

IBM Conference.

People Engagement.

How to Create and Sustain an Engaged Workforce

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Head of People Engagement

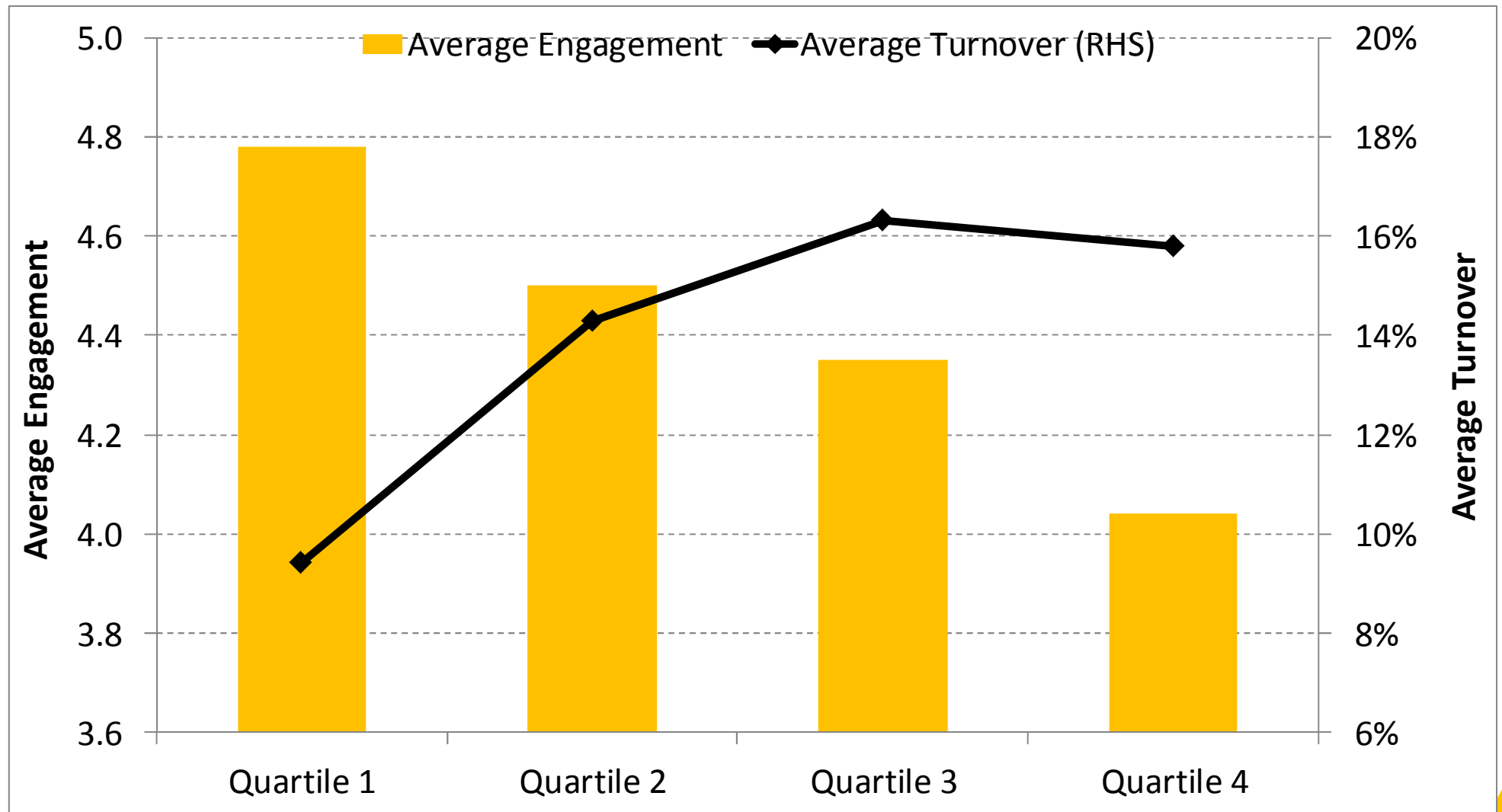
About ASB.

