



# WA LEADERS BENCHMARK REPORT

Human Resource Benchmark

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# The MacLean HR Model

## A Framework for Strategic Human Resource Management

By Tony Friday, March 2024

### Introduction

Human resource management (HRM) is the process of managing the people in an organisation to achieve its goals and objectives. HRM involves planning, implementing, and evaluating the policies and practices that affect the performance, motivation, and well-being of the employees. HRM also aligns the human resources with the strategic direction of the organisation, ensuring that the human capital is utilised effectively and efficiently.

One of the models that can help organisations to design and implement a strategic HRM system is the MacLean HR model, developed by David MacLean in 1991. The MacLean HR model is based on the premise that HRM is a dynamic and interactive process that involves four interrelated components: the external environment, the organisational strategy, the HR strategy, and the HR outcomes. The model suggests that the HR strategy should be derived from the organisational strategy, which in turn should be responsive to the external environment. The HR outcomes, such as employee satisfaction, commitment, productivity, and quality, should be measured and evaluated to provide feedback for the improvement of the HR strategy and the organisational strategy.

In this WA Leaders benchmark report, Brainbox explains the MacLean HR model in detail, and discuss how it can be applied in practice. Brainbox also provides some examples of organisations that have used the MacLean HR model to achieve their strategic goals and objectives.

The data collected at the recent WA Leaders event has been analysed with aggregated results presented at the back of the report.

One of the elements that most WA Leaders members indicated they would do something about in 2024 has been selected, and Brainbox explain how a maturity model approach with improvements can be used to enhance organisational effectiveness.

We hope you enjoy and find value in this report.

### Takeaways at a glance

Specific areas that most WA Leaders members intend to address in 2024 included:

1. Employee Engagement
2. Learning and Talent Development
3. Leadership Development
4. Employer Brand

This report presents a detailed maturity model for Employee Engagement, shows WA Leaders members how to assess themselves using the maturity model, and outlines a range of potential improvement initiatives.

# The Components of the MacLean HR Model

The MacLean model categorises each of the various HR disciplines into a coherent model to readily visualise each discipline, with logical collections of disciplines aggregated into categories.

Each category and discipline can then be examined through a cascading series of four lenses: External Environment, Organisational Strategy, HR Strategy and HR Outcomes.



## External Environment

The external environment refers to the factors that affect the organisation from outside, such as the economic, social, political, legal, technological, and competitive forces. The external environment influences the opportunities and threats that the organisation faces, as well as the expectations and demands of the stakeholders, such as the customers, suppliers, investors, regulators, and society. The organisation should scan and monitor the external environment to identify the changes and trends that may affect its performance and survival.

The external environment is constantly changing and evolving, creating new challenges and opportunities for the organisation. For example, the globalisation of markets and production, the advancement of information and communication technologies, the emergence of new competitors and customers, the increasing diversity and complexity of the workforce, the growing awareness and concern for social and environmental issues, and the changing legal and regulatory frameworks are some of the factors that shape the external environment of the organisation. The organisation should be able to adapt and respond to these factors, and leverage them to gain a competitive edge in the market.

The MacLean HR model suggests that the organisation should conduct a SWOT analysis to assess its external environment. A SWOT analysis is a tool that helps the organisation to identify its strengths, weaknesses, opportunities, and threats in relation to the external environment. The organisation should use its strengths to exploit the

opportunities, and overcome its weaknesses to avoid the threats. The organisation should also monitor the changes and trends in the external environment, and update its SWOT analysis accordingly. The SWOT analysis provides the basis for the formulation of the organisational strategy, which should be aligned with the external environment.

## Organisational Strategy

Organisational strategy refers to the long-term vision, mission, goals, and objectives of the organisation, as well as the strategies and tactics that it adopts to achieve them. The organisational strategy defines the scope, direction, and competitive advantage of the organisation, as well as the values and culture that guide its actions. The organisational strategy should be aligned with the external environment, reflecting the needs and preferences of the customers, the opportunities and threats of the market, and the strengths and weaknesses of the organisation.

