

Employee Engagement

2019 Action Planning Resource Library

Introduction

The Action Planning Resource Library is a tool for managers to use when preparing and facilitating “We Heard You” Sessions, developing action plans, and sustaining momentum to drive employee engagement throughout Aramark. Within this resource, you will find the following for each survey dimension:

-  A description of the dimension and its significance
-  Clarifying Questions – use these probing questions to facilitate your team’s understanding of the particular opportunity.
-  Potential Actions – use these recommended actions to develop your team’s action plan or begin brainstorming other actions that you and your team will take to drive engagement.

It is strongly recommended that you print the necessary pages of the Action Planning Resource Library to reference during your Management Team “We Heard You” Sessions.

Employee Engagement

Why is Employee Engagement important?

Employee Effectiveness is comprised of two components – Employee Engagement and Employee Enablement. Organisations with engaged and enabled employees are more likely to excel in terms of organisational performance and business results.

Employee Engagement consists of three factors:

- The degree of psychological or emotional commitment an employee has to the organisation
- An employee's willingness to expend discretionary effort on behalf of the organisation – to go above and beyond formal job requirements
- An intention to remain with the organisation

Clarifying Questions

- 🚩 What do you like best about working for Aramark? What do you like least?
- 🚩 Why would you recommend Aramark as a place to work? Why would you not recommend Aramark as a place to work?
- 🚩 How does working for Aramark differ from other organisations?
- 🚩 Do you feel that you can achieve your career objectives at Aramark?
- 🚩 Do you feel a sense of belonging to Aramark and a sense of community within your team?

Potential Actions

- Collect details from individual employees about what they value most about being part of Aramark and about what causes them the most concern.
- Publicly recognise employees who give their best efforts on a regular basis and who make significant individual contributions.
- Utilize multiple methods to communicate key information to employees, such as staff meetings, one-on-ones, electronically, bulletin boards, newsletter, etc.
- Plan team-building activities and encourage all staff to participate.
- Promote continuous improvement and learning within the organisation and/or department by encouraging employees to seek methods for improving processes and/or increasing customer satisfaction. Recognize employees for their ideas by sharing the improvements that were implemented during team meetings, through employee bulletins, departmental updates, etc.

Employee Enablement

Why is Employee Enablement important?

While Employee Engagement is an important component of Employee Effectiveness, research suggests that engagement alone is not sufficient to promote maximum individual and organisational performance. To get the most from employees, leaders must not only engage their employees, but also enable them to channel their extra efforts productively.

Employee Enablement is defined as:

- Employees are effectively matched to roles, such that their skills and abilities are effectively utilised.
- Work environments facilitate, rather than hinder, employees' productivity.

Clarifying Questions

- 🚩 Do you have skills and/or abilities that are not fully utilised on your job? Are there ways these skills and abilities can be better utilised on the job?
- 🚩 What do you find most challenging and/or fulfilling about your job? What do you find frustrating or unfulfilling?
- 🚩 What information do you need to perform your job well? How do you typically receive this information?
- 🚩 Can the workflow be better organized to help you get your job done more effectively?
- 🚩 What do you see as barriers to job performance? What can be done to eliminate or reduce these barriers?

Potential Actions

- Broaden the scope of an individual's job to help them use a broader range of skills.
- Ask employees to suggest ways in which their jobs could be made more stimulating and challenging.
- Meet one-on-one with each employee to understand what they find interesting and challenging about their job. Determine if their job is making a good use of their skills and abilities. Consider ways to re-assign the things that are no longer challenging to others who need development in this area. Identify opportunities for them to focus on the things they find challenging.
- Establish "stretch" goals to ensure the work remains challenging, but still within the scope of an employee's abilities.
- Ask employees what conditions are getting in the way of them being as efficient and productive as they would like. Determine how the conditions can be improved to allow employees to be more productive.

Clear & Promising Direction

Why is Clear & Promising Direction important?

Successful companies rally their employees around strategy and a common set of goals that are easy to understand, measurable, and relevant to the work of employees at all levels. Most employees are looking for an opportunity to contribute to something larger than themselves and a chance to make a difference. Appealing to this sense of purpose by connecting employees to the big picture is critical to promoting high levels of employee engagement.

