Talent Engage ^{plus}

Employee engagement analysis report

REPORT GENERATED:	**01/03/2013**
GROUP CATEGORY:	**SALES (TOTAL GROUP)**
GROUP SIZE:	**54 (RESPONSE RATE: 82%)**
SENSITIVITY:	**PRIVATE & CONFIDENTIAL**

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Engagement profile

This pie chart shows the number of people who are engaged, actively considering leaving (driven by factors outside your control) and those who are not engaged / at risk of leaving.

- Leavers = 22%
- At Risk = 38%
- Engaged = 40%
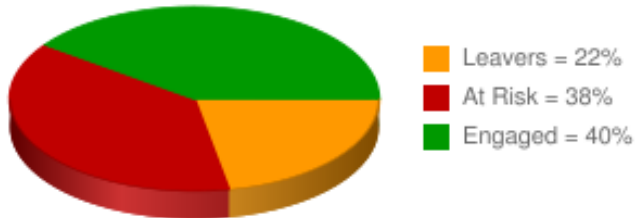
Engagement index

This table below shows areas which have the biggest impact on employee engagement and commitment – both positive and negative.

Impact	Area(s)
Engagement	**Cooperation**
Doing Well	**Independence** **Ethical Standards** **Working Conditions** **Communications**
Be Aware	**Reward & Recognition** **Vertical Relationship** **Loyalty & Trust** **Belonging**
Concern	**Personal Growth** **Well-Being** **Job Satisfaction** **Career Progression**

Performance profile

Clarity

How clear your people are in what is expected of them and how their performance is measured.

Positive	Negative	Neutral
46%	16%	38%
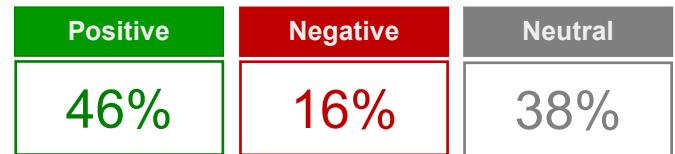
Confidence

The extent to which employees feel they will be successful.

Positive	Negative	Neutral
47%	9%	46%
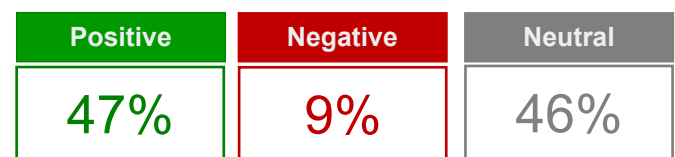
Enablement

The extent to which employees feel they have the necessary support from the organisation to be successful.

Positive	Negative	Neutral
55%	15%	30%
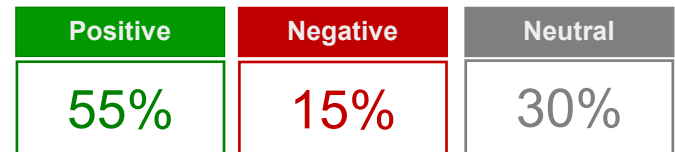
Impact

The effect of organisational decisions on performance.

Positive	Negative	Neutral
36%	29%	35%
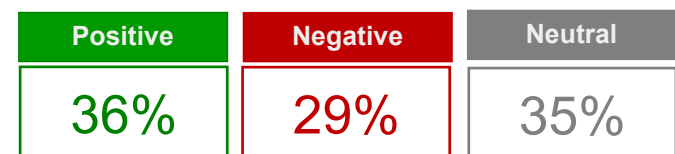
Net promoter score

How many of your people would recommend the organisation as a place to work.

76%

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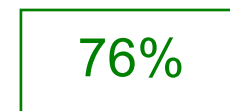
The table below sets out how 14 different work-related areas are currently **impacting** on levels of engagement and commitment. On the **left**, the 14 areas are listed in order of **importance** to the reporting group (from most to least). On the **right**, the extent to which the reporting group are currently **experience** each of these.