Organisational strategy should also be clear, coherent, and consistent, providing a sense of direction and purpose for the organisation and its employees. The organisational strategy should be communicated and shared with all the stakeholders, and should be supported by the appropriate resources and capabilities. The organisational strategy should also be flexible and adaptable, allowing the organisation to adjust and modify its actions according to the changes and uncertainties in the external environment.

The MacLean HR model suggests that the organisation should use the balanced scorecard approach to formulate and implement its organisational strategy. The balanced scorecard is a tool that helps the organisation to translate its vision and mission into a set of strategic objectives and measures that cover four perspectives: the financial perspective, the customer perspective, the internal process perspective, and the learning and growth perspective. The balanced scorecard enables the organisation to monitor and evaluate its performance and progress in relation to its strategic goals and objectives, and to identify the areas for improvement and innovation. The balanced scorecard also helps the organisation to align its activities and processes with its strategy, and to ensure the integration and coordination of its functions and units.

## HR Strategy

HR strategy refers to the policies and practices that the organisation implements to manage its human resources. The HR strategy covers the areas of HR planning, staffing, training and development, performance management, compensation and benefits, employee relations, and health and safety. The HR strategy should be derived from the organisational strategy, supporting and enabling its execution. The HR strategy should also be consistent and integrated, ensuring that the HR policies and practices are aligned with each other and with the organisational values and culture.

HR strategy should also be proactive and innovative, anticipating and responding to the current and future needs and challenges of the organisation and its employees. The HR strategy should also be participative and inclusive, involving and empowering the employees and their representatives in the design and implementation of the HR policies and practices. The HR strategy should also be ethical and responsible, respecting and promoting the rights and interests of the employees, the organisation, and the society.

The MacLean HR model suggests that the organisation should use the best fit approach to develop and implement its HR strategy. The best fit approach is based on the assumption that there is no one best way to manage the human resources, and that the HR strategy should be tailored to the specific context and circumstances of the organisation. The best fit approach implies that the HR strategy should be aligned with the external environment, the organisational strategy, and the characteristics and needs of the employees. The best fit approach also implies that the HR strategy should be flexible and adaptable, allowing the organisation to adjust and modify its HR policies and practices according

to the changes and uncertainties in the external environment, the organisational strategy, and the employee expectations and demands.

## HR Outcomes

HR outcomes refer to the results and impacts of the HR strategy on the organisation and its employees. The HR outcomes include the indicators of employee satisfaction, commitment, engagement, retention, turnover, absenteeism, performance, productivity, quality, innovation, and customer service. The HR outcomes should be measured and evaluated to assess the effectiveness and efficiency of the HR strategy, as well as to provide feedback for the improvement of the HR strategy and the organisational strategy.

HR outcomes should also be aligned and balanced, ensuring that the HR strategy achieves the desired results for both the organisation and the employees. The HR outcomes should also be sustainable and long-term, ensuring that the HR strategy contributes to the development and growth of the organisation and its employees. The HR outcomes should also be ethical and responsible, ensuring that the HR strategy does not harm or exploit the employees, the organisation, or the society.

The MacLean HR model suggests that the organisation should use the HRM audit approach to measure and evaluate its HR outcomes. The HRM audit is a tool that helps the organisation to assess the strengths and weaknesses of its HR strategy, and to identify the gaps and areas for improvement. The HRM audit involves collecting and analysing data on the HR policies and practices, the HR outcomes, and the HR costs and benefits. The HRM audit also involves comparing and benchmarking the HR performance and results with the best practices and standards in the industry and the market. The HRM audit provides the organisation with the information and feedback that can help it to improve and innovate its HR strategy and its organisational strategy.

