

# Workforce Engagement

## Best Practice Guide – no.2

## Foreword – Workforce Engagement

The ECIA Productivity Improvement Committee (EPIC) originally commissioned this Best Practice Guide on Workforce Engagement to facilitate the sharing and utilisation of knowledge. From the information contained within the Guide, blueprints for improved work practices can be developed at local level to assist with improved productivity and performance.

‘Workforce Engagement’ is closely related to Industrial Relations and a positive approach to Workforce Engagement in turn creates an environment of good industrial and employee relations. Please refer to the *Best Practice Guide ‘Industrial Relations’*, published by the ECIA, for further information on this specific area.

In producing this Guide, guidelines and recommendations for best practice have been developed, based on four main ‘enablers’: **Leadership, Engaging managers, Employee voice and Integrity**. Seven key drivers of engagement in the Industry have then been identified and these form the main sections of this Guide. Recommendations for best practice for each of the main drivers are put forward as a means to improving productivity based on: engagement, competence, communication and motivation.

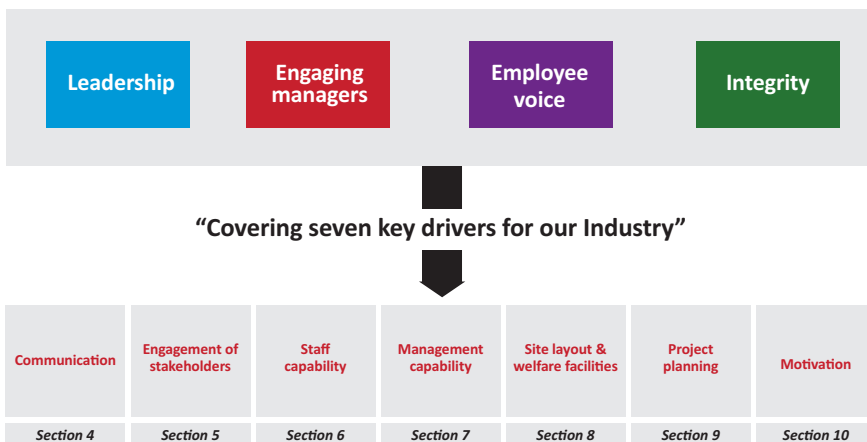
This second edition of the Guide brings it into line with additional guidance identified since the first publication in 2013 and, through cross-referencing, enables the reader to fully utilise the other Best Practice Guides and Toolkit.

Companies are encouraged to actively apply the recommendations contained in the Guide, which was designed and developed to help improve productivity and to attract future financial investment in the UK.

For further information please do not hesitate to contact [ecia@ecia.co.uk](mailto:ecia@ecia.co.uk).

## Second edition

### Four Main Enablers for Workforce Engagement



# Table of Contents

<b>1.</b>	<b>Introduction</b>	<b>6</b>
<b>2.</b>	<b>Workforce Engagement Defined</b>	<b>7</b>
2.1	What is Workforce Engagement?	7
2.2	Benefits	8
	Benefits of Workforce Engagement for the Business	8
	Benefits of Workforce Engagement for the Individual	8
2.3	Main Enablers of Workforce Engagement	8
2.4	Establishing Good Workforce Engagement Practices	9
	Identifying Potential for Workforce Engagement	10
2.5	Best Practice	11
2.6	Further Reading	12
<b>3.</b>	<b>Achieving an Engaged Workforce</b>	<b>13</b>
3.1	Main Drivers of Workforce Engagement	13
3.2	Core Organisational Values	14
3.3	Key Factors in Engaging the Workforce	15
	Factors that Contribute to Engagement	17
	Characteristics of an Engaged Employee	17
3.4	Measuring Engagement	17
3.5	Best Practice	19
3.6	Further Reading	19
<b>4.</b>	<b>Communication</b>	<b>21</b>
4.1	Communication and Engagement	21
	Barriers to Good Communication	21
4.2	Planning Communications with the Workforce	21
	Methods of Communication	22
	Communication Channels	22
4.3	Implementing a Communications Framework	22
4.4	Best Practice	23
4.5	Further Reading	24
<b>5.</b>	<b>Engagement of Stakeholders</b>	<b>25</b>
5.1	Planning Engagement Strategies	25
5.2	Establishing Practices to Encourage Engagement	27
	Guidelines for Encouraging Engagement	27
	Employee Engagement Survey and Follow-up	29
5.3	Best Practice	31
5.4	Further Reading	31

<b>6.</b>	<b>Staff Capability</b>	<b>32</b>
6.1	Taking a Practical Focus	32
6.2	Recruitment	32
6.3	Induction	33
6.4	Training	34
6.5	Skills Development	34
6.6	Best Practice	35
6.7	Further Reading	35
<b>7.</b>	<b>Management Capability</b>	<b>36</b>
7.1	Determining Requirements for Management and Supervision	36
	Key Competencies	37
7.2	Recruitment	37
	Requirements for Management Skills	37
	Requirements for the Role of Supervisor	38
7.3	Induction	38
	The Induction Process	38
7.4	Training	39
7.5	Development of Core Skills	40
7.6	Best Practice	41
7.7	Further Reading	41
<b>8.</b>	<b>Site Layout and Welfare Facilities</b>	<b>42</b>
8.1	Ensuring a Safe Site	42
8.2	Provision of Welfare Facilities	42
8.3	Standard and Location of Welfare Facilities	43
8.4	Workforce Transportation and Movement	44
8.5	Maintenance and Vandalism	44
	Maintenance	44
	Graffiti and Vandalism	45
8.6	Best Practice	46
8.7	Further Reading	46
<b>9.</b>	<b>Project Planning</b>	<b>48</b>
9.1	Initial Planning	48
9.2	Activity Planning	48
9.3	Planning and Managing Employee Relations	49
9.4	Change Management	49
9.5	Risk Management	50
9.6	Monitoring Controls	51
9.7	Best Practice	52
9.8	Further Reading	52

<b>10.</b>	<b>Motivation</b>	<b>53</b>
10.1	Approach to Motivation	53
	Team Building	53
	Role of Managers/Supervisors in Team Motivation	54
10.2	Factors that Influence Motivation	54
	Pay and Conditions	55
	Bonus Payments	55
10.3	Feedback Mechanisms	55
	Encouraging Innovative Ideas and Suggestions	56
10.4	Best Practice	57
10.5	Further Reading	57
<b>11.</b>	<b>Conclusions</b>	<b>59</b>
11.1	Developing and Maintaining a Strategy for Engagement	59
11.2	Summary of Recommendations	60
<b>A.</b>	<b>Checklists for Workforce Engagement</b>	<b>63</b>
A.1.	Workforce Engagement Defined (Section 2)	63
A.2.	Achieving an Engaged Workforce (Section 3)	63
A.3.	Communication (Section 4)	63
A.4.	Engagement of Stakeholders (Section 5)	64
A.5.	Staff Capability (Section 6)	64
A.6.	Management Capability (Section 7)	64
A.7.	Site Layout and Welfare Facilities (Section 8)	65
A.8.	Project Planning (Section 9)	65
A.9.	Motivation (Section 10)	66
<b>B.</b>	<b>Model Constitution of a Project Joint Council</b>	<b>67</b>
<b>C.</b>	<b>Abbreviations and Acronyms</b>	<b>70</b>

## 1. Introduction

The ECIA, in conjunction with its member organisations, Clients and Trades Unions, has developed a suite of seven Best Practice Guides and a Toolkit (consisting of an Assessment Tool and a Procedures Manual) to help drive improvements in productivity within the Engineering Construction Industry. The approach to the Guides has been to identify the factors or 'barriers to productivity' that have impacted upon previous projects or work and recommend the best practice that should be adopted to mitigate those barriers. The Toolkit enables members to check, implement and measure best practice in their own environment.

Many factors contribute to good productivity on any project, ranging from the design and planning of the work, contractual relationships, communication and engagement to the management of the work itself. The Best Practice Guides and Toolkit cover all aspects of the work, from when the 'Front End Engineering Design' (FEED) has been undertaken through to completion of the work.

'Workforce Engagement' defines the relationship and interaction between Employers, represented by their Management, and the Workforce and their representatives, including the Trades Unions. Engagement depends on a positive work environment; this can be both physical and non-physical. The physical environment is the site and immediate work area; the non-physical relates to such aspects as engagement and communication among members of a team. A good work environment that is safe and well managed promotes creativity and innovation, increases motivation and drives productivity.

Developing positive attitudes and behaviours can lead to improved business outcomes, which are mutually beneficial to Employers and employees, in particular encouraging employees to have commitment and loyalty to an organisation which they feel part of. This commitment can lead to a lower attrition rate and reductions in absence and accident rates as well as a decline in conflicts and grievances.

The National Agreement for the Engineering Construction Industry (NAECI) continues to be a constant factor, since its inception in 1981, in establishing sound employment practices which can contribute to high levels of productivity and project success.

The NAECI remains the agreement of choice for the UK Engineering Construction Industry.

## 2. Workforce Engagement Defined



This section explains the concept of Workforce Engagement, key factors in how best it might be enabled and the key benefits for both Employers and the Workforce.

### 2.1 What is Workforce Engagement?

‘Workforce Engagement’ describes the emotional and behavioural commitment the employee has to an organisation in the course of their work. As an approach, it is a two-way process dependent on the organisation’s commitment to their Workforce and the employees’ commitment to their organisation’s goals and values.

Positive engagement encourages an organisation to work smarter and develop productive working relationships with its employees as well as providing an environment where each individual can make the best use of their skills and abilities for the benefit of all. Managers and Supervisors have a vital role, which is to motivate and inspire those they manage and to set the direction that provides an environment where people can work productively together. Good employee engagement increases the ability of a business to succeed by contributing to organisational and individual performance, productivity and well-being.

To summarise some of the key aspects of Workforce Engagement:

- Employee engagement should be based on mutual trust and respect, integrity, two-way commitment and communication between an organisation and its employees.
- Strong organisational values should form the basis of a successful approach to engagement (see [Section 3.2](#)).
- An engaged employee is one who understands their role in an organisation and their purpose and objectives in the performance of their work.
- Engagement is about being included fully as a member of a team, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognised for achievement.
- Engagement can facilitate the management of well-being and Health, Safety and the Environment (HS&E) in the workplace.
- The measurement of engagement is essential to identifying the effectiveness of the strategy and methods used (see [Section 3.4](#)).

Good employee relations are also underpinned by an appropriate Industrial Relations Strategy.

## 2.2 Benefits

This section summarises the key benefits of successful engagement for a business and its Workforce.

### Benefits of Workforce Engagement for the Business

- Improved performance and productivity
- Improved Health, Safety and Environmental awareness and performance
- Better communication
- Improved overall service and satisfaction for clients
- More effective working teams linked to development of employee skills and abilities
- Greater commitment and loyalty to the organisation
- Lower employee turnover
- Better organisational reputation and more effective recruitment.

### Benefits of Workforce Engagement for the Individual

- Personal fulfilment and well-being, leading to job satisfaction
- Better communication and reduction in the potential for frustration
- Pride in individual and team achievements
- Improved management and organisation of their work
- Positive attitude towards work
- Opportunities for skills development.

## 2.3 Main Enablers of Workforce Engagement

The MacLeod Report remains valid as a source of guidance for the Industry today (MacLeod, D. and Clarke, N. (2009) - *Engaging for Success: enhancing performance through employment engagement*. London: Department for Business, Innovation and Skills). Along with identifying the barriers to Workforce Engagement, four key enablers continue to be regularly cited as being critical for what needs to happen to make Workforce Engagement work.

