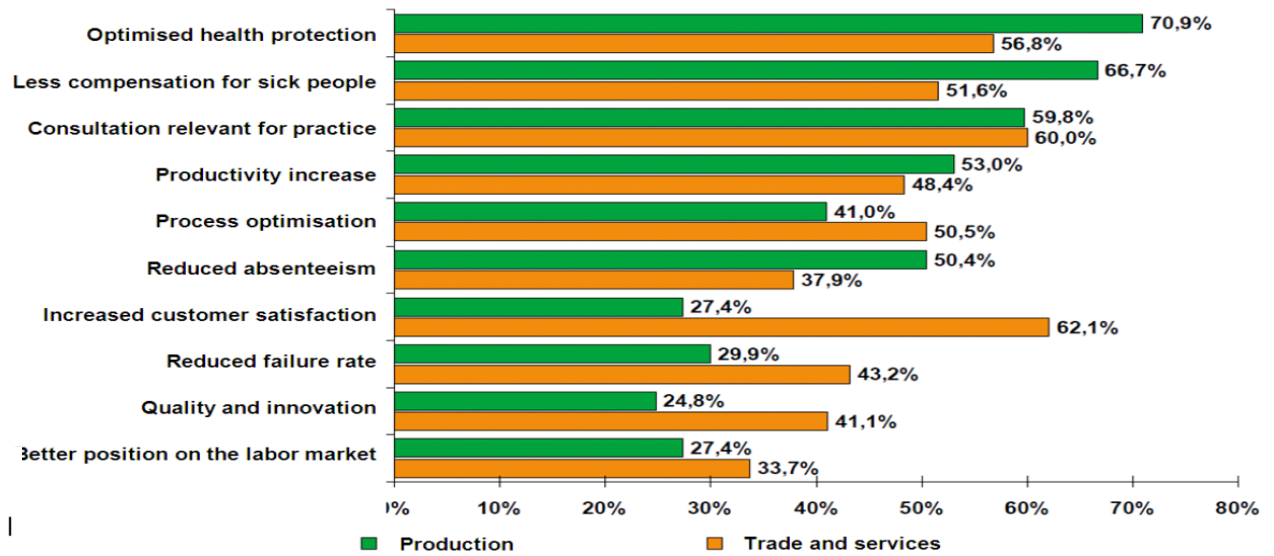


Figure 2: Performance effects as assessed by management



Source: Bonitz et al, 2007, p. 23

Further analysis shows that higher productivity goes hand in hand with better communication, smoother processes and higher employability, as a result of both a decrease in absenteeism and an increase in social and vocational competences (Bonitz et al, 2007, p. 34).

The research project by Balzert et al (2003), ‘Konzepte innovativer Arbeitspolitik’, makes some interesting points about the ambivalences of modern teamwork. Task and job integration as well as team self-management imply better jobs and the leeway to regulate the workload, but they bring with them high expectations for performance and increased levels of responsibility. This suggests that creating good or better jobs does not reduce the risk of psychological stress. The teams have to establish a balance between performance demands, performance capacity of the employees, and the willingness to perform. This is even more difficult because the teams have no or little say in the performance goals (Balzert et al, 2003). In the ‘good practices’ it is suggested that teams involved in process optimisation and the planning process achieve improved levels of production.

Similar results were found at the Touran production site of Volkswagen, where a special compromise between management and trade unions was reached in 2002. On the one hand, there were deteriorating terms of employment (pay, working hours), and on the other hand the employment of unemployed people in the region and the introduction of an ‘anti-tayloristic’ work organisation (against the worldwide trend of re-taylorisation).¹¹ Besides successes in several areas (work organisation, learning, productivity), one of the shortcomings of the project so far has been the lack of involvement of employees in target setting and company decisions (Schumann et al, 2005).

10.9 Greece

No evidence of national programmes/strategies for setting up social innovation in the workplace.

¹¹ The tayloristic model of work organisation involves considerable task specialisation.

11 Annex 3 – Organisational examples

11.1 Belgium

Example 1: Improving control within teams

Introduction

Tyco Electronics in Oostkamp (Bruges area) is a division of an American multinational with 720 workers producing car parts. The company switched from the telecom sector to the automotive sector. This re-conversion led to a more knowledge-intensive enterprise. There is a diversity of age within the staff, with many young people and a large number of workers over 50 years old who will leave the company within the next 10 years. A company survey pointed out the need for increased worker responsibility and appreciation.