- Opened June 5 1847
- 100% owned by CBA
- Own ASB Board
- Over 140 branches nationwide
- Commercial/Rural offices throughout NZ (Whangarei to Invercargill)
- 5000+ employees
- More than 1.2m customers

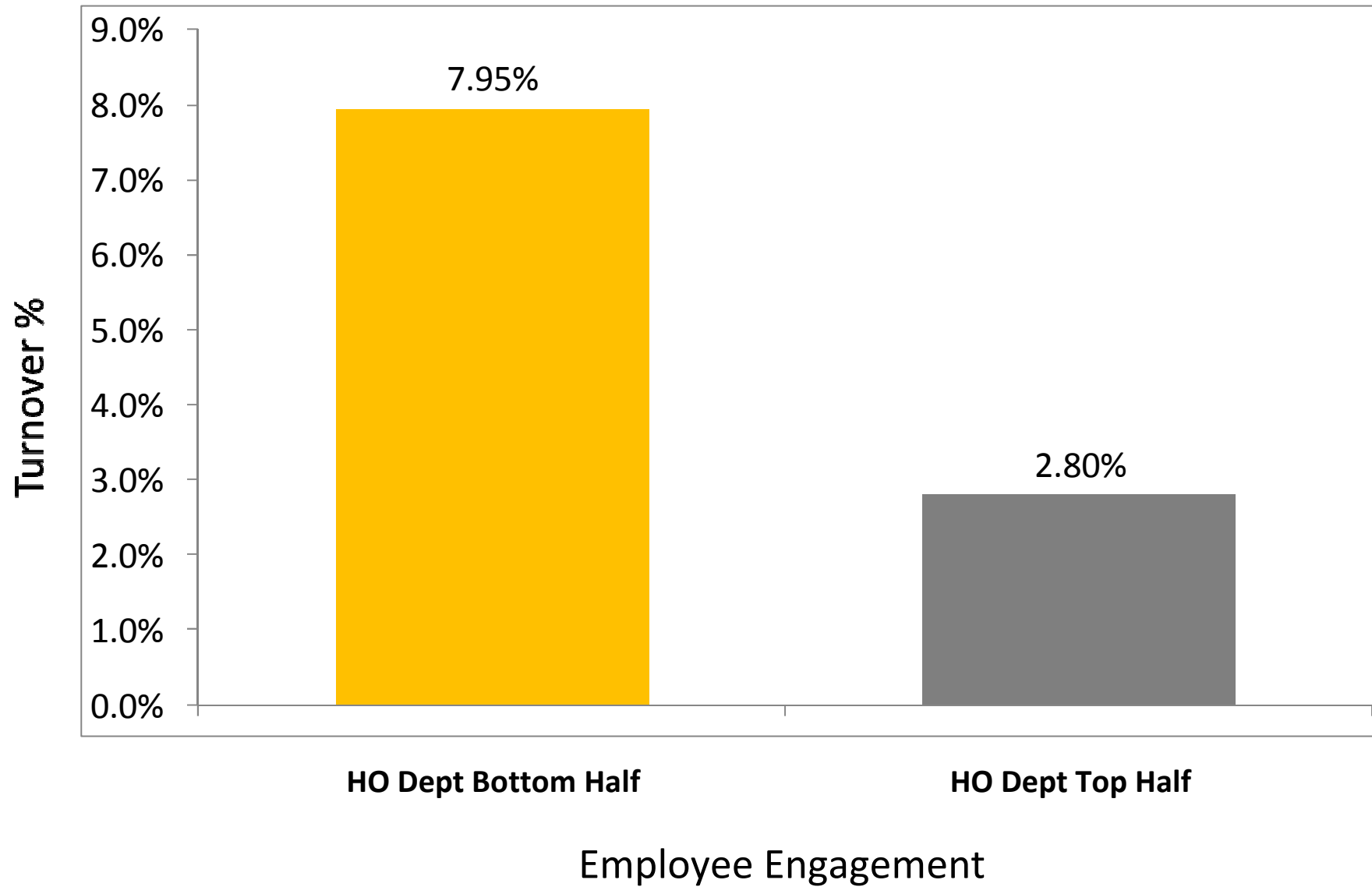
Engagement History.

