**EMPLOYEE ENGAGEMENT**

**Learning Outcome 4: ACTIVITY 12**

**PAIRS ACTIVITY**

**Creativity, diversity and innovation, and the links to employee engagement**

In pairs, complete the following:

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| Read through the case study below, on Timpson, and consider the following questions:   1. There are several examples of diversity given in the case study. How do you think these impact on employee engagement, and on business performance as a whole? 2. “Timpson’s recruitment strategy is business-proofed”. What do you understand by this phrase, and how easy is it to “business-proof” an organisation’s recruitment strategy in practice? 3. Compare Timpson to a local organisation known to you. What lessons could that organisation learn from this case study? What might stop them implementing those lessons?   **Case study – business example**  Timpson is a family-owned multi-service operation, best known for their 1,300+ branches repairing shoes, jewellery, watches, cutting keys and photo services in Ireland and the UK, where they employ over 3,500 people.  Diversity is a value deeply rooted into their culture. Age diversity within the organisation is wide, as they hire young people wanting to work straight after college but also long-serving colleagues that are nearing retirement age. They are also an ex-offender-friendly employer, as 10% of their workforce is composed of colleagues with criminal records. Women- and age-friendly policies and practices are also in place.  To cater for the diverse workforce, Timpson offers solutions such as flexible working or homeworking. These are potentially open to anyone and have been successfully adopted by women returning from maternity leave or colleagues with caring responsibilities for older relatives.  Avoiding positive and negative discrimination to create an inclusive environment is considered important. Branches have clear guidelines and training is provided, but they also need to be flexible while filling vacancies in order to ensure the best match.  ‘It’s about finding the right colleagues that are going to operate in a branch comfortably. The right person could be anybody from any walk of life and with any sort of background,’ says Louise Plevin, Colleague Support Advisor at Manchester, UK.  Successful candidates are then provided with technical training to ensure they have the right set of skills. Performance is measured through customer feedback and branch figures, with the colleague support team providing insight on turnover and other factors to each area. High-performing colleagues are rewarded accordingly. Branches are composed of only one or two people, therefore it is easier to monitor their performance and recognise the people responsible for their success.  Timpson’s recruitment strategy is business-proofed; they want to ensure that every single time a customer visits a branch, they are provided with great service by great colleagues.  *Source: CIPD report Resourcing and talent planning (2015)*  Be prepared to discuss your answers in class. |