



知享会
HR Excellence
Center

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Enhancing Employee Engagement





Objectives

Build or improve your positive working relationships with your employees

Improve your leadership through enhanced knowledge and practical applications you can use on the job

Recognize situations where you may need additional support and learn what resources are available

Develop action plans that improve your leadership in your work environment

Agenda

(a) Course introduction: Best Employer in Asia

(b) Section 1:

- Employee Relations Strategy

Section 2:

- Roles as Supervisor/Management

Section 3

- How To Build a Business-Focused Working Relations

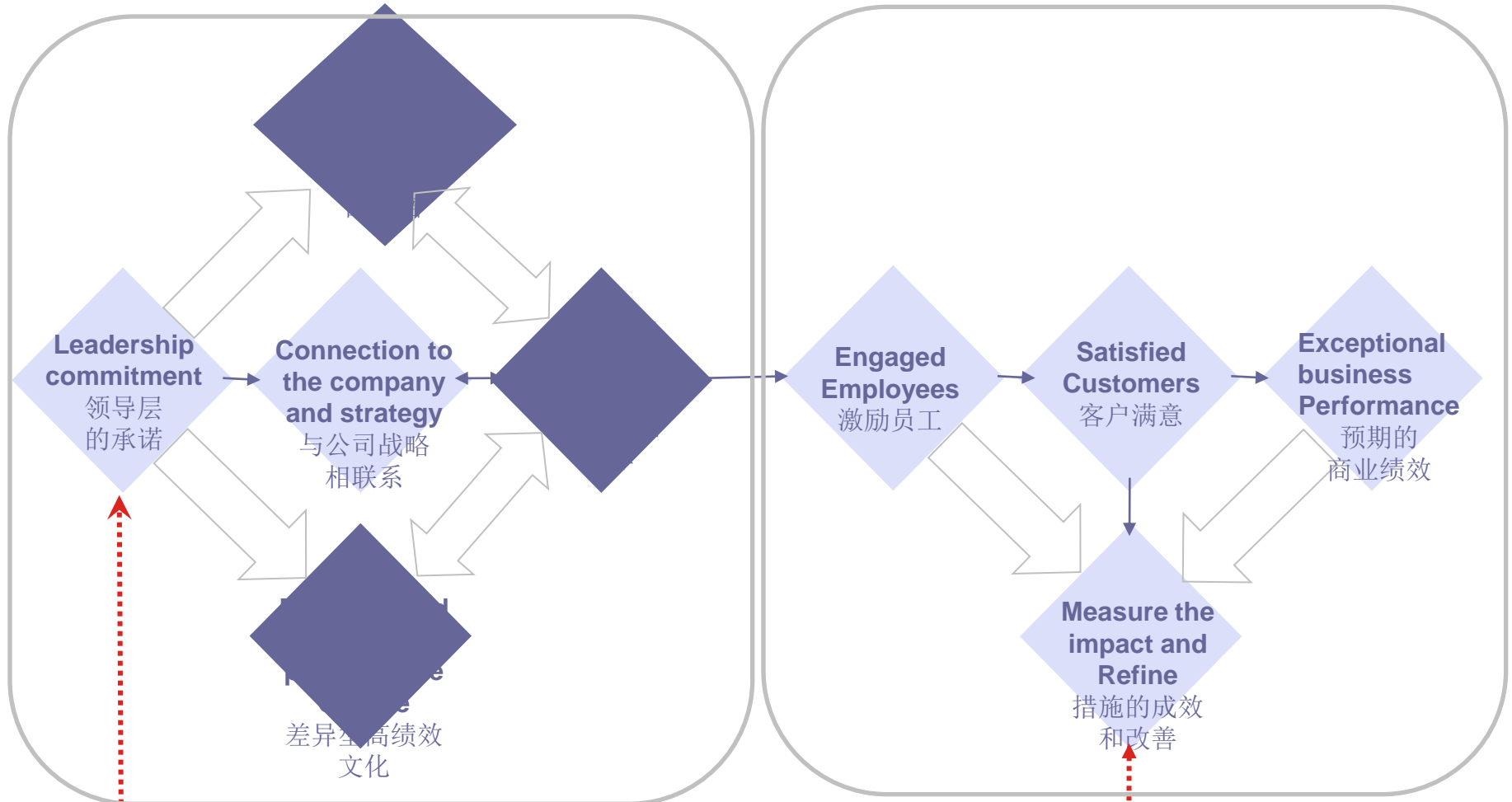
(C) Keeping people (Workplace-Of-Choice) – Employee Engagement

Best Employers In Asia

Characteristics of Best Employers

What Makes a *Best Employer*?

