



Employee Engagement Survey 2016

For

ABC Ltd.

December 2016

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Introduction

About this Survey

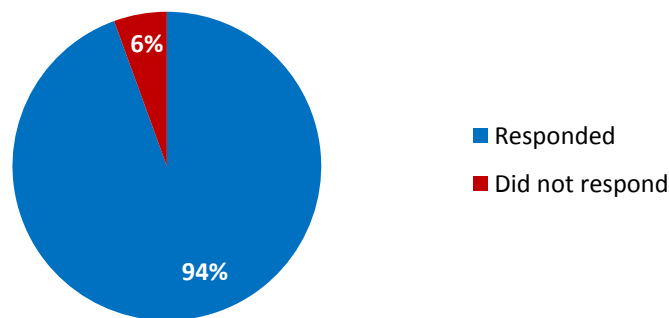
Inspiring conducted an Employee Engagement Survey for ABC to the purpose of gathering employee feedback for analysis. The survey was launched on (DATE) and closed on (DATE). The survey itself was complex as it held within it four key areas of questioning:

- Managers Question Set
- Colleagues Question Set
- Communication Question Set (Separate Report)
- CEO Survey (Separate Report)

This Executive Summary should be read in conjunction with the Excel file of detailed analysis which is included with the report. Due to the extent of the data and multiple demographics, the Excel file has been produced to provide a breakdown of the responses in a clear, easy-to-use format.





Response Rate

The total number of complete responses received was 940 out of a possible 1000 employees. This means that the response rate achieved was 94%. IBP's benchmark for successful completion is 60%, which makes feedback and opinions valid and reliable for any improvement planning ABC wish to undertake.



How we calculate your scores

INSPIRING surveys use a weighted average called uniform distribution to give an overall index score for each question. The results are then colour coded as follows:

	Blue	More than 75%	Excellent
	Green	60% - 75%	On track
	Amber	40% - 60%	Needs attention
	Red	Less than 40%	Needs urgent action

Uniform distribution is a recognised statistical device which allows for a consistent reporting format. This method enables us to calculate the degree of positivity and also reports the distribution of responses. A full explanation of how the scores are calculated can be found at **Appendix 1**.

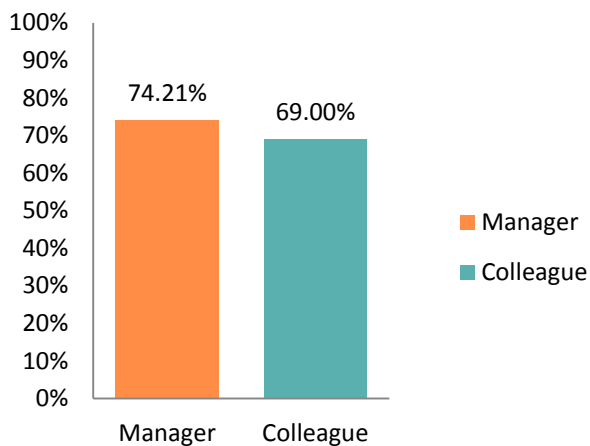
Overall Summary

As the questions for Colleagues and Managers differed, the results have been analysed separately.

Overall Summary	Manager	Colleague
Overall	74.21%	69.00%
Working for ABC	72.35%	68.74%
Engagement Index	76.61%	68.23%

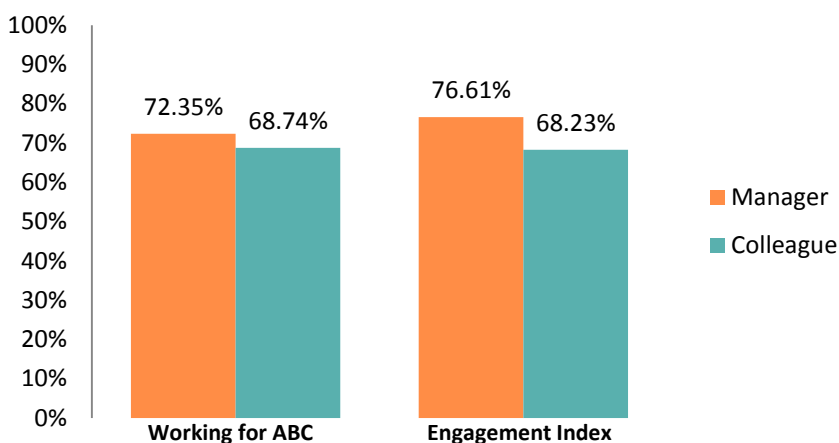
Manager vs. Colleague Overall Positivity

