
Finance Directorate Employee Engagement Health Check

1. Introduction

The Finance Directorate's "Employee Engagement Health Check" took place between 7th - 17th September 2015. This engagement survey was an opportunity for staff across the Finance Directorate to share their views about working in the directorate. The survey's purpose was to gain understanding of the engagement levels within the directorate and to identify where resources could be used most effectively and prioritise areas of need.

The survey was based on the four "Engage for Success" enablers of Engagement¹; Engaging Managers, Strategic Narrative, Employee Voice, and Integrity.

1. Visible, empowering leadership providing a **strong strategic narrative** about the organisation, where it's come from and where it's going.
2. **Engaging managers** who focus their people and give them scope, treat their people as individuals and coach and stretch their people.
3. There is **employee voice** throughout the organisation, for reinforcing and challenging views, between functions and externally; employees are seen as central to the solution.
4. There is organisational **integrity** –reflected in day to day behaviours. There is no 'say –do' gap.

The survey also included a fifth enabler, involvement as suggested by Bridger (2015):

5. **Employee Involvement**, that is the extent to which employees are personally involved in the success of the business, and the opportunities the organisation creates for employees to get involved with their company².

94 people took part in the survey, this equates to 84% of the Finance Directorate's 108 employees (including temporary staff). The number of participants in the survey exceeded expectations and puts the directorate in a good position to work on improving its engagement levels.

2. Methodology

Many of the questions and methodology were taken Emma Bridger's book Employee Engagement (2015).

The methodology is crude but is designed to help to find out where the directorate should focus its attention and identify gaps to inform future plans.

The questions in the survey were split into the categories of the five enablers. Each of the questions were scored in the following ways:

¹ MacLeod and Clark (2009) *Engaging for Success Report: enhancing performance through employee engagement*, Department for Business, Innovation, and Skills, London [Online] <http://engageforsuccess.org>

² Bridger (2015) *Employee Engagement*, Kogan Page Publishing London

- Strongly disagree - 1
- Disagree - 2
- Agree - 3
- Strongly Agree - 4

For each of the questions these points have been added up to give the question a score.

As a different number of people answered some of the questions, the scores were aggregated to make them comparable.

For each of the enablers the aggregate scores were added up and divided by the number of questions in the enabler group. This is to help understand those areas of high performance and those in need of some work. To do this the scores were put into groups, these have been called the engagement categories:

- 5 - 10: Low score, an area for immediate action;
- 11 -15: Average score, monitor progress;
- 16 - 20: High score, best practice area.

Detailed workings are in the appendices.

3. Summary

The survey results on the whole were very encouraging; with all questions scoring either **average** or **high engagement levels**. If the results are broken down into questions, 19 scored average and 6 scored high.

The highest scoring enabler was **Engaging Managers** with the lowest scoring area being **Employee Voice**. All of the enabler scores fit into the **average** scoring category, thus meaning all of the enablers of engagement within the Finance Directorate need work to make them best practice areas.

Enabler	Score	Score Category
Engaging Managers	15.33	Average
Strategic Narrative	15.25	Average
Integrity	14.5	Average
Involvement	13.6	Average
Employee Voice	13.2	Average

The two highest scoring questions were around the **Strategic Narrative** with the highest being "*I know how my work contributes to the Finance Directorate as well as my team*" and "*I know how my work contributes towards the wider University*" All 94 people responded to these questions. This is very encouraging as the Finance Vision was launched at the finance away day on the 18th September 2015, a day after the survey was closed. This work is being continued within the teams in finance which will in time hopefully strengthen this area to become a best practice area for the directorate.

Disappointingly one of the highest scoring questions "*I feel supported by my manager*" had the lowest participation rate with 5 people abstaining from responding. This could possibly suggest

they would have responded negatively but did not want to express this in the survey. This could have had an impact on the results.

The bottom five results were around **Involvement** (2 questions), **Employee Voice** (2 questions) and **Integrity** (1 question). The two lowest scoring questions were around **Involvement** "Employee ideas are acted upon" and "Employees are given credit for their ideas and involvement with the directorate". Throughout the questions it is clear that employees getting their voice heard; gaining feedback; and feeling like they, as individuals, are allowed to get involved, are areas which are not working as well as they should within the directorate.

Encouragingly 96.7% of the participants who answered the question "Do you feel proud to tell people where you work?" responded positively with only 3.3% saying no. This is a great result for the directorate.