Aims

Tyco wanted to improve the control capacity of its teams.

What was done, and how?

The teams now carry out as many control tasks as possible. The team is collectively responsible for achieving a maximum level of quality and productivity and each team has responsibility for the quality of the product, costs, turnaround, tidiness, safety and human aspects. One of the team members acts as a team leader. Five teams are now operating directly under the head of department. As the head of department works the day shift he is not always available to his teams but he is ultimately responsible for the Key Performance Indicators and the long-term vision of his department. A 'supervisor' has been designated to coach, follow-up and motivate the team leaders and support the problem solving of the teams. The management and middle management have been included in a two-year awareness-raising process to make them sensitive to the need for change. Training sessions and personal guidance were used to train and coach the management towards the new organisation.

What was achieved?

The involvement of the workers and collaboration with co-workers in this pilot department has increased considerably. Due to the positive reactions and the results, the union representatives have asked that self-managing teams be implemented across the entire company. The company also has registered a 13% fall in sick leave in self-managed teams.

Success factors

- A bottom-up approach that included all workers, interviewing them on key issues regarding organisational development
- Inclusion of the workers' representatives in an early stage
- A pilot department was selected to serve as a benchmark for the rest of the company departments
- The end result was not a fixed and static outcome. The actions evolved around principles determined in conjunction with the workers. This was an important step in taking control of their own work and team.

Further information

Flanders Synergy, <http://www.flanderssynergy.be> ++32/(0)16/29 83 07, info@flanderssynergy.be.

Transferability

The project is based on acknowledged principles of organisational development and change management, such as:

- Process driven organisation with teams as a fundamental key
- Including the people that feel the change: creating support on all levels, beginning with management and union representatives
- Investing the appropriate time and resources

- Effective communication and training support and guiding the workers in the change process.

Example 2: Enhancing communication

Introduction

Grontmij Industry Belgium is a multidisciplinary engineering company with approximately 300 employees. They design process and production installations and buildings for industrial companies. In recent years the company has grown significantly. Since 2000 the number of workstations has doubled, leading to calls for a more formal and structured approach in order to facilitate and guarantee an efficient and flexible client service. Clients are increasingly requesting global solutions for their problems, which calls for new forms of cooperation and communication.

Aims

The aims of engaging with Flanders Synergy were twofold: getting 'closer' to the client, so that employees would be able to relate more to the client's problems and challenges. In some cases this has to be understood literally: workers will work at the client's premises. Secondly, structural attention is devoted to competence development. This is not only important in ensuring that the worker feels challenged; it will also be crucial in enabling the company to stay competitive in the long run.

What was done, and how?

The company changed from being a matrix organisation to one that was more process-orientated. The change process was developed step by step, starting in 2006–2007 (Phase 1) with the staffing of the units and the appointment of coaches responsible for knowledge development and standardisation. Role, tasks and responsibilities and competences were defined. A questionnaire was used to get the employees' opinions and ensure their involvement. Phase 2, named Prometheus (2008–2009), was dedicated to the training of the collaborators and knowledge sharing.

The following measures were taken:

- A new system with procedures regarding self-management was developed.
- A new system of knowledge sharing was launched.
- A system of experts was developed functioning as a contact point for colleagues and various types of technical training.

The company put additional investment into training for new managers who came from a more technical background. Every department and discipline now has a coach and the employees are monitored regarding competences. An 'evolution interview' goes deeper into the desires and potential of the individual worker. The third phase will be carried out during 2010–2011. This phase will focus on the development of the units into self-managing teams.

What was achieved?

Communication and involvement with the client has increased, leading to greater transparency in the relationship between client and company. The second part is still in progress but seems promising. It has led to good economic results. The organisation is able to launch new departments to deal with emerging market segments.

Success factors

- Process-driven change in the organisation with teams as a fundamental key
- Investing the appropriate time and resources
- There was clear support from management
- Communication and training were crucial during the entire process.
- Bottom-up approach that included all workers via an employee satisfaction survey.

