





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 <u>http://www.medicalmattersanz.com</u>
- Lecturer and course coordinator QUT Brisbane –
 Masters of Health Management

The legislation

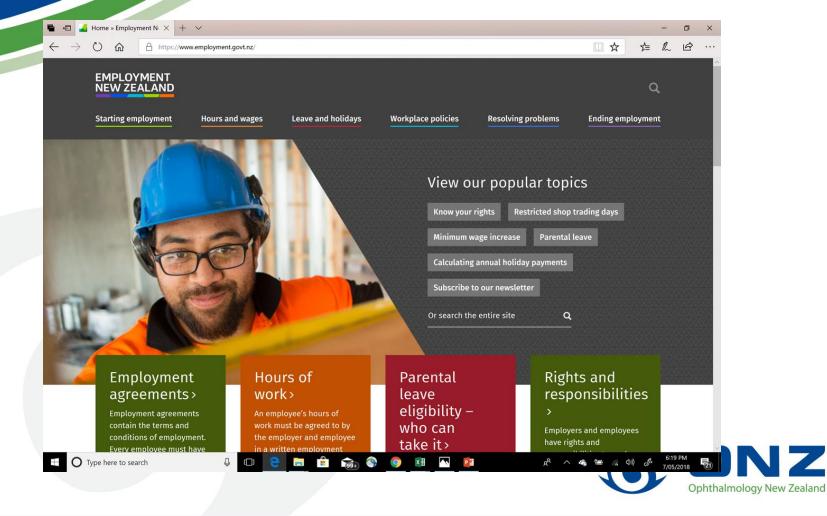
- Legislatively 2 sources:
 - Acts of parliament
 - Common Law



Legislation

- http://www.legislation.govt.nz/act/public/2000/0024/latest/DLM58317.ht
 ml 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.







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

Performance Management

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





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



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

https://youtu.be/28L5epip9TQ

