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Factors contributing to employee engagement in South Africa

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APPENDIX 2

Respondents' Data

NO	SECTION 1									
	1	2	3	4	5	6	7		8	9
1	PUBLIC SECTOR	PUBLIC ENTITY	N/A	R31m - R100m	101-500	NATIONALLY	NO		PROFESSIONAL SERVICES	HRM/D
2	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY		1001-5000	NATIONALLY	NO		CYCLICAL SERVICES	HRM/D
3	PARASTATAL	NOT LISTED	SUBSIDIARY OF LOCAL CO	R31m - R100m	1001-5000	NATIONALLY	NO		BASIC INDUSTRIES	HRM/D
4	PARASTATAL	NOT LISTED	SINGLE UNIT COMPANY	R751m-R1.5bn	1001-5000	REGIONALLY	NO		NON-CYCLICAL SERVICES	HRM/D
5	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	R101m-R300m	101-500	INTERNATIONALLY	NO		NON-CYCLICAL CONSUMER GOODS	HRM/D
6	PRIVATE SECTOR	NOT LISTED	SUBSIDIARY OF INT CO	UP TO R30m	501-1000	INTERNATIONALLY	NO		CYCLICAL SERVICES	HRM/D
7	PRIVATE SECTOR	INTERNATIONAL LISTING	SUBSIDIARY OF INT CO	R301m-R750m	101-500	INTERNATIONALLY	NO		CYCLICAL SERVICES	HRM/D
8	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	UP TO R30m	101-500	REGIONALLY	NO		CYCLICAL SERVICES	HRM/D
9	PRIVATE SECTOR	JSE LISTED	SUBSIDIARY OF LOCAL CO	R301m-R750m	501-1000	REGIONALLY	NO		BASIC INDUSTRIES	HRM/D
10	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	UP TO R30m	UP TO 100	NATIONALLY	NO		PROFESSIONAL SERVICES	HRM/D
11	PRIVATE SECTOR	JSE LISTED	SUBSIDIARY OF LOCAL CO	R101m-R300m	101-500	NATIONALLY	NO		GENERAL INDUSTIRES	FM/D
12	PRIVATE SECTOR	INTERNATIONAL LISTING	SUBSIDIARY OF INT CO	R101m-R300m	101-500	INTERNATIONALLY	YES	10	BASIC INDUSTRIES	HRM/D
13	PRIVATE SECTOR	NOT LISTED	HOLDING COMPANY	R301m-R750m	501-1000	INTERNATIONALLY	NO		CYCLICAL SERVICES	HRM/D
14	PRIVATE SECTOR	NOT LISTED	SUBSIDIARY OF INT CO	R101m-R300m	101-500	INTERNATIONALLY	NO		FINANCIALS	HRM/D
15	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	OVER R5Bn	OVER 25000	INTERNATIONALLY	NO		RESOURCES	HRM/D
16	PRIVATE SECTOR	JSE LISTED	SINGLE UNIT COMPANY	R1.5Bn - R5bn	1001-5000	NATIONALLY	NO		CYCLICAL SERVICES	HRM/D
17	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	OVER R5Bn	5001-10000	INTERNATIONALLY	NO		FINANCIALS	
18	PRIVATE SECTOR	INTERNATIONAL LISTING	SUBSIDIARY OF INT CO	R751m-R1.5bn	1001-5000	INTERNATIONALLY	NO		BASIC INDUSTRIES	
19	PARASTATAL	NOT LISTED	SINGLE UNIT COMPANY	R1.5Bn - R5bn	1001-5000	REGIONALLY	YES	105	RESOURCES	HRM/D
20	PRIVATE SECTOR	NOT LISTED	SUBSIDIARY OF LOCAL CO	R301m-R750m	501-1000	INTERNATIONALLY	NO		CYCLICAL CONSUMER GOODS	HRM/D
21	REGULATOR	PUBLIC ENTITY	N/A	R101m-R300m	101-500	NATIONALLY	NO		FINANCIALS	HRM/D
22	PRIVATE SECTOR	NOT LISTED	PARTNERSHIP	R31m - R100m	101-500	INTERNATIONALLY	YES	INT	PROFESSIONAL SERVICES	HRM/D
23	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	OVER R5Bn	10001-25000	INTERNATIONALLY	YES	57	FINANCIALS	HRM/D
24	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	R301m-R750m	101-500	INTERNATIONALLY	NO		PROFESSIONAL SERVICES	HRM/D
25	PARASTATAL	NOT LISTED	HOLDING COMPANY	OVER R5Bn	10001-25000	INTERNATIONALLY	NO		CYCLICAL SERVICES	REM
26	PRIVATE SECTOR	JSE LISTED	SUBSIDIARY OF INT CO	OVER R5Bn	OVER 25000	INTERNATIONALLY	YES	58	FINANCIALS	REM
27	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	OVER R5Bn	10001-25000	INTERNATIONALLY	YES		RESOURCES	REM
28	PUBLIC SECTOR	NOT LISTED	N/A	OVER R5Bn	101-500	NATIONALLY	YES	100	INFORMATION TECHNOLOGY	ODM
29	PRIVATE SECTOR	NOT LISTED	SUBSIDIARY OF LOCAL CO	R31m - R100m	101-500	NATIONALLY	NO		BASIC INDUSTRIES	HRM/D
30	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	R1.5Bn - R5bn	OVER 25000	NATIONALLY	NO		FINANCIALS	HRM/D
31	PUBLIC SECTOR	NOT LISTED	SINGLE UNIT COMPANY	R1.5Bn - R5bn	5001-10000	NATIONALLY	NO		PROFESSIONAL SERVICES	HRM/D
32	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	R301m-R750m	UP TO 100	INTERNATIONALLY	NO		CYCLICAL CONSUMER GOODS	HRM/D
33	PRIVATE SECTOR	NOT LISTED	SUBSIDIARY OF INT CO	R1.5Bn - R5bn	1001-5000	INTERNATIONALLY	NO		PROFESSIONAL SERVICES	HRM/D
34	PUBLIC SECTOR	NOT LISTED	N/A	OVER R5Bn	101-500	NATIONALLY	NO		CYCLICAL SERVICES	OPS
35	PRIVATE SECTOR	INTERNATIONAL LISTING	SUBSIDIARY OF INT CO	R1.5Bn - R5bn	1001-5000	INTERNATIONALLY	NO		INFORMATION TECHNOLOGY	HRM/D
36	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	R31m - R100m	101-500	NATIONALLY	NO		FINANCIALS	HRM/D
37	PRIVATE SECTOR	JSE LISTED	SUBSIDIARY OF LOCAL CO	R1.5Bn - R5bn	1001-5000	NATIONALLY	YES		NON-CYCLICAL CONSUMER GOODS	HRM/D
38	PRIVATE SECTOR	NOT LISTED	HOLDING COMPANY	R1.5Bn - R5bn	1001-5000	NATIONALLY	NO		FINANCIALS	REM
39	PRIVATE SECTOR	NOT LISTED	HOLDING COMPANY	OVER R5Bn	1001-5000	INTERNATIONALLY	NO		NON-CYCLICAL SERVICES	HRM/D
40	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	UP TO R30m	UP TO 100	REGIONALLY	NO		PROFESSIONAL SERVICES	HRM/D
41	PRIVATE SECTOR	NOT LISTED	HOLDING COMPANY	R31m - R100m	501-1000	NATIONALLY	NO		NON-CYCLICAL CONSUMER GOODS	HRM/D
42	PRIVATE SECTOR	NOT LISTED	SINGLE UNIT COMPANY	UP TO R30m	UP TO 100	REGIONALLY	NO		PROFESSIONAL SERVICES	FM/D
43	PRIVATE SECTOR	JSE LISTED	HOLDING COMPANY	R1.5Bn - R5bn	10001-25000	INTERNATIONALLY	YES	40	NON-CYCLICAL CONSUMER GOODS	HRM/D