The report lists and defines the four main enablers below:

### ■ LEADERSHIP

“Provides a strong strategic narrative which has widespread ownership and commitment from Managers and employees at all levels. The narrative is a clearly expressed story about what the purpose of an organisation is, why it has the broad vision it has, and how an individual contributes to that purpose. Employees have a clear line of sight between their job and the narrative and understand where their work fits in. These aims and values are reflected in a strong, transparent and explicit organisational culture and way of working.”



### ■ ENGAGING MANAGERS

“Are at the heart of this organisational culture – they facilitate and empower rather than control or restrict their staff; they treat their staff with appreciation and respect and show commitment to developing, increasing and rewarding the capabilities of those they manage.”

### ■ EMPLOYEE VOICE

“An effective and empowered employee voice – employees’ views are sought out; they are listened to and see that their opinions count and make a difference. They speak out and challenge when appropriate. A strong sense of listening and of responsiveness permeates the organisation, enabled by effective communication.”

### ■ INTEGRITY

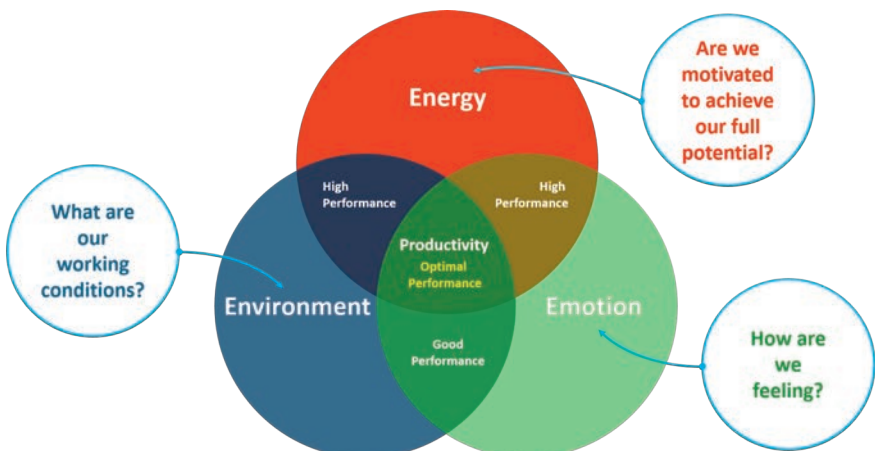
“Behaviour throughout an organisation is consistent with stated values leading to trust and a sense of integrity (see [Section 3.2](#)).”

## 2.4 Establishing Good Workforce Engagement Practices

There is significant potential for establishing good Workforce Engagement practices in an organisation by creating an environment where all stakeholders are committed to completing projects successfully. This leads to job satisfaction, which is a key element in achieving this commitment towards the appropriate goals and values of a project.

Overall employee satisfaction and resulting performance have been identified, in one measure, as depending on three factors: the working environment, how people are feeling and their motivation.

To illustrate this theory (the ‘3 E’s of Productivity’), the following diagram has been created by “Engage for Success” ([engageforsuccess.org](http://engageforsuccess.org)), a voluntary movement that promotes employee engagement as a better way to work:



**The 3 E’s of Productivity**

**Environment:** This includes working conditions, such as: Health, Safety and Environment, Welfare provision, site temporary facilities, access and egress and site policies and procedures.

**Emotion:** This describes how people are feeling. It covers what their mind-set is, whether or not they have an emotional connection to their organisation and how colleagues are connecting with each other.

**Energy:** This is the motivation that people bring to the role. The more energy people have, the better they'll perform.

The performance of all these three components can affect the level of productivity.

### Identifying Potential for Workforce Engagement

Some key points to consider when seeking to identify the potential for Workforce Engagement for a business are:

- Objectives of the business for achieving a project on budget and to schedule, including, for example: improvements in performance, job/customer satisfaction, Health, Safety and Environmental matters, quality, employee turnover/absence and motivation
- How to identify current levels of engagement within the business
- Engagement techniques that would be best suited to the business
- Support, training and development required to achieve the objectives identified
- Policies, processes and procedures that need to be implemented or amended to support engagement
- Communication mechanisms that need to be in place.

## 2.5 Best Practice

<p>Understanding the key aspects of Workforce Engagement</p>	<p>Workforce Engagement should be based on:</p> <ul style="list-style-type: none"> <li>Strong company values, with mutual trust, two-way commitment and communication between an organisation and its employees</li> <li>Engaged employees, who understand their role and are fully supported as members of a team</li> <li>Well-being and Health, Safety and Environmental matters in the workplace.</li> </ul>
<p>Benefits for the business and the individual</p>	<p>The important benefits of Workforce Engagement (described in <a href="#">Section 2.2</a>) can be briefly summarised as:</p> <ul style="list-style-type: none"> <li><b>For the business:</b> Improved performance, productivity and communication</li> <li><b>For the individual:</b> Improved communication, job satisfaction and skills development.</li> </ul>
<p>Main enablers</p>	<p>Four key enablers that underpin Workforce Engagement are:</p> <ul style="list-style-type: none"> <li><b>Leadership</b></li> <li><b>Engaging managers</b></li> <li><b>Employee voice</b></li> <li><b>Integrity.</b></li> </ul>
<p>Establishing good Workforce Engagement practices</p>	<p>The '3 E's of Productivity', which contribute to good Workforce Engagement practices, are:</p> <ul style="list-style-type: none"> <li>Environment (working conditions)</li> <li>Emotion (how people are feeling)</li> <li>Energy (motivation in a job role).</li> </ul>

## 2.6 Further Reading

Best Practice Guide(s)	<i>Guide 1 – Industrial Relations</i> <i>Guide 4 – Planning and Operations</i> <i>Guide 5 – Workforce Planning</i> <i>Guide 6 – Supervision</i> <i>Guide 7 – Collaboration</i>
Procedures Manual	<i>Section 4 Phase 1 – Prepare (Procedures 4.3 and 4.4)</i> <i>Section 5 Phase 2 – Plan (Procedures 5.6, 5.8 and 5.9)</i> <i>Section 6 Phase 3 – Execute (Procedure 6.4)</i>



## 3. Achieving an Engaged Workforce



In all industries, people are the biggest asset; individuals are at the centre of what makes a business work. The people element, from a Management point of view, involves all aspects of communication, creating a vision, matching behaviours with organisational values as well as providing motivation. The success of an organisation centres on the ability of the people employed within that business to work efficiently towards achieving common objectives.

### 3.1 Main Drivers of Workforce Engagement

The four main enablers of Workforce Engagement, which have been defined in **Section 2.3**, are commonly referred to in subject matter relating to the topic of Workforce Engagement and are:

- Leadership
- Engaging managers
- Employee voice
- Integrity.

There is no one answer to creating an engaged Workforce, but each of these four enablers should always be present.

Based on an understanding of the four main enablers and together with good employee relations, **seven** main drivers of Workforce Engagement in the Engineering Construction Industry have been identified, which are listed below:

- Communication (see **Section 4**)
- Engagement of stakeholders (see **Section 5**)
- Staff capability (see **Section 6**)
- Management capability (see **Section 7**)
- Site layout and Welfare facilities (see **Section 8**)
- Project planning (see **Section 9**)
- Motivation (see **Section 10**).

Each one of these areas is covered in detail in this document in the relevant section shown above.

**See also:**

*Good employee relations are dependent on an appropriate IR Strategy; please refer to the **Best Practice Guide 1 'Industrial Relations'** published by the ECIA for further information on this specific area.*

## 3.2 Core Organisational Values

Core values are the fundamental beliefs of an organisation that help improve team cohesion and create a sense of commitment in the workplace. Such values shape a Company's culture and strategy and help employees to achieve common business goals.

The following picture shows a range of core values that can be applied to the Engineering Construction Industry:



Within any organisation, core values should be clearly explained and communicated in such a way that everyone understands what underpins that organisation's direction and approach.

See [Section 4.2](#) for a list of key communication channels.

**See also:**

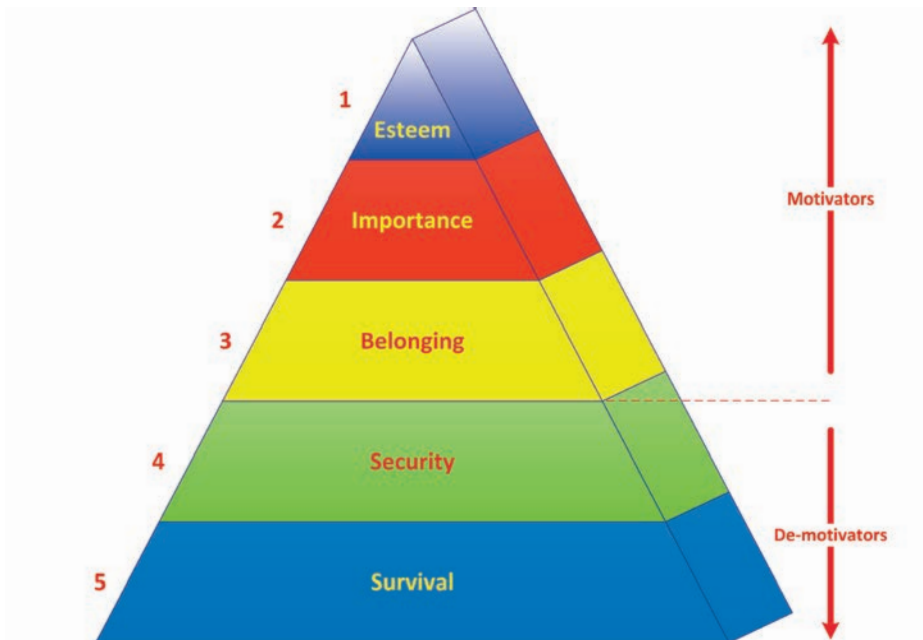
*Best Practice Procedures Manual – Procedure 4.4*

### 3.3 Key Factors in Engaging the Workforce

An approach to understanding the key factors in employee motivation has previously been proposed and developed by Maslow. It describes a progressive set of human needs that are considered essential for an individual to achieve personal development goals.

Maslow's approach provides an understanding of how human psychology can function in a work environment and can assist Employers when planning how to encourage and maintain engagement with employees.

Maslow's theory of human motivation is based on a hierarchy of five basic categories of need. Each level has been adapted to reflect the relative degree of employee engagement. The principle is that as each level of need is satisfied, the desire to progress to the next level kicks in. The following is a summary of the Maslow hierarchy of needs as applied to Workforce Engagement:



- **Levels 5 and 4** can be considered as basic needs only; they are not dependent on engagement.
- **Levels 3 and 2** describe psychological needs, which are based on engagement.
- **Level 1** relates to achieving self-esteem and full potential, based on a high level of engagement.

## 5 Disengaged (*Survival*)

- Low productivity
- Negative attitude
- High level of grievances
- Dissatisfied with work.

## 4 Not Engaged (*Security*)

- Minimal productivity
- Poor attendance rate
- Doesn't like team, Supervisor or Manager
- Only does what is required.

## 3 Almost Engaged (*Belonging*)

- Productive
- Feels part of the team
- Sometimes not engaged
- Not fully committed.

## 2 Engaged (*Importance*)

- Achiever, seen as a key worker by the business
- Key contributor to the business
- Busy and responsive
- In general, likes working for the company.

## 1 Highly Engaged (*Esteem*)

- High achiever
- Looked up to by others within the company
- Finds ways to help others
- Enjoys working for the company and promotes it outwardly.



## Factors that Contribute to Engagement

Some of the key factors that contribute to a high level of engagement among employees are:

- Positive safety culture at work
- Feeling of well-being
- Positive work ethics
- Workplace Relationships
- Perks and Benefits
- Work-life balance
- Recognition
- Trust
- Opportunities for professional development
- Self-motivation.