Further information

Flanders Synergy, <http://www.flanders synergy.be>, ++32/(0)16/29 83 07, info@flanders synergy.be.

Transferability

The project is based on acknowledged principles of organisational development and change management and can be transferred to other organisations with similar organisational challenges.

11.2 Bulgaria

Example 3 – Eliminating risk of occupational diseases

Introduction

KCM S.A. Plovdiv operates in the non-ferrous metallurgy sector and has Bulgaria's largest lead and zinc smelter. Work in this sector implies high risks in terms of employees' health. The company embarked on a policy to promote a management approach that was focused more on the employees' health than on the profit motive.

Aims

One of the major goals of the company was to attempt to eliminate the risks of occupational diseases among its employees through improved OSH performance. The aim was healthier workplaces, reduced costs for the employees' medical fund and a slowdown in workers leaving for jobs in safer and healthier industrial sectors.

What was done, and how?

The company initiated an important health promotion programme entitled 'Koprivkite, Rodopi Park', dedicated to the physical rehabilitation of employees facing high risks to their health at the workplace. Adequate medical care including physical therapy procedures and rehabilitation techniques were provided as part of this programme. The programme takes a preventive approach as it is meant to promote regular employees' health surveys, focused mainly on workers from the most exposed workplaces. The natural environmental framework of the Rodopi Park smelter and the investments made by the company in terms of modern medical facilities and highly qualified personnel contributed to the success of the programme.

What was achieved?

The above programme resulted in healthier employees, less sick leave, higher staff motivation and increased stabilisation of the workforce.

Success factors

The key success factor was the management commitment to make considerable investments in the employees' health, e.g. modern medical facilities and equipment, and highly qualified medical personnel familiar with the work-related risks present in the company.

Further information

www.kcm.bg

Transferability

The programme implied significant costs both in terms of medical endowments and equipment, qualified personnel and employees' health rehabilitation programmes. On the other hand, a cost-benefit analysis showed that the investments made in staff health resulted in higher productivity, motivated and stable workers, and higher production parameters. Therefore, adapted models can be applied to other companies confronted with similar employee health risks.

11.3 France

Example 4 – Integrating people and processes

Introduction

Valéo Reims is a group of companies in the automotive sector. The company would like to increase its production capacity while reducing manufacturing costs. Three production lines are involved in the project. They sought the intervention of ANACT to partner them in the project. Two major areas for intervention were chosen: the integration of human and social dimensions in a technical project and anticipating future work activities.

Aims

The aims are to ensure compatibility between the technical system and the specifics of the work activities.

What was done, and how?

A project manager carried out studies based on interviews with different people: staff responsible for quality, methods, HR, training and safety coordination. This integrated approach allows the development of a shared vision of the project, to better take into account the safety aspects and health, training and development of skills, which were not integrated into the project at first due to a lack of time. A joint committee with worker representatives was launched to hear their expectations and inform them on the progress of the project. Ad hoc working groups focused on specific questions including the necessary equipment and staff competences.

What was achieved?

No specific information or figures were found concerning the detailed results of the intervention project. The project leader acknowledged that the integration of OSH, training and competence aspects in the investment project reduced the OSH risks and costs attributable to absenteeism or a disorganised workplace. This has facilitated the start-up of the new installations within the planned time frame and improved the quality of the social relations.

As projects were in different phases of progress, the last project could benefit from the lessons learned during the first two projects.

Success factors

The joint committee with worker representatives was crucial to include the feedback of the workforce at an early stage of the project.

The consultation between project team and the interventions has led to the adjustment of some of the planned interventions. There have been compromises between the challenges of the modernisation process and the improvement of the working conditions. Simulations of the new work situation were carried out to investigate how to improve the work organisation.

The external support of ANACT served as a ‘thread’ ensuring consistency throughout the process.

Further information

Nathalie Martinet, ANACT, +33 4 72 56 13 13

Transferability

The approach could be transferable across sectors dealing with production lines and with a strong presence of worker representatives.

Example 5 – Improving workplace ergonomics

Introduction

MCA-Renault in Maubeuge launched a process to improve their workplace ergonomics and working conditions.

