EES

Employee Engagement Survey

PERSONAL REPORT

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EMPLOYEE ENGAGEMENT SURVEY

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HOW TO USE THIS REPORT

EMPLOYEE ENGAGEMENT

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 organisation, feels that they belong and are appreciated and are part of something worthwhile. Engagement also implies an alignment with the organisation and a level of commitment, that reflects these positive sentiments.

SCORING

Thank you for completing the Employee Engagement Survey. Your personal results are presented in this report and your scores are compared to all previous survey participants. In this report, several key aspects of Employee Engagement are examined. First, your personal engagement rating, which is measured by the Employee Engagement Index and looks at the extent to which you feel engaged in your present role.

Next, we look at the 12 levers of engagement which include: Organisational Affiliation; Appreciation and Respect; Autonomy and Influence; Opportunities for Growth; Work-life Balance; Reward Culture; Quality of Relationships; Work Culture; Work Environment; Communication; Leadership; and Quality of Supervision. Your views concerning your organisation and each of these levers of Engagement are dealt with on the following pages.

EMPLOYEE ENGAGEMENT INDEX (EEI)

DEFINITION

In order to achieve individual ratings of Employee Engagement, a cluster of items in the survey perform as a separate scale that rates your responses in relation to your own level of Employee Engagement. The bar chart below shows your score on this scale. This indicates the extent to which you feel engaged in your present role.

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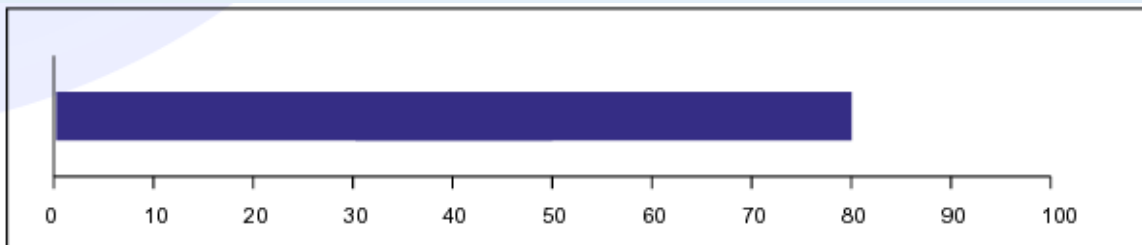
Your EEI score indicates that your overall experience in the role is stimulating and quite fulfilling. An above average score like yours suggests that there is plenty about the job to recommend it. It seems that the tasks involved are interesting or enjoyable, and that you probably find other aspects of the situation - such as the relationships with colleagues, opportunities to learn, quality of supervision or general atmosphere - to your liking. Your score on the EEI suggests that you are also comfortable working with the values and objectives of the organisation. These compatibilities will have contributed to your commitment and to your determination to make a positive contribution.

ORGANISATIONAL LEVERS OF ENGAGEMENT

Employee Engagement is a two-way process and represents a dynamic interaction between the employee and the employer. Drawing from extensive literature, PCL identified twelve potential levers for Employee Engagement. The bar chart below reflects your current view of your organisation and indicates how you regard your organisation's effectiveness against these twelve levers. A full description of each scale is presented in the following pages of this report.

