

AT WORK

Best Employer

Criteria

For the organisation making the best use of policies and practices to create a satisfied and productive workforce

Judging panel

Peter Atfield, HR director, Clic Sargent

John Burnell, director, Personnel Solutions

David Gold, chief executive, ProspectUs

Elaine Willis, consultant

Finalists

- Beatbullying
- Broadway Homelessness and Support
- Kent Union
- Phoenix Futures
- Trafford Housing Trust
- United Response



Broadway Homelessness and Support

★ Homelessness charity Broadway works hard to make sure its staff feel valued and supported. Surveys have shown that its 170 employees love working for the organisation and appreciate the range of benefits available to them.

Broadway's all-round excellence was reflected in feedback from service-users as well as staff, and helped it to stand out in a strongly contested category. Judges were impressed by the strength of the organisation's policies and approach, as well as the dedication it showed to treating its employees as its most valuable asset.

Most of the charity's staff provide front-line support to homeless people and are spread across seven projects and Broadway's head office in central London.

Sickness absence is low: the absence rate of 2.3 per cent compares favourably with the Chartered Institute of Personnel and Development's voluntary sector average of 4.2 per cent. Staff turnover runs at 19 per cent, which the judges thought was low for

an organisation of its type. The charity monitors staff satisfaction through a survey run every two years with 13 other homelessness organisations, which allows the charities to see how they measure up against their peers.

The latest survey showed 87 per cent of Broadway's staff thought it treated them with fairness and respect, against an average across the organisations of 71 per cent. Eighty-five per cent of staff thought their terms and conditions were very good, against an average of 61 per cent.

Employee benefits are impressive. Staff are given 30 days' annual leave and up to 10 days' paid dependency or compassionate leave. They are also given flexible working opportunities and benefits such as enhanced maternity, adoption and co-parental leave.

Managers are trained to be coaches rather than bosses and take part in programmes to help them get the best from their staff. The survey showed 90 per cent of staff thought their managers let them know when they did well.



Valuable assets: Broadway staff Kellie Murphy (far left) and Stella Willoughby (far right) with a volunteer (third from right) and beneficiaries; Martin Arnold of MKH (left) presents Broadway HR director Helen Giles, chief executive Howard Sinclair (right) and deputy HR director Richard Banks (centre left) with their award

'The charity monitors staff satisfaction through a survey that allows it to see how it measures up against its peers'

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