



# Work Psychology Group

## Thinking differently

**Manufacturing**  
Evaluation



## Measuring Employee Engagement for World Class Performance

### Background

British Gypsum, an international manufacturing organisation within the Saint-Gobain group, implemented a new World Class Performance plan in 2006 which set out policies for, amongst other things, improving safety, encouraging innovation and leadership, improving communication and developing a learning organisation.

The organisation put together a series of activities to implement the new policies, but had no way of evaluating their effectiveness.

British Gypsum approached Work Psychology Group to develop an evaluation tool. They were interested in understanding their employees' views on a number of key issues and then using this information to develop plans to increase employee engagement and ultimately improve the productivity and profitability of the organisation.

### Action Plan

Work Psychology Group was commissioned to develop, deliver and analyse a tool to evaluate implementation of the World Class Performance plan.

Consultation was carried out with employees and stakeholders to develop a survey that would identify and measure the key issues related to employee engagement, including:

- Leadership
- Learning
- Innovation
- Teamwork
- Reward and recognition
- Communication.

The employee survey was delivered to over 500 employees. Rigorous analysis was carried out and the results fed back to executives and employees. This enabled the management team to identify areas for improvement within the business and to change policy implementation plans to better suit the needs of their employees.

### Results & Outcomes

Over the years, the survey has demonstrated greater employee engagement, increased innovation and an improved safety record within British Gypsum. In order to continue to monitor improvements, British Gypsum requested that WPG annually review and update the survey. WPG has successfully run this survey for the past four years.

The success of the employee engagement survey has led to two other companies within the Saint-Gobain group, Isover and Artex, requesting similar activities be carried out by WPG.

