

# EMPLOYEE ENGAGEMENT STRATEGY

As we face this unprecedented time and our workforce is primarily working from home, we need to have a plan for how we are going to keep staff engaged, productive and connected.

## PRINCIPLES

Set some clear principles that will be the basis of your engagement approach. These are the principles that you can reflect back to when you are in a challenging situation, you are discussing a new approach, or you are trying to compel an Executive to act. For example:

- **Connection matters** - We need our employees to remain connected to our workplace. We want them to remember our purpose and how they contribute. We want everyone to feel like they are a productive and integral member of the team.
- **Virtually visual** - More than ever, our staff need to see us. We need to be visible, even if it's virtually visible. Do not underestimate how effective a video call can be to touch base with your staff.
- **Clear expectations** - We don't assume that our staff know what is expected of them in this changing environment. We will be clear about what we want and when.
- **Be present** - Even if we aren't physically together we want our staff and our leaders to be present. We want people to be engaged in their work and in our interactions.
- **Our leaders are key** - At all layers our leaders keep our teams together. Our leaders help to maintain our culture and are the main connection to our people.
- We are coordinated - During this time it is even more important that we coordinate the communication to our staff.

## KEY SPOKESPEOPLE

Identify your key spokespeople that will engage with your staff through your identified channels. You may have several spokespeople for example:

- The Chief Executive Officer or Secretary may address staff at a high level about direction or government advice
- the Chief Operations Officer Head of Human Resources may address issues like leave, WHS, new protocols, property access or other staffing matters.
- The Chief Information Officer might address IT access, new software available, tips for remote access.

## ROLES AND RESPONSIBILITIES

During times of change and in a crisis there is often misunderstanding and confusion. It is important to clearly articulate the roles and responsibilities that people will play to establish expectations from the beginning. Consider:

- Who will draft content?
- Who needs to contribute content and by when?
- Who will approve the content?
- What training do you need spokespeople to go through?
- Who will escalate issues? To whom?

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## CHANNELS

You are now operating in a different environment. Do not assume that your existing corporate communications channels will work when your staff are working remotely. It's time to get creative and try something new. You will need a number of layers of channels - from corporate all staff communications, to messages and channels for your team leaders.

### ALL STAFF CHANNELS

- Video messages
- Email messages
- Newsletters
- A managers kit with talking points and tips on how to engage their staff remotely
- Central inbox

### DIVISION/BRACH CHANNELS

- Regular email
- Weekly wrap up
- Leadership group video conference
- All staff webinar, with Q&A
- Group text messages/WhatsApp group

### TEAM CHANNELS

- Virtual team meeting
- Zoom lunch
- Online team activities
- Daily check in/priority email

## WEEKLY SCHEDULE

To ensure everyone knows when and how you will communicate and to ensure there is no duplication or misunderstanding establish a weekly schedule of communications activities. This is one of those times that you should say something even when you don't have anything to say.

For example:

### MONDAY

- All staff video message
- New managers kit released
- Division leadership video conference

### TUESDAY

- Divisional email
- Branch leadership video conference

### WEDNESDAY

- Mid-week email to all staff

### THURSDAY

- Team level activities

### FRIDAY

- End of week email to all staff