Based on the average score of all questions, the overall positivity score of Managers is **74.21%**. For Colleagues, this score is **69.00%**



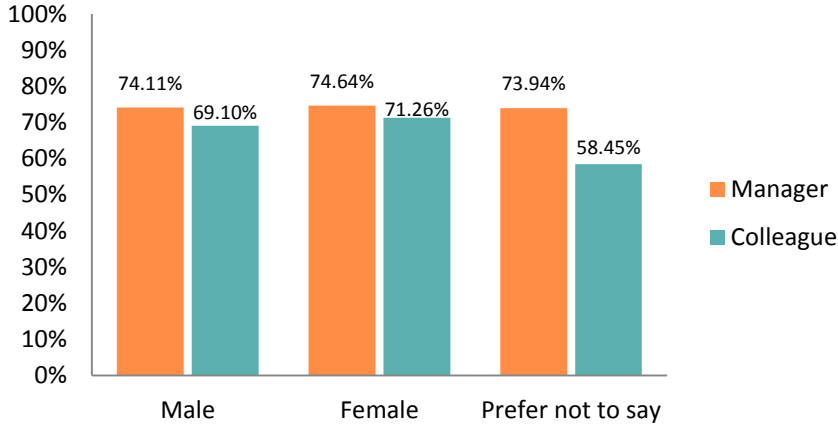
Overall Theme Scores

The survey was split into two themes: Working for ABC and Engagement Index. The overall scores for these themes are illustrated below.



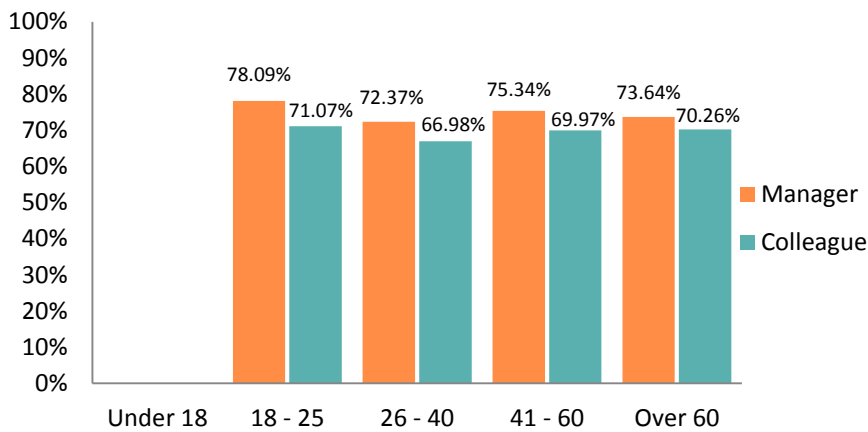
Demographic Summary

Gender



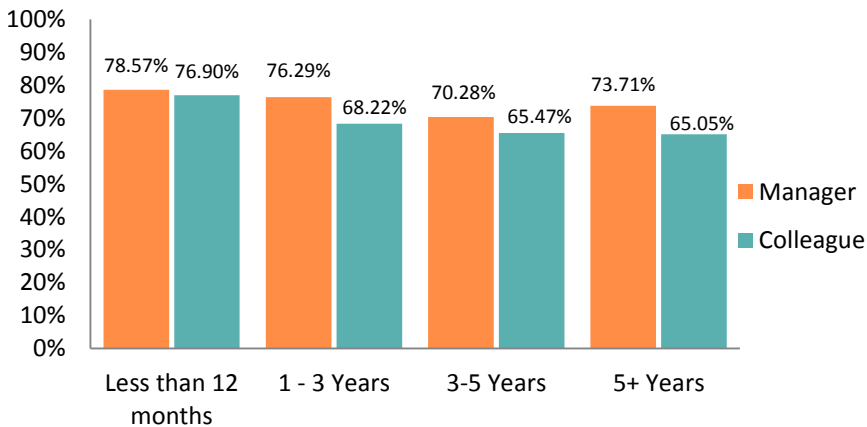
Gender	Manager	Colleague
Male	74.11%	69.10%
Female	74.64%	71.26%
Prefer not to say	73.94%	58.45%