Clarifying Questions

- 🚩 How have we changed as an organisation over the past few years? Were the changes communicated to you? When changes are made, are the reasons behind them also communicated?
- 🚩 How have Aramark's strategy and goals been communicated to you? How often are they communicated? When strategy and goals are communicated, are the reasons behind them also communicated?
- 🚩 Do you feel you have a thorough understanding of Aramark's Mission, Values and Focus?
- 🚩 How do you work with other team members to align goals with Aramark's Mission, Values and Focus?
- 🚩 In what ways is Aramark a leader in the marketplace? In what ways, if any, is Aramark a follower in the marketplace?

Potential Actions

- Share the “big picture” with team members. Explain the current strategy and goals of Aramark and relate the larger strategy to your business unit and team's strategy and goals.
- Focus on how employees fit into the plan and what they can do to contribute. Be straight with employees – but focus on how decisions being made today will benefit the organisation longer term.
- Over communicate – develop a plan to regularly share business updates with your team. Ask employees to take the lead on researching and sharing business updates.
- Communicate successes. Include financial trends, successes and accomplishments, but don't focus exclusively on them.
- Schedule time with your team to review Aramark broadcasts, communications, and trainings.

Mission & Values

Why are our Mission & Values important?

Successful companies establish a common culture; a culture driven by a strong set of shared values and rules of behavior, including customer first, excellence, accountability, integrity, innovation, diversity and respect. Successful companies also have a clear mission – the essential purpose of the organisation and what it provides to the marketplace.

Organisations that incorporate strong rules of behavior can trust employees to make the right decisions in everyday work activities, decisions that align with both the mission and values of the organisation.

Clarifying Questions

- 🚩 How has Aramark's Mission been communicated to you?
- 🚩 How have Aramark's Values been communicated to you?
- 🚩 Do you understand the importance of Aramark's Mission and Values and why Aramark focuses on them? Do you have a thorough understanding of how to apply Aramark's Mission and Values to your actions every day?
- 🚩 Do you know and understand how the Values of Aramark align with Aramark's Mission as a company?
- 🚩 In what ways are you guided by Aramark's Mission and Values?

Potential Actions

- Educate employees on Aramark's Mission and Values.
- Regularly communicate the importance of Aramark's Mission and Values to employees.
- Ask employees how they exhibit Aramark's Mission and Values in their day-to-day work.
- Publicly recognise/reward employees whose behaviors exemplify Aramark's Mission and Values.
- Review your own behavior and actions with regard to Aramark's Mission and Values. Set an example for your employees.

Confidence in Leaders

Why is Confidence in Leaders important?

Organisational performance depends largely on the quality of its leadership – from senior leadership through front-line team leaders. Leadership influences the way employees perceive the organisation as a whole and plays a critical role in exhibiting and reinforcing the company's strategy and goals. Effective leaders deliver key company messages and share important information with employees in their group in a concise, relevant, and timely manner. High levels of employee engagement require employees' confidence that the company is well managed and leaders are capable of executing on business objectives.

Clarifying Questions

-  Do you feel that you receive all the information that you need/want? Do you feel that leaders at your location or business unit purposefully do not communicate certain types of information to your team? Is "bad news" openly shared with your team?
-  Do you feel that leadership treats all employees with respect and dignity? What can be done to ensure employees feel treated as such?
-  What leaders in Aramark model a high level of integrity? What specific behaviors do they exhibit?
-  What can leaders do more of or less of to generate enthusiasm and inspire you in the workplace?
-  How can leaders more effectively communicate key company messages and share important information in a timely manner?

Potential Actions

- Schedule regular meetings with staff members to discuss their workload, performance, and professional developmental goals. Conduct regular team meetings. Inform employees about important decisions and changes, if/how they affect their work, and the reasons behind those decisions and changes. Encourage employees to provide feedback and generate ideas.
- Adopt and communicate to employees an "open door policy." Make yourself available by being visible and rarely "holed away." Learn from employees what commitments or expectations they feel leaders have not kept.
- Communicate the large-scale successes of Aramark, focusing on work well done and business results. Also, explain your business unit and location leaders' roles in the success stories.
- Encourage key leaders to interact with team members formally and informally (e.g., brief key leaders on selected accomplishments of employees, walk key leaders around the department to informally greet employees and thank them for their efforts).
- Involve key leaders in team member meetings. Ask the key leaders to share some of their personal history with and perspective on Aramark.

