

Good to Great

People Surveys and Action Planning at Airways



Overview

- Where were we?
- Our strategy
 - Business Unit People plans
 - Challenge Sessions
 - Coaching
- Supporting Managers
- Did it work?
- Learning points



Where were we?

- We recently finished the WWW programme – a four year initiative to ‘release the anchor’ through dealing with the ‘hygiene’ factors residual after a strike.
- Staff survey occurred yearly from 1998
- At best managers interested – at worse saw it as irrelevant or inaccurate, or didn’t apply to their group
- Initiatives driven centrally to improve the culture. Didn’t look for new things – just actions to address the issues.



Does it Really Matter?

- The staff survey measures the organisational climate.
- So what?
 - Sears – 5% increase in staff satisfaction = 1.3% increase in customer satisfaction and 0.5% increase in revenue.
 - Sales – 4 x sales growth where staff satisfied and customers happy with the brand. 2 x where one is in place.
- Does it matter for us?
 - Don't have sales or share value.
 - Sick leave is a potential indicator of performance.
 - Some units have an average of 1.7 days and others 19.7 days, even within 24 hour shift coverage situations 6.3 days is the lowest and 19.7 is the highest.



Staff survey against sick leave

- **Sick leave:** indicator of satisfaction and stress, indicator of discretionary effort?
 - Unit with average of 19.7 days sick leave per person per year had overall performance rating on the survey of 45%
 - Unit with 1.7 days sick leave has an overall performance score of 74%
 - Both ATC units.
- Correlation overall between sickleave and the overall performance on the survey $r = -0.63$.
- 40% of the difference in sick leave between these units is related to the survey results



What does that mean?

- 4,465 days were lost to sick leave last year
- If all units did as well as Wellington Facilities on the staff survey (84%)
- Sick leave would be 2,411 days in total
 - The average would be 3.6 per person instead of 6.2
 - The annual savings would be \$740,348
- And this is only one business indicator that the staff survey could be linked to
- Customer issues - on time performance, fuel burn – both related to discretionary effort.



What changes the experience?

- The manager/team leader of the unit
- Correlated 360 results of Managers/TLs with staff survey results.
 - Ratings of the managers/TLs behaviour by staff, peers, internal customers and their manager on the leadership competencies
 - All staff in the units ratings of Airways.
- 0.44 correlation overall between 360 and staff survey results
- 20% of the differences related to 360 results



Strategy

- Is this as good as it gets?
- Executive considered where to from here?
 - We know that good management will get you to 70% of productivity
 - Getting from being good to great (the other 30%) is about getting the culture right
- Vision is to be a global player in ANS
 - So what do we want the culture to be like to achieve this?



