



# Employee Engagement Survey 2017

For

ABC

March 2017

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# Introduction




## About this Survey

Inspiring conducted an Employee Engagement Survey for ABC Ltd to the purpose of gathering employee feedback for analysis. The survey was launched on 6<sup>th</sup> February 2017 and closed on 24<sup>th</sup> February 2017.

This Executive Summary should be read in conjunction with the Excel file of detailed analysis which is included with the report.

## 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:

	Green	More than 70%	Strength
	Amber	50% - 70%	Area for development
	Red	Less than 50%	Weakness

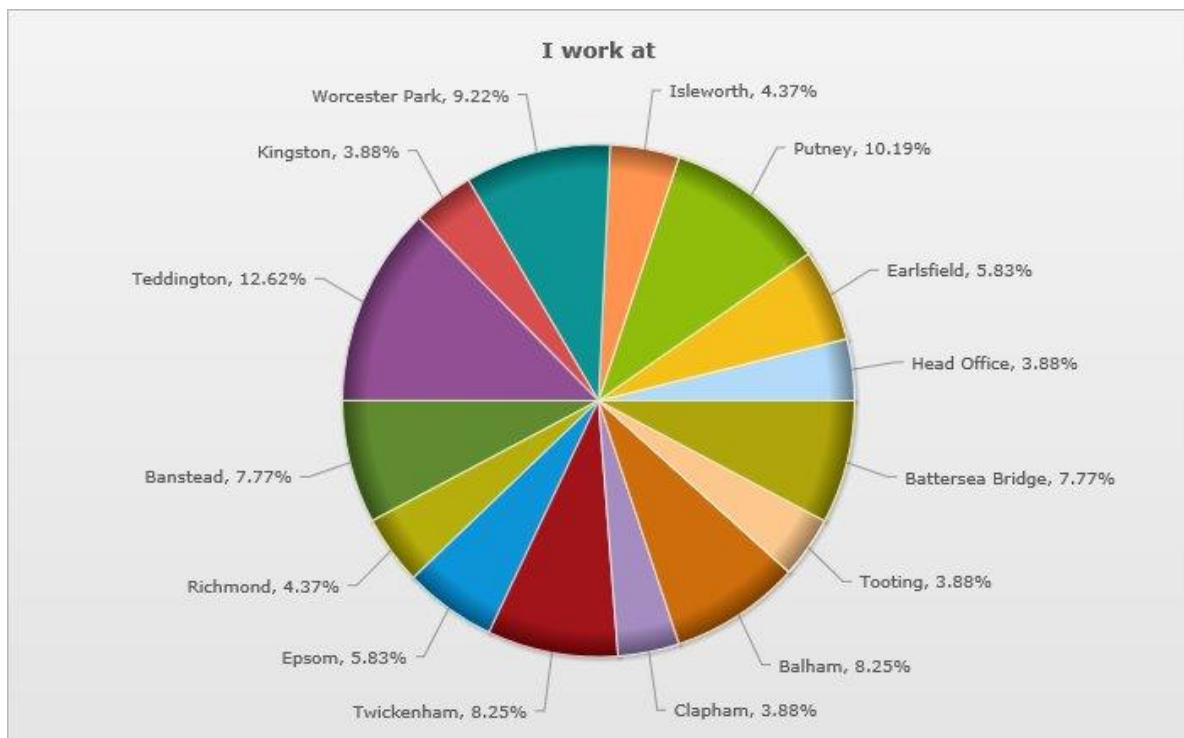
Uniform distribution is a recognised statistical device which allows for a consistent reporting format. This method enables us to calculate the degree of positivity and also reports the distribution of responses. A full explanation of how the scores are calculated can be found at **Appendix 2**.