## Examples of the MacLean HR Model in Practice

The MacLean HR model has been applied and adopted by many organisations in different sectors and industries, such as manufacturing, service, public, and non-profit. Some of the examples of the organisations that have used the MacLean HR model to achieve their strategic goals and objectives are:

**Sony Corporation:** Sony is a global leader in the electronics and entertainment industry, with a vision of delivering innovative and high-quality products and services to its customers. Sony has used the MacLean HR model to align its HR strategy with its organisational strategy, which is based on the four pillars of creativity, technology, globalisation, and diversification. Sony has implemented a HR strategy that focuses on attracting, developing, and retaining the best talents in the industry, and fostering a culture of innovation, collaboration, and customer orientation. Sony has also measured and evaluated its HR outcomes, such as employee satisfaction, performance, productivity, and quality, and used the feedback to improve and innovate its HR strategy and its organisational strategy.

**Starbucks Corporation:** Starbucks is a global leader in the coffee and beverage industry, with a mission of inspiring and nurturing the human spirit through its products and services. Starbucks has used the MacLean HR model to align its HR strategy with its organisational strategy, which is based on the three pillars of product, partner, and planet. Starbucks has implemented a HR strategy that focuses on providing its employees, or partners, with the best working conditions and benefits, and empowering them to deliver the best customer experience and social responsibility. Starbucks has also measured and evaluated its HR outcomes, such as employee satisfaction, commitment, engagement, retention, and customer service, and used the feedback to improve and innovate its HR strategy and its organisational strategy.

**UNICEF:** UNICEF is a global organisation that works to protect and promote the rights and well-being of children and adolescents around the world. UNICEF has used the MacLean HR model to align its HR strategy with its organisational strategy, which is based on the four pillars of survival, development, protection, and participation. UNICEF has implemented a HR strategy that focuses on recruiting, developing, and retaining the best professionals and experts in the field of child rights and development, and creating a culture of diversity, inclusion, and accountability. UNICEF has also measured and evaluated its HR outcomes, such as employee satisfaction, performance, productivity, quality, and innovation, and used the feedback to improve and innovate its HR strategy and its organisational strategy.

## MacLean Model in Summary

The MacLean HR model is a useful framework for understanding and implementing a strategic HRM system in an organisation. The model emphasises the dynamic and interactive nature of HRM, as well as the alignment and integration of the HR strategy with the organisational strategy and the external environment. The model also highlights the importance of measuring and evaluating the HR outcomes to ensure the continuous improvement of the HR strategy and the organisational strategy. By applying the MacLean HR model, organisations can enhance their human capital and achieve their strategic goals and objectives.

However, the MacLean HR model is not without its limitations and challenges. Some of the limitations and challenges of the MacLean HR model are:

- The complexity and uncertainty of the external environment, which may make it difficult for the organisation to scan and monitor the changes and trends, and to respond and adapt to them effectively and efficiently.
- The difficulty and ambiguity of formulating and implementing a clear, coherent, and consistent organisational strategy, which may result from the lack of vision, mission, goals, and objectives, or the conflict and inconsistency among them.
- The diversity and complexity of the human resources, which may make it challenging for the organisation to design and implement a HR strategy that meets the needs and expectations of the employees, and that respects and promotes their rights and interests.
- The availability and reliability of the data and information on the HR outcomes, which may affect the accuracy and validity of the measurement and evaluation of the HR strategy, and the feedback and improvement of the HR strategy and the organisational strategy.

The MacLean HR model should be used as a guide and a reference, rather than a prescription and a rule, for the organisation to develop and implement its strategic HRM system. Each organisation should also be aware of the limitations and challenges of the MacLean HR model and seek to overcome them by using other tools and techniques, such as environmental scanning, scenario planning, stakeholder analysis, strategic planning, strategic alignment, strategic communication, strategic leadership, strategic change, and strategic learning. The organisation should also be open and willing to revise and update its MacLean HR model according to the changes and developments in the external environment, the organisational strategy, the HR strategy, and the HR outcomes.

