

## Engagement Report

Name:

Overall

Date:

03/Oct/2017

## What is 'employee engagement'?

Employee engagement differentiates between engaged and disengaged employees. Those who are engaged are committed to their company and are willing to achieve and possibly exceed their performance objectives. Those who are disengaged are unlikely to be committed to their company and are unlikely to focus their efforts on achieving their performance objectives.

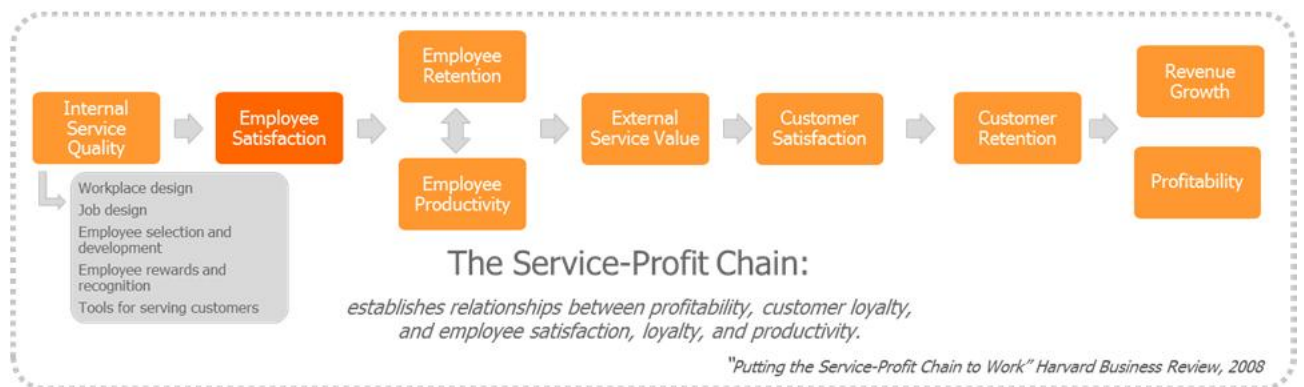
It is clear that an engaged workforce is beneficial for the company as the employees work constructively on achieving their individual goals, enhancing business performance and enabling the company to achieve its objectives.

Engagement is typically thought of as being comprised of three core elements:

- A sense of **satisfaction** with one's current job
- An **intention to stay** with the company
- A sense of **advocacy** about the company such that one would recommend it as a good place to work

## Why is 'employee engagement' important?

A myriad of research has been carried out in order to determine whether employee engagement is significant for business success. In 2008, the Harvard Business Review re-published a 1994 article that highlighted the importance of employee engagement, linking it to the Service-Profit Chain.



Following the chain backwards helps to make clear the link:

- **Profit and growth** within a business are stimulated primarily by **retaining customers**.
- Retention occurs when **customer satisfaction is high**.
- Customers are satisfied when they receive **services of good quality and value**.
- Quality and value is created by **satisfied, loyal, productive and engaged employees**.
- **Employees are engaged** when they work in comfortable surroundings doing jobs that are well designed with the tools to do their work, receiving good quality support and direction, and when they feel that their pay and benefits are fair.


## How is employee engagement measured?

Employee engagement is frequently measured through the use of surveys. Getfeedback's survey measures engagement through the use of three questions to measure the three core elements of engagement: **satisfaction**, **advocacy** and **intention to stay**.

Further questions are asked within the survey to uncover the aspects and characteristics of the organisation that are influencing levels of engagement. Most of the questions are quantitative, where the individual is asked to rate their level of agreement with a question. Some of the questions are verbatim and enable the individual to provide greater detail about their thoughts and opinions about an area.

### Key Drivers

Analysis of the responses to the quantitative questions enable Getfeedback to identify the 'Key Drivers of Engagement'. Through statistical correlation analysis of the responses to the survey, the questions that most strongly correlate with engagement can be identified. Key drivers therefore highlight the areas of work that are most important for the individuals in the company, and they highlight where attention should be focussed in order to maintain and improve engagement levels. It is important to note that it is not necessarily the case that the lowest scoring questions are the things that are causing the most amount of dissatisfaction.