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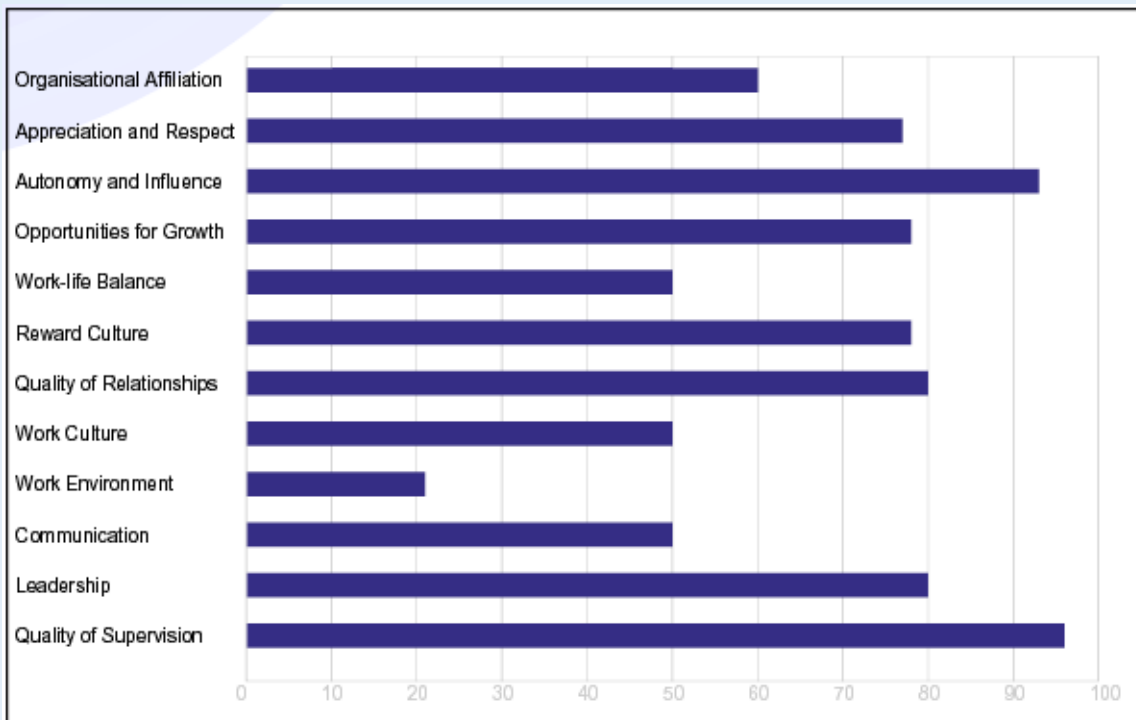
1. ORGANISATIONAL AFFILIATION

DEFINITION

This lever of engagement concerns the extent to which the employees consider that the image or reputation of an organisation is something to respect, to be proud of and to believe in. The main themes are concerned with aspirations, reputation, ethics and values - elements that contribute significantly to the culture of the organisation and its attractiveness to current and prospective employees.

ORGANISATIONAL AFFILIATION AND ENGAGEMENT

Employee engagement is influenced by the reputation of the organisation for which they work. Companies that are highly regarded or prominent in some way benefit from the motivational effects that this prominence has on employees, and from its attraction to potential job applicants. The converse is also true, so that the engagement of individual employees will be influenced by the pros and cons of the organisation's perceived reputation.

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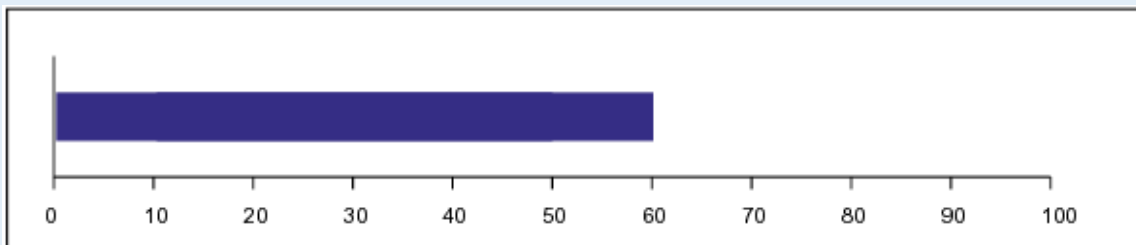
Neither the best in its field, nor the worst, your responses suggest that with some good and bad points, your organisation has a reasonable reputation in your profession. Staff may understand the company values but more could be done to define a set of ideals and make people proud to work for this organisation and to attract job applicants.

2. APPRECIATION AND RESPECT

DEFINITION

The extent to which employees feel valued and appreciated by the organisation; that their contribution is recognised and that, as individuals, they feel treated with respect.

APPRECIATION, RESPECT AND ENGAGEMENT

Employees like to feel that the work they do is valuable and that it contributes in a significant way to the achievement of the organisation's objectives. They are more likely to demonstrate higher levels of engagement if they are consulted and feel involved in decisions that affect their work. Managers can play a key role in bringing the value of an individual's contribution to life, and making the members of their team feel that their particular 'piece of the jigsaw' is important and valued.