When the participants were asked how they felt about coming into work every morning, 85.9% of the 92 respondents were positive or very positive about coming into work. Only one person said they felt very negative about being in work.

The final question asked the contributors to "Describe in three words how you feel about working here". 70 people responded to this with 10% giving a neutral response, 17.14% negative and 72.86% being positive.

What the directorate does with these results will be crucial to managing its engagement levels now and in the future. It is important to follow through and show commitment to improving the directorate and how the feedback of its staff is valued. (Given that this was one of the lowest scoring areas, the response to this survey is even more crucial).

Overall the directorate can be happy with their results, although there are definitely areas which need improvement. It is worth reiterating that none of the questions scored in the low category of engagement. The best practice areas should be celebrated and shared; rather than being forgotten about and the areas in need of the most improvement should be seen as the places which need the most resources, time and effort. This is not about focusing on the negative but improving on what the directorate already has; average engagement. Average is a great place to start.

4. What next?

It is worth reiterating that none of the questions scored in the low category of engagement. All five enablers received an **average** score of engagement. **Employee Voice, Involvement** and **Integrity** are the three areas that need the most resources and time invested to make them areas of excellence. This will be done by improving on what the directorate already has.

Work is underway to strengthen the **Strategic Narrative** enabler in the form of a new vision for finance, with vision workshops taking place within teams. This will hopefully become a best practice area for the directorate in the near future.

The **Engaging Managers** enabler scored well within this survey. As arguably the most important enabler of engagement this is a great result for the directorate. Work needs to be continued to maintain and strengthen this enabler.

The results will be shared with the Finance Directorate and taken to the new "Employee Engagement Working Group" where these results will be looked at in detail. This group will look at the possible outcomes and devise a plan looking into what needs to be done, when and by whom.

A managers' workshop will also take place to look at engagement. The results of the survey will be presented, and discussed. The workshop will also look at what they can do as managers, what are their barriers to engagement, and if there is anything that can be done to remove these.

90% of leaders say that engagement impacts its success, although 75% have no engagement plan in place to make it happen (Accor)³. Work is being done to rectify this within the directorate, and it is aiming to have an engagement strategy by the end of 2015. This will be written with much of the content coming from the Employee Engagement Working Group.

5. The Enablers - Results in detail

5.1. Engaging Managers

The directorate's results for the **Engaging Managers** enabler are very encouraging. This enabler was the highest scoring in the survey with a combined category score of 15.33, putting it in the top portion of the **average** engagement category.

Managers' ability to engage their teams is crucial to employee engagement. Internal research by Accenture suggests as much as 80% of the variation in engagement levels between individual employees is down to the line manager⁴.

3 of the questions received a high category of engagement. This is a really positive result and highlights these as best practice areas for the directorate. These were:

- "I feel supported by my manager " (89 participants)
- "My manager (when appropriate) makes sure I know what is going on in the Finance Directorate" (93 participants)
- "My manager has a good relationship with my team" (94 participants)

The top scoring area in this enabler was "My manager (when appropriate) makes sure I know what is going on in the Finance Directorate". 92.5% of the participants either agreed or strongly agreed with this statement. This shows managers within finance are a good communication channel for all finance staff.

A study conducted by Xu et al (2011)⁵ revealed that when looking at engagement levels and line management, 'supports the team' was the strongest predictor of subsequent engagement. "I feel supported by my manager" was a high scoring area 88.7% of the 89 participants either agreed or strongly agreed with the statement. As this is an area of best practice for the directorate, the directorate should be encouraged moving forward.

The other 3 questions received an average category score:

³ Reward to Engage 2008, Accor Services

⁴ Accenture (unpublished). An Accenture point of view on employee engagement – what it is, why it matters, how you can you change it. Produced specifically for the MacLeod Review, December 2008.

⁵ Xu, J and Cooper Thomas, H (2011) How can leaders achieve high employee engagement?, *Leadership and Organization Development Journal*, **32** (4), pp399-416

- *"I know my manager as a person"* (94 participants)
- *"My manager knows me as a person"* (93 participants)
- *"Managers here really listen to you"* (94 participants)

The lowest scoring of these was *"Managers here really listen to you"* this result correlates to results in the **Integrity** enabler. However the results were still strong, 78.7% of the participants either agreed or strongly agreed with this statement. That equates to 20 people who do not agree with this statement. Whilst the results for this section were good, this question shows there is still work to do to make this area an area of best practice.

How the finance directorate can support managers to engage their employees will be an important factor in the success of any engagement initiative.