## Response Rate

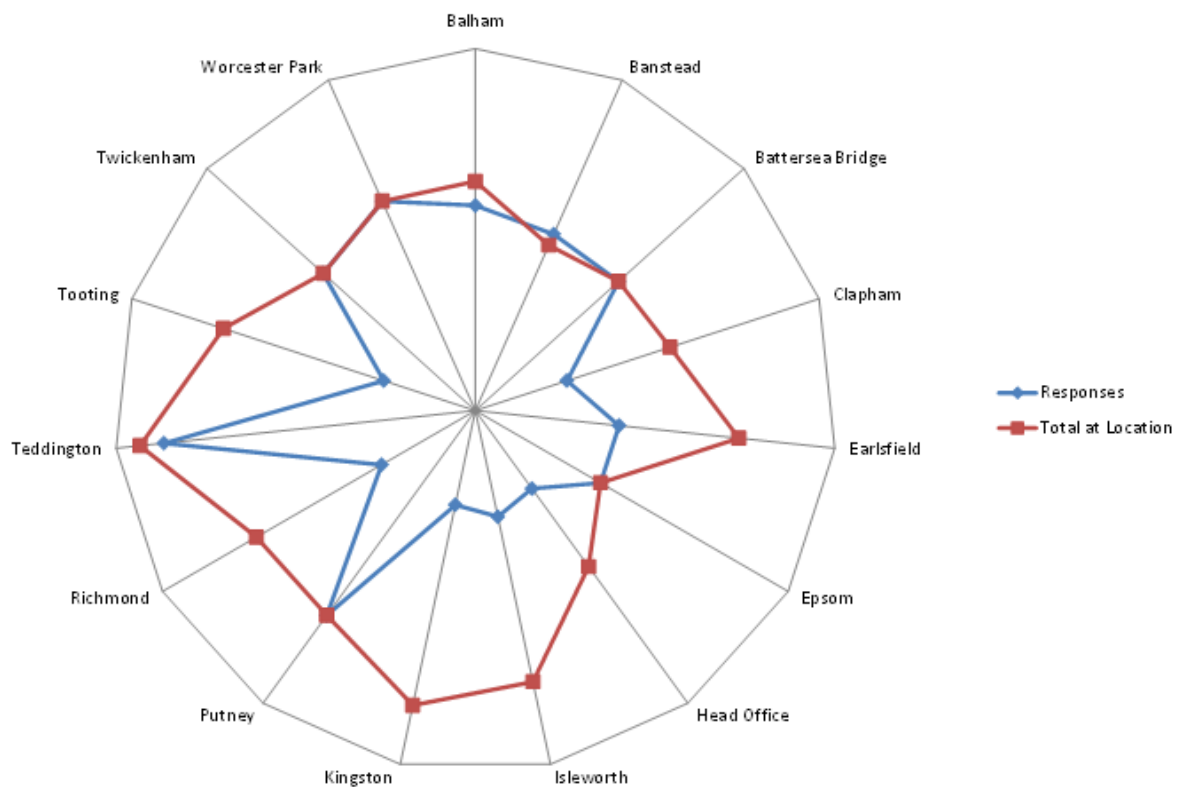
The total number of complete responses received was 206 out of a possible 310 employees. This means that the response rate achieved was 67%. IBP's benchmark for successful completion is 60%, which makes feedback and opinions valid and reliable for any improvement planning NSL wish to undertake.

## Distribution of responses

This chart shows how the responses were distributed across the organisation's locations

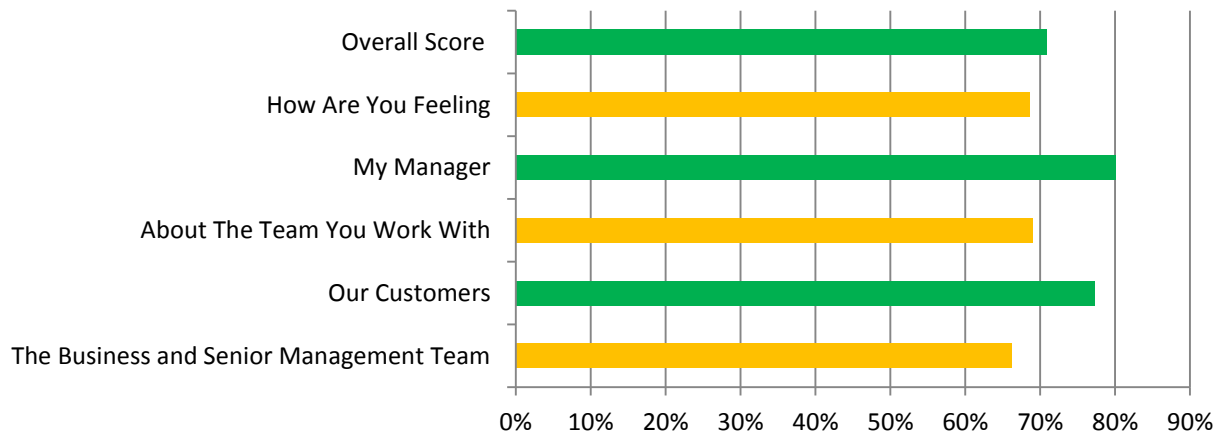


This chart show how the response rates varied across different locations



## Overall Positivity Scores by Theme

Theme	Score
<i>Count</i>	206
<b>Overall Score</b>	<b>70.79%</b>
<b>How Are You Feeling</b>	<b>68.64%</b>
<b>My Manager</b>	<b>80.08%</b>
<b>About The Team You Work With</b>	<b>69.01%</b>
<b>Our Customers</b>	<b>77.23%</b>
<b>The Business and Senior Management Team</b>	<b>66.14%</b>



## Summary of Findings

This survey has not been pre-populated therefore Inspiring has worked on the assumption that all respondents have correctly identified themselves through the selection criteria set in the demographics, and have reported the results as such.