Aims

The aim was to ergonomically improve all workstations taking into account the ageing workforce and the expectations of the workers. All workstations had to be reorganised. All parties were consulted during the design phase. The company aimed at conciliating company performance with well-being at work. The motivation of the staff is considered extremely important to stay competitive with other enterprises in the automotive sector.

What was done, and how?

The company initiated a participatory process including operational units as well as management, physician, social partners and ergonomists. The workers' perceptions of the workplace were studied and an ergonomic analysis of the workplace was carried out.

What was achieved?

An observatory was created where representatives of the management as well as the workers discussed progress every two months to create transparency. All workstations were changed according to different needs. Thanks to these measures, the working conditions of the workers improved and the company performance has been maintained. The process has led to an improved accountability of workers and increased quality of processes.

Success factors

- Inclusion of all stakeholders.
- A participatory inquiry of the workers at the workplace, combined with an ergonomic analysis of the actual workstation.
- Observatory monitoring the progress.

Further information

ANACT, Béatrice Sarazin, +33 4 72 56 13 13

Transferability

The approach could be transferred to other factories wanting to carry out an ergonomic intervention process.

11.4 Hungary

Example 6 – Improving OSH performance through labour relations

Introduction

Gedeon Richter Group is the leading pharmaceutical company in central/eastern Europe with more than 100 years' experience in the pharmaceutical manufacturing sector. The company's products are distributed in over 100 countries through its own distribution network. Given the profile of the company, most of its activities imply the use of dangerous chemicals. Therefore, health and safety at work constitutes a key point within the company's senior management policy in order to eliminate/minimise the risks arising from these potential hazards. The case study mainly focuses on a particular OSH performance and labour relations innovation within Gedeon Richter Group, namely an **Equitable Labour Protection Board** that functions at the highest levels of the organisation.

Aims

'Safety culture' plays a crucial role in the management policy, which provides a series of innovative approaches. Some of these innovative approaches are meant to improve the OSH performance to ensure safer workplaces and a healthier workforce. Labour relations approaches are meant to encourage greater worker involvement in the company decision-making processes. Meanwhile, the continuous improvement of the network relations approaches is promoted by the company management given the large number of its distributors in over 100 countries, the implications of its activity profile on the community and environmental issues, as well as the relations with its customers.

What was done, and how?

OSH performance: the company activity involves the use of dangerous chemicals, thus implying high responsibility in order to minimise the risks arising from these potential hazards, both on behalf of the management and on each of the workers at their workplace. The company OSH policy is not directly oriented to innovation in this area but the management commitment to constantly improve the working conditions has resulted in innovative approaches such as: increasing the 'responsibility of the work supervisors to become familiar with the risks of a given job and to manage and oversee work processes accordingly'; encouraging the workers to demand safer workplaces and working conditions; having members of the Work Safety Committee elected rather than appointed by the management.

Labour relations approaches: the Equitable Labour Protection Board is an innovative aspect within Gedeon Richter Group. It numbers eight regular members (four from the employer and an equal number representing the employees). Its role is to provide better communication between the workers and the employer, and to ensure effective participation by employees in the senior management decision-making process. **Network relations approaches:** Gedeon Richter Group is heavily involved in implementing innovative approaches in the relations with its suppliers, subcontractors, distributors and the community members. Strong concern is shown for environmental issues and the company states that: 'Richter Gedeon takes its responsibility to protect the environment very seriously indeed. Environmental considerations are an integral part of decision-making processes, and the focus is always on prevention.'

What was achieved?

Safer workplaces in the area of the pharmaceutical sector confronted with high chemical risks; healthier and motivated employees; an environmental friendly presence within the community; better results in terms of productivity and turnover obtained by the company.

Success factors:

- Senior management constant commitment in adopting innovative management approaches, particularly as regards employees' involvement in almost all the decision-making processes;
- Employees' increased awareness and responsibility on the workplace related risks;
- The particular concern on environmental and community issues.

Further information

Richter Gedeon Nyrt, Budapest 10, Pf. 27. H-1475, Hungary

Transferability: Gedeon Richter Group represents a realistic model of risk management and innovative approaches for other undertakings, especially as the statistics and a cost-benefit balance have demonstrated the benefits of its approaches.