Age Range



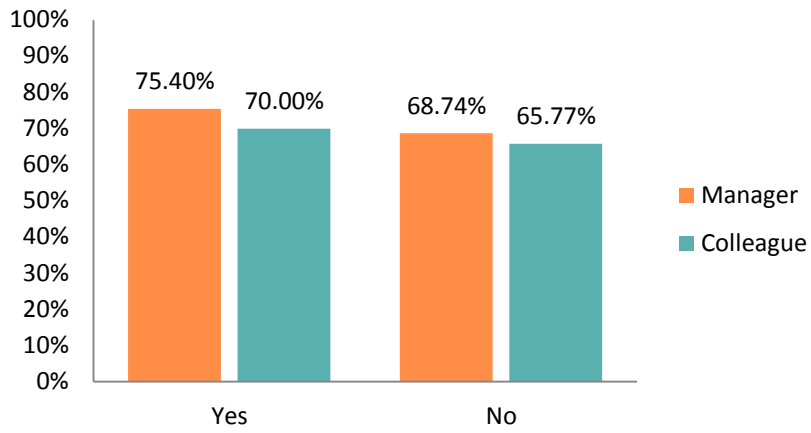
Age Range	Manager	Colleague
Under 18	RR	RR
18 - 25	78.09%	71.07%
26 - 40	72.37%	66.98%
41 - 60	75.34%	69.97%
Over 60	73.64%	70.26%

Length of Service



LOS	Manager	Colleague
Less than 12 months	78.57%	76.90%
1 - 3 Years	76.29%	68.22%
3-5 Years	70.28%	65.47%
5+ Years	73.71%	65.05%

Performance Review within the last 12 months



LOS	Manager	Colleague
Less than 12 months	78.57%	76.90%
1 - 3 Years	76.29%	68.22%
3-5 Years	70.28%	65.47%
5+ Years	73.71%	65.05%

Business Area

Chart 1: Business Area - Manager

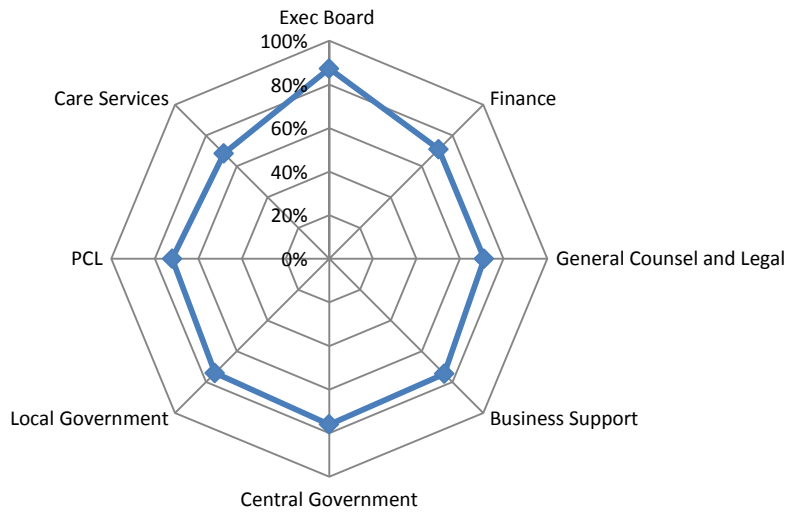
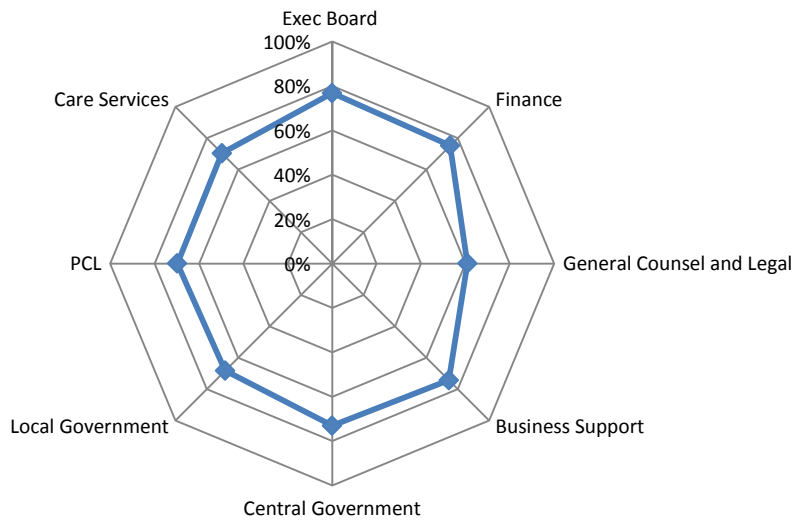


