



B·A·D finds the key to employee satisfaction

Boosting the company's appeal as an employer and fostering staff acceptance of changes with IBM Kenexa

Overview

The need

B·A·D Gesundheitsvorsorge und Sicherheitstechnik GmbH (B·A·D) wanted to compete more effectively for top talent. To boost the company's appeal as an employer and to increase employee motivation, it set out to strengthen staff involvement in decision-making.

The solution

Working with IBM, B·A·D established regular, targeted employee attitude surveys that are based on IBM® Kenexa® Survey Enterprise and include statistical analysis and benchmark comparisons.

The benefit

Regular employee surveys invigorated the corporate culture, boosted reported staff motivation by four percent, increased acceptance of corporate changes and improved B·A·D's reported attractiveness as an employer by six percent.

The B·A·D Gesundheitsvorsorge und Sicherheitstechnik GmbH Group (B·A·D) is an independent service provider that specializes in advising companies on all aspects of occupational health and safety. Its team of more than 3,000 experts serves 250,000 enterprises in Europe that employ over four million people. B·A·D has achieved continuous growth over many years, and generated a turnover of EUR194 million in 2013.

B·A·D's success as a large service provider and consultancy firm relies on the company having highly-qualified and motivated employees. To sharpen its ability to attract top talent on the labor market, the firm wanted to ensure that its corporate culture and business processes were aligned with the needs of its workforce.

First, the company focused on identifying key organizational issues, working with its employees to determine where they should get decision-making influence. The idea was that involving staff in policy-making would lead to greater acceptance of operational and organizational changes.

B·A·D's management now has a better understanding of the internal challenges it faces, and can give employees greater power to actively shape the organization. "The development of staff and the company as a whole has benefited enormously from meaningful employee surveys and the insights they have yielded," says Professor Siegemund, Chairman of the Board, B·A·D.



Solution components

Services

- IBM® Kenexa® Survey Enterprise
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Professor Siegemund, Chairman of the Board at B·A·D, explains: “We wanted to identify the parts of our business where employees had spotted potential efficiencies. Ultimately, our aim was to boost staff satisfaction and motivation. Recruiting experts, such as physicians, plays a critical role in our commercial success, so we wanted to make sure that we can offer these highly-specialized employees the best possible work environment.”

Targeting employee engagement

Working closely with IBM, B·A·D developed a questionnaire for regular employee attitude surveys based on the IBM Kenexa Survey Enterprise range of services.

André Panienska, Managing Director for Commercial Matters, IT and Human Resources, and Industrial Relations Director of B·A·D, explains: “When we first started working with IBM, we profited enormously from the skills and experience of the IBM Kenexa team – particularly concerning how we phrased our survey questions. With their advice, we obtained results that could be analyzed systematically and provide meaningful insight.”

For the past nine years, IBM Kenexa has assisted B·A·D in conducting employee attitude surveys once every two years. As an external partner, IBM acted as a neutral intermediary between employee representatives and the employer, and quickly gained the trust of staff.

Professor Siegemund added: “We decided to team up with IBM Kenexa because the consultants demonstrated a practical approach to assessing employee attitudes. We regularly evaluate similar service providers on the market to ensure that we are receiving the best possible service, and we remain completely satisfied with the high quality of service from IBM Kenexa.”

After performing each employee survey, IBM statistically analyzes the data and provides B·A·D with a clear overview of the results. Managers can access the analyses relevant to their roles via an online portal.

“The surveys provided by IBM help us to keep the company on track. We can see how the various indicators are changing and use that information to work out how our company responds to changes as a whole.”

— Professor Siegemund, Chairman of the Board, B·A·D

IBM Kenexa also compares B·A·D’s results to those of other companies in a comprehensive database.

Professor Siegemund adds: “Benchmarking our performance alongside that of other companies in Germany – particularly those in our sector – is extremely important to us. IBM Kenexa’s many years of experience in this area offers a clear advantage over many of its competitors.”

Finally, IBM Kenexa also assists B·A·D in presenting the results of the surveys. For example, the IBM consultants help B·A·D to organize workshops in which all managers from a particular region evaluate the results of the analyses, identify areas for improvement, then compile and prioritize proposed solutions.

André Panienska comments: “Whenever we present the results of the surveys, we can clearly see the fruits of our many years of collaboration with IBM.”

Engaged, highly-skilled employees foster growth

The surveys are carried out efficiently, helping B·A·D to achieve an average employee participation rate of 75 percent over the years – meaning that the results are representative for the whole company.

Professor Siegemund elaborates: “The employee attitude surveys have become an integral part of our corporate culture, and staff now expect to have a say in the further development of our organization. Critically, employees understand and accept the need for organizational changes – and we make those changes based on the results of the surveys.”

One of the most important changes that B·A·D made based on results of the surveys was improving communication within the company. To meet this aim, the firm launched a modern portal and introduced well-structured regular announcements regarding internal matters, keeping employees fully informed of new developments, transparently and efficiently.

B·A·D has now addressed most of the major areas for improvement highlighted in the survey responses, meaning that current surveys can be used to assess how effective these changes have been.

Professor Siegemund explains: “The surveys provided by IBM help us to keep the company on track. We can see how the various indicators are changing and use that information to work out how our company responds to changes as a whole. In that sense, the employee surveys function as a performance review for our company’s change management.”

The surveys have also recorded how staff’s trust in management has risen continuously in recent years. The company has also introduced performance evaluations for staff in order to demonstrate that dedication and engagement pay off at B·A·D – this move has had a very positive effect on employee motivation.

“We have participated in the TOP JOB surveys conducted by the renowned University of St. Gallen for many years,” remarks André Panienka. “This allows us to validate the employee surveys using a neutral third party, and also to identify new topics. Thanks to the insights from the employee surveys, we were ranked as the second most attractive employer. The proportion of staff that would recommend B·A·D as a good employer has risen by six percent – this boosts our appeal on the job market and plays a key role in helping us to attract highly-trained staff, such as physicians.”

Professor Siegemund concludes: “The regular employee surveys that we conduct with IBM Kenexa have helped us to improve employee motivation and engagement by four percent. From our expertise in the field of occupational health, we also know that happy employees are healthier and more productive – so the approach we use in our company is the same one that we recommend to other organizations. Our commercial success and continuous growth are proof that our method is effective.”

For more information

To learn more about IBM Kenexa, contact your IBM representative or IBM Business Partner, or visit the following website: ibm.com/kenexa



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