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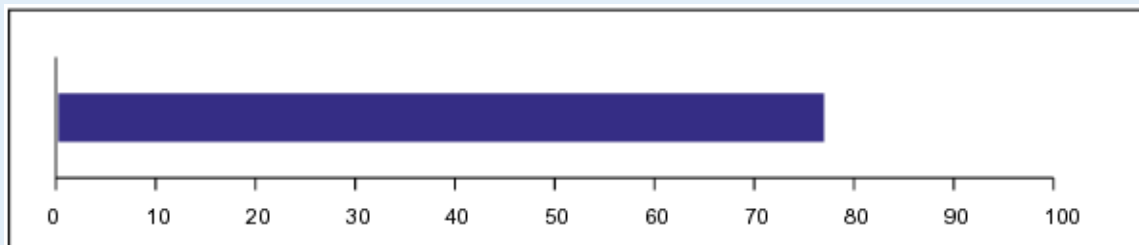
On the whole, your responses suggest that employees in your organisation feel that their work is valuable and positively contributes towards the organisation's success. Although not perfect, your view is that good work is generally recognised and staff feel valued and respected. In situations of change, people are usually consulted and feel involved in decisions that affect their work.

3. AUTONOMY AND INFLUENCE

DEFINITION

The emphasis here is on employees having the opportunity to influence the way things are done and being trusted to take responsibility for their own work and the way that they plan it and organise themselves.

AUTONOMY, INFLUENCE AND ENGAGEMENT

Most employees will value the chance to influence the way things are done and to take control of elements of their work. Problems are often best dealt with by involving those who will be required to implement the solution. Consultation processes, employee suggestion schemes, and other opportunities for staff to participate can help in building a culture in which employees at all levels feel valued and appreciated. However, such strategies need to be well managed as any suggestion of insincerity or 'paying lip service' would be counter-productive.

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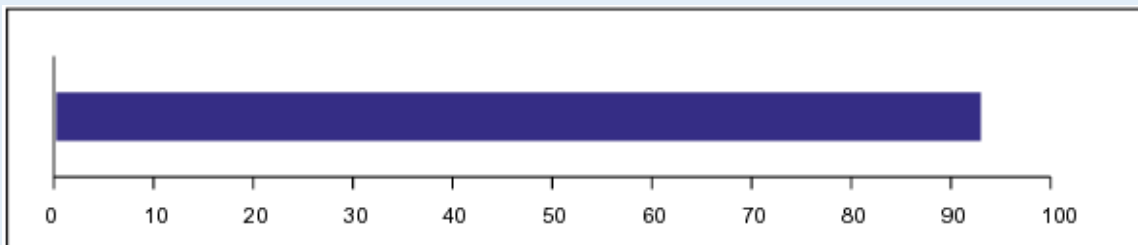
It appears from your responses that your organisation allows enough autonomy to enable people to make decisions about their own work schedules. Whilst more could be done so that employees get a strong sense of purpose and accomplishment from the work they do, people generally feel in control and able to influence the business.
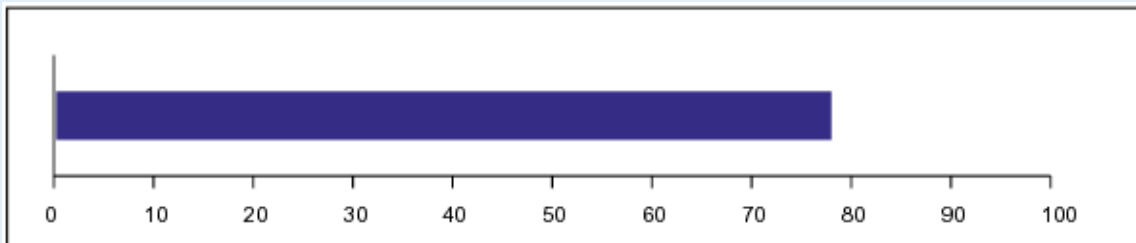
4. OPPORTUNITIES FOR GROWTH

DEFINITION

The focus here is on personal growth. Opportunities for staff to feel challenged, to develop, progress and raise their game will have an important influence on engagement and, through increasing the skills pool, and ensuring that talent is recognised and promoted, have a direct impact on organisational effectiveness.

