



Employee Survey Executive Report

December 2017

Presented by John Telfer on behalf of
Inspiring Business Performance






Inspiring Business Performance – Who We Are

- Over 20 years old
 - People Centric
 - Client base covering all sectors/sizes/international
 - Services include:
 - Leadership & Management – CMI Centre
 - Employee Development
 - Business Insights
 - GDPR
 - Cyber Security
 - Legal Firms (Lexcel)
 - ISO / British Standards
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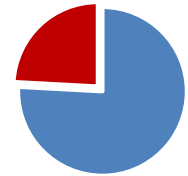
Survey Process

- Survey period: 20 Nov 2017 to 04 Dec 2017
- UK only
- 1294 anonymous online and paper responses
- Responses directly to Inspiring to ensure confidentiality
- Each question had five possible responses:
Strongly Agree, Agree, Neither Agree or Disagree, Disagree, Strongly Disagree
- Survey Positivity calculated using a weighted average called uniform distribution to give an overall index Positivity for each question.
- The results are colour coded:

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


SURVEY RESPONSE RATE

76%

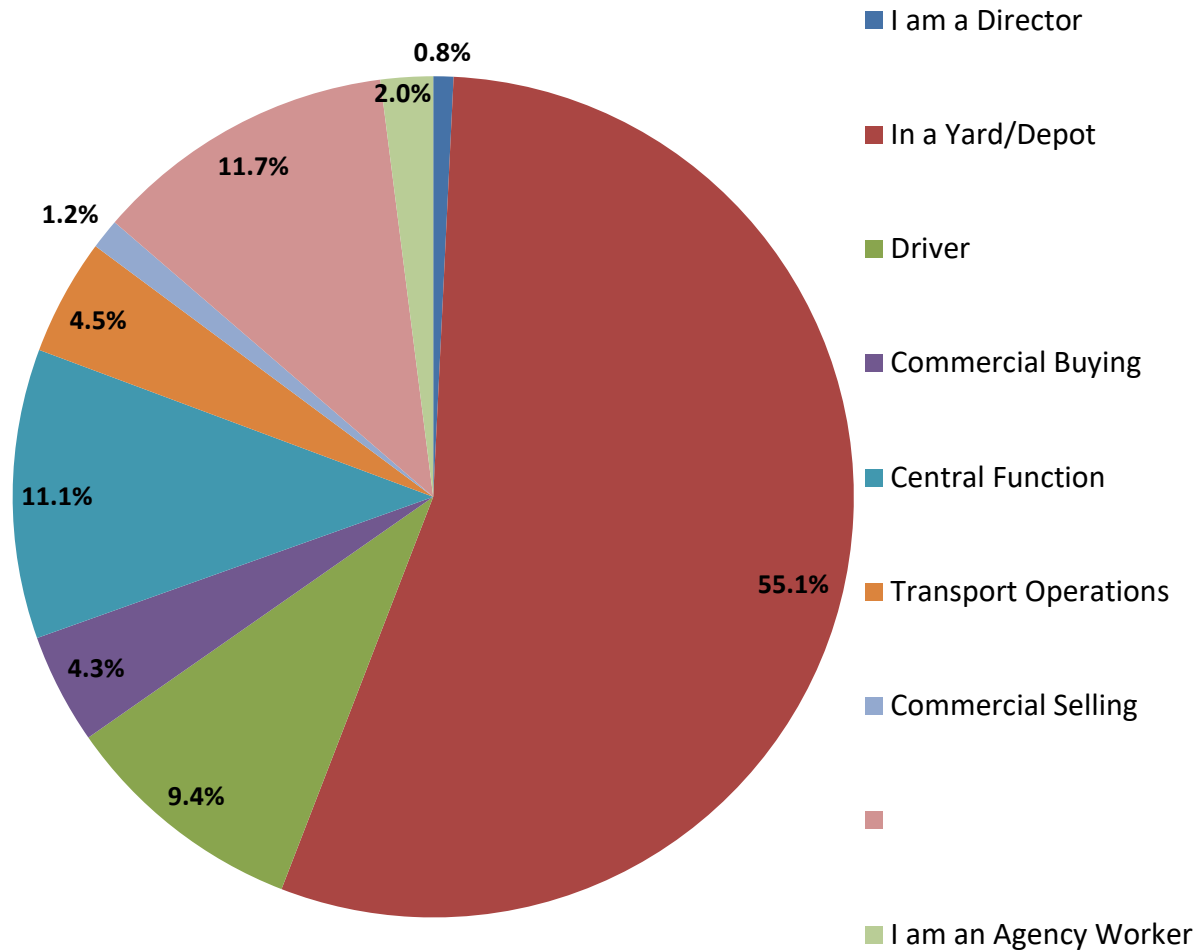




The Survey

- Two Parts: Employee Engagement Health & Safety
 - Positivity
 - Employee Engagement – all questions included apart from NPS and Weekly Bulletin questions
 - Collection – Online and paper surveys (791/778 = 98.3% completion)
 - Completion of the survey
 - Free Text Questions
 - Datafile
 - Don't know what we don't know
- 