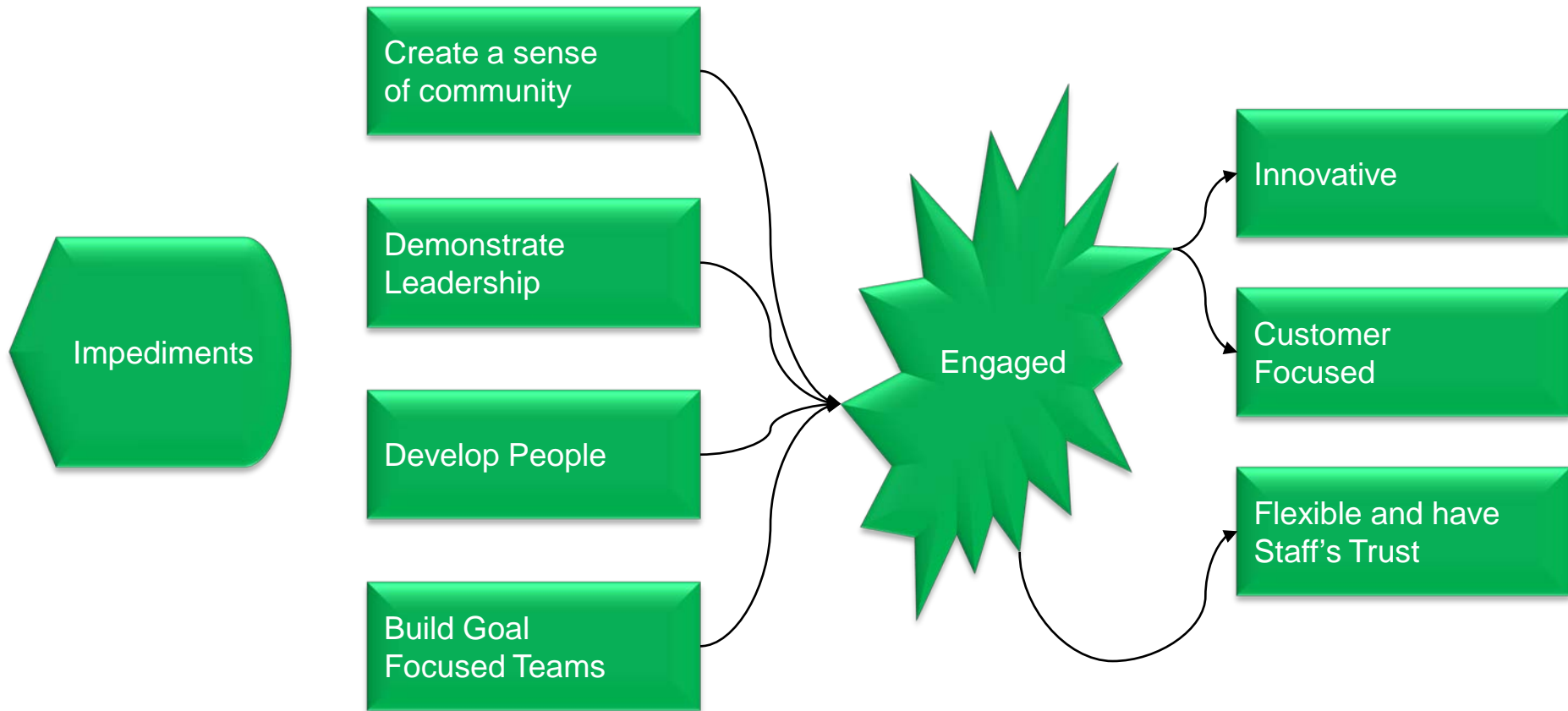
Airways Culture Model

We get rid of:

We work to:

Staff are:

Airways Is:



People Survey

- Focused on the strategic areas for development – took out the general items and added items.
- Shortened overall
- Survey results down to team leader level
 - Compared team leaders
 - who is below a standard deviation from their occupational group?
 - Looked at early adopters/best of breed
 - Removed objection that it doesn't apply to our people.



Changed Approach

- Put it back on the managers as their responsibility to manage the culture (not the survey results)
 - Aligned with business planning period
 - Don't care whether you use the survey or not
- Gave them a toolkit to help develop the plans
- People plan challenge session
 - Senior managers present their plan
 - Executive and OD Group
 - Plan implementation monitored



SUPPORTING MANAGERS



Good to great toolkit

- http://insite/insite/hrtraining/Manager_toolkit/toolkits/GoodtoGreat.asp



Centrally Driven Support

- Performance management
 - Poor performers/dealing with poor performance
- Development Frameworks
 - To help TL/Managers see non-hierarchical opportunities
- Leadership Development
 - Standardised Leadership Development Programme
 - 360/development centres/aspiring leaders
- Communications
 - Communications toolkit
 - Newsletter and meeting support



One year on

DID IT WORK?