OPPORTUNITIES FOR GROWTH AND ENGAGEMENT

Self-actualisation is a powerful motive for most people and being challenged facilitates personal growth - provided of course that the challenge offers 'stretch' rather than 'stress'. It is in this opportunity for growth that the key to motivation lies. In the work environment this can be achieved by providing a variety of appropriate and flexible challenges. The ability of the organisation to find appropriately challenging and new experiences for its employees will be reflected in their engagement.

YOUR PROFILE

Placing an emphasis on professional growth and challenge facilitates employee engagement within your organisation. Your responses indicate that with more opportunities available than in most companies, employees in your organisation are supported with their training needs and there may be a variety of development options available, although greater levels of fulfilment could be reached by encouraging and enabling staff to meet their full potential.
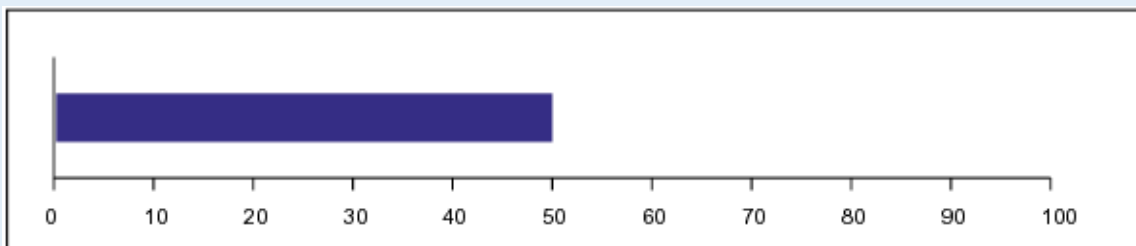
5. WORK-LIFE BALANCE

DEFINITION
This lever of engagement is concerned with the organisation's perceived awareness and appreciation of work-life balance issues as reflected in its policies and its practices. Major themes include; work pressures that conflict with reasonable family demands or disrupt social or recreational commitments, lack of empathy with the personal circumstances of employees, and a reluctance to even consider flexible working practices.

WORK-LIFE BALANCE AND ENGAGEMENT
Employees have multiple 'life' roles within and outside work and need to succeed in both spheres. In order to feel truly engaged, they have to meet the multiple demands placed on them and to feel supported in achieving an acceptable balance. 'Acceptable' means different things to different individuals and openness, variety and breadth are key to ensuring any flexible work policies are truly effective. This is more important now than ever before given today's 'always on' environment.

YOUR PROFILE

It seems from your responses that your organisation takes a typical approach to work-life balance issues. Some efforts are made to ensure employees do not experience extreme pressure or burnout from their work. However, there may be times where the demands of the job interfere with employee's personal lives and people may on occasion feel the pressure of working long hours.
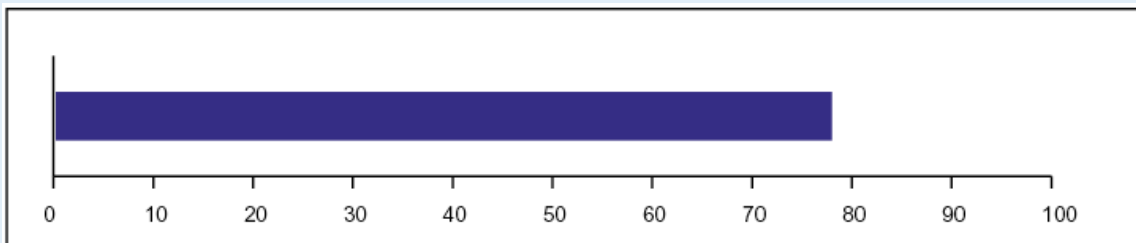
6. REWARD CULTURE

DEFINITION

This lever of engagement addresses the sum total of an employers efforts to recognise and express appreciation of the contributions of employees through financial and non-financial means. It concerns pay and bonus schemes, appraisals and salary reviews, but also all the other formal and informal ways in which appreciation can be expressed.