	What is important	Score	Experienced 1	2	3	4	5	6	7	8	9	10
1	**Cooperation** — Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	9.6	■	■	■	■	■	■	■	■	■	■
2	**Personal Growth** — Training & development needs are identified and my work provides me with opportunities to stretch myself.	3.9	■	■	■	■						
3	**Well-Being** — Maintaining a work-life balance, workloads which do not cause stress.	1.8	■	■								
4	**Job Satisfaction** — An interesting and enjoyable job, and one I consider important.	6.7	■	■	■	■	■	■	■			
5	**Career Progression** — Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	1.1	■									
6	**Reward & Recognition** — Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.	1.3	■									
7	**Vertical Relationship** — An approachable, inspirational manager who provides regular feedback and acts as a role model.	4.4	■	■	■	■						
8	**Loyalty & Trust** — The organisation acts in the interest of its employees and delivers on promises that are made.	2.2	■	■								
9	**Organisational Confidence** — Working for a successful organisation that is well led, has good people and a strong future.	7.1	■	■	■	■	■	■	■			
10	**Independence** — Freedom to organise my work and set my own goals. Scope to try new ways of doing things.	7.8	■	■	■	■	■	■	■	■		
11	**Ethical Standards** — Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.	9.3	■	■	■	■	■	■	■	■	■	
12	**Working Conditions** — Comfortable working environment with good facilities, and reliable and effective equipment.	9.6	■	■	■	■	■	■	■	■	■	■
13	**Belonging** — Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.	3.5	■	■	■	■						
14	**Communications** — A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.	9.8	■	■	■	■	■	■	■	■	■	■

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Key actions for increasing commitment

Based on the areas highlighted as **Turnover Drivers** (see Engagement index on page 1), these are the **actions** most likely to increase current levels of engagement.

		%
Personal Growth	A clear development plan	52
	Work more with a particular colleague to learn from them	28
	A secondment to another part of the organisation	10
	A buddy to work with to build my experience and confidence	10

Well-Being	Give me the flexibility to come in late some mornings	52
	Enable me to work at home occasionally	28
	Give me the option of leaving early	10
	Provide me with someone to talk to when I feel the pressure is too much to cope with	10

Career Progression	Explain to me the process and standards required for promotion to the next level	52
	Have a conversation with manager exploring my longer term career aspirations	28
	Provide me with a mentor, who can support my future career ambitions	10
	Give me additional responsibilities to demonstrate my capability for the next level up	10

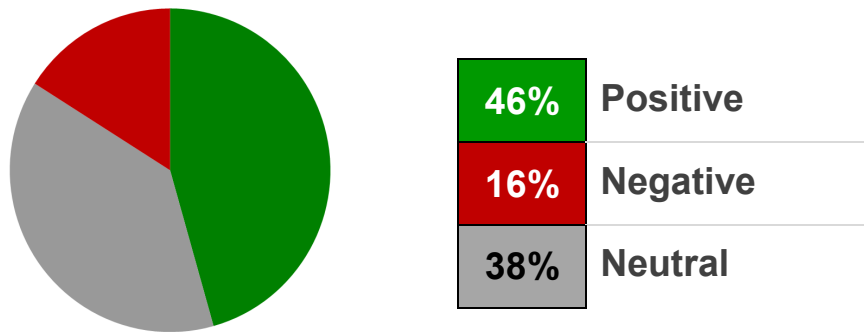|		
Reward & Recognition	Explain how my performance is measured and how my final performance rating is reached	52
	Clearly explain how the salary scales work to me	28
	Offer a more flexible benefits package to reflect my personal needs	10
	Have a conversation so I can understand how the last pay reviews were conducted	10

Additional actions to build commitment

Please see Page 9 for all actions by the remaining work-related areas.

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This page shows how clear employees are in relation to what is expected of them and how their performance is measured. High negative scores are likely to indicate a lack of focus and mean they are "busy being busy" rather than performing.