NO	QUESTION 1	
1	It is about retaining sought after/key human capital skills and capabilities	YES
2	Employee engagement refers to the level of involvement of staff by management in the business, the degree to which they are consulted about matters that directly affect them. By implementing an engagement strategy one would be able to clearly identify the areas that need to be focused on in order to get the most out of people for the period that they are in our employ	NO
3	For me employee engagement is about, employee involvement, Participative management, promoting a culture of employee consultation on critical business decisions.Benefits Increased commitment to decisions and business's success Increased Job satisfaction and productivity Intrinsic rewards, interesting and challenging work	NO
4	Being committed to the organisation. Benefits include all-time delivery and increased productivity.	NO
5	To obtain 100% commitment and involvement from all employees for all new and current initiatives by means of effective and structured communication	YES
6	Engaging employees at all levels in the organization in affairs of the Company in so far as matters, that involve them directly. Benefits are that employees feel part of the organization and are willing to do more than what is expected as they understand the relation between their performance and the Companies performance	YES
7	It is about employee commitment and motivation. The higher the levels of commitment and motivation, the lower the staff turnover and the higher the morale	YES
8	Staff retention and higher productivity, less loss due to negligence. Staff engagement means, to me , that staff and management alike have "ownership" of the co. and a sense of responsibility for the success of the business	NO
9	This is how the organization engages its employees in terms of communication, a sense of their experience of the company as an employer and has as sense of how they feel about the business	NO
10	Having loyal, committed employees. Getting to know your employee better- aims, goals, values etc of employee.	NO
11	Total commitment of all employees resulting in behaviour as if they own the company	NO
12	Employee engagement in Syngenta means that employees live the Syngenta Brand, by living the purpose and the values of our organization. They have a shared ambition, strategy to reach that ambition, are true brand ambassadors, and proudly tell the Syngenta stories to the world – thus sharing the celebration of our successes.	YES
13	I understand it as a two fold unwritten contract of "I will offer my skills and experience if I find your "package" attractive and remain attractive" versus "If you have the skills and experience our company needs we will offer you an attractive package to retain you	NO
14	Getting each employee to "bring their brain to work" each day; it involves aspects of loyalty, commitment, buy-in to the company/brand; living out the company's values in all behaviour every day.	YES
15	Getting employees aligned to and fully committed towards the business objectives	YES

