

CHS Alliance Staff Survey Toolkit 2015

Authors

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Background

This toolkit is designed for organisations and departments undertaking employee surveys. It has been developed by the [CHS Alliance](#) and [Agenda Consulting](#), experts in staff¹ and volunteer surveys and benchmarking studies.

The toolkit contains guidelines outlining the process to follow step-by-step, whether you decide to run it in-house or out-source it, as well as a template to adapt and use.

Undertaking an employee survey provides organisations with feedback, as well as insights into the levels of employee engagement that exist. This toolkit has also been aligned to the Nine Commitments of the [Core Humanitarian Standard \(CHS\) on Quality and Accountability](#) and can therefore be used to assess how well the CHS has been implemented and embedded by an organisation.

¹ When referring to staff or employee throughout this handbook, it encompasses employees and volunteers.

Introduction – Undertaking an employee survey

An employee survey is an activity undertaken to better understand an organisation's employees and provide insight into a number of areas including:

- Employee experiences working in an organisation
- Levels of engagement and disengagement with an organisation and its mission, and the key factors that drive this
- How experiences vary for different employee groups and how this compares with other organisations
- Employee views on what needs to change in an organisation
- Provide a baseline for measuring future progress
- Enable mapping of trends over time

We define employee engagement as occurring “when the organisation values the employee and the employee values the organisation”.

The key features are:

- A healthy two-way relationship between employee and employer
- Engagement is something an employee can decide whether or not to offer the organisation
- Research indicates that there are strong relationships between engagement and organisational outcomes, including: absence, staff turnover, safety, customer satisfaction, productivity

1. Survey options

There are two options organisations can use: a Full Employee Survey and a Pulse Survey. Both have benefits for organisations of all sizes. An organisation may choose to use one type only, or may find that both are useful at different times. You can read more about each survey below.

1.1 Full Employee Survey

This is a comprehensive survey, which organisations might carry out annually or every two years. Many organisations choose to carry out a full survey every two years to allow time for changes made in response to their survey to be embedded and take effect.

When to use the full employee survey

- When comprehensive insights are required as to how engaged different employee groups are;
- To identify the priority areas that will have the biggest impact on engagement and performance;
- Where a [comprehensive assessment is required of the extent to which the CHS has been successfully implemented](#).

Full Employee Survey characteristics

- These survey questions have been mapped against the [Nine Commitments of the CHS](#) and use the “Five-point Likert scale” – strongly agree, agree, neither agree nor disagree, disagree, strongly disagree – which is recognised as the standard for employee surveys.
- The questions have also been coded against a framework that reflects those aspects of the relationship between employee and employer that have the greatest impact on engagement. The categories are explained in Annex A, along with the questions.
- There are 63 statement questions in total, plus demographics and three open questions at the end.
- You may use some, or the entire bank of statement questions (Annex A). You have the opportunity to drop some of the standard questions if you feel they are not applicable for your organisation.
- If you choose to work with [Agenda](#), you can compare your results with benchmarks from more than 30 international organisations.

Full Employee Survey – Useful tips for developing questions

- It is useful to include a couple of **open-ended questions** inviting staff to express their views (e.g. “if there is one thing that you could change about the organisation what would it be?”). The employee survey includes three open questions. You may add up to two additional open questions for your survey, which explore areas of particular focus for your organisation. The recommendation is not to exceed five open questions, as it is less time-consuming for the respondent and it also improves the focus of the analysis of the survey.
- To get the most from your survey you will also need to select the **demographic questions** (e.g. gender, length of service, department/country etc.) from the standard set (Annex A). You may include up to three additional demographic questions of your choice to reflect your organisation’s needs, so long as the anonymity of the respondents is preserved.

- Our experience is that around 40-70 questions are often required to cover the various aspects of the employees' experience and provide sufficient depth whilst making the survey manageable for them to complete. This is quite a wide range and will depend on the organisation's view on balancing the amount of information you wish to gather from the survey and making it manageable for the respondents.