Outcomes of Being a *Best Employer*



What do Employees Actually Experience in their Workplace?



The Best

Brand image

Customer satisfaction

Being the best

Accountability

Continuous improvement

Achievement

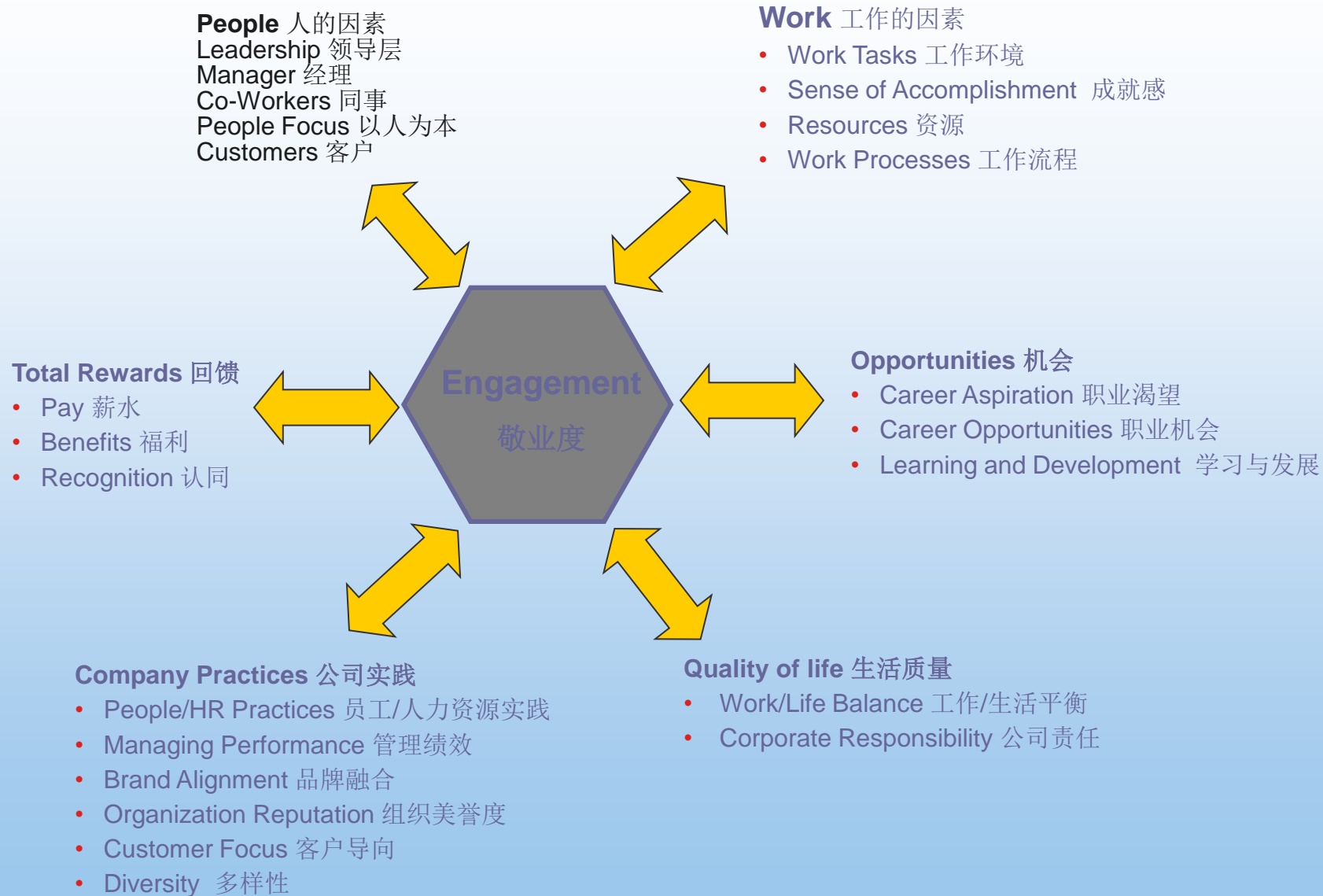
Employee recognition

Commitment

Teamwork

Coaching/mentoring

Six Categories Drive Employee Engagement



Say

Given the opportunity, I tell others great things about working here
I would not hesitate to recommend this organization to a friend seeking employment

