

PeopleMetrics®



Global HR Consulting Group Uses Employee Engagement to Turn the Microscope in on Themselves

ABOUT PENNA:

- > INDUSTRY: HR Consulting
- > HQ: London, UK
- > OPERATIONS: Offices across the UK, Europe and Asia
- > EMPLOYEES: 270; ASSOCIATES: 400

GOAL:

- > Focus on the right actions for the business to improve engagement and impact performance
- > Be recognized as a destination employer

APPROACH:

- > Implementation of PeopleMetrics EEM Solution to determine drivers of Engagement for different segments of the employee population

RESULTS:

- > Determined the key areas of focus for impacting employee engagement
- > Ranked in the top ten Best Companies to Work For in the UK

PeopleMetrics client since 2004

Penna Doubles Engagement Levels by Focusing on the Right Priorities and Taking the Right Actions

Penna is a global human capital management consultancy that specializes in creative communications, executive recruitment and coaching, HR consulting and career transition services. Penna employs 650 consultants and associates in offices across the UK, Europe and Asia.

The Challenge

Among Penna's many areas of expertise is their focus on improving employer reputation and workplace culture through the application of its employee engagement and branding services.

Knowing the importance of employee engagement in attracting and retaining the best people and creating an engaged client base, Penna saw the value in 'practicing what they preach' and assessing the engagement of their own staff.

The Approach

In 2004, PeopleMetrics administered a quantitative Employee Engagement survey of Penna's employee population. The purpose was to gather a baseline measure of Employee Engagement and uncover priorities for improvement.

Over the course of the last five years, nine additional surveys have been administered to help Penna take the pulse of its employee population, assess the success of their actions, identify shifts in priorities, and isolate new areas for improvement.

As the employee population has shifted, so have the employee drivers. By surveying employees every 4-6 months, senior leadership has been able to keep in touch with the changing needs of its workforce.

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How Did It Work?

Email surveys have been used over the past five years and efforts to promote each of the ten surveys have generated high response rates.

The employee base is split into two groups, Employees and Associates, each receiving a slightly different survey, allowing for different action items to be identified for each group.

What Did We Learn?

Over time, responses have revealed differences in employee perceptions based on service line, management level and location.

To address and improve engagement, the most recent analysis has pointed Penna towards several areas of focus to effect the most positive change in Engagement scores across varying population segments. Those with lower levels of Engagement require different actions than those with higher levels of engagement.

For employees who are the least engaged, the analysis has pointed to manager delegation as an area for improvement, along with employee empowerment and manageable workloads.

Among employees with higher levels of engagement, drivers include fair workloads, opportunities for growth, and involvement in organizational decision-making.

Taking Action

The EEM solution has enabled Penna to focus on the most impactful aspects of the employee experience.

Chief Executive Gary Browning uses the results from each survey to lead the company toward the right actions for the business. The results also

provide him with current information to ensure that the changes being implemented are relevant to the current employee base.

The Results

Penna's commitment to developing a culture based on listening to its employees has made it an employer of choice in the UK.

Honors include:

- > Ranked #6 on The Sunday Times 100 Best Companies to Work For 2009 (up from #29 in 2008)
- > 2009 Best Companies accreditation – three stars (top award)

The Employee Engagement solution gives Penna's senior leaders the know-how and direction to create an environment where its employees can thrive. By regularly gathering feedback, Penna ensures that it is keeping its finger on the pulse of employees and their needs.

What Does Penna Leadership Say?

"Working in partnership with PeopleMetrics for the last 5 years we have surveyed our employees on a regular basis to find out what they feel about their experience of working at Penna. The data gathered from these engagement surveys have been fundamental to our ability to make the right changes to our business. Engagement levels have risen during this period from 34% to 64% as we have worked on a continual cycle of obtaining feedback and then acting. We couldn't have achieved our external accolades and awards without the insight and direction gleaned through the PeopleMetrics Employee Engagement Management solution."

- Gary Browning, Chief Executive, Penna

For more information or to **schedule a demo**, email info@people-metrics.com or call: +1 215.979.8030