Chart 2: Business Area - Colleague



Business Area	Manager	Colleague
Count	968	2483
Overall	74.21%	69.00%
Exec Board	87.24%	76.79%
Finance	71.09%	75.20%
General Counsel and Legal	71.09%	60.97%
Business Support	74.68%	74.31%
Central Government	75.98%	73.07%
Local Government	74.16%	68.25%
PCL	72.08%	69.82%
Care Services	68.34%	70.23%

Detailed Theme Scores

Working for ABC

Table 1: Manager

Working for ABC	Score
Count	968
Manager Theme Average	72.35%
Q36. I believe ABC has a culture of openness and trust	70.33%
Q37. I have access to the knowledge and information I need to operate effectively within my role	77.45%
Q38. I believe ABC is open and transparent about sharing information across all levels	67.77%
Q39. The necessary resources are available to do my job	72.11%
Q40. I know and understand what is expected of me and can articulate ABC's approach to managing performance	78.95%
Q41. Line Managers invest time in managing performance	73.11%
Q42. I believe ABC has a clear and fair approach to reward and recognition	62.55%
Q43. I know how to use 'My Contribution' to improve ABC	76.52%
Q44. I believe social responsibility is part of the culture of ABC	72.34%

Table 2: Colleague

Working for ABC	Score
Count	2483
Colleague Theme Average	68.74%
Q45. I understand what ABC's goal is	75.36%
Q46. I have a strong sense of belonging and commitment to ABC	69.38%
Q47. I believe ABC has a culture of openness and trust	61.75%
Q48. The necessary resources are available to do my job	66.79%
Q49. I know and understand what is expected of me	81.85%
Q50. I understand how staff members are rewarded and recognised	64.88%
Q51. I know how to use 'My Contribution' to improve ABC	68.33%

Engagement Index

Manager and Colleague

Engagement Index	Manager	Colleague
Count	968	2843
Manager Theme Average	76.61%	68.23%
Q52. The Company inspires me to do the best I can	68.83%	62.04%
Q53. I am proud to work for ABC	75.23%	66.57%
Q54. I am committed to the success of ABC	82.49%	73.77%
Q55. I am prepared to go the extra mile for ABC	81.20%	71.05%
Q56. I care about the future of ABC	81.43%	72.91%
Q57. I gain satisfaction from my job	74.90%	68.08%
Q58. I would recommend ABC as a great place to work	72.18%	63.17%

Detailed Demographic Scores

Gender

Gender - Manager	Male	Female	Prefer not to say
Count	748	189	31
Overall Score	74.11%	74.64%	73.94%
Working for ABC	72.34%	72.41%	72.13%
Q36. I believe ABC has a culture of openness and trust	70.39%	70.63%	66.94%
Q37. I have access to the knowledge and information I need to operate effectively within my role	77.64%	77.25%	74.19%
Q38. I believe ABC is open and transparent about sharing information across all levels	67.85%	67.99%	64.52%
Q39. The necessary resources are available to do my job	72.03%	71.69%	76.61%
Q40. I know and understand what is expected of me and can articulate ABC's approach to managing performance	78.81%	79.10%	81.45%
Q41. Line Managers invest time in managing performance	73.30%	72.22%	74.19%
Q42. I believe ABC has a clear and fair approach to reward and recognition	62.03%	64.55%	62.90%
Q43. I know how to use 'My Contribution' to improve ABC	76.64%	75.79%	78.23%
Q44. I believe social responsibility is part of the culture of ABC	72.39%	72.49%	70.16%
Engagement Index	76.39%	77.51%	76.27%
Q52. The Company inspires me to do the best I can	68.22%	71.16%	69.35%
Q53. I am proud to work for ABC	75.10%	75.40%	77.42%
Q54. I am committed to the success of ABC	82.85%	81.08%	82.26%
Q55. I am prepared to go the extra mile for ABC	81.05%	82.01%	79.84%
Q56. I care about the future of ABC	81.48%	81.48%	79.84%
Q57. I gain satisfaction from my job	74.20%	77.91%	73.39%
Q58. I would recommend ABC as a great place to work	71.86%	73.54%	71.77%