1.2 Pulse Survey

Organisations often conduct a Pulse Survey between their Full Employee Surveys to assess progress on key areas. There might be particular groups of staff or certain issues that require improvement or attention arising from the Full Employee survey. A Pulse Survey can check the progress on those areas and action taken before the next Full Employee Survey is conducted.

When to use the Pulse Survey

Where periodic 'organisational health checks' are required or where it is necessary to assess the climate within a particular part of the organisation or progress on a key topic.

Pulse Survey characteristics

A Pulse Survey has fewer questions than a full employee survey. Annex A contains 21 suggested questions an organisation might wish to use, as they cover the major topics in the full survey.

1.3 Summary – When and why to use a Full Employee Survey and a Pulse Survey

Survey Type	Full Employee Survey	Pulse Survey
Benefits	<ul style="list-style-type: none"> • Provides in-depth and comprehensive analysis of employee engagement levels and the factors that are most important to address • Provides detailed insights into the extent to which different demographic groups have different needs/aspirations and the extent to which these are being addressed by the organisation • Can be used to measure organisational health and track results alongside other key organisational and HR performance metrics • Provides a detailed picture of the extent to which the CHS has been successfully implemented against the Nine Commitments and highlights the specific areas for priority attention • Can provide a baseline to measure progress 	<ul style="list-style-type: none"> • Provides an assessment of the overall health of an organisation and/or demographic group • Can be used to measure organisational health on a regular basis and track results alongside other key organisational and HR performance metrics • Easy and quick to complete • Relatively straightforward to analyse and to identify key insights and patterns of responses • Can involve a sample or all employees in the organisation or to explore a particular topic in more depth
Things to consider	<ul style="list-style-type: none"> • Moderately time consuming to complete for employees 	<ul style="list-style-type: none"> • It would not provide a detailed picture of the implementation of the

	<ul style="list-style-type: none"> • Should be led by senior managers; requires their commitment • Effective communication and support to all employees very important to ensure good response rate levels • Must be followed up and communicated to employees 	<p>CHS and should not replace a Full Employee Survey</p> <ul style="list-style-type: none"> • Important to decide who should be sampled and which questions should be used to gain the most useful information • Compare the results of the smaller number of questions with the Full Employee Survey
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2. Important considerations for any employee survey

2.1 Confidentiality and anonymity

In order for staff to feel comfortable in completing the survey, it is essential that they know that the results will be treated in confidence and cannot be traced back to them.

You can reassure staff on confidentiality by doing the following:

- Only produce reports if the number of responses meeting the search criteria is greater than a minimum number agreed (usually seven participants). As a result, no individual responses can be seen.
- If using an external supplier to conduct the survey, communicate that the survey is being undertaken by an external agency and that the above procedure will be followed.

2.2 Maximising response rates – promotion and communication

- There needs to be a compelling **message** about why people should take time to undertake the survey. Try to involve the Chief Executive and/or Senior Management Team in key survey communications (see examples provided in Annex B).
- Consider whether you wish to **brand** the survey. For example, some organisations use the label “have your say” and have found this helpful.
- Develop a comprehensive **promotion and communication plan** and use a range of methods to deliver the messages to your staff. Allow sufficient time for the senior management team to announce the survey, the purpose and reasons behind it and the schedule. Continue to communicate throughout the survey to keep the momentum going.
- It is helpful to **work with your managers** from the beginning, so that they can encourage their teams to take part in the survey and ensure good response rates.
- Allow enough **time** for people to respond to the survey. Three weeks is a guide for larger organisations, with prompting throughout to maximise response rates
- **Online surveys** tend to improve response rates. Where online surveys are not possible, organisations can use paper questionnaires then input responses online for easier analysis.
- **Tracking response rates** is important. This will help to pinpoint specific departments/countries/services where follow up is needed and encouragement can be given to those which are slower to respond.

