Employee Engagement Profiling

Demo Pilot Study – 2013

Client Logo Here

Sample Report – Tables and Charts have been shortened

All enquiries to: support@pario-innovations.com   Web: http://www.pario-innovations.com

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1. Introduction

The Employee Engagement Survey pilot study was administered to 95 employees between September and October 2012. In total 37 responses were received. This gives an overall response rate of 39 %

Respondents were asked to rate statements on a five point scale ranging from "Strongly Agree" to "Strongly Disagree". They were also asked to rate items in terms of importance on a four point scale ranging from ' Critically important ' to 'Not important'.

Where appropriate, reference is made within this report to demographic data and comparisons made between the different groups. However, reliable comparisons are only possible when there are a sufficient number of respondents in each group. For this reason, and to protect confidentiality, responses from groups comprising less than 5 individuals are not reported.

Written Comments are included in the Appendix. Themes from written comments are highlighted in the following Word Cloud.

2. Analysis of Respondents

The following tables show the distribution of responses.

Age

All questions	Number of Respondents
< 25	2
26 – 34	15
35 – 44	13
45 – 54	3
55+	4

Department

All questions	Number of Respondents
Operations	32
Credit & Marketing	3
Administration (inc drivers & security)	1
Audit & Investigations	0
Finance	1

Length of Service

All questions	Number of Respondents
Up to One Year	10
1 to 5 Years	13
5+ Years	14

Gender

| All questions	Number of Respondents
Male	19
Female	18

3. Executive Summary

Response Rate

The overall response rate was 39%. This is a low response rate as many organizations achieve rates above 60%. It suggests that many employees were cautious about providing feedback. It does raise significant questions concerning employees' willingness to contribute ideas and suggestions, and their trust in the confidentiality of the feedback process.

Organisational Health

The survey revealed that the majority of those completing the questionnaire responded positively to the statements relating to Motivation and Engagement. The Summary Charts (below) shows the 'Level of Connection' with the organization. Of the sample making up the pilot study, 67% of respondents are Engaged, 83% Motivated and 22% Disaffected i.e. they do not have any definite or clear commitment to the organization. Employees who are disaffected generally have little interest in the longer-term plans of the business and in some cases may be hostile towards the organization.

Benchmark Comparisons

Whilst the percentage of employees who are Motivated and Engaged is encouraging, we also need to look more closely at the responses linked to Disaffection. The 2012 survey is too small to provide a full picture of the organization's culture, but does provide useful insights. We need to consider the Demographics (e.g. Age Bands) behind the responses and the links to ratings on other factors, including Reward / Recognition. In the future it should be possible to make comparisons of the results with those from a number of other Organizations.
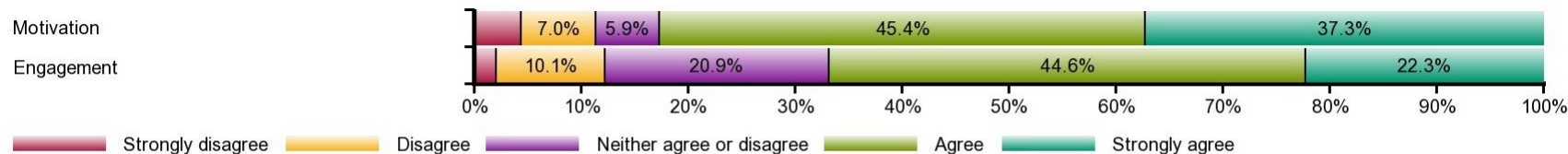
The number who agreed or strongly agreed with statements linked to Disaffection raises some concerns. It suggests that over 20% of employees are receptive to offers from other organizations. Note that the Disaffection scale is reversed, so "Agree / Strongly Agree" shows as red (to the left of the scale).
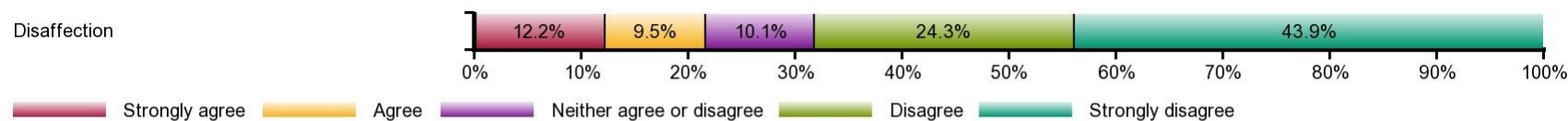
Comparisons with previous scores are not yet available. These comparisons will indicate an increase or decrease in the levels of engagement and motivation and changes in the levels of disaffection. Evaluation of those who are "Satisfied" (but may not be Motivated or Engaged) will feature in future surveys. The following table shows the numbers who "Agree / Strongly Agree" with statements linked to Engagement, Motivation and Disaffect ion.

