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Session B4
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Maximising Employee Engagement

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Enterprise Rent-A-Car



Discussion points

Engaging staff in the retail sector

Linking training to recruitment and retention

Adopting a communications strategy that drives engagement

Who is Enterprise?

Enterprise 1989

- \$629 million in revenues
- 60,000 vehicle fleet

Enterprise today

- \$9 billion in revenues
- 800,000+ vehicle fleet
- Largest purchaser of vehicles in the world



History

Then

- Jack Taylor – 1957
- Invented the replacement vehicle
- Network of neighbourhood locations
- Transitioned to Europe in 1994



Today

- Has largest branch network in the UK and Ireland
- A top recruiter of graduates in the UK and Ireland
- Accolades

Engaging staff in the retail sector



Onboarding

The **socialisation** of an employee into the organisation. It is a systematic and comprehensive approach to making the employee **feel welcome** which results in an increase in **performance, contributions** and **engagement** of an employee at an earlier stage than an employee who has not been through the process.

Onboarding

Begins.....

Integration process

Requires involvement

Induction

The goal

Why employees want onboarding

Helps them identify with new employer

Helps them understand values, culture and priorities

Builds an optimistic attitude

Makes them feel valued

Reduces their anxiety

Avoids misunderstandings

Topics in great onboarding programmes

Company overview of values

Internal culture defined

Job expectations

Role responsibilities

Policies and procedures

Tools, checklists or resources for training

Employee support networks

Putting together your plan

Needs analysis – what's missing?

Set objectives – before / during / after induction

Create your HR onboarding plan

Educate your team

Create a plan that is specific to each role of management
that comes in contact with new hire

Set specific time frames in which activity is measured

Keep it simple

Evaluating your current plan

Do we make new employees feel welcome?

Do we inspire pride?

Do we connect new employees with big picture?

Do we show them how much they matter?

Do we tell stories – making the programme interesting and interactive?

Do we make it easy for them to tell us how they are doing?

Is it easy for them to get information needed?

Do our line managers do their part?

Common onboarding mistakes

TMI

Programme not interactive or is dull

Day one issues

Letting a disengaged employee be the “buddy”

Onboarding programme is not formal, structured or planned

Taking a sink or swim approach

Management does not have a clear role

Programme not measured

Measuring your onboarding programme

Questionnaires

Business results

Employee feedback from interviews

- Entrance interviews
- Stay interviews
- Interviews with member of HR team

30 day reviews

Engagement

onboarding and engaging employees



training and development



communicating your vision

Qualities of an engaged organisation

Transparent

Responsive

Partnering

Five factors of engagement

Relationship with their manager

Clear communication of expectations and goals

The right materials

A manager who encourages development

Top performance is recognised

10 engaging sentences

You really made a difference by...

I'm impressed with...

You got my attention with...

You're doing top quality work on...

One of the things I appreciate most about your
performance is...

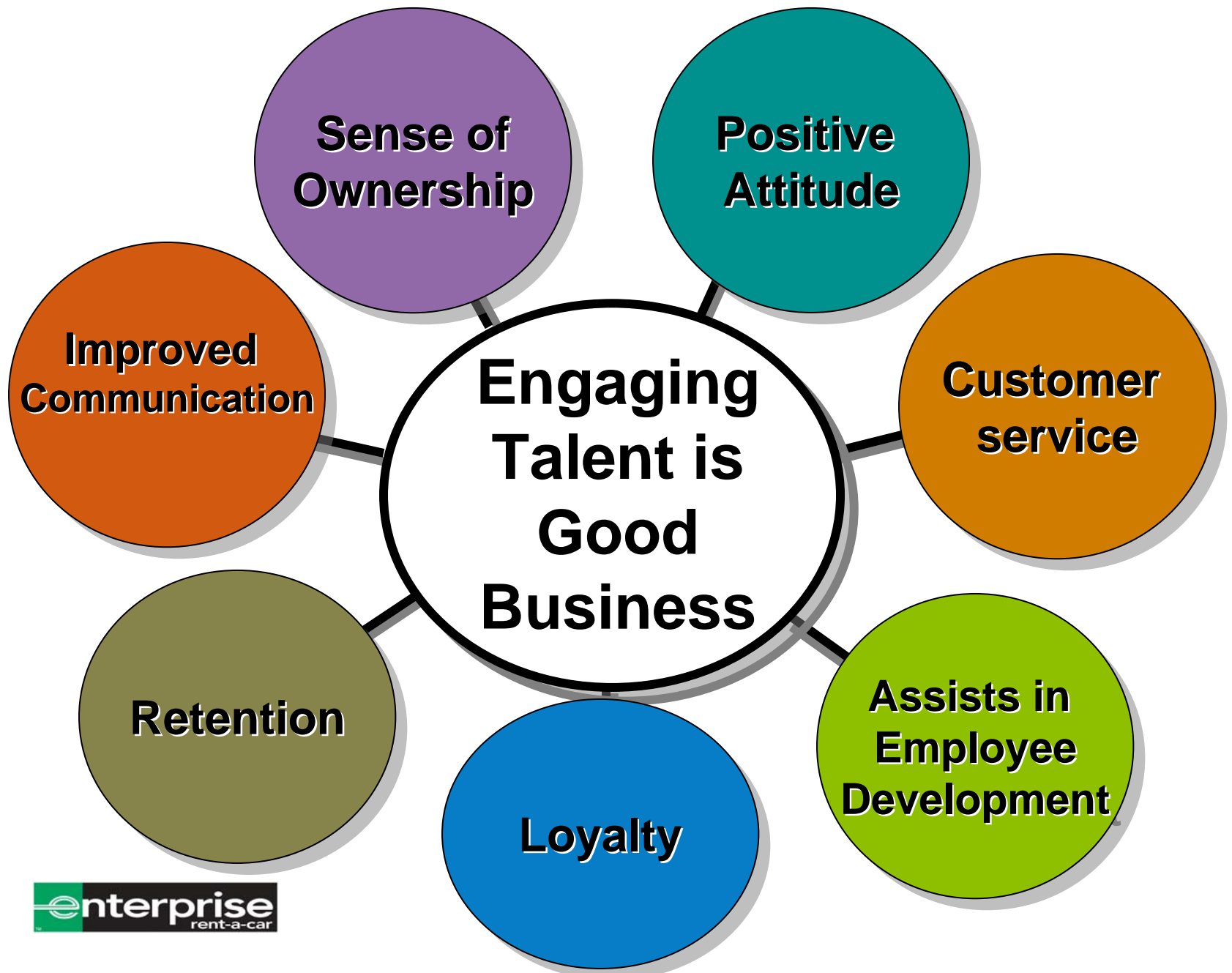
You can be proud of yourself for...

