

Boosting Engagement & Motivation

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Meet your trainer

- ▶ I have been a HR professional for 15+ years, working across private and voluntary sector organisations
- ▶ People fascinate me. The world of HR gives me a chance to help people navigate challenges, build strong teams and understand the very quirky world of employment law.
- ▶ Outside of work you'll find me spending time with my family, travelling the country in our caravan and crocheting.



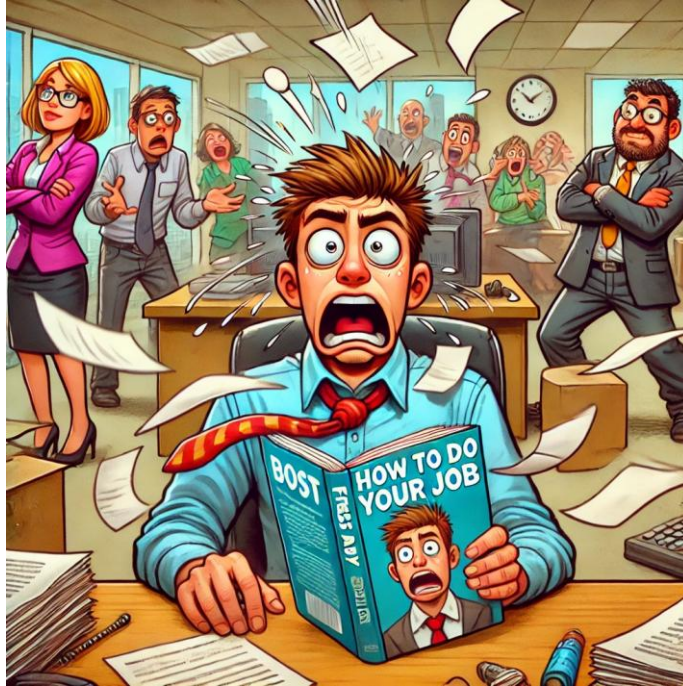
How we will make this a great session

- Keep an open mind, respect everyone's input, even if it differs from your own
- Thoughtful questions – curiosity is encouraged, let's be mindful of how we frame questions
- Supportive participation – a space where everyone feels comfortable sharing ideas

Today's session

- What's it all about?
- Why engagement matters in the Sector
- Motivation theories
- The role of leadership in motivation
- Types of engagement strategies
- Building a Culture of Collaboration and Innovation
- Useful templates and framework guides
- Q&A

What was the worst job you've ever had and why?



What's the big deal?

In our sector...

- We don't work for profit – we work for purpose
- Staff and volunteers are often driven by values, not just salaries
- Funding is tight, teams are small, and roles often stretch beyond the job description
- When motivation or engagement levels dip, impact suffers – and when it rises, small teams do extraordinary things!

Understanding Motivation

Motivation refers to the **internal and external factors** that stimulate desire and energy in individuals to be continually interested and committed to a task.

In our sector, where resources are often limited and roles can be multifaceted, motivation becomes even more critical.

Employees often wear many hats, and their level of motivation can directly influence the overall success of the organisation.



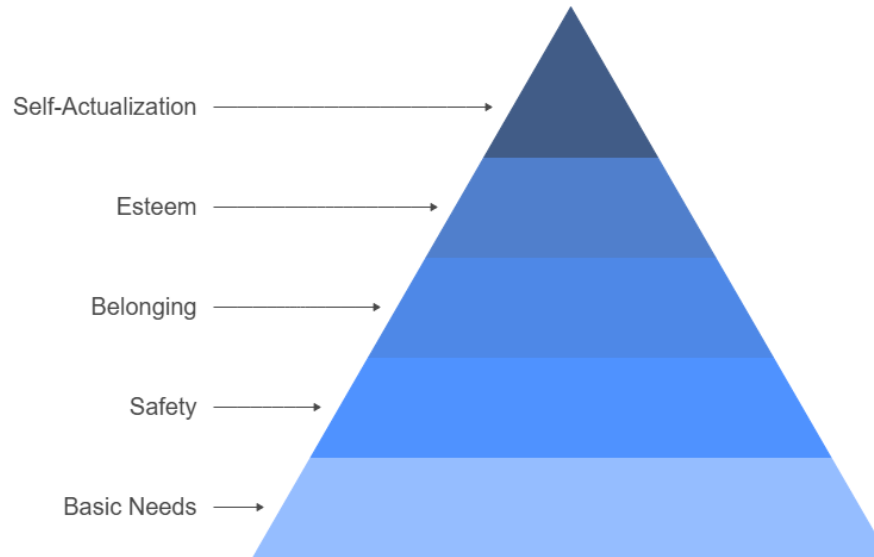
What are some of the
factors that motivate you
personally at work?



