



Employee Engagement Survey

GROUP REPORT

COMPANY: Example Co.

DATE: March 2013





EXAMPLE CO. ENGAGEMENT REPORT

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LEVERS OF ENGAGEMENT

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EMPLOYEE ENGAGEMENT SURVEY

“The extent to which employees thrive at work, are committed to their employer, and are motivated to do their best, for the benefit of themselves and their organisation”

Stairs, Galpin, Page & Lindley, 2006

Employee Engagement is a relatively new, but well researched, concept that has been used effectively in major companies around the world. It is a concept that goes beyond employee satisfaction or motivation, although it will usually involve both. It is a state in which the employee feels an affinity for the organisations, feels that they belong and are appreciated and are part of something worthwhile. Employee Engagement also implies a sense of trust and a belief in the fairness and integrity of the organisation.

Increased profitability and other benefits are reported in a growing number of studies and Employee Engagement has become recognised as an important measure of organisational wellbeing.

A number of organisational characteristics that particularly influence employees have been identified. This survey addresses eleven such ‘levers’ of Employee Engagement.

Employee Engagement is a win, win scenario from which both the employees and the organisation benefit. When employees are truly engaged in their work and identify with the values and goals of the organisation, their behaviour will generally be more supportive of organisational success. Research indicates that engaged employees are more loyal. They are also more willing to make an extra effort when needed. In customer-facing roles, engaged employees are more likely to treat customers in ways that have a positive influence on customer satisfaction.

Because of their loyalty and commitment, engaged employees lower the costs of recruiting, hiring, training, and developing staff. Employees are more likely to stay with the company and their effectiveness and their productivity is likely to be greater.

Employee engagement cannot be ‘required’ as part of the employment contract, it is something the employee has to offer. It can be seen as a combination of commitment to the organisation and its values plus a willingness to help out colleagues (teamwork or organisational citizenship).

Benefits

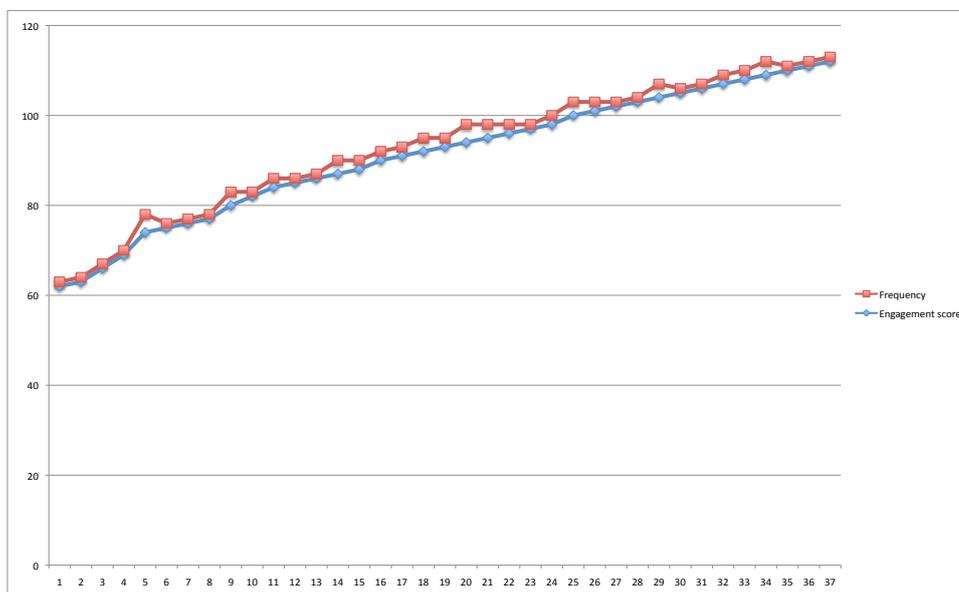
The wide ranging research across many sectors of employment cites the following amongst the benefits of developing higher levels of Employee Engagement:

- » Reduced absenteeism
- » Greater retention
- » Increased effort and productivity
- » Reduced error rates
- » Higher profitability
- » Higher customer satisfaction & loyalty
- » Faster business growth

PART 1: RESULTS

As well as providing estimates of engagement level for each participant, the Employee Engagement survey explores employee perceptions of eleven critical aspects of the company. Completion of the survey gives each participant the opportunity to express a view about the organisation's performance in areas that are likely to have an effect on the levels of involvement, engagement and motivation of Example Co. employees.

