



# Research Findings

**Detailed Report**

Prepared by Courtenay HR



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## Introduction

The Best Places to Work in HR Awards are designed to give organisations the opportunity to demonstrate their commitment to their HR team and their people overall as voted by the HR professionals who work in the HR function.

The results were compiled from a detailed questionnaire where employees in the HR functions across a wide range of business sectors were given the chance to rate their organisation on a range of measures, including:

- Benefits (pension, health insurance, gym membership, childcare provision, flexible working, etc)
- Holidays
- Staff retention
- Leadership and management
- Professional development
- Employee engagement
- Reward and recognition
- Working environment and work-life balance
- The effectiveness and reputation of the HR function itself.

Each individual score was given a weighting to reflect its importance to employees, contributing to a final score, which determined the overall results. Scores were automatically calculated, so there was no intervention from any other source – the HR employees were the only judges.



## Contact

If you have any questions regarding this survey report, or the Best Places to Work in HR initiative including how to enter, please contact:

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## Follow Up

Research indicates that “follow up” is a critical factor with any survey. This report is designed to help you in the development of clear and visible action plans, provide participants with real data to benchmark each company in the survey, and to show that their feedback and involvement will result in change.

We have developed a partnership with Zama who have introduced a new and innovative approach to Employee Action Surveys. One of their real strengths is “follow up” and they are able to provide instant feedback to participants and help organisations develop prioritised action plans that focus on the things that will make a difference.

Please see the Rainbow Trust Case Study at the back of this report on page 55 showing the impact of their approach.

If you are interested in finding out more about Zama and how you can run their diagnostics in your HR function or wider employee groups then you can either contact me (See [Contact](#) Page) or Simon Ralphs at [simonr@zama.eu.com](mailto:simonr@zama.eu.com)





# Summary Highlights

## Overall

- The large and medium private sector organisations score the best, taking 4 out of the top five places in these rankings
- If you look at the top 10, it is the large private sector organisations that perform the best
- Medium sized public sector organisations perform the worst
- There a number of common themes across both private and public sectors, namely:
  - Benefits
  - Maternity
  - Hours
  - Reward and Recognition

## Private vs. Public

- **Benefits** - Overall, the private sector scores better than the public sector on benefits gaining a 69% as opposed to a 53%. With the exception of small private sector organisations, all other private sector organisations scored significantly higher than their comparators in the public sector – so small, medium or large the public sector folk seem to think there is significant room for improvement in benefits



## Summary Highlights Cont.

### Private vs. Public Cont..

- **Maternity Pay** - However, the Public sector organisations outclass the private sector ones, achieving 77% vs. private sector 55%
- **Hours** – Private sector manages a slightly better performance with 53% vs. 48%
- **Reward** – Overall scoring very similar with 68% for the private sector and for the public sector
- Despite benefits and maternity being an overall common theme, it's the small organisations that fair the worst in this area which is perhaps no surprise, scoring significantly less than the medium and large organisations.

### Sectors

Again, common themes are the same across industry however

- **Maternity** – largest variance with some sectors scoring really poorly including manufacturing and transport and logistics and chemicals being the top 3 worst places to work in HR if you want to bring up a family!



# Summary Highlights Cont.

## Sectors Cont.

- **Reward** – unanimous poor opinion generally across all sectors with the bottom 3 being Chemicals, National Government and Local government, with Construction, Professional Services and Not for Profit being the top 3. Reward and Recognition needs to be a key priority to make HR staff feel valued within their organisation.
- **Benefits** - We would have presumed Charities would come out very well and on average they did. However they could do better on social benefits. Sometimes considered to be quite progressive on this count but didn't come across in the data – maternity and paternity lower than other public sector services. Surprisingly bad at giving time off to do other charity work!
- Finance sector organisations did well across all areas
- General story across all sectors was a feeling of lack of clarity about what the HR Function actually do within the organisation. They don't feel understood or valued – need internal recognition and appreciation. Plenty of scope for PR'ing themselves to their organisations.
- No major differences between Private and Public sectors. However, Local Government traditionally pulls their sector down so if you took them out of Public Sector it would push the others up considerably.

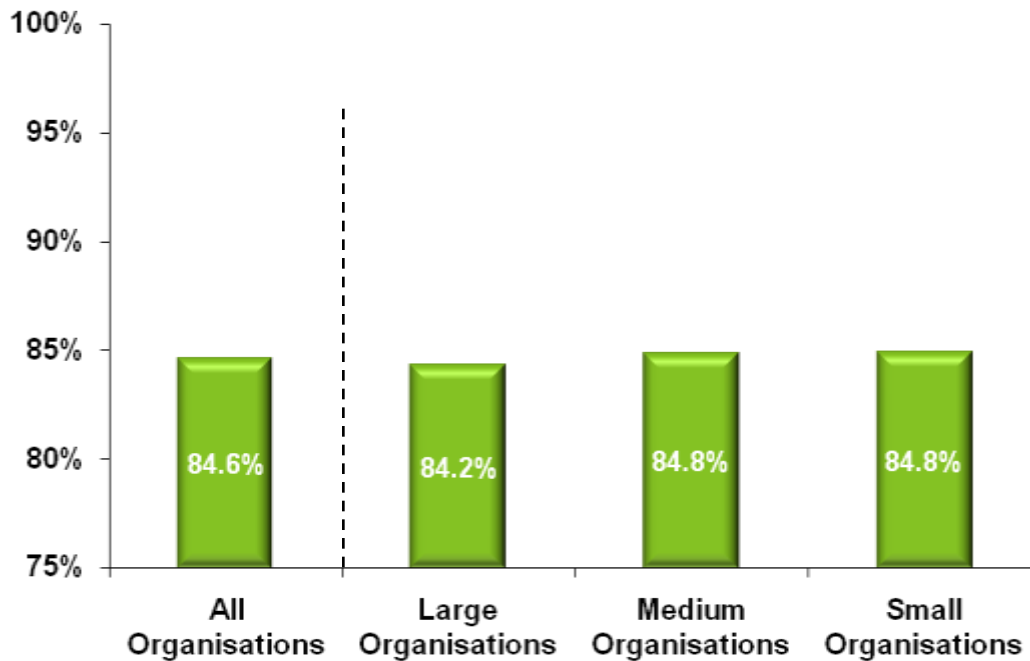


# BY ORGANISATION SIZE

Overall Picture



## Overall Rating of HR Functions



The size of the organisation didn't affect the overall satisfaction score – all HR functions can strive for high employee satisfaction, whether they are within small or large organisations.



There are however discrepancies in the HR offering. Medium-sized organisations generally offer more benefits and the best maternity/paternity pay. Smaller organisations are lagging behind on the more tangible benefits but they perform well on leadership, development and recognition. Surprisingly large organisations are below the market average on most factors.

Factors Affecting Overall Satisfaction	All organisations	Large	Medium	Small
<b>Benefits</b> (average number of 17 listed)	10.0	9.6	11.3	9.1
<b>Maternity/Paternity</b> (rating out of 50)	30.3	30.0	34.0	26.9
<b>Holidays</b> (rating out of 30)	24.9	23.5	26.4	25.4
<b>Staff Retention</b> (higher score = higher staff retention)	41.4	38.9	42.7	43.7
<b>Leadership &amp; Management</b> (rating out of 100)	87.2	84.4	87.9	90.5
<b>Professional development</b> (rating out of 100)	82.3	79.6	82.4	86.2
<b>Employee engagement</b> (rating out of 100)	87.0	84.0	88.1	90.5
<b>Reward and Recognition</b> (rating out of 100)	66.7	64.5	66.4	70.2
<b>Opinion of HR Function</b> (rating out of 100)	83.0	79.3	84.3	87.3

○ = Above average    ○ = Below average

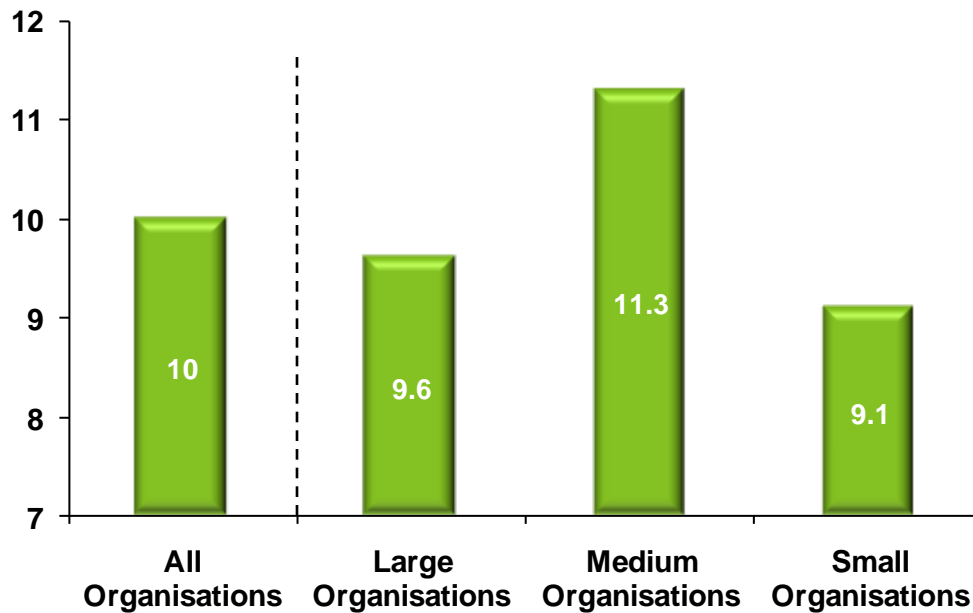


# BY ORGANISATION SIZE

Detailed Picture



## Number of Benefits Offered by Organisation Size



On average medium-sized organisations offer their employees at least one extra benefit than larger and smaller organisations.