11.5 Ireland

Ireland's National Workplace Strategy has pinpointed workplace innovation as a priority area. A High Level Implementation Group has been established to oversee the implementation of the Workplace Strategy. Strand 1 of the Workplace Innovation Fund provides approximately €6 million for workplace innovation initiatives for small and medium-sized enterprises in the private sector. The fund is designed to help Irish firms improve their productivity and performance through greater levels of employee involvement and engagement. It is co-managed by Enterprise Ireland and the National Centre for Partnership and Performance. Their website provides a number of case studies where the fund has been used to make organisation change.

Example 7 – Using partnerships

Introduction

Tegral Metal Forming Ltd is part of the trans-national ETEX group based in County Kildare and employs 80 people. Its main activities include cold steel forming and supplying steel roofing, cladding and flooring products, mainly to the Irish market.

Aims

The company relies heavily on overtime working, and the introduction of the EU Working Time Directive and a number of other factors caused it to take stock. It needed to find a new way of working.

What was done, and how?

The company brought together representatives from management and unions, including external union officials, into a partnership forum. They established a steering group of eight key union and management decision-makers and various joint task teams to tackle specific issues highlighted by the steering group. The literature does not make it clear what those specific issues are. An external facilitator was employed initially but his role reduced as the partnership developed and the steering group became confident enough to take over the role. One team looked at the strategy for making use of its scrap, another at a new IT system. On the basis of this process they went on to develop a team-based system across the plant and agreed a pay system based on skills levels. The company has also networked with other companies involved with the workforce innovation programme. They introduced four Key Performance Indicators for the teams including cost per tonne (productivity), hours lost (safety), customer complaints (quality) and delivery time (customer service). Changes made included contact with other companies in work organisation initiatives. Overtime has been mostly eliminated in the plant and length of working week decreased for most employees, leading to a significant improvement in quality of life. Managers and union representatives spend less time on industrial relations issues. The company has implemented an Enterprise Resource Planning system, the costs of the organisation have been stabilised and employees have input into their work including flexibility, an innovation gain-sharing arrangement and reduced hours of work.

What was achieved?

The employees had a significant say in the organisation of their workplace. Quality of life has improved for employees as the length of the working week has decreased for most employees and overtime is no longer the norm.

Success factors – Created a steering group to drive the initiatives forward within the company.

Further information – www.ncpp.ie/nws

Transferability – This approach can be transferred to most production environments seeking to put self-managing teams in place.

Example 8 – Self-managing teams

Introduction

Dairygold Cooperative Society Ltd is one of Ireland's main food companies, employing 3,100 people. It focuses on dairy products such as cheese, butters, milk powders and ingredients, beef, pork, agricultural products such as fertilisers, feeds and farm requisites and its own chain of retail coop stores.

Aims

It needed to improve its working relationship with other parts of the business.

What was done, and how?

The group sought to develop a range of partnership type initiatives. One such partnership was at the Galtee Meats pork processing plant in Mitchelstown employing 420 people. Management and unions developed an initiative to create a self-managed work team to manage and run the maintenance function within the plant rather than reducing the size of the maintenance workforce.

The team has responsibility for budgeting, planning work and liaising with production. They can schedule their holidays and working hours within certain constraints. They have a team leader who negotiates the annual maintenance budget with management. The financial savings on budget are shared between the company and employees. Since the introduction of this initiative:

- The employees have come in below budget every year whilst doubling performance.
- Employees have more control over their own work.
- There has been only one disciplinary problem in the last ten years within the group.
- Employees are more discerning about how they spend their resources, with training courses they attend being assessed for the added value they bring to the group.

The initiative has been extended to other parts of the organisation and these partnership-type arrangements have led to a number of benefits including:

- Facilitating organisation change towards enhanced performance in particular business areas.
- Promoted adaptability and flexibility as a key to business success
- Introduced structured gain-sharing/productivity agreements
- Assistance in guaranteeing security of employment in competitive markets
- Increased employee involvement and the ability to influence business decisions.

What was achieved?

The employees have come in below budget every year and have doubled productivity in the last ten years whilst employing just one additional worker. The maintenance manager has been able to concentrate on more strategic issues. The workers benefit financially from their efficiency measures. The group looks more closely at whether any training courses they attend will add value. In the last ten years they have only experienced one disciplinary problem within the group.