## Characteristics of an Engaged Employee

It is important to be able to assess and understand the characteristics of an engaged employee, which could include the following:

- Good, open communication ability
- Promotes a positive experience for others
- Sees the bigger picture and has a collaborative outlook
- Looks for and shares ways to improve
- Exceeds goals and expectations
- Committed to personal and professional development
- Committed to the business.

## 3.4 Measuring Engagement

Once the key areas of engagement have been identified, it is important to devise means of measuring the effectiveness of these in a way that can usefully drive a response.

The barriers to and drivers of employee engagement often vary and it is therefore important that Employers give employees effective channels to voice their views and listen carefully to their concerns and aspirations.

There are a number of approaches to measuring engagement, but the following formal mechanisms should be considered:

- To gain employee feedback, many large Employers conduct regular employee surveys (see [Sections 5.2 and 10.3](#)), often alongside other employee forums, such as focus groups and staff appraisals.
- Some organisations may consider other engagement methods, such as social media platforms, as channels for employee voice. However, there is still a place for more in-depth conversations.

Such formal mechanisms can help to identify the level of employee engagement, how it is changing over time as well as which factors relate to higher or lower engagement. It is possible to determine a view on overall engagement success based on answers to survey questions or from employee forums, which together can create an overall engagement score.

Metrics can be invaluable, where they give data that is clear and specific enough to be actionable. They also need to take account of the breakdown of different areas of engagement such as, for example: Health, Safety and Environment, employment relations, communication, experience of work and trust in leaders.

Key areas for measurement of engagement can include:

- Absenteeism
- Staff turnover
- Productivity (performance against pre-determined goals and objectives)
- Health, Safety and Environment
- Quality of work
- Employee attitude
- Industrial Relations.

### 3.5 Best Practice

Main drivers of Workforce Engagement	<p>The seven main drivers for creating an engaged Workforce are:</p> <ul style="list-style-type: none"> <li>Communication</li> <li>Engagement of stakeholders</li> <li>Staff capability</li> <li>Management capability</li> <li>Site layout and Welfare facilities</li> <li>Project planning</li> <li>Motivation.</li> </ul>
Core organisational values	<p>A company's core values (see <a href="#">Section 3.2</a>) define its culture and strategy and should be clearly explained and communicated. Such values influence behaviours and can contribute to employee commitment.</p>
Key factors in engaging the Workforce	<p>Maslow's hierarchy of human needs can be used as a model to reflect the relative degree of employee engagement. Individuals' motivation progresses as each level's needs are satisfied. Factors that contribute to engagement and the main characteristics of an engaged employee should be continuously reviewed (see <a href="#">Section 3.3</a>).</p>
Measuring engagement	<p>Set up appropriate mechanisms to measure the key areas of employee engagement, for example by using surveys, employee forums and social media (see <a href="#">Section 3.4</a>).</p>

### 3.6 Further Reading

Best Practice Guide(s)	<p><i>Guide 4 – Planning and Operations</i></p> <p><i>Guide 5 – Workforce Planning</i></p> <p><i>Guide 6 – Supervision</i></p> <p><i>Guide 7 – Collaboration</i></p>
Procedures Manual	<p><i>Section 4 Phase 1 – Prepare (Procedures 4.2, 4.3 and 4.4)</i></p> <p><i>Section 5 Phase 2 – Plan (Procedures 5.6, 5.7 and 5.9)</i></p> <p><i>Section 6 Phase 3 – Execute (Procedures 6.3 and 6.4)</i></p>



## 4. Communication



Effective communication is a fundamental requirement for engagement. An organisation should establish good communication strategies to enable every stakeholder to understand their roles, responsibilities and goals in relation to the overall project or site strategy.

### 4.1 Communication and Engagement

Workplace communication is the process of exchanging information and ideas, both verbal and non-verbal, between one person/group and another person/group. Mechanisms for transmission of information and sharing of knowledge can include: meetings (face to face and online), calls, emails and social media. Effective communication is essential in building a sense of trust, increasing the productivity and effectiveness of employees and getting the job done.

Good communication, implemented with appropriate methods, should be designed to prevent gaps in transmission arising or barriers forming that might impede progress in striving to reach a common goal.

#### Barriers to Good Communication

There are a number of possible barriers to good communication:

- **Physical:** The layout, location and construction of a site can each act as a potential barrier to effective communication.
- **Language:** Employees with different local dialects and native languages may be working in an organisation.
- **Cultural:** Employees from different cultural backgrounds may be working in an organisation.
- **Emotional:** Emotional barriers, such as shyness or lack of self-confidence, may stop an employee from communicating effectively with their colleagues.
- **Perception:** Employees will have different experiences, values, preferences and attitudes. These may lead to a variety of assumptions, which could act as barriers to communication.

### 4.2 Planning Communications with the Workforce

Good communication structures rely on Managers and Supervisors who have the appropriate skills to be able to explain goals and objectives successfully and deliver on the overall Communications Strategy.

As part of the planning exercise in the first phase of a new project, the project Communications Strategy should normally be developed. Established projects or sites should regularly review their existing communications process.

The Communications Framework and Communications Plan (see *Procedure 4.4* in the *Best Practice Procedures Manual*) are the main outputs from the Communications Strategy and, among other topics, describe roles, objectives, channels and methods of communication; this includes communication with the Workforce.

In the course of a project, a number of other plans are produced in each of the four main project phases (see the *Best Practice Procedures Manual*), which also have implications for communications with the Workforce (see *Section 9*).

### Methods of Communication

Methods of communication can include:

- Meetings (face to face and online)
- Forums and discussion groups
- Feedback (see *Sections 5.2 and 10.3*)
- Emails, calls and social media.

Whatever method is employed, it is important to decide on the frequency of communication so that misunderstandings do not have time to develop.

### Communication Channels

The following are some of the communication channels that can be utilised:

- Inductions
- Kick-off meetings
- Performance and Health and Safety meetings
- Stakeholder meetings, such as PJCs
- Informational campaigns (verbal, digital and/or printed, including posters)
- Site-based communications.

**See also:**

*Best Practice Procedures Manual – Procedure 4.4*  
*Best Practice Guide 5 (4 and 5)*

## 4.3 Implementing a Communications Framework

A robust Communications Framework, as part of an overall Communications Strategy, is essential for underpinning the four main enablers of Workforce Engagement (see *Section 2.3*) and it is important that organisations introduce such a framework within their business. For guidance on how to develop a Communications Framework, see *Procedure 4.4* in the *Best Practice Procedures Manual*.



The NAECI requires that a Project Joint Council (PJC) or Local Forum (LF) should be established, comprised of Employers, Trades Union officials and ECIA, NJC and ECITB representatives. Part of the PJC's or LF's function is to maintain good communications and monitor project performance from recruitment through to project completion. The PJC or LF may identify, investigate and propose solutions to problems that may impede progress; it also promotes best practice. Additionally, Management and Supervision play a key part in supporting and encouraging day to day communication during the life of the project.

## See also:

*Appendix B – 'Model Constitution of a Project Joint Council'*

*NAECI Part 3: Appendices – Appendix D ('Model Constitution of a PJC')*

## 4.4 Best Practice

Communication and engagement	<ul style="list-style-type: none"> <li>Establish good communications systems, particularly where multiple organisations are involved</li> <li>Establish and communicate project or site-wide goals and roles</li> <li>Understand possible barriers to good communication.</li> </ul>
Planning communications with the Workforce	New projects should establish a Communications Strategy at the early stages of project development. Established projects or sites should regularly review their existing communications process.
Methods and channels of communication	<ul style="list-style-type: none"> <li>Ensure that Managers and Supervisors have the appropriate level of skills to deliver the Communications Strategy</li> <li>Establish methods, channels and frequency of communications.</li> </ul>
Implementing a Communications Framework	In accordance with the NAECI requirements, establish an effective Communications Framework, as part of the Communications Strategy, and apply it consistently across the site or project.

## 4.5 Further Reading

Best Practice Guide(s)	<i>Guide 4 – Planning and Operations</i> <i>Guide 5 – Workforce Planning</i> <i>Guide 6 – Supervision</i> <i>Guide 7 – Collaboration</i>
Procedures Manual	<i>Section 4 Phase 1 – Prepare (Procedure 4.4)</i> <i>Section 5 Phase 2 – Plan (Procedures 5.3 and 5.6)</i>





## 5. Engagement of Stakeholders



Clients, Employers, Managers, Trades Unions and employees in the Engineering Construction Industry all have a key role to play in an engaged workplace. Clients and/or Managing Contractors will set out the appropriate strategy for the project or site and will actively support the areas seen as key to Workforce Engagement. Employers will establish procedures and practices for encouraging engagement and Trades Unions and the Workforce as a whole should be actively involved. Details of the agreed strategy may be included in a communications or engagement policy.

### 5.1 Planning Engagement Strategies

Successful employee engagement strategies typically cover Industrial Relations, communication, learning and development. These strategies should focus on project goals, employee motivation and inclusion, and also help employees understand their contribution to an organisation's objectives and core values.

Strategies should also align with: Health, Safety and Environmental requirements, communications, performance and quality, Industrial Relations, HR policies and practices and training and development. As such, they require the active support of Employers, Management and Trades Unions.

One of the most important factors in developing strategies for engagement is having Managers who have the necessary skills and are empowered to support employee engagement and well-being.

The Client or Managing Contractor will be responsible for determining how to manage stakeholder relationships. The following are some recommended steps in planning for engagement:

- |          |  |  |
|----------|--|--|
| <b>1</b> | <b>Define a strategy for engagement</b>      | Use the Relationship Management Plan (see <i>Procedure 5.6</i> in the <i>Best Practice Procedures Manual</i> ) as a framework for managing relationships, as well as referring to the Communications Framework and Plan (see <i>Procedure 4.4</i> ). See also <i>Procedure 5.8</i> (Employment and Skills Plan) and <i>Procedure 5.9</i> (IR Framework). |
| <b>2</b> | <b>Assign roles and responsibilities</b>     | Agree on the key roles which are needed to oversee and implement relationship management and define accountabilities and responsibilities.   |
| <b>3</b> | <b>Identify key processes and interfaces</b> | Identify the key processes and interfaces required to enable management of relationships, including information on procedures and technology.  |
| <b>4</b> | <b>Define resource requirements</b>          | Define people and resources required, including requirements for skills development.   |
| <b>5</b> | <b>Create a plan of action</b>               | Create a plan of action, including suitable performance measures to monitor the management of relationships.   |
| <b>6</b> | <b>Implement the plan</b>                    | Implement the action plan, using the plans referred to in <i>Step 1</i> as a framework and sources of reference.   |
| <b>7</b> | <b>Review performance</b>                    | Monitor and review performance at regular intervals.   |

**See also:**

*Best Practice Procedures Manual – Procedures 4.4, 5.6, 5.8 and 5.9*

## 5.2 Establishing Practices to Encourage Engagement

At the earliest opportunity in a project, it is important to plan for the management of stakeholder relationships and establish practices to encourage engagement.

Engagement is a matter of encouraging employees to develop productive working relationships by creating a working environment where employees are willing and able to make the best use of their skills and abilities for the benefit of their Employer and themselves. Managers and Supervisors have a vital part to play in this objective by communicating with, motivating and inspiring those they manage and providing an environment which enables people to work productively together. They are responsible for implementing the engagement strategy that has been defined by the Client/Managing Contractor in accordance with the procedures of individual Employers.

### Guidelines for Encouraging Engagement

The following is a list of guidelines that can be used by Managers (including Supervisors) to encourage Workforce Engagement:

#### 1. Establish the team

Managers should get to know their team members through the recruitment and induction processes then continue to engage with them in the course of the project.