Key drivers are marked, within the report, with the symbol 

### About your survey

This survey is comprised of 42 quantitative questions and three additional engagement questions:

- I am not actively looking to leave the organisation in the next 12 months (Retention)
- Overall I am satisfied with my job (Satisfaction)
- Overall I would recommend this organisation as a great place to work (Advocacy)

And 2 verbatim questions:

- What one thing could the organisation do to make it better place to work?
- What one thing do you like most about working at the organisation?

The responses to verbatim questions for the whole organisation are included in an additional 'Comments report'. If you requested verbatim comment analysis please see the 'Verbatim Analysis' report.

### Response rate

xxx employees were invited to complete this survey. xx responded giving a response rate of 83%

## Data presentation and response detail

### Rating scale

The report summarises the responses based on a six-point rating scale ranging from Strongly Disagree, Disagree, Somewhat Disagree to Somewhat Agree, Agree and Strongly Agree.

### Favourable response

Tables that summarise scores within this report are based on the percentage of favourable responses; that is the percentages of Agree and Strongly Agree combined. It is important to note that due to the scores being presented as whole numbers, but calculated to 1 or 2 decimal places within the detail graphs, the overall score shown may be slightly different than the sum of 'agree' and 'strongly agree'.

### Heat Map

|   | 2015 (12932) | 2013 (11405) | Site 1 2015 (108) | Site 1 2013 (102) |                 |
|---|--------------|--------------|-------------------|-------------------|-----------------|
| Topic → Engagement  | 69           | 69           | 60                | 54                | ← Average score |
| I am planning to stay at company for the next 12 months                   | 80           | 82           | 73                | 69                |                 |
| Overall I am satisfied with my job  | 69           | 68           | 61                | 51                |                 |
| Question → Overall I would recommend the company as a great place to work | 58           | 58           | 47                | 42                | ← Area of focus |

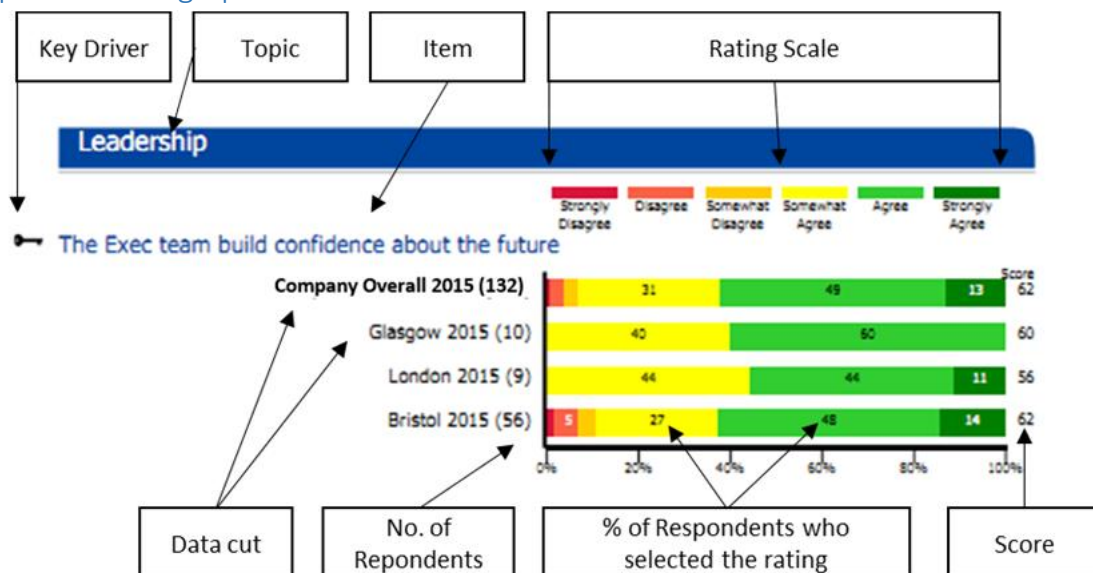
Heat maps within the report provide the average scores (percentage of favourable responses) for each topic and/or statement and are graded by colour to highlight strengths that can be celebrated and areas for action that require further investigation and focus. The boxes range from light blue where scores are highest to dark blue for lower scoring areas/statements with the darkest displaying with white text to highlight areas requiring the most attention.