NO	QUESTION 1	
16	The degree to which employees: feel part of the organisation & feel they play a meaningful role understand their roles in the organisation and how the work they do contributes to the bigger picture i.e. the achievement of the company's vision/strategic goals feel challenged and motivated to perform their roles/work feel a close sense of association with the organisation and the role it plays in context within which it operates.	YES
17	It is the extent to which an employee has become committed to his job, team, manager and organization. It has both a rational and emotional component, driving effort levels (the willingness to go the extra mile) and intent to stay. The overall effect is increased performance and retention.	YES
18	To get the best Applicants to become employees who will see the Company as an Employer of choice	YES
19	Achieving active commitment of employees to the business objectives of the company. The benefits are positive morale, productivity, achievement of objectives, retention of critical competencies, etc.	YES
20	People who are passionate about the organization and its goals/targets and are prepared to impart their full intellect, capability and capacity to the mutual benefit of themselves and the organization.	YES
21	Employee Engagement means: Employee's participating in the overall strategy of the organization by taking ownership of processes. This may include participating in organizational forums or being available to represent the organization when called to do so. The benefit of having an employee engagement strategy in the workplace is that it will ensure buy-in into organizational goals and may lead to processes efficiency which leads to overall achievement of business goals and client satisfaction.	YES
22	Recruitment = devised methods to source the most relevant individuals into the business	YES
23	An Employee's commitment to the organization	NO
24	Employee Engagement refers to the level of commitment shown by each employee. The benefits of having such a strategy is that the employees understand what is expected of them and will perform to the best of their abilities	YES
25	It is a term referred to the formalizing of a strategy whereby employees involvement are paramount to the success of achieving the company's overall strategic objectives	NO
26	It is the level of emotional and rational commitment to the objectives of the business	YES
27	Employee engagement means that the employee is engaged in every aspect of the business processes and business drivers. Employee is considered as the most important driver of the business.	NO
28	Employee engagement is the extent to which employees feel a sense of autonomy and control over their own destiny within the organization that they work for. Employee engagement is also the degree to which the employee is able to identify with the values and share in the goals of the organization and assimilate it as their own. This is strongly influenced by strong leadership as well as the opportunities for development and advancement that are available within the organization to the individual.	YES
29	Interation with employees at all levels either on a formal or informal basis	YES

