



### The objective

To measure the impact of organisational initiatives through analysis of employee engagement.

### The approach

Design, host and analyse an annual inSITE pulse check measuring employees' engagement levels across eight key areas of the business.

### The business impact

76% response rate. The ability to identify and explore the levels of employee engagement. Identification of strengths and opportunities to improve engagement across the organisation. Maintaining an open and transparent organisational culture.

## InSITE checks the pulse across Ingeus UK

Ingeus UK is a leading provider of people-centred services. From a network of more than 80 offices and over 1,600 employees, Ingeus supports people through employability programmes such as the government's Work Programme, helping long-term unemployed people to find lasting jobs; skills and training, including traineeships, apprenticeships and pre-employment training; and health-related services delivered by a team of in-house health professionals.

The company understands the value of listening to their staff and have been listed in The Sunday Times '100 Best Companies to Work For' six years in a row. Working with The Learning Curve (TLC) over the last three years has helped them in this achievement.

Ingeus' HR Director Kalbir Heer explained the reasons for commissioning TLC: "We wanted to do a mid-year pulse check in addition to The Sunday Times survey, to see whether the initiatives we were undertaking were having a positive impact on staff engagement. We approached TLC as we were impressed by their level of occupational psychology expertise and experience, and their research capability."

"The TLC project team took time to understand how we wanted to use the data. The survey was built around our business drivers and the results were presented in a format that was meaningful and easy to understand and disseminate throughout the organisation," says Kalbir.

TLC provided Ingeus with advice around design, a simple electronic platform for data capture (inSITE) and a detailed analysis of the survey findings. These were presented in a comprehensive report, including regional analyses. The findings identified were very useful to Ingeus, identifying what the company was doing well and where it could increase focus. "The survey gave us a detailed insight into staff engagement levels and has contributed to our culture of being open and transparent," says Kalbir. "Staff have really appreciated the openness."

"Furthermore, the survey has contributed to our ability to identify any specific areas to focus on, so we get a sense of where people are and how they are feeling", Kalbir states.

To date TLC have delivered three annual inSITE surveys for Ingeus. "Each year we review our objectives and refine the process following suggestions from TLC. This year we increased the number of questions because we wanted to delve deeper into our eight drivers, as well as increasing the number of staff in scope.

"TLC staff have always been very flexible and responsive to any changes," Kalbir says. "They are very keen to ensure that we get most value from the project. Their management of the whole process is very professional and effective. This year's survey achieved a 76% response rate, which was brilliant. Also, we have very tight timeframes but TLC have always been able to achieve them for us."

Together, Ingeus and TLC have developed a strong, long term relationship. "We are looking forward to working with TLC on next year's engagement survey" concludes Kalbir.

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### About TLC:

TLC specialises in sustainable behavioural change with measurable cultural and commercial returns on your investment: we promise to contribute significantly more than you invest with us. Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC is where shift happens...helping to shift organisations from where you are now to where you want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables us to get to the root cause of the specific issues affecting individual and organisational success, as well as equipping us to deal with any behaviour that comes up during the course of our delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; diversity & inclusion; 1:1 and group coaching; conflict management and mediation, while our online subsidiary offers organisational feedback tools such as 360, TeamQ and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients including Arriva, Blue Chip, Brown Forman, Celesio, CIMA, Council of Europe, Diageo, E.ON, HSBC, Just Retirement, LEGO, Origin Housing, Saint Gobain, Southern Railway, Swiss Re, The Priory Group and Uniper.