5.2. Strategic Narrative

A strategic narrative is a compelling business story that explains the organisation's vision and how employees can contribute to this. A visible and strong narrative is a key enabler of employee engagement⁶.

The result of this survey for the **Strategic Narrative** enabler was also in the top portion of the **average** engagement category. It was only just behind **Engaging Managers** with a combined category score of 15.25.

This was a reassuring result. Since the survey was launched work has already got underway within the directorate to make this an area of best practice for the teams. The finance vision was launched on the 18th September at their away day and team vision workshops have begun to take place.

There were four questions in this enabler and two of them scored in the high category. These were:

- *"I know how my work contributes to the Finance Directorate as well as my team"* (94 participants)
- *"I know how my work contributes towards the wider University"* (94 participants)

These were the two highest scoring questions in the whole survey.

The highest scoring question was *"I know how my work contributes towards the wider University"* 95.7% of the participants either agreed or strongly agreed with the statement. This was a surprising result as a similar question in Sheffield Hallam University's Employee Opinion Survey (*"I can clearly see how the work I do contributes to Sheffield Hallam University achieving its objectives"*) scored much lower with 72% either agreeing or strongly agreeing. 94.7% of the participants either agreed or strongly agreed with the statement *"I know how my work contributes to the Finance Directorate as well as my team"*.

These should be considered as areas of excellence for the directorate and is a good foundation to continue ongoing work in the directorate to make this even better.

⁶ Bridger (2015) Employee Engagement, Kogan Page Publishing London

The other two questions scored in the average category for engagement. These were:

- *"I understand the direction of the Finance Directorate"* (93 Participants)
- *"There is clear communication about where the Finance Directorate is headed"* (94 Participants)

Although these results were lower they were still high and the results are in line with current thinking as they are areas where some attention is already being focused.

5.3. Employee Voice

The directorate's results for the enabler **Employee Voice** were the lowest in the survey and received the lowest engagement score of 13.2. This is however still in the **average** category for engagement.

There were 5 questions in the survey on employee voice. All of the results were very similar for each of these statements. The highest scoring statement was:

- *"My thoughts and opinions are valued"* (93 Participants)

Only 68.8 people either agreed or strongly agreed with this statement. Although this fits into the average category it is still a disappointing result. It is however better than the Finance Directorate's response to a similar (although not the same) question in the EOS survey in November 2014 where 60% agreed with the statement "I feel I am valued for my contribution to the University".

The other questions in this category were:

- *"My thoughts and opinions are actively sought"* (93 Participants)
- *"It's easy to make my voice heard here"* (93 Participants)
- *"There are lots of opportunities here to make my voice heard"* (92 Participants)
- *"I get feedback when asked for my opinions"* (92 Participants)

The lowest scoring question was *"I get feedback when asked for my opinions"*. 33.7% of participants either disagreed or strongly disagreed with this statement. *"It's easy to make my voice heard here"*, 33.4% of the participants either disagreed or strongly disagreed with this statement. This shows that there is still a lot to be done around this enabler to make this an area of excellence for the directorate.

In the report *Engaging for Success Report: enhancing performance through employee engagement* MacLeod and Clark (2009) they describe employee voice as:

Employees' views are sought out; they are listened to and see that their opinions count and make a difference. They speak out and challenge when appropriate. A strong sense of listening and of responsiveness permeates the organisation, enabled by the effective communication.⁷

This is a position the Finance Directorate should be aiming to achieve. This is reiterated in Sheffield Hallam's Employee Opinion Survey 2014 (EOS). The EOS identified high drivers of engagement, these indicated the importance of employee voice to respondents within Finance.

⁷ MacLeod and Clark (2009) *Engaging for Success Report: enhancing performance through employee engagement*, Department for Business, Innovation, and Skills, London [Online] <http://engageforsuccess.org>

Feedback and Involvement also featured as high impact drivers for the directorate. More needs to be done to make this cultural change within the directorate.

5.4. Integrity

The results for the enabler **Integrity** were in the middle, they were 3rd from top and bottom. There were 4 questions in this enabler category. The engagement score was 14.5. This is still in the **average** category for engagement, but is a disappointing score for the directorate.

The **Integrity** enabler was the second least answered in the survey; with an average of 91 people answering each question. This is still high levels of participation. Understanding why people didn't answer these questions could be key to improving the levels of integrity with in the directorate.

An organisation with a high score for Integrity would have behaviour throughout the organisation that is consistent with stated values, leading to trust, *Bridger (2015)*. Whilst the directorate did not score badly, this is an area which needs to be vastly improved.