- Set a framework for open and honest communication
- Take an interest in people as individuals and build relationships of trust with them
- Encourage the team to get to know each other and build relationships
- Identify if there are particular issues that require attention
- Identify what is going well and what is not going so well.

#### 2. Set clear expectations

Employees need to understand their responsibilities and what deadlines or targets they need to meet, as well as what is expected of them in terms of work performance and personal behaviour.

- Have a clear sense of direction for the team and make sure this is communicated and understood
- Check for any areas of confusion or overlap between employees or operations
- Review workloads and the distribution of tasks.

#### 3. Keep team members in the loop

Honest and open communication will help to build a shared sense of purpose within the team.

- Ensure that employees are familiar with the organisation's strategy and values and discuss how the work of the team contributes to the achievement of strategic objectives

- Keep people up to date on changes in the organisation as they occur, especially those which will affect working practices and expectations
- Issue regular progress reports to provide encouragement and motivation.

#### **4. Set standards for leadership**

An environment should be developed in which leadership is respected.

- Lead by example and set standards of ethical and professional behaviour
- Treat all colleagues with respect and always act with fairness.

#### **5. Encourage open discussion and debate**

The encouragement of open discussion and debate motivates employees and makes them feel part of the team.

- Ensure that employees understand that they can speak openly and honestly to their Manager
- Ensure that there is two-way communication between Managers and employees
- Hold regular team meetings and encourage team members to participate actively
- Encourage debate and discussion on work issues and matters affecting the team and listen actively to suggestions for improvements and innovations
- Be aware of potential barriers to engagement and look at ways to address them.

#### **6. Encourage growth in team members**

Engaging Managers should enable employees to take on new responsibilities, where opportunities exist and they are able to do so. This can result in team members gaining a sense of achievement and job satisfaction.

- Set realistic but challenging objectives
- Take consideration of employee opinions and feedback
- Provide coaching and mentoring support as needed.

#### **7. Give feedback**

Understanding that their efforts are recognised and valued will help employees to maintain motivation and achieve goals.

- Routinely express thanks and appreciation, on an on-going basis, even for small achievements

- Focus on potentially developing the skills and abilities of team members to help them to improve their performance
- Take a problem-solving approach to any difficult situations.

## **8. Understand the aspirations of team members**

Some employees may have aspirations for their job role and future career. Engagement is increased when employees feel that Managers recognise this and are responsive towards them.

- Consider the potential of the employee and think about what you can do to meet aspirations
- Establish what motivates individuals and how they can make greater use of their strengths
- Help individuals to develop creative problem solving and solutions-based thinking
- Allocate new tasks and responsibilities, where appropriate, and provide training and/or mentoring as well as formal learning and development opportunities.

## **9. Identify performance issues early**

Managers have a responsibility to deal with performance issues for the sake of the individual, the team and the organisation.

- Identify potential issues with employees
- Work together to identify solutions
- Organise regular performance dialogues and feedback.

## **10. Tackle conflicts at an early stage**

A certain degree of conflict can occur in working relationships and needs to be managed appropriately.

- As soon as there is any evidence of conflict, be it minor or serious, take prompt action to resolve the matter, or the situation could have a damaging effect on morale, job satisfaction and ultimately performance.
- Support the team through coaching and mentoring.

## **Employee Engagement Survey and Follow-up**

To maximise productivity, an organisation should respond to the valid needs of employees; this can be helped by implementing processes to increase the level of engagement. To measure engagement, organisations could utilise an Employee Engagement Survey (either written or verbal) and some basic steps for managing this process are shown below:

**1**

**Identify survey requirements**

Identify the structure and content of the Employee Engagement Survey and decide the priorities.

**2**

**Design and write survey questions**

Design and write the questions of the employee engagement survey. It can be either in printed form or online, depending upon convenience and the questionnaire evaluation process.

**3**

**Distribute survey**

Distribute the survey for completion, using the appropriate media.

**4**

**Analyse the results**

Receive the survey and analyse the results to find out what motivates employees to perform their best and what disengages them.

**5**

**Take necessary actions**

Implement any necessary actions or changes.

**6**

**Follow up**

Follow up to find out whether or not the appropriate action has been taken and if it is producing the desired results.

See also **Section 10.3** for information on typical questions that can be included in a survey.

## 5.3 Best Practice

Planning engagement strategies	<p>At the earliest opportunity, plan for the management of stakeholder relationships. Recommended strategies typically cover Industrial Relations, communication, learning and development. The approach should include:</p> <ul style="list-style-type: none"> <li>■ Roles and responsibilities</li> <li>■ Key processes and interfaces</li> <li>■ Resource requirements</li> <li>■ Performance measures.</li> </ul>
Establishing practices to encourage engagement	<p>Managers and Supervisors should use recommended guidelines for encouraging engagement (see <a href="#">Section 5.2</a>), including:</p> <ul style="list-style-type: none"> <li>■ Establishing the team</li> <li>■ Setting clear expectations</li> <li>■ Keeping team members in the communication loop</li> <li>■ Understanding the aspirations of team members, while identifying any performance issues and potential conflicts at an early stage.</li> </ul>
Using an Employee Engagement Survey	<p>Use an Employee Engagement Survey to measure engagement and encourage feedback:</p> <ul style="list-style-type: none"> <li>■ Follow the recommended steps in <a href="#">Section 5.2</a> for guidance on how to produce, distribute and follow up the survey.</li> </ul>

## 5.4 Further Reading

Best Practice Guide(s)	<p><i>Guide 5 – Workforce Planning</i></p> <p><i>Guide 7 – Collaboration</i></p>
Procedures Manual	<p><i>Section 4 Phase 1 – Prepare (Procedures 4.2, 4.3 and 4.4)</i></p> <p><i>Section 5 Phase 2 – Plan (Procedures 5.6, 5.8 and 5.9)</i></p>

## 6. Staff Capability

What should be the approach to developing staff capability?

Recruit and train staff and develop their skills in areas most relevant to the project and/or site

Section 6 covers the recruitment, induction and training of staff and development of skills

Staff capability refers to an employee's ability to perform the work designated by their Employer to the required standard. Within the Engineering Construction Industry particular requirements can differ, but developing the abilities of each employee is dependent on a carefully thought out approach to recruitment, training and skills development. All organisations should understand the value that can be added by competent employees and take the necessary actions to retain and develop the skills of their Workforce.

### 6.1 Taking a Practical Focus

Employees may have different views on training, depending on whether they are a new construction project worker, who is looking to develop skills that are essential to finding future work in the Industry, or a repair and maintenance worker who has regard to present employability but is mainly focused on the activities and requirements of the site where they are working.

Training should be focused firstly on everyday practicalities and then on more long-term objectives. This long term view of future skills requirements should be adopted so as to avoid a piecemeal approach to training.

### 6.2 Recruitment

Before recruitment begins, a Recruitment Plan (see **Procedures 5.8 and 6.2** in the **Best Practice Procedures Manual**) should be created, which defines the policies and procedures for the recruitment process.

For all potential new employees, including Managers (see **Section 7**), the approach to recruitment can be summarised as follows:

1. Create a Job Specification, which defines the requirements of the role, including key qualities and selection criteria required.
2. Assess local skills availability.
3. Engage with employment businesses and government agencies.
4. Determine the method of advertising, including a clear policy statement on fair access to vacancies.
5. Decide the method of assessment and selection.



## See also:

*Best Practice Procedures Manual – Procedures 5.8 and 6.2*

*Best Practice Guides 5 (5), and 6 (5)*

## 6.3 Induction

**Induction** is usually about practical, technical and commercial integration with a project and the Employer should focus on communicating the responsibilities of the designated job role. There are also statutory requirements for a construction site that must be covered.

The induction process should be designed to bring new employees up to speed as quickly as possible and should normally include:

- Introduction to Company values, policies and behaviours
- Details of statutory requirements, including Health, Safety and Environmental
- Familiarisation with site temporary/Welfare facilities
- Operation of the NAEI and any supplementary project agreement (SPA)
- Project overview:
  - Rules and requirements
  - Objectives
  - Employment policies and procedures
  - Roles and responsibilities within the project
  - Trades Union membership and representation.
- Introduction to project team members
- Training.

## See also:

*Best Practice Procedures Manual – Procedures 5.8 and 6.2*

*Best Practice Guides 4 (4 and 7) and 6 (6 and 8)*

## 6.4 Training

Skills need to be maintained and developed on an on-going basis, with a commitment to new entrant schemes being particularly important. Taking steps to achieve these goals is an investment in the future for all Employers and employees and will also be for the benefit of the Industry in the long term.

A Training Plan should be developed and include, among other things:

- The objectives and scope of training
- Maintaining individual levels of competency and skills
- Development for the future (see **Procedure 5.8** in the *Best Practice Procedures Manual*).

### See also:

*NAECI Part 3: Appendices – Appendix D ('Project/Site Training Plan')*

## 6.5 Skills Development

Encouraging continuous skills development is essential to satisfying current and future requirements and may contribute to retention of staff and consequent business continuity.

Organisations should develop ways of identifying talent by:

- Engaging with employees to help them to achieve organisational and their own aspirations
- Encouraging employees to develop within their current roles.

The NAECI is built on the premise of continuous improvement and encourages the use of individual employee assessment to achieve this.

Provision should be made for the development of individual skills, where appropriate, within an organisation. To understand how this might work in terms of career progression, see **Best Practice Guide 6, Section 8** for a description of a typical career path in the Industry.

Organisations should also investigate whether or not they can access training funding from the ECITB or other bodies, including government. They can engage with ECITB regional representatives to better understand and use existing services and also look at utilising any other training funding that is available in the UK.

## 6.6 Best Practice

<b>Recruitment and induction</b>	<p>Before carrying out the recruitment process, create the following:</p> <ul style="list-style-type: none"> <li>■ Recruitment Plan</li> <li>■ Job Specification.</li> </ul> <p>The induction process should include the following:</p> <ul style="list-style-type: none"> <li>■ Introduction to Company values, statutory requirements (including Health, Safety and Environmental), familiarisation with site temporary/Welfare facilities and operation of the NAECI and SPA.</li> </ul>
<b>Training</b>	<p>Develop an appropriate project Training Plan to include:</p> <ul style="list-style-type: none"> <li>■ Objectives and scope</li> <li>■ Strategies for maintaining and developing levels of competency and skills now and for the future. See <i>NAECI Part 3: Appendices – Appendix D ('Project/Site Training Plan')</i>.</li> </ul>
<b>Skills development</b>	<p>Offer opportunities for skills development by:</p> <ul style="list-style-type: none"> <li>■ Engaging with employees</li> <li>■ Investigating whether or not training funding can be accessed from the ECITB levy or other training bodies</li> <li>■ Encouraging individual skills/career development.</li> </ul>

## 6.7 Further Reading

<b>Best Practice Guide(s)</b>	<p><i>Guide 4 – Planning and Operations</i></p> <p><i>Guide 5 – Workforce Planning</i></p> <p><i>Guide 6 – Supervision</i></p>
<b>Procedures Manual</b>	<p><i>Section 5 Phase 2 – Plan (Procedure 5.8)</i></p> <p><i>Section 6 Phase 3 – Execute (Procedure 6.2)</i></p>

## 7. Management Capability

What should be the approach to developing management capability?

Determine requirements, recruit and provide training and support for further development

Section 7 covers the recruitment, induction and training of Managers and Supervisors and their further development

Effective Managers and Supervisors actively engage with others and are key players in an organisation. They facilitate and empower rather than control or restrict their staff; they treat people with respect and show commitment to developing and increasing the capabilities of those they manage.

Managers and Supervisors should:

- Offer clarity for what is expected from individual members of staff, which involves some stretching of the individual and appreciation of the work undertaken, with feedback, coaching and training
- Treat their people as individuals, with fairness and respect and with a concern for each employee's well-being
- Ensure that construction is progressed effectively.