Year	Average	Percentile	Response Rate %
2001	3.74	66	87

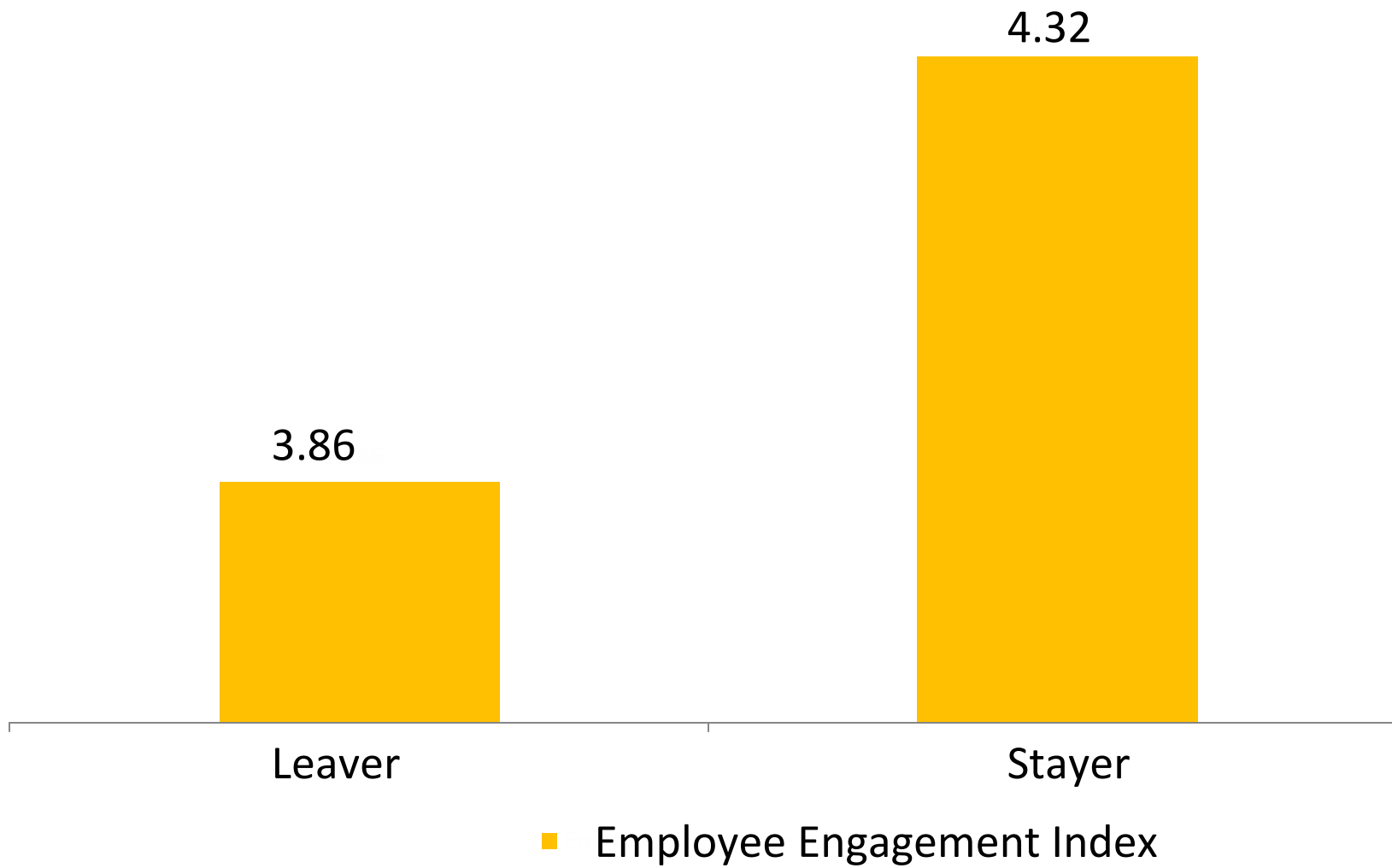
Engagement and Turnover



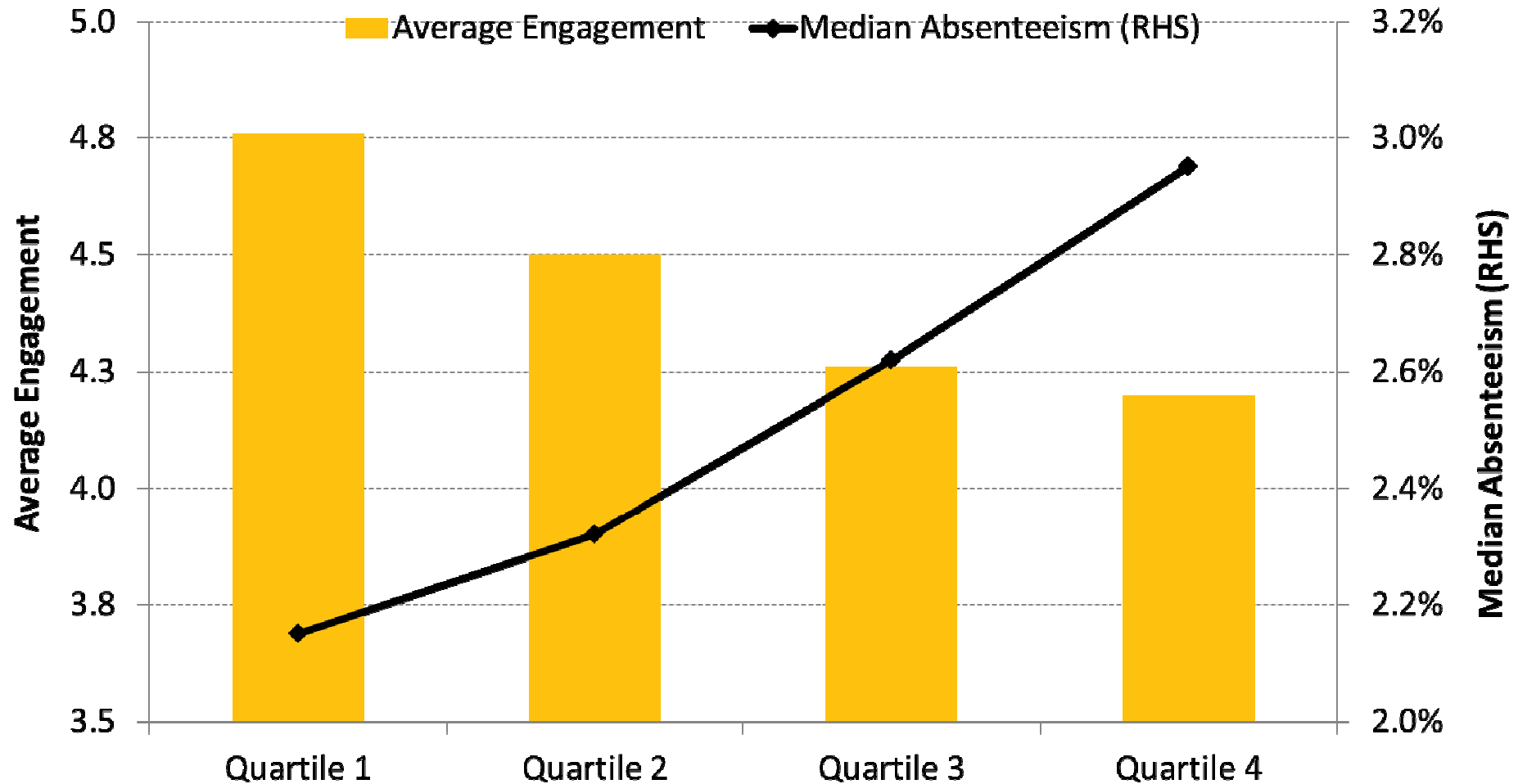
Head Office Dept vs Turnover



Turnover

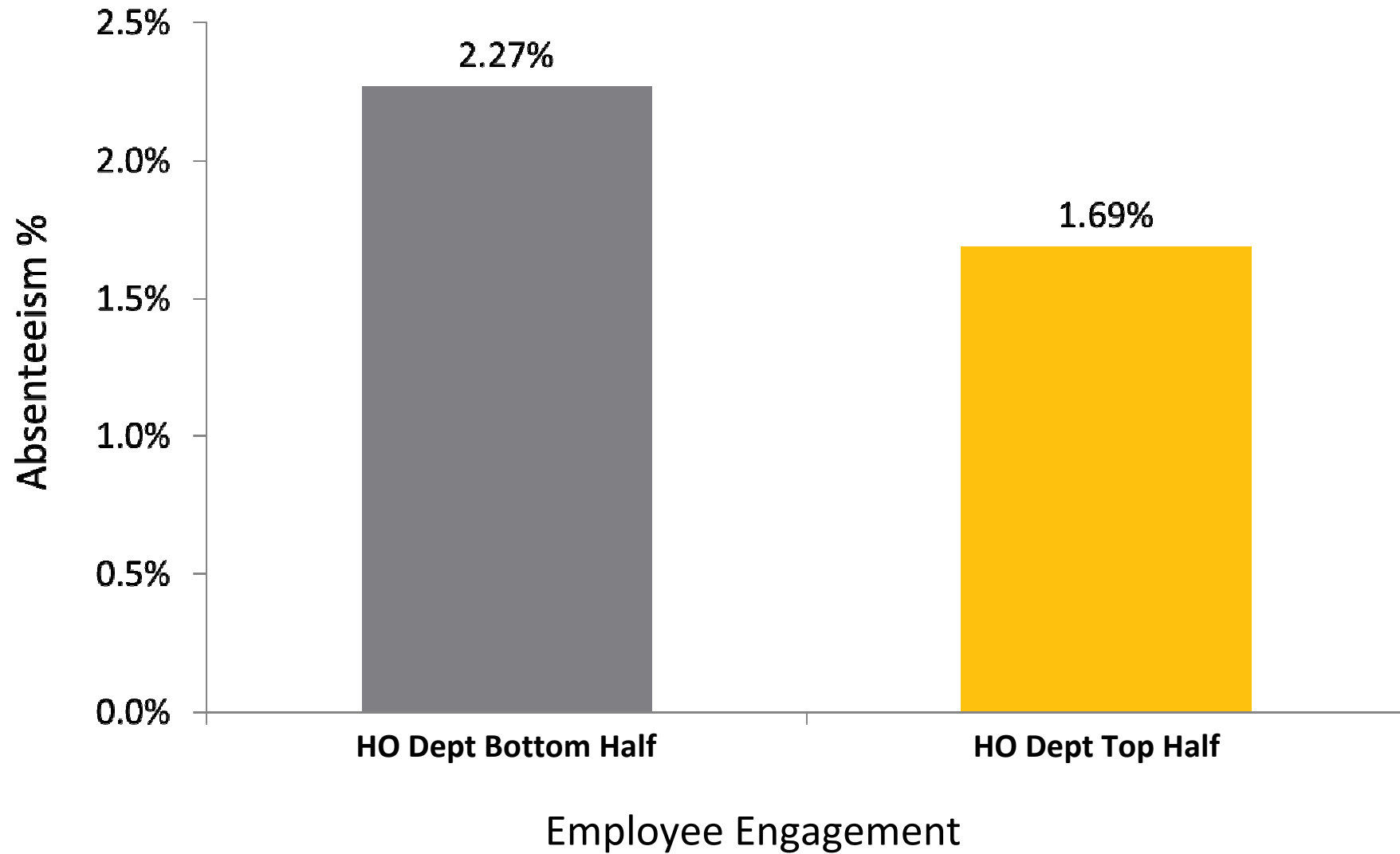


Engagement and Absenteeism

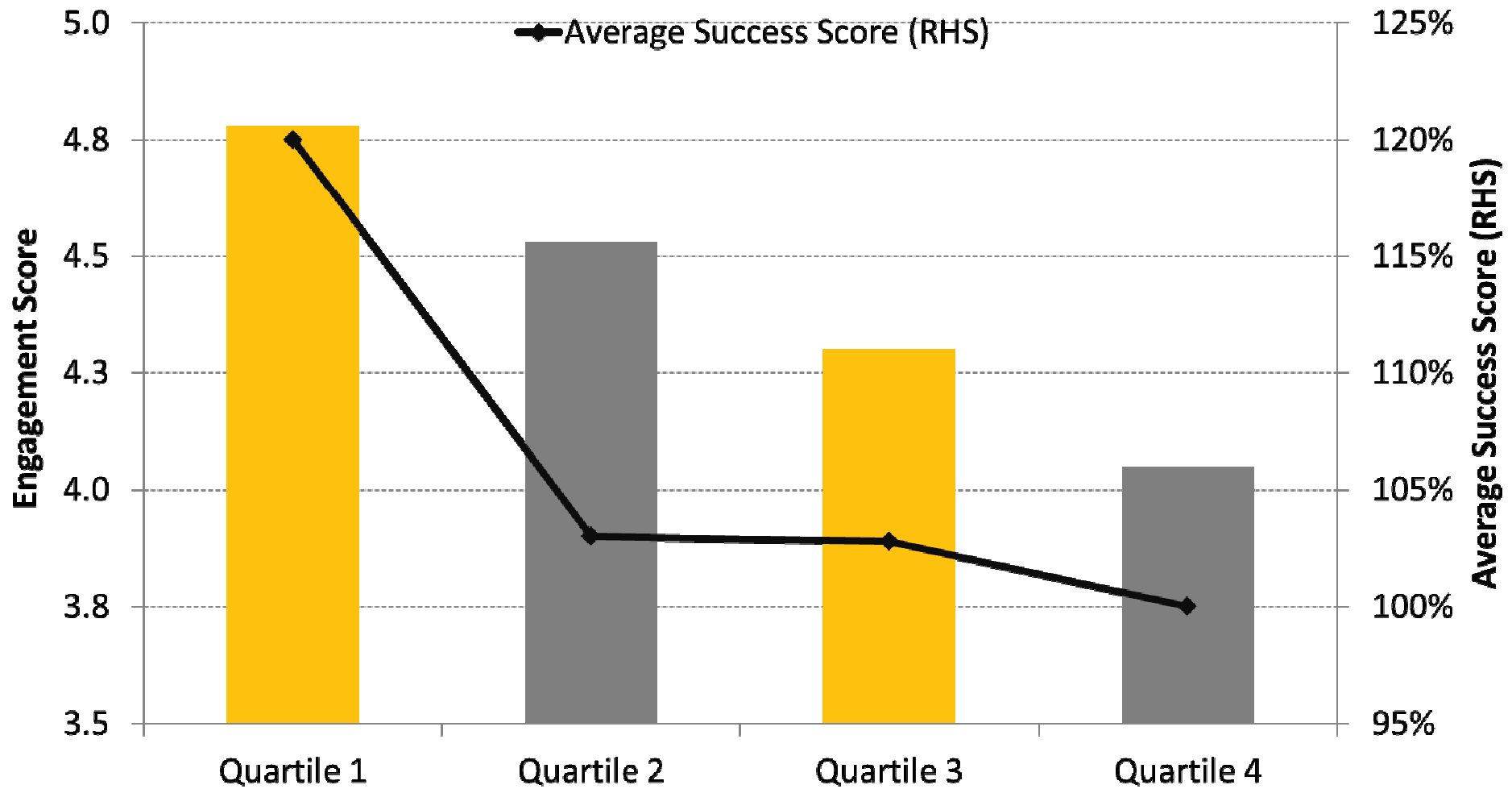


Note: This data includes branches only