## Key drivers – priorities graph



The Key drivers – priorities graph provides a quick overview of the type of action that should be taken with regards to the key drivers. It shows the level of agreement and correlation with engagement for each statement.

## Response detail graph



- Where the score for a rating is less than 5% the number will not be shown on the graph but it has been factored in the data analysis.
- Results for questions that received less than 10 respondents will not be displayed but have been captured in overall data.

## Demographics

The demographics detail has been included in this report to provide additional detail on the make-up of the individuals that have responded to the survey. This allows you to see where the responses for the survey have come from but without identifying individual responses. It is important to bear in

mind the number of respondents within a group when comparing groups. Group data is only provided when there are more than 10 respondents in a group. Caution should be taken when comparing groups of differing sizes as the impact of 1 individual's rating is greater in a small group than in a large group.

## Guidance for action

This report is designed to provide you with the results from the survey in such a way that it will help you to decide what the next steps for the organisation will be. Improving engagement is about taking action in the areas that will have the largest impact on engagement.

Knowing what to focus on is the next step.

# 1

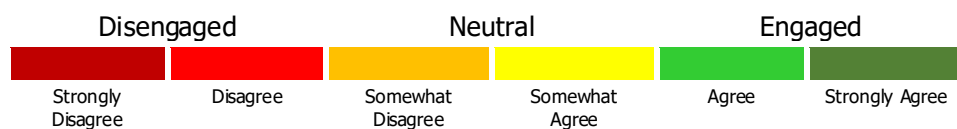
The Key Drivers of Engagement highlighted in the report are the first place to look. These have been statistically calculated as having the largest effect on engagement. Improving these areas, if the scores are low; or ensuring that focus is maintained on them if the scores are high will have the greatest impact on Overall Engagement. These are highlighted in the *Key Factors of Engagement Section* of the report.

The *Priorities* graph indicates what type of action needs to be taken

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Consider your employees as belonging to one of three groups: the engaged, the neutrals and the disengaged.

# 2



You want to keep the Engaged and convert the Neutrals so that they are Engaged. Be aware of the Disengaged, and try to minimise their impact. It's likely that there will always be a group of disengaged people; as long as their voice is not too loud they don't have too much impact on the organisation.

Identify areas where you have a high proportion of Neutrals and focus attention here.

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# 3

Identify the areas to celebrate.

- What was your response rate? Over 70% is a great starting point.
  - What was your overall level of engagement?
  - Where do you have high scores? What topic is highest scoring; which statement?
  - If you've run the survey before where have there been improvements?
  - What initiatives have you been running in the organisation over the past year; can they be linked to any of the statements within the survey?
  - Are there differences between demographic groups?
-

## Next steps

Having reviewed your engagement results it is time to plan what you are going to do next. Before diving in and taking action it's worth remembering the following:

- Thank your employees for taking the time to complete the survey; and set an expectation about when the results will be shared.
- You may think you know what underlies a score; or what action should be taken. Sense-check your ideas with others: your colleagues; in a team meeting or through focus groups.
- Share the results:
  - Celebrate the positive results.
  - Acknowledge where work still needs to be done. You don't have to know what you are going to do to try to resolve the issue straight away; but it is essential that you are open and honest about areas that have scored poorly.
- Identify champions for each area of change; but ensure that there is one person who has overall responsibility for following up and taking action after the survey.
- Involve others in identifying the potential solutions – it increases the chances of buy-in to any change that may be necessary and reinforces that everyone's voice is important.
- Agree the actions that will be prioritised. You can't work on everything at once. You'll need to evaluate the benefit the change will bring versus any costs (financial or otherwise) that might be incurred.
- Share the action plan and communicate regularly so that everyone know what progress is being made.



