



Performance  
Integration  
Remuneration  
**Skills**  
Brand  
Corporate social responsibility  
**Professionalism**  
Ethics  
Worklife balance  
Values  
Reactivity  
Communication  
Corporate culture  
Recruitment





# INTEGRATION AND ENGAGEMENT INTO YOUR BUSINESS

A MANAGER'S GUIDE

**Performance**  
**Integration**  
Remuneration  
**Skills**  
**Brand**  
Corporate social responsibility  
**Professionalism**  
Ethics  
Worklife balance  
**Values**  
Reactivity  
Communication  
Corporate culture  
Recruitment

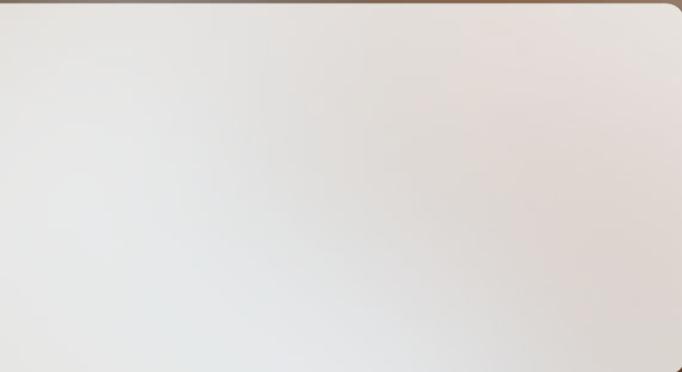




A MANAGER'S GUIDE

Performance  
 Remuneration  
**Skills**  
**Integration**  
**and engagement**  
 Brand  
 Corporate social responsibility  
**Professionalism** into Ethics  
 Recruitment **your business**  
 Worklife balance  
 Values  
 Reactivity  
 Communication  
 Corporate culture

To go further:





**Patrice LEBER**  
Director  
of M.E.F.P.I\*  
Saint-Brieuc

\*Employment, training  
and insertion house  
of Saint-Brieuc

## KEYSTEPS FOR INTEGRATION

# Engagement into your business

Unemployment affects the personalities of those who are confronted with it. It can make someone more negative about getting back into employment because it can affect self-confidence and self-respect. Once they find work, it may mean that a new employee relies on the new employer before they are fully independent in their role, yet the most widespread integration and induction practices in companies fluctuate too often between poor routines, which leave the new employee either feeling left alone and to their own devices, or to them being over-protected and treated like a child.

To get good integration into a company, we have found that a welcoming stance should be taken, as well as implementing quality procedures. It is important to have standardised techniques to integrating new employees

and building engagement, but it is also very important to realise that each person is different and some things may result in a different outcome for different people. Forgetting this may lead to the most important part of any business – its employees – becoming disengaged. A business owner wouldn't think

« A business owner wouldn't think twice about properly maintaining a machine that is important to the business, so it is equally important to engage the employees and look after them. ».

twice about properly maintaining a machine that is important to the business, so it is equally important to engage the employees and look after them.

Please consider that the successful integration of new employees requires equal treatment of the people involved in it, proper communication with them, the clear outline of how they will be measured or evaluated, and a future with the company where they are able to develop as an individual.

communication with them, the clear outline of how they will be measured or evaluated, and a future with the company where they are able to develop as an individual.



## Under the IMPRESS project

This guide was jointly developed by English and French partners in the European project called IMPRESS and funded under the Interreg IVA program.

There is no complete solution to achieve the goal of engagement and integration of employees; however, it may be worthwhile

to question the issues discussed and to try and implement some of the key steps discussed in this document.

This may also be shared and carried out by your management team.

Throughout this project, we met with the companies we inter-

viewed about their practices; you will find some figures and examples within the document.

We hope you enjoy reading the Key Steps to Engagement guide, and invite you to join the contact list on the back of this document for more information on existing tools.



# Recruiting the Best

*"Most of the organisations we work with are recruiting more staff due to business expansion, therefore there is a great need to have a process in place that attracts quality talent".*

## Recruitment and Selection

- **Ensure you create a detailed job description defining what is required of the role**, what experience and skills the successful candidate will have.
- **Cast your net widely**; explore university and military careers centres, consider apprenticeships and employing those currently out of work.
- **Could you promote from within?** By allowing existing employees to grow within the company you are setting them a career path & keeping the talent within the company.
- **Prepare some good questions for the interview.**  
**You could use an assessment grid during interviews.**
- **Show the employee round the site of employment after the interview** so they can familiarise themselves with it.
- **Involve the line manager in the interview**, as they will be the one they spend the most amount of time with, as well as having responsibility for them.
- **Be legal** check employees have the right to work in the country as you can face a fine or criminal prosecution otherwise.
- **Check references** so you can be sure the candidate has the experience they say they do.

## Reward and Recognition

- **Try to benchmark** your salary against competitors and other businesses in your industry.
- **Health care schemes** such as eye care vouchers & insurance will attract new candidates to the firm and existing employees to stay.
- **Bonuses** based on work and production can motivate employees to achieve targets.
- **Reward scheme:** discounts at local businesses.
- **Pensions** although this is becoming mandatory to enroll it is an attractive offer for a business to have.
- **Pay reviews** should be done on a yearly basis, to at least increase the wage alongside the cost of living where possible.