REWARD CULTURE AND ENGAGEMENT

Employees need to feel they are fairly rewarded for the work they do, and beyond that, to feel that their efforts are recognised. Reward is most powerfully delivered through a combination of financial (e.g. pay, bonuses) and non-financial (e.g. recognition, voucher schemes, extra holiday) rewards. 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.

YOUR PROFILE

Your responses indicate that the reward culture in your organisation has many positive contributing factors. Although perhaps more could be done, people generally feel motivated to perform because they are recognised for their contributions and achievements in line with market rates. On the whole, feedback is constructive and positive and rewards are transparent and fair.

7. QUALITY OF RELATIONSHIPS

DEFINITION

The focus here is on the styles of relationships that are recognised and prevalent within the organisation. The impact will depend to some extent on the match between an individual's preferred style of relationship and the established affiliative culture. Whether between subordinates, peers or managers, relationships that are affirming, supportive, and respectful will contribute positively to engagement for most employees.

QUALITY OF RELATIONSHIPS AND ENGAGEMENT

In surveys, relationships with managers are often cited as the biggest influence on the satisfaction and commitment of employees (e.g. 63% of respondents in a study by the IRS in 2004), followed by relationships with colleagues. Positive relationships are good for business and can be built through formal and informal social events and team building activities and absorbed into the culture of the organisation.

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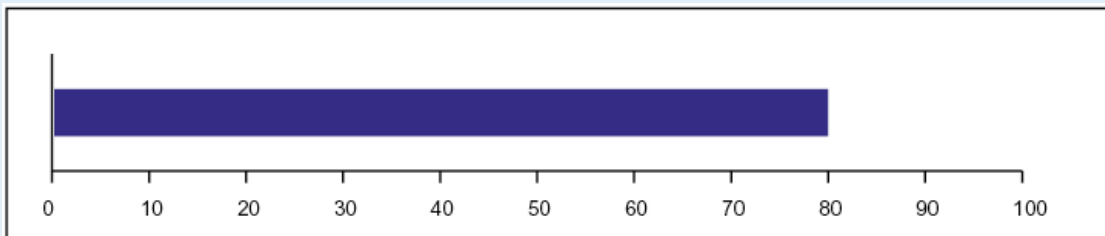
Your responses seem to suggest that people in your organisation make efforts to develop and maintain effective working relationships. Co-operation is encouraged and employees try to get along with one another as much as possible. Clients have a fairly good view of the organisation and senior managers promote good customer service. On the whole, people are friendly and take a personal interest in you so it is rare that there are disagreements.

8. WORK CULTURE

**DEFINITION**
Organisations vary dramatically in the potency of their image and culture; in some it is palpable and distinctive - it hits you as soon as you walk in the door, in others it will be quite nebulous and ill-defined. This lever of engagement is about the definition of an organisation's culture and the benefits associated with having a strong and particular reputation. Defined in this way, Work Culture is associated with distinctiveness, a strong sense of direction and clarity of vision.

WORK CULTURE AND ENGAGEMENT
Strong cultural definition always goes hand in hand with a coherent set of values that underpin it, and this in turn influences the attraction and retention of staff. Because uniqueness in an organisation is readily expressed or conveyed to others, the reputation generated will influence prospective candidates. Knowing what to expect will raise the proportion of good fit applicants. It will also promote engagement in those who have chosen to join the organisation and have a positive impact on staff retention.