The findings that follow in this report are based on the views and opinions gained from ABC staff, both by scoring each question and their views given in the 'free text' questions. When reviewing the percentage score for each question and Engagement Theme, linkages must be made to evidence given in the 'free text' questions. At this point no further information has been gained from ABC.

The survey snapshot of ABC staff has given a strong set of results with an overall 'positivity score' of 70.79%. Under the scoring mechanism used by Inspiring this has provided that ABC's overall positivity shown by staff is a 'Strength'.

The goal when developing the ABC Improvement Plan is to move scores from Red and Yellow to Green, i.e. moving scores for each question from right to left – Strongly Disagree to Strongly Agree. A word of caution is not to fall into the trap which Cranfield Business School call the 'cardinal sin' which is adding results for two areas together for the same questions i.e. Strongly Agree and Agree, to obtain a perceived better score as doing so may mask an underlying issue.

The following headline observations are made based on the information gained in this survey only.

### **How Are You Feeling (68.64% - Area for Development)**

Findings and description of results here.

### **My Manager (80.08% - Strength)**

Findings and description of results here.

### **About The Team You Work With (69.01% - Area for Development)**

Findings and description of results here.

### **Our Customers (77.23% - Strength)**

Findings and description of results here.

### **The Business and Senior Management Team (66.14% - Area for Development)**

Findings and description of results here.

# Recommendations

ABC will be working from a platform of some strength when it comes to developing its Improvement Action Plan.

The following are recommendations based upon the Employee Engagement Survey 2017.

## **Employee Engagement Strategy**

Review, develop, involve, communicate and then live the ABC Employee Engagement Strategy which will cover the areas of: The Company Voice, The Employee Voice, Leadership and Management, and the desired Culture of the organisation.

## **Leadership & Management Strategy**

Working from the tenant that all Leaders and Managers have the technical skills to be competent to deliver in their role, review the ABC Strategy that sets the standards for 'people managers'. This strategy would cover areas such as the required behaviours of its Leaders and Managers, how it manages its staff and what the staff can expect no matter where they work in the organisation or who is their Manager, Performance Management, it will look at other areas such as Talent Management and how Leaders and Managers are inspiring for their teams. It is suggested that development is linked into a structured programme of development such as CMI Level 5 Diploma in Leadership & Management.

## **Structured People Process**

In order to ensure that the ABC people processes are working effectively and are consistent across the whole organisation there is a new British Standard Institute Framework that has been launched. BS 76000 Valuing People looks at an organisation's processes which drive its people outcomes and gives a framework for an organisation to develop an efficient programme for valuing its staff. The main difference of BS 76000 to other people Standards is that it looks at process and outcomes rather than just outcomes. BS 76000 would also support the consistent approach of Leaders and Managers across the company as well as give rise to developing its people practices.

## **Measuring the Impact**

Measure the impact of your actions; don't wait for another 12 months and a full Staff Engagement Survey to understand how things are working for staff. Pulse Surveys are a very quick, easy and cost effective way of collecting evidence from staff on actions that have been taken.