EMPLOYEE ENGAGEMENT (INDIVIDUAL)



The above shows the distribution of individual Employee Engagement scores for the complete sample. Scores range from 62 to 112. The maximum possible score would have been 115.

Sample items:

- a) I am always quick to stand up for the company.
- b) In my job I get the opportunity to do the things I do best.

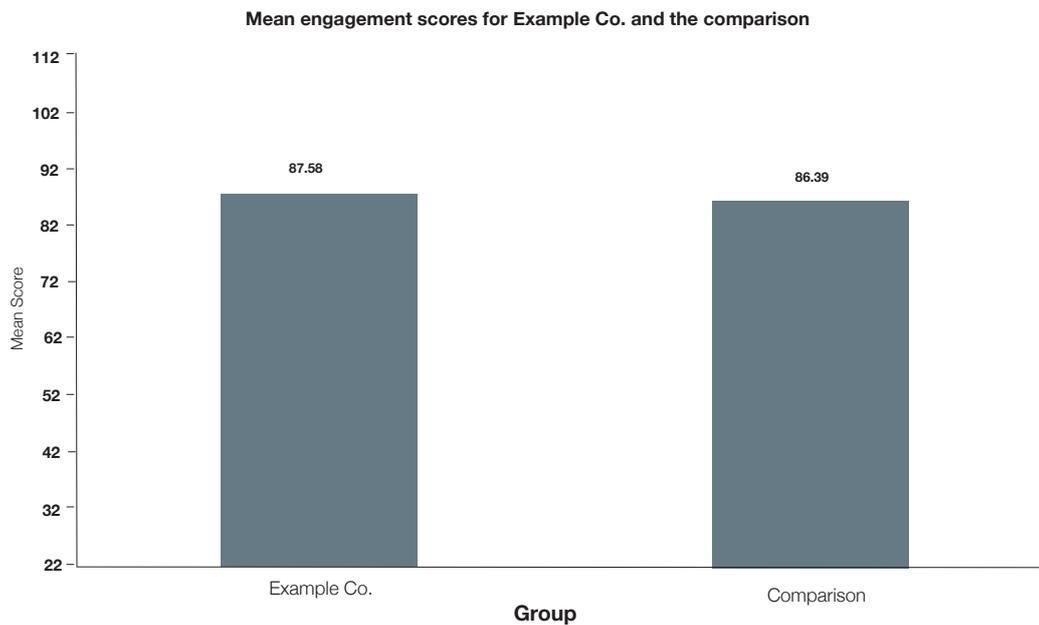
This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
I always make more effort than is actually required of me (89.93%)

Least favourable items:
I feel deeply involved with the company (67.54%)

