

Case Study

An *Even Better* Place to Work

----- Cross Keys Homes -----

Absenteeism down from 12 to 4 days over a two-year period



Cross Keys Homes is an award winning housing association and care services provider across the East of England.

They manage over 11,000 properties and over the last 10 years, have built over 1,300 new homes

Soon, people began to initiate conversations with their colleagues about real work and relationship issues and the scores of the 7 Satisfaction At Work indicators started to show improvements.

After introducing the program

- Absenteeism was reduced from 12 to 4 days
- Achieved Investors in People silver award
- Listing in the Sunday Times Top 100 companies to work for

The Need

Absenteeism was Cross Keys Home's biggest area of concern at the time, with the average number of days per full time employee at 12 against a housing sector benchmark of just 5.

Cross Keys was looking for a solution that would involve staff taking ownership - thus furthering the organization's employee engagement agenda.

The Solution

An Even Better Place to Work was reviewed and selected as the solution in 2009.

It is designed to improve staff satisfaction levels and hence lead to a reduction in absenteeism and attrition rates.

It was seen as meeting the ownership need because it is driven by individuals and team leaders, not HR or management.

The Results

Inevitably, the **An Even Better Place to Work** solution had mixed responses at first, some people were highly engaged and others less so, but the vast majority were very willing participants.

Mick Leggett, (former CEO who retired in 2014) attributed these successes to **An Even Better Place to Work**.

He said *"The program has made our place of work happier, more fulfilling for all and ultimately, more productive and high performing."*

Mick also stated in an article in a local newspaper *"The program is about making your place of work happier, more fulfilling for all and ultimately more productive and high performing as an organization."*

Read the full article at: <http://bit.ly/CrossKeysBP2W-PTArticle>

Lisa Glendye, (who was HR manager for almost 6 years) stated at the time, *"We now have a culture of greater openness, trust and collaboration, a culture where people feel valued, engaged and take ownership"*

Staff Quotes

"At first I was a little unsure about how my team would respond to the activities but after a few sessions they really opened up and have taken more responsibility for resolving their own problems and invite feedback."

"I find my team a lot happier and there is a stronger bond which results in us pulling together more."



www.satisfactionatwork.com

Note – some spelling in this case study may have been changed from the original UK English to US English