Quality & Customer Focus

Why is Quality & Customer Focus important?

Delivering high quality products and services to customers is critical for success. To deliver high quality products and services, one must first understand, then meet or exceed, customer expectations while using internal resources efficiently. Internal customer service helps organisations better meet the needs of its varied external customers. True customer focus is only achieved if employees work together towards a common objective. This requires a climate that encourages and supports teamwork and promotes innovation and continuous improvement.

Also refer to the Collaboration dimension for related content.

Clarifying Questions

-  How are you held accountable for providing high-quality work or service?
-  How are you recognised or rewarded for providing exemplary high-quality work or service?
-  Are there areas where quality is routinely superior or where quality is routinely a problem?
-  How do you respond when a quality issue is identified? How do you handle internal and/or external customer complaints?
-  Has increased workload had a negative effect on quality? If so, how can we meet our workload demands while still maintaining high levels of quality?

Potential Actions

- Provide clear quality standards and communicate/reinforce these standards on a regular basis.
- Emphasise the importance of customer satisfaction and quality every day – informal messages repeated regularly will help create or reinforce the appropriate customer/quality mindset.
- Celebrate Aramark and your business unit's customer satisfaction successes. Emphasize the link between each team member's job and these overall organisation successes.
- Address quality issues and sub-par performance in a timely manner. Call attention to quality issues and sub-par performance and challenge that team member to improve. Furthermore, encourage average performers to excel.
- Solicit ideas for improvement from team members.

Respect & Recognition

Why is Respect & Recognition important?

The foundation of continued growth and innovation lies in respect for the individual and recognition of individual efforts. Management's demonstration of care for their employees and the fair application of policies and procedures influences employees' emotional ties to an organisation and is an important aspect of employee engagement, and includes a reasonable balance between work and personal life.

Clarifying Questions

- 🚩 How are you treated by leaders and other team members? Do you feel that there are groups or individuals that are not treated with respect and dignity?
- 🚩 Do you feel valued as an employee and team member? Are there any employees or employee groups that do not feel valued?
- 🚩 How often are you recognised, either individually or as a team, for doing a good job? How are you recognised for your accomplishments?
- 🚩 How do you like to be recognised (Encore! Encore!, publicly, one-on-one, etc.)?
- 🚩 Do you feel that the work is planned in advance in order to avoid having to work extra hours?

Potential Actions

- Identify employees who perform their jobs well and provide recognition based on employee preference (Encore! Encore!, one-on-one, publicly, etc.).
- Formally communicate employees' outstanding performance to superiors; copy the employee on the email or letter.
- Meet with employees, both individually and in groups, to understand why they might not perceive that the organisation has care/concern for employees. Collect details from them in regards to what ways they feel valued as employees and about what causes them the most concern. Take steps to address the problem(s) locally (if possible) and/or communicate findings to leadership and Human Resources.
- Act as a role model for treating others with respect; reflect on interactions to make sure you are consistent with all employees. Plan ahead as much as possible, so there is sufficient time to do the work.
- Create a system so that there is a fair distribution of additional work.
- Make sure team members have the skills and cross-training that allow them to cover for a co-worker when needed.

Diversity & Inclusion

Why is Diversity & Inclusion important?

The foundation of continued growth and innovation lies in respect for the individual. Organizations that fully engage and leverage the broad range of viewpoints from their multicultural and demographically diverse workforce will succeed at meeting the needs of an increasingly diverse customer base.

Furthermore, fair treatment and the fair application of policies and procedures influences employees' perceptions and is an important way to foster long-term employee commitment.

Clarifying Questions

-  How are you treated by leadership and by other team members? Are there any groups that are not treated with respect and dignity?
-  How do ideas and opinions get evaluated? Do you believe your ideas and opinions are valued the same as other employees?
-  Do you believe employees of varying backgrounds are allowed to “be themselves,” or are they expected to assimilate into the larger culture?