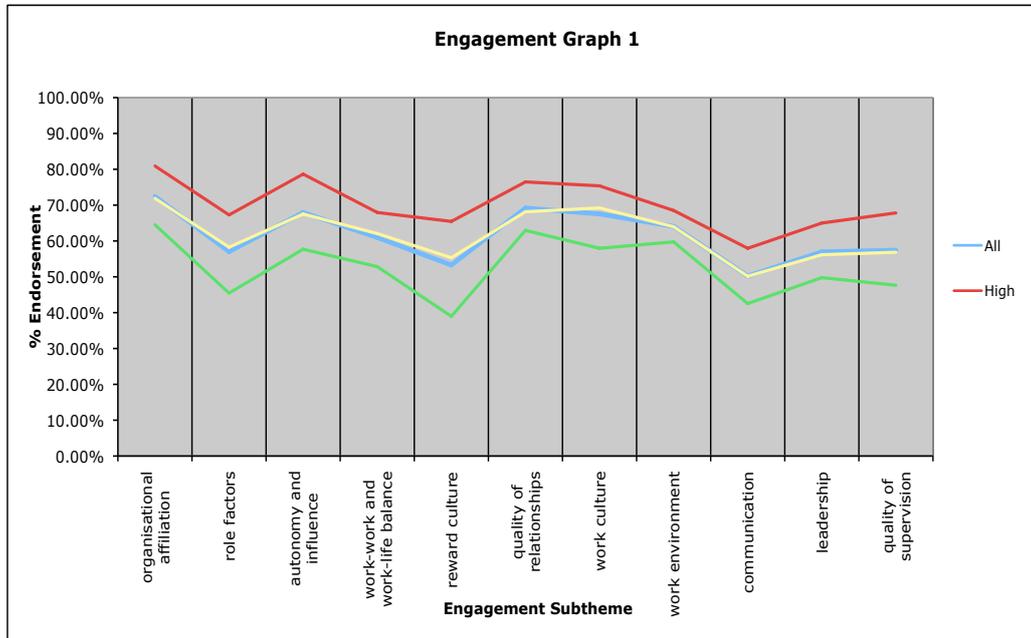
Reference sample

A sample of individuals from a wide variety work settings also completed the Example Co. survey to provide an external point of reference. Given the random nature and variability of this group, we make the assumption that this provides an approximation to be a marker for the population mean. The following shows the comparison between the Example Co. participant results and those of the reference sample.



Since, in the external reference group, it is reasonable to suppose that any exceptional scores, high or low, will tend to cancel each other out, this sample can be used to provide a baseline above which Example Co. might seek to set its aspirations in its quest to become an employer of choice.

The Big Picture



The diagram above shows the average percentage of positive endorsements for all Example Co. survey participants across each of the 11 organisational levers for Employee Engagement addressed by the survey. Participants respond to each item (statement) by selecting one of five options (Definitely True/ Probably True/ Can't Decide/ Probably Untrue/ Definitely Untrue).

The total sample was divided into three groups, high, medium and low, on the basis of the Engagement scores of participants. The intention was to monitor the extent to which an individual's own engagement level was reflected in their rating of levers of engagement within the organisation.

The above is very much an overview. The mean scores for each of the three groups are presented here, but there is of course considerable variation within groups, as suggested by the Engagement Score histogram above.



EMPLOYEE ENGAGEMENT (ORGANISATIONAL)

This section of the report provides a breakdown of the data concerning the eleven organisational levers influencing Employee Engagement.

1. Organisational Affiliation

This objective is about giving staff something to believe in and to be proud of. Employees undoubtedly benefit, by association, from the reputation of the organisation for which they work. Companies that are highly regarded or prominent in some way, benefit in turn from the motivational effects that this prominence has on employees, and from its ability to attract job applicants. The main themes in Organisational Affiliation are concerned with aspirations, reputation, ethics and values – elements that contribute significantly to the culture of the organisation and its attractiveness to prospective employees.

Sample items:

- a) Employees promote the company values in their actions and behaviours
- b) People are really proud to be involved with this organisation
- c) The employees feel that they are working with one of the best local firms

The table below shows the overall percentage positive endorsement for Organisational Affiliation, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
64.53 %	71.89%	80.93%	72.44%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
This organisation stands for high ethical and professional standards (88.81%)

Least favourable items:
All the staff are made aware of the company's values (57.46%)

2. Role Factors

Employees need to feel that the work they do is valuable and that it contributes in a meaningful way to the achievement of the organisation's objectives. They will also deliver a higher level of performance if they have frequent opportunities to play to their strengths and perform in ways that allow them to be at their best. Managers in particular have a key role to play in bringing the value of an individual's contribution to life, to make them feel their 'piece of the jigsaw' is important and valued.

Sample items:

- a) Staff at Example Co. feel valued
- b) People are consulted and always feel involved in decisions that affect their work

The table below shows the overall percentage positive endorsement for Role Factors, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
45.45%	58.26%	67.27%	57.01%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
Relationships with supervisors are typically supportive (75.75%)

Least favourable items:
People are consulted and always feel involved in decisions that affect their work (41.79%)



3. Autonomy and Influence

Autonomy and influence

Employees, on the whole, value the opportunity to be in control of discrete elements of work and influence the way things are done. Often the best solutions can be found by asking individuals with the most experience of the problem. Employee suggestion schemes, provided they are well managed and valued by senior individuals in the business, can also go a long way to building a culture in which individuals at all levels feel valued and appreciated.