Gender - Colleague	Male	Female	Prefer not to say
Count	1875	486	122
Overall Score	69.10%	71.26%	58.45%
Working for ABC	69.85%	70.95%	60.25%
Q45. I understand what ABC's goal is	75.84%	75.67%	66.80%
Q46. I have a strong sense of belonging and commitment to ABC	70.13%	70.32%	54.10%
Q47. I believe ABC has a culture of openness and trust	61.95%	64.56%	47.54%
Q48. The necessary resources are available to do my job	66.61%	70.52%	54.71%
Q49. I know and understand what is expected of me	81.99%	83.18%	74.39%
Q50. I understand how staff members are rewarded and recognised	64.35%	68.31%	59.43%
Q51. I know how to use 'My Contribution' to improve ABC	68.07%	70.27%	64.75%
Engagement Index	68.34%	70.69%	56.65%
Q52. The Company inspires me to do the best I can	61.92%	65.02%	52.05%
Q53. I am proud to work for ABC	66.83%	69.14%	52.46%
Q54. I am committed to the success of ABC	74.32%	75.31%	59.22%
Q55. I am prepared to go the extra mile for ABC	71.07%	73.35%	61.68%
Q56. I care about the future of ABC	73.13%	75.31%	59.84%
Q57. I gain satisfaction from my job	67.85%	70.94%	60.25%
Q58. I would recommend ABC as a great place to work	63.28%	65.79%	51.02%

Length of Service

Length of Service - Manager	Less than 12 months	1 - 3 Years	3-5 Years	5+ Years
Count	102	207	158	501
Overall Score	78.57%	76.29%	70.28%	73.71%
Working for ABC	75.98%	74.99%	68.11%	71.86%
Q36. I believe ABC has a culture of openness and trust	75.00%	73.31%	65.03%	69.81%
Q37. I have access to the knowledge and information I need to operate effectively within my role	77.70%	80.07%	72.94%	77.74%
Q38. I believe ABC is open and transparent about sharing information across all levels	72.06%	71.74%	62.82%	66.82%
Q39. The necessary resources are available to do my job	75.25%	73.19%	66.30%	72.85%
Q40. I know and understand what is expected of me and can articulate ABC's approach to managing performance	80.15%	80.07%	75.63%	79.29%
Q41. Line Managers invest time in managing performance	76.96%	78.26%	68.67%	71.61%
Q42. I believe ABC has a clear and fair approach to reward and recognition	72.30%	64.49%	58.07%	61.18%
Q43. I know how to use 'My Contribution' to improve ABC	76.47%	78.26%	73.58%	76.75%
Q44. I believe social responsibility is part of the culture of ABC	77.94%	75.48%	69.94%	70.66%
Engagement Index	81.90%	77.97%	73.08%	76.08%
Q52. The Company inspires me to do the best I can	75.74%	71.50%	63.92%	67.86%
Q53. I am proud to work for ABC	81.13%	75.72%	71.84%	74.90%
Q54. I am committed to the success of ABC	86.76%	83.57%	78.64%	82.39%
Q55. I am prepared to go the extra mile for ABC	86.52%	81.52%	78.80%	80.74%
Q56. I care about the future of ABC	85.78%	83.21%	78.01%	80.89%
Q57. I gain satisfaction from my job	79.41%	76.57%	72.94%	73.90%
Q58. I would recommend ABC as a great place to work	77.94%	73.67%	67.41%	71.91%

Length of Service - Colleague	Less than 12 months	1 - 3 Years	3-5 Years	5+ Years
Count	645	628	390	820
Overall Score	76.90%	68.22%	65.47%	65.05%
Working for ABC	76.40%	69.20%	66.39%	66.58%
Q45. I understand what ABC's goal is	80.50%	74.88%	71.47%	73.54%
Q46. I have a strong sense of belonging and commitment to ABC	77.21%	69.07%	65.06%	65.52%
Q47. I believe ABC has a culture of openness and trust	74.30%	59.95%	56.79%	55.61%
Q48. The necessary resources are available to do my job	74.11%	65.45%	63.46%	63.66%
Q49. I know and understand what is expected of me	86.86%	81.69%	78.01%	79.85%
Q50. I understand how staff members are rewarded and recognised	71.12%	64.57%	63.65%	60.79%
Q51. I know how to use 'My Contribution' to improve ABC	70.70%	68.83%	66.28%	67.07%
Engagement Index	77.39%	67.24%	64.54%	63.53%
Q52. The Company inspires me to do the best I can	71.94%	60.47%	58.78%	57.01%
Q53. I am proud to work for ABC	76.43%	65.61%	62.69%	61.40%
Q54. I am committed to the success of ABC	81.55%	73.05%	69.87%	70.06%
Q55. I am prepared to go the extra mile for ABC	79.73%	70.54%	67.76%	66.19%
Q56. I care about the future of ABC	80.39%	71.86%	68.72%	69.82%
Q57. I gain satisfaction from my job	76.24%	67.44%	65.38%	63.45%
Q58. I would recommend ABC as a great place to work	75.47%	61.70%	58.59%	56.80%

