



Anglodene Limited

Employee Survey 2009

Overall Results

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Section 1

Introduction

This report represents the results and full analysis of Employee Survey conducted between 30th July and 15th August 2009. Its purpose is to provide some initial analysis and observation based on the results from the survey and to provide a benchmark for future surveys, thereby allowing senior management to judge the success and impact of initiatives being introduced across the Anglodene Group.

Whilst surveys provide a useful methodology for gathering views and opinions they undoubtedly have limitations (e.g. they can identify what respondents like/dislike - but not necessarily why). Because of this, we present our observations primarily for consideration and discussion.

All questionnaires received by the completion date of 15^h August 2009 have been analysed and form the basis of this report. Raw data and analysis will be retained on Shine's computer system for a minimum period of 18 months (in order to provide comparative information for the next survey).

Methodology

Respondents were invited to provide their views/opinions via a confidential paper survey. For the majority of questions, respondents were asked to answer using a four-point scale ranging from 'strongly disagree' through to 'strongly agree'. The reason a five-point scale was not used was to 'force' respondents either side of *agree/disagree*, thereby reducing the temptation for people to score 'down the middle'.

This year's survey consisted of 27 quantitative questions, 2 demographic questions along with 1 qualitative (i.e. open ended) question.

For a number of sites/locations questionnaires were received after the advertised completion date – however, all these questionnaires have been processed and are included within this report.

Terminology

Agreement Scores vs Weighted Scores

For the purposes of this report, the written analysis uses 'agree' or 'agreement' to represent the combined totals of 'strongly agree' and 'agree' and 'disagree' or 'disagreement' to represent the combined totals of 'strongly disagree' and 'disagree'.

Raw agreement scores are useful and present an easy way to present response data. However they can be misleading – e.g. if 99% of respondents score 'agree' and 1% score 'strongly agree' then the combined agreement score will be 100%. But similarly, if 1% of respondents score 'agree' and 99% score 'strongly agree' then the combined agreement score will still be 100%, although as one can see, there is a marked difference in the result.

'Weighting' the scores is a technique adopted to try and 'iron-out' these potential anomalies by establishing a mean score for each item (question) asked. The weighting system used for this survey has been:

Strongly disagree = 25
Disagree = 50
Agree = 75
Strongly agree = 100

Categorising Regions

60 individual sites/locations participated in this year's survey. For this overall report, we have amalgamated them under the 4 Regions of Anglodene namely:

Region	Comprising
Region 1	3 Areas
Region 2	7 Areas
Region 3	4 Areas
Region 4	8 Areas

Executive Summary

At a Glance

- 12,360 employees responded to this year's survey - a 90% response rate, representing a 13% increase over 2008
- Region 2 Area 1 and Region 3 Area 2 and Region 3 Area 4 had the highest response (99%) with Region 4 Area 6 and Region 2 Area 5 the lowest (70%)
- The overall average total agreement rating for all the questions for the Anglodene was 81% - up 5% from 2008. This equated to a mean weighted overall score of 77 (up 2 from 2008's mean of 75)
- Regions/Areas recorded an overall agreement score of 80% or more
- When considering mean weighted scores, for the Group overall only 3 Regions/Areas achieved a mean weighted score of 80 or more (up from 1 in 2008). However a further 8 recorded mean scores of 78 or 79 which represents a significant improvement from 2008
- 3 Regions/Areas recorded falls in agreement scores – Region 2 Area 5 down 2% to 77%, Region 4 Area 1 down 5% to 74% and Region 4 Area 7 down 2% to 69%. Interestingly however, for region 4 Area 1 and Region 4 Area 7, this resulted in an increase in mean weighted score (up 2 for Region 4 Area 1 and 1 for Region 4 Area 7. This means that more respondents were indicating strongly agree than in 2008.
- The 3 highest rated indicators were:
 - *'I know what is expected of me'* (96% agreement)
 - *'I have friends at work'* (91% agreement)
 - *'My line manager treats me with respect'* (91% agreement)
- The 3 lowest rated indicators were:
 - *'I receive fair rewards for the responsibilities I have in my job'* (34% disagreement)
 - *'Rewards are based on performance and results'* (33% disagreement)
 - *'I have talked with someone about my progress in the last 6 months'* (29% disagreement)
- Written comments suggesting improvements – whilst inevitably broad ranging – appear to fall into the following subject areas
 - *Pay, remuneration and rewards*
 - *Equipment*
 - *Communication*
 - *Management practice*

Observations

The results of the 2009 Anglodene survey show a consistent improvement to those in 2008 both in terms of the response rate and the level of agreement expressed for all indicators.

Not only did all indicators build and improve on the 2008 levels but there was a small yet notable increase in the number of respondents selecting 'Strongly agree' for many indicators. This in itself is an encouraging sign that many employees increasingly recognise and value those characteristics which influence their engagement and retention with the organisation.

A key strength would appear to be that for many Anglodene employees, there is a clear connection between the purpose of their job and the purpose of the organisation. This high level of alignment helps to build the sense of value an employee will experience at work and that their contribution makes a positive difference. Added to this is the fact that a high percentage of respondents feel they have the equipment, the knowledge, the training and the colleagues to do a good job. In the broadest terms, the survey results are saying that employees have, at a practical and social level, what they need to deliver what the organisation requires. This healthy situation is further improved by survey results suggesting that most employees are doing what they are good at and they enjoy doing it. Again, somewhat clumsily perhaps, we can conclude that Anglodene benefits from having many square pegs in square holes!

It appears that at a day-to-day, operational level, employees feel committed and engaged with the business. However, although still within the context of a generally positive response, it is the perceptions of reward, recognition and development that opportunities for change may arise. Perhaps unsurprisingly, despite slight rewording of the previous 2008 indicators, higher percentages of respondents still do not agree that they receive fair rewards for their contribution. They also appear to be questioning that 'rewards' are always fairly distributed – assuming that good performance is a primary criteria for fair reward.

Although the level of disagreement with these indicators has reduced by several percent this year, the pattern remains the same with that of 2008. However, a new connection may be emerging in that respondents are indicating that too many employees are not having the opportunity to talk about their progress (achievements) or development (potential). The more this perception is reinforced, the less likely it is that employees will think rewards (financial or otherwise) are fairly distributed. After all, if performance is not monitored, discussed and reviewed it is virtually impossible to evaluate it fairly – and be seen to do so.

Relationships with line managers and supervisors appear healthy, based on respect and genuine care for the individual. However, one possible consequence of neglecting to adequately evaluate performance and potential is to undermine that relationship and further reinforce unhelpful perceptions over recognition and fairness. Qualitative comments included in respondent feedback suggest that this is not a major obstacle at present but there are sufficient to indicate the trend should not be ignored.

Response Rate 2009

By Region (with 2008 comparisons in red)

	Sent	Received	% Return rate
Region 2	5990	5523	92%
Region 3	4434	3985	90%
Region 4	2815	2436	87%
Region 1	478	416	87%
Total	13,717 (12,888)	12,360 (9,931)	90% 77%

Comment:

Every site has recorded an increase in response rate from 2008 with the acceptance of Region 4 Area 2 (however, as only 16 people are employed the reduction in % is insignificant).

Overall there has been a 13% increase resulting in 9 out of every 10 employees providing feedback to this year's survey. For a relatively large number of employees, this represents a tremendous response and shows both the engagement employees have towards the survey process and the commitment of management across the whole of Anglodene in ensuring their people are encouraged and given the time to complete the survey questionnaire.

By definition the overall results are statistically extremely reliable and therefore represent a true reflection of employees' views and opinions across the whole of Anglodene. Care maybe required in some of the sites however, where a relatively small number of people are employed and/or the response rates are noticeably lower than the average Anglodene responses rates.

By Region/Area (with 2008 comparisons in red)

	Sent	Received	% Return rate 2009	% Return rate 2008
Region 2				
Area 1	1245	1235	99%	80%
Area 2	628	617	98%	86%
Area 3	759	714	94%	74%
Area 4	1513	1403	93%	80%
Area 5	690	484	70%	63%
Area 6	825	789	96%	98%
Area 7	330	281	85%	76%
Region 3				
Area 1	1226	1005	82%	56%
Area 2	1245	1236	99%	88%
Area 3	832	620	75%	62%
Area 4	1131	1124	99%	92%
Region 4				
Area 1	289	232	80%	72%
Area 2	16	13	81%	100%
Area 3	208	171	82%	80% (based on 2 sites)
Area4	304	285	94%	76%
Area 5	898	854	95%	75%
Area 6	297	190	64%	58%
Area 7	373	297	80%	65%
Area 8	430	393	91%	69%
Region 1				
Area 1	230	200	87%	n/a
Area 2	90	88	98%	n/a
Area3	158	128	81%	n/a

Anglodene - Overall Results 2009

	Mean	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Base	77	3%	3%	13%	52%	29%
I know what is expected of me	87	1%	1%	2%	46%	50%
I have the materials and equipment to do what I do best every day	77	2%	2%	13%	56%	27%
I have the opportunity to do what I do best every day	78	2%	2%	13%	55%	28%
I have received recognition or praise for good work in the last two weeks	74	3%	6%	20%	45%	27%
My line manager/supervisor, or someone at work, seems to care about me as a person	81	2%	2%	8%	50%	38%
There is someone at work who encourages my development	75	2%	4%	18%	51%	25%
My opinions seem to count at work	73	3%	4%	18%	56%	19%
I am able to speak my mind freely	77	2%	3%	14%	54%	26%
My company's mission makes me feel like my work is important	76	2%	3%	14%	58%	23%
The people I work with are committed to doing quality work	78	2%	2%	12%	56%	28%
I have friends at work	85	2%	1%	6%	44%	47%
I have talked with someone about my progress in the last 6 months	73	4%	7%	22%	38%	29%
I had opportunities at work this year to learn and grow	76	3%	4%	15%	50%	28%
I am trained properly to do my job well	81	2%	1%	8%	54%	35%
Work plans and schedules are realistic	76	3%	3%	13%	57%	24%
In my place of work, any unsafe working conditions are quickly corrected	78	2%	3%	11%	55%	29%
I am encouraged to try and minimise risks and ensure a safe working environment	82	2%	1%	6%	55%	36%
My line manager/supervisor treats me with respect	84	2%	2%	5%	46%	45%
I enjoy working here	84	3%	1%	5%	47%	44%
I would recommend my place of work as a good employer to my family/friends	80	2%	3%	10%	50%	35%
I feel I receive fair rewards for the responsibilities I have in my job	68	3%	9%	25%	47%	16%
I am satisfied with the benefits I receive	72	3%	6%	19%	52%	20%
Rewards are based on performance and results	68	3%	10%	23%	47%	16%
I am kept informed about what is going on in my place of work	75	2%	3%	15%	58%	22%
Poor performance is dealt with in a fair and just way	74	4%	4%	15%	59%	17%
I am aware that my place of work provides a positive contribution to the local community and good causes	77	5%	3%	12%	55%	25%

2008

	Mean	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Base	75	3%	5%	16%	51%	25%
I know what is expected of me	85	2%	1%	3%	51%	44%
I have the materials and equipment to do what I do best every day	76	2%	3%	15%	57%	23%
I have the opportunity to do what I do best every day	76	3%	2%	16%	55%	24%
I have received recognition or praise for good work in the last 7 days	70	3%	9%	24%	43%	21%
My line manager/supervisor, or someone at work, seems to care about me as a person	80	2%	3%	9%	51%	34%
There is someone at work who encourages my development	73	3%	5%	20%	50%	23%
My opinions seem to count at work	71	3%	5%	21%	53%	18%
I am encouraged to speak my mind freely	73	3%	5%	20%	53%	21%
My company's mission makes me feel like my work is important	73	3%	4%	18%	56%	19%
My colleagues are committed to doing quality work	76	3%	3%	14%	58%	22%
I have a best friend at work	74	4%	5%	22%	40%	29%
I have talked with someone about my progress in the last 6 months	71	4%	8%	23%	40%	25%
I had opportunities at work this year to learn and grow	74	3%	5%	17%	49%	25%
I am trained properly to do my job well	80	3%	2%	10%	54%	32%
Work plans and schedules are realistic	74	3%	4%	17%	56%	21%
In my place of work, any unsafe working conditions are quickly corrected	76	3%	4%	14%	54%	25%
I am encouraged to try and minimise risks and ensure a safe working environment	81	2%	2%	7%	57%	32%
As a person I am treated with respect	79	3%	3%	9%	56%	30%
I enjoy working here	82	3%	2%	6%	51%	38%
I would recommend my place of work as a good employer to my family/friends	77	3%	4%	14%	51%	29%
I am fairly paid for the job I do	62	3%	17%	29%	40%	11%
I am satisfied with the benefits I receive	69	3%	9%	22%	51%	15%
Rewards are based on performance and results	65	4%	14%	24%	43%	15%

Agreement and Mean Weighted Scores

Top 5 agreement scores	% Agreement	Mean Weighting
I know what is expected of me	96%	87
I have friends at work	91%	85
My line manager/supervisor treats me with respect	91%	84
I enjoy working here	91%	84
I am encouraged to try and minimise risks and ensure a safe working environment	91%	82

Top 5 disagreement scores	% disagreement	Mean Weighting
I feel I receive fair rewards for the responsibilities I have in my job	34%	68
Rewards are based on performance and results	33%	68
I have talked with someone about my progress in the last 6 months	29%	73
I have received recognition or praise for good work in the last 2 weeks	26%	74
I am satisfied with the benefits I receive	25%	72

Top 5 /bottom 5 Region/Area

Top 5 sites/locations	% Agreement	Mean Weighting
Region 3 Area 2	86%	81
Region 3 Area 4	86%	80
Region 2 Area 1	86%	79
Region 2 Area 6	86%	79
Region 4 Area 2	84%	80

Bottom 5 sites/locations	% Agreement	Mean Weighting
Region 4 Area 7	69%	74
Region 2 Area 4	73%	72
Region 4 Area 2	74%	74
Region 2 Area 7	78%	74
Region 4 Area 4	76%	75

Overall Agreement/Weighted Scores by Region/Area

	Agreement Score 2009	Agreement Score 2008	Difference	Weighted Score 2009	Weighted Score 2008	Difference
Region 2						
Area 1	86%	81%	5%	79	76	+3
Area 2	84%	81%	3%	78	75	+3
Area 3	84%	77%	7%	79	74	+5
Area 4	73%	64%	9%	72	69	+3
Area 5	77%	79%	-2%	78	81	-3
Area 6	86%	81%	5%	79	76	+3
Area 7	78%	76%	2%	74	74	0
Region 3						
Area 1	78%	73%	5%	77	75	+2
Area 2	86%	85%	1%	81	80	+1
Area 3	77%	67%	10%	76	71	+5
Area 4	86%	77%	9%	80	75	+5
Region 4						
Area 1	74%	79%	-5%	74	72	+2
Area 2	84%	69%	15%	80	73	+7
Area 3	79%	77%	2%	77	77	0
Area 4	76%	71%	5%	75	72	+3
Area 5	82%	76%	6%	79	75	+4
Area 6	79%	73%	6%	78	72	+6
Area 7	69%	71%	-2%	74	73	+1
Area 8	78%	72%	6%	76	73	+3
Region 1						
Area 1	85%	n/a	n/a	78	n/a	n/a
Area 2	81%	n/a	n/a	77	n/a	n/a
Area 3	83%	n/a	n/a	77	n/a	n/a

Comment:

The combined 'weighted' scores are shown against each main Region/Area and whilst the differences may appear small they do actually represent a more balanced picture of the overall results for the company.

Commentators suggest organisations should be looking for mean scores of 80 and above both overall and for each individual item (question) - only 3 Region/Area (Region 3 Areas 2 & 4 and Region 4 Area 2) achieved this overall threshold figure however a further 8 others scored either 78 or 79 which represents a major improvement from 2008.