Motivation Theories

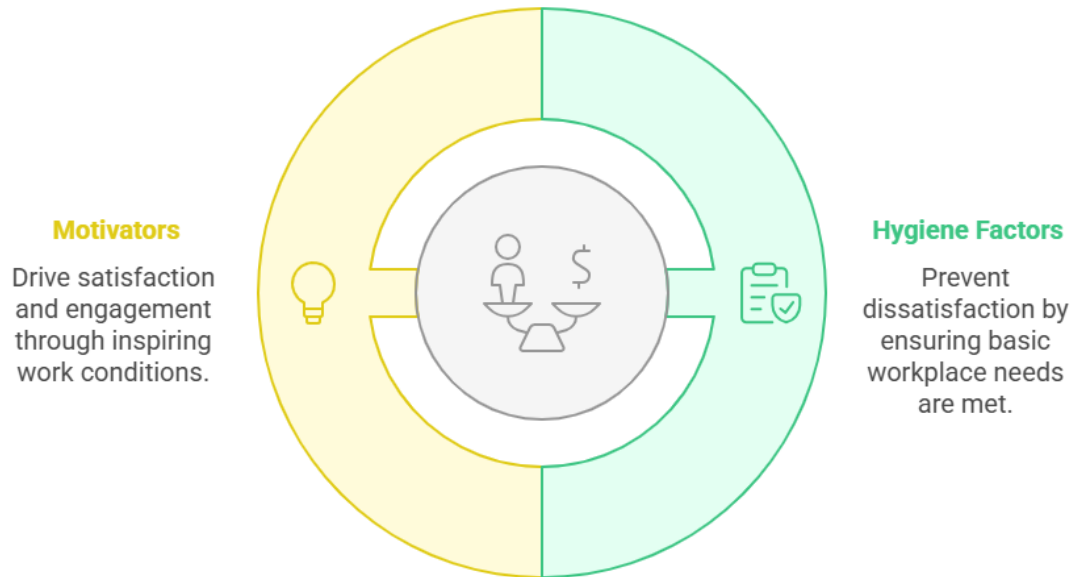
Maslow's Hierarchy of Needs

Understanding what people need to feel motivated and fulfilled, from the ground up



Herzberg helps us understand what drives and drains motivation in work. There are 2 categories:

1. Hygiene Factors that *prevent* dissatisfaction
2. Motivators that *inspire* satisfaction



What things, if missing
or done badly, really
frustrate people or
cause tension?



How is motivation linked to Engagement?

Motivation

- Internal and external factors that drive individuals to take action
 - Personal satisfaction levels
 - Interest levels
 - Recognition
 - Rewards

**Increased
Productivity**

**Sustained
Interest**

**Enhanced
Satisfaction**

Engagement

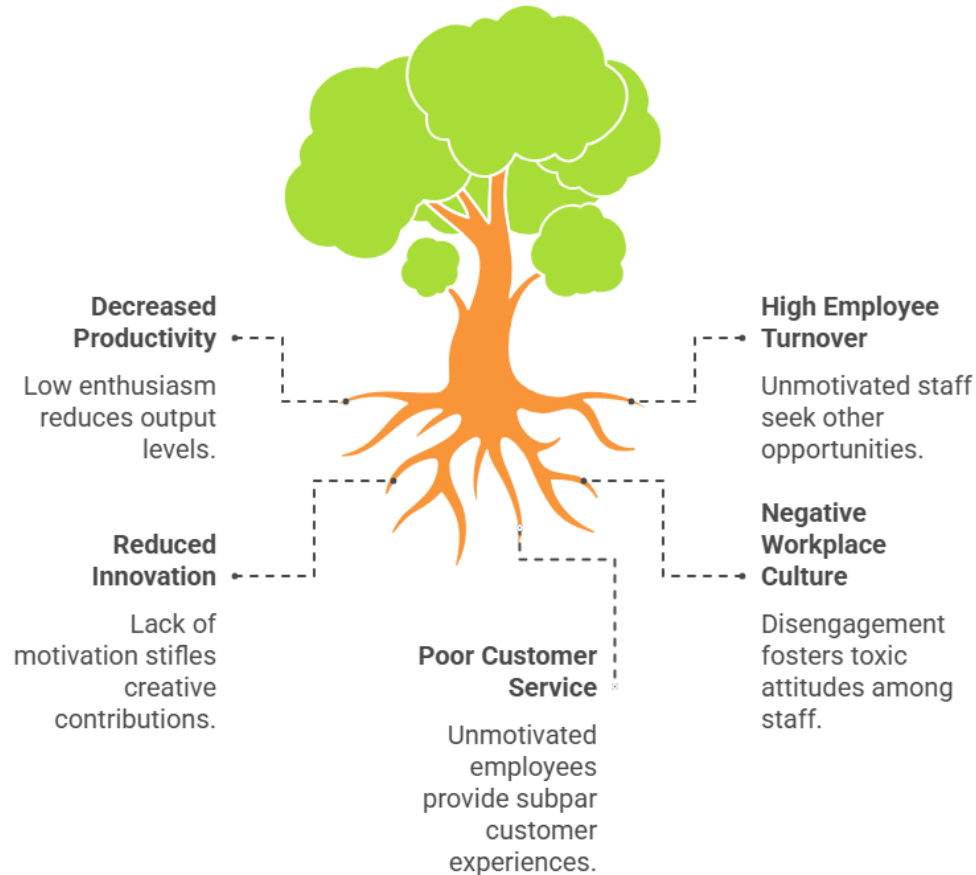
- The level of involvement, commitment, and enthusiasm an individual exhibits towards a task or activity
- Often impacted by motivation but also includes aspects like emotional connection and participation.