2.3 Language and terminology

The standard questions (Annex A) may be modified where terminology needs to be altered in order to provide greater clarity and understanding.

If there is any doubt about the way in which particular questions might be understood and interpreted then the questions should be tested with a representative cross section of employees in advance in order to ensure that ambiguity is minimised and the terminology/language amended as necessary.

Where cultural differences of interpretation could potentially exist, these should be explicitly addressed in the accompanying completion instructions. Before running the survey, explore

questions, perhaps in team meetings or via working groups, to explain the questions and identify any gaps in understanding. Address these before launching the survey.

2.4 Demographic categories

- The suggested demographic questions in the standard Employee Survey (Annex A) are intended as a guide. Organisations may modify/extend them (maximum of three additional questions) to obtain more detailed insights into how engagement varies across different groups and what the implications are for shaping a more meaningful employment proposition. However, the use of the suggested categories will facilitate potential benchmarking with other organisations in the future. If additional demographic categories are to be introduced, the following considerations need to be borne in mind:
 - Demographic groups should only be used where it is practical to subsequently identify and target that group, if necessary, in order to carry out further analysis and targeted interventions.
 - The demographic groups must be clearly explained and understood by respondents in order to avoid ambiguity as to which group a particular respondent belongs to.

3. Implementation of the survey

Once the questions have been agreed, the next stage is to execute the communication plan.

3.1 Communication

To maximise the response rates and hence provide meaningful and representative data, it is important that employees are clear about:

- Why the survey is being carried out
- How confidentiality will be preserved
- How long it will take to complete
- Deadline for completion of the survey
- How the results will be analysed
- What will happen next

Ideally these messages should be communicated through a variety of media, for example through written communication, face-to-face briefings, Question and Answer (Q&A) sessions. (see 3.2 Maximising response rates) and where possible, from the Chief Executive. Some examples are provided in Annex B and further guidance can be provided by staff of the CHS Alliance (info@chsalliance.org).

3.2 Process

The survey will need to be distributed to employees, with clear guidelines about how to complete the survey (as per the communication guideline above). Experience shows that online surveys tend to generate better response rates, but you might have to use other methods, such as paper, if that is more appropriate for your organisation. This Employee Survey is designed to be conducted online but can be conducted via paper then responses input online.

We recommend the following:

- Keep the survey open for three weeks;
- Build in a further week to extend if the response rate is not as high as you would like;
- Throughout the “open” period, monitor response rates, communicate progress and encourage slower responding departments/countries to take part. You can encourage “healthy competition” between areas to increase response rates, by communicating progress.

4. Analysing the data

Staff surveys typically produce a mountain of data and it can sometimes be challenging to identify key themes, patterns of response, and determine the primary areas to focus attention on.

It is useful to select a limited number of response categories to identify the key areas, then drill down further if necessary.

For instance, you may wish to group under “positive” the “strongly agree” and “agree” responses, keep the “neither agree nor disagree” as a single section, and combine “disagree” and “strongly disagree” responses under “negative”.

It is also good to look at the organisation as a whole and also break down the results by demographic group to understand the differences in comparison to the whole organisation.

- For the organisation as a whole, identify scores that are high or have increased since the previous survey and recognise the strengths.
- For the organisation as a whole, identify scores that are low or have fallen against previous surveys' results.
- Where possible, look at external benchmark comparisons to see how your organisation compares on key areas.
- Examine the demographic responses to each question and identify where there are significant differences from the overall average response. A suggested way of doing this is to focus on any questions where the demographic importance and/or perception rating is (say) 15% different from the overall rating for that question.
- Are there specific demographic groups who appear to be more/less engaged or pressurised? Is an issue identified as being of concern across the whole organisation, or does it exist in a particular department/country?
- Consider the questions where demographic differences have occurred: what does this say about consistency of approach throughout the organisation?
- Reading individual open questions' responses is interesting, but try to pull together the responses into themes to better understand overall views and identify patterns/trends as applicable.
- Link the open questions' themes to the statement questions results.