Clarity

(a) Overall

46%	**Positive**
16%	**Negative**
38%	**Neutral**

(b) Detail

Question	Yes	Yet to be informed	No
I am clear about the purpose of Company X	62%	16%	22%
I am clear about how my role contributes to Company X being successful	51%	25%	24%
I am clear about what I need to deliver over the next 12 months	42%	36%	22%
I understand where I sit within Company X	25%	65%	10%
I am clear about how Company X works (structure, departments, processes)	85%	5%	10%
I am clear about Company X's vision and mission	45%	30%	25%
I am clear about Company X's culture and values	35%	60%	5%
I am clear about Company X's corporate strategy	20%	70%	10%

■ Yes   ■ Yet to be informed   ■ No

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This page shows the extent to which employees feel they will be successful. High negative scores here are likely to indicate people don't believe they will be successful going forward, and likely to lead to a decline in effort and ultimately dis-engagement.
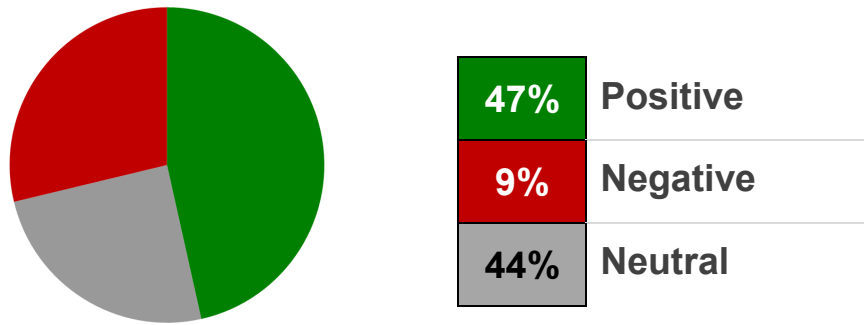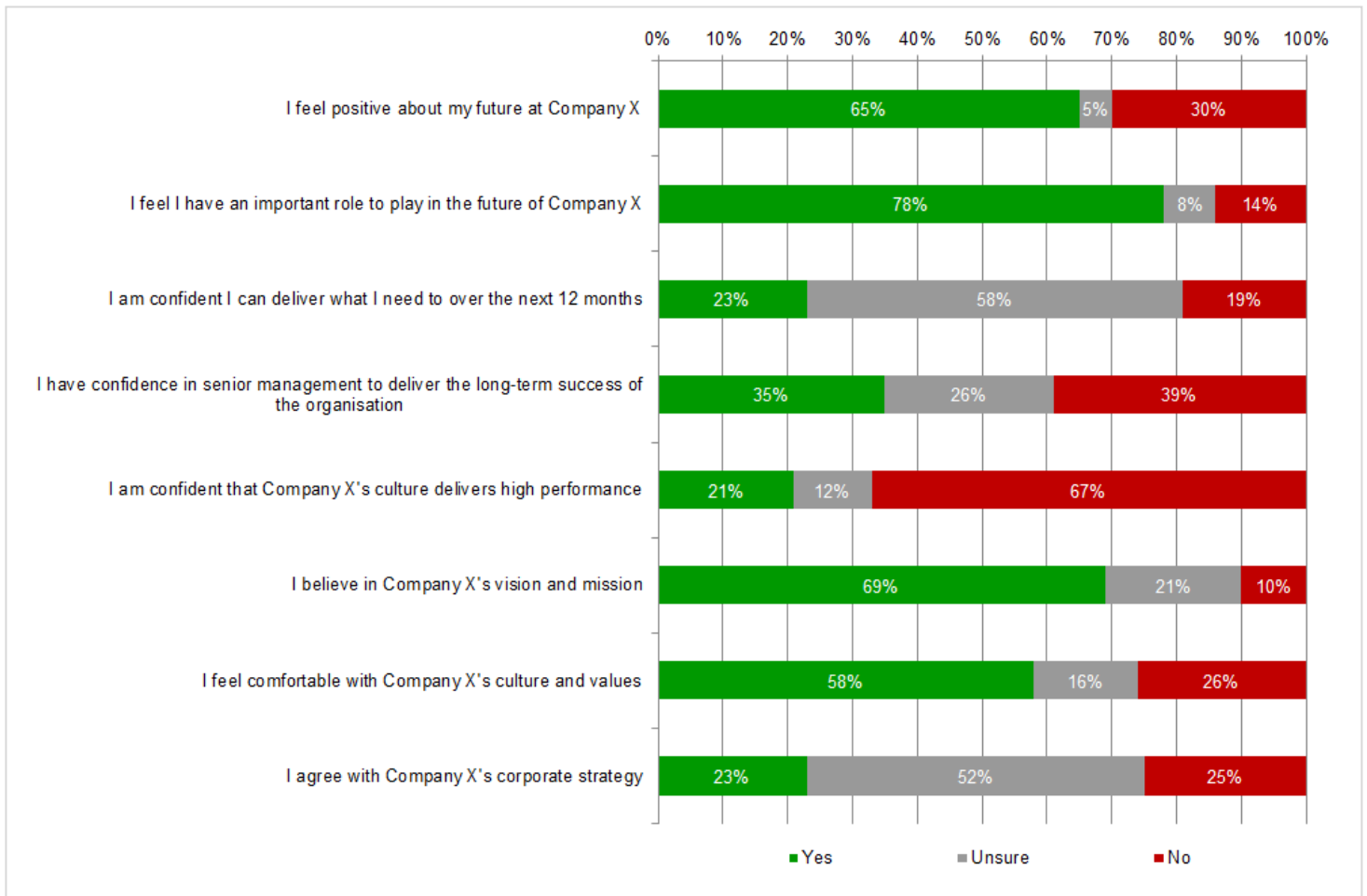
Confidence