We couldn't have done it without your...

You're right on the mark with...

What an effective way to...

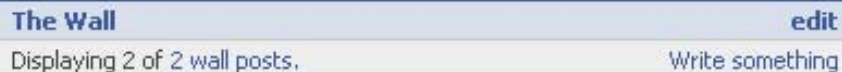
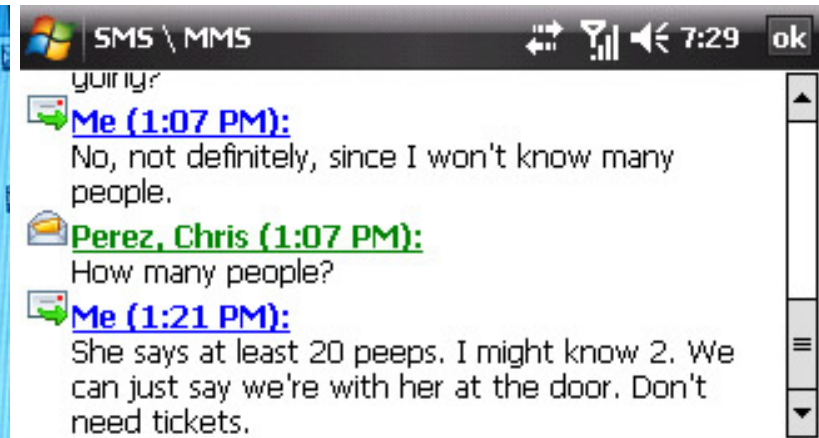
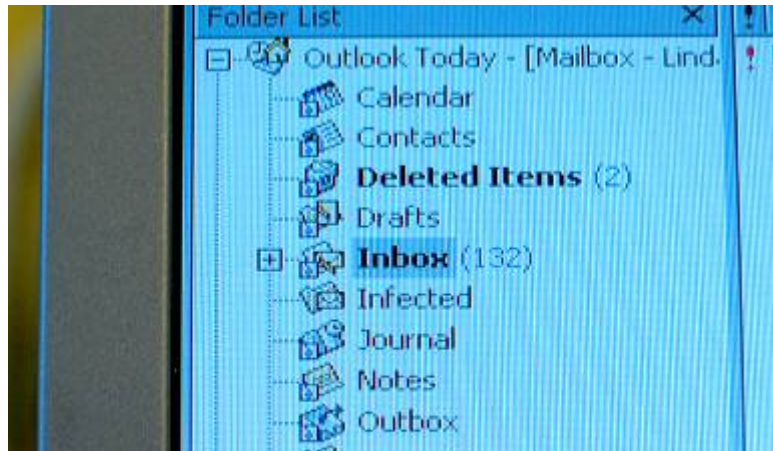
You made my day because...



Communication strategies for engagement



Communication strategies for engagement



Aaron Burr (Lichtfield) wrote
at 3:07am July 2nd, 1826

alex hamilton sux, am i rite??

Delete



John "the biz0m dizom" Adams (Harvard) wrote
at 8:58pm July 4th, 1826

rofl u r dead, rip bro...sup, i feel a funny tingling in my arm...

Message - Delete

Getting it right

New hires prepared for professional assimilation into business culture

Employees have emotional connection

Employees are engaged

Retention of employees increases

Performance of employees increases

Perception that new hires have of the company and of management is favourable

Thank you