5. Consolidation and prioritisation

The next stage is to consolidate all of the above analysis and determine the priorities for action. In consolidating the analysis particular attention needs to be paid to highlight:

- The overall state of organisational health
- The key organisational strengths that have emerged
- The primary areas for improvement that potentially need to be addressed
- The demographic groups e.g. countries which need particular attention

A useful framework for summarising the key strengths and weakness is to map particular questions or themes onto the key focus areas: job, colleagues, manager and organisation.

Some questions to consider:

- How do you feel about the results?
- To what extent do you feel surprised by the results?
- What are the key points from the survey?
- Do the results resonate with other information you have?
- Do you feel you understand the underlying causes? Where/Where not?
- Where can you feel reassured?
- What may be some of the priority areas to work on?
- Are there some quick wins? What may take longer?
- What further exploration of the results would be helpful in order to determine the priorities?

We recommend that:

- The Senior Management Team discusses the results and decides the organisation-wide priority themes.
- The Senior Management Team decides when the next employee survey will be undertaken.
- The Senior Management Team decides how the results will be communicated to all staff.
- The Senior Management Team agrees an organisation-wide action plan.
- All business units develop and receive agreement to their business unit action plans.
- The Senior Management Team decides the mechanisms by which progress on all plans will be monitored. Progress should be monitored at least quarterly.

In terms of priorities, employee surveys frequently identify a whole range of issues that may need to be addressed and it is important for the organisation to focus on the 'vital few' rather than try and tackle too many issues simultaneously. In deciding the priorities consideration needs to be given to:

- Addressing the issues that are most likely to have the biggest impact on increasing engagement.
- Identifying opportunities to demonstrate quick wins.
- Addressing issues that are of particular importance to employees.
- Ensuring that key demographic differences are addressed.

Remember that the results tell us what people feel but not necessarily why they feel that way and that more work may therefore be required to pinpoint issues and develop solutions. More work may be needed to identify organisation-wide issues and particular demographic groups. It is useful to consult staff to understand the causes of the results.

6. Action planning and communication

Following the analysis and consolidation of the results, action planning needs to be done in conjunction with development targets and in both case, be developed to be SMART (specific, measurable, attainable, relevant and timely).

The final step is to determine how the results of the survey should be communicated to different employee groups, the process whereby potential priorities for attention are reviewed and agreed within the different departments/teams, and the mechanisms for engaging employees in further diagnosis and shaping of appropriate solutions.

Key factors to consider:

- Managing expectations
- Communicating progresses and results regularly
- Alignment with other existing initiatives
- Prioritising
- Incorporating quick wins and longer term gains
- Organisational actions and local actions are equally important
- Involving staff in actions development wherever feasible – they will have something to offer

7. Some general advice about running a survey

In this section, we highlight a few dos and don'ts regarding the design and conduct of employee surveys:

Do

- Be clear and intentional about the purpose and rationale for conducting the survey
- Secure senior management team support and buy-in at the outset
- Involve staff in designing and validating the proposed survey process and questionnaire
- Communicate the rationale, proposed process and timescales clearly to staff
- Allow sufficient time to prepare for the survey and for staff to respond
- Recognise potentially diverse requirements in terms of the design of the process and the language/terminology used
- Ensure that confidentiality of individual responses is guaranteed
- Provide support (time and resources) to help and encourage staff to complete the questionnaire
- Provide open and honest feedback on the results of the survey
- Take action on the key issues that emerge and manage expectation accordingly
- Ensure that the specific issues affecting diverse employee groups are identified and acted upon
- Undertake further work where necessary
- Make the connections between the results and the actions e.g. "You said; we did" – demonstrate that you have listened.

