competing business.

Awards categories are:

- Best Large Company
- Best Small Company
- Best Not-for-Profit
- Best Engineering/Manufacturing
- Best Professional Services
- Best Digital/Technology

Accreditations will be awarded for either Platinum or Gold Best Employer.

Please note you must achieve a minimum of 60% participation in the survey to qualify for an award.



What next?

You have completed your survey and have your report complete with the benchmarking data – so what next?

Pure and eras are pleased to support you to understand your report and discuss ways that you can evolve and develop your employee culture.

Quick Tips:

- Access your report as soon as it is completed
- Revisit your objectives – did you achieve what you set out to?
- Focus on the positives – can you further develop these?
- Check back- benchmarking data will be continually updated until the close of the survey, so may change

Visit: www.best-employers.co.uk



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