On a positive note one of the questions in this enabler was one of the highest scoring in the survey:

- *"I trust the decisions made by my line manager "* (93 participants)

93.5% either agreed or strongly agreed with this statement. This shows line managers are trusted within Finance. This is a great result, as in Gallup's *State of the American Workplace* report (2013) the single most important variable in employee engagement is the quality of the relationship between employees and their direct managers or supervisors⁸. Trust is a big factor in the relationship between employees and their managers. This is an area with best practice engagement levels for the directorate.

In contrast to this the lowest scoring question was also in this enabler:

- *"I believe that managers and leaders will follow through on promises made"* (91 participants)

This was one of the lowest scoring questions in the whole survey, 29.7% of the 91 participants either disagreed or strongly disagreed with this statement. This is an interesting result when you compare it with the result above as it suggests that employees trust their line managers' decisions but that some employees don't always believe that they or leadership will follow through on the promises they make. This is one of the easiest ways to disengage employees, and is an area which needs work within the directorate.

The other two questions scored also in the **average** engagement category:

- *"The behaviours of our management community is in line with my expectations"* (90 participants)
- *"Employees are trusted to do the right thing"* (91 participants)

⁸ Gallup (2013) *State of the American Workplace* report [Online] <http://employeeengagement.com/wp-content/uploads/2013/06/Gallup-2013-State-of-the-American-Workplace-Report.pdf>

78.8% of the 90 participants either agreed or strongly agreed with the statement *"The behaviours of our management community is in line with my expectations"*.⁹ Although this is not a bad result, 20 employees either disagreed or strongly disagreed with this statement and 4 people abstained from participation in this question. This is a disappointing result for the directorate particularly given the better results relating to management elsewhere in the survey.

The question around *"Employees are trusted to do the right thing"* is one of the most disappointing results in the survey as it shows that trust is not seen as being reciprocal within the directorate. 18.7% either disagreed or strongly disagreed with this statement; more than twice as many participants either disagreed or strongly disagreed with this statement than *"I trust the decisions made by my line manager"* (6.3% either disagreed or strongly disagreed). This shows that the management community need to work on showing trust to their staff. This could also be compared with the EOS question *"My line manager trusts me to get on with my job"* to which 14% disagreed with this statement, suggesting the level of trust within the directorate has decreased since the EOS.

Integrity and trust are crucial to sustaining employee engagement. Trusting the decisions made by line managers is an area of best practice for the directorate which is very encouraging. Whilst the results for the other sections of this enabler still show average engagement scores more work needs to be done to improve the levels of trust between leadership and employees and the levels to which the employees feel trusted by their managers.

5.5. Involvement

The directorate's results for the enabler ***Involvement*** received the second lowest engagement score of 13.6. This is however still in the ***average*** category for engagement.

This is an additional enabler to the original four published by "Engage for Success" introduced by Bridger (2015). The distinction between the ***Involvement*** enabler and ***Employee Voice*** is that employee voice is about the conversations, and dialog; employee involvement is about employee action and behaviour. It is important to be explicit about the role of employee involvement in engagement.

There were 5 questions in this section of the survey. The top two questions in this enabler were:

- *"I have the opportunity to contribute towards initiatives that impact me"* (91 participants)
- *"I have an input where relevant, into decisions affecting me within Finance"* (92 participants)

82.4% of the 91 participants either agreed or strongly agreed with *"I have the opportunity to contribute towards initiatives that impact me"* which is a positive result for the directorate.

71.7% of the 92 participants either agreed or strongly agreed with *"I have an input where relevant, into decisions affecting me within Finance"*. Although this is a lower result than the above it is still an encouraging result for the directorate particularly as it scored higher than a similar question in

⁹ The problem with this question is that it is quite open to interpretation. If someone believes the management community are exceeding their expectations they could have answered disagree or strongly disagree to this statement. For the sake of this analysis I am assuming that no one answered in this way and if the employee disagreed it is because the management community did not reach the expectations of the participant.

the EOS *"I am consulted on faculty/directorate/departmental decisions affecting me"* where only 58% of participants in the Finance Directorate agreed with the statement.