Distribution of responses



Overall Positivity by Theme

Number of responses

1294

Overall Positivity

73.91%

My Role and the Future

75.26%

Leadership & Management

72.66%

Involvement

79.09%

Communication

57.15%

Health & Wellbeing

66.71%

Customer Service

74.24%

Safety

79.24%

Manager vs. Non Manager

	Manager Yes	Manager No
	<i>Number of responses*</i>	
	312	972
Overall Positivity	77.18%	72.75%
My Role and the Future	76.68%	74.79%
Leadership & Management	74.76%	71.86%
Involvement	85.59%	76.84%
Communication	58.33%	56.53%
Health & Wellbeing	67.39%	66.37%
Customer Service	77.58%	73.10%
Safety	82.69%	78.08%

* Remaining 10 responses were Directors

Business Area Positivity

Business Area	Yard/Depot	Dept A	Central Function	Transport Operations	Driver	Commercial Buying	Director	Agency Worker	Commercial Selling
<i>Number of responses</i>	713	151	144	58	122	55	10	26	15
Overall Positivity	74.06%	70.53%	75.07%	77.20%	72.04%	77.89%	84.81%	74.57%	69.33%
My Role and the Future	75.09%	71.41%	76.68%	79.02%	75.41%	80.15%	77.50%	75.96%	72.22%
Leadership & Management	72.53%	69.26%	75.46%	73.92%	71.99%	75.38%	84.58%	71.96%	70.00%
Involvement	78.23%	75.91%	82.53%	83.51%	76.92%	88.58%	95.00%	75.84%	79.58%
Communication	57.95%	56.09%	52.08%	60.60%	55.90%	59.09%	80.00%	65.77%	38.00%
Health & Wellbeing	65.73%	60.84%	74.05%	70.26%	65.88%	72.27%	78.75%	66.35%	67.50%
Customer Service	74.26%	69.97%	75.10%	77.84%	73.16%	79.55%	81.00%	73.85%	79.33%
Safety	80.33%	75.65%	79.59%	82.41%	75.56%	79.67%	84.55%	80.51%	70.76%

Region Positivity



Central Function Positivity



About NPS

- Loyalty metric used by many organisations, based on a single question:
“How likely is it that you would recommend this company to a friend or colleague?”
- Respondents rate their answers on a scale from 0 to 10
- The responses are classified as follows:
 - 0–6 = Detractors**
Unhappy people who can damage reputation through negative word-of-mouth
 - 7–8 = Passives**
Satisfied but indifferent people who could be swayed either way
 - 9–10 = Promoters**
Loyal people who will keep recommending your organisation to others
- Few organisations that Inspiring works with gain a positive score
- Key question for you: **Why are there so many Detractors/Passives?**
 - Any underlying issue which has caused staff to score this way?
 - Do employees tend not to make recommendations about their work?

Net Promoter Score

Recommending your company

Net Promoter Score

Number of respondents

1	33
2	40
3	65
4	60
5	144
6	96
7	190
8	265
9	162
10	239
Total	1294

How likely is it you would recommend our organisation to a friend, family or colleague?



Types

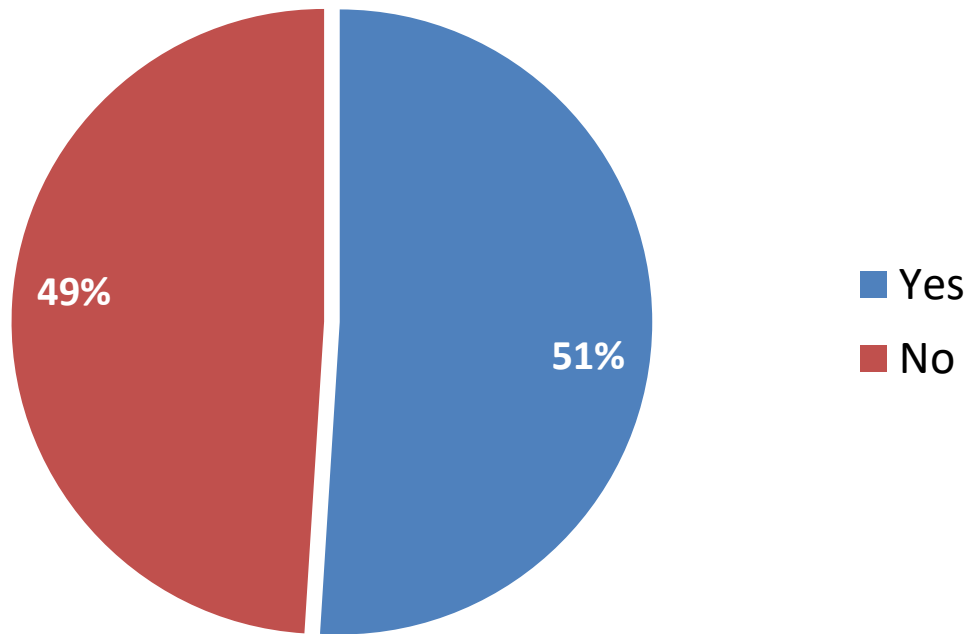
Detractors	34%
Passives	35%
Promoters	31%

Net Promoter Score

-3%

Weekly Bulletin

Do you see the weekly bulletin?