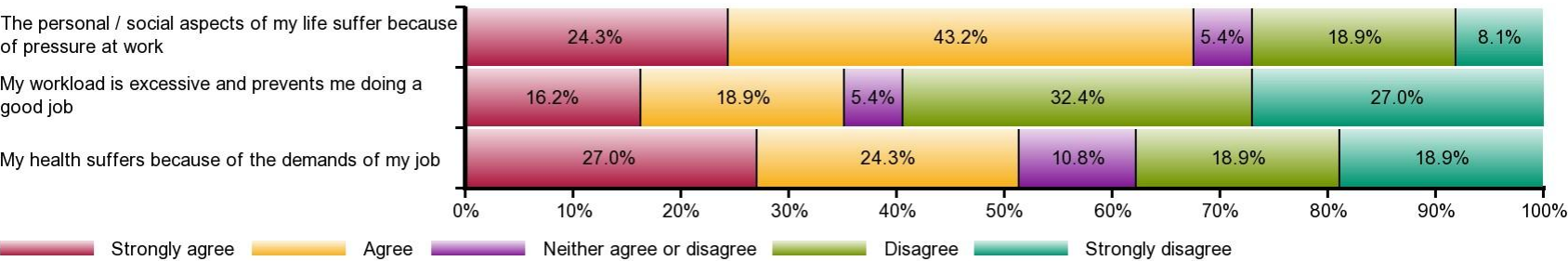|	2012	2013	2014
Engagement	66.9%		
Motivation	82.7%		
Satisfaction	–		
Disaffection	21.7%		

Pressure

Three statements within the questionnaire were designed to identify pressure arising because of work demands. In future surveys, comparisons can be made with 2012 results, which are shown below:

Statement	2012	2013
My health suffers because of the demands of my job	2.78	
My workload is excessive and prevents me doing a good job	3.35	
The personal / social aspects of my life suffer because of pressure at work	2.43	

There is some evidence that pressure of work is an issue. This may not be immediately evident as the mean scores on each statement are not excessively high. However, analysis of responses to the survey shows that 35% either agree or strongly agree that their workload is excessive; 67.6% either agree or strongly agree that the personal / social aspects of their lives suffer because of pressure of work, and 51.4% say that their health suffers because of the demands of their job.

A summary of scores for the statements relating to Pressure is shown below.

Note that the scale on the Pressure chart is reversed compared to the majority of other charts in this report. *Strongly Agree* is on the left.

Statement	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The personal / social aspects of my life suffer because of pressure at work	24.3%	43.2%	5.4%	18.9%	8.1%
My workload is excessive and prevents me doing a good job	16.2%	18.9%	5.4%	32.4%	27.0%
My health suffers because of the demands of my job	27.0%	24.3%	10.8%	18.9%	18.9%

Top Strengths and Weaknesses

Responses to the survey were coded according to a system of 'traffic lights' according to the following rules:

- Red: Strongly disagree and disagree greater or equal to 30
- Amber : Strongly agree and agree less than 50 and strongly disagree and disagree less than 30
- Blue : Strongly agree and agree greater or equal to 50 and less than 70
- Green : Strongly agree and agree greater than 70 and strongly disagree and disagree less than 30