Opportunities for growth

In order to feel motivated employees need to feel they have opportunities to develop and progress. Challenge plays a key role in facilitating personal growth – provided of course that the challenge offers stretch and can be overcome successfully but is not so great that it leads to stress and disengagement. As Mihaly Csikszentmihalyi, author of *FLOW: The classic work on how to achieve happiness*, writes ‘it is in this opportunity for growth....that the key to motivation lies’ (Csikszentmihalyi, 2002). In the work environment this can be achieved by providing employees with an ongoing variety of appropriate and flexible challenges.

Sample items:

- d) The organisation actively supports the continuing professional development of all employees
- e) People in this company get a feeling of accomplishment from their work

The table below shows the overall percentage positive endorsement for Autonomy and Influence, as well as the percentage positive endorsement by each of three sub-groups of individual’s that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
57.7%	67.51%	78.66%	67.95%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
The organisation actively supports the continuing professional development of all employees (83.96%)

Least favourable items:
If anyone has good ideas there are opportunities to influence the business strategy (49.63%)

4. Work-work and Work-life Balance

Employees have multiple 'life' roles within and outside work. In order to feel truly engaged, they need to be supported to achieve an acceptable balance in order that they are able to meet the multiple demands placed on them. This is more important now than ever before given today's 'always on' environment. 'Acceptable' means different things to different individuals and openness, variety and breadth are key to ensuring any formal flexible work policies are truly effective.

Sample items:

- a) Example Co. is a family friendly employer
- b) The demands of the job can seriously interfere with people's private lives

The table below shows the overall percentage positive endorsement for Work-work and Work-life Balance, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
52.84%	62.07%	67.95%	60.97%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
Example Co. is concerned about the health and well being of all its staff (72.01%)

Least favourable items:
People often feel burned out by their work (47.74%)



5. Reward Culture

Employees need to feel they are fairly rewarded for the work they do. Reward is most powerfully delivered through a combination of financial (i.e. pay, bonuses) and non-financial (e.g. recognition, vouchers schemes, extra holiday) rewards. Over and above rewards, employees also need to feel appreciated – timely and appropriate feedback and recognition can go a long way to keeping employees happy. The value of a simple, sincere ‘thank you’, for example, should not be underestimated.

Sample items:

- a) Employees are rewarded fairly in view of their experience
- b) People do not know what is expected to get a promotion

The table below shows the overall percentage positive endorsement for Reward Culture, as well as the percentage positive endorsement by each of three sub-groups of individual’s that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
38.98%	55.33%	65.45%	53.28%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
Employees are rewarded fairly in view of their experience (60.82%)

Least favourable items:
The company finds novel ways of celebrating success (31.72%)

6. Quality of Relationships

A recent survey showed that relationships with managers were cited as the biggest influence on the satisfaction and commitment of employees by 63% of respondents, followed by relationships with colleagues (IRS 2004). Positive relationships are good for business and can be built through formal and informal social events and team building activities.

Sample items:

- c) Partners and senior managers are readily accessible to other staff
- d) Co-operation between staff is strongly encouraged

The table below shows the overall percentage positive endorsement for Quality of Relationships, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
62.95%	68.15%	76.48%	69.18%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
Management and partners are strongly committed to customer service (84.33%)

Least favourable items:
Co-operation between departments is good in this organisation (48.51%)



7. Work Culture

Openness, trust, respect and fairness lie at the heart of a positive work culture, one in which individuals feel valued and respected for their contribution and ‘uniqueness’. Creating a fair and inclusive culture is not just about making employees feel good – tangible organisational benefits can be achieved, not least in terms of innovation, safety, and financial performance.

Sample items:

- a) The culture and atmosphere would be attractive to potential employees
- b) Employees enjoy working within this organisation

The table below shows the overall percentage positive endorsement for Work Culture, as well as the percentage positive endorsement by each of three sub-groups of individual’s that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
57.95%	69.2%	75.38%	67.54%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
This is a forward thinking organisation (69.40%)

Least favourable items:
The culture and atmosphere would be attractive to potential employees (65.67%)

8. Work Environment

Employees appreciate working in an environment where they feel looked after and cared for. Some factors, such as safety, are critical; others are desirable. Often it is the small things, such as work station comfort, convenient and secure parking facilities, and quality coffee and refreshments that can have most impact. Asking employees themselves what they like and don't is critical to ensuring any intended investment has the desired impact.