This is because they are more likely to offer medical insurance, PPR bonuses and Childcare Allowances/Vouchers. HR functions in small organisations aren't offering as varied a package of financial benefits as those in large and medium organisations.

Financial Benefits Offered	All organisations	Large	Medium	Small
Contributory Pension	95%	97%	96%	91%
Share Ownership Scheme	18%	26%	14%	11%
Medical Insurance	58%	52%	70%	53%
Gym Membership	53%	56%	57%	45%
Free/Subsidised Meals	39%	42%	44%	28%
PPR Bonus	52%	42%	59%	60%
CPR Bonus	44%	43%	47%	41%
Rewards to Recognise High Performance	60%	64%	63%	52%
Childcare Allowance/Vouchers	86%	83%	94%	83%
Company Car/Car Allowance	61%	56%	65%	66%
Salary Sacrifice Scheme	39%	39%	44%	34%
Enhanced Maternity	65%	69%	67%	58%
Enhanced Paternity	51%	54%	52%	45%

○ = Above average    ○ = Below average



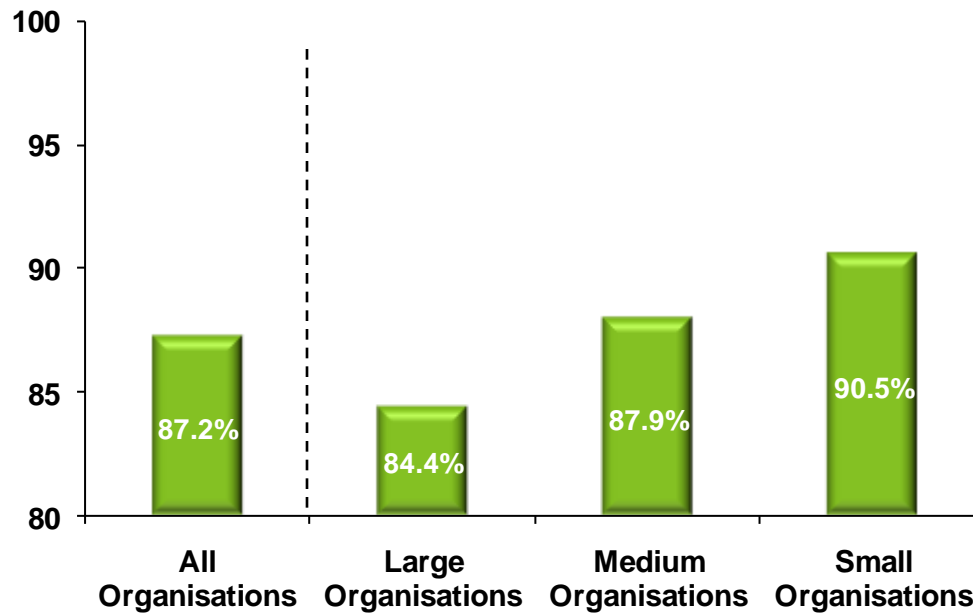
Medium-sized organisations are also more likely to offer sabbaticals and time off for charity activities. Small organisations are behind the market in terms of offering flexible working hours and discounted products/services.

Non Financial Benefits Offered	All Organisations	Large	Medium	Small
Flexible Working Hours	82%	84%	84%	78%
Sabbaticals	60%	56%	65%	60%
Time Off for Charity Activities	48%	47%	58%	40%
Occupational Health Advisors	74%	78%	77%	67%
Company Creche	5%	9%	2%	0%
Discounted Products/Services	64%	74%	74%	39%

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## Leadership by Organisation Size



Leadership scores are generally high across all organisations, and is particularly strong in small organisations.



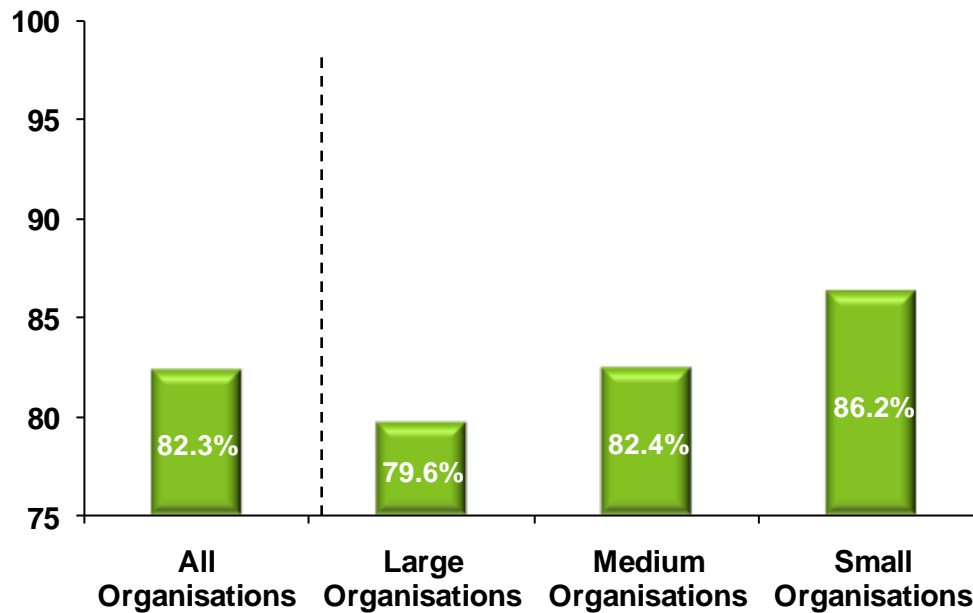
This is because employees in smaller organisations feel there is more communication from the top, better coaching from leaders and more recognition from bosses. Larger organisations should look at additional ways they can make their employees feel heard.

Rating of Leadership Factors – Avg out of 5	All organisations	Large	Medium	Small
Inspired by HR Leader	4.4	4.2	4.4	4.5
Lack of communication from the top (lower score = less communication)	3.5	3.3	3.4	3.8
Confidence in leadership of organisation	4.2	4.2	4.1	4.2
Leader is well respected in the organisation	4.5	4.4	4.5	4.6
HR represented in organisation's leadership team	4.5	4.3	4.5	4.6
Ideas not listened to (lower score = feel less listened to)	4.1	3.8	4.3	4.3
Leader influential in making changes	4.5	4.3	4.6	4.6
Prepared to go extra mile for leader	4.6	4.5	4.6	4.7
Trusted with work/not micro-managed	4.7	4.6	4.7	4.8
Leader is good coach	4.3	4.2	4.4	4.6
Leader interested in me as a person	4.4	4.2	4.5	4.5
Leader never makes time for me (lower score = less time for me)	4.5	4.4	4.6	4.7
Organisation's values not clear (lower score = values less clear)	4.4	4.3	4.4	4.5
Receive recognition from boss	4.5	4.3	4.4	4.7

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## Professional Development by Organisation Size



Professional development is strongest in smaller organisations – employees in larger organisations don't feel quite as positive about theirs.



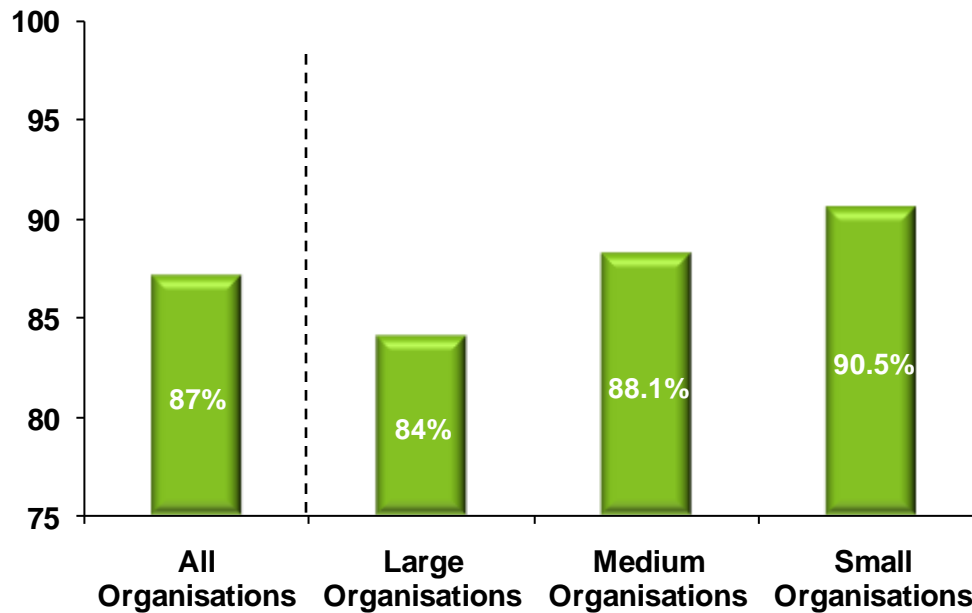
This is because smaller organisations are more likely to be seen to offer equal access to development opportunities and to encourage employees to take-on more responsibility. Generally all HR functions could work harder at helping to clarify employee's career paths.