The top strengths (i.e. those that received the most positive overall scores are as follows:

Question	Average Importance for all data sources	Average Perception for all data sources	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
62. I believe my work is important and valued by other people	3.24	4.46	0.0	2.7	5.4	35.1	56.8	2.7	91.9	37	🟩
58. I trust and respect my immediate manager	3.32	4.43	2.7	5.4	0.0	29.7	62.2	8.1	91.9	37	🟩
47. I feel that my work contributes to the organisation's performance	3.30	4.38	0.0	5.4	5.4	35.1	54.1	5.4	89.2	37	🟩
56. I have the skills necessary to do a good job	3.38	4.32	2.7	2.7	2.7	43.2	48.6	5.4	91.9	37	🟩
42. This organisation takes its social responsibilities seriously	3.32	4.16	0.0	8.1	2.7	54.1	35.1	8.1	89.2	37	🟩

Sample Report – This table has been shortened

Top Strengths and Weaknesses

The top 'weaknesses' (i.e. the statements that showed the least positive perception scores) were:

Question	Average Importance for all data sources	Average Perception for all data sources	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
44. My work is not subjected to excessive scrutiny or checking	3.19	2.43	27.0	32.4	13.5	24.3	2.7	59.5	27.0	237	🟥
37. My pay is competitive compared with other similar organisations	3.27	2.70	35.1	5.4	21.6	29.7	8.1	40.5	37.8	37	🟥
50. I am rewarded fairly in comparison with others in the organisation doing similar work	3.19	2.84	16.2	27.0	21.6	27.0	8.1	43.2	35.1	37	🟥
54. This organisation tries hard to create a sense of belonging amongst employees	3.30	3.16	10.8	18.9	27.0	29.7	13.5	29.7	43.2	37	🟧

Sample Report – This table has been shortened

Priorities for Attention

This is the first survey PARIO have run with the Organization and it is therefore not possible to make comparisons with results from previous years. In the future there will be analysis of *trend data* relating to overall levels of engagement and the factors that influence engagement. It is important to note the specific statements that fall into the 'red' or 'amber' categories, and changes in the overall balance, which are reflected in the traffic light summary.

Any drop in engagement scores, coupled with increased numbers in the satisfaction and disaffection categories, is concerning as it is highly likely that this will adversely impact on productivity and performance. Employees in the lower categories are often only prepared to 'do the minimum necessary'. Any rise in the proportion of employees who are concerned about their future is a concern, as is any reference to an 'unpleasant' working environment.

Analysis of the 2012 data suggests that there needs to be a real focus on equipping managers with additional skills to strengthen employee motivation and develop a stronger sense of involvement and sense of shared purpose.

Other specific aspects to focus on are:

- The perception that rewards are not fairly and equitably distributed
- The lack of autonomy and discretion, coupled with excessive checking of work
- The potential problems relating to reward and recognition

It is not yet possible to identify any significant deterioration in scores. This data will be available in the future.

Following on from the review of the findings, additional points requiring further consideration:

- opportunities to increase choice and discretion in the way employees organise their work
- training to improve performance management and managers' handling of performance problems
- review of the reward and recognition options, particularly in the context of different groups

There appears to be scope for the Senior Management Team to give a clearer lead in communicating the Organization's mission and values – and also in finding opportunities to show that they value the contribution of employees and support their professional development.

4. Organisational Health

Level of Engagement

The survey contained a number of statements which were designed to access the extent to which respondents were either engaged, motivated, satisfied or disaffected.

Engaged employees typically deliver significantly higher levels of performance, provide superior customer service and are more likely to indulge in 'pro social' behaviours in support of colleagues. They exhibit greater levels of gratification in being associated with an organisation (Pride), are more likely to stay (Loyalty), are prepared to recommend the organisation to close friends (Advocacy), have a strong emotional bond with the organisation (Identification); and are more likely to put in extra effort to help the organisation (Discretionary Effort).