## **Further Support**

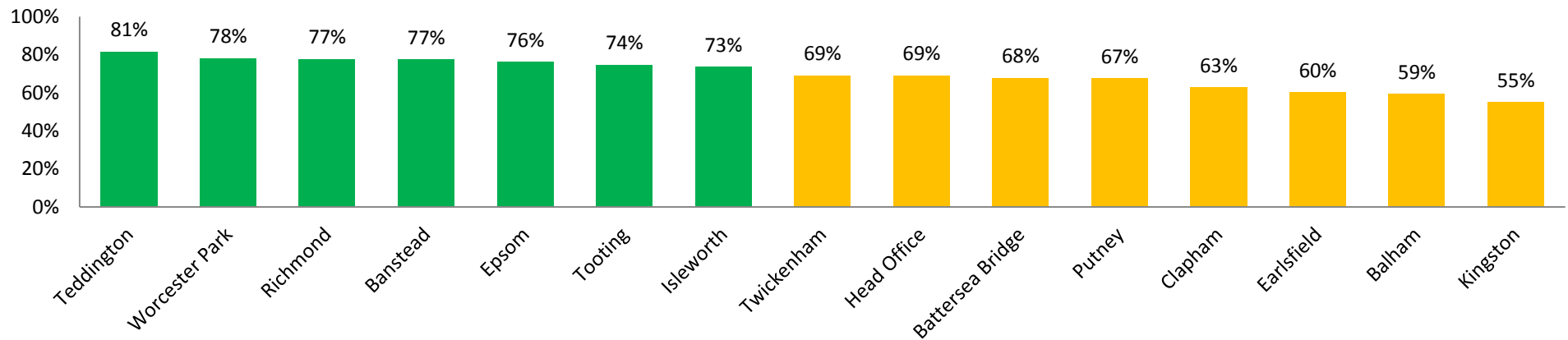
Inspiring is able to support ABC on these areas and would welcome a further meeting to discuss a level of support that can be given.

# Location Summary

## Positivity Scores by Location

Place of work	Teddington	Twickenham	Balham	Banstead	Earlsfield	Epsom	Richmond	Worcester Park	Putney	Battersea Bridge	Clapham	Tooting	Kingston	Isleworth	Head Office
Count	26	17	17	16	12	12	9	19	21	16	8	8	8	9	8
Overall Score	81.40%	68.84%	59.06%	77.36%	60.13%	75.87%	77.39%	78.03%	67.41%	67.51%	62.65%	74.42%	54.94%	73.39%	68.82%
How Are You Feeling	78.37%	69.12%	60.19%	78.79%	53.87%	73.81%	74.40%	76.32%	63.95%	60.49%	61.61%	72.32%	52.01%	71.43%	68.75%
My Manager	86.86%	74.26%	71.08%	89.58%	76.74%	78.82%	81.48%	87.28%	93.65%	80.21%	71.88%	73.96%	55.21%	76.85%	65.63%
About The Team You Work With	81.73%	65.03%	53.76%	77.78%	54.63%	69.91%	75.00%	76.02%	69.84%	70.83%	57.29%	73.61%	56.25%	68.21%	62.85%
Our Customers	85.77%	72.65%	60.00%	88.75%	70.83%	87.92%	82.22%	81.32%	72.62%	77.50%	68.13%	79.38%	61.25%	81.11%	81.25%
The Business and Senior Management Team	79.70%	66.50%	54.08%	60.24%	58.33%	76.39%	79.01%	74.71%	50.00%	61.11%	60.42%	76.04%	54.51%	75.00%	70.14%

