



Staff Engagement – the Key to Keeping your staff.

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Background

- 20 years in senior executive roles managing staff Australia and NZ.
- BA (Psyc.), MBA (Health), GAICD and AFACHSM.
- Consultant to clinical businesses
<http://www.medicalmattersanz.com>
- Lecturer and course coordinator QUT Brisbane – Masters of Health Management

The legislation

- Legislatively 2 sources:
 - Acts of parliament
 - Common Law

Legislation

- <http://www.legislation.govt.nz/act/public/2000/0024/latest/DLM58317.html> - Employment Relations Act 2000
- Bill of Rights Act – 1990
- Holidays Act – 1981
- Parental Leave and Employment Protection Act - 1987
- The Health and Safety in Employment Act – 1992
- <https://www.employment.govt.nz/>





Enabled

- Understand role, policies, environment
- Have the right resources, time, assistance, training

Empowered

- Confident in management
- Understand, are confident and supported in a goal driven team

Engaged

- Are strategically aligned with the organisation
- Ready and willing to support the organization.



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Basics - Best Practice

- Recruit right
- Orientation & Induction
- Performance Management and feedback
- Remuneration and Reward
- Training
- Discipline
- Policies and procedures

Enabling - Recruitment and Orientation

- Right person, right role, right abilities.
- Fair process, independent assistance.
- Clear understanding of duties, roles and responsibilities – Position Description signed off.
- Signed and appropriate agreement



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Performance Management

- 3 month review
- Clear, prompt and supportive feedback.
- Issues dealt with collaboratively outside of Performance Review.
- Follow up and feedback on performance.

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“I don’t have time to write performance reviews, so I’ll just criticize you in public from time to time.”

Enabling -Training

- Culturally and legally important
- Must give employee the ability to do the job
- Tie into Performance Review system to ensure training appropriate to the role.
- Offering learning, can overcome other disincentives to stay.

Benefits of Training

Benefits:

- Empowers leaders and individual employees
- Creates a culture of continuous improvement
- Fosters alignment around goals
- Making change easier and faster
- Increase productivity through motivation and effectiveness
- Enhancing the quality and speed of decisions
- Minimise risk

Importance of Culture

- “A strong culture drives positive organisational outcomes...” (Harvard Business Review Jan/Feb 2018).
- Understand culture.
- Define aspirational target culture, articulate and lead.
- Performance management helps to encourage aspirational cultural attributes.

Empowering - Impact of culture on engagement

- Clear Strategic vision for all.
- Clear accountabilities in that vision.
- Forum for input on improvements and issues at your practice – listen, feedback and act.
- Part of the aspirational team at your practice.

Business imperative →	Internal service quality →	Employee satisfaction/retention →	Service value →	Customer satisfaction/retention →	Commercial success →
<p>Organizations need to have:</p> <p>customer-focused mission and goals</p> <p>strategies to address competition, environment, global and local economy, technology, pace of change</p>	<p>Elements that create good internal service are:</p> <p>the right tools for the job</p> <p>adequate resources</p> <p>effective and efficient systems</p> <p>appropriate structure</p> <p>appropriate job design</p> <p>relevant core competencies</p> <p>effective internal measures</p>	<p>Elements that drive employee satisfaction and retention are:</p> <p>leaders who focus on the customer</p> <p>leaders who role model excellent service</p> <p>clear direction setting (goals, service vision and customer promise)</p> <p>open communication</p> <p>appropriate employee selection and development</p> <p>empowerment</p> <p>coaching</p> <p>effective team building and management</p> <p>reward and recognition</p>	<p>Service value is visible through:</p> <p>clear customer promise</p> <p>product features</p> <p>consistency</p> <p>reliability</p> <p>quality</p> <p>value for money</p> <p>loyalty programmes</p>	<p>Customer retention is enhanced by:</p> <p>seamless service: management of the total customer experience</p> <p>listening and responding to customer needs and concerns</p> <p>how the service is delivered</p> <p>service recovery strategies when things go wrong</p>	<p>Equates to:</p> <p>profit</p> <p>shareholder value</p> <p>customer lifetime value – the longer the customer remains with the organization, the more profitable they become</p> <p>employee retention</p> <p>reinvestment for the future</p>

*Kogan, Page. Essential Guide to Employee Engagement: Better Business Performance through Staff Satisfaction, 2008.



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<https://youtu.be/28L5epip9TQ>