Managers and Supervisors should be able to interact at all levels of the organisation with authority and responsibility, and with an understanding of the task they are expected to do or have instructed others to do. Duties should be undertaken in a fair and consistent manner in line with organisational and/or project or site-wide goals and values.

They should also demonstrate skills that focus on effective interpersonal communication and conflict management so as to establish and maintain good relationships with employees.

### 7.1 Determining Requirements for Management and Supervision

It is the responsibility of Site Managers to ensure that a project is completed safely, within an agreed timeframe and budget. Some may be responsible for overseeing a part of a large-scale and complex project, others a whole site.

Managers will also have a responsibility for ensuring that there is an appropriate framework in place to support Supervisors in carrying out their everyday duties (see **Best Practice Guide 6, Section 3**).

The Manager's role is to run the practical side of every stage of the project and engage with all relevant stakeholders. This will involve overseeing and directing a range of operations on a construction site and ensuring that all tradespeople and contractors are working together to an agreed plan and making progress towards timely project completion.

To ensure a successful project, it is essential that the recruitment process identifies and takes on those most suitable for a particular role, and then provides appropriate induction, skills development and training.

## Key Competencies

Managers and Supervisors must operate effectively at all levels of an organisation. They should understand their roles and responsibilities, be competent to undertake all their duties and ensure that all stakeholders work together to an agreed plan.

Research by the CIPD has identified five key management competencies (which also apply to Supervisors) for protecting and promoting the engagement and well-being of employees. These can be summarised as follows:

- **Open, fair and consistent:** managing with integrity and consistency
- **Handling conflicts and problems:** dealing with conflicts
- **Knowledge, clarity and guidance:** giving clear communication and guidance
- **Building and sustaining relationships:** promoting appropriate personal interaction
- **Supporting development:** supporting career progression and development.

## 7.2 Recruitment

Before recruitment begins, a Recruitment Plan should be created, which defines the policy and procedures for the recruitment of Managers and Supervisors.

The key steps that should be followed when hiring a Manager or Supervisor are similar to those for general employees (see [Section 6.2](#)). Specialist requirements for these roles are given below.

### See also:

*Best Practice Procedures Manual – Procedures 5.8 and 6.2*

## Requirements for Management Skills

Requirements for the role of Manager include professional skills relating to the management of a project as well as personal interactive skills.

### Professional Skills

These are some of the key professional skills required for the role of a Manager. An ideal candidate should be able to:

- Plan and co-ordinate a project from start to finish
- Induct and manage staff for the project
- Manage the construction site on a day-to-day basis

- Ensure the project is delivered on time and on budget
- Ensure design documents are valid
- Promote and maintain Health, Safety and the Environment
- Maintain regular communication with all relevant stakeholders
- Deal with any unexpected problems that may occur during the project.

### **Personal Skills**

Desirable personal skills and abilities can include these categories:

- Communication
- Planning
- Organisational
- Negotiating
- Financial management
- Delegation
- Technological
- Interpersonal.

### **Requirements for the Role of Supervisor**

Many of the requirements for a Supervisor are similar to those for a Manager, but for specific guidance on the selection requirements for the role of Supervisor, see **Best Practice Guide 6, Section 5**.

## **7.3 Induction**

Induction for Managers and Supervisors is about practical, technical and commercial integration within a project, in the same way as for non-managerial employees (see **Section 6.3**), but should also have a particular focus on project objectives, culture, processes, statutory requirements and organisational set-up. An Induction Programme should be designed to bring new and existing Managers up to speed as quickly as possible on a project.

### **The Induction Process**

The induction process (with appropriate variations for different types of Managers and/or Supervisors) should normally cover:

- Familiarisation with statutory requirements, including Health, Safety and Environmental
- Introduction to and operation of the NAEI and any supplementary project agreement (SPA)
- Introduction to Company values, policies and behaviours
- Familiarisation with site temporary/Welfare facilities

- Project integration:
  - Organisational strategy
  - Project objectives
  - IR Strategy and Framework
  - Employment policies and procedures, including the NAECI
  - Project governance arrangements
  - Roles and responsibilities within the project
  - Trades Union representatives
  - Work processes, procedures and technologies
  - Project controls, including progress and productivity reporting.
- Introduction to all project team members
- Training and development programmes, where appropriate.

Many of the requirements for a Supervisor are the same as those for a Manager, but for specific guidance on induction for Supervisors, see *Best Practice Guide 6, Section 6*.

### See also:

*Best Practice Procedures Manual – Procedure 5.8*  
*Best Practice Guides 4 (4) and 6 (6 and 8)*

## 7.4 Training

Initially, Managers and Supervisors should be assessed on their existing skill set and then training and support can be provided, where required.

Skills need to be maintained and developed on a continuous basis. Non-technical skills can enable Managers and Supervisors to engage effectively at all levels of an organisation currently and in the future. Such training for Management assists with developing and maintaining an engaged workplace and can typically include:

- Managing work
- Building and managing the team (see *Best Practice Guide 7, Section 7*)
- Managing the individual
- Managing conflict and difficult situations in the workplace
- Self-management.

For information on how to create and implement training plans, see *Procedures 5.8 and 6.2* in the *Best Practice Procedures Manual* and, for specific requirements for Supervision, see *Best Practice Guide 6, Section 8*.

## 7.5 Development of Core Skills

Encouraging continuous skills development is essential to satisfying current and future requirements and may contribute to retention of staff and consequent business continuity.

Career progression and development for Managers and Supervisors depends on an on-going process of maintaining and enhancing required skills. These skills may be gained formally, through courses or training, or informally by mentoring from others on the job.

It is recommended that encouragement is given to develop core skills in relevant competencies as follows:

- Management of Health, Safety and Environmental requirements
- Technical capability, including use of digital technologies
- Planning and productivity
- Industrial Relations
- Project relationship management
- Self-motivation and time management
- Employment legislation and policies
- Communication
- Development and training
- Leading a team.

See also **Best Practice Guide 6, Section 8** for further details on each of these competencies.



## 7.6 Best Practice

<b>Requirements for Management and Supervision</b>	<p>Key required competencies for Managers and Supervisors are:</p> <ul style="list-style-type: none"> <li>■ Ability to manage with integrity and deal with conflicts</li> <li>■ Ability to communicate clearly and build and sustain relationships</li> <li>■ Commitment to supporting career progression and development.</li> </ul>
<b>Recruitment and induction</b>	<p>Recruitment criteria should focus on professional and personal skills, in particular:</p> <ul style="list-style-type: none"> <li>■ Planning and organisation</li> <li>■ Site and staff management</li> <li>■ Health, Safety and Environmental knowledge</li> <li>■ Interpersonal communication and people skills.</li> </ul> <p>Key criteria for induction include:</p> <ul style="list-style-type: none"> <li>■ Familiarisation with all relevant statutory requirements and the NAEI</li> <li>■ Introduction to Company values, policies and behaviours</li> <li>■ Familiarisation with site temporary/Welfare facilities</li> <li>■ Project integration, including objectives and strategy.</li> </ul>
<b>Training and development of core skills</b>	<p>Mentoring and training should be provided, where appropriate, to support Managers and Supervisors in the maintenance and development of core skills in relevant competencies (see <b>Sections 7.4 and 7.5</b>).</p>

## 7.7 Further Reading

<b>Best Practice Guide(s)</b>	<p><i>Guide 4 – Planning and Operations (Section 4)</i>  <i>Guide 6 – Supervision (Sections 3, 5, 6 and 8)</i>  <i>Guide 7 – Collaboration (Section 7)</i></p>
<b>Procedures Manual</b>	<p><i>Section 5 Phase 2 – Plan (Procedure 5.8)</i>  <i>Section 6 Phase 3 – Execute (Procedure 6.2)</i></p>

## 8. Site Layout and Welfare Facilities

What should be the objectives for the site layout and Welfare facilities?

Ensure a safe site with a good standard of facilities to promote employee well-being and productivity

Section 8 summarises the key provisions for Welfare facilities, movement of the Workforce and site maintenance

The NAEI recognises the potential benefits to Health, Safety, well-being and productivity of having an effective site organisation and layout, with facilities close to where employees are physically working.

The availability of Welfare facilities, their location on site and regular maintenance must be a part of the planning stage of every project before construction work starts. Once planning is complete, it is then the responsibility of the Client/Managing Contractor to ensure that Welfare facilities are provided to the specified standard from the start of a project, and are then maintained throughout the construction phase.

Repair and Maintenance (R&M) sites should evaluate the existing Welfare facilities to see if they can be improved, in a cost effective manner, to:

- Maximise Health, Safety, well-being and productivity
- Minimise lost time.

### 8.1 Ensuring a Safe Site

Creating and sustaining safe conditions on-site should be a key consideration at all times. Engineering Construction is an environment where a wide range of potential hazards are an ever present feature of the working environment and the risks that such hazards generate need to be constantly controlled. It is also important to communicate a clear message to all employees working on site about the required safety, behavioural and housekeeping site standards.

These basic expectations set the tone for the wider Health, Safety and Environmental agenda.

**See also:**

*Best Practice Guide 4 (7)*

### 8.2 Provision of Welfare Facilities

When planning for Welfare provision, it is important to consider:

- Nature of the construction work to be carried out and whether or not there are any specific Welfare requirements
- Types of Welfare facilities that need to be provided

- Location of facilities and the distance workers may have to travel to them
- Projected occupancy and capacity
- Cleaning and maintenance of the facilities
- Whether or not they need to be relocated during the construction phase
- Contingency arrangements.

The following is a list of key Welfare facilities that should be provided as standard:

- Toilet and washing facilities
- Showers, including those for workers exposed to especially dirty or hazardous substances, which will need to be separate from the main facilities
- Fresh drinking water
- Rest rooms, including refreshment and/or eating areas
- Canteen facilities
- Changing rooms, lockers and drying areas.

**See also:**

*Best Practice Guide 4 (5)*

## 8.3 Standard and Location of Welfare Facilities

The standard and location of Welfare facilities are matters of significant importance to employee well-being and can affect employee attitude and productivity. Projects can benefit from the establishment of Welfare facilities that are near to and/or within the work area and have the flexibility to develop, reduce and relocate as the Workforce changes during the life of the project or site.

It is important to consider the following points in relation to the standard of Welfare facilities:

- Facilities should be positioned as close to the work areas as possible
- All facilities should be to a consistently high standard and well maintained
- All facilities should be of sufficient size for the number of people using them
- There should be clear policies on the use and treatment of facilities.

**See also:**

*Best Practice Procedures Manual – Procedure 5.7*  
*Best Practice Guide 4 (4 and 5)*

## 8.4 Workforce Transportation and Movement

The development of travel plans is essential for the efficient transportation of the Workforce on a site. In particular, due to planning constraints, it is increasingly important to restrict the number of vehicles travelling through communities to a site.

A detailed Workforce Transportation Plan should be created for a project and this should include suitable contingencies for key arrangements, for example where there is insufficient parking as a result of unexpected Workforce fluctuations.

The Workforce Transportation Plan should cover:

- Traffic management systems
- Parking arrangements
- Traffic easing systems (for example staggered start and finish times)
- Car share initiatives, where appropriate, and company or public transport, including any site busing arrangements.

In planning for the site layout, it is important to situate Welfare units appropriately and manage site traffic effectively to ensure adequate segregation of pedestrians and vehicles. It is also important to ensure safe access and egress from the site in compliance with all statutory requirements.

The Client/Managing Contractor as well as other site contractors should keep up to date with the latest relevant technology so as to continually improve standards.

**See also:**

*Best Practice Procedures Manual – Procedure 5.7*

## 8.5 Maintenance and Vandalism

Provision should be made for the maintenance of Welfare facilities and also for dealing with potential instances of vandalism (including graffiti).