Sample items:

- a) All the resources needed by staff to do their job well are readily available
- b) The working environment and staff facilities are excellent

The table below shows the overall percentage positive endorsement for Work Environment, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
59.74%	63.98%	68.51%	64.07%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
The physical location of the office is attractive and an asset to employees (86.94%)

Least favourable items:
Staff facilities are of a high standard (36.94%)



9. Communication

Employees need to feel that the communication they receive is timely and relevant. To achieve this, communication needs to be tailored for individual functions and groups. Mapping the formal and informal communications mechanisms that exist in an effective way of evaluating communication efficiency within an organisation.

Sample items:

- a) Significant events are not communicated quickly enough to staff
- b) If staff have a good idea it is listened to and acted upon

The table below shows the overall percentage positive endorsement for Communication, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
42.53%	50.16%	57.95%	50.21%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
Example Co. is open about how they are performing against company targets (68.28%)

Least favourable items:
Most of the communication at Example Co. occurs informally through the office grapevine (negative item, 29.85%)

10. Leadership

As well as believing in something, in a work context believing in someone is also important. Employees also need to have faith in the leadership of the organisation and this is most powerfully reflected through the integrity, role modelling and authenticity shown by the leadership team, especially in the current climate of leadership mistrust following Enron and Worldcom scandals. Formal contracting and accountability can contribute significantly to building consistency in the way leadership teams work together.

Sample items:

- a) People are clear about where the company is going
- b) The organisation is very supportive when things are being reorganised

The table below shows the overall percentage positive endorsement for Leadership, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
49.77%	56.16%	65.00%	56.97%

This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
The staff have faith in the integrity and professionalism of the partners (77.99%)

Least favourable items:
Everyone becomes involved when changes are happening at Example Co. (37.69%)



11. Quality of Supervision

As key cogs in the organisational structure, the behaviour and personal engagement of line managers has a direct influence on the engagement levels of their direct reports (DDI, c.2005). Historically, organisations have focused a significant proportion of their training and development investment on their 'top talent', arguably at the expense of the broader employee population. To build levels of engagement, organisations should ensure the needs of their 'middle talent' population are sufficiently catered for, in particular through working with line managers to ensure that they are engaging with and managing their people in a way that will serve to build positive emotion, harness strengths, and drive engagement.

Sample items:

- c) Immediate managers take performance appraisal seriously
- d) Managers make an effort to understand the career aspirations of their direct reports

The table below shows the overall percentage positive endorsement for Quality of Supervision, as well as the percentage positive endorsement by each of three sub-groups of individual's that are rated Low, Average or High in terms of their engagement as employees.

Low	Medium	High	Total
47.64%	58.86%	67.83%	57.43%

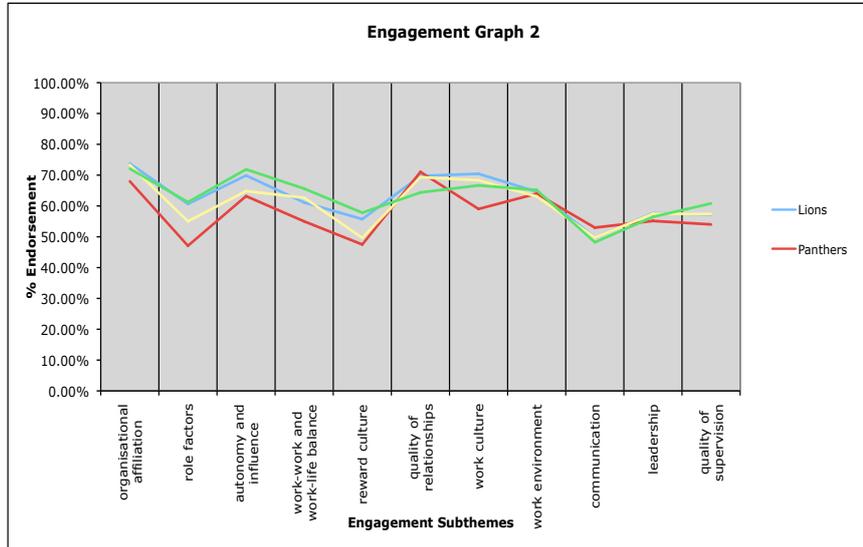
This table shows the item or items that achieved the lowest rating and highest approval ratings.