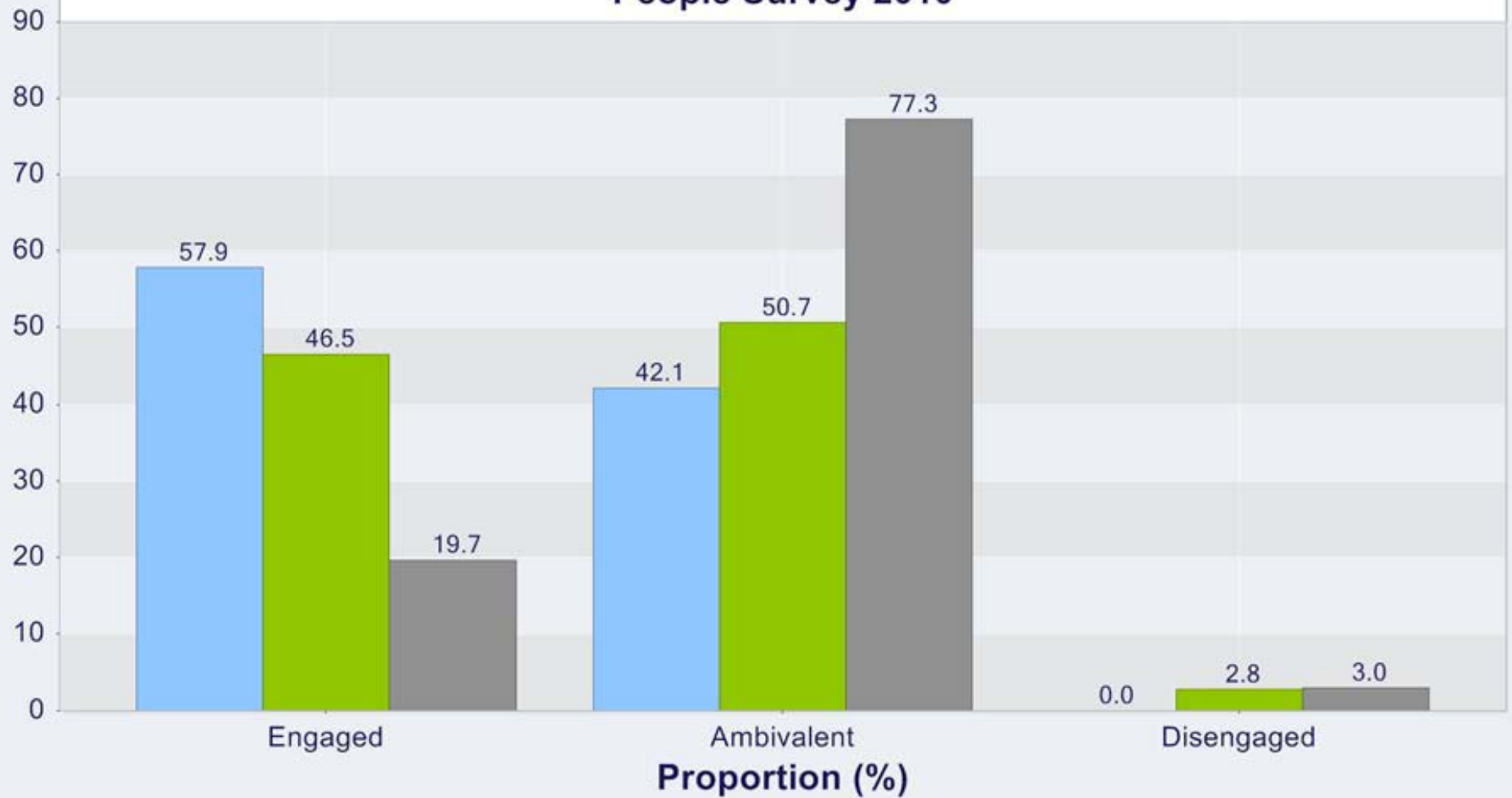
AIRWAYS
NEW ZEALAND

Headlines

- First year big jump – 8% more engaged
- Second year stayed steady
- Response rate increasing 2008 56%, 2009 73%, 2010 77%
- Main Trunk – this doesn't apply to us
 - response rate increased 50%.
 - Managers voluntarily put 50% of their at risk
 - Traditionally negative areas biggest increases
 - Came up with novel ways of incentivising and rostering
- Some units into best places to work.
- Some units fell back based on no activity – realisation that consistency will get us to our goal



Engagement Profile People Survey 2010



Technical People Survey 2009 - Trend - Technical People Survey 2008 - Trend - Technical



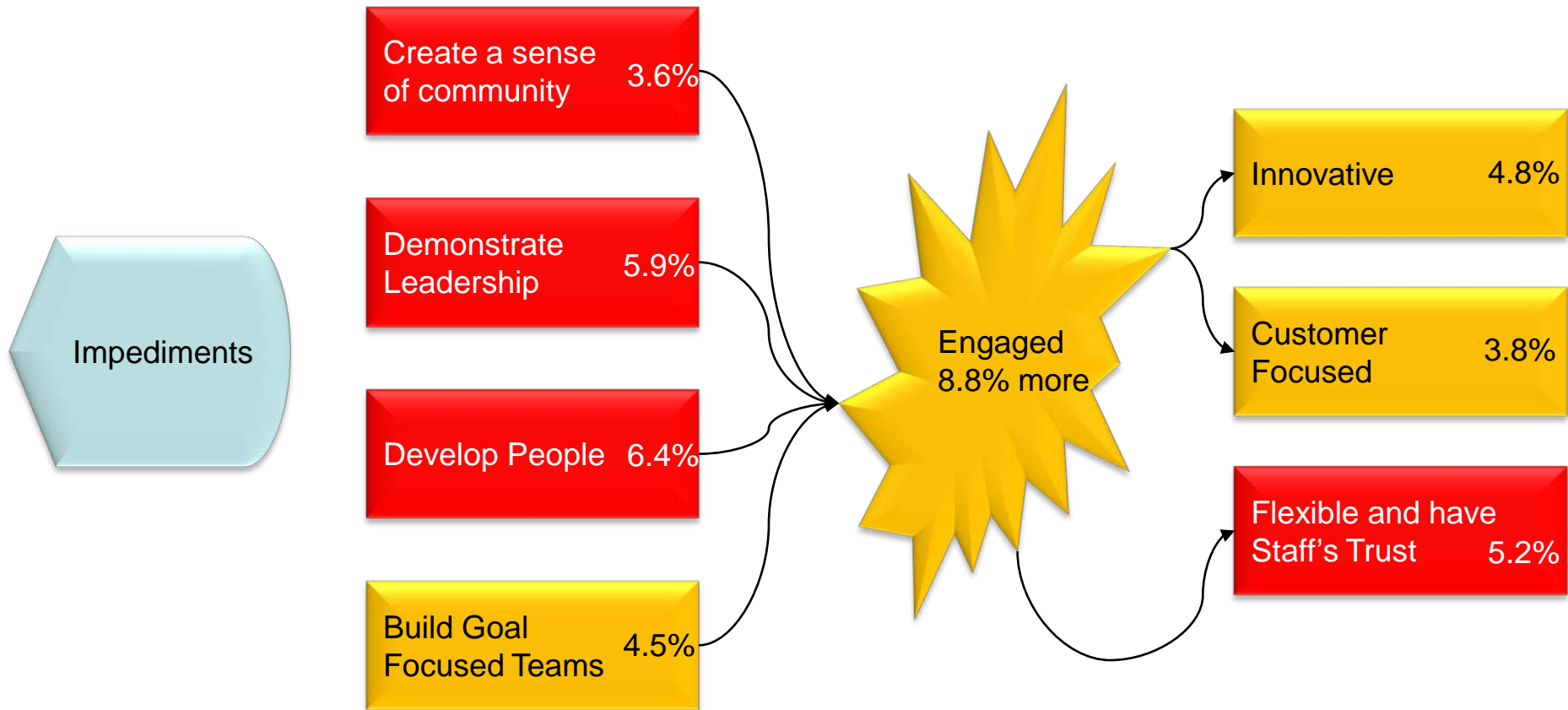
Movement Against Airways Culture Model

We get rid of:

We work to:

Staff are:

Airways Is:

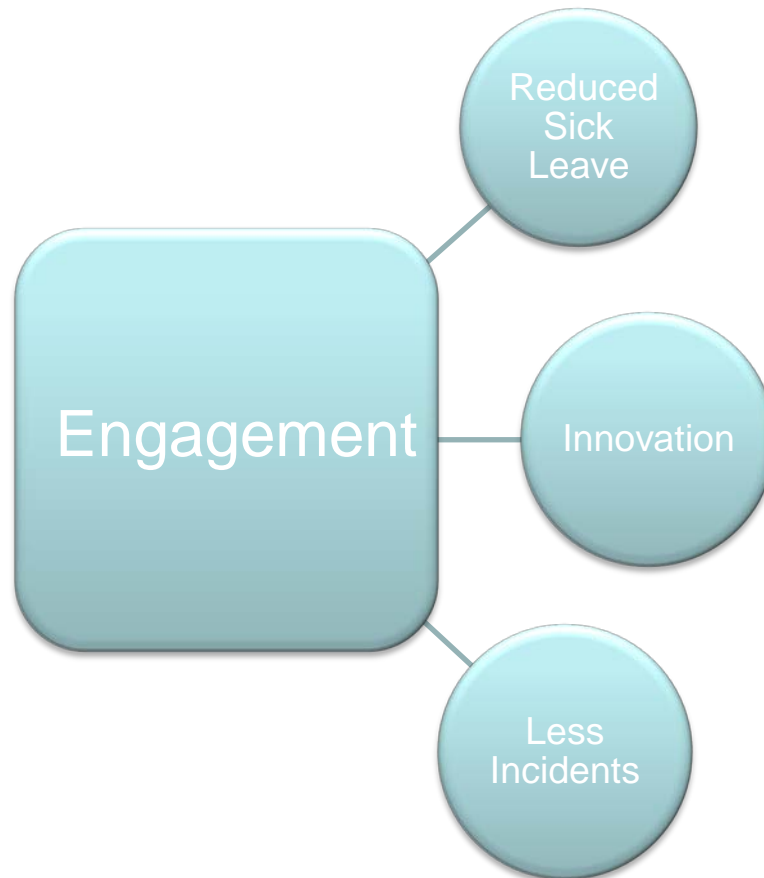


Staff Survey

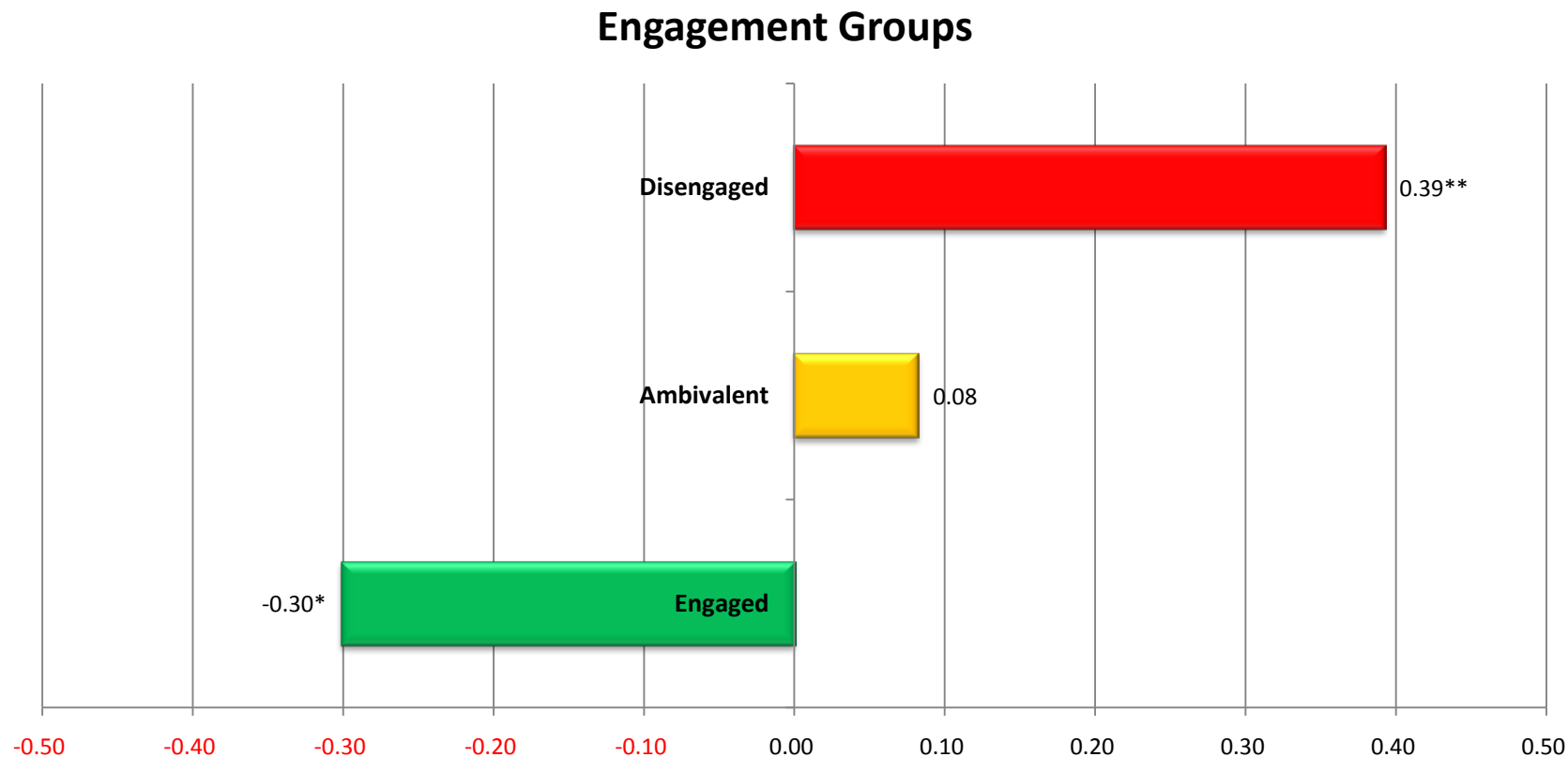
- Sections include:
 - Engagement
 - Sense of Community
 - Developing People
 - Customer Focus
 - Trust & Flexibility
 - Goal-Focused Team
 - Innovation