### **Maintenance**

It is recommended that a plan is developed for the maintenance of Welfare facilities. The following steps are recommended:

- Decide on a strategy for the provision of Welfare facilities and their maintenance
- Set up schedules (Employer) for maintenance of facilities and communicate them to all relevant stakeholders
- Create a plan for maintenance of the facilities, ensuring that all Health, Safety and Environmental policies and regulations relating to maintenance are followed
- Consult over a code of conduct to be followed within the facilities

- Communicate the importance of correct usage of the facilities to the Workforce
- Promote best practice in the provision and maintenance of facilities
- Carry out regular inspections of facilities to ensure that standards are being kept in terms of maintenance, cleaning and repairs.

### Graffiti and Vandalism

Vandalism may occur on a site, so it is sensible to plan for the management of this in advance of a project. This will allow for preparation of appropriate monitoring arrangements and related usage policies.

The following steps are recommended:

1. In conjunction with all key stakeholders, agree a joint and clear policy on dealing with any graffiti/vandalism, specifying the disciplinary action that will be taken, if this occurs.
2. Communicate the policy to Management and the Workforce (for example during induction) and all other stakeholders.
3. Follow up with regular briefings and Toolbox Talks.

**See also:**

*Best Practice Procedures Manual – Procedure 5.7*

## 8.6 Best Practice

Ensuring a safe site	<p>To ensure a safe site:</p> <ul style="list-style-type: none"> <li>■ Communicate a clear message to all employees working on site about the required safety, behavioural and housekeeping site standards and their responsibility for adhering to them.</li> </ul>
Provision, standard and location of Welfare facilities	<p>Ensure that Welfare facilities are:</p> <ul style="list-style-type: none"> <li>■ Provided to a consistently high standard and include all necessary amenities</li> <li>■ Well maintained and protected against the elements and of sufficient size for the Workforce</li> <li>■ Located as near to the Workforce as reasonably practicable to maximise productivity.</li> </ul> <p>Facilities for general use, such as toilets, should also be positioned within the working area.</p>
Workforce transportation and movement	<p>Create a Workforce Transportation Plan covering arrangements for:</p> <ul style="list-style-type: none"> <li>■ Parking and traffic management</li> <li>■ Car share (where appropriate), company and public transport.</li> </ul>
Maintenance and vandalism	<p>Ensure that all stakeholders work together to keep Welfare facilities to the required standard. If vandalism (including graffiti) occurs, deal with it in a firm and consistent way.</p>

## 8.7 Further Reading

Best Practice Guide(s)	<p><i>Guide 3 – Contract Management (Section 6)</i></p> <p><i>Guide 4 – Planning and Operations (Sections 4, 5 and 7)</i></p>
Procedures Manual	<p><i>Section 5 Phase 2 – Plan (Procedures 5.3 and 5.7)</i></p>



## 9. Project Planning



Project planning is the process of determining how a project is to be delivered. This primarily involves the establishment of the Scope of Work, which should include: costs, schedule, resource requirements, deliverables and delivery dates.

In this section, the aim is to look at those areas of planning where there is a particular impact on Workforce Engagement; there is no intention to cover here all aspects of the project planning process itself.

For more details on the project planning process during each stage of a project, see the *Best Practice Procedures Manual* and *Best Practice Guides 4 and 5*.

### 9.1 Initial Planning

A certain amount of initial planning needs to be done prior to work starting so that all stakeholders fully understand the project's goals and objectives and are sufficiently informed and engaged to handle any changes.

The initial tasks for planning include:

- Creation of a Scope of Work followed by a Work Breakdown Structure
- Assessment of schedule, tasks, activities, resources and materials required to complete the project within the defined budget and timeframe.

Additionally, a good Communications Strategy, which should include a Communications Framework and Plan, is an essential part of the planning process. Refer to *Section 4* and *Procedure 4.4* in the *Best Practice Procedures Manual*.

Once initial tasks have been completed, detailed activity planning can begin.

### 9.2 Activity Planning

The goal of activity planning is to identify the activities and resources required to achieve a project's deliverables and how each activity will be scheduled and accomplished. Successful activity planning is essential for encouraging engagement among employees.

Activity planning begins with the definition of the Scope of Work (see *Best Practice Guide 5, Section 4.2* and *Procedure 4.1* in the *Best Practice Procedures Manual*) in the preparatory phase of a project, which usually includes a high-level Activity Programme (see *Best Practice Guide 4, Section 4.4* and *Procedures 4.1, 5.3 and 5.11*), which lists major activities and their sequence of events. Subsequent iterations of the Activity Programme are produced during the main planning phase, as well as, for example, a Work Breakdown Structure (see *Procedure 5.3*), Employment and Skills Plan (see *Procedure 5.8*) and Mobilisation and Demobilisation plans (see *Procedure 5.8*).



These plans form the basis for the recruitment, training and deployment of the people needed to get the work done and determine the level of engagement, consequent productivity and the overall success of a project.

### See also:

*Best Practice Procedures Manual – Procedures 4.1 (Scope of Work and Activity Programme), 5.3 (Activity Programme and Work Breakdown Structure), 5.8 (Employment and Skills Plan and Mobilisation/ Demobilisation Plans) and 5.11 (Activity Programme)*  
*Best Practice Guide 4 (4) 'Activity Programme'*  
*Best Practice Guide 5 (4) 'Scope of Work'*

## 9.3 Planning and Managing Employee Relations

'Employee relations' is the term used to describe the relationships among a project's stakeholders (Employers, Trades Unions and employees). Continuous engagement between stakeholders, as a project progresses in line with its objectives, will help employees maintain confidence and trust in the management of that project.

Good communication among all involved in a project is an essential part of employee relations and this should involve an interactive engagement process between all stakeholders, where constructive feedback is actively encouraged. An appropriate Relationship Management Plan will provide the framework for maintaining engagement (see **Procedure 5.6** in the *Best Practice Procedures Manual*).

All involved in a project are instrumental in delivering success. They have a responsibility to work positively in the interests of the project and this should be encouraged by providing the right environment in which they can perform to the best of their ability. Setting clear objectives and policies can create a positive working environment that encourages effective behaviours and commitment to the project's goals.

### See also:

*Best Practice Procedures Manual – Procedures 4.4 and 5.6*  
*Best Practice Guides 1, 4 (7) and 5 (5)*

## 9.4 Change Management

Every effort should be made to adhere to the original project plan, and changes should only be made if deemed essential. Planning and provision for any design or schedule changes should be discussed by the relevant parties and an impact assessment undertaken.

An effective change management process recognises approved change as a necessary and agreed modification on a project; the success of implementing any change is dependent on clear and unambiguous mechanisms for managing that change, including a suitable Change Management Plan (see **Procedure 4.6** in the *Best Practice Procedures Manual*).

Any agreed changes to the project scope, schedule, methodology or organisation should be effectively communicated to the Workforce by Managers/Supervisors and there should be standard mechanisms in place for handling any queries. Design change procedures should be developed and have clear control methods to ensure that no unauthorised changes or modifications take place.

It is important to involve, as far as possible, all stakeholders, process owners, and employees affected by changes in the learning, planning, decision making and implementation of a change. Good communication channels are essential to this process to ensure orderly management of change and execution of the work.

Where employees are engaged in their job and understand the need for a change on a project, they are likely to respond positively to and support a change management initiative and its related tasks.

### See also:

*Best Practice Procedures Manual – Procedures 4.4 and 4.6*  
*Best Practice Guide 3 (6)*

## 9.5 Risk Management

Health, Safety and the working Environment are key factors that can directly impact on the well-being and engagement of the Workforce. Mitigation and management of potential risks are therefore critical to achieving full engagement.

Employers should ensure that effective risk management strategies are implemented consistently, in accordance with a Risk Management Plan (see *Procedures 4.5 and 5.5* in the *Best Practice Procedures Manual*), alongside business and commercial requirements.

Risk management in general covers a broad spectrum of potential risks on a project, including:

- Scope and change management
- HS&E and Quality Assurance
- Industrial Relations
- Cost, time and subcontract management
- Contract governance
- Procurement of labour, equipment, materials and services.

Construction companies can drastically reduce risks to the Health and Safety of the Workforce with risk assessments, method statements, and written Health, Safety and Environmental policies and procedures. Consultation, communication and training about Health, Safety and Environmental matters in the workplace are also essential.

Risks can be mitigated by ensuring a high standard in:

- Safety culture
- Management and supervision of site conditions, including potential safety hazards

- Accident/incident/near miss recording and reporting
- Experienced and qualified employees
- Scope documents and change orders.

### See also:

*Best Practice Procedures Manual – Procedures 4.5 and 5.5*  
*Best Practice Guide 3 (6)*

## 9.6 Monitoring Controls

Project monitoring refers to the process of keeping track of all project-related metrics, including those for Health, Safety and the Environment and project and team performance. It involves identifying potential problems and taking corrective actions to ensure that the project is within scope, on budget and meets the specified deadlines.

To ensure that the work and performance of the project team (Management, Supervision and the Workforce) is effective and that defined objectives are achieved, it is important to have effective monitoring controls in place, which are understood, openly discussed and applied (see **Procedures 5.3 and 6.3** in the **Best Practice Procedures Manual**).

An approach to setting up and implementing monitoring controls is as follows:

1. Review and decide on the project's monitoring requirements.
2. Implement the necessary monitoring controls.
3. Measure project team performance, using a defined process.
4. Communicate the need for any corrective actions to the relevant stakeholders.
5. Monitor how best practice is being applied.
6. Monitor how improvements have been implemented.

For a full list of the project activities requiring monitoring and control, refer to **Procedure 6.3** in the **Best Practice Procedures Manual**.

### See also:

*Best Practice Procedures Manual – Procedures 5.3 and 6.3*  
*Best Practice Guides 3 (6), 4 (4, 5 and 6) and 5 (5)*

## 9.7 Best Practice

<b>Initial planning</b>	Perform initial planning, which should include a good Communications Strategy.
<b>Activity planning</b>	When producing project plans, take particular account of how activities are accomplished and what resources are needed to maximise employee engagement, and thus productivity.
<b>Planning and managing employee relations</b>	Ensure that there is a Relationship Management Plan in place and good communication and interactive engagement processes, as well as the right working environment.
<b>Change management</b>	Ensure that changes to scope or schedule are carefully managed and effectively communicated to all affected stakeholders according to a Change Management Plan.
<b>Risk management</b>	Ensure that risk management strategies are implemented consistently, according to a Risk Management Plan that is communicated effectively.
<b>Monitoring controls</b>	Put in place effective monitoring controls to measure the work and performance of the project team. These should be understood, openly discussed and applied by stakeholders.

## 9.8 Further Reading

<b>Best Practice Guide(s)</b>	<i>Guide 1 – Industrial Relations</i> <i>Guide 3 – Contract Management (Section 6)</i> <i>Guide 4 – Planning and Operations (Sections 4, 5, 6 and 7)</i> <i>Guide 5 – Workforce Planning (Section 5)</i>
<b>Procedures Manual</b>	<i>Section 4 Phase 1 – Prepare (Procedures 4.1, 4.2, 4.4, 4.5 and 4.6)</i> <i>Section 5 Phase 2 – Plan (Procedures 5.3, 5.4, 5.5, 5.6, 5.8 and 5.11)</i> <i>Section 6 Phase 3 – Execute (Procedures 6.3 and 6.4)</i>

## 10. Motivation

What is the objective of good employee motivation?

Attract good people into the Industry and motivate employees

Section 10 covers factors that influence motivation and feedback mechanisms used to monitor motivation

Employee motivation is key to an organisation's success and describes the level of commitment, drive and energy that a company's workers bring to their job role every day. Good motivation can lead to increased productivity, higher levels of output and achievement of deadlines and project goals.