Rating of Professional Development – Avg out of 5	All Orgs	Large	Medium	Small
Have an effective personal development plan	4.0	3.8	4.0	4.3
Career plan not taken seriously by organisation (lower score = not taken seriously)	4.2	4.0	4.2	4.4
Role gives right amount of stretch	4.0	4.0	4.0	4.2
Job good for personal development	4.3	4.3	4.4	4.5
Encouraged to take on more responsibility	4.4	4.3	4.5	4.5
Organisation doesn't offer career development opportunities (lower score = less opportunities)	4.0	4.0	4.0	4.2
Can see career path clearly	3.2	3.1	3.4	3.3
Don't receive sufficient training (lower score = less training)	4.3	4.1	4.4	4.4
Equal access to development opportunities	4.1	4.0	4.0	4.4
Not given appropriate resources and equipment (lower score = less resources/equipment)	4.1	3.9	4.1	4.3
Good use of talents	4.3	4.1	4.3	4.6
Encouraged to identify/take-on development opportunities	4.4	4.3	4.3	4.6

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## Employee Engagement by Organisation Size



Employees within the largest organisations are the least likely to feel engaged.



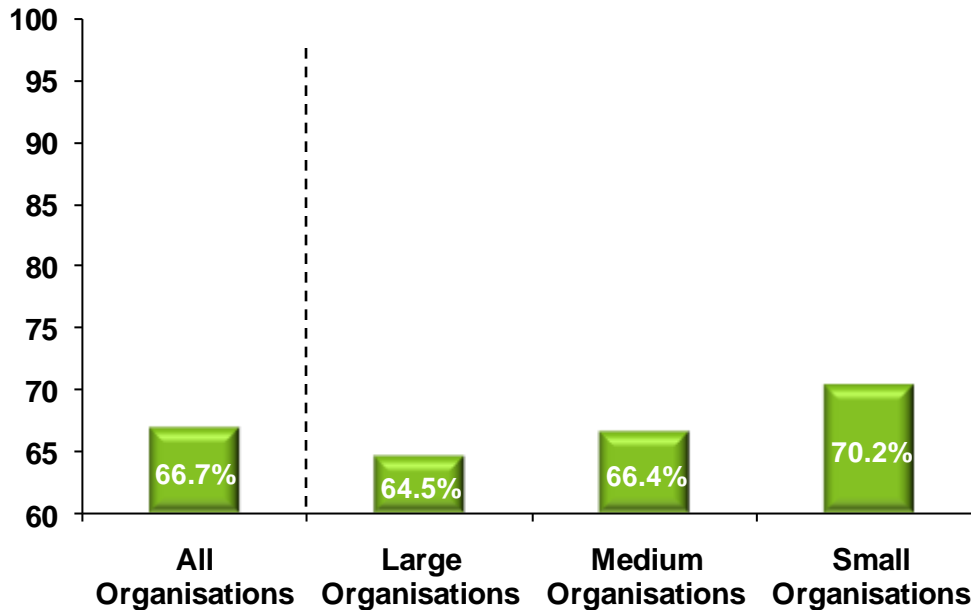
This is because in larger organisations the value of the people and their well-being is more likely to get lost. Anything that the HR functions of larger organisations can do to prevent this is likely to help employee morale.

Employment Engagement – Avg out of 5	All Orgs	Large	Medium	Small
Strong loyalty to function	4.7	4.6	4.7	4.9
No loyalty to leader (lower score = less loyalty)	4.6	4.6	4.6	4.7
Proud to work for organisation	4.6	4.5	4.6	4.7
Prepared to go extra mile for organisation	4.6	4.5	4.7	4.7
Employee wellbeing seen as central to business' success	4.1	3.9	4.2	4.3
Personal welfare not important to organisation (lower score = welfare seen as less important)	4.4	4.2	4.5	4.5
Supportive and collaborative culture	4.1	4.0	4.2	4.3
Organisation not interested in my views (lower score = less interested in views)	4.3	4.1	4.3	4.5
Faith & trust in leadership team	4.2	4.0	4.2	4.4
Organisation shows people most valuable asset	4.0	3.8	4.1	4.3

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## Reward & Recognition by Organisation Size



The reward and recognition scores are generally lower than the other factors so all HR functions could do more work on this. Again it's employees of small organisations who feel the most positive.



Employees of small organisations feel more positive because they are more likely to feel that rewards are equitable and that people who 'go the extra mile' are recognised. Employees of large organisations feel least positive because they are more likely to feel that their benefits compare unfavourably to other organisations.

<b>Rewards and Recognition – Avg out of 5</b>	<b>All Organisations</b>	<b>Large</b>	<b>Medium</b>	<b>Small</b>
Do not feel rewarded for job (lower score = feel less rewarded)	3.9	3.9	4.0	4.1
Benefits equitable to what would expect elsewhere	3.5	3.3	3.7	3.8
Organisation doesn't recognise contribution (lower score = less recognition)	4.2	4.0	4.2	4.3
Organisation quick to recognise if someone goes extra mile	3.8	3.6	3.8	4.1
Positive & constructive feedback is core value	3.9	3.8	3.9	4.2
Fair & equitable approach to reward	3.8	3.6	3.8	4.2

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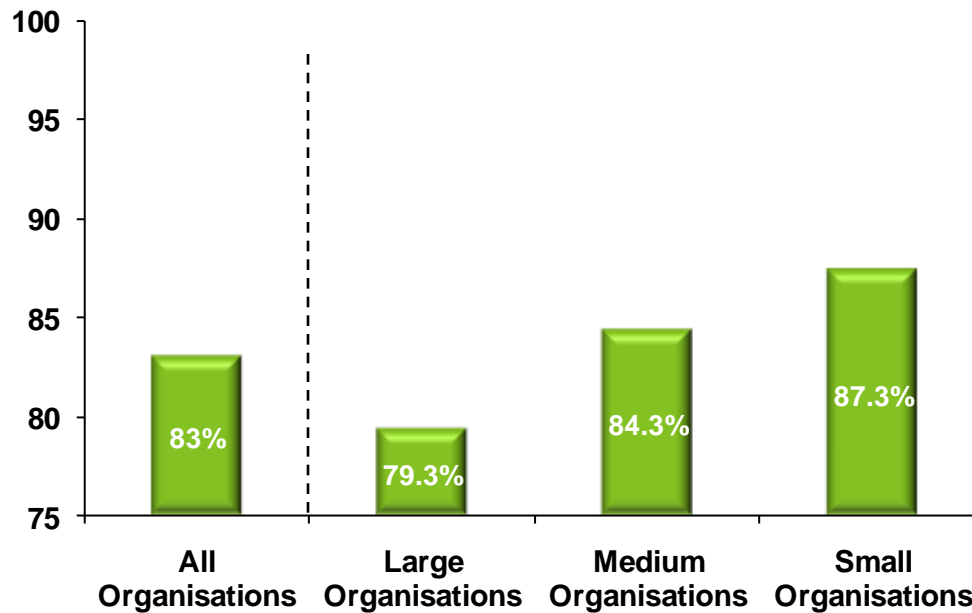
Employees in smaller organisations are more likely to feel valued, supported and to appreciate their working environment. They are also the most likely to feel they've got a good work/life balance.

<b>Working Environment – Avg out of 5</b>	<b>All organisations</b>	<b>Large</b>	<b>Medium</b>	<b>Small</b>
Recommend organisation as employer	4.7	4.6	4.7	4.7
Organisation committed to equal opportunities	4.7	4.7	4.6	4.8
Do not feel valued in role (lower score = less valued)	4.4	4.4	4.4	4.6
Am well-supported in role	4.3	4.2	4.5	4.5
My job is stimulating	4.3	4.2	4.3	4.4
Deadlines cause unreasonable stress (lower score = more stress)	3.5	3.4	3.4	3.7
Feel my job is not secure (lower score = less secure)	3.9	3.9	3.9	4.0
Able to have good work/life balance	4.2	4.0	4.2	4.3
Work together as a team	4.7	4.6	4.6	4.8
Enjoy going to work	4.5	4.3	4.5	4.6
Need better resources to do job well (lower score = better resources needed)	3.7	3.5	3.7	4.0
Work in pleasant and comfortable environment	4.5	4.3	4.4	4.7
Organisation has good flexible working policies	4.3	4.2	4.3	4.4
Working environment is unsafe (lower score = more unsafe)	4.8	4.7	4.8	4.8

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## Opinion of HR Function by Organisation Size



Because of all of these factors, employees in smaller organisations are more likely to have a positive opinion of their HR function.