Demographics

Employment Status

Total	12360
No reply	1465
Employment Status	
Permanent	4649
Fixed Term	6246

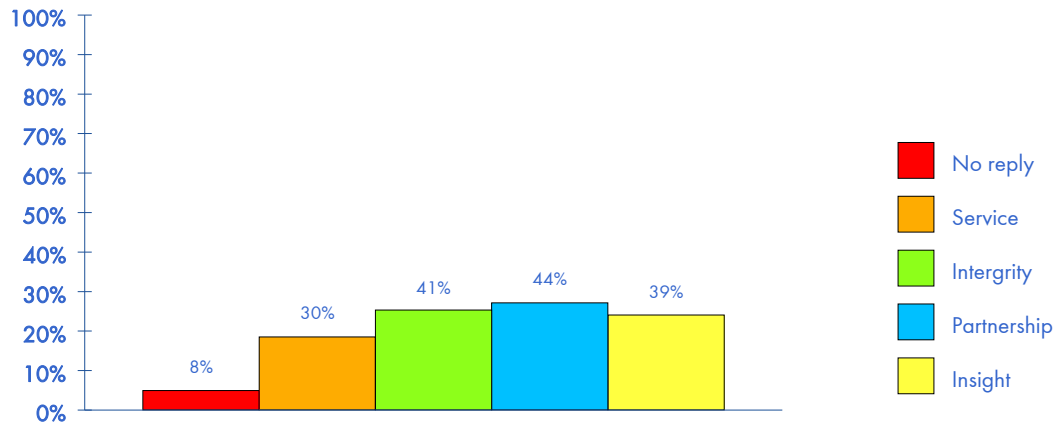
Non completion

Total	414
I did not complete the questionnaire because:	
I can't see the point	77
I haven't been here long enough to comment	123
Nothing ever happens as a result of these surveys	114
I don't think my feedback would be confidential	35
Other	65

Values

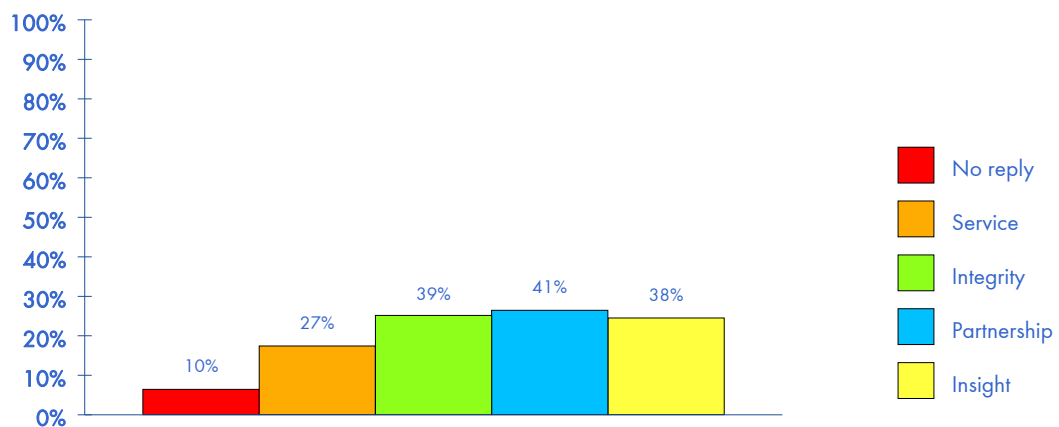
2009

Which of the following Anglodene Values do you feel your immediate manager demonstrates well?



2008

Which of the following Anglodene Values do you feel your immediate manager demonstrates well?



Comment:

As in the 2008 survey, respondents were invited to identify all the values they felt their line manager demonstrated well and the same option was available in 2009. In an ideal situation, the results would show 100% for each value.

The 2009 results, as with the rest of the survey indicate a small increase of recognition for each of the 5 Anglodene values Partnership remains the most observed value through management behaviour with an increase of 3%. The next biggest increase, also 3%, is Service, which still remains the least observed value.

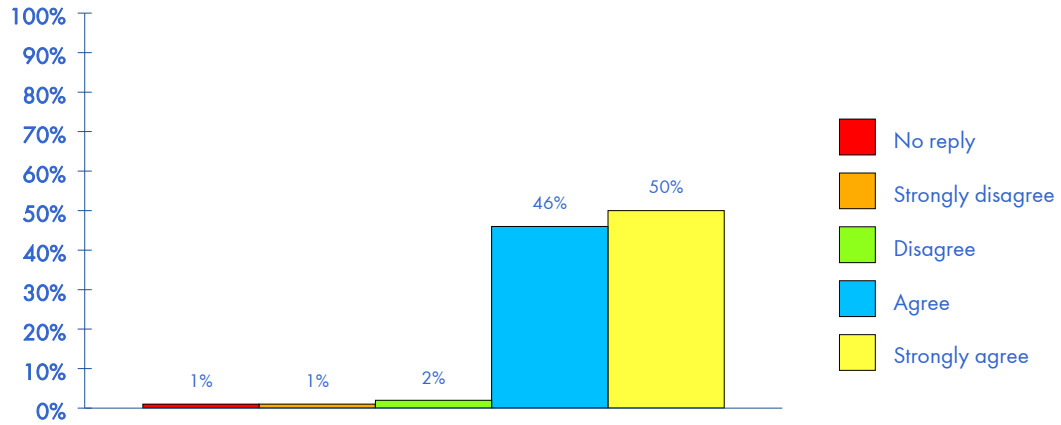
Clearly there is still a way to go before the Anglodene values become fully ingrained through behaviour that is readily observed. There is also no doubt the need to continue to educate and inform employees about what behaviours and actions demonstrate the values so that they recognise and appreciate them in their managers when they are demonstrated.

Section 2

Detailed Results

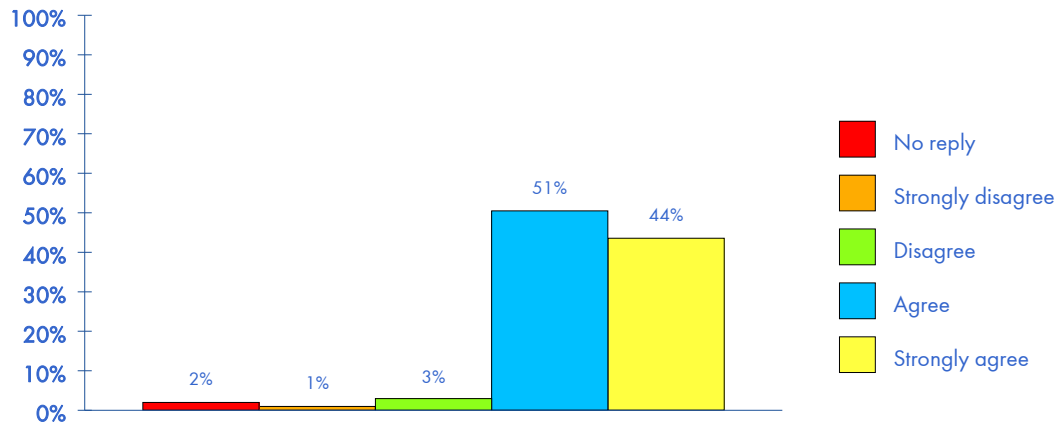
- The following pages represent the survey results question by question.
- The bar charts show the overall responses for Anglodene for 2008 and 2009 to allow comparisons to be made. The table shows the breakdown of ratings at a Regional level.
- A brief comment is made to highlight significant aspects/points of observation.
- The final qualitative question regarding suggestions for improvements have been themed according to the most often cited comments.

I know what is expected of me (2009)



2008

I know what is expected of me



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	1%	1%	2%	46%	50%
Business Area					
Region 1	0%	0%	2%	55%	43%
Region 2	2%	1%	2%	53%	42%
Region 3	1%	0%	1%	37%	60%
Region 4	2%	1%	2%	46%	50%

Comment:

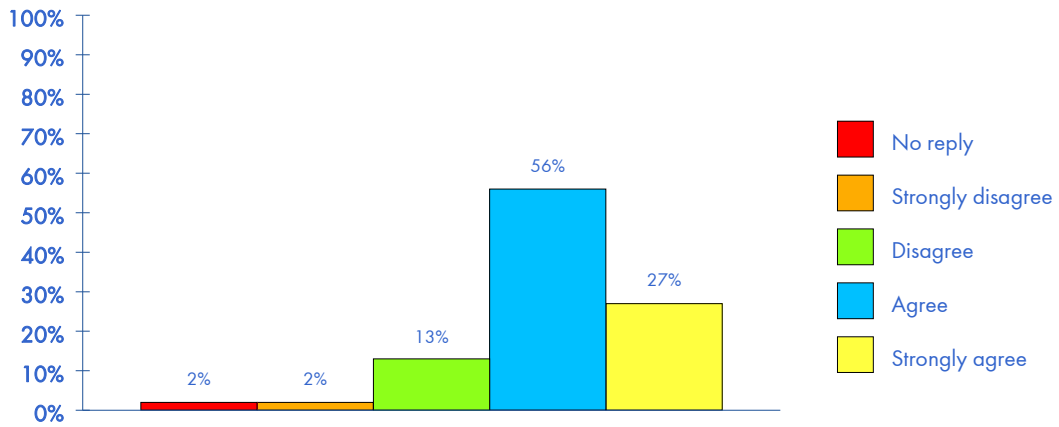
As in 2008, respondents have again confirmed that employees across Anglodene have a very good understanding of what the business, guests and colleagues expect of them. This is an assurance that individuals know what their purpose is and the standards they are expected to meet. When considered alongside the indicator concerning training (*I am trained properly to do my job well*) – which attracts an 89% agreement rating – the 2009 survey results suggest that employees have both the job clarity and the skills/knowledge to do the job. These results may also be evidence that employees are focussed on what is important and that their skills are developed in line with changing requirements and priorities.

They do not however give an insight into the levels of motivation or attitude required to use that knowledge or transfer those skills. Evidence of this will need to be found elsewhere in the report to get a more accurate understanding of if and how results reflect performance.

Notwithstanding this word of caution, this indicator remains the highest rated survey item over the past 24 months and the 2009 results show a 6% increase in the number of respondents recording a strongly agree rating. It is the only indicator of 27 in the entire survey where 50% of all respondents strongly agree – although as will be seen elsewhere, there is a small but discernible shift towards strongly agree on several survey items. This transition may be representative of a greater confidence and (possibly) job satisfaction amongst those respondents choosing the higher rating. Given that 91% of all respondents in this year’s survey agree that they enjoy working at their site, it is probably safe to conclude that the trend towards Strong agreement - on items such as this – reflects a broad increase in the level of overall satisfaction in the work environment.

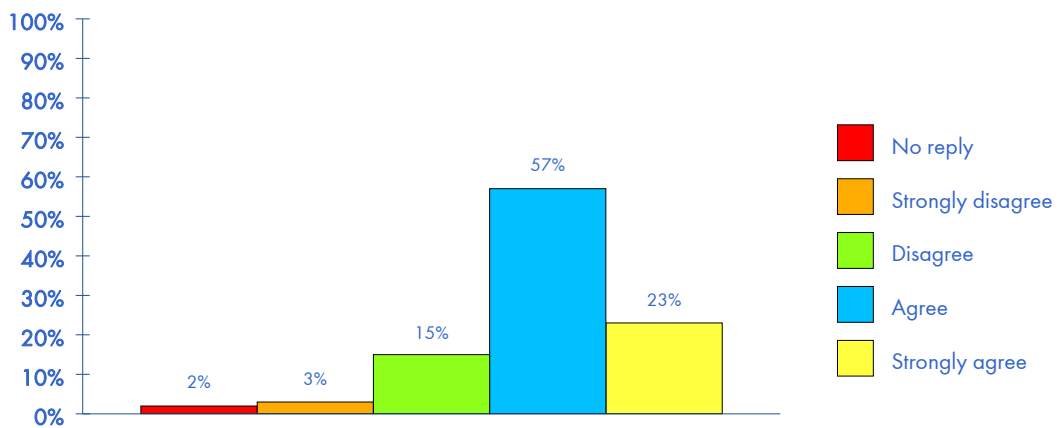
This is particularly noticeable in Region 3 where 60% of respondents strongly agree that they know what is expected of them. Whilst all Regions return a very positive overall agreement to this and most other indicators, Region 3 frequently have higher levels of Strong agreement.

I have the materials and equipment to do what I do best every day (2009)



2008

I have the materials and equipment to do what I do best every day



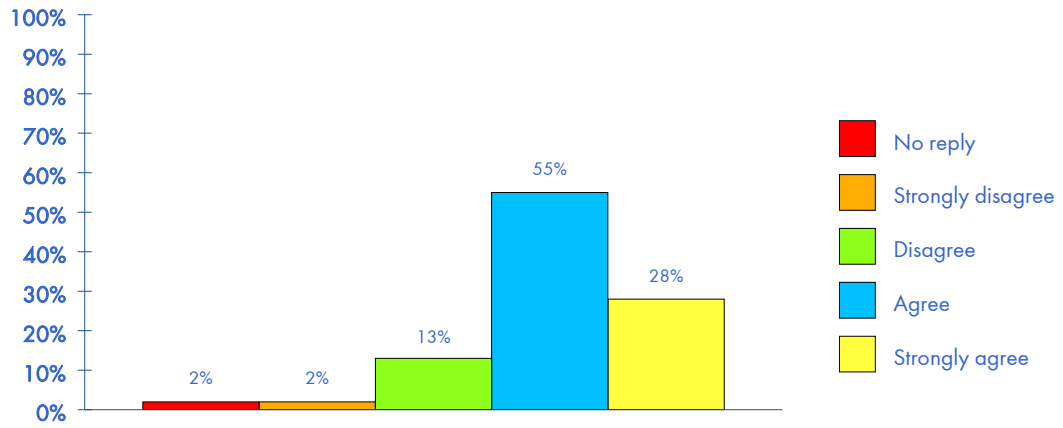
	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	2%	13%	56%	27%
Business Area					
Region 1	1%	1%	16%	60%	22%
Region 2	1%	3%	15%	59%	23%
Region 3	1%	1%	9%	52%	36%
Region 4	2%	3%	16%	55%	24%

Comment:

A slightly higher level of overall agreement in 2009 when compared with the previous survey (+ 3%), plus an increase of 4% in the number of respondents strongly agreeing with the statement. This result will again reflect higher levels of Strong agreement at Region 3 where 88% of respondents believe they have the right tools to do their jobs to the best of their ability.

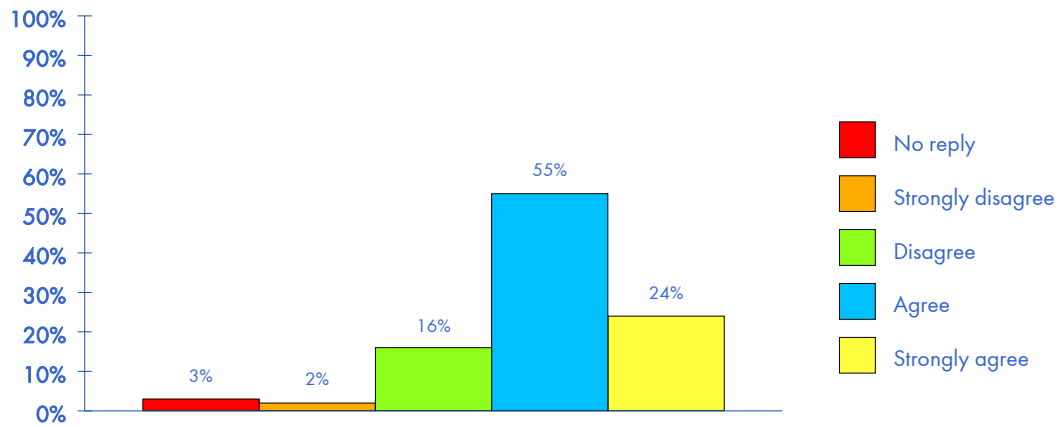
Whilst perhaps it might be more encouraging to see higher levels of Strong agreement across the whole business, this result builds on the previous indicator by confirming that employees not only have the knowledge and skills to do the job, but that they have the necessary physical resources to do the job. There is a sense from these positive ratings that Anglodene employees believe they have the *practical* resources to do their work. This shouldn't be confused with the psychological resources or support necessary – equally important for good performance and engagement. Other indicators in the 2009 survey (e.g. *There is someone at work who encourages my development, I have talked to someone about my development over the last 6 months, Rewards are based on performance and results*) can provide insights into those characteristics and comparisons may be helpful to identify if any imbalances are present.

I have the opportunity to do what I do best every day (2009)



2008

I have the opportunity to do what I do best every day



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	2%	13%	55%	28%
Business Area					
Region 1	1%	1%	16%	63%	18%
Region 2	2%	2%	14%	58%	24%
Region 3	2%	1%	9%	51%	37%
Region 4	3%	2%	14%	55%	26%

Comment:

The general trend of improvement and higher strongly agree ratings in 2009 continues with this item where an additional 4% of respondents strongly agree that they are given the chance to do what they do best every day. Once again, Region 3 lead the way in this shift.