The MacLean HR model is a valuable contribution to the field of strategic HRM, and it has been widely used and recognised by academics and practitioners. However, the MacLean HR model is not the final and definitive answer to the question of how to manage the human resources strategically. The MacLean HR model is a dynamic and evolving framework that can be improved and modified by the organisation and its stakeholders, as well as by the researchers and scholars. The MacLean HR model is an invitation and an opportunity for the organisation to explore and experiment with different ways and methods of managing its human resources strategically, and to achieve the best possible results and impacts for the organisation and its employees.

# Application to the SME Environment

Implementing the MacLean HR Model in small to medium-sized businesses (SMBs) requires a tailored approach that takes into account the unique characteristics and constraints of these organisations. Here's a step-by-step guide on how SMBs can effectively implement the model:

1. **Assessment of Current HR Practices:** Start by conducting an assessment of your current HR practices. Identify strengths, weaknesses, and areas for improvement across different HR functions such as recruitment, training, performance management, and employee engagement.
2. **Alignment with Organisational Goals:** Ensure that HR practices are aligned with the strategic objectives of the SMB. Review the business goals and identify how HR practices can support these objectives. For example, if the goal is to expand into new markets, HR practices should focus on talent acquisition and development to support growth.
3. **Tailored Approach to Commitment Flexibility:** SMBs often have limited resources and flexibility compared to larger organisations. Therefore, it's essential to adopt a commitment flexibility approach that is practical and feasible for the organisation's size and structure. This may involve offering flexible work arrangements, cross-training employees to enhance flexibility, and fostering a culture of agility and adaptability.
4. **Promotion of Quality of Work Life:** SMBs can promote a high quality of work life by prioritising employee well-being and satisfaction. This can be achieved through initiatives such as providing opportunities for professional development, promoting work-life balance, and creating a positive work culture that values employee input and feedback.
5. **Implementation of High Performance Work Systems (HPWS):** Implement HPWS practices that are suitable for the size and resources of the SMB. This may include empowering employees to make decisions, implementing performance-based incentives, and investing in employee training and development programs to enhance skills and productivity.
6. **Continuous Monitoring and Improvement:** Monitor the effectiveness of HR practices on an ongoing basis and solicit feedback from employees to identify areas for improvement. Make adjustments as necessary to ensure that HR practices remain aligned with organisational goals and continue to meet the needs of employees.
7. **Investment in HR Technology:** Leverage HR technology to streamline processes and improve efficiency. Many SMBs can benefit from using HR software for tasks such as payroll processing, employee scheduling, and performance tracking. Investing in technology can help SMBs automate routine HR tasks, freeing up time for HR professionals to focus on strategic initiatives.
8. **Training and Development:** Invest in training and development programs to build HR capabilities within the organisation. Provide opportunities for HR professionals to enhance their skills and stay updated on industry trends and best practices. Additionally, provide training for managers and supervisors on HR-related topics such as performance management and employee relations.

By following these steps, SMBs can effectively implement the MacLean HR Model and enhance their HR practices to drive organisational success and achieve their strategic objectives. It's important to approach implementation with a focus on practicality and feasibility, taking into account the unique needs and constraints of small to medium-sized businesses.



# Establishing a Baseline and Improvement Targets

A 5-level maturity model can be applied to the MacLean HR Model to assess the extent to which an organisation has implemented HR practices aligned with the model's principles. Each level of the maturity model represents a stage of HR development, with higher levels indicating greater alignment with the MacLean HR Model and more advanced HR capabilities. Here's how the MacLean HR Model can be mapped onto a 5-level maturity model:

## 1. Level 1: Initial/Ad Hoc

At this stage, HR practices within the organisation are typically disorganised and reactive. There's a lack of formal HR processes, and activities are often carried out on an ad hoc basis. HR functions such as recruitment, training, and performance management may be handled inconsistently across different departments or teams, leading to inefficiencies and potential disparities in treatment among employees. Strategic alignment between HR initiatives and organisational goals is minimal, with HR primarily focused on day-to-day tasks rather than long-term planning. Concepts such as commitment flexibility, quality of work life, and high performance work systems are not yet recognised or prioritised.