Generally all HR functions could do a better job at explaining their role within organisations. HR functions within small organisations are seen as more integral to the business which is also helping to strengthen opinion of them. HR functions within large organisations need to review resourcing and equipment across functions.

Opinion of HR – Avg out of 5	All Organisations	Large	Medium	Small
HR function is not valued in organisation (lower score = less valued)	3.9	3.7	4.0	4.1
HR has the ear of the chief executive/boss	4.3	4.1	4.3	4.6
HR has seat on main board	4.0	3.8	4.1	3.9
HR understands business need	4.6	4.5	4.6	4.8
Actions of HR directly affect business success	4.4	4.3	4.3	4.5
Function doesn't have appropriate resources/equipment (lower score = less resources)	3.9	3.6	3.9	4.3
HR doesn't collaborate with rest of organisation (lower score = less collaboration)	4.4	4.2	4.5	4.5
Organisation understands role of HR	3.3	3.1	3.3	3.6
HR professionals well known by key operational staff	4.6	4.4	4.8	4.8

○ = Above average    ○ = Below average



# BY ORGANISATION SIZE

Summary



## Organisation Size Summary

### Overall

- All HR functions could do a better job at explaining their roles within organisations – this will help to bolster opinion of them
- Many employees aren't clear about their career paths so HR functions must ensure that conversations about career development and opportunities continue to happen
- Generally the smaller organisations fair better than the larger ones. To some degree this is likely to reflect the challenges of working in a large organisation, however HR functions within these larger organisations should continue to work to overcome some of these challenges and continue to improve their employees' experience of working there

### Small organisations

- Employees within small organisations are the most positive about their organisations because they feel they have good leadership, the best professional development and are recognised and rewarded for their work
- HR functions within these organisations could still offer wider financial benefits and more flexible working hours to make sure small organisations keep up with the average market offering



## Organisation Size Summary

### Large organisations

- Employees within large organisations generally feel the worst about the organisations they work in, so HR functions need to continue to work to improve their employees' experience of work
- They can do this by looking at the provision of PPR bonuses and car allowances to ensure that their benefits packages are in line with the market average
- They also need to make sure that processes are in place to ensure that employees feel heard, have the resources/equipment they need to do their jobs properly, and that their well-being and contributions are being valued
- HR functions within large organisations also need to make sure that they clearly communicate their role within the business and be seen to be integral to the running of the business

### Medium organisations

- They offer the best benefits packages (particularly around maternity/paternity leave, PPR bonuses, medical insurance, childcare allowances/vouchers and sabbaticals)
- They should continue to work on leadership, professional development and reward & recognition initiatives to make their working environments more competitive with smaller organisations



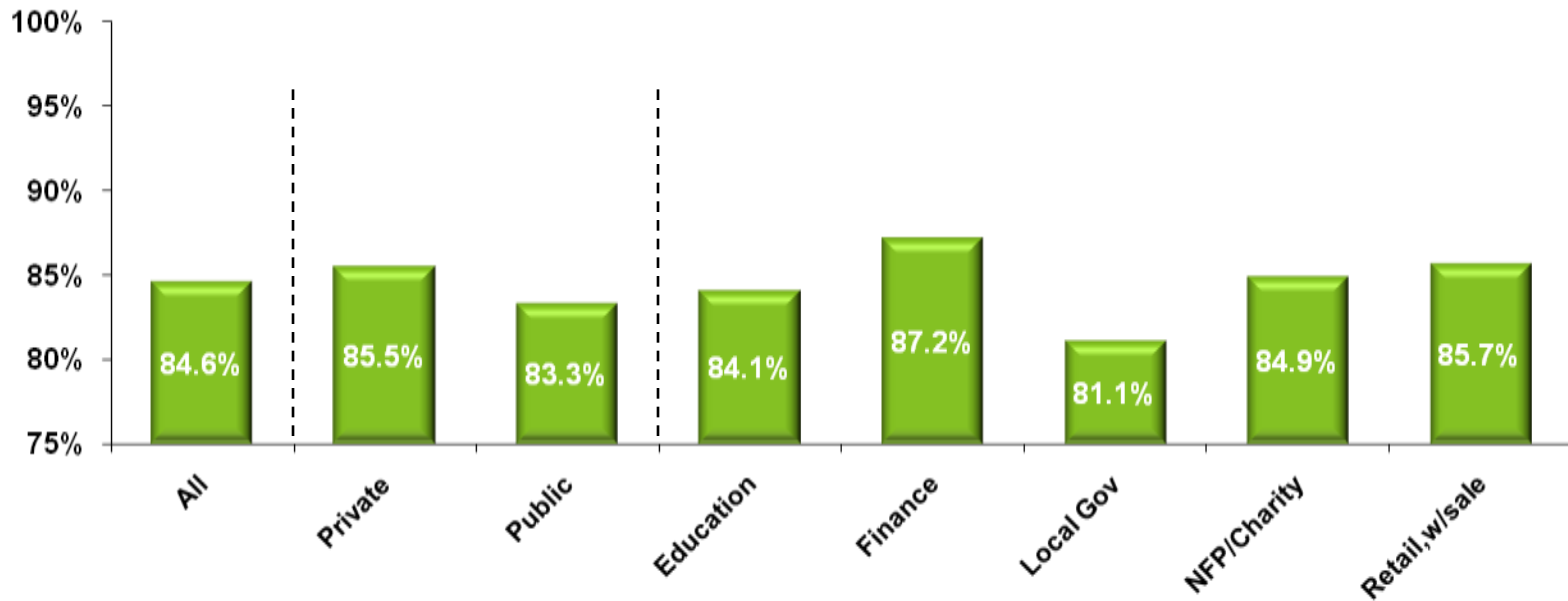
# BY SECTOR

Overall Picture



## Overall rating of HR Functions by Sector

Satisfaction with HR functions within private organisations is slightly higher than those within the public sector. The HR offering within Finance organisations are rated particularly highly, whereas those within Local Government are rated below average.





The HR offering in Finance is rated highly because they offer good benefits and much better maternity/paternity leave than the average private organisation. The lower rating within Local Government shows that good holiday entitlement doesn't fully compensate if employees don't feel they are being offered professional development and are being recognised & rewarded.

Overall Factors by Sector	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
<b>Benefits</b> (average number of 17 listed)	10.0	11.1	8.6	9.3	13.1	9.2	7.5	11.3
<b>Maternity/Paternity</b> (rating out of 50)	30.3	25.5	36.8	43.1	32.6	38.6	31.7	23.0
<b>Holidays</b> (rating out of 30)	24.9	23.7	26.5	28.8	25.9	28.3	25.0	24.5
<b>Staff Retention</b> (higher score = higher staff retention)	41.4	41.8	40.8	44.7	45.6	41.8	40.2	46.4
<b>Leadership &amp; Management</b> (rating out of 100)	87.2	88.0	86.0	84.9	88.8	83.2	88.8	86.1
<b>Professional development</b> (rating out of 100)	82.3	83.5	80.7	81.4	84.3	77.5	83.1	84.2
<b>Employee engagement</b> (rating out of 100)	87.0	88.3	85.4	84.9	90.2	81.5	89.5	86.7
<b>Reward and Recognition</b> (rating out of 100)	66.7	67.8	65.2	65.9	69.4	61.2	69.1	66.4
<b>Opinion of HR Function</b> (rating out of 100)	83.0	84	81.1	80.2	83.2	76.4	86.6	83.9

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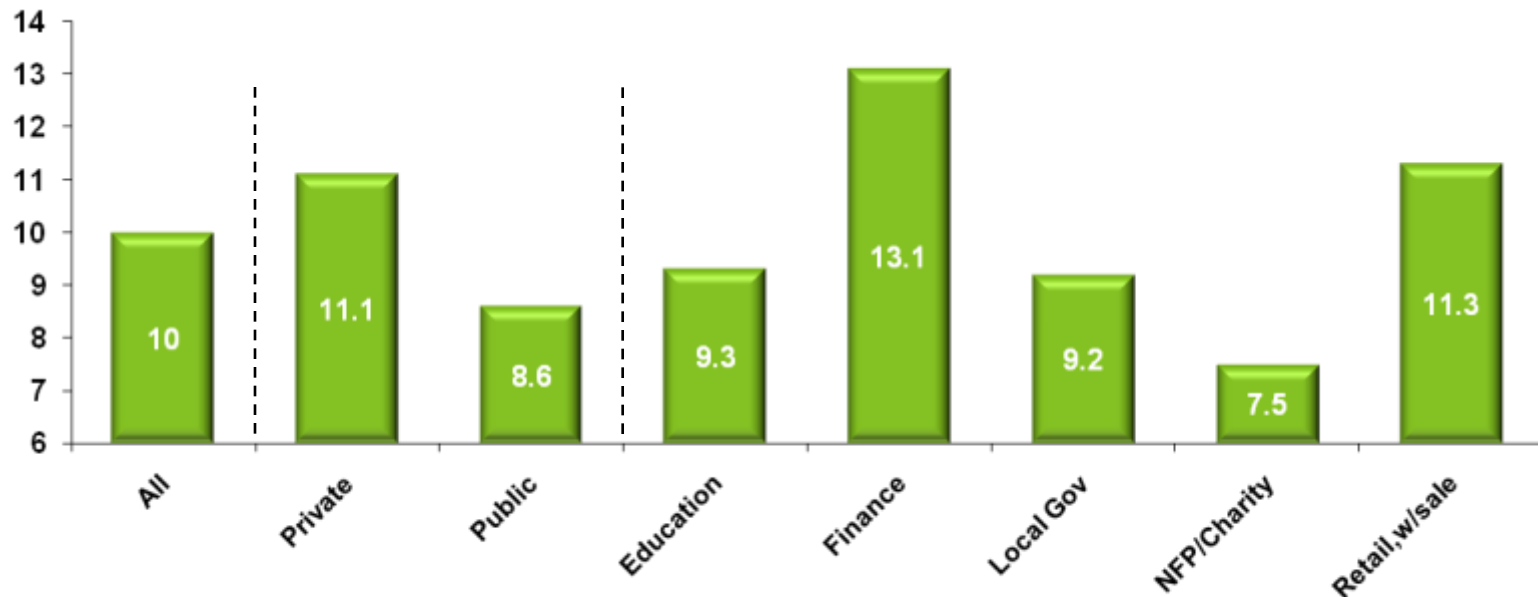
# BY SECTOR