Stay

It would take a lot to get me to leave this organization
I rarely think about leaving this organization to work somewhere else

Strive

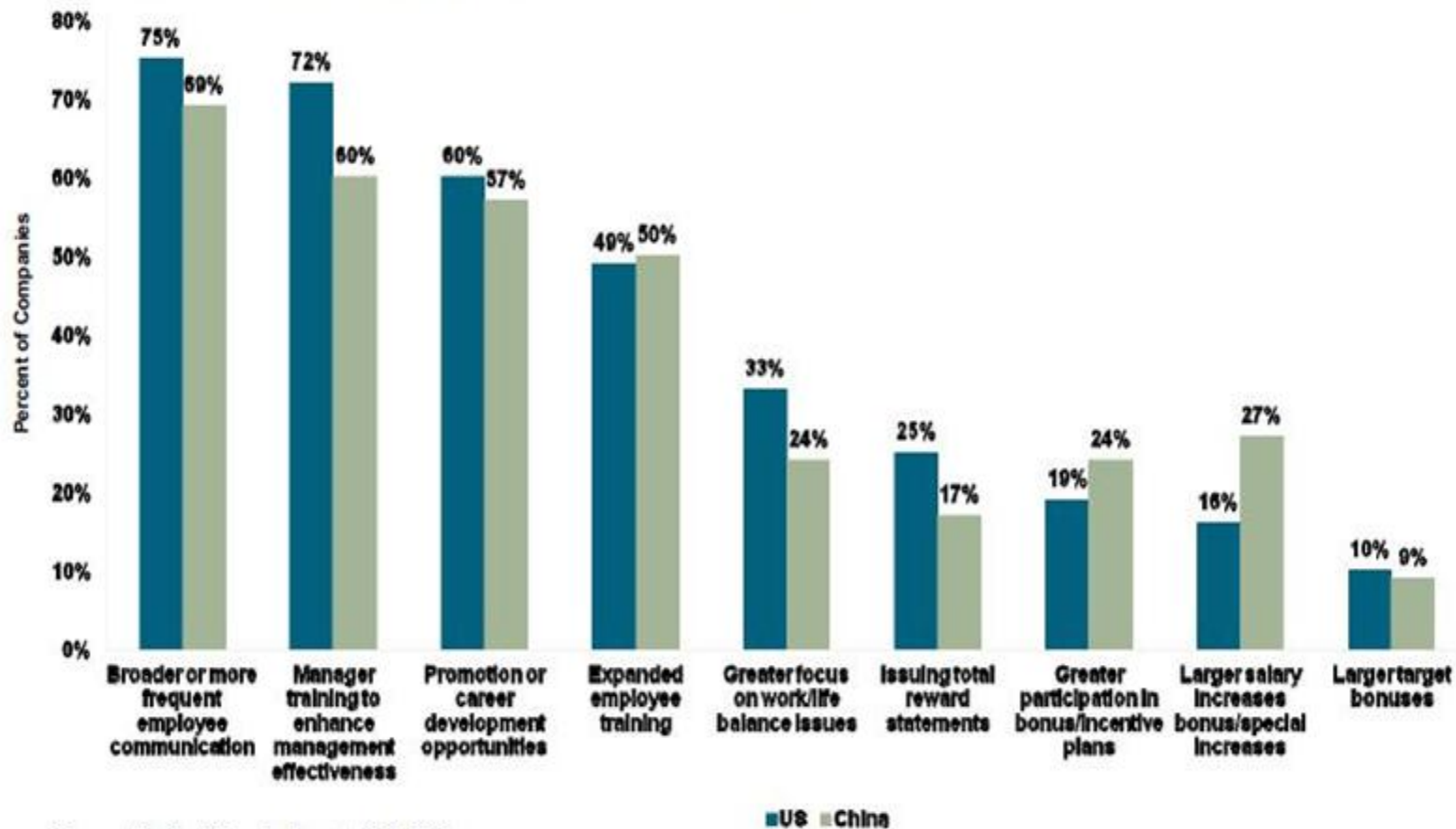
This organization inspires me to do my best work every day
This organization motivates me to contribute more than is normally required to complete my work