Age Range

Age Range - Manager	Under 18	18 - 25	26 - 40	41 - 60	Over 60
Count	1	49	364	507	47
Overall Score	RR	78.09%	72.37%	75.34%	73.64%
Working for ABC	RR	76.81%	70.72%	73.15%	72.81%
Q36. I believe ABC has a culture of openness and trust	RR	75.51%	69.16%	70.66%	71.28%
Q37. I have access to the knowledge and information I need to operate effectively within my role	RR	80.10%	75.27%	78.99%	76.06%
Q38. I believe ABC is open and transparent about sharing information across all levels	RR	72.45%	66.00%	68.74%	67.55%
Q39. The necessary resources are available to do my job	RR	75.51%	69.99%	73.18%	74.47%
Q40. I know and understand what is expected of me and can articulate ABC's approach to managing performance	RR	80.61%	76.17%	80.57%	82.45%
Q41. Line Managers invest time in managing performance	RR	81.63%	71.15%	74.01%	71.28%
Q42. I believe ABC has a clear and fair approach to reward and recognition	RR	72.45%	61.47%	62.28%	64.36%
Q43. I know how to use 'My Contribution' to improve ABC	RR	75.00%	76.03%	77.17%	76.06%
Q44. I believe social responsibility is part of the culture of ABC	RR	78.06%	71.22%	72.78%	71.81%
Engagement Index	RR	79.74%	74.50%	78.15%	74.70%
Q52. The Company inspires me to do the best I can	RR	77.04%	66.28%	70.07%	68.09%
Q53. I am proud to work for ABC	RR	75.51%	72.46%	77.61%	72.34%
Q54. I am committed to the success of ABC	RR	86.22%	80.36%	83.93%	81.38%
Q55. I am prepared to go the extra mile for ABC	RR	82.14%	79.26%	82.89%	78.72%
Q56. I care about the future of ABC	RR	83.16%	79.81%	82.84%	78.72%
Q57. I gain satisfaction from my job	RR	77.04%	72.87%	76.18%	76.06%
Q58. I would recommend ABC as a great place to work	RR	77.04%	70.47%	73.52%	67.55%

Age Range - Colleague	Under 18	18 - 25	26 - 40	41 - 60	Over 60
Count	3	325	934	1052	169
Overall Score	RR	71.07%	66.98%	69.97%	70.26%
Working for ABC	RR	71.70%	68.16%	70.54%	70.27%
Q45. I understand what ABC's goal is	RR	74.54%	75.16%	75.76%	75.30%
Q46. I have a strong sense of belonging and commitment to ABC	RR	71.54%	67.83%	70.08%	69.82%
Q47. I believe ABC has a culture of openness and trust	RR	66.46%	59.26%	62.55%	61.69%
Q48. The necessary resources are available to do my job	RR	71.00%	66.09%	66.28%	66.12%
Q49. I know and understand what is expected of me	RR	84.38%	80.73%	82.03%	81.95%
Q50. I understand how staff members are rewarded and recognised	RR	66.69%	61.99%	66.61%	66.86%
Q51. I know how to use 'My Contribution' to improve ABC	RR	67.31%	66.03%	70.44%	70.12%
Engagement Index	RR	70.44%	65.80%	69.40%	70.25%
Q52. The Company inspires me to do the best I can	RR	65.23%	59.69%	62.81%	64.35%
Q53. I am proud to work for ABC	RR	69.15%	63.78%	67.78%	69.67%
Q54. I am committed to the success of ABC	RR	75.08%	72.00%	74.86%	74.26%
Q55. I am prepared to go the extra mile for ABC	RR	72.92%	68.84%	72.27%	72.19%
Q56. I care about the future of ABC	RR	74.54%	70.64%	74.26%	73.96%
Q57. I gain satisfaction from my job	RR	68.54%	64.88%	70.06%	72.63%
Q58. I would recommend ABC as a great place to work	RR	67.62%	60.73%	63.76%	64.64%