## 2. Level 2: Emerging/Defined

As the organisation progresses to this level, there's a recognition of the need to formalise HR practices and processes. Basic HR functions are established, and there's an effort to standardise procedures to ensure consistency across the organisation. However, these processes may still be somewhat fragmented, and there may be gaps in implementation. HR initiatives are beginning to be aligned with broader organisational objectives, although this alignment may not yet be fully integrated or strategic. The organisation is starting to acknowledge the importance of concepts such as commitment flexibility and quality of work life, but they are not yet fully embraced or embedded in HR practices.

## 3. Level 3: Standardised/Managed

At this level, the organisation has achieved a greater level of maturity in its HR practices. HR processes are standardised and consistently applied across the organisation, leading to improved efficiency and effectiveness. There's a clear alignment between HR activities and organisational goals, with HR playing a more strategic role in driving business success. The organisation invests in continuous improvement of HR practices, using data and metrics to measure performance and identify areas for enhancement. Concepts such as commitment flexibility, quality of work life, and high-performance work systems are actively promoted and integrated into HR strategies, contributing to a positive work environment and employee satisfaction.

## 4. Level 4: Measured/Integrated

At this stage, HR practices are fully integrated into the organisation's overall business strategy and operations. HR performance is measured using key metrics and indicators, and data-driven decision-making is used to continuously improve HR effectiveness. The organisation places a strong emphasis on employee engagement, development, and well-being, recognising these factors as crucial drivers of organisational success. Initiatives such as flexible work arrangements, employee development programs, and performance-based incentives are tailored to meet the diverse needs of employees. Commitment flexibility, quality of work life, and high-performance work systems are deeply embedded in the organisational culture, contributing to high levels of employee morale and productivity.

## 5. Level 5: Optimised/Strategic

At the highest level of maturity, HR is fully integrated into the organisation's strategic planning and decision-making processes. HR practices are continuously Optimised to support the achievement of organisational goals and drive

sustainable competitive advantage. The organisation fosters a culture of innovation and continuous learning within the HR function, with a focus on anticipating and adapting to future trends and challenges. HR initiatives are proactive rather than reactive, and the organisation is able to anticipate and respond effectively to changes in the external environment. Commitment flexibility, quality of work life, and high-performance work systems are deeply ingrained in the organisation's DNA and are central to its identity and success.

By evaluating their HR practices against this 5-level maturity model, organisations can gain valuable insights into their current level of HR maturity and identify areas for improvement. This enables them to develop targeted strategies for advancing their HR capabilities and aligning their practices with the principles of the MacLean HR Model, ultimately driving greater success and competitiveness in the marketplace.

# The WA Leaders Benchmark Data

Participants at the WA Leaders event held on 15 February 2024 were invited to complete a maturity assessment against the Maclean model to help establish a WA Leaders benchmark.

Analysis of the data yielded some interesting results, with the key takeaways being:

Specific areas that most WA Leaders members **intend to address in 2024** included:

5. Employee Engagement
6. Learning and Talent Development
7. Leadership Development
8. Employer Brand

Categories where most members know they **need more focus but lack time, capacity or capability** included:

1. Organisational Effectiveness
2. Learning and Development
3. Talent Acquisition and Management

Areas where most WA Leaders members felt they were **already at their desired state of maturity** included:

1. Culture
2. Payroll (an interesting result given recent focus on payroll compliance, wage theft, and statutory penalties)

## A Word of Warning

Small to medium-sized companies (SMBs) should exercise caution when relying heavily on benchmark data for several reasons:

1. **Limited Comparability:** Benchmark data often comes from larger organisations or industry averages, which may not be directly applicable to SMBs due to differences in size, industry, geography, and other factors. As a result, benchmarking against larger or more established companies may not provide meaningful insights for SMBs and could lead to misguided decisions.
2. **Unique Context:** SMBs operate in unique contexts with distinct challenges, opportunities, and constraints compared to larger enterprises. Factors such as limited resources, shorter operating histories, and less organisational complexity can significantly impact performance metrics and make direct comparisons with larger companies misleading.
3. **Focus on Long-Term Strategy:** SMBs often need to prioritise long-term sustainability and growth over short-term performance benchmarks. While benchmark data can provide valuable insights into industry norms and best practices, SMBs should focus on developing strategies tailored to their specific goals, resources, and competitive landscape rather than solely aiming to match industry averages.
4. **Innovation and Agility:** SMBs are often more agile and innovative than larger organisations, allowing them to adapt quickly to changing market conditions and seize emerging opportunities. Relying too heavily on benchmark data may stifle creativity and discourage experimentation, preventing SMBs from leveraging their unique strengths to drive growth and differentiation.
5. **Quality of Data:** Benchmark data may not always be reliable or accurate, especially if it is sourced from a limited number of participants or outdated sources. SMBs should critically evaluate the quality and relevance of benchmark data before making decisions based on it and consider supplementing benchmarking with other sources of information, such as industry reports, market research, and customer feedback.

6. **Focus on Value Creation:** Rather than simply benchmarking against industry peers, SMBs should focus on creating unique value propositions for their customers and stakeholders. By understanding their customers' needs and delivering innovative solutions that address those needs effectively, SMBs can differentiate themselves in the market and achieve sustainable growth without necessarily conforming to industry benchmarks.

In summary, while benchmark data can provide useful insights and benchmarks for WA Leaders members, it should be used judiciously and supplemented with other sources of information. WA Leaders members should focus on developing tailored strategies that leverage their unique strengths, address their specific challenges, and create long-term value for their employees.

# Developing an Action Plan

With a clear focus on improvements in **Employee Engagement, Learning and Talent Development, Leadership Development and Employer Brand** during 2024, Brainbox would recommend that the WA Leaders cohort consider selecting individual improvement initiatives to help enhance maturity in these three key elements.

As with any program of improvement work, activities need strong management sponsorship, a clear program of work, internal champions, and outcomes that can be readily measured and reported.

Brainbox has used the area of Employee Engagement to expand and illustrate this maturity and improvement driven approach.

## Employee Engagement

WA Leaders members wishing to dive deeper into employee engagement may wish to rate their performance using a more sophisticated maturity model:

### Level 1

At this level, engagement efforts are sporadic and reactive. There is little to no formal strategy in place for employee engagement. Engagement activities might be initiated in response to specific issues or events, but there's no cohesive approach or long-term planning.

#### Characteristics:

- Engagement efforts are inconsistent.
- Limited communication about engagement initiatives.
- Minimal measurement or tracking of engagement metrics.
- No designated resources or roles for engagement activities.

### Level 2

Organisations at this level recognise the importance of employee engagement and begin to take proactive steps to address it. There is a growing awareness of the benefits of engagement and a willingness to invest time and resources into initiatives.

#### Characteristics:

- Basic understanding of employee engagement concepts.
- Some informal initiatives or programs in place.
- Limited resources dedicated to engagement.
- Initial efforts to gather feedback and measure engagement.
- Engagement activities are often ad-hoc or department-specific.

### Level 3

At this stage, organisations have developed a formalised employee engagement strategy. There is a clear understanding of the role engagement plays in organisational success, and efforts are aligned with broader business objectives.

#### Characteristics:

- Comprehensive engagement strategy aligned with organisational goals.
- Dedicated resources and roles for managing engagement initiatives.
- Regular communication about engagement efforts across the organisation.

- Systematic collection of feedback and measurement of engagement metrics.
- Training and support for managers to foster engagement at the team level.

#### **Level 4**

Organisations at this level have integrated employee engagement into their overall culture and operations. Engagement is seen as everyone's responsibility, and initiatives are woven into the fabric of the organisation.

##### Characteristics:

- Engagement is embedded in organisational values and culture.
- Continuous improvement mindset applied to engagement initiatives.
- Engagement metrics are tracked and analysed in real-time.
- Leadership actively champions engagement efforts.
- Employee voice is valued and incorporated into decision-making processes.