Motivated employees also deliver above average levels of performance but are not as positive in regards to the above factors as engaged employees are. Consequently their commitment is not as high as those that are engaged.

Satisfied employees are 'comfortable' – they think that the organisation is an 'OK place to be' but they are only likely to produce performance levels that are at best average. This group may also be the greatest resistors to change as they have a vested interest in maintaining the status quo.

Disaffected employees have little interest in the organisation or their work and are likely to look to leave at the earliest opportunity. At best they 'mark time' and do as little as possible; at worst they can be highly disruptive and publicly critical of the organisation.
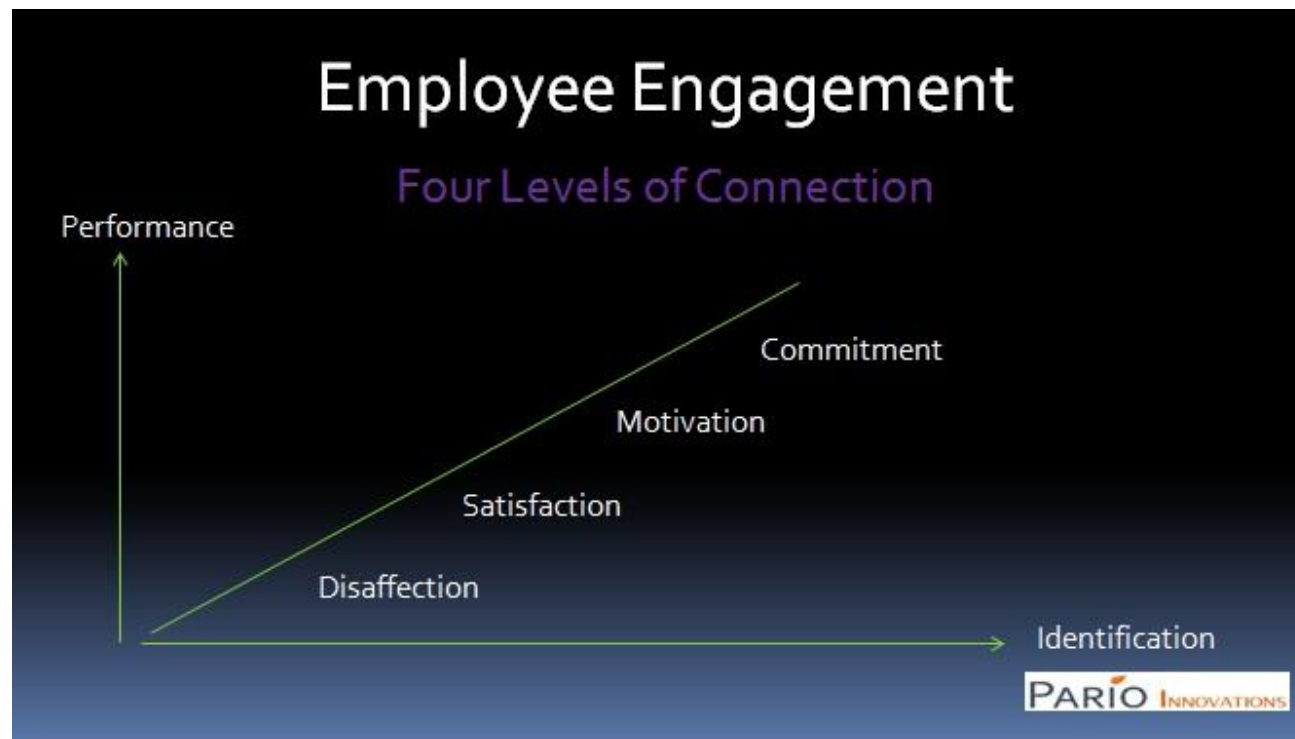
5. Analysis of Responses