NO	QUESTION 1	

NO	QUESTION 1	
30	Having employees working in a committed way that contributes to high performance whilst allowing the employee to have self-fulfilment	NO
31	Employee involvement in organisational performance	NO
32	To employ the best candidate for the position and benefit for my company	NO
33	The extent to which employees internalize the goals and values of the organization. It is more than an attitude or level of satisfaction. A more committed workforce would voluntarily initiate action to ensure that the organization succeeds. You would understand your staff better.	YES
34	Employee engagement refers to the involvement and or commitment of staff to the leadership, the core values, principles and job output as it relates to the team interaction, organizational culture, performance management, and commitment to something or someone. This will relate to how hard they are prepared to work, how many hours they are prepared to put in and how long they are prepared to stay with an organization.	NO
35	How we motivate our employees and get their commitment	YES
36	Having employees that are emotionally attached to the organisation and feel as if the organisation fulfils a purpose in their lives and in turn are committed to the organisation, it shows in their performance, in the way they do things	NO
37	Employee engagement is the extent to which employees commit rationally or emotionally to someone or something in the organisation. How hard they are prepared to work as a result of commitment and how long they intend to stay	NO
38	The Bank believes that suitably-qualified candidates should be appointed for good business reasons and in line with the Bank's Employment Equity Plan; Employment of staff includes the processes of recruitment, selection and appointment. These processes should be based on best practice and be characterized by fairness, transparency and compliance with legal requirements	YES
39	We refer to it as employee commitment and regard it as critical to our customer loyalty. 1% increase in customer loyalty represents almost R2 million on our bottom line.	YES
40	EMPLOYEE ENGAGEMENT IS SEEN AS COMPLETE COMMITMENT FROM ALL EMPLOYEES TO THE COMPANY'S MISSION, VISION AND GOALS. BY HAVING SUCH EMPLOYEE COMMITMENT, THE MISSION, VISION AND GOALS ARE MORE EASILY ACHIEVED. TEAM WORK, PROFESSIONALISM, EFFICIENCY, SERVICE LEVELS, ETC. ARE ENHANCED AND THIS WILL ENSURE THAT THE RELATIONSHIPS WITH OUR CLIENTS ARE MAINTAINED.	YES
41	My understanding of employee engagement is to make employees more aware of what happening in the workplace and the changes that occur and to get them involved in the process. Employees need to buy-into the concept in order to make it work to the advantage of the employees and management.	NO
42	Policies for employing staff, maintaining of staff - smooth process; no room for confusion	YES
43	The strategy for attracting, developing and retaining key talent to feed the business growth in an era where scarcity of skills is a critical factor	YES

NO	QUESTION 2
1	Higher remunerationContractual/flexible employment arrangements. Internships
2	
3	
4	
5	We have introduced the OIM (Operational Improvement Management) program, training started in Jan. 2006and the program formally launched May 2006. INVOCOM® sessions (a method to get the best possible answer or solution through Involvement and Communication
6	Employment Equity and training committees. Asking employees for assistance in problems that impact the Company and their performance. Providing staff with some information of what is happening in the Company and the Companies progress made on its goals. Newsletters. Meetings.
7	We focus on the following levers: Benefits, work place, day to day work, leadership, on-boarding, organizational culture, talent management, compensation and learning and development
8	
9	
10	
11	
12	We view employee engagement holistically and address this key issue through many integrated initiatives, including, inter alia:Holistic employee wellbeing programmeManagement of performance Career development Clinic on site Canteen on site Flexible provident fund and medical aid Coffee sessions to share information and strategy Succession management Savings funds
13	
14	Training that emphasises the company values, brand, services, and benefits to the client/consumer; the role the employee plays in making a difference in the lives of society at large (ie the client/consumer);i ncentive programmes that reward excellence in service; internal brand-building initiatives
15	Employee Participation structures. Communication structures. Bottom up input towards objectives. Mentorship schemes. Rewards systems