Detailed Picture



## Number of Benefits Offered by Sector

On average the private sector offer 2 extra benefits than the public sector. Finance organisations are generally generous in the benefits package they offer. Charities generally offer 1 less benefit than their average public sector counterpart.





Private organisations offer much more financial benefits than the public sector, however the latter still leads the market in enhanced maternity/paternity packages. Charities are the least likely to offer medical insurance. Local Government is behind the market in terms of offering gym membership and PPR bonuses

Financial Benefits Offered	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Contributory Pension	95%	95%	96%	100%	94%	98%	92%	98%
Share Ownership Scheme	18%	31%	1%	3%	36%	0%	0%	18%
Medical Insurance	58%	82%	25%	39%	84%	34%	13%	80%
Gym Membership	53%	61%	43%	58%	78%	29%	35%	60%
Free/Subsidised Meals	39%	50%	24%	22%	55%	23%	20%	45%
PPR Bonus	52%	69%	30%	34%	85%	13%	42%	67%
CPR Bonus	44%	73%	5%	0%	84%	5%	3%	68%
Rewards to Recognise High Performance	60%	77%	39%	33%	90%	50%	32%	73%
Childcare Allowance/Vouchers	86%	85%	88%	87%	88%	91%	83%	91%
Company Car/Car Allowance	61%	79%	39%	9%	78%	66%	43%	85%
Salary Sacrifice Scheme	39%	47%	30%	46%	52%	23%	20%	46%
Enhanced Maternity	65%	56%	78%	86%	63%	77%	69%	45%
Enhanced Paternity	51%	42%	61%	56%	50%	67%	57%	33%

○ = Above average    ○ = Below average



The private sector is still lagging behind the public in terms of offering flexible working hours. Surprisingly private organisations are more likely to give employees time off for charity activities, and NFPs/Charities are ironically the worse for this! HR functions within the education sector are most likely to offer sabbaticals.

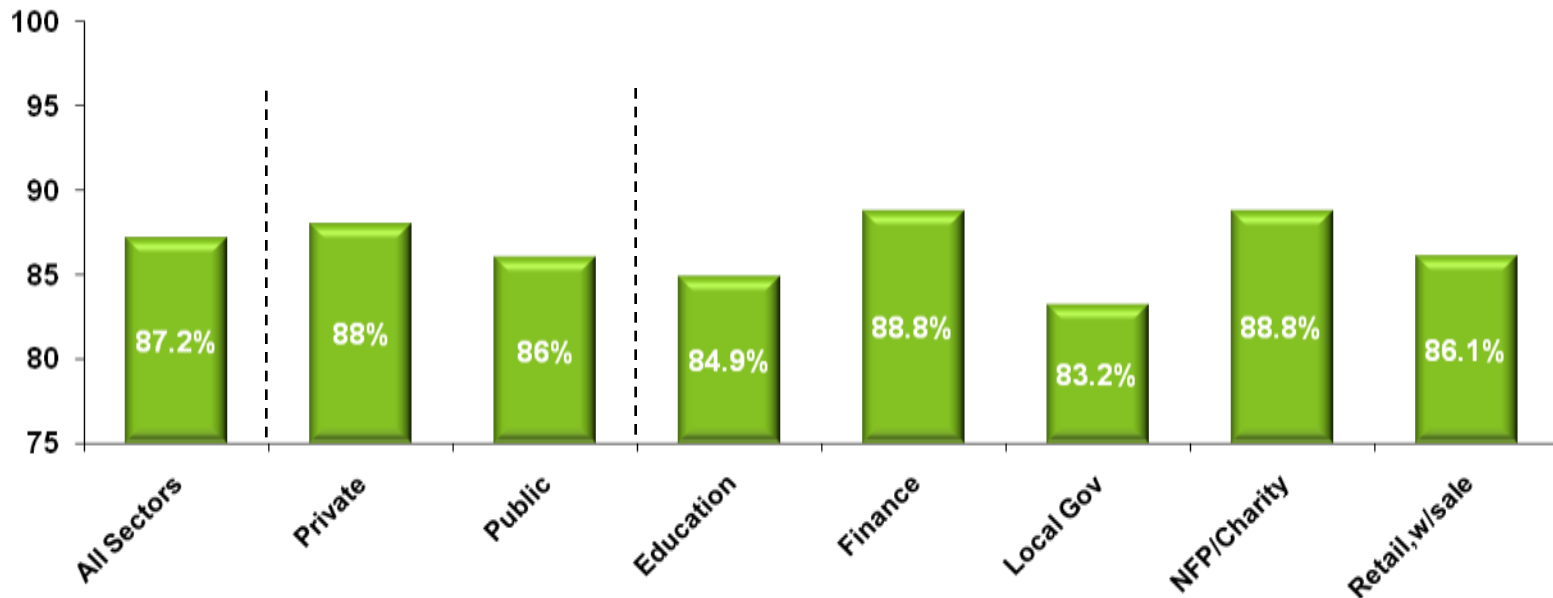
Non Financial Benefits	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Flexible Working Hours	82%	75%	92%	74%	89%	100%	95%	73%
Sabbaticals	60%	53%	68%	82%	67%	62%	59%	51%
Time Off for Charity Activities	48%	60%	33%	33%	79%	36%	22%	45%
Occupational Health Advisors	74%	65%	88%	88%	65%	97%	75%	58%
Company Creche	5%	1%	10%	12%	0%	0%	4%	2%
Discounted Products/Services	64%	74%	51%	67%	68%	46%	37%	92%

○ = Above average    ○ = Below average



## Leadership Rating by Sector

Again leadership is strong across most sectors, however there are a few areas of leadership that Local Government could improve to catch up with the rest of the market.





They could do this through improving communication from the top and employees' confidence in the organisation's leaders. Employees in Local Government are also less likely to feel they receive recognition from their bosses. Leaders in finance and charities are seen as the best coaches and the most motivating.