Motivation is the fuel
inside us

Engagement is what that
looks like in action



Poor Engagement



The Role of Leadership

Manager behaviour not only impacts employee health and well-being, but it is highlighted as **one of the most important influences** on engagement (CIPD)



Four Key Enablers of Employee Engagement

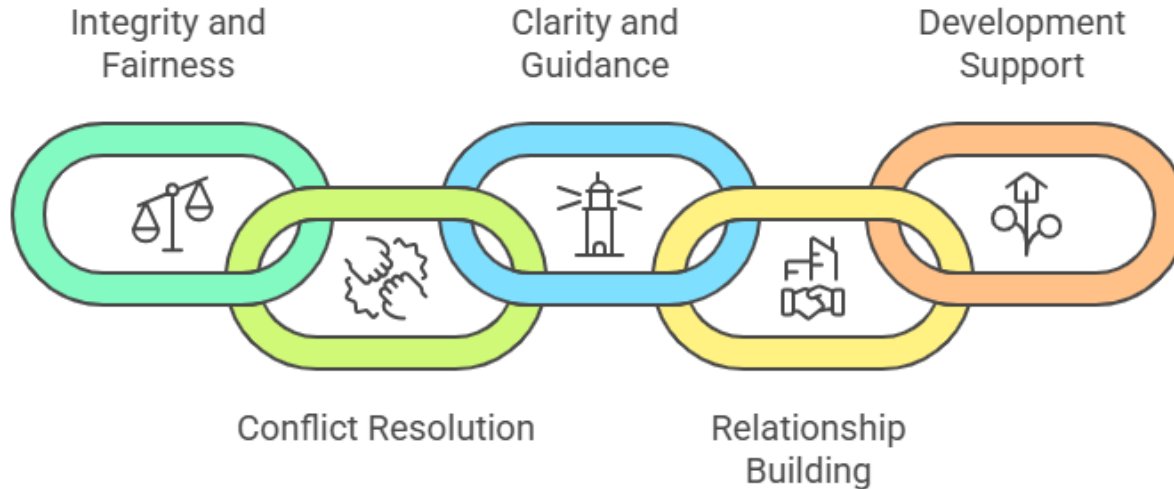


MacLeod Review, 2009

- Leadership that gives a 'strong strategic narrative about the organisation'.
- Line managers who motivate, empower and support their employees.
- Employee voice throughout the organisation, to involve employees in decision making.
- Organisational integrity that stated values are reflected in the actual organisational culture; what we say is what we do.

Managing for Sustainable Employee Engagement

Essential Competencies for Effective and Empathetic Leadership



Takeaway Template: Behavioural Framework for Sustainable Engagement & Wellbeing

- Centered around the five key management competencies.
- Aids alignment of manager and employee behaviour with these and can be tailored to your organisation's mission and values.
- Provides clear expectations around behaviours