## Location Overall Summary Chart



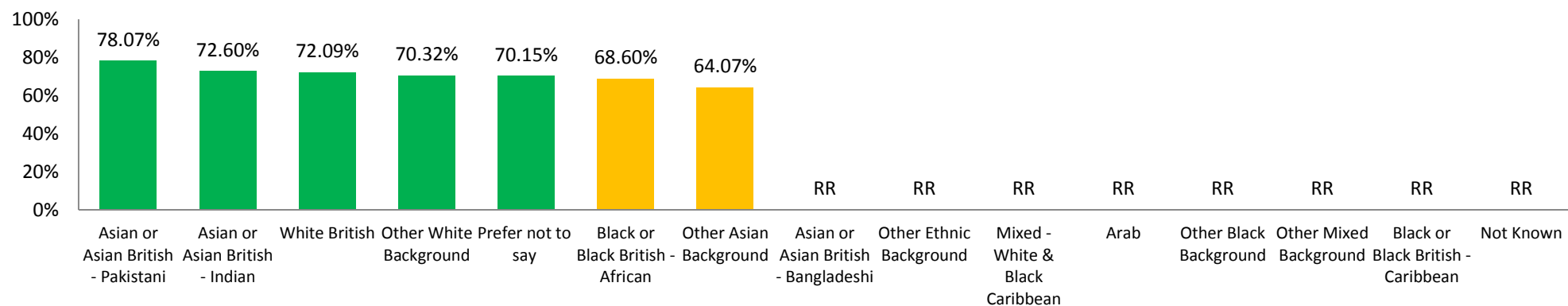


# Demographic Summary

## Positivity Scores by Ethnicity

Ethnicity	White British	Other White Background	Asian or Asian British - Pakistani	Other Asian Background	Asian or Asian British - Bangladeshi	Black or Black British - African	Other Ethnic Background	Mixed - White & Black Caribbean	Arab	Asian or Asian British - Indian	Other Black Background	Other Mixed Background	Black or Black British - Caribbean	Prefer not to say	Not Known
<i>Count</i>	26	65	25	10	1	6	2	2	4	8	1	1	1	52	2
<b>Overall Score</b>	72.09%	70.32%	78.07%	64.07%	RR	68.60%	RR	RR	RR	72.60%	RR	RR	RR	70.15%	RR
<b>How Are You Feeling</b>	71.29%	68.08%	77.14%	60.36%	RR	64.88%	RR	RR	RR	68.75%	RR	RR	RR	68.17%	RR
<b>My Manager</b>	82.37%	80.19%	80.00%	70.42%	RR	90.28%	RR	RR	RR	75.52%	RR	RR	RR	81.17%	RR
<b>About The Team You Work With</b>	71.79%	68.97%	73.56%	65.83%	RR	62.04%	RR	RR	RR	73.61%	RR	RR	RR	67.20%	RR
<b>Our Customers</b>	75.77%	76.69%	86.60%	70.00%	RR	74.17%	RR	RR	RR	81.25%	RR	RR	RR	76.35%	RR
<b>The Business and Senior Management Team</b>	64.74%	65.04%	78.00%	60.56%	RR	63.43%	RR	RR	RR	70.83%	RR	RR	RR	65.38%	RR

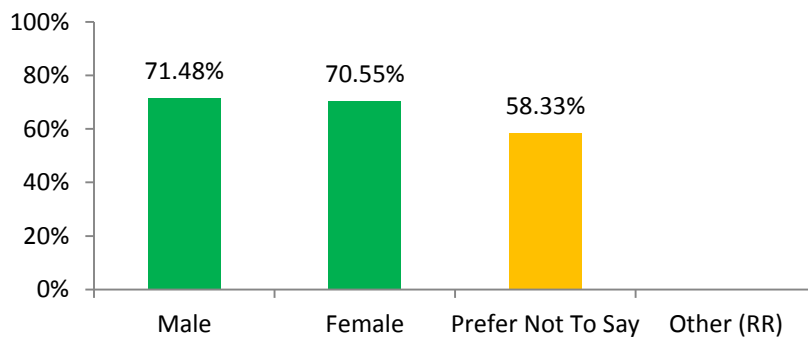
### Overall Ethnicity Summary Chart



## Positivity Scores by Gender

Gender	Male	Female	Other	Prefer Not To Say
<i>Count</i>	140	56	1	9
<b>Overall Score</b>	71.48%	70.55%	RR	58.33%
<b>How Are You Feeling</b>	69.35%	68.65%	RR	53.97%
<b>My Manager</b>	78.96%	83.26%	RR	75.46%
<b>About The Team You Work With</b>	70.22%	68.06%	RR	52.78%
<b>Our Customers</b>	78.18%	76.34%	RR	65.56%
<b>The Business and Senior Management Team</b>	67.34%	64.29%	RR	55.25%

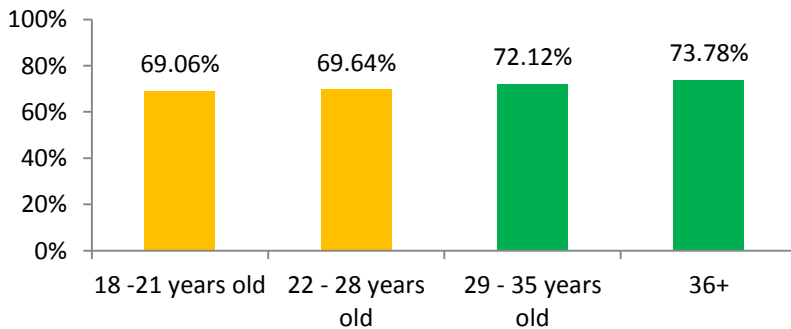
### Overall gender summary chart



## Positivity Scores by Age Range

Age Range	18 - 21	22 - 28	29 - 35	36+
<i>Count</i>	46	80	41	39
<b>Overall Score</b>	69.06%	69.64%	72.12%	73.78%
<b>How Are You Feeling</b>	67.43%	65.98%	70.47%	73.58%
<b>My Manager</b>	79.35%	79.69%	84.65%	76.92%
<b>About The Team You Work With</b>	67.81%	68.30%	70.33%	70.51%
<b>Our Customers</b>	74.57%	78.81%	76.10%	78.33%
<b>The Business and Senior Management Team</b>	62.92%	64.90%	65.92%	72.72%