# Engagement

## Engagement

|  | Overall 2017<br>(136) | Overall 2016<br>(131) | All Companies<br>Global Benchmark<br>(2275419) |
|--|-----------------------|-----------------------|--|
| <b>Engagement</b>  | 55                    | 48                    | -  |
| <b>I am not actively looking to leave the organisation in the next 12 months</b> | 62                    | 47                    | 62   |
| <b>Overall I am satisfied with my job</b>  | 56                    | 51                    | 65   |
| <b>Overall I would recommend this organisation as a great place to work</b>      | 46                    | 46                    | 59   |


## Summary Overview

|                      | Overall 2017<br>(136) | Overall 2016<br>(131) |
|----------------------|-----------------------|-----------------------|
| <b>All Questions</b> | 51                    | 46                    |
| <b>Engagement</b>    | 55                    | 48                    |
| <b>Management</b>    | 53                    | 45                    |
| <b>Integrity</b>     | 46                    | 44                    |
| <b>Leadership</b>    | 54                    | 51                    |
| <b>My work</b>       | 46                    | 43                    |
| <b>Development</b>   | 71                    | 60                    |
| <b>Performance</b>   | 47                    | 43                    |

# Key Drivers of Engagement

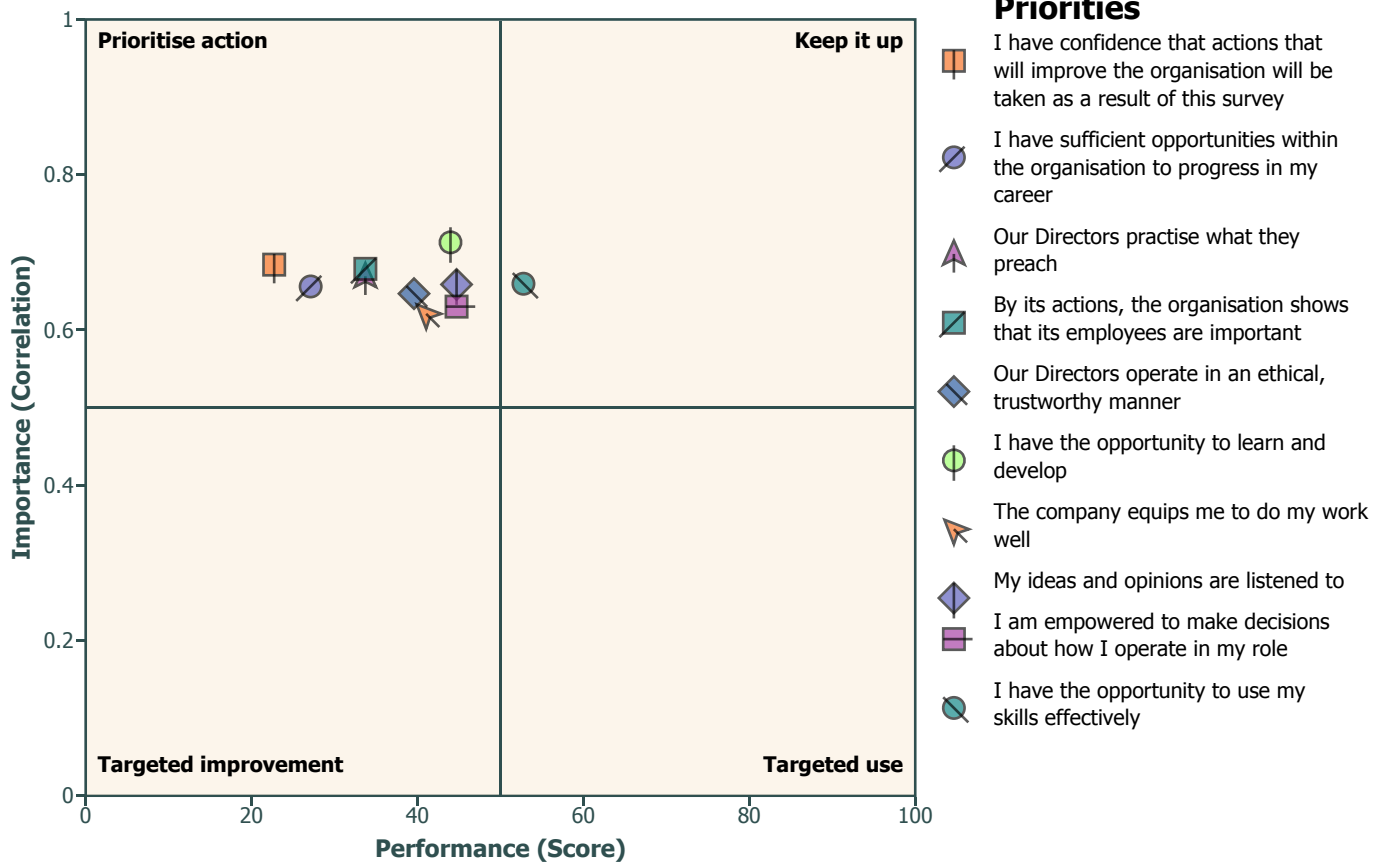
Scores indicate percentage Strongly Agree and Agree. Survey Items are shown in order of importance.