10 most positive questions

Question	Overall Positivity
Q40. I understand the risks that exist where I work	87.62%
Q17. I care about the future of the business	84.93%
Q38. I understand our safe working procedures	84.66%
Q16. I am committed to the success of the business	84.14%
Q47. My manager takes my safety seriously	82.24%
Q19. I am prepared to go the extra mile for the business	81.68%
Q14. I feel that I am trusted to do a good job	81.39%
Q18. I see myself working here in 12 months time	81.26%
Q46. I think the company takes my safety seriously	81.24%
Q42. I always stop people doing things which are unsafe	80.99%

10 least positive questions

Question	Overall Positivity
Q24. I am kept informed about what's happening in the wider business	52.72%
Q28. Communications are open and effective	56.03%
Q27. The company is good at checking with me when there are changes that affect me at work	57.15%
Q26. The company communicates well when important changes are being made	58.06%
Q25. I am kept informed about local issues in my area	61.79%
Q11. My immediate manager gives me feedback on how well I am performing in my role	64.90%
Q31. I have all the tools and equipment I need to do my job	65.90%
Q30. The business cares about my health and wellbeing	67.52%
Q15. My immediate manager does what they promise to do	68.89%
Q13. I feel valued by my immediate manager	69.94%

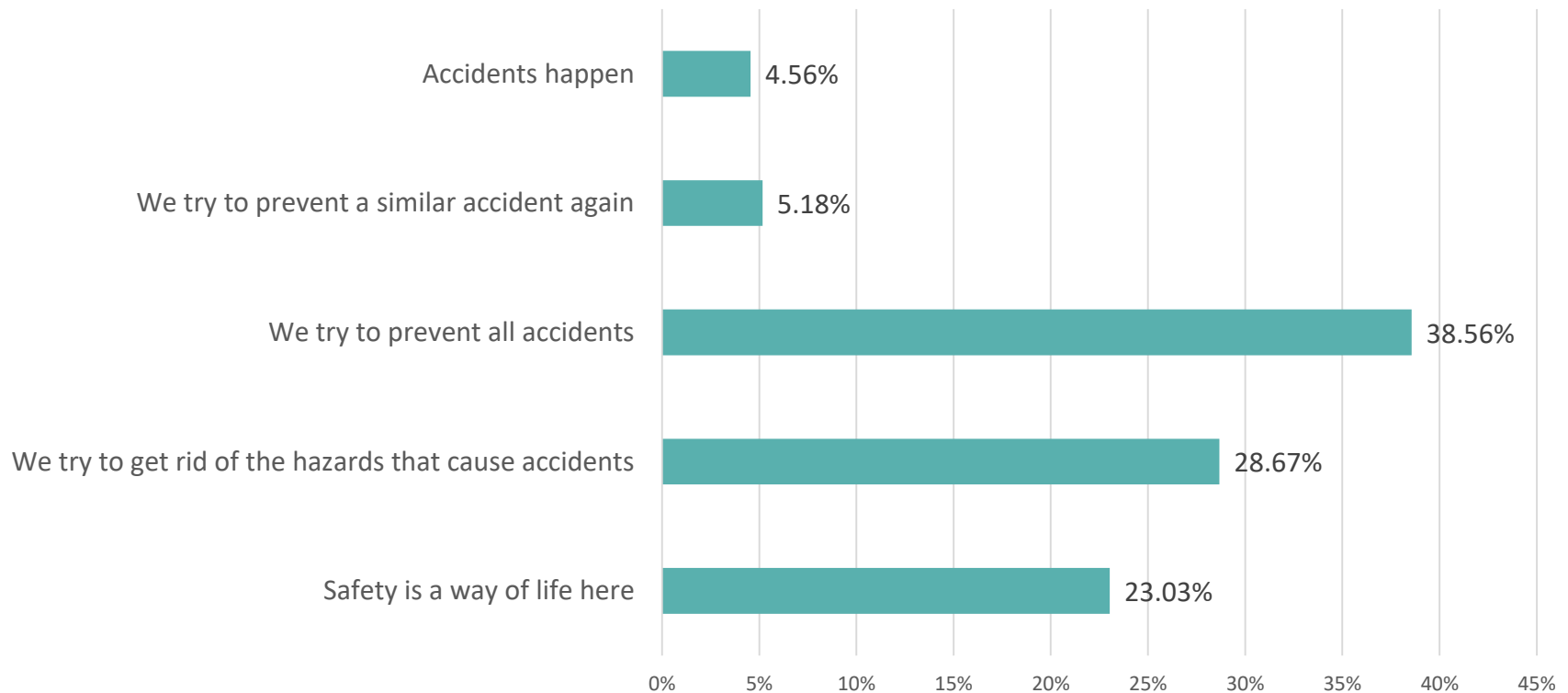
Engagement Index

To give Engagement Index results, we have calculated the average of the 7 questions below which reflect key engagement drivers. The same questions are included in the majority of Inspiring surveys, as well as many other engagement surveys, enabling us to benchmark your results.