Most favourable item:
People are supported in learning how to do their job well (72.01%)

Least favourable items:
Managers don't always appreciate the efforts of their team (49.63%)

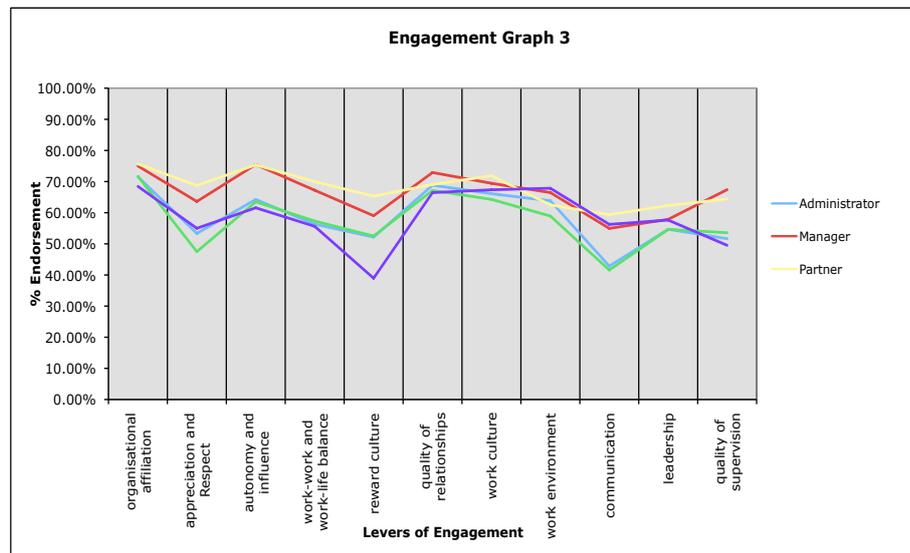
BREAKDOWN BY GROUPS

Divisions



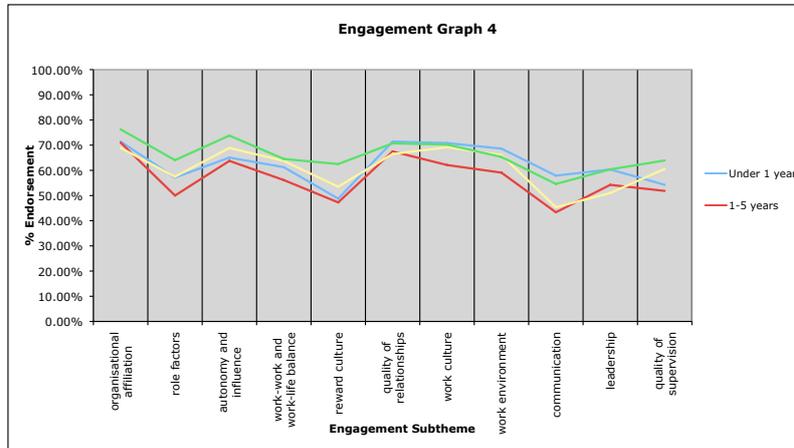
The above shows quite small variations between mean scores for Divisions. Panthers differentiate themselves as somewhat less positive about Work Culture and Role Factors, and more positive about Communication; Tigers and Panthers as more critical of Reward Culture; Lions and Central Services as more positive about Autonomy and Influence.

Grades



In this comparison, there is considerable differentiation between groups in attitudes towards Reward Culture, Role Factors, Autonomy and Influence, Communication and Quality of Supervision.

Length of Service



Longest serving staff show consistently greater satisfaction across most areas. The 1 to 5 years service group are the most critical. Newest recruits are, on average, most positive about Work Environment, Communication and Leadership

PART TWO: CONCLUSIONS

This project surveyed employee perceptions of their organisation, providing an audit of working arrangements and their impact on Employee Engagement. Several resources based on the survey data are now available to Example Co. as a basis for further discussion and action. These include this report, its appendices and the raw material of the database itself that may be interrogated further to address specific issues or to advise any consequence strategy for change.