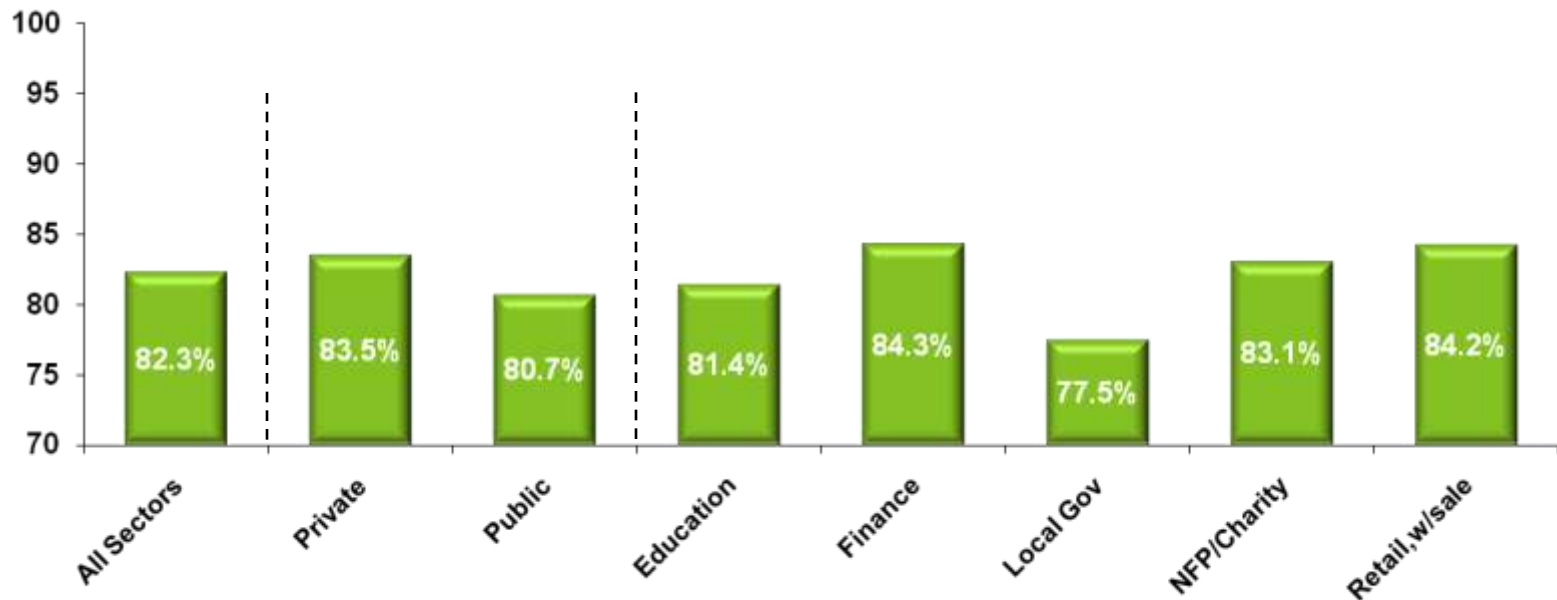
Leadership	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Inspired by HR Leader	4.4	4.4	4.3	4.3	4.4	4.0	4.4	4.4
Lack of communication from the top (lower score = less comm)	3.5	3.6	3.4	3.2	3.8	3.3	3.6	3.5
Confidence in leadership of organisation	4.2	4.3	4.0	4.0	4.3	3.7	4.2	4.3
Leader is well respected in the organisation	4.5	4.5	4.5	4.4	4.6	4.3	4.7	4.5
HR represented in organisation's leadership team	4.5	4.5	4.4	4.1	4.3	4.1	4.5	4.5
Ideas not listened to (lower score = feel less listened to)	4.1	4.1	4.1	3.9	4.3	4.3	4.0	4.0
Leader influential in making changes	4.5	4.5	4.5	4.5	4.3	4.3	4.5	4.4
Prepared to go extra mile for leader	4.6	4.6	4.6	4.5	4.7	4.4	4.7	4.5
Trusted with work/not micro-managed	4.7	4.7	4.7	4.7	4.8	4.5	4.9	4.7
Leader is good coach	4.3	4.4	4.3	4.1	4.5	4.2	4.6	4.2
Leader interested in me as a person	4.4	4.4	4.3	4.2	4.4	4.2	4.5	4.3
Leader never makes time for me (lower score = less time for me)	4.5	4.5	4.5	4.5	4.6	4.5	4.6	4.4
Organisation's values not clear (lower score = values less clear)	4.4	4.5	4.3	4.3	4.6	4.4	4.3	4.3
Receive recognition from boss	4.5	4.5	4.4	4.5	4.5	4.1	4.6	4.3

○ = Above average    ○ = Below average



## Professional Development by Sector

Again the majority of employees feel positive about their professional development. However those in the public sector don't feel quite as positive, particularly those in Local Government.





This is because employees in Local Government are less likely to feel that their career plans are taken seriously and they receive insufficient training. They are also the least likely to see a career path for themselves. Employees in Wholesale/Retail generally feel good about their professional development although HR functions should look at the resources/equipment available to them.

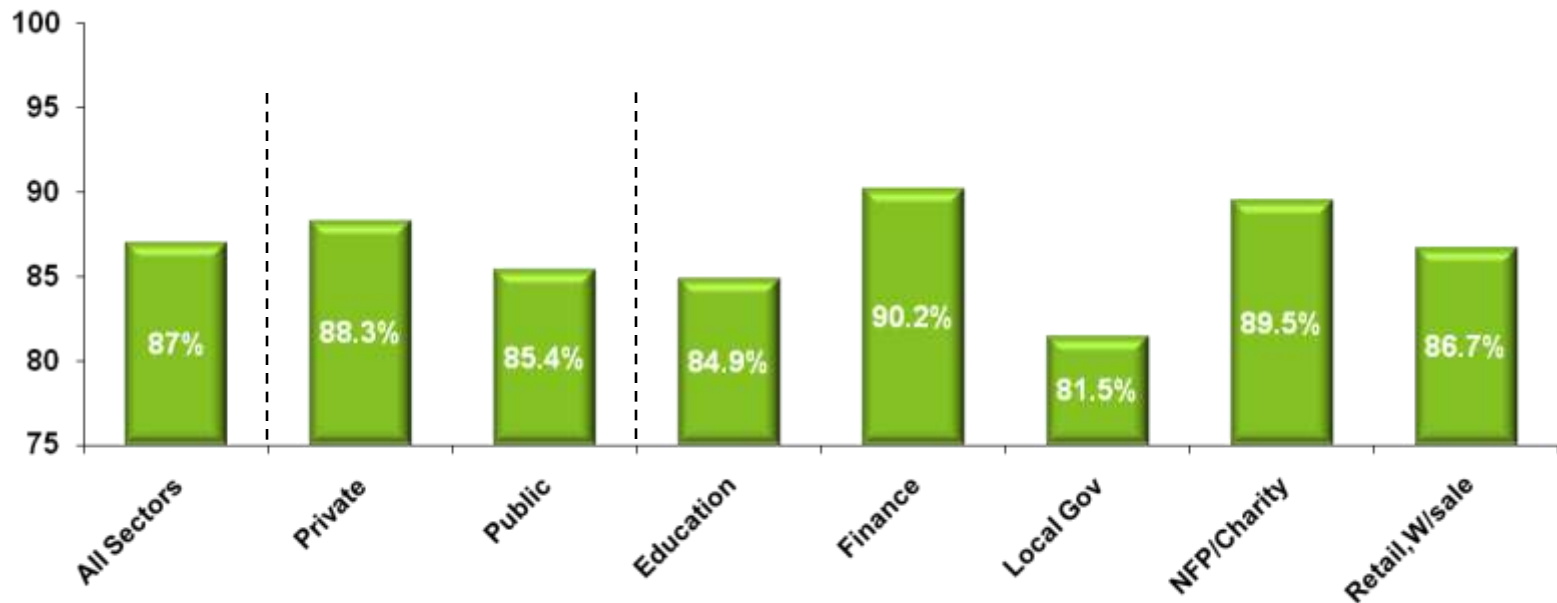
Professional Development	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Have an effective personal development plan	4.0	4.0	3.9	4.0	4.1	3.6	4.0	4.2
Career plan not taken seriously by organisation – lower = poorer	4.2	4.2	4.1	4.1	4.3	3.9	4.2	4.1
Role gives right amount of stretch	4.0	4.1	4.0	3.8	3.9	3.9	4.0	4.1
Job good for personal development	4.3	4.4	4.3	4.1	4.3	4.2	4.4	4.6
Encouraged to take on more responsibility	4.4	4.5	4.3	4.4	4.6	4.1	4.3	4.6
Organisation doesn't offer career deve opportunities – lower = less)	4.0	4.1	3.9	3.7	4.0	3.9	4.0	4.1
Can see career path clearly	3.2	3.4	3.0	3.1	3.4	2.9	3.2	3.7
Don't receive sufficient training (lower score = less training)	4.3	4.3	4.3	4.4	4.4	3.9	4.4	4.3
Equal access to development opportunities	4.1	4.1	4.1	4.2	4.2	3.9	4.2	4.2
Not given appropriate resources and equip - lower score = less )	4.1	4.0	4.1	4.4	4.3	3.9	4.2	3.8
Good use of talents	4.3	4.3	4.3	4.1	4.4	4.2	4.4	4.4
Encouraged to identify/take-on development opportunities	4.4	4.4	4.3	4.3	4.6	4.1	4.5	4.5

○ = Above average    ○ = Below average



## Employee Engagement Rating by Sector

Employee Engagement is high in Finance organisations and NFPs/Charities. Again it's Local Government employees who feel the least positive.





Finance organisations fair well because their employees are more likely to feel they are central to the business and their welfare is valued. Employees in charities have strong engagement because they appreciate the culture, feel heard and have faith in the leadership team. Local Government fairs less well because their employees are less likely to feel they are valued as employees or people.