Potential Actions

- Conduct coaching for employees who are not treating other employees with the appropriate level of fairness, dignity, and respect.
- Promote an appreciation for the different perspectives that people bring to the team and the work.
- Encourage and seek out diverse ideas and perspectives from the team.
- Encourage and promote active participation in Employee Resource Groups (ERGs).
- Hold regularly scheduled meetings with employees to clarify their personal and professional needs. Work to understand and respect each employee's viewpoint.
- Meet with employees both individually and in groups to understand why they might not feel like a valued member of the team.

Development Opportunities

Why are Development Opportunities important?

The organisation supports growth and development and gives employees the tools and the room to do it. Managers are there to guide, support and coach through the process. But, it is up to all employees to drive their own development. Only they know and can articulate where they want their career to grow, and take the steps to make it happen. Opportunities for growth and development are among the most consistent predictors of employee engagement and enablement.

Clarifying Questions

-  Have you had career development discussions within the last 6 months?
-  Have you received professional development opportunities (i.e. seminars, conferences, etc.)?
-  Have you been given stretch assignments in order to build upon your competencies and develop other competencies?
-  Have you had the opportunity to discuss development aspirations?
-  Are you encouraged to provide coaching to other team members?

Potential Actions

- Work with your employees to clarify their personal development plans. Discuss their current strengths and weaknesses. Encourage ambitious but realistic goals.
- Ensure that you hold periodic reviews throughout the year with each of your employees to discuss development. Provide ongoing feedback and coaching.
 - Ensure that managers, who report to you, are also holding periodic reviews throughout the year with each of their direct reports to discuss development.
- Help employees maximise learning by selecting the best mix of Experience, Exposure and Education activities for their development plan. Target on-the-job related experiences, exposure opportunities through observing others, feedback, coaching and mentoring as well as formal training programs.
- When providing support to others for regular job responsibilities or specific assignments, give them an opportunity to think and act on their own by providing them with the overall objective and letting them determine how to carry it out.
- As you observe your staff in action, note specific examples of things they did well and areas where they could develop further. Practice giving specific, actionable feedback focusing on the evidence you have gathered. Offer support to help them develop their capability further.

Survey Follow Up

Why is Survey Follow Up important?

One of the most important steps of deploying an engagement survey is following up. To continuously drive engagement, we must regularly update and revise our action plans and communicate progress to our teams. It's our responsibility to make our employees aware of the progress we are making and how their efforts are driving improvement. By following up on our engagement results and action plans and making engagement part of our daily routine, our employees will believe that their opinions matter and change will happen.

Clarifying Questions

-  Were you given the opportunity to provide feedback about the previous survey results?
-  What progress have you seen since the previous survey (if applicable)?
-  What can we do as a team to ensure we follow up on our results and action plan?
-  How do you prefer to receive progress updates?

Potential Actions

- During team meetings, revisit your action plan and discuss progress made. Seek additional feedback from your team.
- Communicate large-scale successes of Aramark and celebrate milestones that are associated with the survey areas of opportunity.
- Regularly communicate enterprise wide initiatives and improvements that are related to engagement and the areas of opportunity.
- Focus on how employees fit into the action plan and what they can do to contribute. Allow employees to share ideas and ways they will contribute.

Performance Management

Why is Performance Management important?

Successful managers use performance management tools to clarify expectations and set goals to improve the performance of individuals, their team, and the company overall. Clarity regarding goals and priorities enables improved performance by allowing employees to focus their efforts on essential, value-added tasks. Likewise, by continually monitoring performance and providing feedback and coaching, employees can take the action needed to achieve their goals.

Clarifying Questions

-  How often do you have the opportunity to discuss your own performance expectations? Are the expectations clear and specific?
-  In the formal review process, are you able to identify specific behaviors or activities that you will work on to perform your job more effectively?
-  How often do you have the opportunity to talk about the measures that are used to evaluate your job performance?
-  Do you understand what differentiates a high performer, middle performer, and low performer?
-  Do you feel that you have the opportunity to discuss ways to use your core strengths to enhance job performance?