The following scales are defined as 'inputs' that will affect the key 'outputs' (e.g. Engagement). The review includes analysis of responses to each statement linked to a particular category. Role Clarity, positive relationships with Colleagues and support for Development received the highest overall scores. However, there are issues relating to Work Pressure and Recognition. Concerns are expressed concerning Performance Management and opportunities for Discretion. Future surveys will provide insight into progress made in these areas.
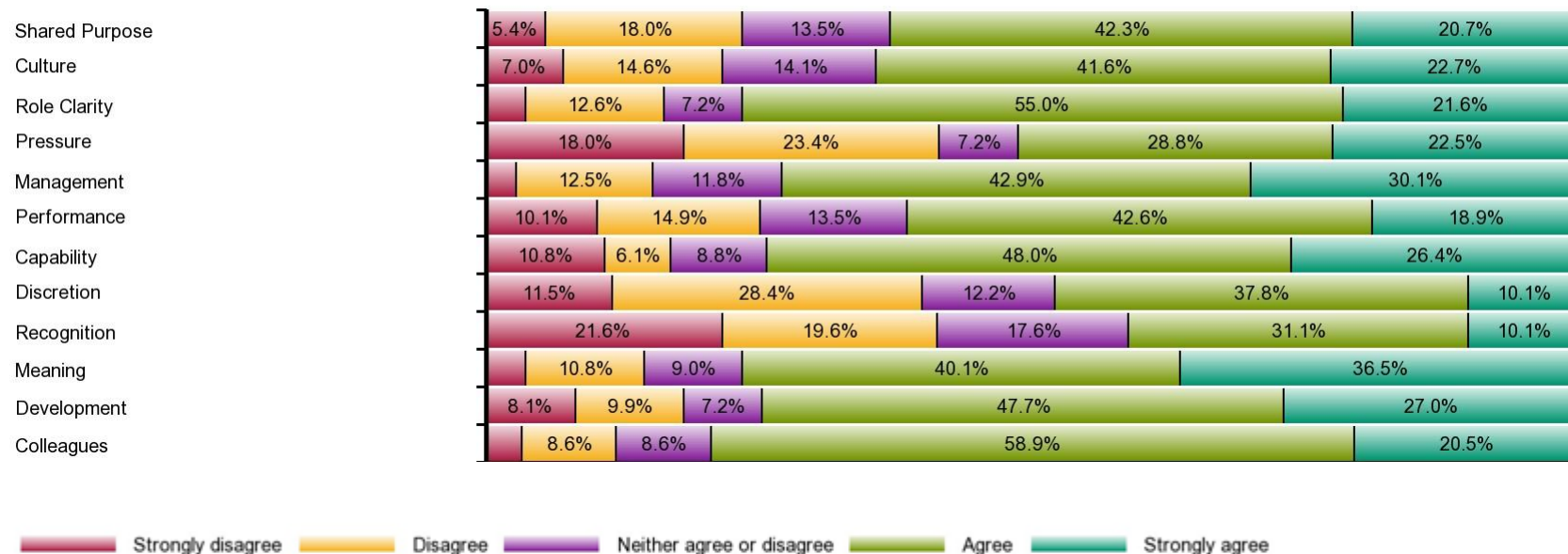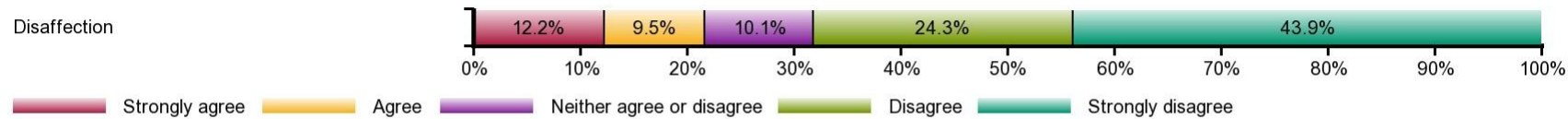

Note: The scoring of the Pressure Index (above) has been reversed, so 18% "Strongly Agree" that they experience Work Pressure