Current Engagement Levels

The data from this survey is largely self-report and based on a bespoke set of survey questions selected for the purpose. Results have been analysed in terms of their means, variability and extremes. An independent yardstick for the variables addressed by this study was provided by survey data from an external group of individuals from a wide variety of back grounds which provided a basis of comparison. The independence, variety and randomness of this group provide a reasonable estimate of what is a typical level of Employee Engagement. In the event, the mean scores for Example Co. and the external group are very similar. These points suggest that there is considerable scope for developing Employee Engagement at Example Co.

The data show a wide range of engagement amongst the participating individuals on Example Co. staff. In general, the mean scores for all the items measuring individual engagement fall at the higher end when compared to other survey items. In fact, staff generally rate their own engagement higher than they rate features of the organisation that are associated with engagement.

Example Co. staff Engagement scores range from 62 to 112 out of a possible maximum of 115. Although the overall level of Employee Engagement at Example Co. seems to be unexceptional, there are clear indications that some staff attitudes towards some of the levers of engagement are really quite high and provide a significant basis on which to build.

It also appears that criticism is not just coming from the least committed members of staff. There is evidence that some of those most engaged with the organisation may also be critical. These people appear to be critical because they are concerned about an organisation for which they have both affection and respect.

The areas most appreciated by employees were *Organisational Affiliation* and *Quality of Relationships*. The least successful areas are *Communication*, *Reward Culture*, *Role factors* and some aspects of *Leadership*. In rank ordering of items, *Leadership* items are scattered over the range. *Leadership* seems to be viewed as principled, but lacking coherence and direction. Some members of staff seem to feel undervalued, and restricted in opportunities to participate beyond the strict limits of their job role. *Reward Culture* too shows variation between strictly remuneration issues and wider opportunities to show appreciation, i.e. opportunities for celebration, recognition, approval and gratitude.

These are just a few trends that seem clear from the data. The database involves 70 participants, structured across an organisational matrix of a dozen role distinctions being rated on 22 different variables. This data may usefully be interrogated to address other specific issues as Example Co. move forward with their plans for development.

APPENDIX - Ranked Items

15 Highest ranking items			%	
I never make more effort than is actually required of me	Neg	89.93	126	
This organisation stands for high ethical and professional standards	Pos	88.81	125	
I'd like to be able to stay for at least 12 months	Pos	88.43	124	
The company has a good reputation within the local community	Pos	87.31	123	
The physical location of the office is attractive and an asset to employees	Pos	86.94	122	
The company is well known and respected	Pos	86.94	121	
Management and partners are strongly committed to customer service	Pos	84.33	120	
I have spoken highly of Company X to others	Pos	84.33	119	
People have access to the technology needed to do their job	Pos	83.96	118	
The organisation has good working relationship with its clients	Pos	83.96	117	
The organisation actively supports the continuing professional development of all employees	Pos	83.96	116	
I don't feel any particular loyalty towards the company	Neg	83.96	115	
The company supports personal development, whether through formal education, training or varied experience	Pos	83.58	114	
The company aspires to be the best in its field	Pos	83.58	113	
I am very comfortable working with the company values	Pos	80.22	112	

15 Lowest ranking items			%	
Managers are keen to get staff views on key decisions	Pos	48.88	15	
Co-operation between departments is good in this organisation	Pos	48.51	14	
Work pressures are rarely excessive	Pos	48.51	13	
People often feel burned out by their work	Neg	47.76	12	
Remuneration and benefits systems are clear and transparent	Pos	47.01	11	
People are clear about where the company is going	Pos	45.52	10	
People do not know what is expected to get a promotion	Neg	44.78	9	
People are consulted and always feel involved in decisions that affect their work	Pos	41.79	8	
People get caught up in the excitement of striving for success	Pos	41.42	7	
The working environment and staff facilities are excellent	Pos	41.04	6	
Significant events are not communicated quickly enough to staff	Neg	38.81	5	
Everyone becomes involved when changes are happening at Company X	Pos	37.69	4	
Staff facilities are of a high standard	Pos	36.94	3	
The company finds novel ways of celebrating success	Pos	31.72	2	
Most of the communication at Company X occurs informally through the office grapevine	Neg	29.85	1	

Key:

	individual engagement		quality of relationships
	organisational affiliation		work culture
	role factors		work environment
	autonomy and influence		communication
	work-work and work-life balance		leadership
	reward culture		quality of supervision