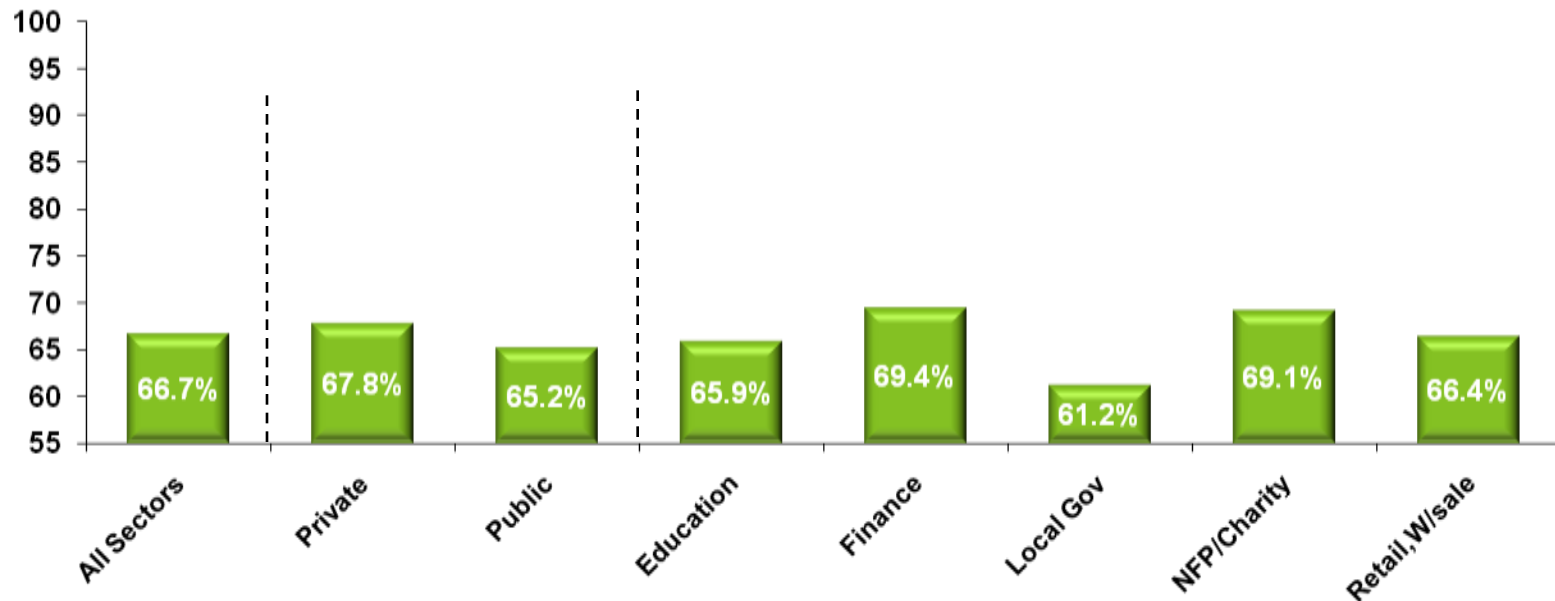
Employee Engagement	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Strong loyalty to function	4.7	4.7	4.7	4.6	4.7	4.5	4.8	4.7
No loyalty to leader (lower score = less loyalty)	4.6	4.6	4.6	4.6	4.6	4.6	4.5	4.7
Proud to work for organisation	4.6	4.7	4.5	4.6	4.7	4.2	4.6	4.5
Prepared to go extra mile for organisation	4.6	4.7	4.5	4.6	4.8	4.4	4.6	4.6
Employee wellbeing seen as central to business' success	4.1	4.1	4.0	3.8	4.4	3.9	4.2	4.0
Personal welfare not important to organisation (lower = less imp)	4.4	4.4	4.3	4.4	4.6	4.0	4.5	4.2
Supportive and collaborative culture	4.1	4.2	4.0	4.0	4.3	3.9	4.4	4.0
Organisation not interested in my views (lower = less interested )	4.3	4.3	4.2	4.1	4.4	3.9	4.5	4.3
Faith & trust in leadership team	4.2	4.3	4.0	4.0	4.3	3.8	4.4	4.1
Organisation shows people most valuable asset	4.0	4.2	3.9	3.7	4.4	3.6	4.2	4.2

○ = Above average    ○ = Below average



## Reward & Recognition Rating by Sector

Reward & recognition is low overall across all sectors. The Finance organisations and NFPs/Charities do best, which might also explain the high levels of employee engagement in these sectors. Again it's Local Government employees who feel the least positive.





NFPs/Charities score higher on Reward & Recognition because employees within these organisations are more likely to feel that their personal contributions are recognised. For Financial organisations it's mainly because the reward system is seen as equitable and feedback on performance is integral to the business in these organisations

Reward and Recognition	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Do not feel rewarded for job (lower score = feel less rewarded)	3.9	4.0	3.9	4.1	4.0	3.6	4.0	4.0
Benefits equitable to what would expect elsewhere	3.5	3.6	3.5	3.9	3.8	3.3	3.7	3.5
Organisation doesn't recognise contribution (lower score = less )	4.2	4.2	4.1	4.2	4.3	3.7	4.5	4.3
Organisation quick to recognise if someone goes extra mile	3.8	3.9	3.6	3.4	4.0	3.4	3.9	3.9
Positive & constructive feedback is core value	3.9	4.0	3.8	3.6	4.3	3.6	4.2	4.0
Fair & equitable approach to reward	3.8	3.9	3.7	3.7	4.2	3.4	4.0	3.8

○ = Above average    ○ = Below average



Surprisingly employees within Finance feel less stressed and have one of the better work/life balances. Employees within Local Government feel stressed, insecure about their jobs and frustrated that they haven't got enough resources to do their jobs, which helps to explain why they are some of the most negative employees.

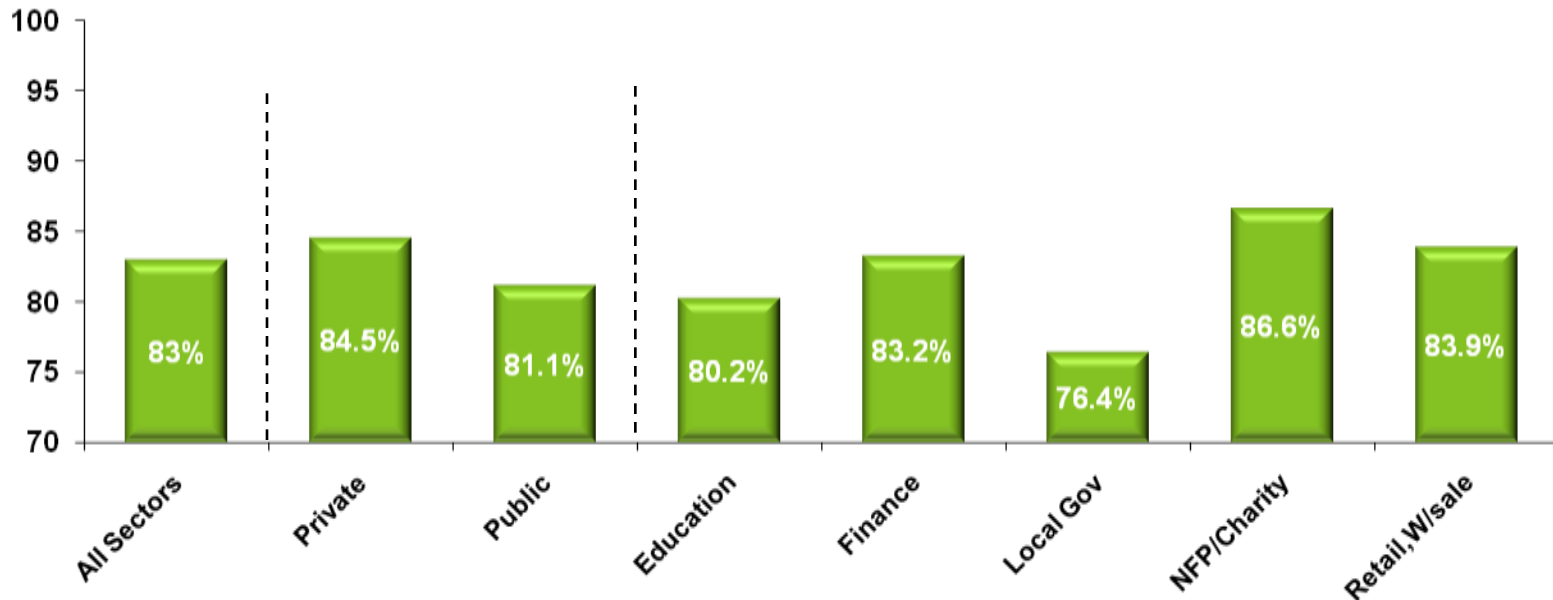
Working Environment	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
Recommend organisation as employer	4.7	4.7	4.6	4.7	4.8	4.3	4.8	4.7
Organisation committed to equal opportunities	4.7	4.7	4.7	4.9	4.8	4.6	4.8	4.5
Do not feel valued in role (lower score = less valued)	4.4	4.4	4.5	4.5	4.5	4.1	4.8	4.4
Am well-supported in role	4.3	4.3	4.3	4.5	4.5	4.2	4.4	4.5
My job is stimulating	4.3	4.4	4.2	4.2	4.2	4.1	4.3	4.4
Deadlines cause unreasonable stress (lower score = negative)	3.5	3.5	3.4	3.6	4.0	3.0	3.6	3.9
Feel my job is not secure (lower score = less secure)	3.9	3.9	3.8	3.9	3.9	3.1	4.3	4.0
Able to have good work/life balance	4.2	4.1	4.3	4.3	4.5	4.1	4.5	4.4
Work together as a team	4.7	4.7	4.7	4.8	4.7	4.6	4.7	4.7
Enjoy going to work	4.5	4.5	4.5	4.4	4.6	4.3	4.6	4.5
Need better resources to do job well (lower score = less)	3.7	3.8	3.7	3.8	4.1	3.3	4.0	3.9
Work in pleasant and comfortable environment	4.5	4.5	4.4	4.5	4.6	4.1	4.6	4.6
Organisation has good flexible working policies	4.3	4.1	4.6	4.4	4.5	4.6	4.9	3.8
Working environment is unsafe (lower score = more unsafe)	4.8	4.8	4.7	4.9	4.8	4.6	4.8	4.7

○ = Above average    ○ = Below average



## Opinion of HR Function by Sector

The opinion of HR functions within the public sector is generally lower than their public sector counterparts, however those within NFP/Charities are held in high esteem.