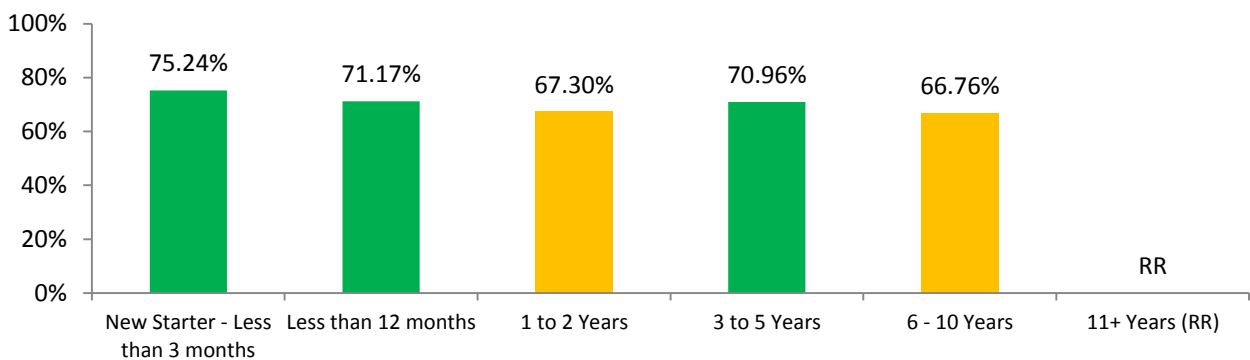
### Overall Age Range Summary Chart



### Positivity Scores by Length of Service

Length of Service	Less than 3 mths	Less than 12 mths	1 to 2 Years	3 to 5 Years	6 - 10 Years	11+ Years
<i>Count</i>	43	75	59	20	6	3
<b>Overall Score</b>	75.24%	71.17%	67.30%	70.96%	66.76%	RR
<b>How Are You Feeling</b>	76.58%	67.43%	65.10%	67.32%	66.07%	RR
<b>My Manager</b>	82.07%	83.50%	78.53%	73.33%	63.19%	RR
<b>About The Team You Work With</b>	73.90%	69.63%	64.69%	70.14%	63.89%	RR
<b>Our Customers</b>	78.49%	78.00%	73.56%	81.50%	79.17%	RR
<b>The Business and Senior Management Team</b>	68.15%	66.52%	62.38%	70.00%	66.20%	RR

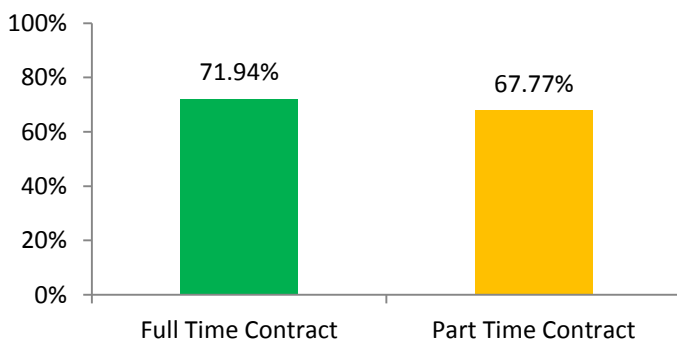
Overall Length of Service Summary Chart



### Positivity Scores by Contract Type

Contract Type	Full Time Contract	Part Time Contract
<i>Count</i>	149	57
<b>Overall Score</b>	71.94%	67.77%
<b>How Are You Feeling</b>	70.15%	64.69%
<b>My Manager</b>	81.54%	76.24%
<b>About The Team You Work With</b>	69.61%	67.45%
<b>Our Customers</b>	78.36%	74.30%
<b>The Business and Senior Management Team</b>	67.11%	63.60%