## An HR Professional said:

"There are frequent cases of business who think that everything depends on sourcing a quality candidate, whereas many of them do not spend the time in preparing the recruitment process. A good job description is likely to attract better candidates, and the support of a manager or colleague working on the same job is a great way in which you can get other ideas of how to form it. Recruiting someone new is always a good opportunity to involve other members of staff and give them more responsibility."

# Induction and Integration into your Business



*"We have found that over 60% of the organisations we work with don't have a human resources function, so it's more important for managers doing it themselves to get to grips with integrating the new member of staff".*

*"Organisations that have a proper induction process face lower levels of staff turnover than those who don't".*

## Welcome

### Welcome the employee on the first day(s):

- Ensure all new starter paperwork has been issued, correctly completed and returned.
- Tour of the company premises, show them fire exits, smoking areas, car park etc.
- Arrange for all ICT equipment to be set up for the new employee.
- Ensure employee is issued with a job description and employee handbook and has a clear understanding on all policies and procedures.
- Discuss transport and parking arrangements.
- Alert them to health & safety issues.

### Integration over the first few weeks and months:

- Make the new employee aware of company benefits to promote the fact you're a caring employer.
- Introduce them to senior staff members and their colleagues.
- Involve them in all communication, such as team meetings, online notice boards, newsletters etc.
- Run them through opportunities for professional development and familiarise them with the appraisals process.
- If your organisation has 'values' then make sure these are communicated to the new employee so they can adapt to them.

## Work life balance

- Flexible working allows parents to work around their children's school hours, or to make up time if they have a doctor's appointment, for example.
- Childcare vouchers- money is taken directly from your salary & turned into childcare vouchers without paying extra taxes.
- Working from home builds trust with managers and employees. It also saves employees on travelling costs and reduces the Carbon Footprint of the business.
- Working compressed hours- working 37 hours in 4 days instead of 5 for example, gives some parents the ability to work full time hours but also have days at home with children.
- Courses on stress management & time management can provide employees the skills they need to deal with stressful situations & coping with child care & getting to work on time/leaving on time.

# Development and Growth



*"Almost 60% of businesses surveyed didn't have an appraisal of performance review process in place, nor did they have a formalized training plan for their staff".*

- **Hold regular appraisal meetings with your staff:** this will help you understand their needs for development, and your staff will understand more about how they relate to the business goals and objectives.
- **Understand your industry and the changes within it,** and what gives your business a competitive advantage.
- **Learning** should address performance needs, but also linked to the individual's career progression.
- **If you can afford it, set a training budget** each year for your staff and create a training plan.
- **It's important for your staff to have a good work life balance** so that they have time to spend with their family and friends, as well as working hard. Companies that encourage this tend to have more engaged staff.
- **Try to maintain training,** even during an economic downturn, to invest in the future.
- **Speak with local authorities** to find out about government-backed training programmes, which could be free or subsidised.
- **Evaluate the training you do,** to ensure it's as effective as possible, and so that it can be built upon in future.



### An HR Professional said...

*"Try to cater for different learning methods, such as vocational, classroom based, e-learning etc".*



Here are some other ideas to develop and strengthen the culture of engagement in your business:

## Employee Communication

- One to one meetings
- Team briefings
- Create formal feedback mechanisms i.e. suggestion box, desk top alerts, webinars
- Lunch and learn sessions (internal and external speakers)
- Monthly fun activities / team building events
- Implement 'employee champions'
- Project teams
- Informative posters in break rooms/wash rooms
- Routinely update employees showcasing company results
- Closed social network sites such as Yammer or Ning
- Encourage interest, participation and feedback i.e. monthly prizes or an additional days holiday to reward employees for creative ways of working or cost saving initiatives
- Employee forums
- Management blogs
- Attitude surveys i.e. employee 10 point communication questionnaire\*:
  - ✓ How do you feel about coming to work every morning?
  - ✓ Does your manager inspire you?
  - ✓ Do the days you do want to come into work outnumber the days you don't?
  - ✓ Choose 5 words that best describe how you feel about coming to work
  - ✓ Do you feel proud to tell people where you work?
  - ✓ Do you have the tools to enable you to do your job effectively?
  - ✓ Do you have the opportunity to contribute to the decisions that affect you?
  - ✓ Do you understand how your role contributes to achieving business outcomes
  - ✓ Do you trust the information you receive?
  - ✓ Do you feel valued for the work you do?



## Setting, Communicating & Living Clear Values

### Chose the right values for your company

- Must support team mission
- Don't choose more values than people can easily remember
- Communicate them clearly
- As a leader model the values consistently
- Monitor and support the values
- Create a reward programme around core values
- Create a clear vision statement

### Vision Statement

- Aim to create a compelling image of the future of your business
- Use vision as a guidepost for decision making
- Capture the standards of excellence that reflect the aspirations of your management team
- Be inspirational, motivational and bold
- Be realistic with feasible aspirations
- Be simple and clear
- Be unique
- Represent and promote your business in the market place
- Be memorable with engaging wording



## Corporate social responsibility (CSR) and ethics

CSR is a lever to strengthen the sense of employee ownership, valuing the business approach that promotes employment and strengthens its commitment.

- ✓ Using locally sourced products - if there is a canteen then try to use local suppliers where possible.
- ✓ Used recycled products where available.
- ✓ Go paperless - remove waste & use computer files instead of cupboards.
- ✓ Providing recycling bins for staff- help your staff help the environment.
- ✓ Invest back into the local community-support/sponsor/work alongside local businesses.