The three lowest scoring questions in the enabler were:

- *"I am actively encouraged to get involved with different aspects of our Finance Directorate"* (91 participants)
- *"Employees are given credit for their ideas and involvement with the directorate"* (91 participants)
- *"Employee ideas are acted upon"* (91 participants)

The latter two were the lowest scoring questions in the whole survey. Although *"I am actively encouraged to get involved with different aspects of our Finance Directorate"* did not score as low of an engagement score as the other two questions the largest number of people; 35.2% of the 91 participants; either disagreed or strongly disagreed with this statement.¹⁰

The two lowest scoring questions are disappointing for the directorate as they are both around ideas. 34.1% of the 91 participants either disagreed or strongly disagreed with *"Employees are given credit for their ideas and involvement with the directorate"*; and 30% of the 90 participants either disagreed or strongly disagreed with *"Employee ideas are acted upon"*.

These results suggest that the directorate is not making the most of its employees in terms of innovation. The survey suggests many employees believe that ideas are not sought as much as they should be and when they are credit is not given to the staff that created them. In a world where organisations are expected to do more for less this is a really disappointing result for the directorate and is an area which needs looking at in more detail.

5.6 How employees feel about work

Encouragingly 96.7% of the participants who answered the question *"Do you feel proud to tell people where you work?"* responded positively with only 3.3% saying no. This is a better result than that in the EOS where in a similar question 87% agreed.

When the participants were asked how they felt about coming into work every morning, 85.9% of the 92 respondents were positive or very positive about coming into work. Only 1 person said they felt very negative about being in work. This is a great result for the directorate, as pride creates meaning within work, which in turn increases employee's level of engagement.

The final question asked the contributors to *"Describe in three words how you feel about working here"*. 70 people responded to this with 10% giving a neutral response, 17.14% negative and 72.86% being positive.

These results indicate that Finance Directorate staff on the whole are positive about the place they work, which is a brilliant result for the directorate.

6. Employee Opinion Survey (EOS) Links

Many of the scores to similar questions in the "Employee Engagement Health Check" were higher than the EOS counterparts. This is an encouraging result almost a year on from the EOS survey.

¹⁰ For the engagement score the questions are weighted in favour of the "agree and strongly agree" responses. More people strongly agreed to this statement than other questions so it received higher engagement points.

In the EOS, drivers of engagement were identified and categorised and although they were called different things all five of the engagement enablers were identified as being of high drivers therefore of high importance to the directorate. This correlates to the Employee Engagement Health Check with all five enablers scoring within the average category with no one enabler being seemingly more important than the other. What the "Health Check" does give though is a sense of where the most resources and time should be spent to make the biggest difference to the directorate.

The EOS suggested that at the time of the survey 41.2% of Finance Directorate respondents were engaged, 46.4% were enrolled 6.2% were disenchanted and 6.2% were disengaged.

With the results of this survey the new "Employee Engagement Working Group" the directorate will be looking at ways in which the directorate can move the 46.4% of the enrolled staff to being in the engaged category.

Appendix

1. Questions

1.1. Engaging Managers

- 1) Managers here really listen to you
- 2) My manager knows me as a person
- 3) I feel supported by my manager
- 4) My manager makes sure I know what is going on in the Finance Directorate
- 5) My manager has a good relationship with my team
- 6) I know my manager as person

1.2. Strategic Narrative

- 1) I understand the direction of the Finance Directorate
- 2) I know how my work contributes towards the wider University
- 3) I know how my work contributes to the Finance Directorate as well as my team
- 4) There is clear communication about where the Finance Directorate is headed

1.3. Employee Voice

- 1) It's easy to make my voice heard here.
- 2) My thoughts and opinions are actively sought
- 3) I get feedback when asked for our opinions
- 4) There are lots of opportunities here to make my voice heard
- 5) My thoughts and opinions are valued

1.4. Integrity

- 1) I trust the decisions made by my line manager
- 2) The behaviours of our management community is in line with my expectations
- 3) Employees are trusted to do the right thing
- 4) I believe that managers and leaders will follow through on promises made

1.5. Involvement

- 1) I have the opportunity to contribute towards initiatives that impact me
- 2) Employee ideas are acted upon
- 3) I am actively encouraged to get involved with different aspects of our Finance Directorate
- 4) Employees are given credit for their ideas and involvement with the Directorate
- 5) I have an input, where relevant, into decisions affecting me within Finance

1.6. Feelings about work

- 1) How do you feel about coming to work every morning?
- 2) Do you feel proud to tell people where you work?
- 3) Use 3 words to describe how you feel about coming into work

2. Methodology workings

2.1. Engagement Categories

Engagement Score	Engagement Category	What does this mean
5 - 10	Low	Area for immediate action
11 - 15	Average	Monitor progress
16 - 20	High	Best practice area