There are many significant influences on employee motivation including, among others: pay and conditions, job satisfaction, Health, Safety and Environmental provision, work-life balance and well-being.

Studies have shown that pay and conditions are important factors in attracting people to an organisation's project/site, but subsequently act as more of a 'hygiene' factor. In other words, if handled badly or perceived as unfair, they will act as a demotivating factor.

### 10.1 Approach to Motivation

Employee motivation can depend on a number of factors, including individual differences, job characteristics, and organisational practices. Employers must consider how these factors interact to affect performance; Managers and Supervisors must then seek to exert their influence in team building and motivating employees to higher levels of productivity.

**See also:**

*Best Practice Guide 6 (7)*

#### Team Building

Team building plays a significant role in motivation, and it is essential that Managers/Supervisors quickly get to know the members of their team. They should identify the strengths and weaknesses of each member, and wherever possible allocate tasks to suit an individual's particular experience, skills and abilities.

Additionally, for a project team to be successful, mutual targets, practices and actions must be defined at an early stage and communicated to the Workforce. Project targets should be **Specific, Measureable, Achievable, Realistic, Time-bound, Evaluated and Re-evaluated ('SMARTER')**.

A good team spirit can be developed within both formal and informal situations and this greatly contributes to a safer, more harmonious and effective working environment and, ultimately, a successful team.

**See also:**

*Best Practice Guide 4 (7)*

## Role of Managers/Supervisors in Team Motivation

Good Managers and Supervisors are essential for motivating a Workforce and thereby achieving productivity and delivering on a project's goals. An Employer should take this into account and provide the necessary scope for Manager/Supervisor development and engagement.

To be able to motivate and encourage employees, a Manager/Supervisor should:

- Have the ability to motivate a team
- Enable, encourage and deliver continuous improvement
- Encourage a healthy, safe and productive workplace
- Be able to communicate and work effectively with others
- Promote a diverse and supportive working environment
- Understand their role within the Company and on the project
- Be supported in implementing their duties
- Have their contributions recognised and valued
- Support skills development and career progression initiatives.

The Manager/Supervisor is a key person in building an effective and motivated team, where it is important to avoid at all costs any 'Them and Us' situations from arising, and where success can be achieved by teamwork.

### See also:

*Best Practice Procedures Manual – Procedure 6.4*  
*Best Practice Guide 6 (3 and 7)*

## 10.2 Factors that Influence Motivation

There are many factors that influence employee motivation, some of which are as follows:

- |                               |   |
|-------------------------------|---|
| <b>Reward and recognition</b> | Exceptional work should be acknowledged. Reward and recognition encourage employees to succeed within their roles and promote positive behaviours.  |
| <b>Development</b>            | Skills development opportunities are very important for motivating employees and can help employees to contribute more effectively in the workplace and encourage their input into an organisation. |
| <b>Leadership</b>             | Good leaders are critical to motivating the Workforce. They typically have the knowledge and ability to inspire individuals and the team to perform at a high level.                                |

### Work-life balance

A good work-life balance nurtures and motivates employees, who may as a result be less likely to take time off or leave an organisation.

### Work environment

Motivated employees thrive in a positive work environment; this can be both physical and non-physical. The physical environment is the site and immediate work area; the non-physical relates to such aspects as engagement and communication among members of a team. A good work environment promotes creativity, drives production and increases motivation.

It is important not to take motivated employees for granted but to continue to provide encouragement and mentoring to ensure that they feel valued and willing to do their best work for the organisation.

In conclusion, motivated employees can aid in increasing productivity, engagement and company success. Demotivated employees can have a negative effect on team performance and productivity.

### Pay and Conditions

Within the Engineering Construction Industry, NAECI pay and conditions are agreed between the signatory Employers and Trades Unions, thereby creating a mutually beneficial set of rules and conditions of employment. A varied and organisationally specific mix of financial and non-financial factors can contribute to staff feeling valued and involved. Refer to **NAECI Part 1: Core Terms and Conditions**.

### Bonus Payments

Employers may introduce incentive bonus arrangements (IBAs) to reward and encourage improvements in working practices and/or the achievement of specific targets or objectives. Such arrangements should be consistently applied.

Performance-based payments are locally negotiated payments established to encourage and reward the achievement of agreed targets. Refer also to **NAECI Part 1: Core Terms and Conditions** and **NAECI Part 2: Categorised Work**.

## 10.3 Feedback Mechanisms

Feedback mechanisms are essential for monitoring employee motivation and can provide essential information for improving motivation of the Workforce. The use of surveys can be adopted as part of the feedback process.

Typical suggested questions that can be covered in a survey (see also **Section 5.2**) include views on:

- Health, Safety and Environmental provision and guidance
- The organisation and its Managers
- Communication
- Training and skills development

- Quality and innovation
- Teamwork
- Well-being.

### Encouraging Innovative Ideas and Suggestions

There are a number of methods that can be used to encourage staff to feed back their ideas and suggestions to Management:

- Online feedback form, where employees can easily and quickly post ideas
- Social media
- Mechanisms for staff suggestions in the workplace where staff can submit anonymous feedback
- Meetings and discussion around a specific business matter or task
- Team/stakeholder/employee briefings and/or focus groups, where feedback is encouraged
- Staff surveys using a core set of questions for which feedback is required
- Recognising innovative ideas, particularly relating to Health, Safety and the Environment as well as improvements in productivity.

#### See also:

*Best Practice Procedures Manual – Procedures 5.6 and 6.4*



## 10.4 Best Practice

Team building	For a project team to be successful, mutual targets, practices and actions should be defined at an early stage. Project targets should be <b>Specific, Measureable, Achievable, Realistic, Time-bound, Evaluated and Re-evaluated ('SMARTER')</b> .
Role of Managers/ Supervisors in team motivation	<p>The Manager/Supervisor is essential for motivating a team and must:</p> <ul style="list-style-type: none"> <li>Be able to communicate and work effectively with others</li> <li>Encourage a healthy, safe and productive workplace</li> <li>Be supported in implementing their duties.</li> </ul>
Factors that influence motivation	<p>It is important to take account of key factors that influence motivation:</p> <ul style="list-style-type: none"> <li>Reward and recognition</li> <li>Personal development</li> <li>Leadership</li> <li>Work-life balance</li> <li>Work environment.</li> </ul>
Feedback mechanisms	<p>Encouraging staff feedback and suggestions is essential for monitoring employee motivation. Use of a survey can be recommended with questions about topics such as:</p> <ul style="list-style-type: none"> <li>Health, Safety and the Environment</li> <li>Communication</li> <li>Training and skills development</li> <li>Teamwork</li> <li>Well-being.</li> </ul>

## 10.5 Further Reading

Best Practice Guide(s)	<i>Guide 4 – Planning and Operations (Section 7)</i> <i>Guide 6 – Supervision (Sections 3 and 7)</i>
Procedures Manual	<i>Section 5 Phase 2 – Plan (Procedure 5.6)</i> <i>Section 6 Phase 3 – Execute (Procedure 6.4)</i>



# 11. Conclusions



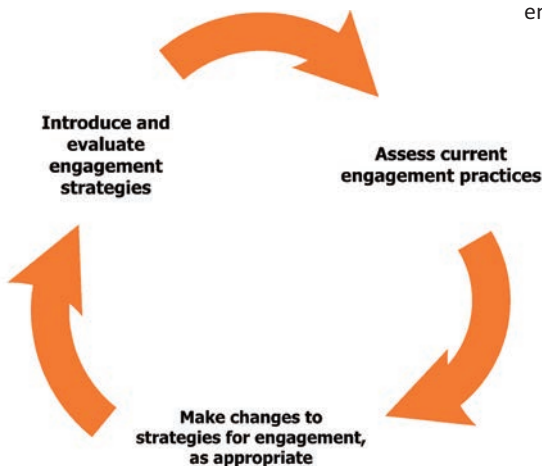
This Best Practice Guide provides guidelines on how to achieve an engaged Workforce by developing a framework for engagement, based on key aspects of project management. This includes: planning, communication, relationship management, skills development and the physical environment of a site. In this final section, suggestions are made for how companies should approach the implementation of best practice in creating and maintaining an engaged Workforce. A summary of recommendations ([Section 11.2](#)) as well as a set of checklists ([Appendix A](#)) are provided, which cover the main sections of this guide.

## 11.1 Developing and Maintaining a Strategy for Engagement

The approach to engagement described in this guide has been based on four main enablers, as defined by *MacLeod*: **Leadership, Engaging managers, Employee voice and Integrity** (see [Section 2.3](#)).

Based on these enablers are seven main drivers, which are detailed in [Section 3.1](#) and which form the basis for the main sections in this guide.

The checklists in [Appendix A](#) should assist organisations in assessing their current practices against the factors that go towards creating an engaged Workforce. They can be used to understand the current position and develop processes for increasing engagement. Additionally, an organisation may undertake a Workforce survey to understand the issues that are most important to its employees and get a clear picture of how their organisation is working.



They can then work to develop their approach, ideally with workplace representatives who have been appointed in accordance with the NAECI (see [NAECI Part 3: Appendices – Appendix C \('Trades Union Matters'\)](#)).

## 11.2 Summary of Recommendations

<p><b>(Section 3)</b> Achieving an engaged Workforce</p>	<ul style="list-style-type: none"> <li>■ Create and communicate a clear vision about common objectives and behaviours and encourage motivation</li> <li>■ Understand and act on the seven main drivers of engagement, based on the four main enablers (see <a href="#">Sections 2.3 and 3.1</a>)</li> <li>■ Understand and commit to core organisational values</li> <li>■ Understand the theory behind employee motivation and the factors that characterise and contribute to engagement</li> <li>■ Implement formal mechanisms to measure engagement.</li> </ul>
<p><b>(Section 4)</b> Communication</p>	<ul style="list-style-type: none"> <li>■ Develop a Communications Strategy, including a Communications Framework and Communications Plan including: <ul style="list-style-type: none"> <li>■ Definition of methods and channels of communication</li> </ul> </li> <li>■ Apply the Communications Framework and Plan in accordance with the principles of the NAECI.</li> </ul>
<p><b>(Section 5)</b> Engagement of stakeholders</p>	<ul style="list-style-type: none"> <li>■ Establish sound engagement strategies and plan for the management of stakeholder relationships as early as possible</li> <li>■ Establish practices to encourage engagement, in accordance with the guidelines in <a href="#">Section 5.2</a></li> <li>■ Use Employee Engagement Surveys (either verbal or written) to encourage feedback from employees. Follow up the results.</li> </ul>
<p><b>(Section 6)</b> Staff capability</p>	<ul style="list-style-type: none"> <li>■ Carry out effective recruitment according to a Recruitment Plan</li> <li>■ Perform induction that covers: statutory requirements, core values and practical, technical and commercial integration</li> <li>■ Develop an appropriate Training Plan</li> <li>■ Identify and encourage individual talent in the Workforce through skills development and career progression</li> <li>■ Utilise all possible sources of training funding, especially for apprenticeships.</li> </ul>

<p><b>(Section 7)</b></p> <p><b>Management capability</b></p>	<ul style="list-style-type: none"> <li>■ Identify key requirements for Managers and Supervisors</li> <li>■ Carry out effective recruitment of those with suitable professional and personal skills</li> <li>■ Perform induction that covers: statutory requirements, core values and practical, technical and commercial integration</li> <li>■ Develop an appropriate Training Plan</li> <li>■ Implement training and development programmes for required skills (including soft skills), where appropriate.</li> </ul>
<p><b>(Section 8)</b></p> <p><b>Site layout and Welfare facilities</b></p>	<ul style="list-style-type: none"> <li>■ Create and sustain safe conditions on-site and communicate required standards to all stakeholders</li> <li>■ Provide and locate key Welfare facilities as near to the work areas as practicable</li> <li>■ Develop travel, parking and bus arrangements to a good standard</li> <li>■ Maintain a high standard of Welfare facilities, with an agreed method for dealing with any vandalism on site (including graffiti).</li> </ul>
<p><b>(Section 9)</b></p> <p><b>Project planning</b></p>	<ul style="list-style-type: none"> <li>■ Perform initial planning, including development of the Scope of Work</li> <li>■ Create appropriate project plans (see <a href="#">Section 9.2</a>) to identify the activities and resources needed to achieve project deliverables</li> <li>■ Establish good communications as an essential part of employee relations, involving an interactive engagement process between all stakeholders based on the Relationship Management Plan</li> <li>■ Develop a process for managing and communicating approved project changes, in accordance with a Change Management Plan</li> <li>■ Identify and mitigate risks that may affect employee engagement, in accordance with a Risk Management Plan</li> <li>■ Set up and implement appropriate controls to monitor project-related metrics, including HS&amp;E and project team performance.</li> </ul>



(Section 10)

Motivation

- Carefully consider the role of Managers and Supervisors in building and motivating a team
- Recognise and take account of key factors that influence motivation
- Ensure a consistent application of any agreed incentive bonus arrangements
- Develop feedback mechanisms, including surveys, if appropriate.