Don't

- Raise expectations about matters which the organisation cannot/is unwilling, to address
- Assume that staff understand the purpose behind a survey and trust that their responses will be treated in confidence
- Make the survey too long and difficult to complete
- Use complicated terminology or jargon
- Assume that staff do not have concerns about being asked to complete a survey
- Focus on the 'obvious messages' from the survey at the expense of understanding the underlying themes behind the responses
- Assume that the survey results paint a complete picture – further investigation involving staff is often required
- Fail to communicate results promptly and honestly to staff
- Launch too many initiatives simultaneously
- Fail to measure progress and the impact on retention and performance on an ongoing basis

Annex A

CHS Alliance Full Employee Survey questions and Pulse Survey suggested questions

The standard CHS Alliance Employee Survey uses the five-point Likert Scale – strongly agree, agree, neither agree nor disagree, disagree, strongly disagree. The questions have been developed to relate to the [CHS Commitments](#) and should be used as listed, unless there is a particular reason to exclude a question.

Suggested Pulse Survey questions	CHS Alliance Employee Survey	
		Benchmarking statement bank
		Engagement: Employee views on how they experience working at the organisation
	1	I am proud to tell people that I work for this organisation
Y	2	I would wholeheartedly recommend this organisation as a good place to work
	3	I would willingly put in extra effort in order to help the organisation
		Values and culture: Employee views on organisation values, the extent to which they are acted out in practice, equality and diversity
	4	People in this organisation have a shared sense of purpose
Y	5	I see this organisation's values being acted out in practice
Y	6	This organisation has strong values and operates to high ethical standards
Y	7	People here are treated equally irrespective of ethnicity, gender, disability, age, sexual orientation or religion
	8	This organisation values diversity
	9	This organisation learns from its mistakes
	10	This organisation strikes the right balance in meeting its obligations to staff, affected populations and other stakeholders
		Communications: Employee views on the communication culture in the organisation
	11	I am kept informed of what is happening elsewhere in the organisation
Y	12	This organisation practises open, honest communication and shares information
Y	13	I am not afraid to openly express my ideas and opinions
	14	At this organisation we share knowledge and information effectively across departments
		Leadership: Employee views on the effectiveness of the leadership group
	15	I believe that the leadership group will act on the results of this survey
Y	16	I trust and respect the leadership group in this organisation
Y	17	The leadership group is in touch with the views and opinions of staff
	18	This organisation manages change effectively
	19	The organisation is moving forward in the right direction

	20	I believe that the organisation is delivering on its mission
		Service: Employee views on programme delivery
	21	Our programmes are delivered in an efficient and accountable way
	22	The organisation uses reviews, evaluations, feedbacks and other data to improve its programs
		Management: Explore management competence and the quality of relationships
Y	23	I trust and respect my manager
	24	My manager seeks my input and involves me where appropriate
	25	My manager consistently behaves with integrity
Y	26	I receive prompt acknowledgment and recognition for doing good work
	27	My manager is committed to my learning and development
	28	My manager keeps me informed of what is happening elsewhere in the organisation
		Performance management: Employee views on the quality of how their performance is managed
Y	29	I receive regular, timely feedback that helps me improve my performance
	30	I understand the performance standards that are expected of me
	31	The judgments made about my performance are fair and unbiased
		Wellbeing: Employee views on work/life balance, workload and pressure
Y	32	This organisation demonstrates by its actions that it cares about its employees
	33	This organisation gives a high priority to employee welfare and health & safety
	34	This organisation helps employees to achieve a good work life balance
Y	35	I am able to achieve a good work life balance
	36	I believe that this organisation takes reasonable steps to ensure the safety and security of staff at work
	37	I am not included in activities or made to feel part of the 'team'
Y	38	My workload is excessive and prevents me doing a good job
	39	The personal/social aspects of my life suffer because of pressure at work
		Reward: Employee views on fairness of pay
Y	40	I am rewarded fairly for the contribution I make in my particular job
	41	I am rewarded fairly in comparison with others in the organisation doing similar work
	42	My pay is competitive compared with other similar organisations
		Learning and development: Employee views on their own personal development within the organisation
Y	43	I am given the training necessary for me to do my job effectively
	44	It is common practice for experienced colleagues to coach and mentor new