(a) Overall

47%	**Positive**
9%	**Negative**
44%	**Neutral**

(b) Detail

Statement	Yes	Unsure	No
I feel positive about my future at Company X	65%	5%	30%
I feel I have an important role to play in the future of Company X	78%	8%	14%
I am confident I can deliver what I need to over the next 12 months	23%	58%	19%
I have confidence in senior management to deliver the long-term success of the organisation	35%	26%	39%
I am confident that Company X's culture delivers high performance	21%	12%	67%
I believe in Company X's vision and mission	69%	21%	10%
I feel comfortable with Company X's culture and values	58%	16%	26%
I agree with Company X's corporate strategy	23%	52%	25%

■ Yes   ■ Unsure   ■ No

This page shows the extent to which employees feel they have the necessary support to be successful. High negative scores indicate that your people feel they are not being set up for success, likely to lead to a lack of trust and commitment.

Enablement

(a) Overall

55%	**Positive**
15%	**Negative**
30%	**Neutral**

(b) Detail

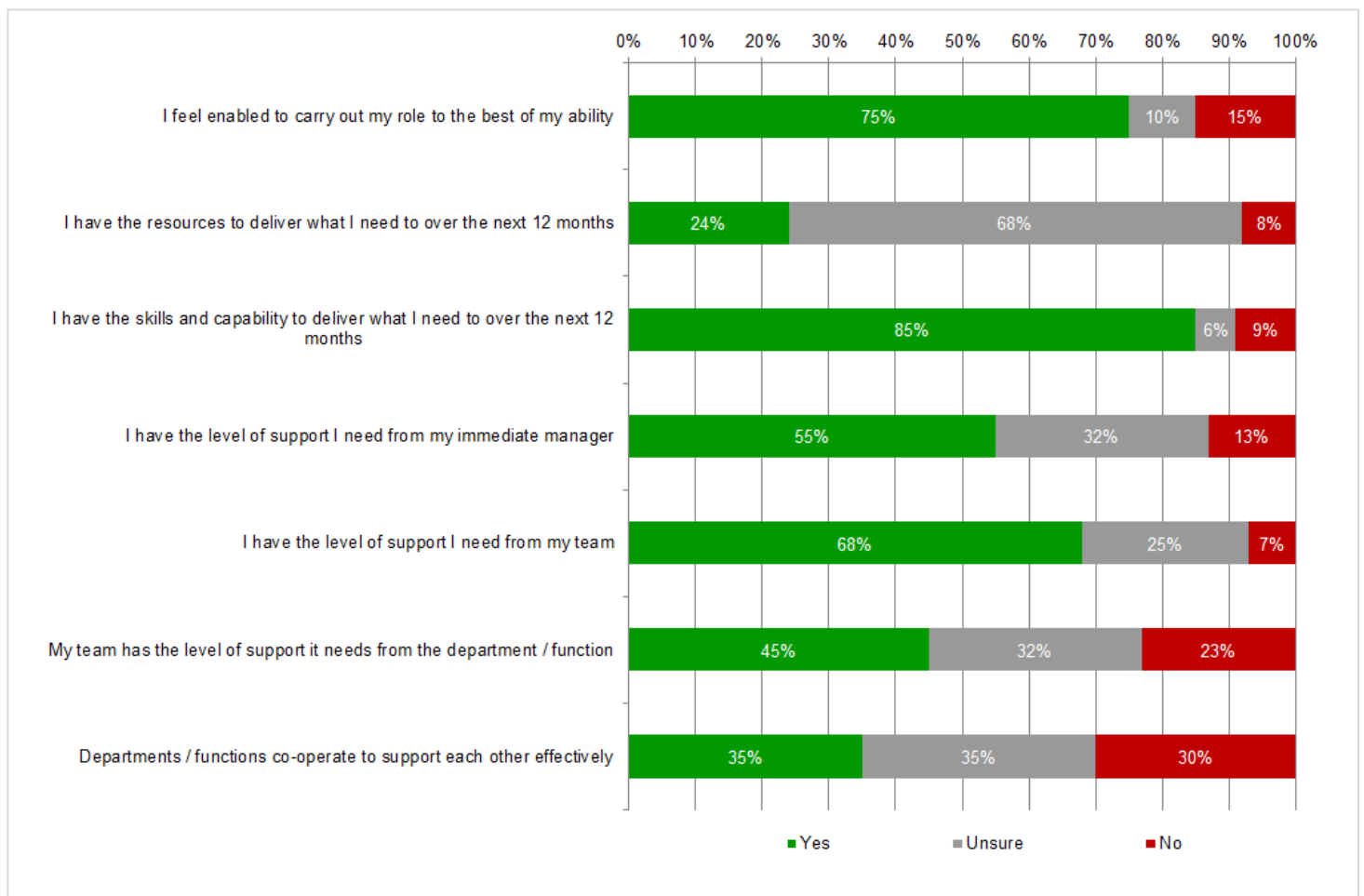| Statement	Yes	Unsure	No
I feel enabled to carry out my role to the best of my ability	75%	10%	15%
I have the resources to deliver what I need to over the next 12 months	24%	68%	8%
I have the skills and capability to deliver what I need to over the next 12 months	85%	6%	9%
I have the level of support I need from my immediate manager	55%	32%	13%
I have the level of support I need from my team	68%	25%	7%
My team has the level of support it needs from the department / function	45%	32%	23%
Departments / functions co-operate to support each other effectively	35%	35%	30%