HR functions in the public sector fair worse mainly because their roles within the organisation are less clear and they are more likely to be seen as not supplying functions with the appropriate resources/equipment. Those within Charities fair better because they are seen to have more of an integral role in the business.

Opinion of HR Function	All Sectors	Private	Public	Educat'n	Finance	Local Gov't	NFP/ Charity	Retail/ W'sale
HR function is not valued in organisation (lower score = less valued)	3.9	4.0	3.8	3.6	4.0	3.6	4.2	4.0
HR has the ear of the chief executive/boss	4.3	4.4	4.2	4.0	4.4	3.9	4.5	4.2
HR has seat on main board	4.0	4.0	3.9	3.7	3.8	3.2	4.1	3.9
HR understands business need	4.6	4.7	4.6	4.6	4.6	4.5	4.7	4.6
Actions of HR directly affect business success	4.4	4.4	4.4	4.3	4.1	4.3	4.4	4.4
Function doesn't have appropriate resource/equip (lower = less)	3.9	4.0	3.7	3.9	4.2	3.3	4.0	4.1
HR doesn't collaborate with rest of org (lower score = less collab)	4.4	4.4	4.3	4.4	4.4	4.0	4.6	4.3
Organisation understands role of HR	3.3	3.4	3.1	2.9	3.4	3.0	3.5	3.5
HR professionals well known by key operational staff	4.6	4.6	4.6	4.6	4.5	4.5	4.8	4.7

○ = Above average    ○ = Below average



# BY SECTOR

Summary



## Sector Summary

### Overall

- Overall, employees' satisfaction with their HR functions is good
- Satisfaction is slightly higher within the private sector, and is particularly high within the finance industry
- Satisfaction within Local Government organisations is consistently the lowest and these HR functions need to review some of their practices to make sure their employees' experiences are more in line with the market average
- HR functions within NFP/Charity organisations are clearly doing some good work so reviewing some of their best practices could be helpful

### Private

- Generally the HR offering in the private sector compares well compared to their public sector counterparts
- They do offer good benefits packages but are still behind the public sector in terms of enhanced maternity/paternity leave and flexible working hours



## Sector Summary

### Public

- To some degree HR functions in the public sector are always going to have a harder time than those in the private because they aren't able to offer as many benefits. However this survey suggests that they still have work to do in other areas like professional development and employee engagement
- They also could work a bit harder at promoting themselves within organisations through clarifying their roles and responsibilities and making sure reviews are conducted of the resources/equipment employees need to do their jobs

### Local Government

- Employees in the Local Government sector are some of the most unhappy, particularly in terms of their professional development and the rewards and recognition offered.
- HR functions in this sector should review their training programmes, look at initiatives to make their employees feel more valued and proactively review the resources/equipment their employees have
- They could also begin to promote more pride in the organisation particularly given it's a public service (although this may need to happen after the above initiatives as it might alienate people)



## Sector Summary

### Local Government Cont.

- Could they initiate gym membership schemes in conjunction with local authority-run gyms? (Gym membership schemes are lower in local government than other public sectors so they could be a sweetener)

### Not-for-Profit/Charities

- The HR offering within this sector is generally viewed positively, particularly in terms of reward and recognition schemes and the degree of employee engagement
- They achieve this by making employees feel that their personal contribution is recognised and their views are heard
- Other public sectors who are working on these organisational themes should review what initiatives/schemes are being used in this sector to see if they can be used as best practice
- HR functions in this sector are seen as integral to the wider business within these organisations
- They do still have some work to do though to ensure they are competitive in the HR market, most notably around benefit packages. Holiday and maternity/paternity leave is low in this sector, as is medical insurance so these should be looked at



## Sector Summary

### Education

- This sector generally fairs OK compared to other public sectors and offers good maternity leave and sabbaticals
- However HR functions should consider whether further work could be done around any additional career development opportunities as employees don't currently feel that stretched
- They should also consider more communication from leaders and review what recognition schemes are in place for when people go that extra mile

### Finance

- The HR offering in the finance sector is seen as one of the best
- They offer good benefits and maternity/paternity leave (showing it can be done in the private sector)
- However it's not just about benefits. Employees in this sector are engaged in the organisation, as they see themselves as integral to its business and feel rewarded and recognised for their work. Surprisingly they are also some of the happiest employees with their work/life balances



## Sector Summary

### Retail/Wholesale

- This sector generally fairs OK in comparison to the market average and staff retention in it is high, probably because employees feel OK about their work/life balances
- However to improve the offering HR functions need to look at the competitiveness of their benefits offering as it's less than the average for the private sector, particularly in terms of the maternity/paternity offering
- They also should review how employees feel about the resources/equipment they have available to do their jobs



## “A Great Place to Work”

Rainbow Trust is a leading children’s charity, operating on a national basis, providing support to the families of children with a life threatening or terminal illness, [www.rainbowtrust.org.uk](http://www.rainbowtrust.org.uk) they have a positive approach towards employee engagement as their employees provide a vital service for the families they support.

With an Employee Survey identified in their business plan they were interested in the new and innovative employee engagement approach that Zama had developed. Rainbow selected Zama to conduct an employment survey and was interested in qualitative as well as quantitative data to understand how they were doing and to form the basis of an action plan.

Following initial discussions, the Chief Executive agreed on a dual strategy which combined a “Survey Action Workshop” to support an “on line” survey.

“I was really impressed with the outputs of the Survey Action Workshop, both the speed with which the feedback was provided as well as clear key priorities. The data from both the SAW and “on line” survey have enabled us to develop a robust action plan which will mean that we focus on the things that employees value.

I would recommend this innovative methodology to other organisations who would like to know exactly what their employees think about their company and make sure that you do the things they value rather than what you think they might want”

**Heather Wood**  
CEO, Rainbow Trust

## Survey Action Workshop

A representative group of employees from the organisation attended the workshop in July 2008; they came from both the Fundraising and Care teams within the organisation.

The SAW was run by a trained facilitator from Survey and Go, a new and innovative approach to employment surveys was utilised, first to get a consensus response to the survey questions – based on Best Employer Themes. The new dimension was to get the workshop attendees to rate their previous responses in terms of level of importance.

This subtle but very effective twist in the process enabled feedback to be provided to the CEO and the Management Team exactly what the employee priorities were. The speed of the process enabled the CEO to receive feedback on

the top priorities (highlighted in the red box below) within minutes of the workshop being completed.

An interesting side effect of running the SAW was that the positive feedback about the company “listening to employee priorities” percolated through the organisation such that the “on line” response rate of 20% prior to the SAW shot up to a fantastic 80% by the time the survey closed a number of days after the SAW had been run.

### **Benefits:**

- Speed of Feedback from the Process
- Clarity about Key Priorities
- Action Plan focused on Reality.



## “On Line” Survey

Rainbow Trust & Zama chose to use the specific Survey and Go “on line” survey, although there are a number of other “on line” employee survey providers.

Employees were sent email links to their e mail addresses and completed the survey “on line”. The full survey only took 15 minutes to complete

The results of the survey correlated directly with the SAW, so the quantitative results of the “on line” survey were backed up/explained by the qualitative results of the SAW.

Response rates do vary with “on line” surveys but this powerful combination of SAW and “on line” shows what can be achieved when employees feel their priorities are being listened to.

“I thought the workshop questions would be different to the “on line” survey, but I was really impressed that they were similar and the company was interested in listening to what employees really wanted. I am pleased to see that action has already been taken”

Paul  
SAW Attendee

“The report focusing on positives and key priorities for action enabled me and the Management Team to focus on exactly what the employees wanted—I felt really empowered to make a difference with the feedback—Thanks”

Andrea Heffernan  
HR Manager

## Reporting

The use of the SAW Methodology and “on line” survey meant that the feedback was instantaneous and of a high quality. In some surveys reporting and analysis can take up to 3 Months.

In a number of cases the feedback highlighted areas for improvement that the CEO had not expected. There were surprises in terms of the policies that the employees felt were important, with the workshop highlighting very specific issues.

A misunderstanding about innovation was the catalyst for employees in different parts of the

organisation to start sharing best practice in terms of continuous improvement.

The presentation of the structured report, based on the model below, was able to place the feedback and area(s) for action in strategic context. The strength of the Brand and Pride in the Rainbow Trust showed how the employees felt about the fantastic work of the charity.— something that was anecdotal but now clearly demonstrated by the survey and report.

- Action Plan focused on Reality.

Internal Organisation Environment			Intermediate Environment		External Environment
Purpose	Structure	Leadership	Communications		
		Work Environment			Brand
	Relationship	Reward and Benefit	Job Satisfaction		Pride
		Innovation			
	Respect	Fairness	Credible	Friendly	

## About Zama

Zama formed in 2007, based near London, helps companies understand and implement the simple lessons that can make a big difference. It is focused directly on tangible results working across a range of sectors locally as well as on an international basis. Through its network it works with a small number of relevant partners - Survey & Go are one of those partner companies who design and deliver innovative employee engagement solutions.

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