		starters
Y	45	This organisation helps me acquire skills and knowledge that will benefit my future career
	46	This organisation provides me with good prospects for promotion or advancement
	47	This organisation provides me with good learning and development opportunities
	48	My induction gave me a good understanding of the organisation
		Colleagues: Explore the nature of relationships with colleagues
	49	Colleagues trust and respect each other
	50	I work with skilled, competent people who are good at their jobs
		Role: Employee views on support and tools, autonomy and clarity of their role
Y	51	I am provided with the support and tools necessary to do my job effectively
	52	I am clear about the objectives I need to achieve
Y	53	I am clear how my role contributes to the organisation's objectives
	54	I am familiar with organisation policies and procedures which affect me
	55	I am given enough authority to allow me to do my job effectively
Y	56	The work that I do gives me a feeling of personal achievement
		Policies and procedures: Employee views on their understanding and awareness of policies and procedures in their organisation
Y	57	I am familiar with organisation policies and procedures which affect me
	58	I have received a thorough briefing on security, personal health, insurance and emergency procedures
	59	The policies and procedures at this organisation are fair, consistent and transparent
	60	I have the opportunity to access adequate support following an incident
		Core Humanitarian Standard: Questions that explicitly measure the commitment, communication and level of understanding of the CHS
	61	This organisation is committed to the Core Humanitarian Standard
	62	I understand the Core Humanitarian Standard
	63	The Core Humanitarian Standard has been communicated to all staff
		Open questions: An opportunity for employees to express in their own words what they see as the key strengths and areas for improvement
	64	What is the best thing about working for this organisation?
	65	What one thing would you change about working for this organisation?
	66	Do you have any other comments relating to how you are managed, general human resources issues or the Core Humanitarian Standard?

Demographic Questions

Below is an example of a set of demographic questions. You will need to tailor these to reflect your own organisation's structure

Employee Demographics	Options
Which directorate/department/programme/team do you work for?	Organisation-specific options
What is your role?	Organisation-specific options
Management level	Senior management Management Non-management
Length of service	Less than 1 year 1 - 3 years 3 - 5 years 5 - 10 years More than 10 years
Age	Less than 25 years 25 - 34 35 - 44 45 - 54 55 or over
Gender	Male Female
Do you consider yourself to have a disability?	Yes No
Do you work	Full-time Part-time
How would you describe your contract type?	Permanent Fixed term Temporary
Is your contract	International National

Annex B

Examples of communications from leaders for employee surveys

Example I

Dear colleagues,

I am very excited to launch *Your voice* – [organisation]’s first ever Global Employee Survey. From today until [date] you’ll have the chance to make your voice heard and tell us how you really feel about working for [organisation].

I place a huge amount of value on our excellent staff and recognise the role that each one of you plays in achieving our vision and mission. By completing the survey you’ll help us to understand what we are doing well, and should keep doing or do more of, along with what we need to change or develop to help make [organisation] a really great place to work.

The survey is:

Quick and easy to fill out: available online and on paper, in a variety of languages, it should only take you around 20 minutes to complete.

Confidential: run by an external company, Agenda Consulting, responses cannot be tracked back to individuals and will not be attributable to specific members of staff when we share the results with you.

Designed to help support managers in making improvements: we are committed to listening to your views and to supporting managers to make improvements as a result of the survey. Where problems are identified we will make real changes where these are needed.

Feedback on the survey results will be shared with staff by [date]. You’ll have plenty of opportunity to discuss the findings in a variety of forums, and get involved in developing solutions where appropriate. We will also keep you up-to-date with progress about putting the solutions identified into action.