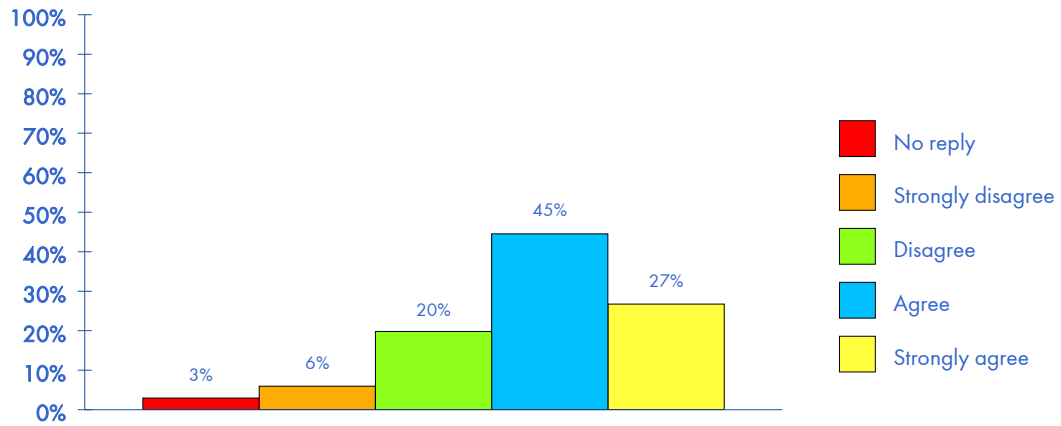
As with the earlier indicator (*I know that is expected of me*), this reinforces a confidence that respondents know what they are doing and they are doing what they are good at. In a sense this could be taken as affirmation that the majority of Anglodene employees believe that they are square pegs in square holes. The fit between what they perceive they do well (or are seen to be good at) and what they are actually asked to do – is a good one.

What the result cannot confirm – positively or otherwise - is if the respondents feel they have sufficient opportunities during the day to do what they do best. Potentially a situation could occur where employees feel underutilised because they are not given enough opportunity to put their skills and qualities to use.

Whilst this point must be seen within the context of a very favourable overall response, some of the lower rated indicators in this years survey share an interest in individual recognition, personal and professional development and 'being stretched'. For example, almost 1 in 3 respondents do not concur with the statement '*I have talked to someone about my progress in the last six months*', implying that performance reviews and feedback may be overlooked or neglected. This can understandably lead to some frustration for those employees experiencing that gap. They may feel disregarded, overlooked or taken for granted.

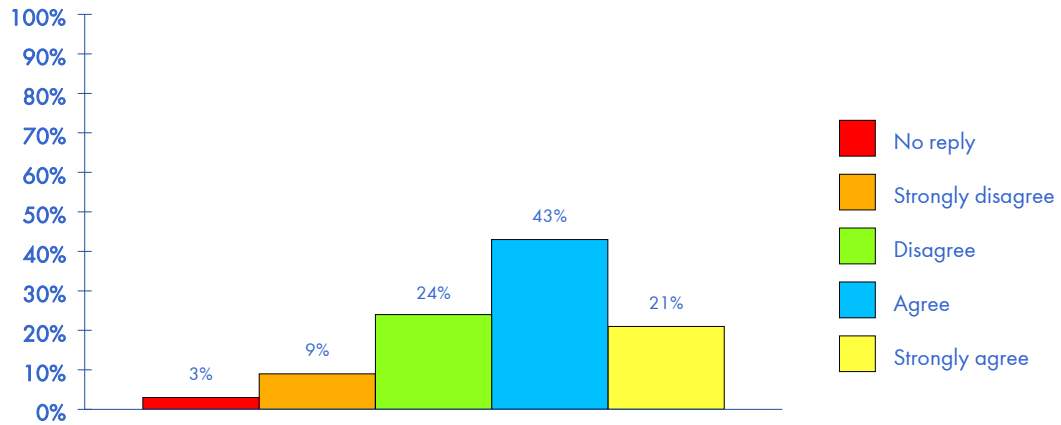
It would therefore be inadvisable to conclude from this high level of agreement that most employees are either fully satisfied or stretched by the content of their current role. Any conclusions should ideally take into account other employee research that may provide additional perspectives on how challenging and, ultimately rewarding people's jobs are for them.

I have received recognition or praise for good work in the last two weeks (2009)



2008

I have received recognition or praise for good work in the last 7 days



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	6%	20%	45%	27%
Business Area					
Region 1	2%	6%	21%	47%	24%
Region 2	2%	6%	19%	49%	24%
Region 3	3%	7%	20%	40%	30%
Region 4	3%	7%	20%	43%	28%

Comment:

The perception of positive feedback for work well done has improved over the past 12 months with an additional 8% of respondents agreeing that they have received praise in the past two weeks. 6% of this shift was in the Strongly agree rating – another encouraging indication of the strength of that perception suggesting that at least 1 in 4 employees have a very positive experience of being recognised.

Whilst the survey results cannot ascertain where the recognition and praise comes from, it is perhaps safe to assume that much of it originates from supervisors and line managers. Looking to the positive results on other related items (*My line manager/supervisor treats me with respect, My line manager/supervisor or someone at work seems to care about me as a person*) it appears that relationships between staff and their line managers are generally healthy and, if this is the case, positive feedback and recognition are likely to be characteristic of that relationship.

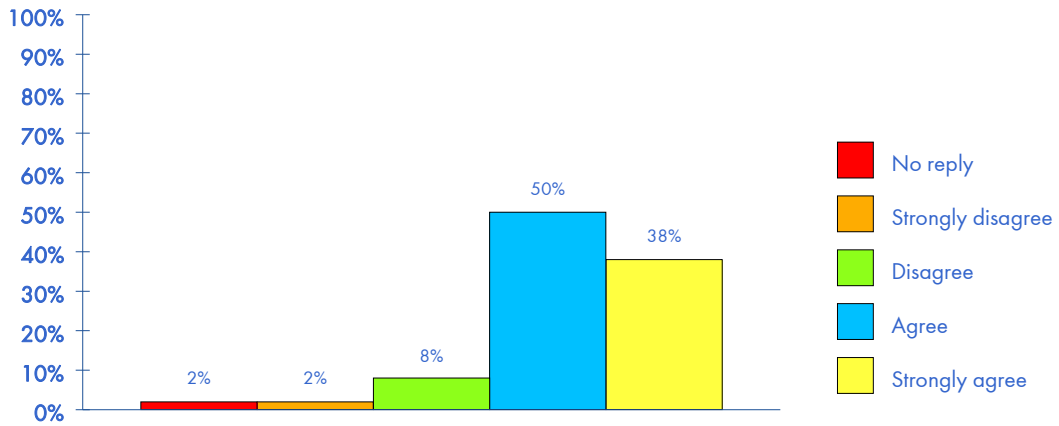
This is a notable shift since 2008, possibly due to the wording of the question:

- 2008 *'I have received recognition or praise for good work in the last 7 days'*
- 2009 *'I have received recognition or praise for good work in the last two weeks'*

This along with two other survey items registered bigger increases in overall agreement ratings, all three items had been slightly reworded in the 2009 version - changing the scope and focus of the indicator from its original format. A like-for-like comparison is therefore not possible.

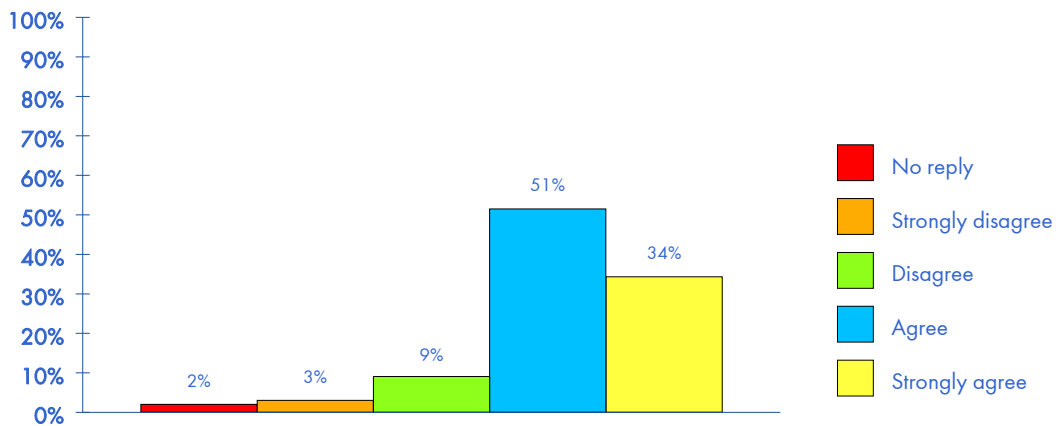
Overall agreements ratings are very consistent across the 4 Regions but it is clear that there is still work to do in this area. At least 25% of the workforce still does not believe they are receiving praise and recognition at work. Elsewhere in this report it will be noted that the perception of fair and performance related reward is a concern for a significant number of employees. Recognition is an important, though often overlooked or under-valued element of reward, so perhaps the results for these indicators should be considered together, rather than in isolation. There has undoubtedly been a positive improvement in the sense of recognition over the past 12 months and further analysis to understand what has achieved that, and how it might be continued and expanded is strongly recommended.

My line manager/supervisor, or someone at work, seems to care about me as a person (2009)



2008

My line manager/supervisor, or someone at work, seems to care about me as a person



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	2%	8%	50%	38%
Business Area					
Region 1	0%	2%	6%	52%	40%
Region 2	2%	3%	9%	53%	34%
Region 3	2%	2%	8%	48%	40%
Region 4	3%	2%	7%	45%	43%

Comment:

The positive result from 2008 has been maintained and improved by an additional 3% agreement in 2009 – again the strength of that agreement is worthy of note.

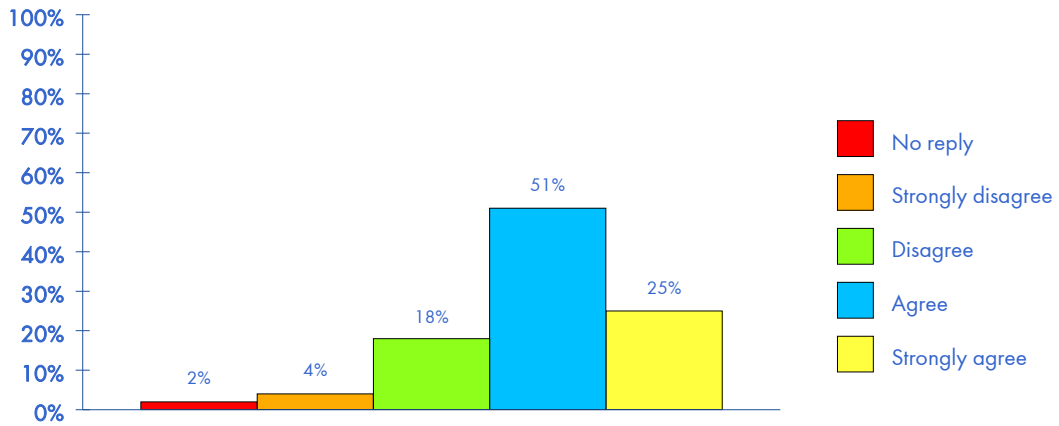
This indicator and the results suggest that the greater majority of Anglodene employees believe that they are valued, not simply as a colleague on a professional basis, but as an individual in their own right. Such acceptance is important for self esteem, confidence and the sense of being part of a team, group or community. It is a motivational driver for many individuals and will certainly contribute to the high positive ratings for other similar indicators in the survey (*I enjoy working here/I have friends at work/ I would recommend my place of work as a good employer to friends and family*). Given the quite diverse nature of the workforce and the differences in work contracts, this is a healthy situation and not necessarily one shared by other organisations of a similar size and make –up.

As previously mentioned in another section, we cannot conclude from this indicator that employees think their manager or supervisor cares about them as a person. We simply know that they think *someone* at work does. We also know that over 90% respondents recognise that they have friends at work – and friends tend to care about each other. Some of the lower rated indicators (*I receive fair rewards for the responsibilities I have in my job/ I have talked with someone about my progress in the last six months/ My opinions seem to count at work*) may hint at some reservations about how much time line managers are prepared to invest in their direct reports. Spending time talking with, listening to, coaxing and coaching employees is, amongst other things, an indication that the manager cares about them.

Results from other employee research conducted by Shine over the past 5 years indicates that line managers are making less and less time available - not just for the mechanics of managing staff, but for actually building a working relationship with them. In many ways they are becoming more distant and disengaged from them.

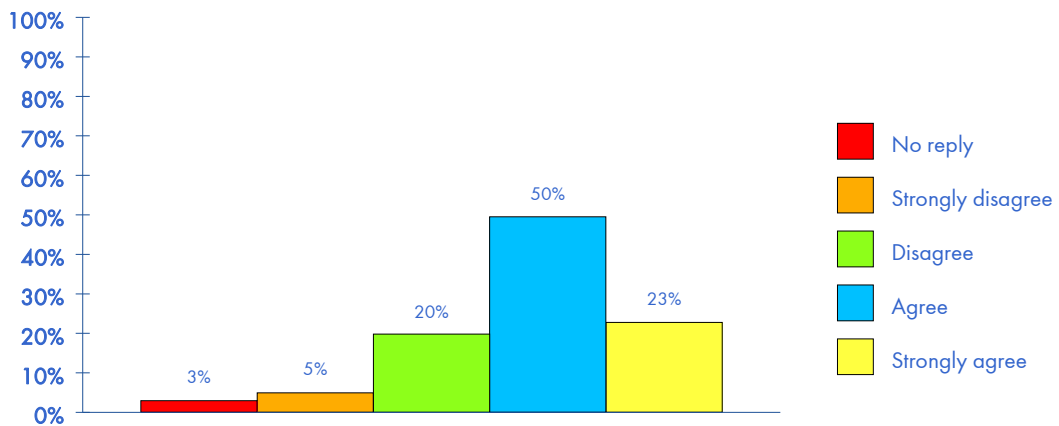
Whilst it would be misleading to infer that Anglodene managers and supervisors do not care sufficiently about employees as people, it may also be ignoring some other fundamental 'deficiencies' to assume they do.

There is someone at work who encourages my development (2009)



2008

There is someone at work who encourages my development



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	4%	18%	51%	25%
Business Area					
Region 1	1%	2%	14%	55%	28%
Region 2	2%	4%	18%	53%	23%
Region 3	2%	4%	17%	49%	27%
Region 4	3%	4%	19%	48%	25%

Comment:

Another small but encouraging move in the right direction with a 3% increase in agreement that someone at work encourages individual development. 3 out of 4 respondents feel encouraged by a colleague to develop themselves – or be receptive to development by others.

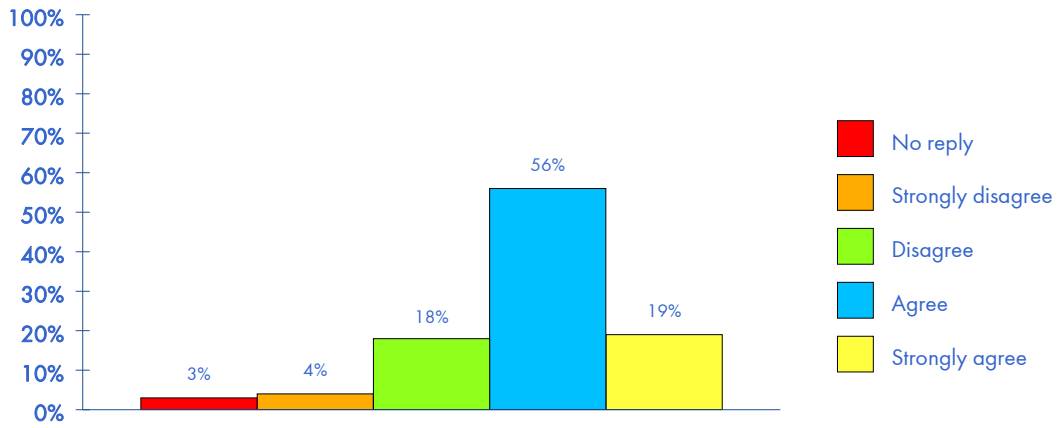
This result is very consistent with the related indicator (*I have had opportunities at work this year to learn and grow*) inferring that not only are respondents encouraged, through words, to develop but that practical opportunities to do so are available in the work place. Development is therefore not simply something that people talk about in Anglodene, it is a realisable and attainable outcome.

Perhaps management would ideally like to see less combined disagreement that development is encouraged at work (23% in Region 4) but the trend is positive and when considered with other indicators around training and development, the overall pattern seems encouraging.

Yet whilst it has also seen a slight improvement over the past 12 months (up 2% to 67% agreement), almost one third of respondents report that they have not talked to anyone about their progress in the past 6 months. From this we might assume that a significant percentage of employees across all 4 Regions have not had either an interim or annual appraisal to discuss their performance and future development. Perhaps we can extend that assumption to conclude that line managers have not prepared for and held those meetings. For those managers for whom this is correct, it is difficult to see how they could be seen to encourage development.