Framework Structure

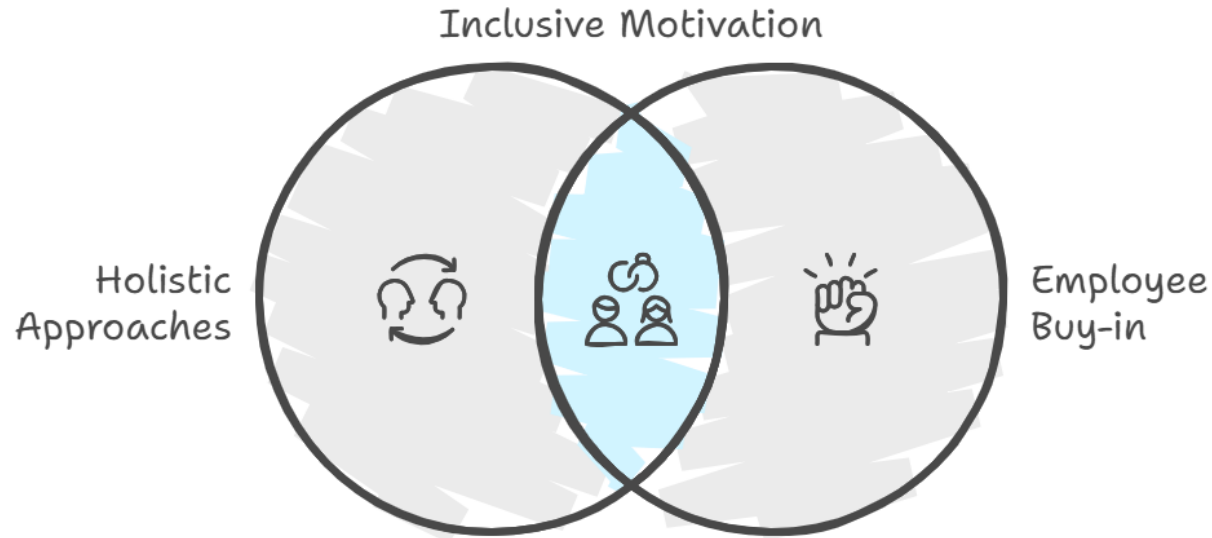
For each of the five competencies, the framework will detail:

- ▶ **Effective behaviours:** Actions and attitudes that exemplify the competency.
- ▶ **Ineffective behaviours:** Actions and attitudes that hinder the competency.

The outlined behaviours serve as a guide for:

- ▶ Self-assessment by employees and managers
- ▶ Facilitating performance discussions
- ▶ Identifying areas for professional development

Employee Engagement Strategies



Recognition & Reward



- **Peer-to-peer recognition** (staff can nominate each other for appreciation)
- **Annual awards** (e.g., long service, innovation, teamwork)
- **Thank-you notes** (personalized messages from leadership or colleagues)
- **Spot bonuses** (small, spontaneous rewards for great work)
- **Employee of the Month** (formal or informal, with meaningful perks)
- **Public shout-outs** (highlight achievements in newsletters, meetings, or Slack)

Worklife Balance

- **Flexible working options**
 - Hybrid Working
 - Compressed hos
 - Part time/flexible hours
 - Job sharing
- **Annual leave purchase schemes** (staff can buy extra days off)
- **Christmas office closure** (gift extra days off beyond statutory holidays)
- **Summer hours** (early finish on Fridays in summer months)
- **Duvet days** (occasional short-notice leave for well-being)

Career Development Opportunities

- **Mentoring & coaching** (pair employees with mentors for development)
- **Secondment opportunities** (internal/external placements for skill-building)
- **Training budgets** (funding for professional courses)
- **Conference attendance** (support staff to attend sector events)
- **Cross-team projects** (encourage skill-sharing and innovation across teams)

Well-being & Organisational Culture

- **Mental health support** (access to counselling, employee assistance programs)
- **Volunteering days** (paid time off for staff to volunteer externally)
- **Social events** (team-building activities, informal gatherings)
- **Diversity & inclusion initiatives** (employee networks, inclusive policies)
- **Well-being initiatives** (e.g., contribution to gym membership or mindfulness apps. *Work Well Live Well Programme* - Delivered by Northern Ireland Chest Heart and Stroke (NICHHS) and funded by the Public Health Agency (PHA), this free programme supports workplaces in enhancing employee health and wellbeing. It includes personalised support, training, and resources, all at no cost.)

Financial & Practical offerings

- **Enhanced pension contributions** (employer contributions above legal minimum)
- **Cost-of-living bonuses** (one-off financial support in tough times)
- **Cycle-to-work schemes** (tax-efficient way to buy a bike)
- **Subsidised travel** (commuter passes, mileage reimbursements)
- **Discount partnerships** (insurance discounts, *Greatworkperks* offers a no cost discount partnership model, *Benefit Hub*)

Takeaway Template: Booting Motivation Framework

What really works when budgets are Tight

- ✓ Say thank you – and mean it
- ✓ Hold meaningful 1:1s – understand challenges and show support
- ✓ Give back time – early finishes, family commitments
- ✓ Make it personal – tailored to the individual
- ✓ Celebrate your team – coffee, cake, conversation
- ✓ Bring in fun – connection, awards, mini-events

And finally...

**Money only motivates people to a point.
People stay when they feel valued, seen
and included.**

**Before you act, know your people – what
motivates them, what do they value,
what would they see as meaningful?**



Q&A

Engaging & Retaining Talent Programme



Thank you!

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