Question	Company A	Inspiring Benchmark	Difference +/-
I have a clear idea of what is expected of me	80.29%	77.97%	2.32%
I care about the future of the business	84.93%	85.38%	-0.45%
I am committed to the success of the business	84.14%	84.43%	-0.29%
I am prepared to go the extra mile for the business	81.68%	82.70%	-1.02%
I gain a great of satisfaction from my job	71.95%	74.50%	-2.55%
I am motivated to do the best I can	76.93%	72.91%	4.02%
I am proud to work here	75.33%	79.50%	-4.17%
Overall Average	79.32%	79.63%	-0.31%

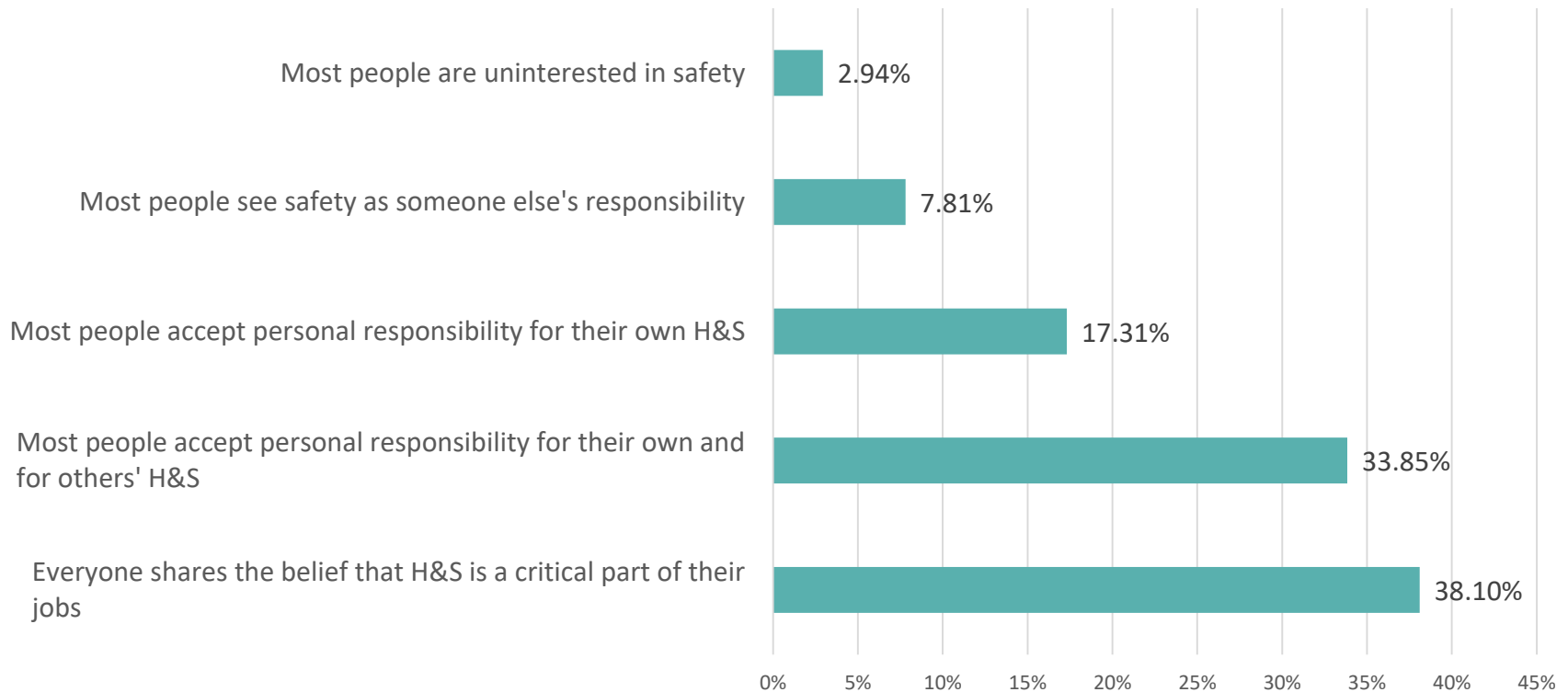
Health and Safety Questions

Safety Management Question 1



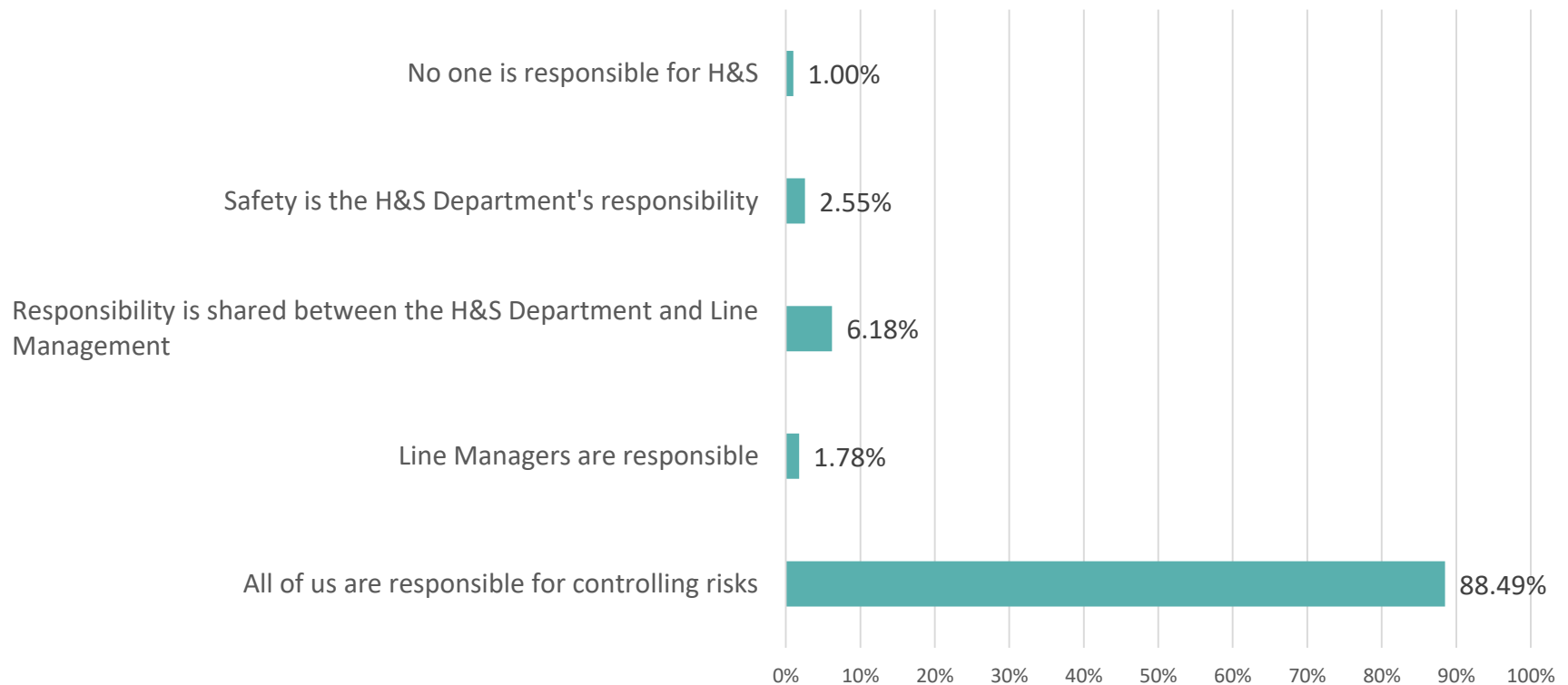
Health and Safety Questions

Safety Management Question 2



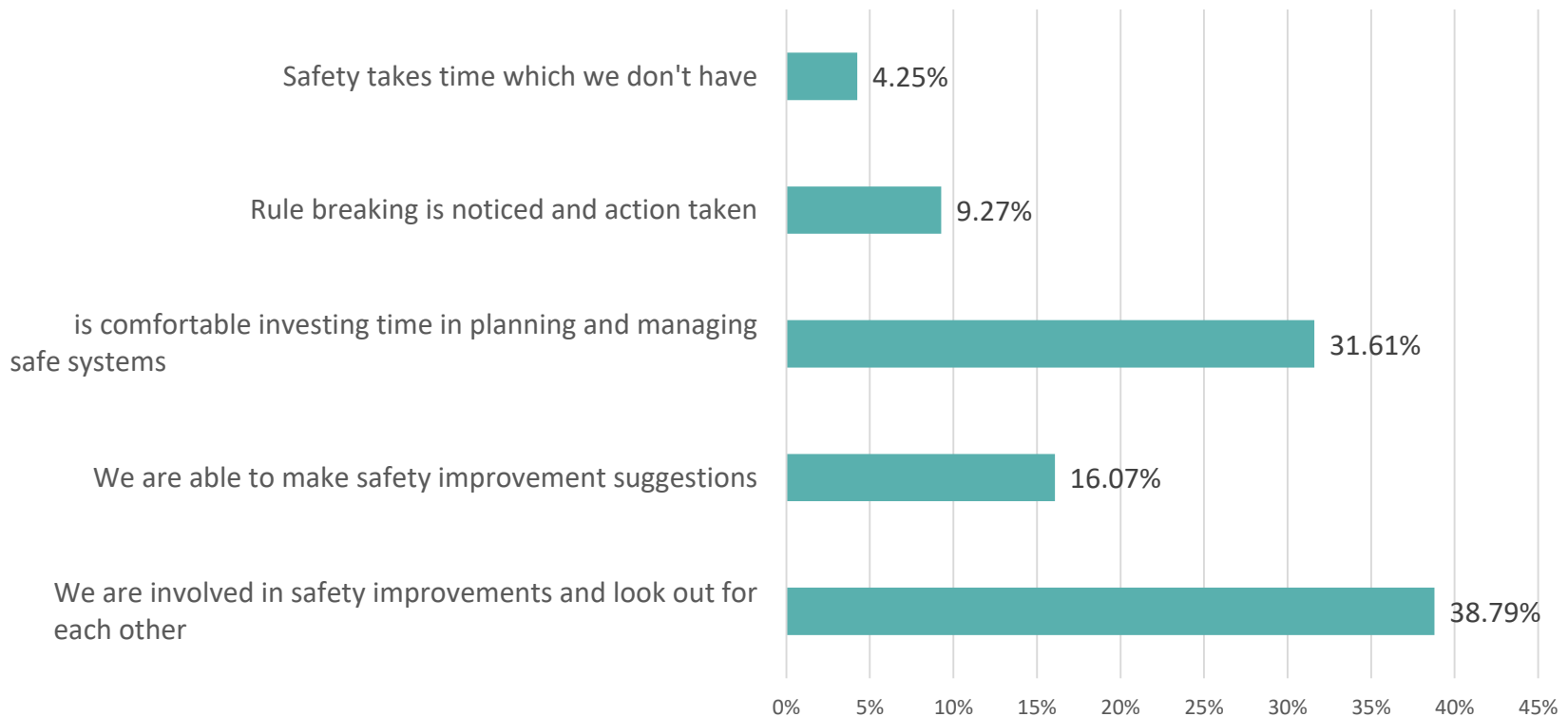
Health and Safety Questions

Safety Management Question 3



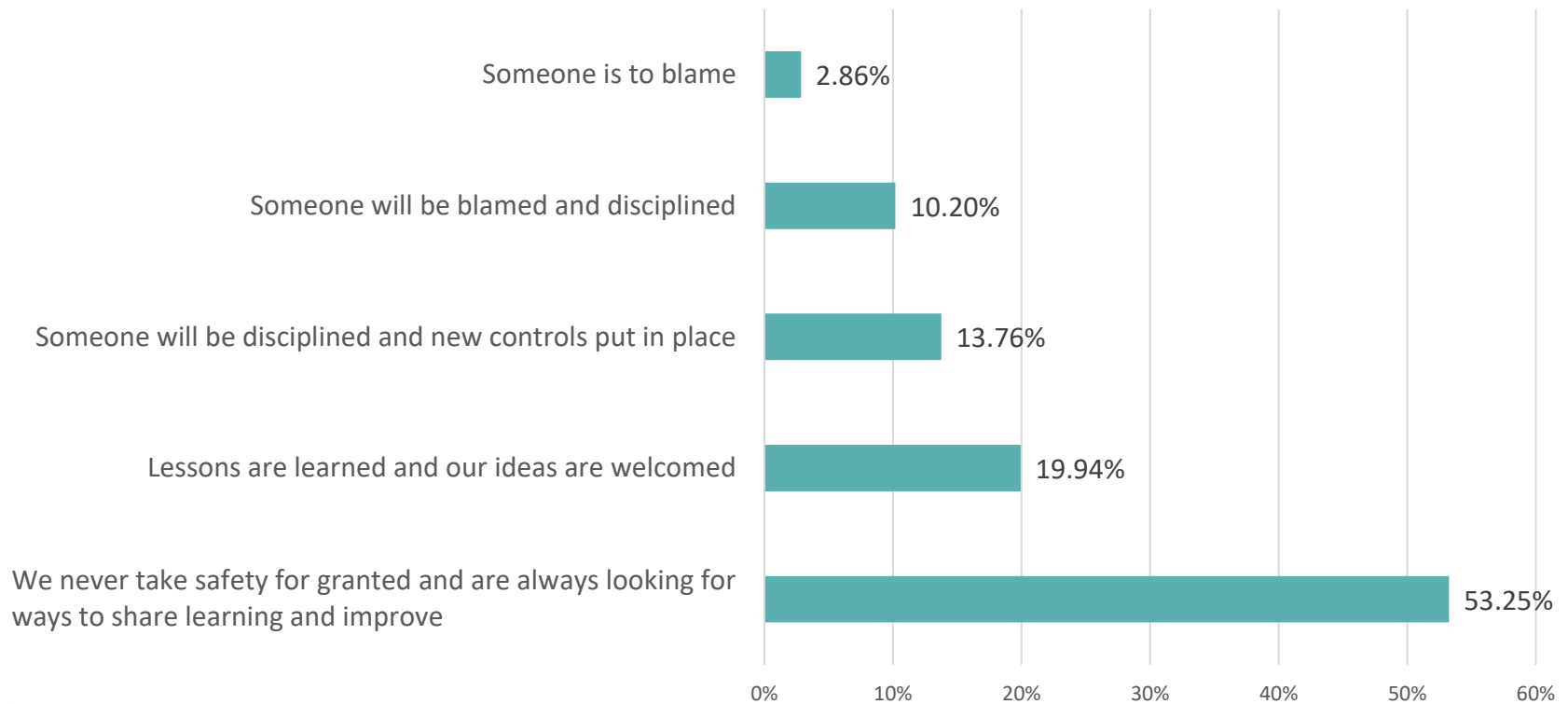
Health and Safety Questions

Safety Management Question 4



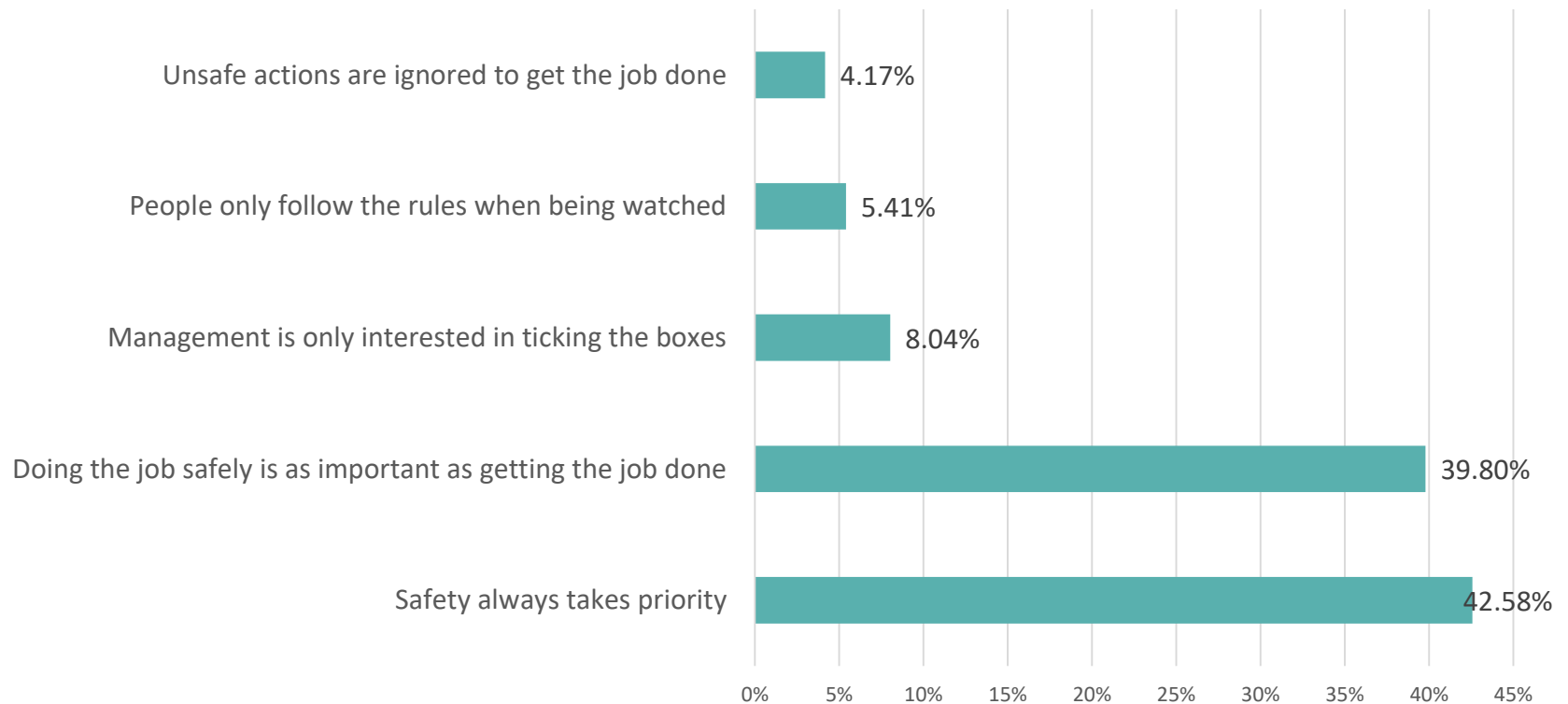
Health and Safety Questions

Safety Management Question 5

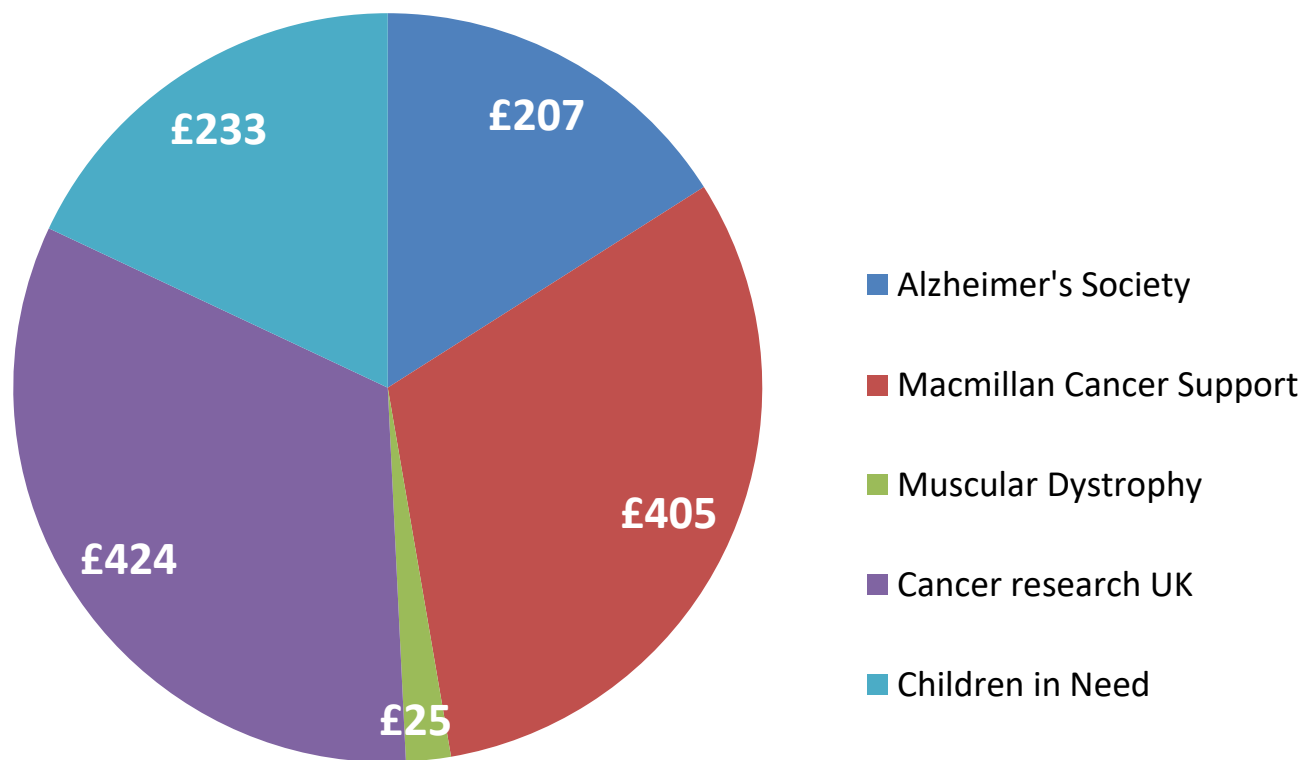


Health and Safety Questions

Safety Management Question 6



Preferred charity results