2.2. Aggregate scores

Engagement Scores

2.2.1. Low

Participants	5	6	7	8	9	10
89	89 - 106	107 - 124	125 - 141	142 - 159	160 - 177	178 - 195
90	90 - 107	108 - 125	126 - 143	144 - 161	162 - 179	180 - 197
91	91 - 108	109 - 126	127 - 144	145 - 163	164 - 181	182 - 199
92	92 - 109	110 - 128	129 - 146	147 - 165	166 - 183	184 - 201
93	93 - 111	112 - 129	130 - 148	149 - 166	167 - 185	186 - 204
94	94 - 112	113 - 131	132 - 149	150 - 168	169 - 187	188 - 206

2.2.2. Average

Participants	11	12	13	14	15
89	196 - 213	214 - 230	231 - 248	249 - 266	267 - 284
90	198 - 215	216 - 233	234 - 251	252 - 269	270 - 279
91	200 - 217	218 - 236	237 - 254	255 - 272	273 - 290
92	202 - 220	221 - 238	239 - 257	258 - 275	276 - 293
93	205 - 222	223 - 241	242 - 259	260 - 278	279 - 297
94	207 - 225	226 - 243	244 - 262	263 - 281	282 - 300

2.2.3. High

Participants	16	17	18	19	20
89	285 - 302	303 - 319	320 - 337	338 - 355	356
90	288 - 305	306 - 323	324 - 341	342 - 359	360

91	291 - 308	309 - 327	328 - 345	346 - 363	364
92	294 - 311	312 - 330	331 - 349	350 - 367	368
93	298 - 315	316 - 334	335 - 352	353 - 371	372
94	301 - 319	320 - 337	338 - 356	357 - 375	376

3. Engagement Question and Enabler Scores

3.1. Engaging Managers

3.1.1. Question scores

Question	Number of participants	Score	Aggregate Engagement score	Engagement Category
Managers here really listen to you	94	275	14	Average
My manager knows me as a person	93	295	15	Average
I feel supported by my manager	89	291	16	High
My manager (when appropriate) makes sure I know what is going on in the Finance Directorate	93	303	16	High
My manager has a good relationship with my team	94	301	16	High
I know my manager as person	94	296	15	Average

3.1.2. Enabler Score

Enabler	Score	Category
Engaging Managers	15.33	Average

3.2. Strategic Narrative

3.2.1. Question scores

Question	Number of participants	Score	Aggregate Engagement score	Engagement Category
I understand the	93	281	15	Average

direction of the Finance Directorate				
I know how my work contributes towards the wider University	94	310	16	High
I know how my work contributes to the Finance Directorate as well as my team	94	317	16	High
There is clear communication about where the Finance Directorate is headed	94	267	14	Average

3.3.2. Enabler Score

Enabler	Score	Category
Strategic Narrative	15.25	Average

3.3. Employee Voice

3.3.1. Question scores

Question	Number of participants	Score	Aggregate Engagement score	Engagement Category
It's easy to make my voice heard here.	93	256	13	Average
My thoughts and opinions are actively sought	93	259	13	Average
I get feedback when asked for our opinions	92	254	13	Average
There are lots of opportunities here to make my voice heard	92	255	13	Average
My thoughts and opinions are valued	92	259	14	Average

3.3.2. Enabler Score

Enabler	Score	Category
Employee Voice	13.2	Average

3.4. Integrity

3.4.1. Question scores

Question	Number of participants	Score	Aggregate Engagement score	Engagement Category
I trust the decisions	93	298	16	High

made by my line manager				
The behaviours of our management community is in line with my expectations	90	258	14	Average
Employees are trusted to do the right thing	91	277	15	Average
I believe that managers and leaders will follow through on promises made	91	251	13	Average

3.4.2. Enabler Score

Enabler	Score	Category
Integrity	14.5	Average

3.3. Involvement

3.3.1. Question scores

Question	Number of participants	Score	Aggregate Engagement score	Engagement Category
I have the opportunity to contribute towards initiatives that impact me	91	265	14	Average
Employee ideas are acted upon	90	245	13	Average
I am actively encouraged to get involved with different aspects of our Finance Directorate	91	255	14	Average
Employees are given credit for their ideas and involvement with the directorate	91	249	13	Average
I have an input, where relevant, into decisions affecting me within Finance	92	259	14	Average

3.3.2. Enabler Score

Enabler	Score	Category
Involvement	13.6	Average