## Overall Key Drivers

|                           | Overall 2017<br>(136) | Overall 2016<br>(131) | All Companies<br>Global Benchmark<br>(2275419) |
|--|-----------------------|-----------------------|--|
| I have the opportunity to learn and develop  | 44                    | 41                    | 55   |
| I have confidence that actions that will improve the organisation will be taken as a result of this survey | 23                    | 21                    | 47   |
| By its actions, the organisation shows that its employees are important                                    | 34                    | 36                    | 59   |
| Our Directors practise what they preach  | 34                    | 30                    | 53   |
| I have the opportunity to use my skills effectively  | 53                    | 48                    | 62   |
| My ideas and opinions are listened to  | 45                    | 32                    | -  |
| I have sufficient opportunities within the organisation to progress in my career                           | 27                    | 28                    | 54   |
| Our Directors operate in an ethical, trustworthy manner  | 40                    | 47                    | 59   |
| I am empowered to make decisions about how I operate in my role  | 45                    | 46                    | 63   |
| The company equips me to do my work well   | 41                    | 28                    | 64   |

# Key Drivers of Engagement

Overall 2017



This grid shows the statements that have been statistically calculated to have the largest effect on overall engagement. These have been plotted into the above 4 box grid to help identify the areas to focus on, and maintain to ensure the greatest improvement on engagement.

- **Prioritise action:** These are areas that are currently performing badly but have been shown to have the largest impact on engagement. Improving these areas will have the largest positive impact on engagement and should be a focus of your action plans.
- **Keep it up:** These areas are currently performing well and are important in terms of engagement. You should ensure that you continue to maintain positive actions in these areas.
- **Targeted improvement:** These areas are performing badly but have limited impact on overall engagement.
- **Targeted use:** These areas are performing well but have limited impact on overall engagement and performance should be maintained.

Name

# Ordered Statement Comparison

## All Questions

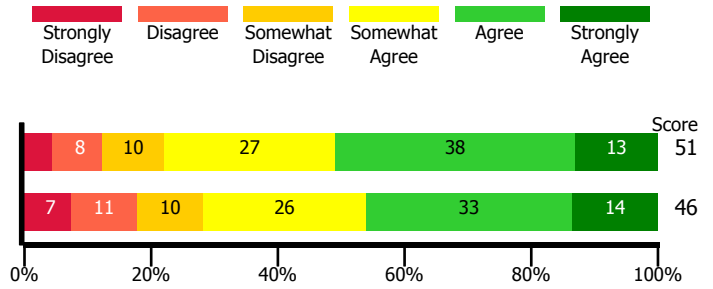
|  | Overall 2017<br>(136) | Overall 2016<br>(131) | All Companies<br>Global Benchmark<br>(2275419) |
|--|-----------------------|-----------------------|--|
| <b>All Questions</b>   | 51                    | 46                    | -  |
| <b>I have positive relationships with my colleagues</b>                              | 80                    | 73                    | 77   |
| <b>I believe that the organisation has a good benefits package</b>                   | 78                    | 68                    | 42   |
| <b>The physical environment is satisfactory for the type of work I do</b>            | 77                    | 63                    | 61   |
| <b>I understand how my role contributes to the success of the organisation</b>       | 75                    | 66                    | 50   |
| <b>The company values and behaviours are important to me</b>                         | 71                    | 76                    | -  |
| <b>I get help and support from my manager when I need it</b>                         | 71                    | 61                    | -  |
| <b>My manager cares about me as an individual</b>                                    | 71                    | 64                    | 74   |
| <b>My manager keeps me informed about issues and changes that are relevant to me</b> | 67                    | 57                    | 66   |

# Overview

## All Questions

Overall 2017 (136)