Text Responses – Key Issues

area areas bonus business communication company
cover culture customers depot dont drivers employees enjoy
expected feel good great health holidays hourly hours
improve issues job jobs knowledge lack level life lot
management manager managers money needed
paid pay people personal role roles safety skills staff
support team told training transport wages week work worked
working yards year years



Key Issues

- Communication needs to be improved at all levels
 - Management issues:
 - Management / People skills
 - Trust
 - Inconsistency
 - Work-Life Balance, e.g. hours, employee wellbeing
 - Training and progression, e.g. internal promotions, on-the-job training
- 

Example Comments on Communication

- *“I feel communication and information sharing are the biggest issues we face.”*
- *“ Example comment “Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc et risus eleifend erat mattis convallis. Mauris consectetur mi id sapien interdum, ac dignissim massa cursus. Sed aliquam ex nec mauris finibus lacinia. Vestibulum malesuada vel tortor interdum sodales. Ut lobortis mi erat, sit amet volutpat libero mattis ut. In tristique eleifend consectetur.”*
- *“Example comments relating to communication”.*

- *“Example comment “Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc et risus eleifend erat mattis convallis. Mauris consectetur mi id sapien interdum, ac dignissim massa cursus.”*
- *“Excellent communication is imperative to improve morale.”*

Example Comments on Management

- *“I feel leadership and management are the biggest issues we face.”*
- *“ Example comment “Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc et risus eleifend erat mattis convallis. Mauris consectetur mi id sapien interdum, ac dignissim massa cursus. Sed aliquam ex nec mauris finibus lacinia. Vestibulum malesuada vel tortor interdum sodales. Ut lobortis mi erat, sit amet volutpat libero mattis ut. In tristique eleifend consectetur.”*
- *“Example comments relating to management”.*

- *“Example comment relating to management.”*
- *“This is a good place to work, good team work, my manager is fair but also tough if we do not stick to our process.”*

Example Comments on Employee Wellbeing