1. It would take a lot to get me to leave this organization
2. I would, without hesitation, recommend this organization to a friend seeking employment
3. This organization inspires me to do my best work every day
4. I rarely think about leaving this organization to work somewhere else
5. Given the opportunity, I tell others great things about working here
6. This organization motivates me to contribute more than is normally required to complete my work

High-Tech Employee Engagement Poll (cont.)

高科技员工敬业度调研分析（续）

- Of those companies taking steps to strengthen employee engagement, the top five responses all were non-compensated related



Source: Radford Trends Report - Q1 2011

Plus, local companies are increasingly the preferred employer in China 此外，越来越多本土公司成为中国员工的优选雇主

Rank	Year 2008	Year 2010
1	China Mobile	China Mobile
2	Google	Alibaba
3	P&G	Haier
4	IBM	Microsoft
5	Microsoft	Bank of China
6	PetroChina	Google
7	Huawei	Lenovo
8	GE	P&G
9	Baidu	ICBC
10	China Telecom	China Telecom

Data sources: Universum Engineering Student Survey result 2008& 2010

McLagan | Radford

Key Focus On Building Relationships



Section 1

Employee Relations Strategy



Section 1: Employee Relations Strategy



- The topics covered in this section are the
 - Employee relations strategy
 - Benefits of positive employee relations
- After completing this section, you will be able to
 - Describe the employee relations strategy
 - Explain how the strategy works at different sites
 - Explain how the strategy works with laws and regulations where Honeywell does business
 - Identify the benefits of positive employee relations

What Is the Strategy?

Company has developed an employee relations strategy that focuses on improving relations by building business focused working relationships.

Business-focused working relationships allow us to:

Improve employee relations

Improve quality

Reduce costs

Meet business objectives

Make continuous process improvements

Fully engage our employees



Question

What are the Benefits of Positive Employee Relations?

Benefits of Positive Employee Relations



The benefits of positive employee relations include

Higher Productivity

Decreased Absenteeism

Lower Turnover

Improved Safety

Worker Engagement

Continuous Improvement

Improved Employee-Supervisor Communication

Section 2

Role as Supervisor/Management



Section 2: Role as Supervisor/Management



The topics covered in this section are the

- The roles of supervisor
- Keys to implementing the labor and employee relations strategy
- Management philosophy
- Management rights and obligations

After completing this section, you will be able to :

- Describe your role as a supervisor
- Identify the keys to the successful implementation of the labor and employee relations strategy
- Explain management philosophy

Role – Supervise Using the Strategy



As a key leader , you are charged with supervising employees in a manner consistent with the labor and employee relations strategy. This means you:

Treat employees with respect and dignity.

We believe that having an engaged and motivated workforce is key to our business success. We have a responsibility to treat our employees with respect and dignity, be fair and consistent, and create a work environment that is positive and productive

Positive business-focused working relationships enable business success

Role – Supervise Using the Strategy



- **Manage business in an open, participative and customer-supportive manner**

Honeywell strives to create positive employee work environment by managing its businesses in an open, participative, and customer supportive manner without the need of outside third party representation.

- **Engage employees directly about operational issues.**

We desires to engage employees directly and address and resolve issues and concerns.

- **Create business-focused working relationships that enable success.**
We strives to create positive and supportive work environments to enable the success of the business

Positive business-focused working relationships enable business success

Keys To Successful Implementation

The keys to successfully supervising employees using the labor and employee relations strategy are:

Develop a relationship of respect with our employees. We recognize the dignity of each individual, respect each employee, promote self-development and value diversity.

Provide for direct, candid, ongoing two-way communications with all employees. This is essential for employees to positively understand and accept the change process.