Together we will continue to work hard to ensure that we maximise the potential of everybody who works for [organisation] so that we can deliver more for the millions of people without access to water, sanitation and improved hygiene.

I am counting on hearing your voice!

With best wishes,

Chief Executive

Example II

Dear Colleague,

Welcome to the Staff Survey which is open from [date to date]. This is an important opportunity for you to have your say about how [organisation] is managed.

As I said at the staff briefing, we recognise that the better we manage people the more effective our overall impact is.

I place huge value on [organisation]'s excellent staff and recognise the role that each one of you plays in achieving our vision, mission and values. But we cannot be complacent, we must work hard to ensure that our people management brings out the best in staff and therefore delivers what we set out to achieve.

As demonstrated by our commitment to the Core Humanitarian Standard (CHS) on Quality and Accountability, we will take action where problems are identified and make real changes as a result of this survey's findings.

It's because of this commitment that I expect the highest survey response rate that [organisation] has ever had! I very much hope you will take part because:

The survey is confidential, run by an external company, responses are anonymously analysed before being shared with [organisation].

The survey is quick and easy to complete, far fewer questions than previous years with clearer wording. It will take around 20 minutes to complete.

The [organisation] Leadership Team is committed to listening and taking actions as a result of the survey.

- Feedback will be given to staff on the survey results this autumn.
- There will be opportunity to discuss the findings at open meetings attended by members of [organisation] Leadership Team
- I will work with the steering group to develop an action plan that addresses the challenges we identify.
- I will keep you informed of actions taken to make the desired changes

I am counting on you having your say!

Warmest regards,

Example III

Introductory message from CEO

Dear Colleague,

I am very pleased to announce the launch of [organisation]'s first ever staff survey.

I place an enormous amount of value in the people who work here and the role each of you play in helping us to deliver high quality services to our clients.

I am genuinely interested in your views (both good and bad) and by completing the survey you'll help us to understand what we are doing well and what we need to improve to make the organisation a better place to work.

I'd like to reassure you that your survey responses are confidential and cannot be tracked back to any individuals. The survey is hosted by an external company, Agenda Consulting, who have extensive experience of running surveys and of working with voluntary sector organisations.

We are committed to sharing the results of the survey with all staff in January next year and where the findings suggest there is more work to be done, will start work on identifying appropriate solutions.

Yours faithfully,

CEO

Annex C

Employee Survey Reports Examples

The reports use three key measures:

- **Positive** percentage (%) figures: are calculated as % strongly agree + % agree
- **Neutral** percentage (%) figures: are calculated as % neither agree nor disagree
- **Negative** percentage (%) figures: are calculated as % strongly disagree + % disagree





Results are presented as whole numbers for ease of reading. Therefore in some instances, results may not total 100%.

Anonymity

It is Agenda Consulting's practice not to allow the reporting on groups of less than seven people to preserve anonymity. However, their data will still contribute to the scores for the organisation overall.

Traffic light scoring

Scores for the 2014 survey results are given a traffic light rating, based on the following:

-  70% or more of respondents positive and less than 20% of respondents negative
-  Between 50 - 70% of respondents positive and less than 20% negative
-  Less than 50% of respondents positive or 20% - 30% of respondents negative
-  30% or more of respondents negative

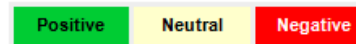
The example reports show a small section of each type, to illustrate the different reports available.

Example 1

Overall organisation report

This report presents the results for the example organisation as a whole. The extract below shows the results for the engagement topic and questions.