The products of staff engagement



1. Sick Leave



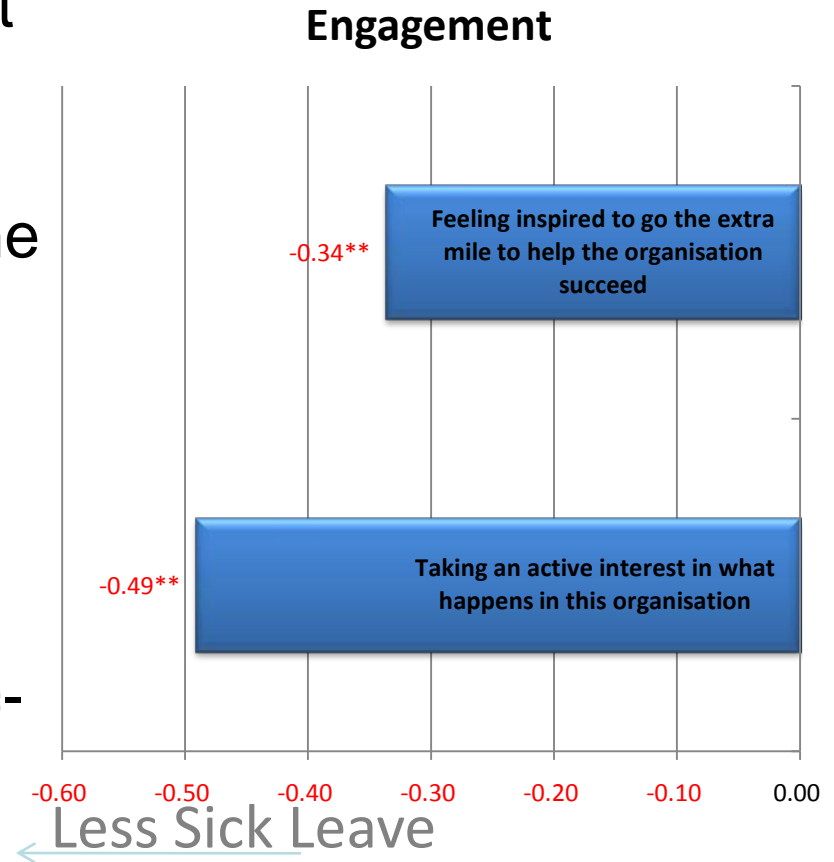
Less Sick Leave

More Sick Leave



Engagement and Sick Leave

- Airways staff members taking an active interest in what happens in the organisation and those feeling inspired to go the extra mile to help the organisation succeed received the strongest correlations between sick leave and the engagement scores ($r = -.49$ and $-.34$ respectively).



Other sections of the staff survey that had strong relationships with sick leave:

Sense of Community

- Believing in what the organisation is trying to accomplish.
- $r = -.39^{**}$

Customer Focus

- Understand how team goals are aligned with customer outcomes.
- $r = -.39^{**}$

Trust & Flexibility

- Being open to change the way a job is done to help the organisation succeed
- $r = -.47^{**}$



Continued...