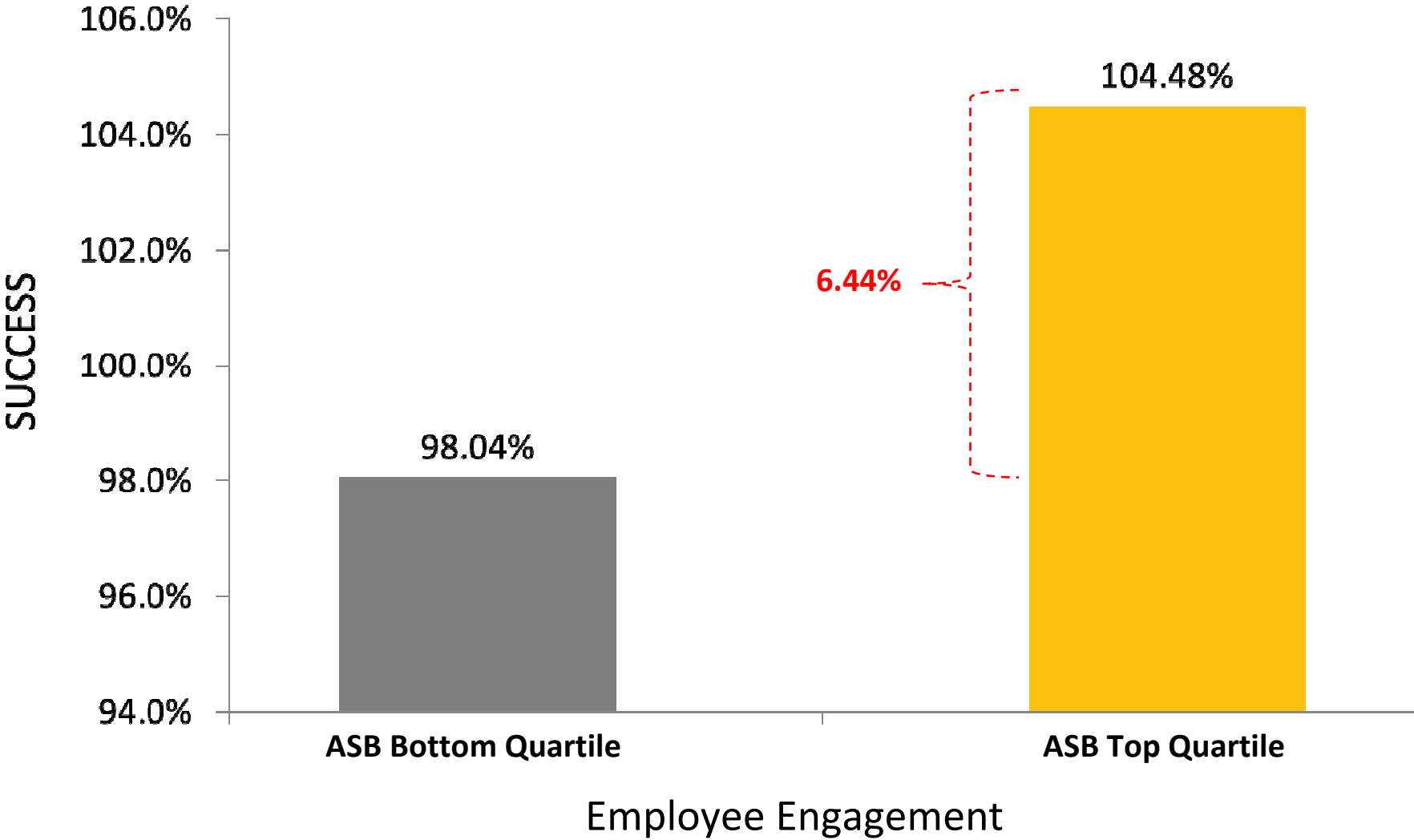
Head Office Dept vs Absenteeism



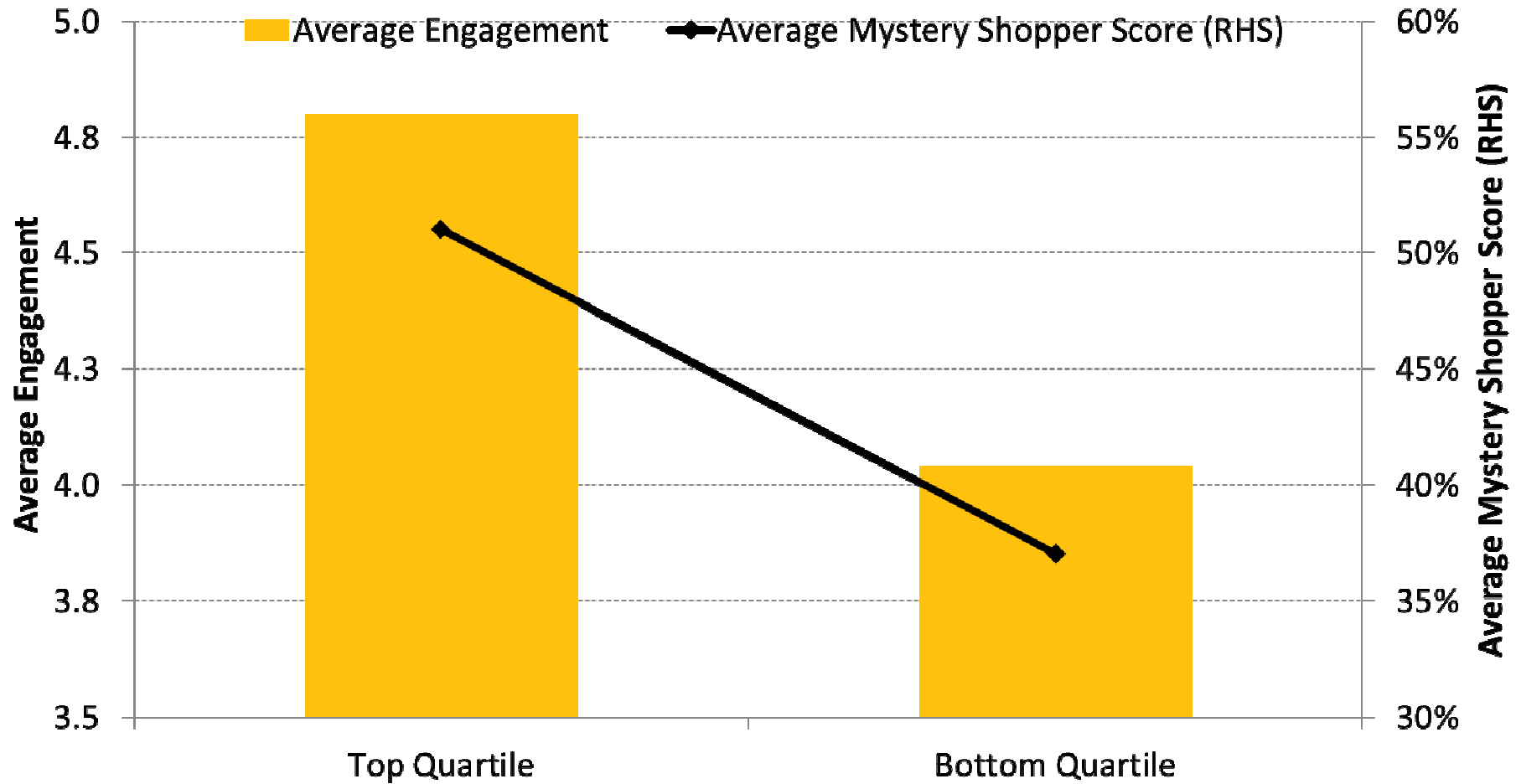
Engagement and Success Score



Branch SUCCESS Results by ASB Engagement Quartiles



Engagement and Mystery Shopper



People Engagement.

What Works.

Organisational Initiatives

- Commitment of CEO and Senior Management
- Central drive (***with passion***)