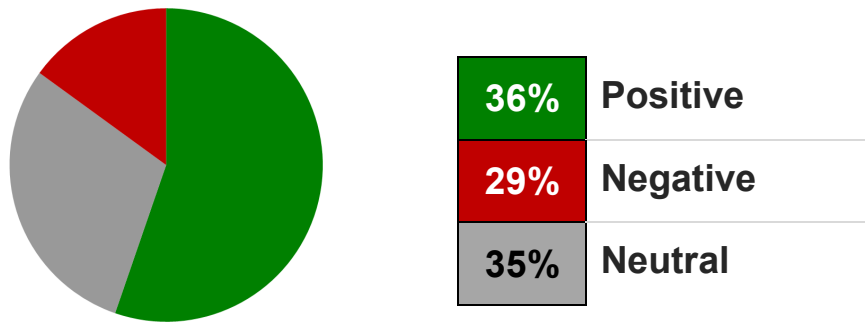■ Yes   ■ Unsure   ■ No

>> **Breakdown Group:** Total Group (n=54)
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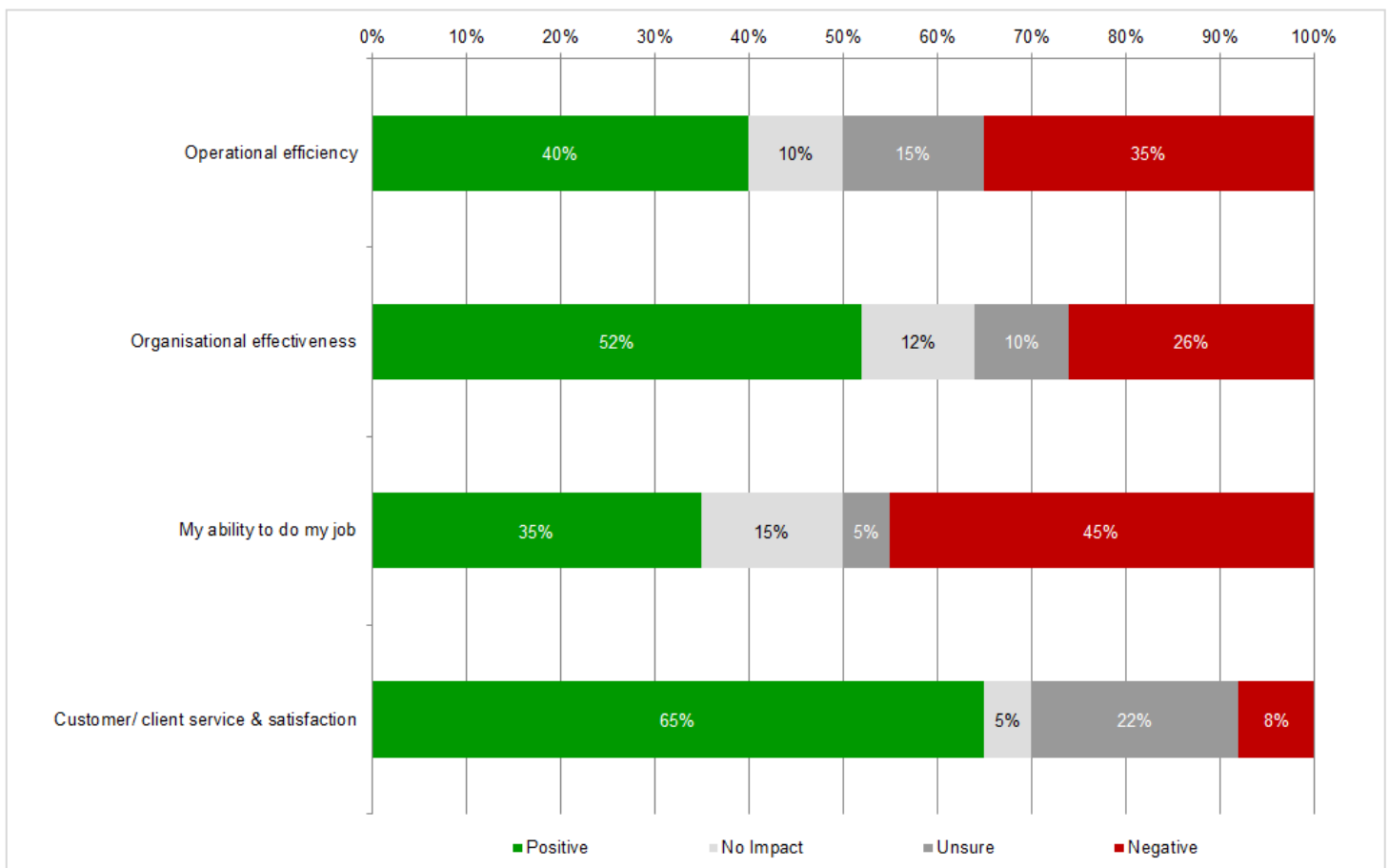
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This page sets out how your people think the organisational decisions over the last 12 months have impacted different aspects of organisational performance.