Goal-Focused Teams

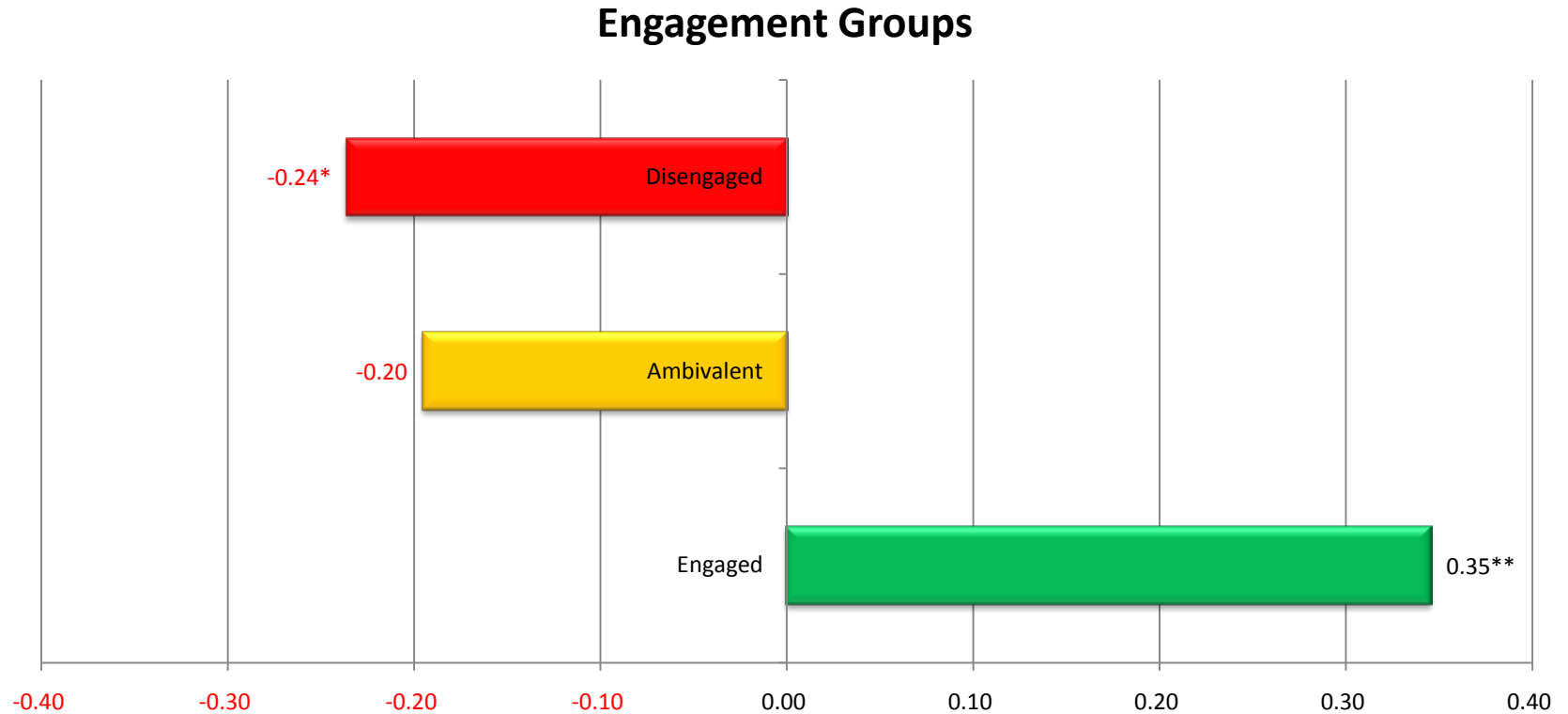
- Knowing how work contributes to the success of the organisation.
- $r = -.41^{**}$

Innovation

- Awareness of Airways' innovative products and services that have been developed.
- $r = -.51^{**}$