#### **Level 5**

At the highest level of maturity, organisations not only sustain engagement efforts but also continuously innovate and evolve their approach. They are constantly seeking new ways to enhance the employee experience and drive greater levels of engagement.

##### Characteristics:

- Culture of innovation applied to engagement practices.
- Experimentation with emerging technologies and strategies.
- Agile response to changing employee needs and preferences.
- Thought leadership in the field of employee engagement.
- Strong employer brand and reputation for employee experience excellence.

## **Improving Employee Engagement**

Once rated, WA Leaders members may wish to consider the following recommended improvements to move from one level to the next:

### **Moving from Level 1 to Level 2:**

1. Conduct an employee survey to understand current engagement levels.
2. Establish a dedicated engagement team or committee.
3. Implement regular check-ins with employees to gather feedback.
4. Provide training for managers on the importance of employee engagement.
5. Introduce recognition programs to acknowledge employee contributions.
6. Communicate the importance of engagement to all employees.
7. Set goals for improving engagement metrics.
8. Encourage cross-departmental collaboration on engagement initiatives.
9. Create a suggestion box or digital platform for collecting ideas from employees.
10. Begin tracking key engagement metrics such as turnover rates and employee satisfaction scores.

### **Moving from Level 2 to Level 3:**

1. Develop a formal employee engagement policy or strategy.

2. Conduct focus groups to gather in-depth insights into employee needs and preferences.
3. Offer flexible work arrangements to promote work-life balance.
4. Provide opportunities for career development and advancement.
5. Expand recognition programs to include peer-to-peer recognition.
6. Invest in technology to facilitate communication and collaboration.
7. Establish clear channels for feedback and suggestions.
8. Implement regular pulse surveys to track engagement trends.
9. Train managers on effective communication and employee motivation techniques.
10. Conduct regular town hall meetings to foster transparency and open dialogue.

#### **Moving from Level 3 to Level 4:**

1. Align engagement goals with broader organisational objectives.
2. Integrate engagement into performance management processes.
3. Develop a comprehensive communication plan for engagement initiatives.
4. Offer training and development opportunities tailored to individual employee needs.
5. Create employee resource groups to foster inclusivity and diversity.
6. Implement a mentorship program to support career growth.
7. Conduct regular engagement surveys with actionable follow-up plans.
8. Establish a recognition framework tied to organisational values.
9. Encourage innovation and creativity through idea-sharing platforms.
10. Empower employees to take ownership of engagement initiatives within their teams.

#### **Moving from Level 4 to Level 5:**

1. Embed engagement into leadership development programs.
2. Establish cross-functional teams to drive engagement initiatives.
3. Foster a culture of trust and psychological safety.
4. Promote work-life integration through flexible policies and supportive managers.
5. Create opportunities for employees to participate in decision-making processes.
6. Provide resources for employees to pursue passion projects or learning opportunities.
7. Implement agile performance management practices to adapt to changing needs.
8. Encourage collaboration and knowledge-sharing across departments.
9. Recognise and celebrate achievements regularly.
10. Invest in technology to streamline engagement processes and access real-time feedback.

#### **Moving into expert or fully-optimised state**

1. Foster a culture of experimentation and learning.
2. Implement advanced analytics to predict and prevent disengagement.
3. Encourage employees to take sabbaticals or pursue extended learning opportunities.

4. Establish partnerships with external organisations to stay abreast of best practices.
5. Offer wellness programs to support employees' physical and mental well-being.
6. Create opportunities for employees to lead cross-functional projects.
7. Conduct regular "hackathons" or innovation challenges to generate new ideas.
8. Develop personalised career paths for employees based on their interests and skills.
9. Implement gamification elements to make engagement initiatives more engaging.
10. Continuously gather feedback from employees and iterate on engagement strategies based on their input.

## Where to from here?

WA Leaders members wishing to find out how to assess other areas of the HR landscape and establish improvement initiatives are welcome to discuss these directly with the Brainbox industry experts.