



# The dozen dos

**This guidance aims to help you create a local approach to staff engagement in the context of the wider workforce strategy for your organisation and its overall approach to staff experience.**

## What are the dozen dos?

Based on this analysis the top twelve dos for staff engagement are:

- 1. Give people a voice, one that is heard and that counts.** Giving staff a voice and showing that it counts has the most impact on staff engagement levels.
- 2. Build a compassionate culture.** Compassion may be the most important overall factor in health and social care.
- 3. Support line managers to lead their teams in a supportive and compassionate way and strengthen team working.** Line manager behaviour is the single greatest driver of engagement.
- 4. Increase involvement: when people feel listened to and involved in decision making.** Involvement should happen at all levels within the organisation.
- 5. Give people autonomy, agency and control over their working lives.** When people experience freedom and autonomy, their level of engagement improves.
- 6. Provide staff with support to develop in their job role and progress in their career.** Where staff feel supported to develop their skills or career they tend to feel more engaged.
- 7. Ensure senior leaders are visible, approachable and communicate well.** Two-way communication leads to greater

engagement.

8. **Build psychologically safety.** The degree to which people feel psychologically safe to speak up and raise concerns has a key impact.
9. **Value, recognise and celebrate staff regularly.** Where staff feel appreciated and valued staff engagement is fostered.
10. **Reduce people's work pressures and ensure staffing levels are safe.** Looking at and addressing pressures in the workplace is a key factor for staff experience and can enhance staff engagement.
11. **Provide improved health and wellbeing support.** Health and wellbeing and staff engagement are closely connected; and higher levels of staff engagement can have a positive impact on staff absence.
12. **Work in partnership with staff side.** Staff representatives and bodies can be a key factor in engaging fully with your employees.

## Examples of action

Trusts have taken action to put these ideas into practice and improved staff engagement in the 2023 NHS Staff Survey. NHS Employers has case studies with local examples on many of the issues raised and some are linked below. Where there is not a published case study, more information can be supplied on request.