2. Innovation



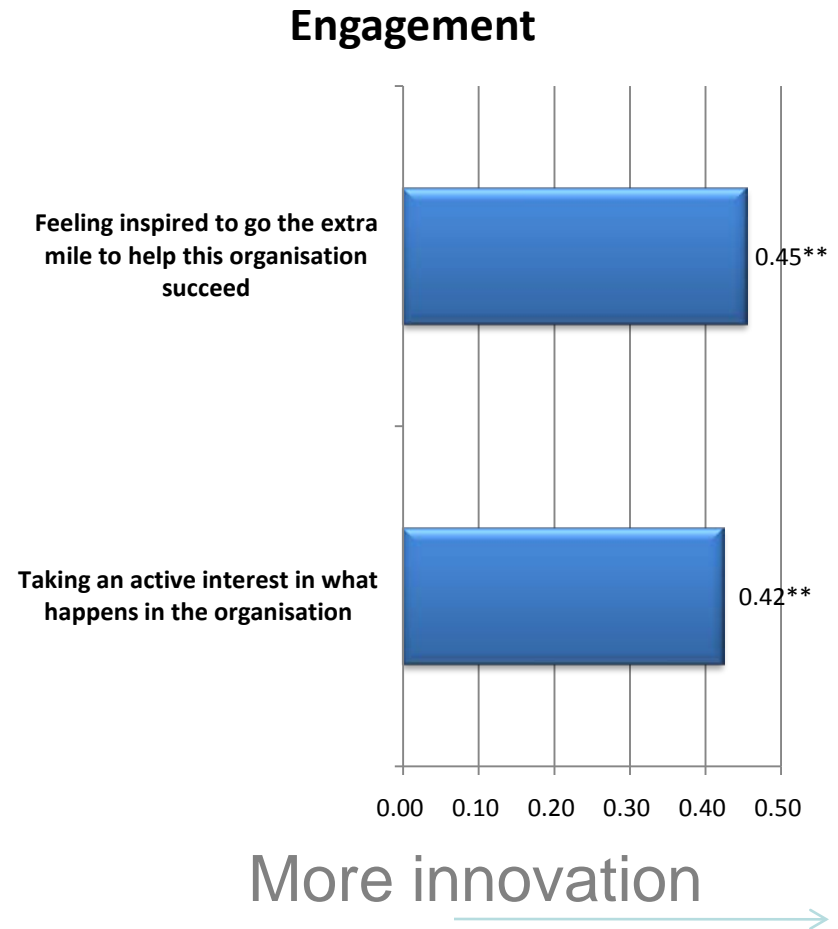
Less innovation

More innovation



Engagement and Innovation

- Airways staff members taking active interest in what happens in the organisation and those feeling inspired to go the extra mile to help the organisation succeed received the strongest correlations with innovation at Airways ($r=.42$ and $.45$ respectively).



Other sections of the staff survey that had strong relationships with innovation:

Customer Focus

- Understand how team goals are aligned with customer outcomes.
- $r = -.39^{**}$

Trust & Flexibility

- Perceive the communication in the organisation as open and honest.
- $r = .36^{**}$
- Being open to change the way a job is done to help the organisation succeed.
- $r = .35^{**}$



Continued...

Goal-Focused Team

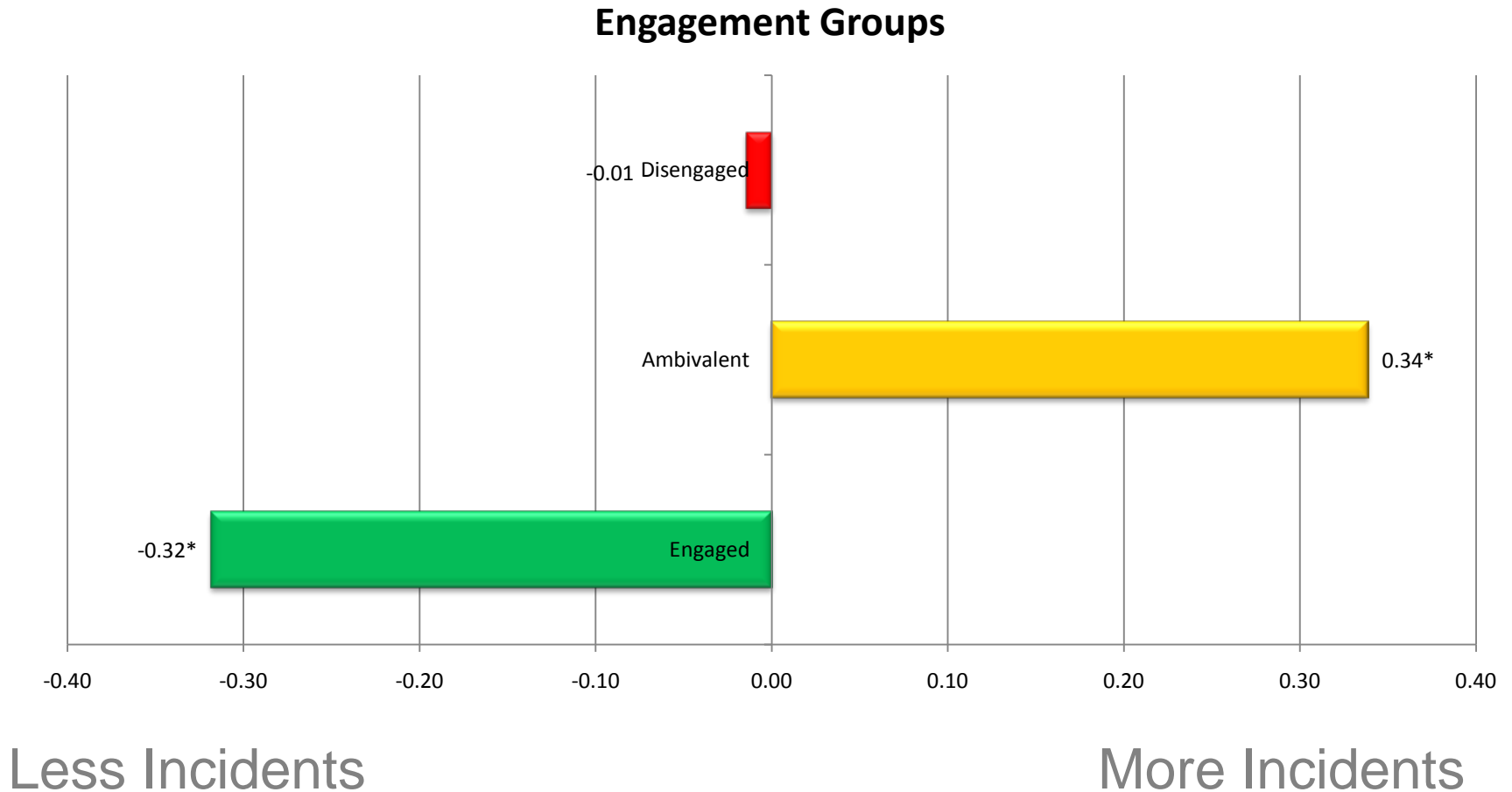
- Knowing how your work contributes to the success of the organisation.
- $r=.38^{**}$
- Everyone in the workgroup pulling together to get the best results.
- $r=.39^{**}$