Further information – www.ncpp.ie.nws

Transferability – This approach can be transferred to most production environments seeking to put self-managing teams in place.

11.6 Romania

Example 9 – Increasing Worker Participation

Introduction

HeidelbergCement Group has been present on the Romanian cement market since 1998, following the purchase of Bicaz Cement Factory. In 2002 the group became the cement market leader in Romania. During the early years, a significant number of work accidents occurred. In 1999, 19 work accidents were reported (two of which were fatal) and 1,483 days of sick leave were registered. From 2000 to 2003, significant improvements were made in terms of OSH but the situation was still far from ideal. The major change came in 2004, with the amalgamation of the three cement factories of the Group into Carpatcement Holding and the implementation of a single OSH management system at Group level. At present, Carpatcement Holding has 900 employees.

Aims

In the view of the company's senior management, the major goal was the elimination/reduction of the workplace-related risks and work accidents, fewer sickness absences and a healthier workforce. Other aims were: better communication between all levels of the company management and the employees, increased worker participation in the decision-making process on OSH, and improved well-being at work.

What was done, and how?

On the initiative of the senior management, a single **OSH policy** was drawn up for all the undertakings of the Group within an integrated management system. This policy started with an updated risk assessment of all workplaces and detailed record-keeping of all the work accidents/incidents and

occupational diseases that occurred. An ambitious goal was set: 'zero work accidents'. The management team realised that to reach this goal there was a need for major changes in terms of OSH responsibilities and procedures. OSH performance was significantly improved due to considerable investments in modern technologies and equipment, interactive OSH training, and enhanced attention to young workers' training and career opportunities. Employee motivation was enhanced by switching the emphasis from the observance of safety measures at work to self-motivated safety behaviour. Electronic monitoring panels were mounted in each of the sections for registering work accidents/incidents and the number of days' sick leave per section. The sections with the best results were rewarded and their outcomes discussed at the senior management meetings also attended by workers' representatives. The employees were further motivated through contests on OSH topics and the sections/employees with the best results won prizes such as household appliances and trips.

What was achieved?

The company's consistent policy on OSH and the prevention measures introduced have resulted in a drop in the number of work accidents in all units of Carpatcement Holding since 2004. The most important result for the company was that, for two consecutive years, 2006 and 2007, no work accident occurred and thus the major priority objective of the company, 'zero work accidents', was attained. Alongside the improvement in the quality of products and safer workplaces, a series of improved work organisation approaches can be mentioned. These included team working, encouraged by employees' increased responsibility and motivation, increased awareness of workplace-related risks, better training and skills. Progress in labour relations was seen through increased workers' participation in the OSH decision-making process at all levels, with employees able to discuss any concerns openly and/or make suggestions on the improvement of working conditions and the work tasks.

Success factors

In this case, the senior management initiative played a crucial role as it constantly encouraged improvement in OSH based on increased employee participation in the decision processes on OSH and motivated working behaviour. Their creativity in providing incentives and awards helped motivate employees to improve safety and health at work.

Further information

<http://www.heidelbergcement>

Transferability

This approach can be successfully applied to similar undertakings, as the key factor for success in this company was its human resources policy. Without this, the investments made in modern technology and equipment are unlikely to have resulted in the expected outcomes.

11.7 United Kingdom

Example 10 – Managing sick leave

Introduction

The Investors in People website provides access to 100 case studies (for information about this programme see Annex 2). This example comes from Brent Council, which is a Local Authority Borough of London. Brent employs over 5,000 people and provides services to around 280,000 residents.

Aims: One of the primary aims of engaging with Investors in People was to create a healthier workplace. In 2003 Brent had been recognised as having one of the worst rates of sick leave in the public sector in the United Kingdom with an average of 12 days' sick leave taken per worker per year.

What was done, and how?