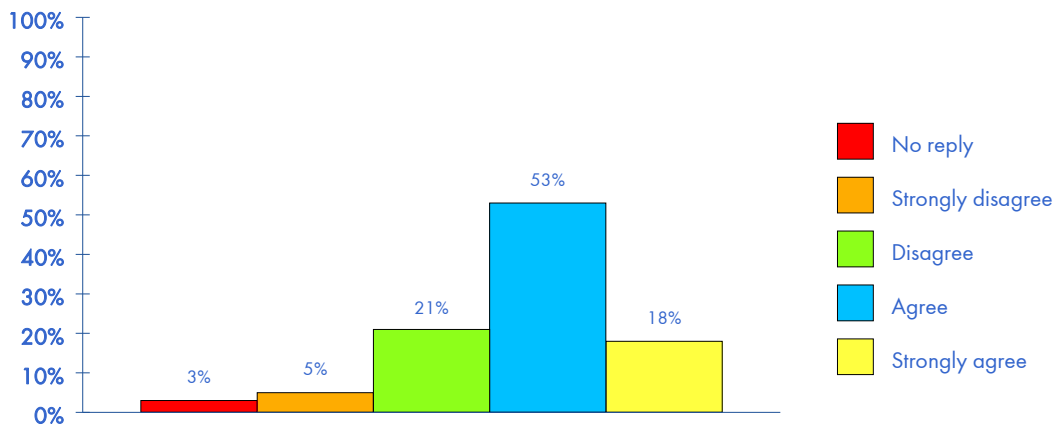
When taking into account the positive results for other indicators in this year's survey, the relationship with most line managers seems healthy and respectful. However, the evidence is inconclusive about the real extent to which line managers and supervisors do actually take responsibility for managing the performance and supporting the development of their staff. Whilst respondents may receive the appropriate level of support and challenge from a wider group of colleagues (and this is likely to be welcomed and valuable), the expectations of managers may not be fully realised.

My opinions seem to count at work (2009)



2008

My opinions seem to count at work



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	4%	18%	56%	19%
Business Area					
Region 1	1%	2%	13%	65%	19%
Region 2	2%	4%	20%	57%	17%
Region 3	3%	3%	16%	56%	22%
Region 4	4%	5%	17%	55%	20%

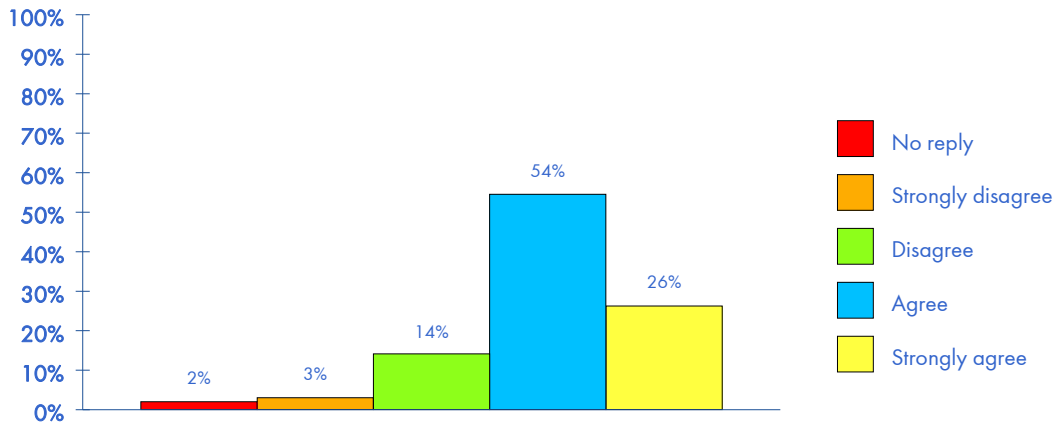
Comment:

The 2009 results consolidate on the 2008 levels and add an additional 4% agreement raising the combined agreement rating to 75%. 3 out of 4 respondents therefore believe that their opinions appear to have value and make a difference in the business. This would also imply that the same respondents perceive that they are listened to and the business is interested in their views. Whilst the numbers who strongly agree with this indicator are slightly lower than elsewhere in the survey, the current result and trend is an encouraging pointer to the fact that employees are increasingly engaging with and being engaged by the organisation.

This assertion is to some extent confirmed when considering the related indicator around communication, i.e. *I am able to speak my mind freely*. At 80% agreement in 2009, respondents are saying that not only do they believe they can say what they think but also that their views are taken seriously and contribute to the business. The combination of both indicators suggests that there is a good level of upward communication in Anglodene.

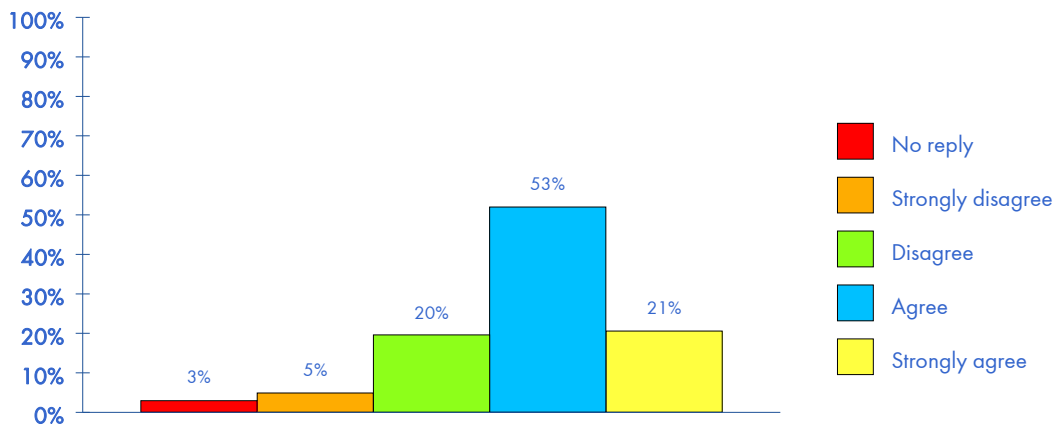
Although the difference is slight, respondents from Region 2 have less confidence that their views do count in their Region, contrasting most markedly with their colleagues in Region 1.

I am able to speak my mind freely (2009)



2008

I am encouraged to speak my mind freely



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	3%	14%	54%	26%
Business Area					
Region 1	1%	1%	10%	63%	25%
Region 2	2%	3%	16%	56%	23%
Region 3	2%	2%	12%	52%	32%
Region 4	2%	4%	14%	53%	26%

Comment:

In terms of open communication, the opportunity and willingness to speak freely at work appears to have been, and continues to be at a positive level – 80% of respondents agreeing that this is correct. As mentioned in the previous comments, the combination of positive perceptions for this indicator and that concerning the validation of opinions suggests a healthy environment in which employees can be heard. This is especially the case within Region 1 where almost 90% of respondents agree that they can talk openly in the work environment.

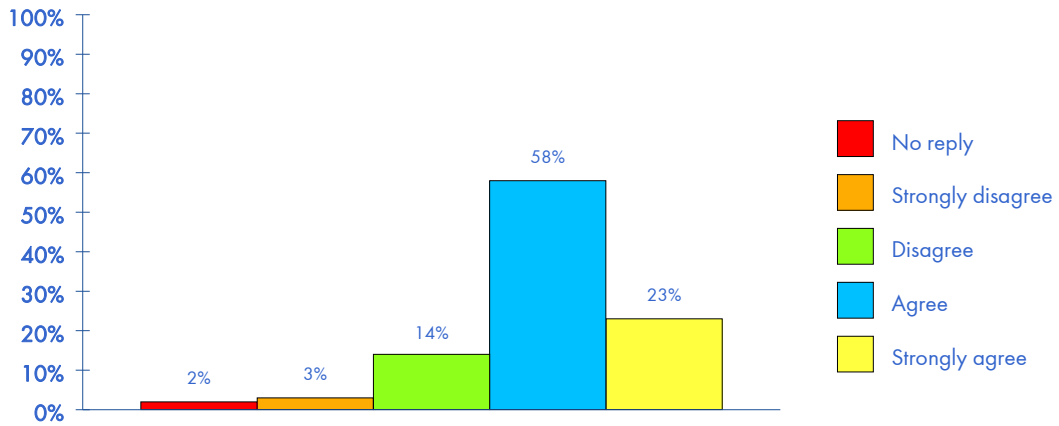
The % combined agreement rating has increased by 6% since last year’s survey and the improvement is consistent with all other indicators in the survey. The wording of this indicator has been changed in 2009 to place the emphasis on the individuals ‘ability’ to speak their mind, rather than feeling ‘encouraged’ to do so.

- 2008 *‘I am encouraged to speak my mind freely’*
- 2009 *‘I am able to speak my mind freely’*

The former wording tends to indicate external factors (people, processes, etc) that assist individuals to speak freely, whilst the new wording may invite respondents to consider their internal resources (e.g. skills, confidence, motivation, willingness). An employee may feel personally equipped to speak their mind freely but not necessarily encouraged to do so by their manager or others.

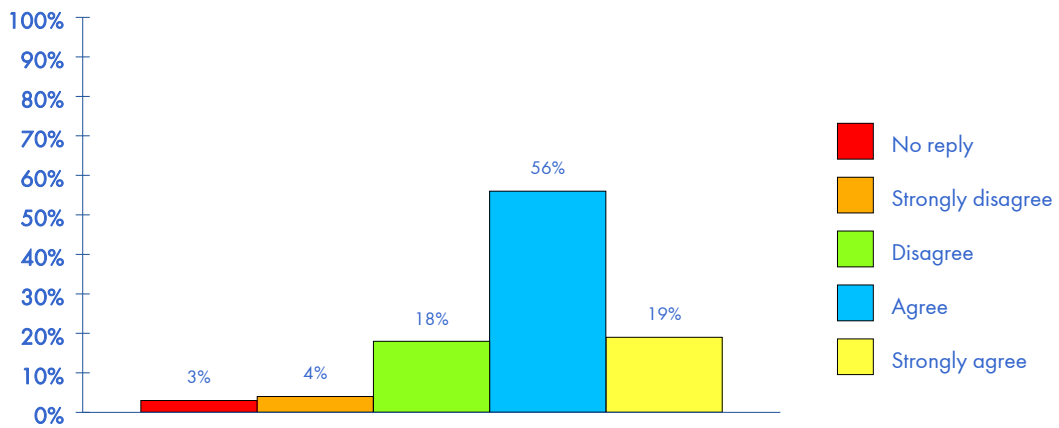
Research experience suggests that individual respondents are unlikely to provide ratings that question their own abilities or attitudes and may be more inclined to be critical of others or workplace conditions. With this in mind, although the current result for open communication is favourable and points to personal confidence, more enquiries would help confirm that individuals do feel genuinely encouraged – by others – to express their opinions.

My company's mission makes me feel like my work is important (2009)



2008

My company's mission makes me feel like my work is important



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	3%	14%	58%	23%
Business Area					
Region 1	1%	1%	11%	63%	25%
Region 2	2%	3%	15%	61%	19%
Region 3	2%	2%	11%	56%	29%
Region 4	4%	3%	17%	54%	22%

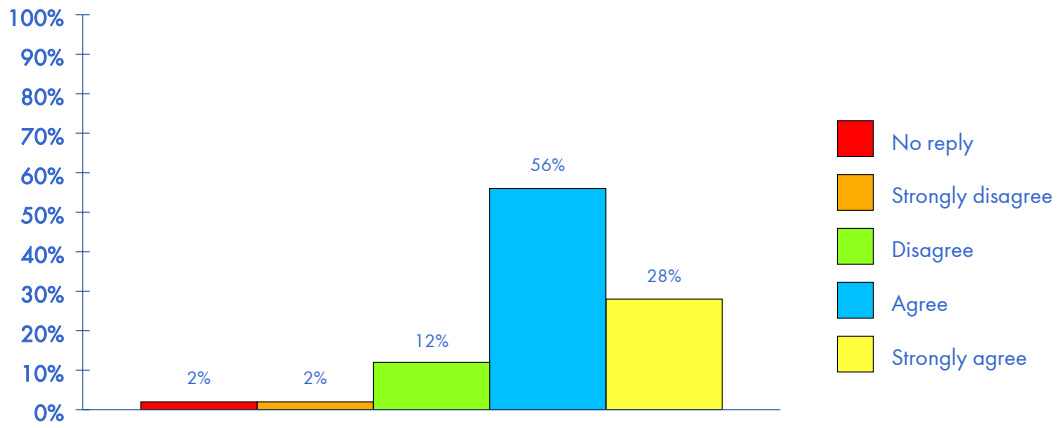
Comment:

A 6% increase in 2009 takes the combined agreement rating for this indicator to 80%. The connection between the purpose of the organisation and the value of an individuals work is an important one in creating engagement. This result is one indicator that more than 3 out of every 4 employees across Anglodene are engaged with the business on the basis that they know that their work makes a positive contribution.

Whilst to some extent this will be an assumption, we may also be able to conclude from the high agreement rating that most employees *agree* with the company's mission. If this is the case, and when other survey indicators are taken into consideration (e.g. *I know what is expected of me/I have the materials and equipment to do what I do best every day/I enjoy working here*), the 2009 survey results point to a good level of alignment amongst employees.

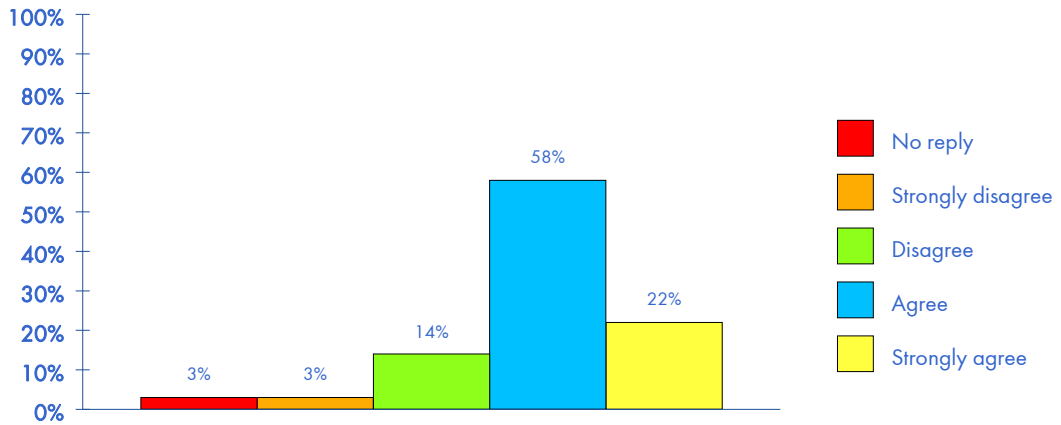
Perhaps if the organisation were looking to improve on this already encouraging level of engagement and alignment, a higher proportion of respondents would strongly agree with this indicator. At present only 1 in every 4 respondents do so. As elsewhere in this survey, we can see that the strength of agreement in Region 3 is slightly higher than in the other 3 Regions.

The people I work with are committed to doing quality work (2009)



2008

My colleagues are committed to doing quality work



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	2%	12%	56%	28%
Business Area					
Region 1	0%	0%	3%	55%	41%
Region 2	2%	2%	13%	58%	26%
Region 3	2%	2%	11%	56%	29%
Region 4	3%	2%	12%	54%	28%

Comment:

Respondents to this year's survey have again confirmed that they share a commitment to doing quality work - a value that possibly creates a team or community spirit and one of shared purpose. Over 80% of respondents believe that the people they work most closely with (i.e. with whom they actively collaborate on tasks) want to deliver the best products and services. This suggests that employees are generally confident that the people on whom they rely, and who rely on them, probably want to achieve the same outcomes. Under such circumstances, high standards become easier to maintain as people more willingly take a shared individual and collective responsibility for doing so.

This figure is up by 4% on the 2008 result with 6% more respondents strongly agreeing with the indicator. Again, the wording of the statement has changed a little in the 2009 survey, referring more specifically to other employees that the respondent works with as opposed to a broader colleague community in a site or across Anglodene.

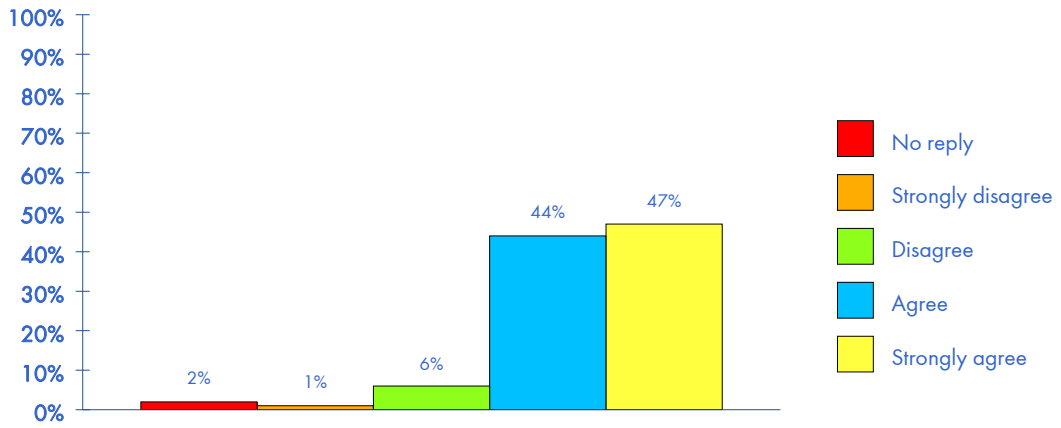
- 2008 *'My colleagues are committed to doing quality work'*
- 2009 *'The people I work with are committed to doing quality work'*

This amended statement is arguably a tighter and more accurate indicator in that respondents are likely to have more first hand, observable evidence of demonstrable commitment with people they work with on a day-to-day basis rather than on colleagues in other areas, functions and Regions whom they might not or rarely interact with.