Potential Actions

- Set clear objectives and outline expectations for performance and behaviors. Outline the essential functions, tasks, and responsibilities of the job and the general areas of knowledge and skills needed. Inform employees how performance will be measured.
- Utilize the GROW Coaching Model to help employees figure out the behaviors and actions they must take to meet their performance goals. Provide ongoing feedback and coaching. Schedule discussions with employees at least quarterly.
- Monitor performance on an ongoing basis – Create a dashboard for your teams to monitor progress of departmental goals.
- Seek feedback on the performance of your employees from other groups that your group/team/department works with on a regular basis. Share positive feedback with individuals and the team. Discuss ways in which employees might better meet internal and external customer expectations.
- Be direct. Confront performance issues promptly. Always end an interaction with an agreed upon remedy and timeframe for action. Keep documentation of performance issues and discussions.

Authority & Empowerment

Why is Authority & Empowerment important?

When employees have appropriate autonomy and discretion, they are better able to structure their work arrangements to promote personal effectiveness. And by managing how they work, employees are more likely to find opportunities to leverage their skills and abilities fully in their job roles.

Clarifying Questions

-  Do you feel that you have opportunities to change or enhance the way we perform as a team?
-  How can we better solicit new ideas from all team members and those outside our group?
-  Do you feel empowered to make the decisions necessary to perform your job effectively?
-  Have your responsibilities for decision making been clearly communicated? What kinds of decisions could be delegated to you to help you carry out your job more effectively?
-  Do you feel you can share your thoughts and opinions openly with your team?

Potential Actions

- Develop an agenda to proactively seek team members' ideas. Reserve time in meetings for brainstorming. Ask for feedback and comment on all ideas – including your own. Make sure your questions are open-ended to draw out full responses from your team.
- Provide greater autonomy to employees by examining the way work is done to identify opportunities to redesign processes, change technologies, simplify procedures, eliminate repetitiveness, and change authority structures.
- Establish a formal and/or informal employee suggestion program. Publicly recognise creative and innovative ideas.
- Clarify and come to agreement with team members on the types of decisions they have the authority to make without team leader/management approval.
- Involve employees in decisions and plans that affect them. Invite and take into account the ideas and input of employees from both within your group and from other groups with whom you work closely.
- Create an open communication environment – encourage team members to talk openly about work issues, listen attentively, do not criticise suggestions, express sincere appreciation, and respond to questions or concerns.

Resources

Why are Resources important?

Access to necessary information and resources (e.g., tools, equipment, supplies) affects the quality and efficiency with which work is accomplished. From a productivity standpoint, employees can only perform at optimal levels if they have the necessary information and resources required to do their jobs effectively.

Clarifying Questions

-  Do you have access to the information needed to get your job done?
-  Do you get access to tools and resources (including information) in a timely manner?
-  What information do you require to perform your jobs effectively?
-  Are you fully resourced to meet the requirements of your jobs? What additional equipment, tools, supplies, materials, and information may you need?
-  Are we making the most efficient use of the resources and tools available to us? If not, what would you suggest to improve the use of resources and tools?

Potential Actions

- Ask employees if they have the resources and tools needed to perform their job effectively.
- Construct an inventory of information, tools, and resources that staff members need to perform their jobs. Discuss this list with staff members to ensure it is accurate and complete. Rank resources in order of importance. Identify inadequate resources. Determine the feasibility of adding/changing/replacing inadequate resources.
- Identify creative ways to give employees access to the information they need to get their jobs done more efficiently.
- Meet with other leaders to share and discuss people resources and ways to help employees get the support they need.
- Periodically (e.g., monthly, quarterly) hold joint meetings with the work groups/teams you work with most often. Use this forum to clarify information or address any resource issues or concerns.

Training

Why is Training important?

Well-trained employees are more likely to demonstrate enthusiasm and positive attitudes towards their work, and exhibit higher levels of commitment to the organisation. In assessing the training and development needs within your area, take into consideration the skills employees need to help the organisation achieve its objectives.