The primary 'outputs' reviewed in this survey relate to Disaffection, Motivation and Engagement. The charts highlights the percentage of employees who are likely to demonstrate discretionary effort (Motivation), those with little interest in the longer-term plans of the Organization (Disaffected) and those who have a strong emotional bond with the organization. The actions of senior management in shaping the Culture and developing a sense of Shared Purpose will impact on these figures. The actions of immediate managers (team leaders) have a significant effect on Motivation and levels of Disaffection.
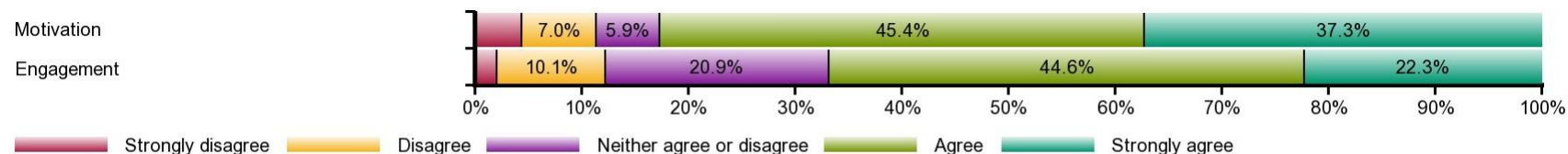
The number who agreed or strongly agreed with statements linked to Disaffection raises some concerns. It suggests that over 20% of employees are receptive to offers from other organizations. Note that the Disaffection scale is reversed, so "Agree / Strongly Agree" shows as red (to the left of the scale).

Disaffection

| 12.2% | 9.5% | 10.1% | 24.3% | 43.9% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Strongly agree ■ Agree ■ Neither agree or disagree ■ Disagree ■ Strongly disagree

The full analysis by category is shown in the charts on the following pages. The legend used is as above:
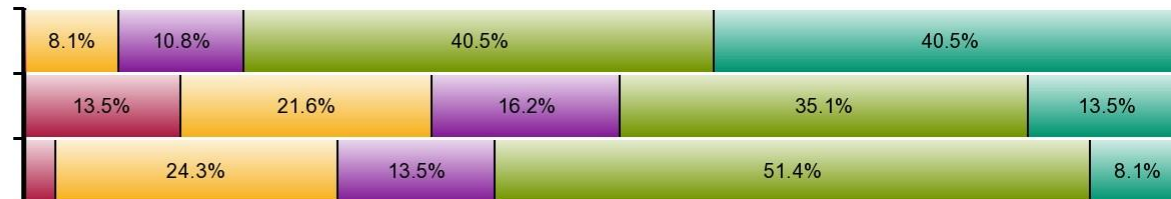
Sample Report – The first two charts are shown. The full report includes all factors listed on page 12

Shared Purpose

I trust and respect senior management in this organisation
| 8.1% | 10.8% | 40.5% | 40.5% |

Senior Management give people a shared sense of purpose
| 13.5% | 21.6% | 16.2% | 35.1% | 13.5% |

Senior Management clearly communicate the organization's objectives and values
| | 24.3% | 13.5% | 51.4% | 8.1% |

Culture

This organisation takes its social responsibilities seriously
| 8.1% | | 54.1% | 35.1% |

This organisation tries hard to create a sense of belonging amongst employees
| 10.8% | 18.9% | 27.0% | 29.7% | 13.5% |

This organisation gives a high priority to employee welfare and health & safety
| 10.8% | 13.5% | 13.5% | 45.9% | 16.2% |

This organisation has strong values and operates to high ethical standards
| 13.5% | 10.8% | 48.6% | 27.0% |