If this is the case, the result provides assurance that many people are working with and alongside other people who share the same objective – an important pre requisite for good teamwork.

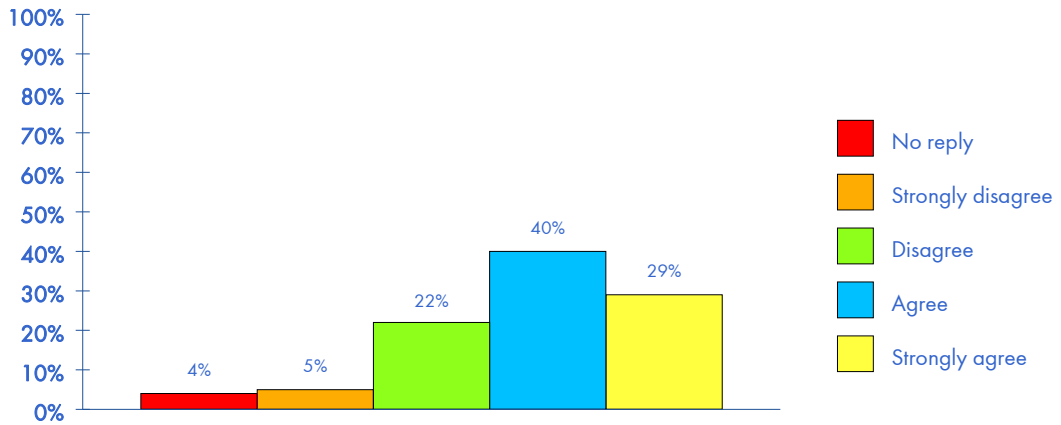
The results for the Region 1 illustrate this point most emphatically with over 96% respondents agreeing that their co-workers share a commitment to quality.

I have friends at work (2009)



2008

I have a best friend at work



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	1%	6%	44%	47%
Business Area					
Region 1	1%	1%	5%	55%	38%
Region 2	2%	1%	6%	44%	46%
Region 3	2%	1%	4%	41%	53%
Region 4	3%	1%	7%	46%	43%

Comment:

Quite clearly, the 2009 survey results show that Anglodene employees acknowledge they have friends in the work place. The forming and nurturing of such relationships will generally be seen as a positive characteristic and have implications for measures such as job satisfaction and work performance. Over 91% of respondents report that they have friendly relationships at work and in the case of Legoland Theme Parks, over 50% of respondents strongly agree with the statement.

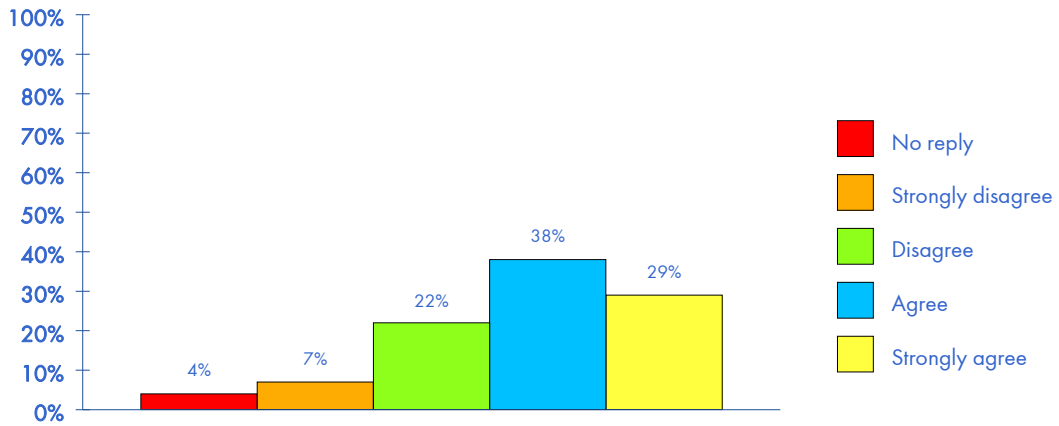
This represents an increase of 22% in combined agreement rating in the past 12 months – a change possibly due to the rewording of the original 2008 statement,

- 2008 '*I have a best friend at work*'
- 2009 '*I have friends at work*'

The current statement is a much broader – perhaps less contentious – indicator and is likely to receive a positive response from most employees. After all, the desire to work for an organisation will partly be driven by the social needs of the individual employee. However, the original 2008 statement, identifying the presence of a 'best friend', was regarded by UK research agencies as an indicator of employee retention. There is no current research data available to suggest that simply having friends at work will influence an employee's decision to stay or seek a career move.

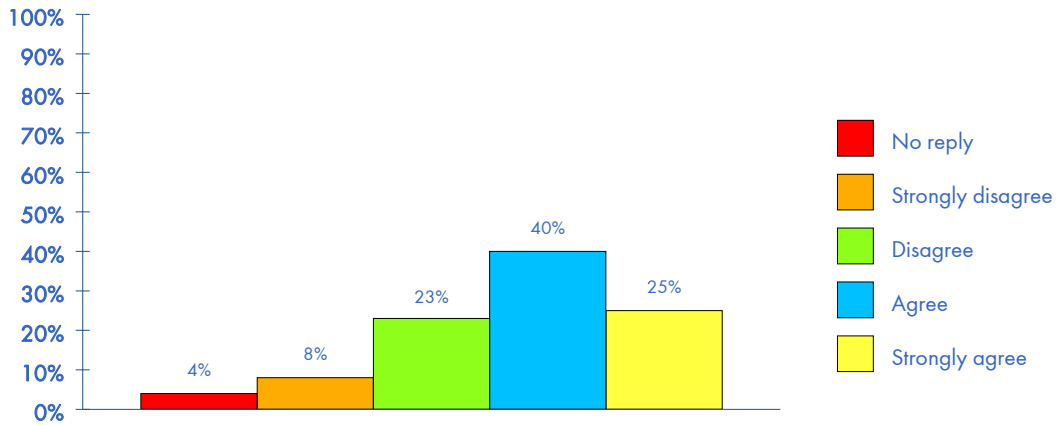
We would therefore advise caution in reading too much into either the retention or engagement implications of this very positive result. Considering that 91% of respondents affirm that they enjoy working at their site, it may be safe to assume that part of that enjoyment is due to having friendly relationships at work. To attribute anything more substantive to this result might be misleading and would require more enquiry and analysis.

I have talked with someone about my progress in the last 6 months (2009)



2008

I have talked with someone about my progress in the last 6 months



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	4%	7%	22%	38%	29%
Business Area					
Region 1	1%	1%	9%	49%	39%
Region 2	3%	5%	19%	41%	31%
Region 3	4%	11%	26%	33%	26%
Region 4	5%	8%	22%	39%	26%

Comment:

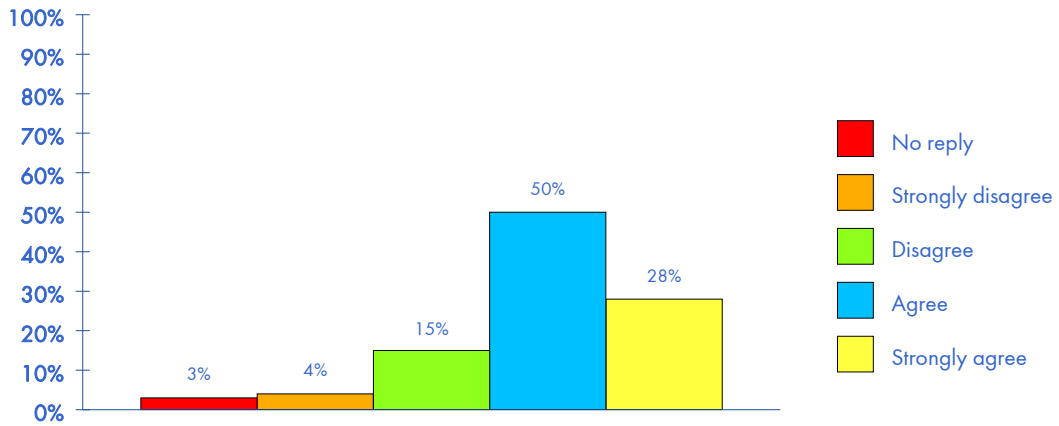
Although we can identify a very slight improvement in the overall agreement rating for this indicator (2008 at 65%, 2009 at 67%), it remains amongst the 3 lowest rated indicators in this years survey. The level of agreement suggests that 1 in every 3 employees have not talked to anyone about their work progress in the past six months. As this would typically be the responsibility of a line manager or supervisor, we can conclude that a significant number of people managers are not conducting performance reviews, appraisals or development reviews. It also might infer that large numbers of employees are not getting sufficient feedback about their performance to know how good a job they are doing.

A closer look at the table above reveals that the issues may be concentrated in two Regions. Whereas 88% of respondents in Region 1 agree that they have discussed their progress, between 30 and 38% of respondents in Region 3 and Region 4 report they have not. Perhaps the Head Office environment is more conducive to holding any form of progress review or that more importance is placed on it in that environment than in other sites.

However, it is intriguing to recall that Region 3 (as do most Regions) report that respondents do know what is expected of them, i.e. they are aware of their objectives. From this we may suppose that managers and supervisors do make time to ensure their staff know what they should be doing but make less time to assess and review performance with them. This perception may also inform other less favourable ratings around reward. For instance, if an employee feels that their manager/supervisor fails to monitor their progress or discuss it openly with them, it is likely that employee may also feel rewards cannot be fairly attributed to those most deserving of them.

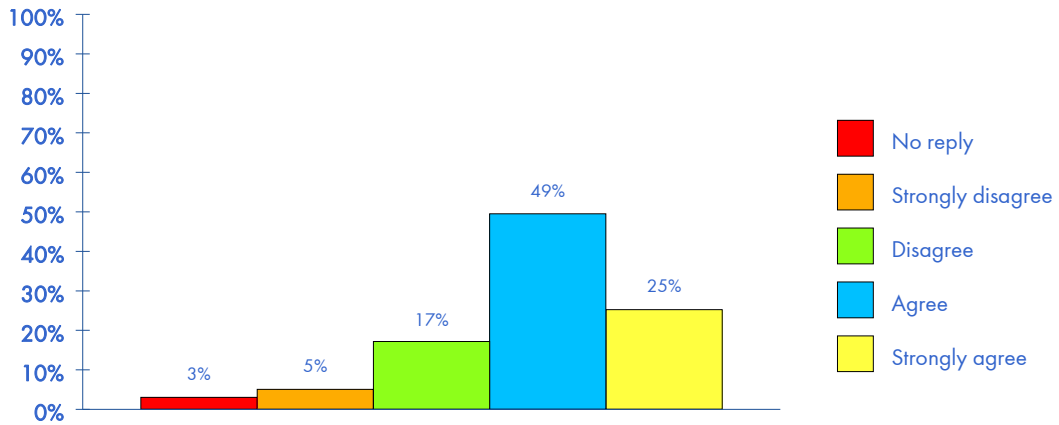
This raises some questions about the consistency and quality of performance management across Anglodene. Whilst the majority of results do present a positive picture – and indicate that picture has got brighter over the past 12 months – this is one element that may have negative consequences for engagement, retention and ultimately performance.

I had opportunities at work this year to learn and grow (2009)



2008

I had opportunities at work this year to learn and grow



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	4%	15%	50%	28%
Business Area					
Region 1	1%	2%	11%	55%	31%
Region 2	2%	4%	14%	52%	27%
Region 3	3%	4%	16%	49%	29%
Region 4	5%	6%	18%	45%	26%

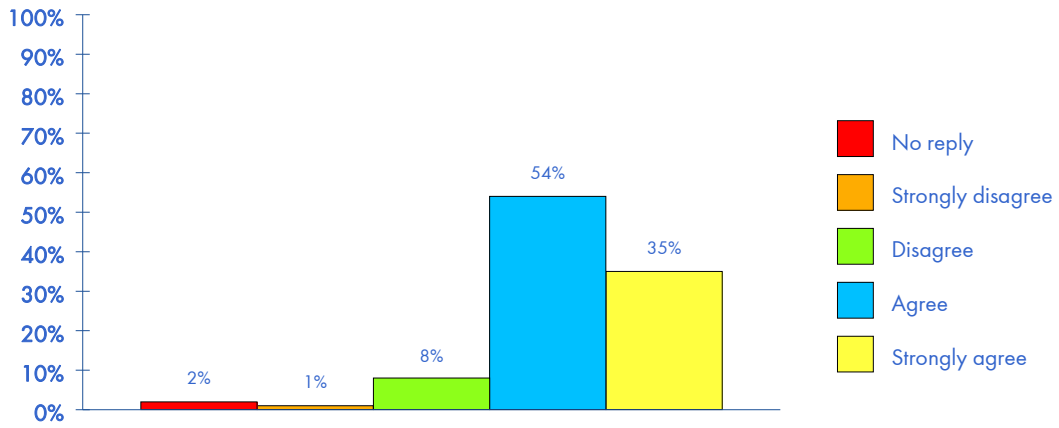
Comment:

Whilst the previous indicator raises some questions about the regularity of progress reviews, here respondents are confirming that they have had opportunities to develop and progress in the past year. Although some will not have discussed either the opportunity or their experience of it with their manager, they acknowledge the opportunity existed.

As previously mentioned earlier in the report, respondents do recognise that someone at work encourages their development – possibly in the knowledge that these opportunities do exist. As 3 in every 4 respondents acknowledge both the support and opportunity, we can perhaps deduce that they will be confident about development in Anglodene and will take those opportunities. This is especially apparent in the Region 1 where only 13% of the respondent group raised doubts about development opportunities, compared to approximately 20% elsewhere across the Group.

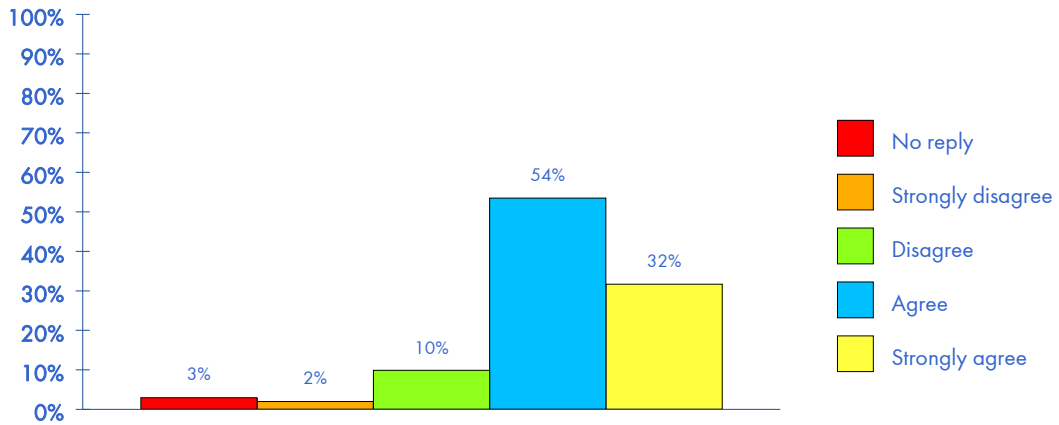
The results may however point to a possible frustration for some employees if nothing changes. The 2009 survey confirms that the majority of respondents recognise that someone at work encourages them to take the development opportunities that do exist. However, once taken, it is possible that some of these respondents have little, if any, acknowledgment or input from their line manager or supervisor. This may then be viewed as management ambivalence or indifference to learning and growth and undermine the commitment of those respondents. It will also significantly reduce the ROI for the business Region that made the opportunities available.