Fully engage employees in continuous improvement. Involvement of our employees in continuous improvement is a must for our employees to be fully engaged and committed to the success of the business.

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Role – Meet Department Targets

As a front-line supervisor, you have the ultimate responsibility and accountability for meeting the department’s targets around these key metrics:

- Safety
- Quality
- Delivery
- Inventory
- Cost

To do this, among other things, you

- Schedule and direct the workforce to meet production requirements
- Manage the overall performance of your employees to achieve the expected standards for these targets

Develop Positive Employee Relations

Part of your responsibility for running the department involves developing positive employee relations. Positive employee relations are a direct result of good leadership. To develop good leadership and positive employee relations:

Create a positive work environment. This is something you should work on every day, with all employees, in all areas.

Meet your responsibility for employee safety, productivity, engagement and satisfaction to continue working here.

Recognize that it is in your own interest to manage and practice positive employee relations because it will increase your work satisfaction, enhance your career development, and impact the success of company. ◦

Section 3

--How to Build a Business-focused Working Relationship



The topics covered in this section are the:

- Purpose for building a business-focused working relationship
- How to build the relationship with your employees

After completing this section, you will be able to::

- Explain the purpose for building a business-focused working relationship
- Describe how to build the relationship with your employees

Establish Credibility and Trust

An essential key to building a business-focused working relationship with employees is **establishing credibility and trust**.

Credibility and trust are the two legs on which all lasting business relationships must stand.

Credibility is established when a organization or person can be relied on to do **what it said it would do**. Credibility is also based on an organization or a person' s intention and exists when one can confidently use past actions to predict future behavior.

Trust is the confidence in other' s goodwill based on reputation, dialogue and experience.

Establishing credibility and trust allows for a willingness to cooperate in which a mutual benefit to both parties is assumed. Credibility and trust are essential for building relationships.

Share Information – Good and Bad



Another key to building a business-focused working relationship is to **openly share fact-based business information** with employees and share that we are jointly committed to the safe and successful operation of the site.

By openly sharing this fact-based business information—**good and bad**—we will ensure they understand the key business drivers that enable the success of the business.

We will keep them informed about business performance issues such as quality, scrap, inventory and line-fill rates.

By sharing fact-based business information, we won't put employees in a position of surprise.

Communicate Consistently

The next key to building a business-focused working relationship is to communicate business information to employees regularly and consistently. To do this:

Inform employees about business performance. Focus communications on quality, cost, delivery, inventory, safety and customer satisfaction.

Establish regular meeting times with employees to share business information

Seek feedback from employees

Finally, remember: customer wins should be joint celebrations.

Performance Management

Managing employees in a way that motivates them to do their best is the essence of good leadership

Maximize every employee' s contributions

Build positive working relationships

Treat employees consistently and fairly

Resolve workplace problems promptly

Coach employees for success

Performance management is key to your success as a leader.

Recognize the Inherent Conflict

Managing employee performance is a basic responsibility of supervisors. You need to:

Establish clear expectations for performance and conduct

Hold employees accountable

Be consistent in applying work rules and performance standards

Document all employee discipline

How do you use discipline to manage performance?



Improve performance – discipline for work performance issues, for example working too slow, poor quality, not following work instructions

Correct behavior – discipline for misconduct, for example fighting, harassment, safety violations, attendance

Provide notice of what we expect for performance or behavior

Create a record in the event that further discipline is needed

Performance Issues – Ask 5 Key Questions



When you have a potential performance issue ask 5 key questions:

Does my employee know what is expected of them on the job?

Does my employee know how to do the job correctly?

Does my employee know why the job is important?

Does my employee have the right tools/support to do it?

Does my employee know that they are not doing the job correctly?

If the answer is YES for all questions, consider discipline.

If the answer is NO for all questions, consider coaching.

Coaching

- ▶ **Coaching provides an opportunity for an employee to be successful. This is the desired goal from this process**
- ▶ **Coaching is not a formal step of the discipline process. It should be a routine part of the employee/supervisor relationship.**

How to do it

- Focus on setting expectations and behavior changes that will lead to improved results
- Document if there are signs of potential problems
- Methods: teaching, suggesting, providing constructive feedback (negative and positive)