Impact

(a) Overall

36%	**Positive**
29%	**Negative**
35%	**Neutral**

(b) Detail

	Positive	No Impact	Unsure	Negative
Operational efficiency	40%	10%	15%	35%
Organisational effectiveness	52%	12%	10%	26%
My ability to do my job	35%	15%	5%	45%
Customer/ client service & satisfaction	65%	5%	22%	8%

■ Positive   ■ No Impact   ■ Unsure   ■ Negative

>> Breakdown Group: Total Group (n=54)
>> Report Generated: 01/03/2013 14:25:15

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The table below sets out the % of people who gave each rating (on the 1 to 10 scale) for the 14 areas

What is important	Score	Experienced % 1	2	3	4	5	6	7	8	9	10
1 Cooperation — Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	9.6	2	0	0	2	0	0	2	2	2	91
2 Personal Growth — Training & development needs are identified and my work provides me with opportunities to stretch myself.	3.9	7	7	20	44	6	2	4	6	2	2
3 Well-Being — Maintaining a work-life balance, workloads which do not cause stress.	1.8	61	18	7	13	0	2	0	0	0	0
4 Job Satisfaction — An interesting and enjoyable job, and one I consider important.	6.7	2	0	2	6	0	11	45	15	17	2
5 Career Progression — Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	1.1	87	11	2	0	0	0	0	0	0	0
6 Reward & Recognition — Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.	1.3	85	11	2	0	0	0	0	2	0	0
7 Vertical Relationship — An approachable, inspirational manager who provides regular feedback and acts as a role model.	4.4	0	7	20	44	13	2	4	6	2	2
8 Loyalty & Trust — The organisation acts in the interest of its employees and delivers on promises that are made.	2.2	36	29	21	13	0	2	0	0	0	0
9 Organisational Confidence — Working for a successful organisation that is well led, has good people and a strong future.	7.1	0	2	2	6	0	13	43	17	17	2
10 Independence — Freedom to organise my work and set my own goals. Scope to try new ways of doing things.	7.8	0	0	2	5	0	5	36	9	25	16
11 Ethical Standards — Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.	9.3	0	0	0	6	6	0	0	2	2	85
12 Working Conditions — Comfortable working environment with good facilities, and reliable and effective equipment.	9.6	2	0	0	2	0	0	2	2	4	89
13 Belonging — Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.	3.5	15	11	30	28	6	2	4	6	0	0
14 Communications — A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.	9.8	0	0	0	0	0	0	4	2	2	93

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Below are all actions selected by the reporting group for the **Less Impact** and **Engagement Driver** areas as identified in the Engagement index on Page 1.

		%
Vertical Relationship	More frequent 1 to 1 meetings (eg weekly) with my manager	52
	Agree clearly defined goals with my manager	28
	Regular feedback from my manager on how am I progressing against my goals	10
	More coaching from my manager to help me succeed and grow	10
Loyalty & Trust	More opportunities to discuss key decisions with local senior management	52
	Greater consultation in relation to how major changes that impact my area are implemented	28
	More frequent communications about why key organisational decisions have been made and how they will be implemented	10
	More opportunities to provide feedback to more senior management on the challenges I face at work	10
Ethical Standards	An explanation of the organisation's values and why we have them	52
	A clear explanation of what we stand for and believe in as an organisation	28
	More referencing to our values by senior managers when the announce and explain key decisions	10
	Provide me with opportunities to contribute to corporate responsibilities	10
Independence	More freedom to undertake tasks in a way that utilises my skills and style	52
	Allow me to have greater freedom on how I shape my working day/week	28
	Greater ownership for creating my goals, for sign-off and agreement with my manager	10
	Allowed to put my own ideas into practice to find way to improve what I do	10
Organisational Confidence	Senior management more visible around the organisation	52
	Have regular monthly updates on how the organisation is performing	28
	Have regular/monthly updates on how my area is performing	10
	Opportunities to hear senior managers talk about the director the organisation and our strategy to succeed	10
Job Satisfaction	Explore how I can spend more time doing the aspects of my role that I find most enjoyable and add the most value	52
	Help me understand more clearly how my job contributes to the local success	28
	Help me understand more clearly how my job contributes to organisational success	10
	Something else	10

>> **Breakdown Group:** Total Group (n=54)
>> **Report Generated:** 01/03/2013 14:25:15

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