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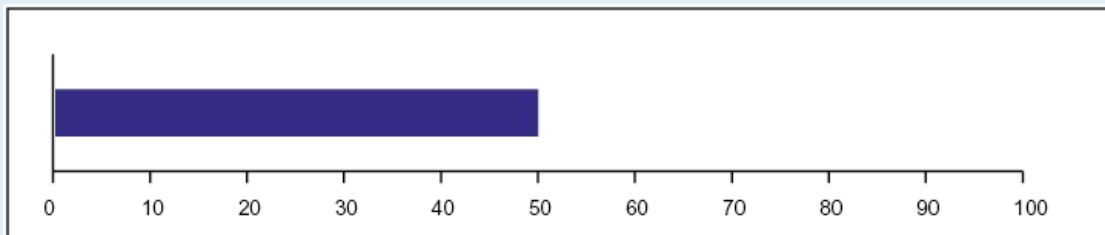
Your responses indicate that your organisation appears to have a typical work culture compared to others. With both positive and negative characteristics, the strategic direction may not be entirely clear and the company vision may not be as compelling or motivating as it could be. Leading businesses have a distinct reputation and edge that sets them apart from other places of work and work culture is unlikely to be a key driver of employee engagement for your organisation.
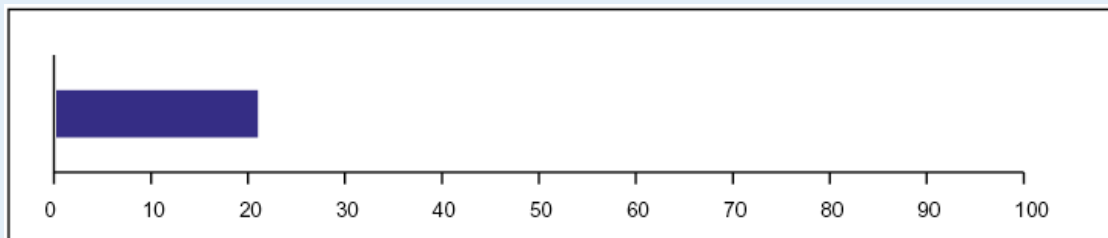
9. WORK ENVIRONMENT

DEFINITION

The emphasis in this lever of engagement is on the physical and technological environment; the facilities and equipment available to do the job and the safety, comfort and attractiveness of the surroundings. Although clearly essential for the execution of the job, the level and particularly the quality of equipment will also be a mark of status and importance. High-end equipment, desk size, décor, newness, value and many other features typically reflect the perceived standing and importance of the user. It should therefore not be a surprise if employees take these matters personally, and as a reflection of their importance to the organisation.

WORK ENVIRONMENT AND ENGAGEMENT

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

YOUR PROFILE

According to your responses, the work environment appears to be of substandard quality and the staff facilities are less well equipped than most organisations. You may believe that you do not have adequate tools or equipment to do your job, or the most appealing surroundings. Because your work environment is of poor quality, this is likely to have a negative effect on employee engagement levels.
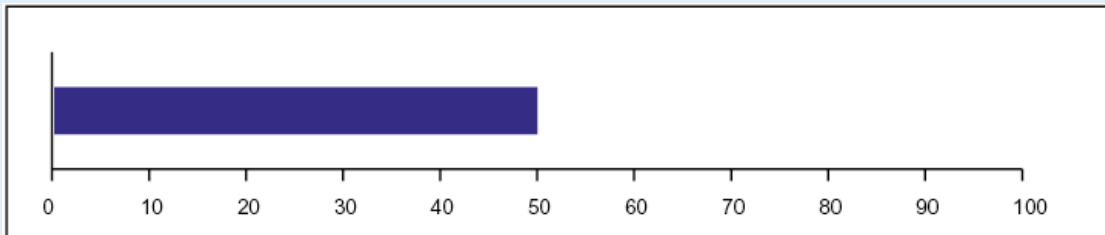
10. COMMUNICATION

DEFINITION

This is a big and complex lever of engagement. It concerns the extent, the direction, the inclusiveness and the manner of communications throughout the organisation, both the efforts made by management to inform other employees and opportunities for those employees to express their points of view. The scope, speed, style and inclusiveness of communications will have a strong influence on the culture of the organisation.

COMMUNICATION AND ENGAGEMENT

Communication encompasses everything from formal procedures through to informal exchanges at chance encounters. Like the Forth Bridge, communications require continuous maintenance. Are all channels being used to their best effect? Is it a two-way street, or an endless string of directives? Can people make their voice heard? Is the big picture being communicated, so that employees can see where their piece fits in? Do people know who to direct things to? Is receipt of information timely and relevant? Is it tailored for individual functions and groups?

YOUR PROFILE

Your responses indicate that communication in your organisation appears to be as effective as one might expect for most companies. On the whole, people receive updates about new developments and are informed about significant events at your workplace, but some may feel that information is insufficient or too late.