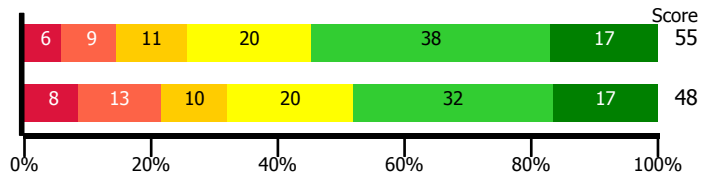
Overall 2016 (131)



## Engagement

Overall 2017 (136)

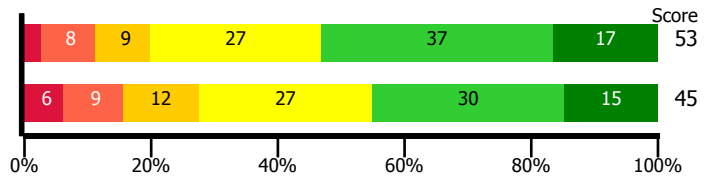
Overall 2016 (131)



## Management

Overall 2017 (136)

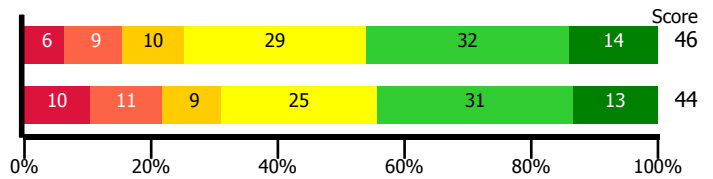
Overall 2016 (131)



## Integrity

Overall 2017 (136)

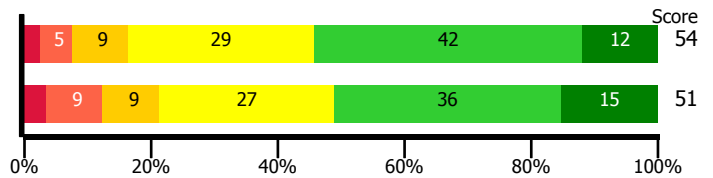
Overall 2016 (131)



## Leadership

Overall 2017 (136)

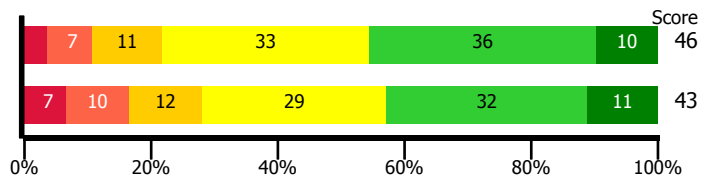
Overall 2016 (131)



## My work

Overall 2017 (136)

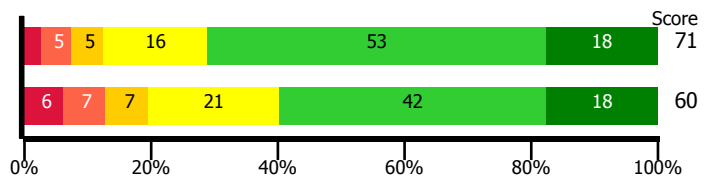
Overall 2016 (131)



## Development

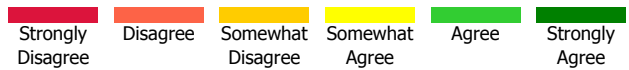
Overall 2017 (136)

Overall 2016 (131)