I am trained properly to do my job well (2009)



2008

I am trained properly to do my job well



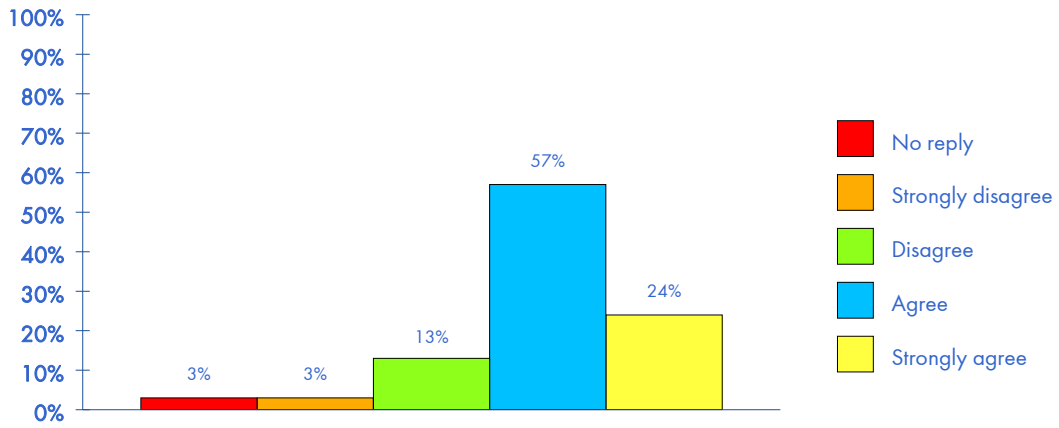
	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	1%	8%	54%	35%
Business Area					
Region 1	2%	2%	10%	64%	21%
Region 2	2%	1%	6%	56%	34%
Region 3	2%	2%	7%	49%	40%
Region 4	2%	2%	10%	53%	32%

Comment:

From 86% combined agreement in 2008 to 89% in 2009, good, focused job training is acknowledged widely across Anglodene and consistently between the 4 regions. Region 3 again lead the way with a 40% strongly agree response.

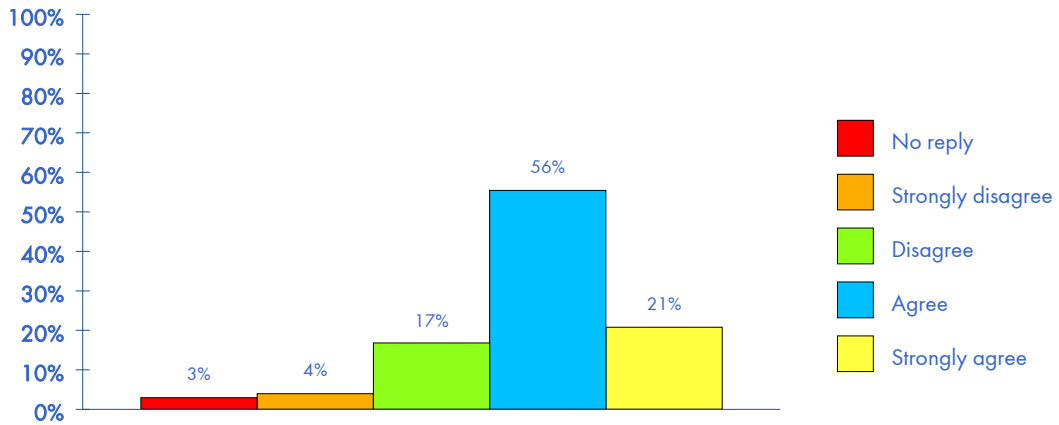
A very consistent theme emerges that generally respondents do feel equipped to do the job they are required to do. They understand the nature of the job, how it fits with the overall business objectives, what standards they are expected to meet and the skills/knowledge/equipment required to do it. It is also clear that most respondents understand their responsibilities for ensuring a safe working environment. So, in a sense, all the physical, practical and operational factors required for them to do the best work possible are in place for at least 3 out of every 4 employees.

Work plans and schedules are realistic (2009)



2008

Work plans and schedules are realistic



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	3%	13%	57%	24%
Business Area					
Region 1	3%	8%	32%	47%	10%
Region 2	2%	3%	14%	62%	19%
Region 3	3%	2%	10%	54%	32%
Region 4	3%	4%	15%	55%	23%

Comment:

For the majority of respondents across Anglodene, work plans and timescales are realistic and therefore perceived to be achievable. At least 3 out of every 4 respondents concur with this view and there has been a 3% increase in the number of respondents who strongly agree with this view.

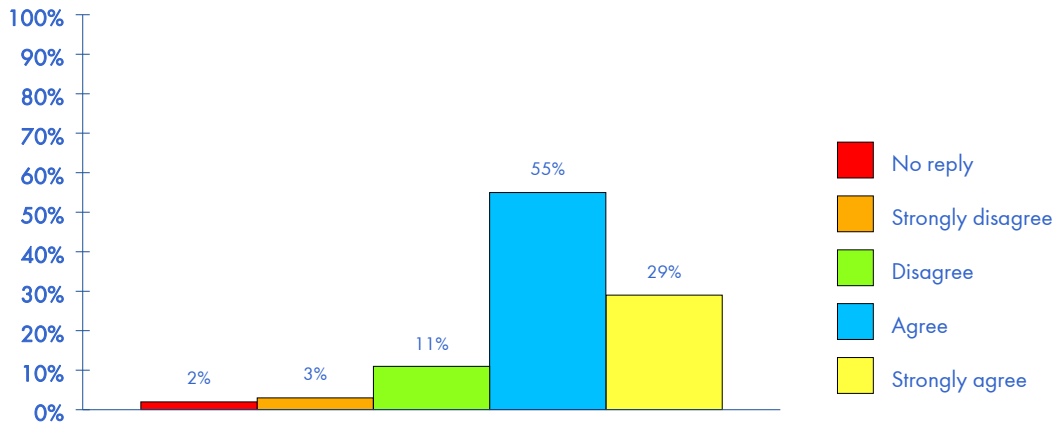
There is a notable contrast within the Regions. Whilst Region 3 return a combined 86% agreement (of which 32% strongly agree), 40% of respondents in region 1 do not agree. This represents one of the single biggest disagreement ratings in the 2009 survey and suggests that quite different standards and approaches are taken towards planning and timescales. It may also infer that if respondents in the Anglodene Region do not feel that the plans they are working to are realistic, they are experiencing significant levels of stress.

The result is interesting to consider alongside the very positive agreement within Anglodene region that work colleagues are seen as committed to doing quality work. This potentially could be a recipe for excessive stress as individuals - self motivated and highly committed – find themselves chasing unachievable goals and/or deadlines. Whilst this situation can probably be sustained in the short term it is likely to have negative consequences if it becomes accepted practice.

Yet respondents in Anglodene region also report positively elsewhere in the survey that their opinions seem to count which would suggest that they can influence the way things are done. If this is correct, then the question arises around what may be stopping them from ensuring plans and schedules are made more realistic?

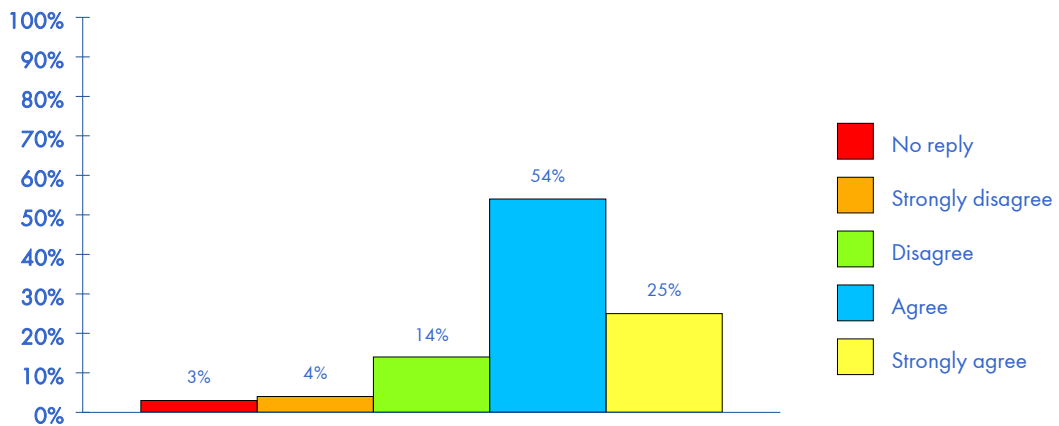
This distinction is quite striking when viewed alongside many of the other results in the survey and probably warrants further enquiry to understand the real nature of the issue and possible remedies.

In my place of work, any unsafe working conditions are quickly corrected
(2009)



2008

In my place of work, any unsafe working conditions are quickly corrected

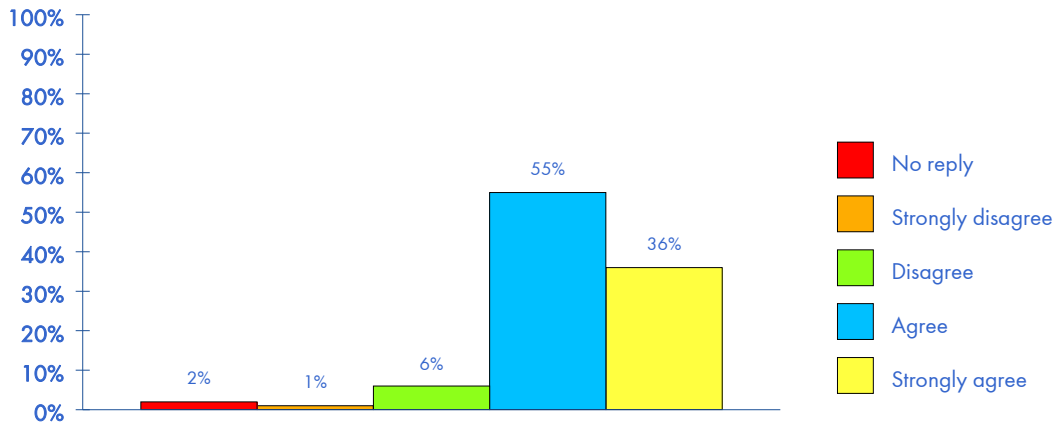


	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	3%	11%	55%	29%
Business Area					
Region 1	0%	2%	7%	63%	28%
Region 2	2%	3%	11%	57%	27%
Region 3	2%	2%	10%	51%	35%
Region 4	3%	3%	12%	54%	27%

Comment:

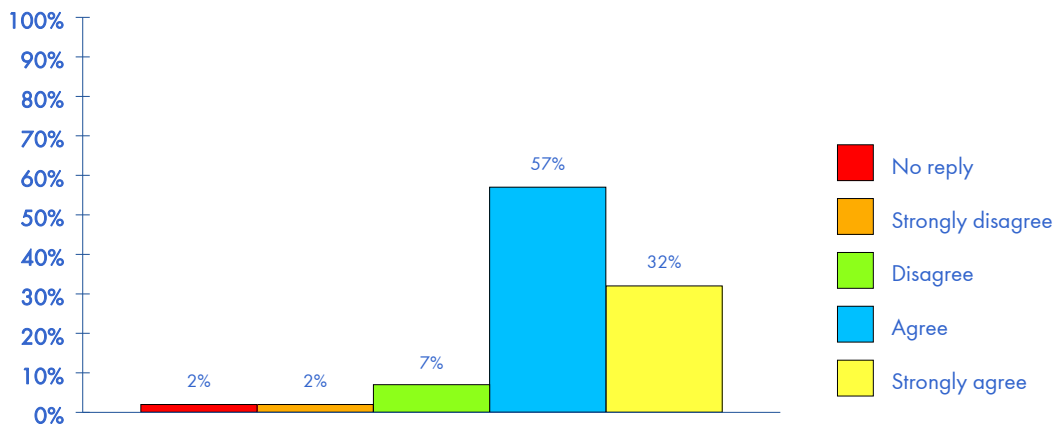
The emphasis and priorities placed on safety in the work place remains clear with a 5% increase in the combined agreement rating over the past 12 months, the majority of which was strong agreement. It is a view shared across all 4 Regions although perhaps the organisation would ideally wish to have a 100% agreement rather than 14% of employees raising concerns over Anglodene commitment to safety.

I am encouraged to try and minimise risks and ensure a safe working environment (2009)



2008

I am encouraged to try and minimise risks and ensure a safe working environment



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	1%	6%	55%	36%
Business Area					
Region 1	0%	1%	6%	60%	33%
Region 2	2%	1%	5%	58%	34%
Region 3	2%	1%	7%	50%	41%
Region 4	3%	1%	6%	56%	34%

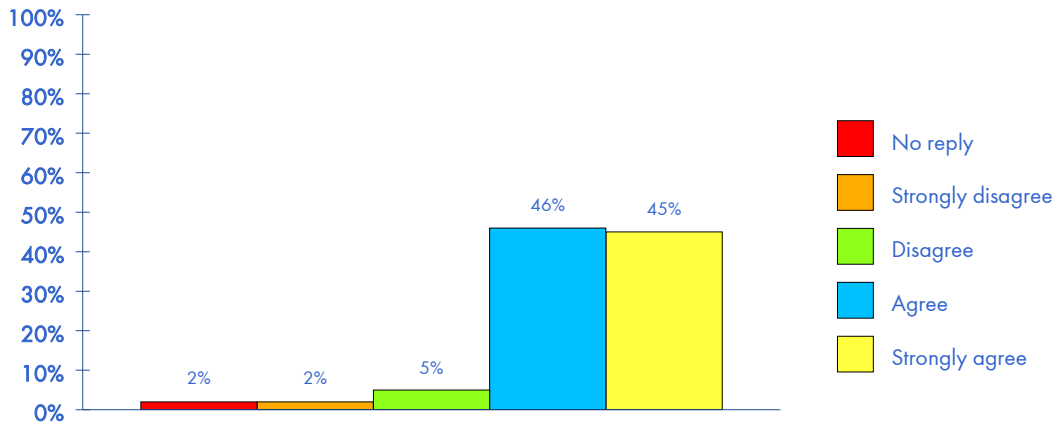
Comment:

A highly consistent set of results across the business concerning employee responsibility for ensuring safety at work is a key priority. A small improvement (+2%) on the 2008 survey with the combined agreement rating now exceeding 91%.

Clearly employees are hearing the messages around the critical importance of taking responsibility for reducing risks and safety - and perhaps it can be assumed from these results that employees do accept that responsibility.

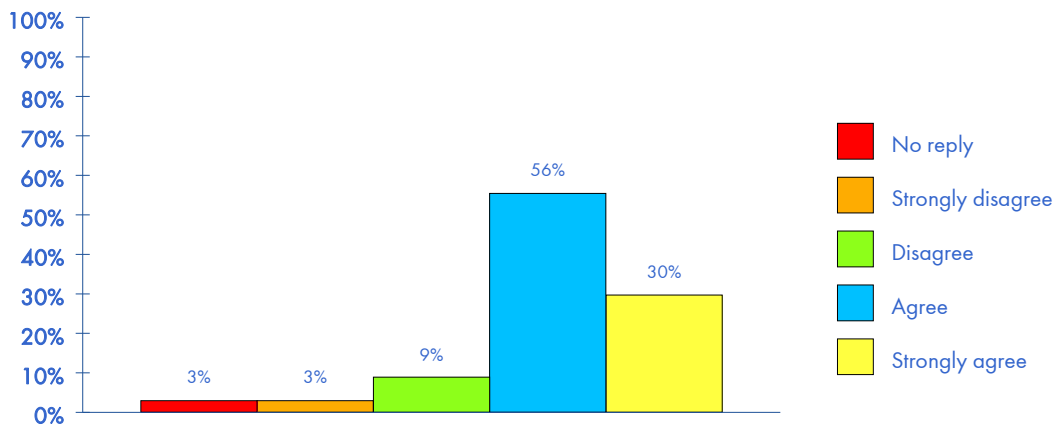
Whilst the combined agreement rating is very high, perhaps the ongoing challenge in this area is to see a shift in responses from agree to strongly agree. The fact that 64% of respondents do not strongly agree with this indicator could be interpreted as a signal that safety is still not seen as an essential and non-negotiable business requirement.

My line manager/supervisor treats me with respect (2009)



2008

As a person I am treated with respect



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	2%	5%	46%	45%
Business Area					
Region 1	1%	1%	3%	49%	46%
Region 2	2%	2%	5%	49%	43%
Region 3	2%	2%	5%	44%	47%
Region 4	3%	2%	4%	44%	47%

Comment:

One of the 3 highest rated indicators in the current survey, over 91% of respondents confirm that they feel respected by their Line manager /supervisor. By any standards, this is a very positive result and is highly consistent across all 4 regions.

It is even more significant as a result as this indicator has been reworded and refocused following the 2008 survey.