## A. Checklists for Workforce Engagement

### A.1. Workforce Engagement Defined (Section 2)

- ☐ Is there a good understanding of the key aspects of Workforce Engagement?
- ☐ Are the benefits of successful engagement understood?
- ☐ Is there an understanding of the four main enablers of engagement (**Leadership; Engaging managers; Employee voice** and **Integrity**, described in **Section 2.3**) and how they make engagement work?
- ☐ Has the approach to establishing good engagement practices, according to the '3 E's of Productivity', been identified?

### A.2. Achieving an Engaged Workforce (Section 3)

- ☐ Is there clear understanding of the seven main drivers of engagement (see **Section 3.1**) and how they relate to the four main enablers?
- ☐ Have core organisational values been defined and communicated?
- ☐ Are the key factors that characterise and contribute to engagement understood?
- ☐ Are there formal feedback mechanisms in place to measure engagement, for example through use of surveys?

### A.3. Communication (Section 4)

- ☐ Have potential barriers to good communication been understood and managed as appropriate?
- ☐ Has a suitable Communications Strategy (including a Framework and Plan) been developed and communicated to stakeholders, and does it:
  - ☐ Define methods and channels of communication?
  - ☐ Encourage the involvement of all employees so that their opinions are sought, listened to, valued and make a difference?
  - ☐ Provide the flexibility to be applied consistently across single and multi-contractor sites?
- ☐ Does the Communications Strategy have an evaluation process?

## A.4. Engagement of Stakeholders (Section 5)

- ☐ Have sound engagement strategies and policies for the management of stakeholder relationships been planned for and communicated among stakeholders, in accordance with the procedure in [Section 5.1](#)?
- ☐ Have practices for encouraging engagement been established, according to recommended guidelines in [Section 5.2](#), so as to create an environment where people can work productively together?
- ☐ Has a process been set up for measuring engagement through use of Employee Engagement Surveys and have any survey results been followed up?

## A.5. Staff Capability (Section 6)

- ☐ Has a Recruitment Plan been created, which defines requirements for employees?
- ☐ Has an appropriate induction process been set up covering: statutory requirements, core values and practical, technical and commercial integration?
- ☐ Have appropriate Training Plans been created to support the development of skills among the current Workforce?
- ☐ Does the organisation have processes to identify talent, encourage its development and allow for all employees to develop within their current roles?
- ☐ Have all possible sources of funding been investigated, especially for apprenticeships?

## A.6. Management Capability (Section 7)

- ☐ Has a Recruitment Plan been created, which defines professional and personal skills requirements for Managers and Supervisors?
- ☐ Has an appropriate induction process, which covers practical and technical integration, been set up for Managers and Supervisors?
- ☐ Have appropriate Training Plans been created to support Managers/ Supervisors in the development of required skills (including soft skills)?
- ☐ Does the organisation have suitable support structures in place to allow Managers and Supervisors to develop within their current role and beyond?



## A.7. Site Layout and Welfare Facilities (Section 8)

- ☐ Is there a suitable Health, Safety and Environmental agenda in place to support the safety of the site and its Workforce and has this been communicated to all stakeholders?
- ☐ Have all key Welfare facilities been provided and are they:
  - ☐ To an acceptable standard and sufficient for the numbers employed?
  - ☐ Located as near to the work areas as reasonably practicable?
- ☐ Have suitable travel, parking and bus arrangements been adopted?
- ☐ Are provisions in place to review Welfare facilities to ensure they are fit for purpose and maintained to a high standard, with an agreed method for dealing with vandalism, including graffiti?

## A.8. Project Planning (Section 9)

- ☐ Has initial planning been carried out, including production of the Scope of Work and a Communications Strategy?
- ☐ Have all appropriate project plans for identifying and managing project activities and resources been produced?
- ☐ Have good communications been established, involving an interactive engagement process?
- ☐ Has a Relationship Management Plan been created?
- ☐ Has the Company put in place a process to ensure that changes are effectively managed and communicated among all relevant stakeholders, in accordance with a Change Management Plan?
- ☐ Have risk management strategies been implemented in accordance with a Risk Management Plan?
- ☐ Have risk mitigation measures been put in place including: risk assessments, method statements and written HS&E policies and procedures?
- ☐ Are there controls in place for monitoring all project-related metrics, including HS&E and the project team's performance?

## A.9. Motivation (Section 10)

- ☐ Have project targets been defined and communicated to the Workforce? Are they **Specific, Measurable, Achievable, Realistic, Time bound, Evaluated and Re-evaluated ('SMARTER')**?
- ☐ Is there an understanding of the factors that influence motivation, including pay and conditions and incentive bonus arrangements?
- ☐ Are there suitable feedback mechanisms in place, such as surveys?
- ☐ Does the organisation have methods of recognising ideas and suggestions that improve productivity?



## B. Model Constitution of a Project Joint Council

**Reference:** *NAECI Part 3: Appendices – Appendix D*

### 1. Establishment and Title

The Project Joint Council (PJC) has been established by and under the authority of the National Joint Council for the Engineering Construction Industry (NJC) with the participation of the (named) principal contractors and signatory Trades Unions having involvement in the (named) project. Its title is the (named) Project Joint Council.

### 2. Authority and Jurisdiction

The authority and jurisdiction of the PJC extends to all Employers and employees engaged on work within the scope of the SPA. Decisions of the PJC are made by joint agreement of the 2 sides. The PJC is the authority at local level on all questions concerning the attainment of its objectives.

### 3. Functions and Duties

The functions and duties of individual PJCs will reflect the requirements of the NAECI and the project. They may include but need not be limited to the following:

- Promote a common and coordinated approach by the signatory parties.
- Establish and maintain good communications.
- Secure the effective and uniform application of the SPA and the NAECI and negotiate any changes to the SPA, subject to NJC approval.
- Promote best practice by regular reviews of the Health, Safety, Welfare and Environmental Management Plan.
- Monitor:
  - Contract awards and the movement of Employers on and off site;
  - Operation of the Workforce induction process; and
  - Application of the project policy on the employment of non-UK labour (where applicable).
- Regularly review the measurement of actual progress of the work against the Pre-Job Conference project plan, including manpower.
- Identify, investigate and propose solutions for problems that may impede progress.
- Secure the observance of all procedures of the NAECI and the SPA and deal with all issues of site-wide significance in accordance with NAECI 13-15.
- Carry out regular site visits.
- Review and investigate any forms of unofficial action.
- Consider and act upon the report of the independent auditor.

- Initiate, review and act upon random audits.
- Keep all forms of absence under review and take appropriate actions.
- Review the provision and maintenance of Welfare facilities against the NJC Guide to Health, Safety and Welfare.
- Secure achievement of the project/site training plan which should incorporate the principles set out in Annex D to this Appendix and include reference to the ACE initiative.
- Co-operate with the NJC, seeking any necessary assistance and support and report to the NJC on its decisions and activities.

## 4. Membership

PJC membership may vary to reflect the needs and circumstances of individual projects, subject to agreement between the parties. The following representation of the parties is offered as guidance.

- i. The Employers' side of the PJC shall comprise representatives of the signatory Employers association(s), the principal contractors and other Employers of labour on the project who may or may not be site-based. The Employers have the right to appoint a number of such representatives equal to the total entitlement of the Trades Union side.
- ii. The Trades Union side of the PJC shall comprise one local full-time officer from each of the signatory Trades Unions and their sections and accredited shop stewards from signatory Trades Unions up to a maximum of 5, who shall be Trades Union members employed on the project.
- iii. To reflect changes in the contractors working on the project and in the composition of the Workforce, membership of the PJC may be changed in the course of the project in order to maintain appropriate representation.
- iv. An appropriate quorum of the PJC shall be established consisting of not less than 3 members from each side, with not less than one local full time officer of a signatory Trades Union.

## 5. Officers

Each side of the PJC shall appoint a Chairman. The arrangement for the Chairmanship of joint meetings shall be set out in the SPA. In addition the NJC shall nominate a Regional Operations Manager for the project.

## 6. Meetings

Subject to the availability of adequate facilities, the PJC may meet on site, at intervals determined by the PJC.

## 7. Sub-committees

The PJC may establish the following sub-committees to assist in the discharge of its responsibilities (Specify sub-committees, their composition and terms of reference). All sub-committees shall report to the PJC.

## 8. Actions and Outcomes Summaries

Outcomes and actions summaries of PJC and PJC sub-committee proceedings shall be prepared and circulated to PJC members and the NJC, but in any event all decisions must be recorded.

## 9. Client

Exceptionally, the client may be invited to attend a specific meeting of the PJC where both sides of the PJC agree that such attendance is necessary to the effective performance of the PJC's functions and duties with respect to a particular matter.

## C. Abbreviations and Acronyms

Abbreviation	Description
ACE	Assuring Competence in Engineering
CIPD	Chartered Institute of Personnel and Development
ECIA	Engineering Construction Industry Association
ECITB	Engineering Construction Industry Training Board
EPIC	ECIA Productivity Improvement Committee
FEED	Front End Engineering Design
HR	Human Resources
HS&E	Health, Safety and Environmental
IBA	Incentive Bonus Arrangement
IR	Industrial Relations
LF	Local Forum
NAECI	National Agreement for the Engineering Construction Industry
NJC	National Joint Council for the Engineering Construction Industry
PJC	Project Joint Council
R&M	Repair and Maintenance
‘SMARTER’	<b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> ealistic, <b>T</b> ime-bound, <b>E</b> valuated and <b>R</b> e-evaluated
SPA	Supplementary Project Agreement



## ***Second edition***

### **Copyright**

© Copyright ECIA. The information and ideas contained within this document are the copyright of the ECIA.

### **Acknowledgements**

References to and quotations from relevant sources are included in this document.  
All quotations are shown in italics and within quotation marks.

### **Disclaimer**

Please be aware that nothing contained within this Best Practice Guide should be considered as superseding the National Agreement for the Engineering Construction Industry (NAECI).

### **Published by**

**Engineering Construction Industry Association (ECIA)**  
5th Floor, Broadway House, Tothill Street, London SW1H 9NS

**Email:** [ecia@ecia.co.uk](mailto:ecia@ecia.co.uk)

**Tel:** 020 7799 2000

**Website:** [www.ecia.co.uk](http://www.ecia.co.uk)