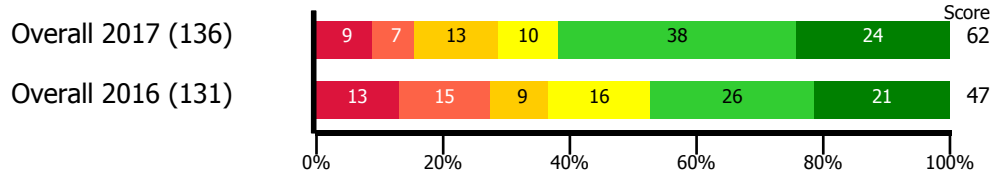


# Detail

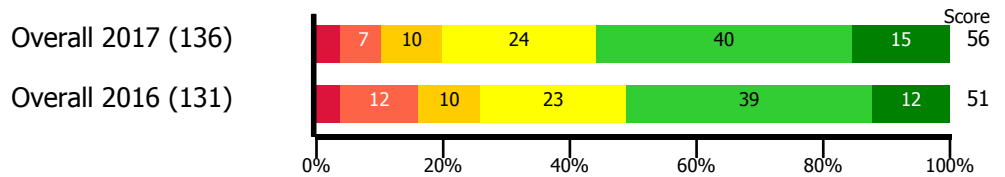
## Engagement



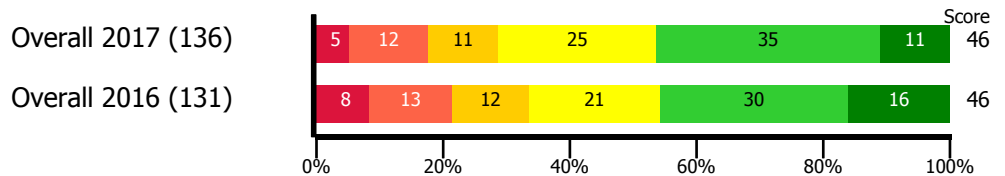
I am not actively looking to leave the organisation in the next 12 months



Overall I am satisfied with my job

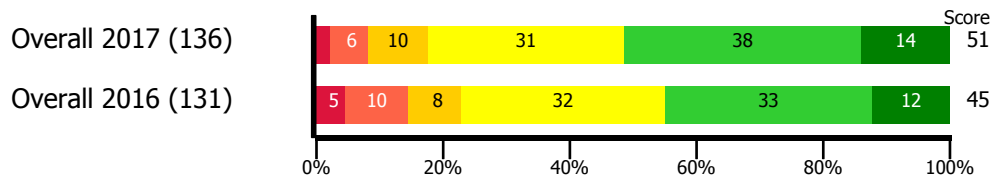


Overall I would recommend this organisation as a great place to work

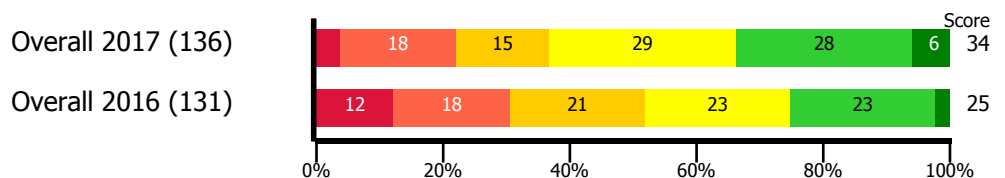


## My Work

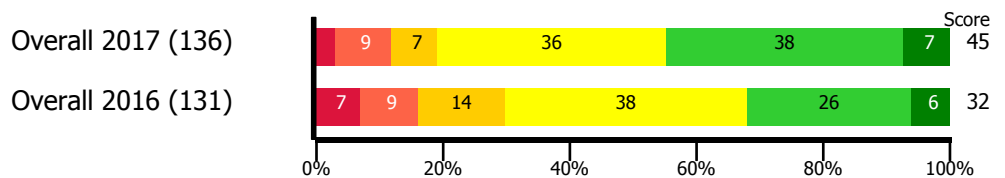
I am free to speak up



I am satisfied with the internal communication I receive



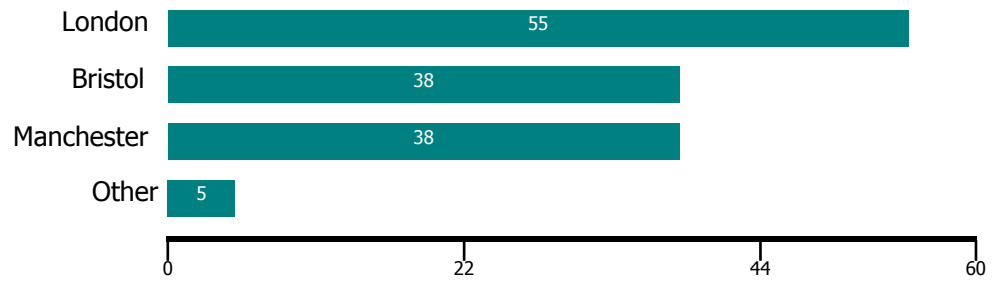
🔑 My ideas and opinions are listened to



# Demographics

## Overall 2017

### Office



### Department