11. LEADERSHIP

**DEFINITION**

The perceived effectiveness of leadership within the organisation will be reflected in the clarity of its goals, its values and its vision. Engagement will depend on success in communicating these key features and the coherence of policy and its implementation. Employees will have a view about the effectiveness of the organisation's leadership and, to maximise commitment and loyalty, they need to feel inspired and to have confidence in them.

LEADERSHIP AND ENGAGEMENT

As well as believing in something, in a work context believing in someone is also important. Employees need to have faith in the leadership of the organisation and this is most powerfully conveyed through the integrity, role modelling and authenticity shown by the leadership team.

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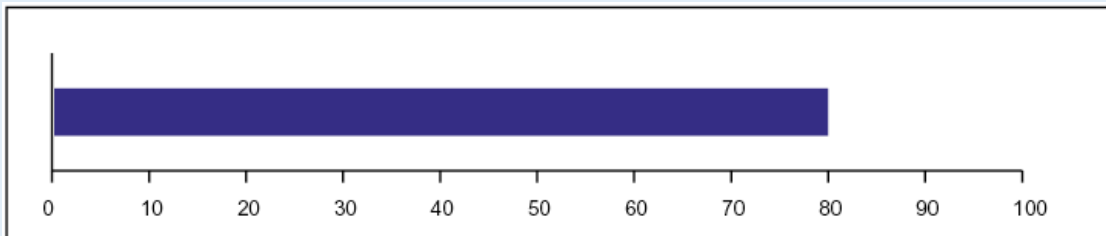
Your responses suggest that employees have faith in the leaders in your organisation, believing that they behave with an integrity and professionalism that has a positive impact on the business. People have a reassuring sense of where the company is going, understand the goals and vision and feel engaged as a result.
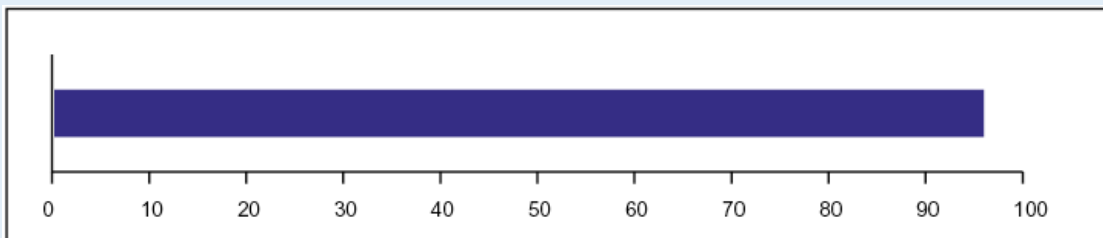
12. QUALITY OF SUPERVISION

DEFINITION

The quality of supervision pervades the work climate of the supervised. This lever of engagement concerns this impact, and whether it fully utilises possibilities for boosting the morale and motivation of employees. It concerns a) the manner in which primary supervisory functions are exercised; respect, even-handedness, clarity about objectives and procedures, b) the extent to which supervisors take advantage of their proximity to junior staff to identify, foster and develop talent and c) the degree to which supervisors present a positive model and a strong endorsement of organisational values.

QUALITY OF SUPERVISION AND ENGAGEMENT

Studies have shown that the behaviour and personal engagement of line managers has a direct influence on the engagement levels of their direct reports. A significant proportion of the training and development investment tends to focus on 'top talent', the worry is that this may be at the expense of the broader employee population. To build levels of engagement, organisations should ensure that all employees are appropriately and sufficiently catered for. Line managers need to engage with and manage their people in ways that will build positive attitudes, harness strengths, and drive engagement.

YOUR PROFILE

You seem to think that managerial support and quality of supervision is very positive in your workplace and one of the key drivers of employee engagement. It appears that managers foster a motivating atmosphere in your organisation. This is accomplished through constructive feedback, recognition and supporting their staff and is likely to encourage employees and bring out the best in them.

LEVERS OF ENGAGEMENT

RANK	TOP 3 LEVERS	
1	Quality of Supervision	96
2	Autonomy and Influence	93
3	Quality of Relationships	80

RANK	BOTTOM 3 LEVERS	
12	Work Environment	21
11	Organisational Affiliation	50
10	Communication	50

Words I use to describe the culture in my organisation:

Committed
Supportive
Flexible
Innovative