Performance Review

Performance Review within the last 12 months - Manager		Yes	No
Count		795	173
Overall Score		75.40%	68.74%
Working for ABC		73.70%	66.12%
Q36. I believe ABC has a culture of openness and trust		72.11%	62.14%
Q37. I have access to the knowledge and information I need to operate effectively within my role		79.03%	70.23%
Q38. I believe ABC is open and transparent about sharing information across all levels		69.21%	61.13%
Q39. The necessary resources are available to do my job		73.43%	66.04%
Q40. I know and understand what is expected of me and can articulate ABC's approach to managing performance		80.57%	71.53%
Q41. Line Managers invest time in managing performance		74.97%	64.60%
Q42. I believe ABC has a clear and fair approach to reward and recognition		63.49%	58.24%
Q43. I know how to use 'My Contribution' to improve ABC		77.33%	72.83%
Q44. I believe social responsibility is part of the culture of ABC		73.21%	68.35%
Engagement Index		77.59%	72.11%
Q52. The Company inspires me to do the best I can		70.19%	62.57%
Q53. I am proud to work for ABC		76.51%	69.36%
Q54. I am committed to the success of ABC		83.30%	78.76%
Q55. I am prepared to go the extra mile for ABC		81.57%	79.48%
Q56. I care about the future of ABC		82.11%	78.32%
Q57. I gain satisfaction from my job		76.07%	69.51%
Q58. I would recommend ABC as a great place to work		73.36%	66.76%
Performance Review within the last 12 months - Colleague		Yes	No
Count		1895	588
Overall Score		70.00%	65.77%
Working for ABC		71.07%	65.56%
Q45. I understand what ABC's goal is		76.97%	70.20%
Q46. I have a strong sense of belonging and commitment to ABC		70.41%	66.07%
Q47. I believe ABC has a culture of openness and trust		62.72%	58.63%
Q48. The necessary resources are available to do my job		67.76%	63.69%
Q49. I know and understand what is expected of me		82.99%	78.15%
Q50. I understand how staff members are rewarded and recognised		66.75%	58.84%
Q51. I know how to use 'My Contribution' to improve ABC		69.89%	63.31%
Engagement Index		68.93%	65.98%
Q52. The Company inspires me to do the best I can		63.27%	58.08%
Q53. I am proud to work for ABC		67.22%	64.50%
Q54. I am committed to the success of ABC		74.29%	72.11%
Q55. I am prepared to go the extra mile for ABC		71.61%	69.26%
Q56. I care about the future of ABC		73.56%	70.79%
Q57. I gain satisfaction from my job		68.79%	65.82%
Q58. I would recommend ABC as a great place to work		63.75%	61.31%

Appendix 1 – Explanation of Uniform Distribution

The survey uses a statistical process known as uniform distribution to assign a single score. It is designed to weight the responses. Each of the responses is given a weighting as follows:

Strongly Agree – 4

Agree – 3





Neither Agree nor Disagree - 2

Disagree – 1

Strongly disagree – 0

The total number of people answering each response is multiplied by the weighting and the sum of these is expressed as a % of the total possible score. Thus if everyone responded “Strongly Agree” then the score would be 100% and if half responded “Strongly Agree” and half “Agree” then the score would be 87.5%.

In the graphics the results are grouped into bands. The band levels can be set at any level that an organisation wishes, but those used for this survey are set out below. The important point is that the system highlights the relationship between responses.

	Blue	More than 75%	Excellent
	Green	60% - 75%	On track
	Amber	40% - 60%	Needs attention
	Red	Less than 40%	Needs urgent action

This system provides reports with a strong visual impact and they generally “speak for themselves”. When reviewing the data it is important to look beyond the immediate visual impact and look for issues and reasons that lie behind trends. It is usually best not to over analyse data in order to avoid becoming bogged down in too much detail and one should always look at the distribution of responses as well as the score.

It is a feature of this type of report that as one drills down through the locations and indicators that there is greater degree of variation in scores. This allows for detailed action planning for improvement.

Example calculation

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	
10	10	10	10	10	50 x 4 respondents
x 4	x 3	x 2	x 1	x 0	Weighting
40	30	20	10	0	100

Therefore a perfect score would be $50 \times 4 = 200$ whilst that achieved is 100. The score therefore is $100/200 = 50\%$