Clarifying Questions

- 🚩 Do you feel like you've had the right training to do your job successfully?
- 🚩 What training would help you better perform your current job?
- 🚩 Do you know how to get the training you need?
- 🚩 In your current role, do you think you need formal training or could you learn the skills on-the-job by partnering with a co-worker or manager?*
- 🚩 To prepare for your next role, what skills do you need to develop? Do you think you need formal training or could you learn the skills on-the-job by partnering with a co-worker or manager?*

**If it's formal training that your employees need, find out if it already exists in Aramark or if external resources are required. Contact your HR Partner for additional information.*

Potential Actions

- Talk to your employees to clarify their current performance level and their personal development goals. Discuss their current strengths and weaknesses. Encourage ambitious but realistic goals, identify training opportunities. Remember – each person is responsible for their own development!
- Help employees identify internal training resources to support their performance and development goals. Identify training opportunities in other departments or accounts that your employees could benefit from.
- Ensure your managers are onboarding new employees using internal training resources.
- Cross train whenever possible and appropriate. Rotate employees into different roles whenever possible and appropriate. Be clear about the learning objectives so they know what to focus on during the rotation.
- Schedule time in the work calendar so employees can take advantage of relevant training opportunities.
- Make yourself available for both formal and informal discussions about training and development.

Collaboration

Why is Collaboration important?

Good cooperation and teamwork helps organisations develop creative and better ways to get work done and react faster to changing customer needs and external competitors. Collaborative behavior is an important skill for managers and teams.

In today's business environment, connections to fellow team members and project teams are increasing the ties that bind and the ties that motivate. Failing to deliver full effort is likely to spark concerns about letting team members down in environments where employees feel personal and professional obligations to each other.

Clarifying Questions

- 🚩 How do we share information and keep our group and other groups informed?
- 🚩 How do we encourage a participative approach within our group and across other groups?
- 🚩 How have we built team collaboration amongst our group? What worked well? What can we improve?
- 🚩 Would better cooperation and teamwork between departments have a positive effect on your productivity or quality? If so, what could we do to improve?
- 🚩 How can our team or department communicate more effectively with other teams and departments?

Potential Actions

- Include employee recognition in staff meetings and hand written notes, certificates of appreciation, taking staff to lunch, etc. when you identify excellent collaborative behaviors in your team.
- Discuss and agree upon a set of behaviors to guide team member interactions, shared decision making, and shared goal achievement. Ensure that all team members have a clear understanding of what the behaviors mean in their day-to-day jobs. Set specific guidelines for resolving conflict.
- Meet with team leaders or employee representatives from other groups to discuss improving collaboration between groups, identify ways to work more efficiently, and share internal best practices.
- Even when engaged in task-related discussion or meetings, place extra emphasis on listening actively, drawing out the interests, concerns, needs and objectives of others.
- Identify groups that employees perceive as “hard to work with”, determine why this is the case and what steps may be taken to improve the working relationship (if appropriate).

Work, Structure & Processes

Why is Work, Structure, & Processes important?

When employees are being asked to work hard, they understandably want to feel that they are working smart as well. All too many organisations employ a sizeable number of people who are aligned with the direction of the organisation and enthusiastic about making a difference but are, nonetheless, held back by roles that do not suit them or work environments that get in their way.

Clarifying Questions

-  Are there well-defined procedures for ensuring your safety at work? How have these been communicated to you?
-  Is the current workload managed efficiently?
-  Can the workflow be better organized to help you get your job done more effectively?
-  Are there well-defined procedures for performing your work?
-  Do you have the opportunity to provide suggestions for improvements to the way work is performed? How are these suggestions collected?

Potential Actions

- Make safety an agenda item at regular staff meetings to emphasize for the team the importance you place on safety.
- At regular staff meetings, discuss work processes/procedures with employees, how they affect their work, and explain reasons behind decisions when changes have been made. Encourage associates to provide feedback and generate ideas. Publicly recognise good ideas.
- Establish a working group that is tasked with identifying ways in which the work could be better organized and/or managed. Have this working group present its recommendations at your regular staff meetings.
- Examine the way work is done to identify opportunities to redesign processes, simplify procedures, and eliminate repetitiveness. Involve employees in this process.
- Meet with other leaders to share and discuss workflow procedures and ways to help employees get the support needed.