- *“Example comment “Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc et risus eleifend erat mattis convallis. Mauris consectetur mi id sapien interdum, ac dignissim massa cursus. Sed aliquam ex nec mauris finibus lacinia. Vestibulum malesuada vel tortor interdum sodales. Ut lobortis mi erat, sit amet volutpat libero mattis ut. In tristique eleifend consectetur.”*
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- *“Example comments relating to Health & Wellbeing”.*

- *“Example comment about health and wellbeing”*
- *“The company is increasing its focus on staff welfare at a fast rate, but it has historically been poor. We are still not where we need to be, but improvements are beginning to show in attitudes and morale.”*

Example Comments on Training and Progression

- *“Example comment “Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc et risus eleifend erat mattis convallis. Mauris consectetur mi id sapien interdum, ac dignissim massa cursus. Sed aliquam ex nec mauris finibus lacinia. Vestibulum malesuada vel tortor interdum sodales. Ut lobortis mi erat, sit amet volutpat libero mattis ut. In tristique eleifend consectetur.”*
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- *“Example comments relating to training and progression”.*

- *“Since I have worked for Company A they have continued to help me with my career, I think a lot of my job and the end people I work with. I have a close relation to many managers and just want to progress.”*

Example Comments on Health & Safety

- *“Example comment “Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc et risus eleifend erat mattis convallis. Mauris consectetur mi id sapien interdum, ac dignissim massa cursus. Sed aliquam ex nec mauris finibus lacinia. Vestibulum malesuada vel tortor interdum sodales. Ut lobortis mi erat, sit amet volutpat libero mattis ut. In tristique eleifend consectetur.”*
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- *“Ut lobortis mi erat, sit amet volutpat libero mattis ut. In tristique eleifend consectetur.”*
- *“Example comments relating to health and safety”.*

- *“Example comments relating to health and safety”*
- *“Progression has been slow but noticeable on the account of health and safety but we still have a long way to go.”*
- *“Good company to work for and safety is good.”*

Post Survey Plan

REFRESH

DO NEXT

REBUILD

DO NOW

REVIEW

DO LATER

REMAIN

KEEP DOING IT