- Linked to our Vision
- Discussed at induction
- Robust internal communication plan (***keep it alive***)
- Celebrating successes
- Working with the low scoring teams
- Cascading action planning
- Bank-wide programme to disseminate results (including training)
- Action Planning – ***do not underestimate its power***
- Bank-wide action planning focus

People Engagement.

What Works.

Team Initiatives

- Action Planning
- Involving everyone in the team
- Share chairperson role
- Understanding each individual within the work group
- Discussions during monthly one-on-ones
- Keeping it alive
- Having fun
- Link to overall performance

People Engagement.

What doesn't work.

- Over cooking
- Under cooking
- Making it too complicated
- No sharing of results
- No action planning
- Huge splurge the week before
- Bullying by managers

People Engagement. Maintaining Momentum.

- Central Drive (*with PASSION*)
- Support at Board level; accountability at Executive level
- Engagement champions – regional and team
- Internal communications
- Link to overall performance
- Information sessions for all areas – *each person is critical*
- Lifting the low scorers – *understand why?*
- *Ensure Master List/Org Mapper is correct*

Great Teams have Great Plans.

Top 10 teams

EEI	Action Planning
100	100
100	100
100	100
100	100
100	100
100	100
100	100
100	100
100	100
100	100

Bottom 10 teams

EEI	Action Planning
17	70
20	60
29	29
35	20
40	20
41	50
42	33
44	25
46	43
50	38

Questions?