- 2008 'As a person I am treated with respect'
- 2009 'My line manager/supervisor treats me with respect'

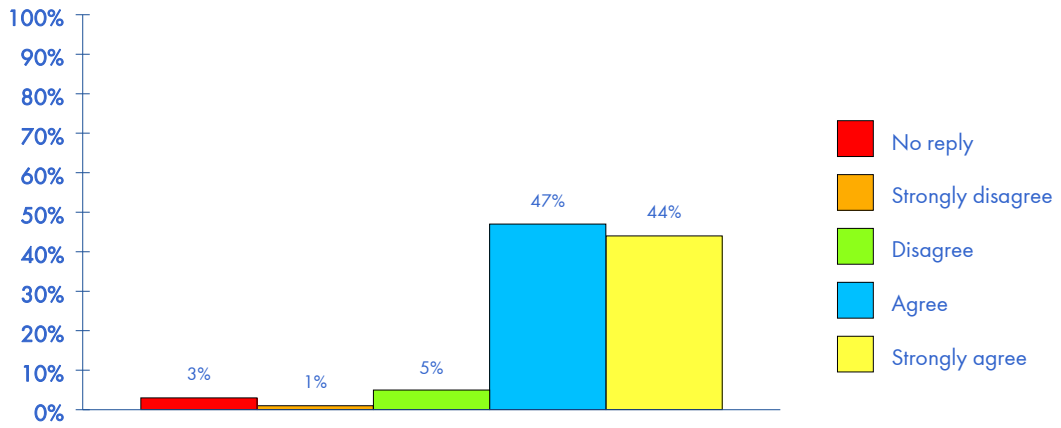
This year's survey clearly investigates the relationship between the respondent and their Line manager as opposed to the nature of relationship with a wider work group. Whilst other indicators in the survey may leave some room for debate over the original source of a positive characteristic (e.g. *My line manager/supervisor or somebody at work seems to care about me as a person*), it is quite clear from which group respondents receive respect.

The result does provide an important insight into the nature of manager/staff relationships at Anglodene. If an employee feels respected by their line manager, it is likely that they will feel valued as an individual. This in turn will provide a sense that their views and opinions will be sought and respected by that line manager and we can see evidence of this in the survey. However, the respect that managers show towards their staff may (and this is clearly supposition) lead to managers avoiding confronting some issue that are seen as 'difficult'. This can be described as 'over using' a strength that then becomes limiting.

This survey does suggest that a significant number of employees do not discuss their performance or progress with their line manager/supervisor. This would involve not simply reviewing successes but also under achievement and performance gaps. The latter often constitute difficult conversations and, possibly out of respect for the individual, the manager avoids them.

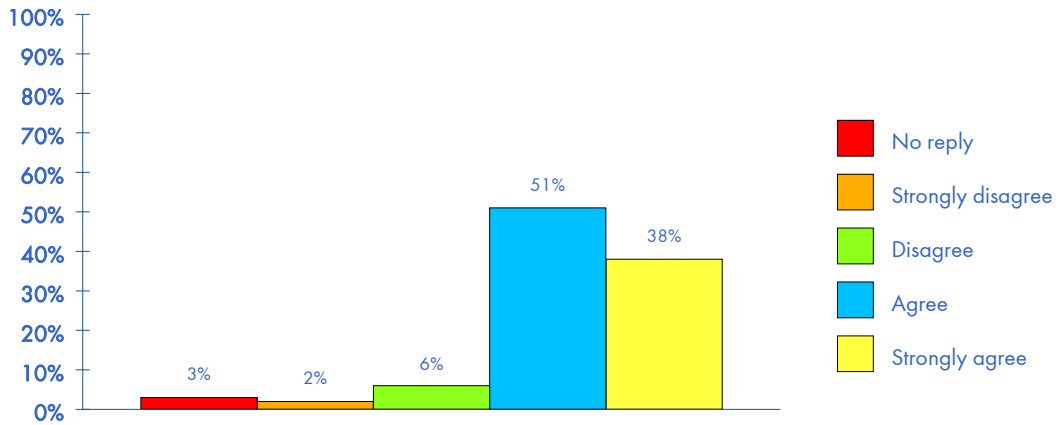
It is an intriguing challenge to shift mindsets to the view that one can show respect for another individual (and their future growth) by helping them to see their limitations. Regular feedback and progress reviews are evidence of taking an active interest in an employee and respecting their needs.

I enjoy working here (2009)



2008

I enjoy working here



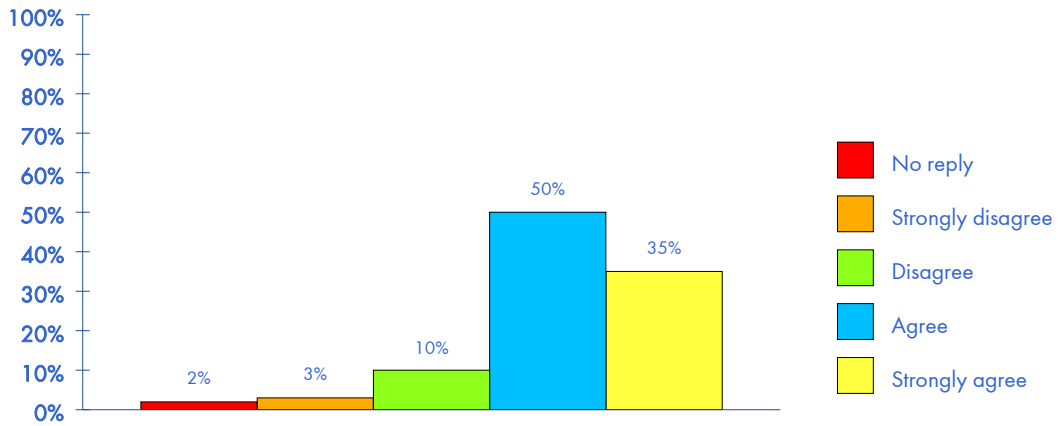
	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	1%	5%	47%	44%
Business Area					
Region 1	2%	0%	4%	50%	43%
Region 2	2%	2%	5%	49%	42%
Region 3	2%	2%	5%	44%	48%
Region 4	4%	1%	5%	48%	42%

Comment:

Whilst the high positive response has only risen by 2% in 2009, it now takes the combined agreement rating over 90% and the significant increase has (once again) been in the % of respondents strongly agreeing with the statement.

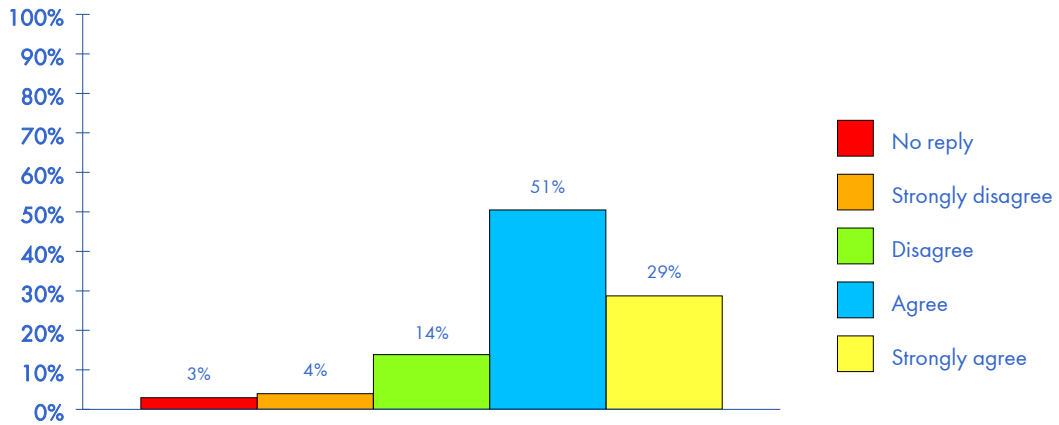
If we assume that 'enjoyment' contributes and is related to overall job satisfaction, these results indicate that the greater majority of all employees in all 4 Regions are satisfied with the work experience. Despite the worldwide recession, and as other employee research data currently emerging is indicating about other organisations Anglodene employees appear positive about their work.

I would recommend my place of work as a good employer to my family/friends
(2009)



2008

I would recommend my place of work as a good employer to my family/friends



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	3%	10%	50%	35%
Business Area					
Region 1	1%	2%	10%	58%	29%
Region 2	2%	2%	10%	54%	32%
Region 3	2%	3%	8%	45%	42%
Region 4	4%	5%	14%	47%	30%

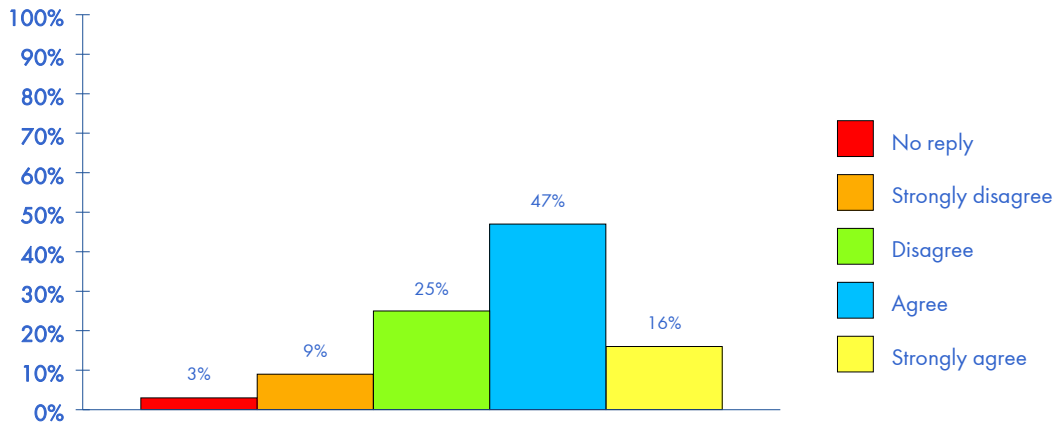
Comment:

Employee recommendation has continued to grow in the past 12 months with an additional 5% of respondents increasing the combined agreement rating from 80 – 85% in 2009. Again, 6% more respondents indicated that they strongly agreed that Anglodene is a good employer.

Clearly this reflects the high level of enjoyment employees derive from working at their site and for the organisation. It probably also reflects that Anglodene employees know what the organisation wants to do, their part in that and that they have the resources to do it. Recommendation by employees is a positive indicator of both engagement and retention and the steadily increasing level of recommendation recorded in the Anglodene surveys over the past 3 years suggest high levels of both are being achieved.

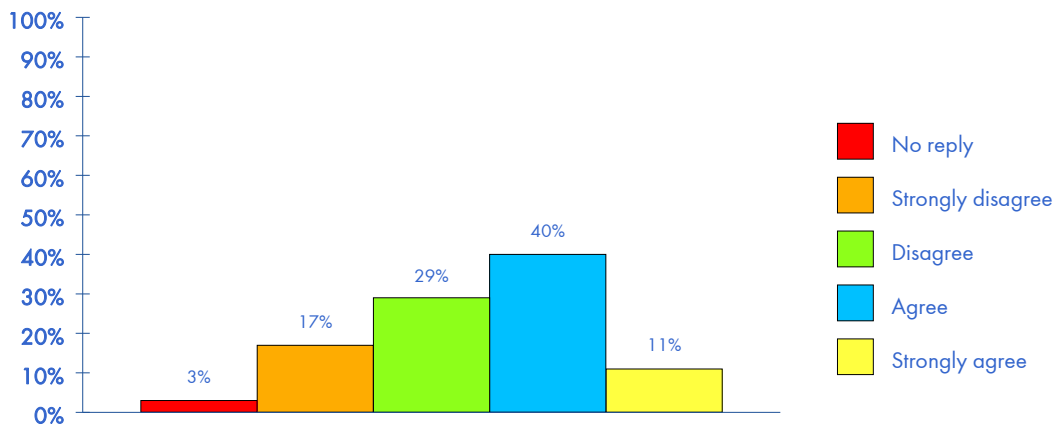
The results for Region 4 although still reflecting 3 in every 4 of their employees would recommend Anglodene, do show a slightly higher level of combined disagreement (19%) than the other 3 regions.

I feel I receive fair rewards for the responsibilities I have in my job (2009)



2008

I am fairly paid for the job I do



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	9%	25%	47%	16%
Business Area					
Region 1	2%	8%	29%	50%	10%
Region 2	2%	8%	25%	50%	15%
Region 3	2%	8%	24%	46%	20%
Region 4	4%	12%	28%	42%	14%

Comment:

Perceptions around pay and rewards have consistently been less favourable over past years and although 2009 does show improvements in line with the rest of the survey, those perceptions continue.

The indicator concerning pay has been reworded in the current survey so an exact comparison with the 2008 cannot be made.

- 2008 'I am paid fairly for the job I do' (Agreement 51%)
- 2009 'I feel I receive fair rewards for the responsibilities I have in my job' (Agreement 63%)

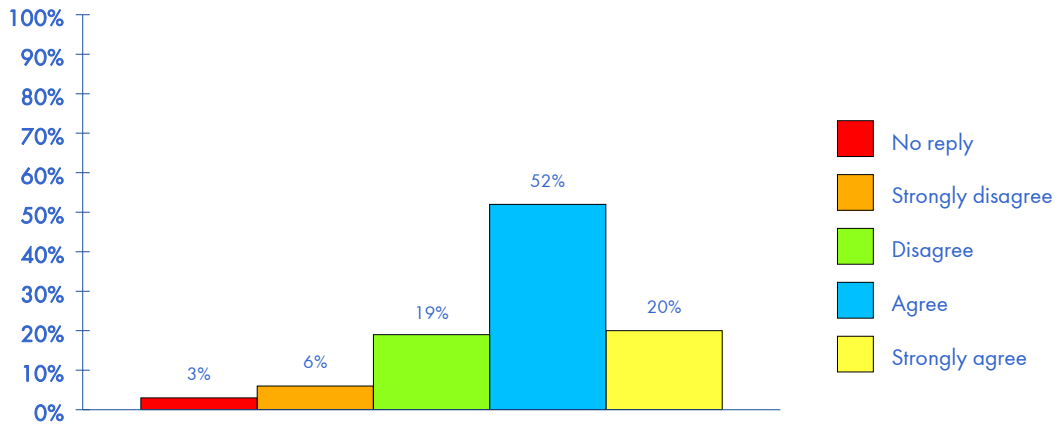
The 12% increase in agreement ratings could be attributed to the replacement of the word 'paid' with the broader term 'rewards'. Rewards would for some respondents imply incentives other than salary or pay so caution must be used before seeing this result as a significant improvement.

Notwithstanding this reservation, and unless other circumstances suggest otherwise, all indicators in the 2009 survey have attracted higher combined agreement ratings than in 2008 and we might assume the same trend would apply here. It is likely therefore that the majority of Anglodene employees do think they are paid and/or rewarded fairly for the job they do, although a significant minority will not.

The revised indicator still remains in the bottom three rated items in the survey, together with the other rewards related indicator 'Rewards are based on performance and results'.

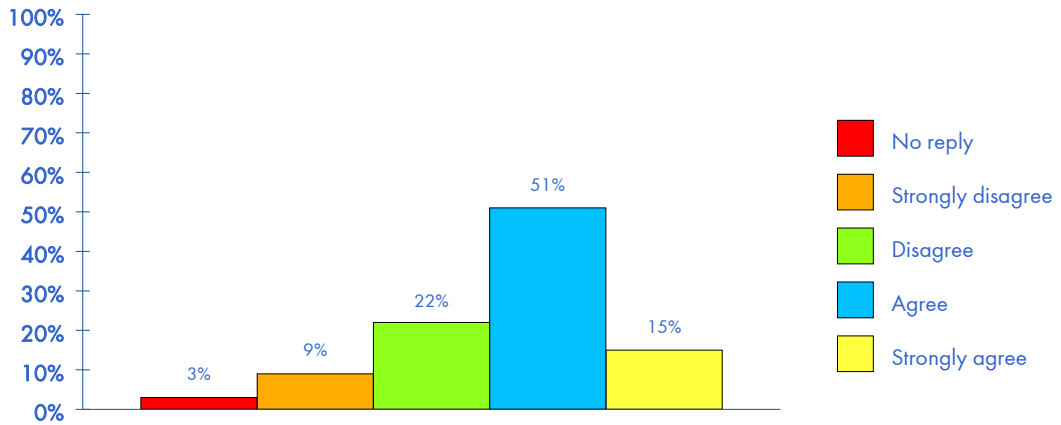
Although any variations between the 4 Regions are small, it is apparent that the combined disagreement ratings in Region 4 are once again the highest (40%).