A team of experienced human resource advisers was appointed and people management systems and processes were put in place across the Council. Each department worked towards accreditation to Investors in People so that they could focus on those issues that were of concern to them, which in turn gave them a greater sense of ownership. Overall, there was an improvement in internal communications so all workers had a greater understanding of council issues; departmental, team and individual objectives were clearly aligned to Council strategic aims; a new approach to performance appraisal was taken and central training initiatives were developed. The Council also introduced Staff Achievement Awards whereby people could be nominated for an award, either by colleagues or members of the public. By 2004, the Council had achieved corporate recognition under the programme and it had its first review in 2007. Brent also took part in the pilot Health and Well-being at Work framework. As part of this framework they took a new approach to managing sick leave, including clear policies on flexible working and training for managers on how to have difficult conversations about sickness absence. Brent Council's work-life balance initiative provides a range of flexible working options such as compressed hours, flexitime, part-time working, time off in lieu, home working and job sharing, and is open to anyone who wishes to pursue sports, hobbies, studies or religious commitments. The initiative is also aligned with the Council's diversity policy. In addition, all specialist training budgets have been centralised and a high-level training team appointed. Learning and development planning is integrated with business planning.

What was achieved and how

By 2006, absence levels had fallen to 8 days a year, putting Brent ahead of the local government average in London of 10.6 days off sick and a national local government average of 11.6 days. A recent staff survey found two-thirds of workers were proud to tell people they worked for Brent and the same percentage agreed that they had a strong sense of loyalty towards the Council. The number of industrial tribunal cases has fallen. The Council regularly wins external awards including one for its approach to e-learning and another for its approach to flexible working. The changes to the Council's approach to training and development have led to 'considerable cost savings', although they have not been able to provide precise information as to the scale of savings. However, Brent has one of the lowest council tax levels in outer London and the Council has met all government efficiency targets.

Success factors

Strong leadership by senior management contributed to their success.

Further information

www.investorsinpeople.co.uk

Transferability

Their approach is transferable across public sector organisations, or organisations with a bureaucratic structure.

Example 11 – Improving worker participation

Introduction

Another example of a company that has used Investors in People as a framework is AMEY. AMEY provides integrated public services from defence and health to transportation and education. It has been in business since 1920 and operates from 200 different sites across the United Kingdom employing over 10,000 people. It was acquired by the Spanish conglomerate Ferrovial in 2003 and has gone through a period of significant growth, with a turnover in 2008/9 of £1.5 billion, up 15% from 2006/7.

Aims

AMEY saw achieving the Investors in People Standard as an integral part of their overall employee engagement strategy. Their belief was that 'engaged people will result in increased productivity and reduced labour turnover'. They wanted to ensure that all parts of the business operated to the same standards and that all employees regardless of where they were based within the company would benefit from the same opportunities. It provided AMEY with a mechanism to give workers an

opportunity to provide feedback to managers about what was working and what was not working and coming up with solutions to improve the work environment. AMEY's customers were also asking for IIP accreditation in their tender documents as a pre-qualifier and having Investors in People meant that AMEY could tender for opportunities that they might otherwise not be able to.

What was done, and how?

The company developed approximately 40 Champions across the business who could then promote and achieve the standard. They also created a network of employee engagement champions to drive any initiatives forward within the company. AMEY also developed a number of initiatives on the basis of the staff feedback the company received. One of the initiatives was to help identify employees with more to offer the business (Talent Tracker Programme).

What was achieved?

There has been a 'dramatic' increase in the number of employees who feel actively engaged in the business. In the latest survey over 80% of staff surveyed said they felt engaged with the business. Between 2007 and 2009 there was a 14% increase in the number of employees who agree with the statement 'I have good opportunities to learn and develop at AMEY'. AMEY believe higher levels of employee satisfaction have played a 'significant role in reducing both the levels of staff turnover and absenteeism' Voluntary staff turnover across the Group fell from 16% in 2007 to under 10% in 2009, with savings in recruitment and training costs. They have also identified reductions in absenteeism, which has fallen from 3.4% of employee days lost in 2008 to just 2.7% in 2009, and seen high levels of growth. AMEY met its 2009 order book target after only six months.

Success factors

- Integrating Investors in People into its employee engagement strategy.
- Developing 40 champions.
- Putting in place network champions to drive the initiative forward and increase employee engagement with the process, creating a culture that encourages constructive feedback and innovation.

Further information

www.investorsinpeople.co.uk

Transferability

The approach taken by the IIP Standard is adopted by a range of industries and sectors.

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