



# Employee Engagement in the Public Sector

**Public Sector HR Success Summit**

**Oracle**

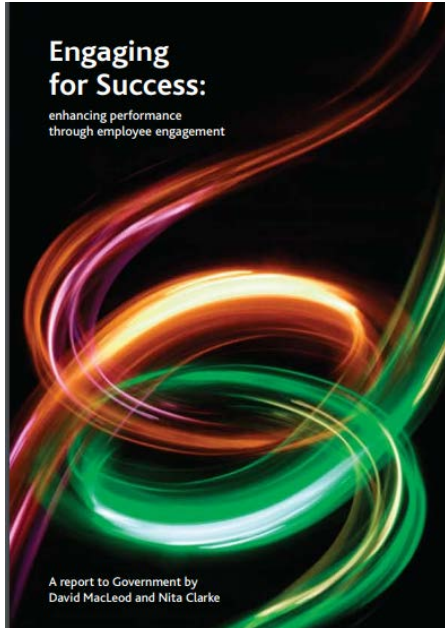
**Institute of Government**

**17<sup>th</sup> October 2019**

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# FROM THE MACLEOD REVIEW (2009) TO A MOVEMENT...



# THE FOUR ENABLERS OF ENGAGEMENT



Visible, empowering leadership, providing a strong **strategic narrative** about the organisation, where it has come from and where it is going. Their story is communicated clearly, consistently and constantly.



**Engaging managers** who:

- Focus their people and give them scope
- Treat their people as individuals
- Coach and stretch their people.



There is **employee voice** which permeates throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solutions.

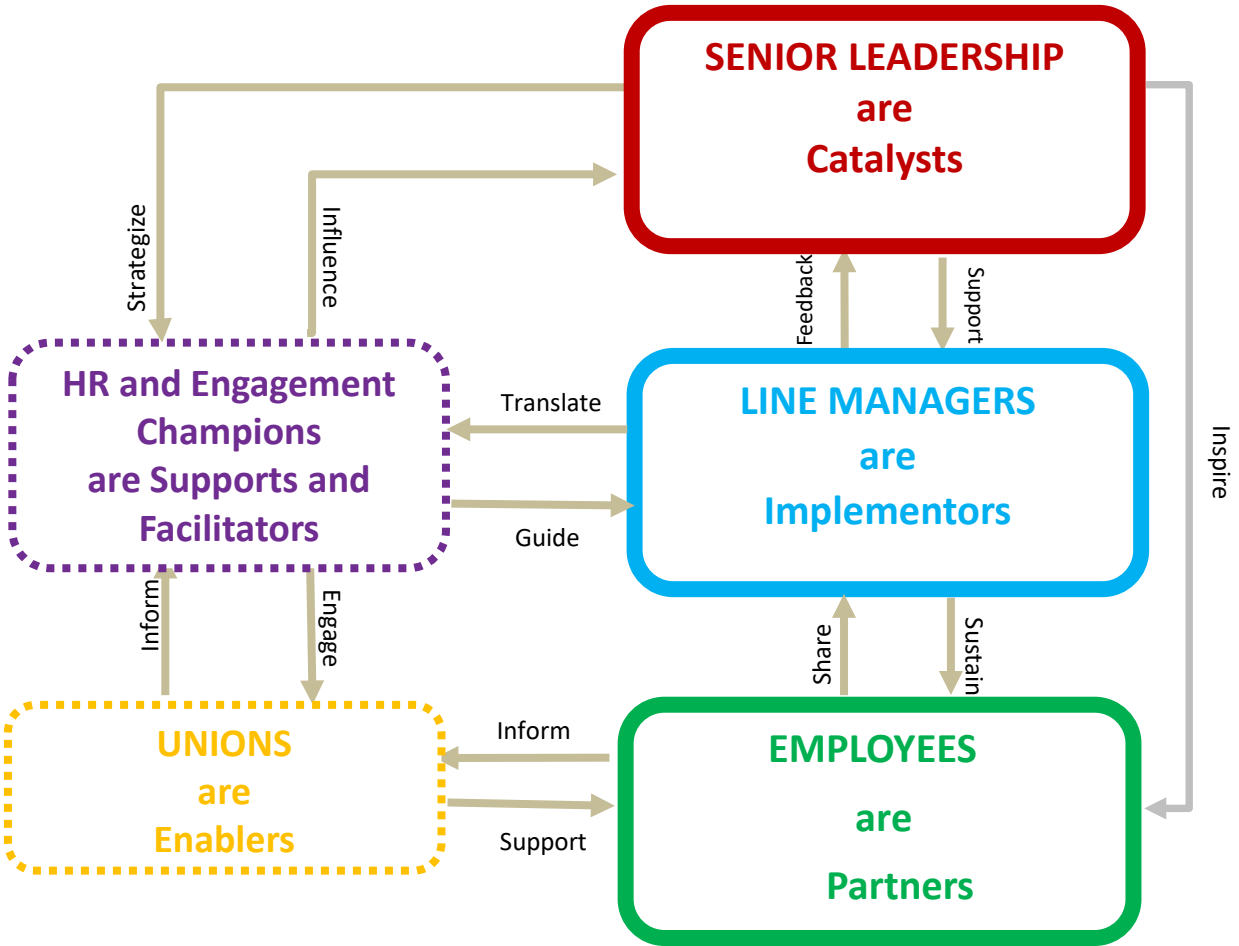


There is **organisational integrity** - the values on the wall are reflected in day-to-day behaviours. They are explicit and bought into by staff. There is no 'say-do' gap. Staff see through corporate spin

# ENGAGEMENT IS EVERYONE'S RESPONSIBILITY

- **Line managers** were the medium between different stakeholders, and the **implementers** of engagement initiatives.
- **HR's** role was to **facilitate** the process and transactional aspect of employee engagement
- **Engagement Champions** are key **drivers** and **facilitate** the process of implementing engagement initiatives
- **Senior management** need to be the advocate of engagement and are accountable for **leading** and **driving it**.
- **Union** representatives **supported** and encouraged engagement between front-line staff and organisational initiatives.
- Engagement required **employees** to be **partners** and engage in initiatives.

# EVERYONE HAS A ROLE





HM Revenue  
& Customs



**NHS**  
SCOTLAND

**NHS**  
England

# WHAT ARE THE MAIN BARRIERS TO YOUR ENGAGEMENT?





# BREAKING DOWN THE PROBLEM



# WHAT COULD BE DONE TO OVERCOME THESE BARRIERS?



# THOUGHT AND ACTION GROUPS (TAGS) - WHAT DO WE DO?



Thought and Action Groups -

Topic & Sector

## Developing research through **Topic and Sector TAGs**

- Line Manager TAG
- Behavioural Science TAG
- Engagement Champions TAG

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<https://engageforsuccess.org/line-manager-thought-action-group>



Thought and Action Groups -

Regional

## Disseminating research and findings from **Regional TAGs**

- East Midlands TAG

<https://www.linkedin.com/in/east-midlands-engaged/>  
[@EastMidsEngaged](#)



# 2020 VISION

## EMPLOYEE ENGAGEMENT IN THE PUBLIC SECTOR



Tuesday 21<sup>st</sup> January 2020  
Nottingham Conference Centre



ENGAGE  
FOR  
SUCCESS

NOTTINGHAM  
BUSINESS SCHOOL

NOTTINGHAM TRENT UNIVERSITY 

Thank you

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