This organisation demonstrates by its actions that it cares about its employees
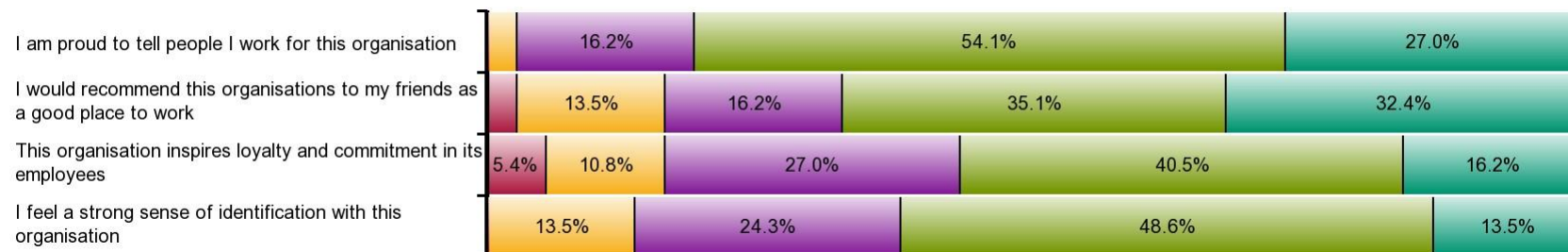| 13.5% | 18.9% | 16.2% | 29.7% | 21.6% |

The following page reviews the key *Outputs:* Disaffection, Motivation and Engagement

Summary of Important Outputs

Motivation

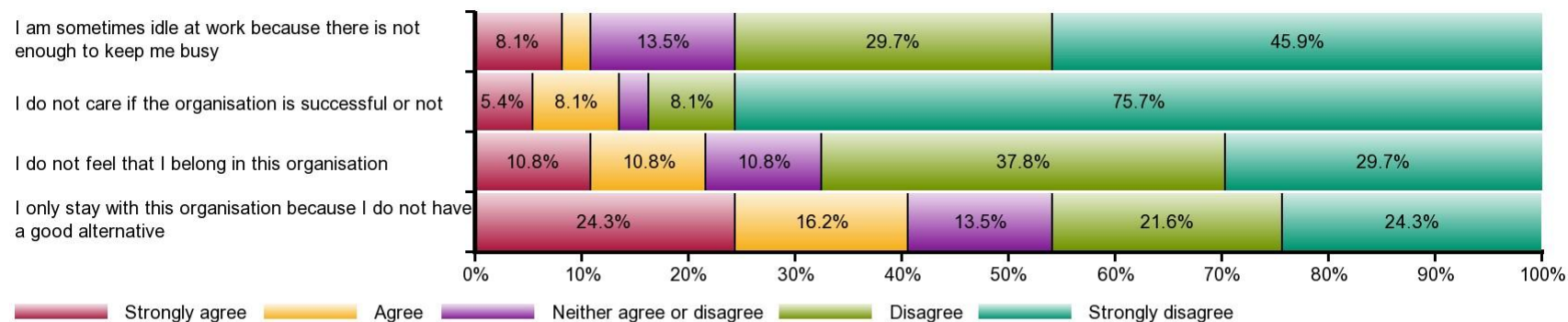| Statement	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I willingly put in extra effort when there is a problem at work		8.1%		35.1%	54.1%
I put in extra effort to achieve high standards at work		5.4%		45.9%	45.9%
I am proud to tell people about the job that I do		10.8%	8.1%	40.5%	37.8%
I look for opportunities to do challenging work that develops my skills		13.5%	5.4%	45.9%	32.4%
I take the initiative in putting forward ideas and suggestions	5.4%	5.4%	13.5%	59.5%	16.2%

Engagement

Statement	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I am proud to tell people I work for this organisation			16.2%	54.1%	27.0%
I would recommend this organisations to my friends as a good place to work		13.5%	16.2%	35.1%	32.4%
This organisation inspires loyalty and commitment in its employees	5.4%	10.8%	27.0%	40.5%	16.2%
I feel a strong sense of identification with this organisation		13.5%	24.3%	48.6%	13.5%

Disaffection

This analysis shows the responses to statements which relate to disaffection with the organization. Note that this scale is reversed. *Strongly Agree* is on the left.