Key



Difference of +5 or more
Difference of -5 or more

Difference to

Engagement

2014 Positive %
Traffic Light
Last Time
Bench Median

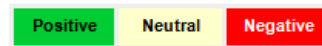
Engagement	Positive	Neutral	Negative	2014 Positive %	Traffic Light	Last Time	Bench Median
Engagement	67	23	10	67	Blue	+6	-7
66. I would willingly put in extra effort in order to help the organisation	86	11		86	Green	+21	-3
64. I am proud to tell people that I work for this organisation	77	20		77	Green	+23	-8
65. I would wholeheartedly recommend this organisation to others as a good place to work	76	18		76	Green	+29	+3
67. I feel a strong sense of identification with this organisation	53	38	9	53	Blue	-8	-18
68. It would be a difficult emotional decision for me to leave this organisation	44	27	30	44	Orange	-36	-

Example 2

Individual demographic analysis report

This report presents the results from a particular country. The extract below shows the results for the engagement topic and questions.

Key



Difference of +5 or more
Difference of -5 or more

Engagement

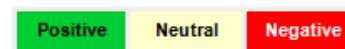
			2014 Positive %	Traffic Light	Difference to		
					Whole organisation	Last Time	Bench Median
Engagement	66	24	9	66	-1	+40	-7
64. I am proud to tell people that I work for this organisation	84		16	84	+8	+44	-1
65. I would wholeheartedly recommend this organisation to others as a good place to work	79		21	79	+3	+39	+6
66. I would willingly put in extra effort in order to help the organisation	68	26		68	-18	-	-21
67. I feel a strong sense of identification with this organisation	58	32	11	58	+5	+38	-13
68. It would be a difficult emotional decision for me to leave this organisation	42	26	32	42	-2	-	-

Example 3

Multiple demographic analysis report

This report presents the results for a number of countries. The extract below shows the results for the engagement question - I would wholeheartedly recommend this organisation to others as a good place to work.

Key



Difference of +5 or more
Difference of -5 or more

Difference to

Engagement

65. I would wholeheartedly recommend this organisation to others as a good place to work

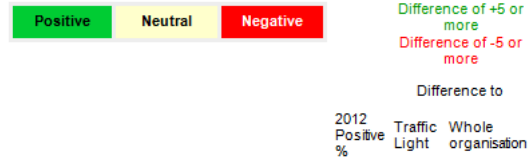
	Positive	Neutral	Negative	2014 Positive %	Traffic Light	Whole organisation	Last Time	Bench Median
Whole Organisation	76	18		76	Green	0	+29	+3
Country 1	95			95	Green	+19	-	+22
Country 2	37	47	16	37	Orange	-39	-13	-36
Country 3	79	21		79	Green	+3	+39	+6
Country 4	89			89	Green	+14	+32	+16
Country 5	78	11	11	78	Green	+2	-	+5

Example 4

Significant differences report

This report displays questions or topics on which one or more demographic groups' results were 10% or more different from the average across the whole organisation. If a demographic group does not feature in the display it means there were no significant differences between their positive percentage (%) figure and that of the whole organisation. The display shows the results for the whole organisation, with the results for those demographic groups that were different in the row below. The extract below shows the results for the engagement question - I would wholeheartedly recommend this organisation to others as a good place to work.

Key



Engagement

65. I would wholeheartedly recommend this organisation to others as a good place to work

	Positive	Neutral	Negative	2012 Positive %	Traffic Light	Whole organisation
Whole Organisation	76	18		76	Green	0
Senior Management	86	14		86	Green	+10
Less than 1 year service	91	9		91	Green	+15
3 - 5 years' service	56	32	12	56	Blue	-20
Black or Black British	85		10	85	Green	+9
Part time	89	11		89	Green	+13
Bangladesh	86	14		86	Green	+10
Kenya	100			100	Green	+24
Malawi	88			88	Green	+12

Example 5

Open questions analysis report

This report displays the verbatim responses given to the open questions.

Example question and open responses

What is the best thing about working for this organisation?

- The best thing is to work for the benefit of the poor and vulnerable people, who are often left out.
- Knowing that with my contribution I am part of the change, for vulnerable people who lack the most basic things, such as clean water and healthy food, amongst others.
- The team spirit to achieve the goal of the project.
- Sincerity, truthfulness and honesty of employees.