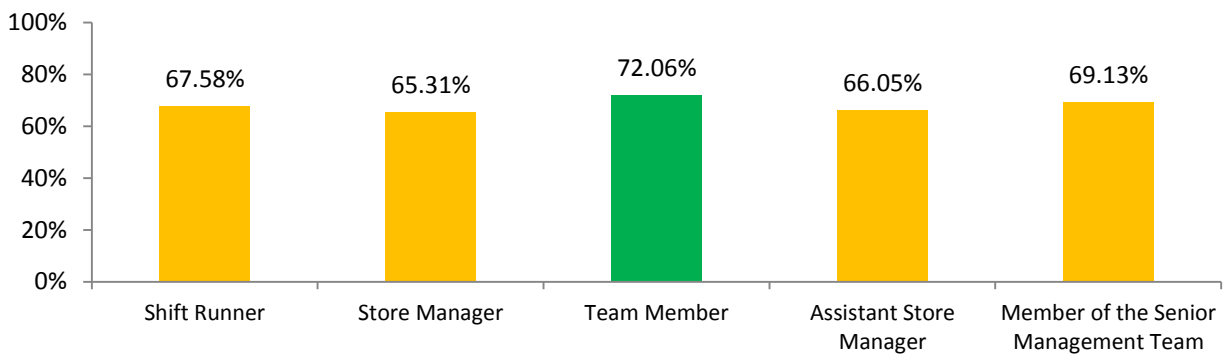
Overall Employment Status Summary Chart



## Positivity Scores by Employment Status

Employment Status	Shift Runner	Store Manager	Team Member	Assistant Store Mgr	Senior Mngt Team
<i>Count</i>	25	9	152	10	10
<b>Overall Score</b>	67.58%	65.31%	72.06%	66.05%	69.13%
<b>How Are You Feeling</b>	62.86%	60.32%	70.43%	62.14%	69.82%
<b>My Manager</b>	80.50%	85.65%	81.06%	73.33%	65.83%
<b>About The Team You Work With</b>	65.56%	63.89%	70.69%	61.94%	63.89%
<b>Our Customers</b>	76.60%	75.00%	77.14%	80.50%	79.00%
<b>The Business and Senior Management Team</b>	63.33%	55.56%	67.16%	63.33%	70.00%

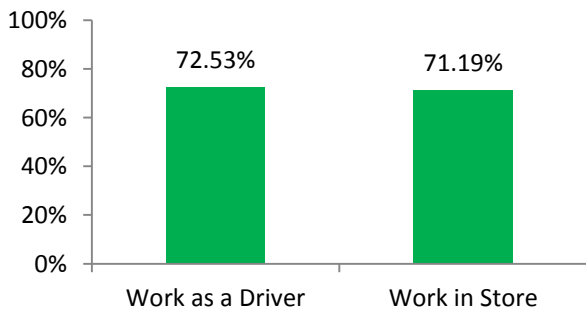
### Overall Role Summary Chart



## Team Member Breakdown

Team Members	Work as a Driver	Work in Store
<i>Count</i>	99	53
<b>Overall Score</b>	72.53%	71.19%
<b>How Are You Feeling</b>	71.09%	69.20%
<b>My Manager</b>	80.98%	81.21%
<b>About The Team You Work With</b>	70.71%	70.65%
<b>Our Customers</b>	78.28%	75.00%
<b>The Business and Senior Management Team</b>	67.76%	66.04%

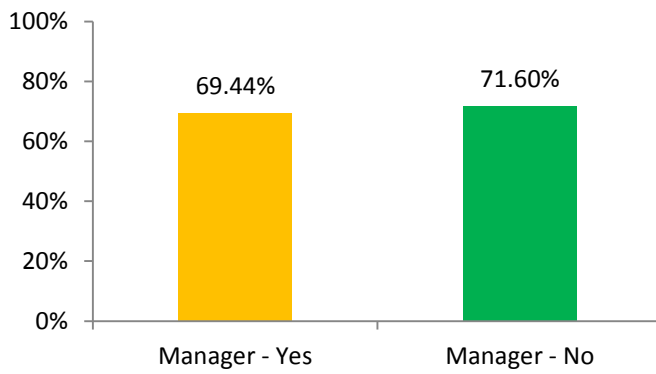
### Overall Team Member Breakdown Summary Chart



## Positivity Scores by Manager Role

People Management	Manager - Yes	Manager - No
Count	77	129
Overall Score	69.44%	71.60%
How Are You Feeling	67.21%	69.49%
My Manager	79.27%	80.56%
About The Team You Work With	66.45%	70.54%
Our Customers	77.66%	76.98%
The Business and Senior Management Team	64.75%	66.97%

### Overall People Management Summary Chart



## 10 Highest Scoring Questions

Question	Score
Q26. My manager supports me to do what's right for our customers	83.37%
Q40. I know enough about our products and services to be able to give customers the help they need	81.55%
Q24. My manager listens and understands what's important to me	81.31%
Q41. At ABC, we deliver high quality products and services to our customers	80.95%
Q28. My manager encourages open and honest conversations	80.70%
Q18. I have the training I need to do my job well	79.25%
Q27. My manager does a good job of keeping me informed about company news that affects me	78.76%
Q29. My manager sets clear and specific targets for me and my team	78.64%
Q25. My manager provides regular feedback and supports me in my development	77.67%
Q44. How likely would you be to recommend ABC to a friend or colleague as a place to shop	75.73%