I am satisfied with the benefits I receive (2009)



2008

I am satisfied with the benefits I receive

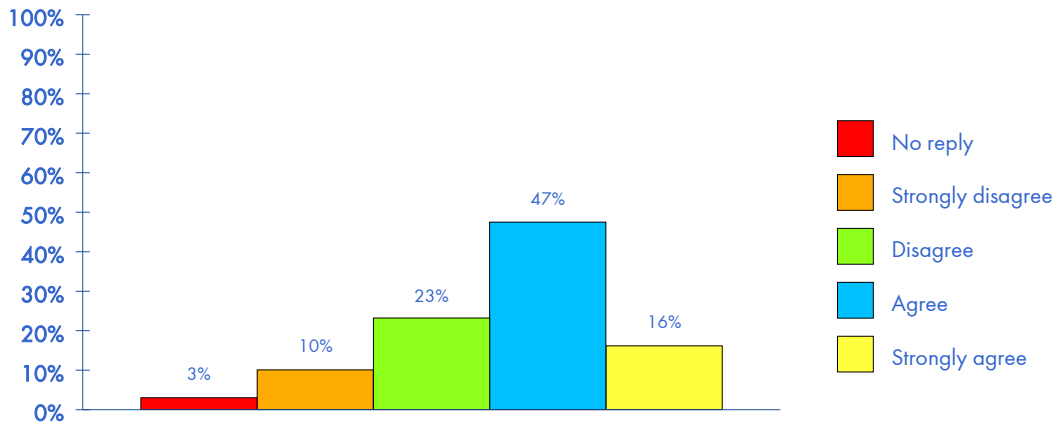


	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	6%	19%	52%	20%
Business Area					
Region 1	1%	6%	27%	56%	10%
Region 2	3%	6%	20%	55%	17%
Region 3	2%	4%	13%	51%	30%
Region 4	5%	12%	22%	48%	14%

Comment:

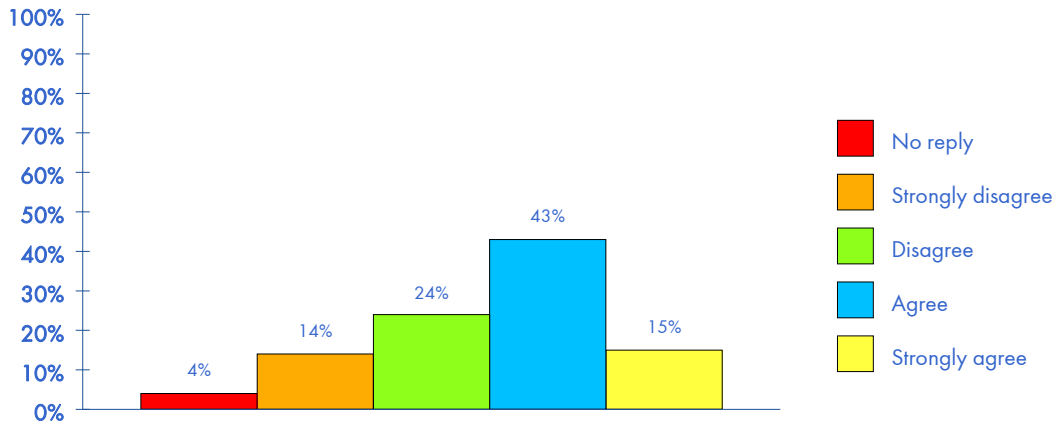
The distinction between rewards and benefits is important to consider when reviewing these results and the 2009 combined agreement rating (72%) – up 6% from 2008 – suggest that most employees are satisfied with the latter but far less so with the former. Indeed, 81% of Region 3 employees indicate they are satisfied. The contrast with Region 4 and Region 1 is noteworthy and reflective of some quite consistent differences of perception between those Regions throughout this year's survey.

Rewards are based on performance and results (2009)



2008

Rewards are based on performance and results



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	3%	10%	23%	47%	16%
Business Area					
Region 1	2%	5%	20%	61%	12%
Region 2	3%	8%	23%	51%	16%
Region 3	3%	13%	24%	42%	17%
Region 4	4%	11%	23%	45%	17%

Comment:

The second 'reward' oriented indicator to appear in the lowest 3 rated items of this year's survey and one that appears to have a connection with another indicator.

Firstly, it is important to acknowledge that the 2009 result does reflect a 5% increase in combined agreement rating, suggesting that more employees do feel assured that delivery of results and good performance will be the main criteria on which rewards are attributed.

However, 1 in every 3 members of staff feel otherwise, possibly believing that some rewards are presented for other, non-performance related or measured factors. Given that the same % of respondents also feel that they don't receive fair rewards that reflect the responsibilities of their job, it is evident that the issue of reward is a cause of concern for a large number of respondents.

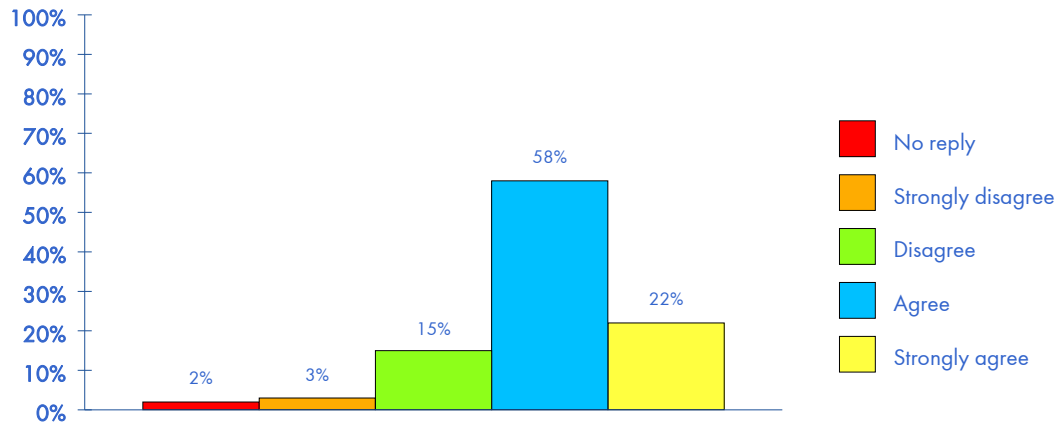
Nowhere less curiously than in Region 3 where the highest combined and individual levels of disagreement are recorded. This is curious in as much as the results for this Region are generally more favourable throughout the survey than anywhere else. The strength of agreement on several indicators is also noticeably higher in Region 3.

As previously alluded to in this report, one possible reason why respondents hold reservations about how closely reward is linked to performance is that too many do not have their performance monitored or reviewed. In such circumstances, individuals may understandably feel that their successes are being overlooked or not recorded and that rewards are then attributed to other non-performance related activities or behaviours. If performance is not monitored and reviewed, it requires a leap of faith or blind loyalty to accept that rewards are genuinely performance related.

It is perhaps therefore no coincidence that Region 3 also recorded the highest levels of disagreement that progress reviews have taken place in the last 6 months!

Additional questions for 2009

I am kept informed about what is going on in my place of work (2009)

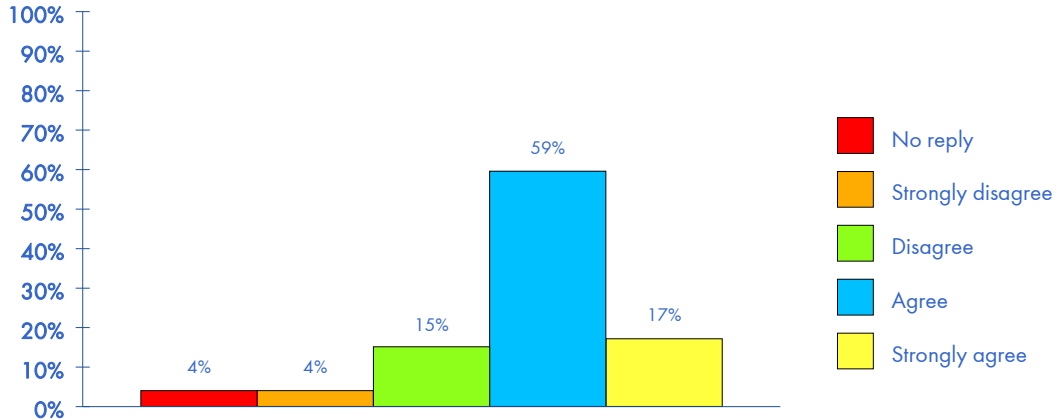


	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	2%	3%	15%	58%	22%
Business Area					
Region 1	2%	4%	12%	67%	15%
Region 2	2%	4%	15%	59%	20%
Region 3	2%	2%	14%	56%	25%
Region 4	3%	3%	16%	56%	21%

Comment:

As a new survey indicator, no comparison with 2008 is possible but 80% of respondents overall feel they are kept well informed about developments in their site and the results are consistent across all 4 Regions

Poor performance is dealt with in a fair and just way (2009)



	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	4%	4%	15%	59%	17%
Business Area					
Region 1	4%	2%	13%	69%	12%
Region 2	4%	4%	17%	60%	16%
Region 3	3%	3%	13%	59%	22%
Region 4	6%	5%	15%	59%	15%

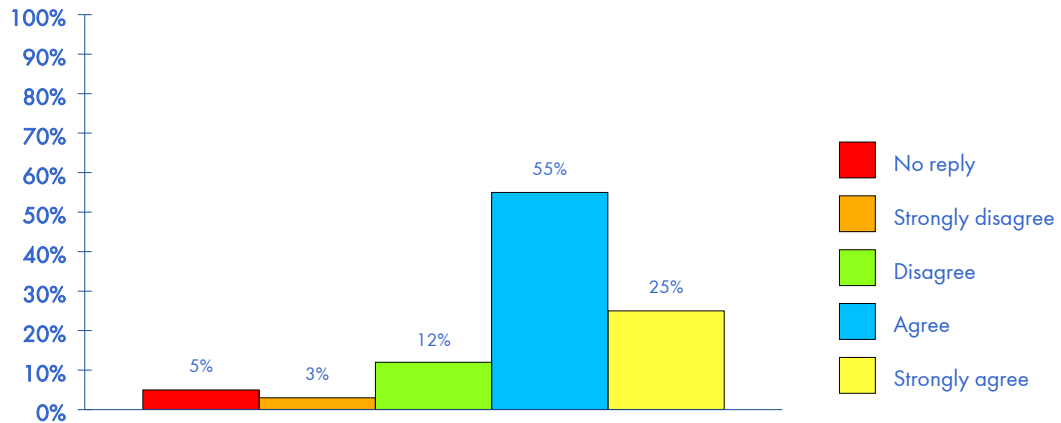
Comment:

As a new survey indicator, no comparison with 2008 is possible but the result indicates that approximately 3 out of every 4 respondents are confident that poor performance is handled fairly within the business.

This is an encouraging result. From other research data gathered from 360 feedback assessments across a broad range of organisations, perceptions of line management's ability to address poor performance are frequently unfavourable. Given that this survey indicates that most Anglodene respondents feel their manager treats them with respect, perhaps we can also assume poor performance is addressed in a respectful manner. Sometimes this might cause some challenging and difficult conversations to be avoided or postponed, proving counter-productive in terms of performance management.

Further exploration of what 'fair' and 'just' mean to employees may prove fruitful in understanding at a deeper level how poor performance is managed and how that benefits the business.

I am aware that my place of work provides a positive contribution to the local community and good causes (2009)



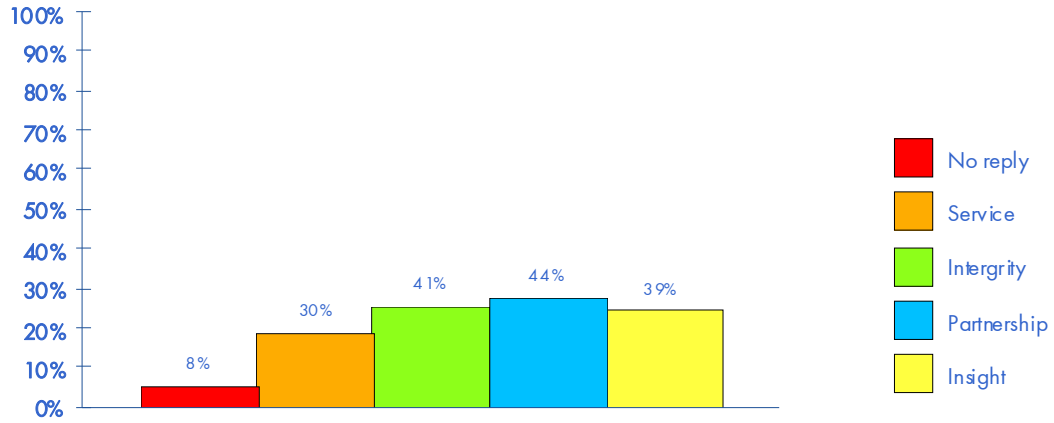
	No reply	Strongly disagree	Disagree	Agree	Strongly agree
Average	5%	3%	12%	55%	25%
Business Area					
Region 1	4%	2%	13%	65%	16%
Region 2	5%	3%	13%	57%	22%
Region 3	4%	3%	11%	52%	31%
Region 4	6%	4%	13%	52%	24%

Comment:

As a new survey indicator, no comparison with 2008 is possible but at least 3 from every 4 employees are aware that their site acts on its stated claims around corporate social responsibility. That overall result is consistent for all 4 regions.

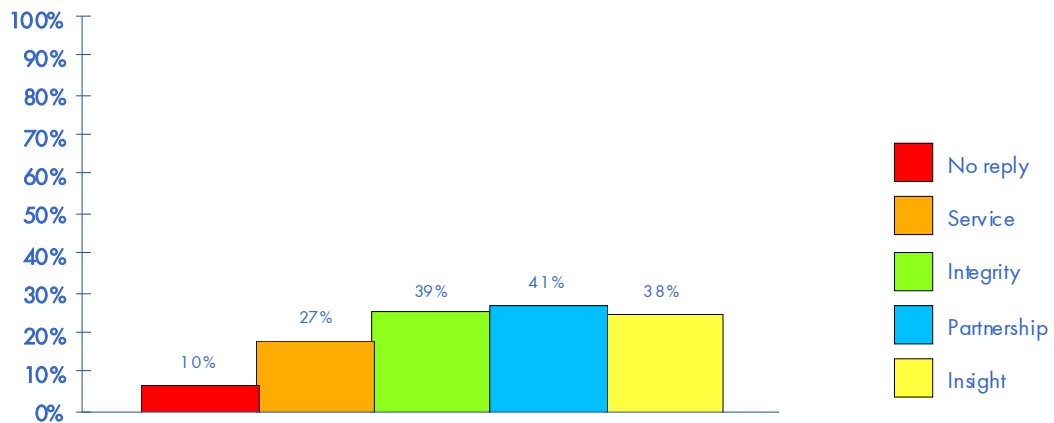
Values

Which of the following Anglodene Values do you feel your immediate manager demonstrates well?



2008

Which of the following Anglodene Values do you feel your immediate manager demonstrates well?



	No reply	Service	Integrity	Partnership	Insight
Average	8%	30%	41%	44%	39%
Business Area					
Region 1	4%	28%	50%	38%	45%
Region 2	7%	25%	41%	45%	39%
Region 3	9%	31%	42%	44%	41%
Region 4	8%	37%	40%	43%	37%

Comment:

As in the 2008 survey, respondents were invited to identify all the values they felt their line manager demonstrated well and the same option was available in 2009. In an ideal situation, the results would show 100% for each value.

The 2009 results, as with the rest of the survey indicate a small increase of recognition for each of the 5 Anglodene values. Partnership remains the most observed value through management behaviour with an increase of 3%. The next biggest increase, also 3%, is Service, which still remains the least observed value.

Clearly there is still a way to go before the Anglodene values become fully ingrained through behaviour that is readily observed. There is also no doubt the need to continue to educate and inform employees about what behaviours and actions demonstrate the values so that they recognise and appreciate them in their managers when they are demonstrated.

What one thing, if done differently or improved, would make the most positive difference to your work?

Over 4,100 written comments were provided in response to the above open question and inevitably reflect a very wide range of thoughts and suggestions on what might make a positive difference to the work experience.

In line with the quantitative results from the survey, *Pay, Bonus, and Incentives* (again) feature very consistently in the content. Hours of work, rotas and shift patterns also appear on a regular basis and perhaps could be grouped together with remuneration under the heading of hygiene factors. There is little consistent evidence that respondents feel bonuses or other rewards are handed out unfairly or are not awarded on the basis of performance – simply that they want more or bigger payments.

The emphasis on 'more of' or 'increased' is a theme in the great majority of comments, far outweighing references to 'less of' or 'reduced'. This may or may not be of significance but it does suggest that respondents think more in terms of adding to things that already work rather than taking away things that don't (building on rather than deconstructing). Whilst the quantitative results suggest that respondents feel they have the equipment to do their job, a strong theme throughout the comments is that more *computers and other site/activity specific tools* would make a difference.

Once again, the main survey returns a generally positive picture of communication (80% combined agreement) although the 3rd most frequently mentioned improvement is *communication*. The nature and purpose of that communication varies considerably (covering both strategic and operational matters) but also refers on many occasions to individual *feedback on current performance* and future development. This is consistent with the quantitative results and is connected to the 4th most regular improvement suggestion that can broadly be termed *management practice*. Although many respondents point out improvements their managers could make to be more effective (more interest in the individual, avoid favouritism, regular feedback, address poor performance), there are very few direct references to senior management or poor leadership – suggesting the improvements are required at an operational level.

Finally, although this question concerns improvements, it is evident that a significant proportion of respondents did use it as an opportunity to record their satisfaction and enjoyment of working at their site.

'Nothing at the moment, we've got a new manager and all is going really well'.

'Nothing can be improved - everything is very positive'.