Innovation

- People at Airways are recognised for their innovative ideas
- $r=.34^{**}$
- Staff being aware of the innovative products and services Airways has developed
- $r=.51^{**}$
- Encouraged innovative approaches and ideas in the team by TL/Manager.
- $r=.39^{**}$



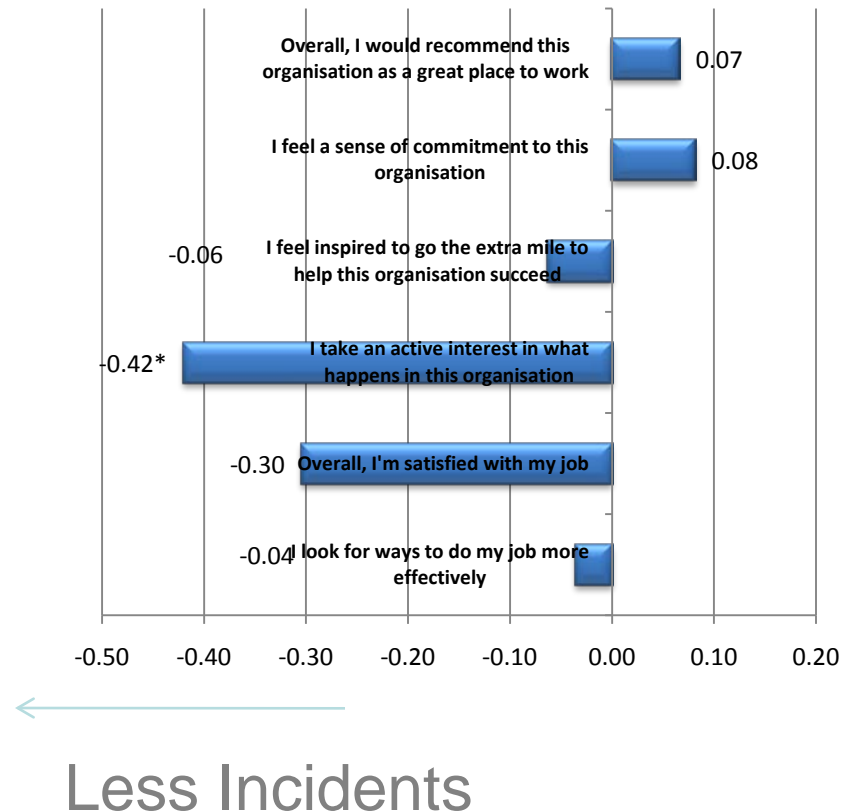
3. Incidents - Main Trunk



Main Trunk - Incidents

- Following the trend with sick leave and innovation, “Taking an active interest in what happens the organisation” was another strong correlate with staff engagement.

Engagement Section - Staff Survey



Other section(s) of the staff survey that had strong relationships with incidents:

Goal-Focused Team

- People in my team working well together.
- $r = -.36^*$
- Having confidence in the ability of the people in my team.
- $r = -.47^*$
- Feeling part of an effective team.
- $r = -.33^*$



Case Study

- Area Enroute – Engagement (cf MT 12%) 32%
 - Performance Appraisals 100%
 - People Survey Participation 100%
 - Sick leave (cf Main Trunk 7.9) 6 days
 - % of applicants for Field Instructors roles 25%
 - Recent nominations for Aspiring Leaders 19%
 - Gone from 41 days between each incident two years ago to 57 days now.



Where too from here?

- Executive have committed to a goal of being in the top 25% of the BPTW by 2013
- Managers set targets for their People Plans - % engaged. Tracked these and if achieved we will be at 30% engaged next year (up from 27%)
- Fully implement initiatives underway
 - Communications toolkit
 - monthly reporting of strategy
 - gossip management
 - Newsletter support
 - Development frameworks
 - Manager and team leader Coaching
 - Leadership training for low performing managers



Learning Points

- Tied to strategy and business outcomes
- Mandate and support from the top
- Get the managers engaged and driving issues
- Give them tools to help them achieve
- Use the early adopters to break down barriers
- Find areas of commonality to drive centrally
- Reward/Recognise?
 - BPTW club/Biggest Movers
 - Partner dinner with the Executive