## 10 Lowest Scoring Questions

Question	Score
Q21. The pay for the job I do is fair	56.31%
Q38. ABC is doing enough to support my health and wellbeing	58.98%
Q22. I am happy with the benefits I receive at ABC	59.59%
Q51. I believe action will be taken after this survey to change things for the better	61.77%
Q12. I see myself working at ABC in three year's time	62.38%
Q48. The senior leadership team are making the right decisions for ABC to work effectively	64.20%
Q33. There is open and honest two-way communication at ABC	64.68%
Q46. Our ABC vision motivates me	64.68%
Q49. I trust our senior leadership	64.68%
Q37. I am able to manage my work load to maintain a healthy work-life balance	65.29%

## Appendix 1 – Scores for All Questions

Overall	Score
<b>Count</b>	<b>206</b>
<b>Overall Score</b>	<b>70.79%</b>
<b>How Are You Feeling</b>	<b>68.64%</b>
Q10. I feel proud to work for ABC	75.00%
Q11. I would recommend ABC as a great place to work	73.18%
Q12. I see myself working at ABC in three year's time	62.38%
Q13. ABC motivates me to go the extra mile	65.78%
Q14. I enjoy working for ABC	72.82%
Q15. I trust ABC to do the right thing for colleagues	67.23%
Q16. I feel confident speaking up if I see breaches of our Code of Conduct or Law	74.27%
Q17. I am happy with my physical working conditions	71.97%
Q18. I have the training I need to do my job well	79.25%
Q19. I am happy with my career opportunities	66.63%
Q20. I feel I have good job security	68.20%
Q21. The pay for the job I do is fair	56.31%
Q22. I am happy with the benefits I receive at ABC	59.59%
Q23. I receive appropriate recognition when I do a good job	68.33%
<b>My Manager</b>	<b>80.08%</b>
Q24. My manager listens and understands what's important to me	81.31%
Q25. My manager provides regular feedback and supports me in my development	77.67%
Q26. My manager supports me to do what's right for our customers	83.37%
Q27. My manager does a good job of keeping me informed about company news that affects me	78.76%
Q28. My manager encourages open and honest conversations	80.70%
Q29. My manager sets clear and specific targets for me and my team	78.64%
<b>About The Team You Work With</b>	<b>69.01%</b>
Q30. The people in my team work well to get the work done	73.54%
Q31. Where I work, different teams work well together	71.12%
Q32. My ideas and suggestions count	69.66%
Q33. There is open and honest two-way communication at ABC	64.68%
Q34. I have the equipment I need to do my job well	75.24%
Q35. My job makes good use of my skills and abilities	72.45%
Q36. It has become simpler to do my job over the last 12 months	70.15%
Q37. I am able to manage my work load to maintain a healthy work-life balance	65.29%
Q38. ABC is doing enough to support my health and wellbeing	58.98%
<b>Our Customers</b>	<b>77.23%</b>
Q39. We regularly use customer feedback to make improvements	75.24%
Q40. I know enough about our products and services to be able to give customers the help they need	81.55%
Q41. At ABC, we deliver high quality products and services to our customers	80.95%
Q42. I am encouraged to come up with improvements for our customers	74.03%
Q43. I trust ABC to make the right decisions for our customers	74.39%
<b>The Business and Senior Management Team</b>	<b>66.14%</b>
Q44. How likely would you be to recommend ABC to a friend or colleague as a place to shop	75.73%
Q45. ABC brings benefits to my local community	66.02%
Q46. Our ABC vision motivates me	64.68%
Q47. I can see a clear link between my work and our ABC vision	65.90%
Q48. The senior leadership team are making the right decisions for ABC to work effectively	64.20%
Q49. I trust our senior leadership	64.68%
Q50. The senior leadership team have communicated a clear vision/strategy for our business	66.38%
Q51. I believe action will be taken after this survey to change things for the better	61.77%
Q52. I am encouraged to participate in events that benefit my local community	65.90%

## Appendix 2 – 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.

	Green	More than 70%	Strength
	Amber	50% - 70%	Area for development
	Red	Less than 50%	Weakness

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  $100/200 = 50\%$