Statement	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I am sometimes idle at work because there is not enough to keep me busy	8.1%		13.5%	29.7%	45.9%
I do not care if the organisation is successful or not	5.4%	8.1%	8.1%		75.7%
I do not feel that I belong in this organisation	10.8%	10.8%	10.8%	37.8%	29.7%
I only stay with this organisation because I do not have a good alternative	24.3%	16.2%	13.5%	21.6%	24.3%

Legend: Strongly agree — Agree — Neither agree or disagree — Disagree — Strongly disagree

Appendix 1 Summary Responses

Question	Average Importance for all data sources	Average Perception for all data sources	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
1. I am given the training necessary to do my job effectively	3.65	3.78	10.8	5.4	2.7	56.8	24.3	16.2	81.1	37	🟩
2. Colleagues trust and respect each other	3.19	3.78	8.1	5.4	8.1	56.8	21.6	13.5	78.4	37	🟩
3. My health suffers because of the demands of my job	3.00	2.78	18.9	18.9	10.8	24.3	27.0	37.8	51.4	37	🟥
4. I am proud to tell people about the job that I do	3.00	4.00	2.7	10.8	8.1	40.5	37.8	13.5	78.4	37	🟩
5. I am given enough authority to allow me to do my job effectively	3.24	3.38	2.7	32.4	2.7	48.6	13.5	35.1	62.2	37	🟥
6. This organisation helps me to acquire the skills and knowledge that will benefit my future career	3.38	3.89	0.0	16.2	8.1	45.9	29.7	16.2	75.7	37	🟩
7. I do not feel that I belong in this organisation	3.00	3.65	29.7	37.8	10.8	10.8	10.8	67.6	21.6	37	🟦

Sample Report – This table has been shortened

Appendix 2 – Analysis of Significant Differences

The following table shows the responses for each dimension which are significantly different (plus or minus 15% difference) from the overall reponses.

Question	Average Importance for all data sources	Average Perception for all data sources	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
1. I am given the training necessary to do my job effectively	**3.65**	**3.78**	**10.8**	**5.4**	**2.7**	**56.8**	**24.3**	**16.2**	**81.1**	**37**	🟩
Up to One Year	3.80	*3.20*	30.0	10.0	0.0	30.0	30.0	40.0	60.0	10	🟥
5+ Years	3.64	*4.29*	0.0	0.0	0.0	71.4	28.6	0.0	100.0	14	🟩
26 – 34	3.73	*3.27*	20.0	6.7	6.7	60.0	6.7	26.7	66.7	15	🟦
2. Colleagues trust and respect each other	**3.19**	**3.78**	**8.1**	**5.4**	**8.1**	**56.8**	**21.6**	**13.5**	**78.4**	**37**	🟩
Up to One Year	3.10	*4.30*	0.0	0.0	0.0	70.0	30.0	0.0	100.0	10	🟩
1 to 5 Years	3.23	*3.38*	23.1	0.0	15.4	38.5	23.1	23.1	61.5	13	🟦
3. My health suffers because of the demands of my job	**2.00**	**2.78**	**18.9**	**18.9**	**10.8**	**24.3**	**27.0**	**37.8**	**51.4**	**37**	🟥
Up to One Year	2.00	*2.30*	10.0	10.0	10.0	40.0	30.0	20.0	70.0	10	🟥
5+ Years	2.00	*3.21*	14.3	42.9	14.3	7.1	21.4	57.1	28.6	14	🟦
26 – 34	2.00	*2.47*	6.7	20.0	13.3	33.3	26.7	26.7	60.0	15	🟥
35 – 44	2.00	*3.08*	30.8	15.4	7.7	23.1	23.1	46.2	46.2	13	🟥

Sample Report – This table has been shortened

Appendix 3 – Comments

Staff completing the survey were invited to comment on what they like, what they dislike, and what they would like to see changed. The following Word Cloud highlights some of the main themes emerging from these comments.

What do you like most about working at the Organization?

What do you like least?

What would you most like to see changed / improved?

Sample Report – The Employee Comments are not included in this report

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