NO	QUESTION 2
16	Induction; Communication; Training; Employee Wellbeing
17	Although we have for some time included on an informal basis in our communications programme some activities that would promote levels of engagement, a formal framework was not in place and understanding of the drivers and benefits was limited. We've recently been piloting a initiatives to increase levels of engagement and will be increasing these in the near future with a view to entering into the Deloitte's Best Companies to Work For Survey in 2007, to be driven by Internal Communications. Examples of existing initiatives include: corporate orientation fo new employees, Orientation follow ups after 3 months in the form of "Meet the CEO" (light breakfast sessions, 10 to 12 people), Line management briefings and auditorium sessions hosted by the CEO, Site visits by the CEO to specific businesses within the group, Participation in values r / reward sessions by the CEO.Pending initiatives include: Cross-functional line manager meetings to discuss issues that impact our business in small groups – with the CEO, The repositioning of our values recognition programme at a group level (drawing together the individual programmes based within the businesses), Participation in the Best Companies to Work For Survey.On our HR side, we also have in place the Investors in People programme (IIP) where a spin-off in terms of the rational commitment component of employee engagement is an increased understa
18	Recruitment Policy Assessments Mentorship Trainees Study assistance
19	Retention Strategy, Talent Pool, extensive staff development initiatives (spend over 8% of payroll on staff development).
20	Leadership – Schuitema "Care and Growth" principles. Communication – Company vision, mission and targets. Engagement on strategy implementation through project participation and score boarding. Culture and climate surveys and feedback. Variable reward and recognition systems – personal, team and company. Learning programs – Investors in People emphasis. Performance Optimization processes to increase continuous improvement. Transformation forums. Etc. etc.
21	Training and Development Committee Employee Social Club Professional Discussion Forum Employment Equity Forum
22	Recruitment strategies, staff retention strategies, reward and recognition strategies, career planning and growth strategies.
23	
24	Initiatives include a formal employee induction programme; a formal performance management system; ongoing people training and development activities (technical & soft-skills); team building activities; product knowledge workshops; supervisory development programmes; regular departmental and branch meetings, annual management workshops
25	High levels of productivity; Low turnover
26	Climate Surveys, Competitive remuneration, Implementation of a high performance organisation strategy, performance management, suitability for the job and talent management
27	
28	Values conversations, Participation in the Best Company to work for surveys, initiation of a change management solution for the organisation, in the process of developing diversity workshops, establishment of a Gender Forum to discuss issues from a gender perspective within the organisation.
29	Consultative committees with organised/unorganised labour, safety, employment equity and skills development forums

NO	QUESTION 2
	104

NO	QUESTION 2
30	
31	
32	
33	Firstly we run a annual employee commitments survey and then use the outcomes within individual Business Units. Initiatives include: Can play a role in the overall talent strategy of the firm; Staff forums/dialogue sessions to engage staff on matters concerning them; Workshops to help people understand and appreciate people's differences; Open door policy; An annual road show by the CEO to communicate the vision and strategies for the year ahead
34	High staff turnover, low productivity, the forming of cabals and an over-active grapevine are definitely indicators that staff are disengaged.
35	Climate initiatives & Talent initiatives
36	
37	No – We are in the process of introducing an attraction & retention strategy in the business
38	The Bank accepts co-responsibility for the development of each employee to his/her full potential.; Career progress is based on the contribution made by the individual towards the fulfillment the responsibilities of the Bank and therefore initiative, innovative thinking and professional expertise are systematically developed and rewarded.; The Bank is convinced that equal opportunities for all, irrespective of ethnicity, race, gender or religion, should be pursued.; The Bank accepts that only through the loyalty and dedication of its employees will it be able to achieve its goal and fulfill its aims.
39	We are very decentralised and allow each region to develop and take ownership of their own initiatives. The results are measured by an annual audit using a 12 ladders questionnaire that is issued to all staff at every level. The response rate varies between 75% and 89% from year to year. The core of all programmes is teamwork – at every level. The issues measured are shown in the attached audit form, and we expect and incentivised (for responsible managers) an annual improvement. Where this is not forthcoming we regard it as a warning bell and take action .
40	MONTHLY MEETINGS WITH MANAGERS AND STAFF; QUARTERLY E-NEWSLETTERS; COMPANY CORPORATE IDENTITY; BI-ANNUAL ONE-ON-ONES WITH ALL STAFF; OPEN DOOR HR POLICY; OPEN COMMUNICATION POLICY
41	We don't have a formal one but we engage with employee on an informal basis. To gain their insight into things that affects them. We are however in the process of developing a more formal approach towards employee engagement and it. Will be rolled out in due time.
42	An employment salary committee, an employment policy; a grievance policy; training of staff when required; incentives on good performance
43	Employment branding, values campaign, management and other development, retention strategy, talent pools, mentoring and coaching etc etc

NO	QUESTION 3	QUESTION 4	QUESTION 5
1	Turnover rates Performance profiles Type of grievances Nature of labour relations issues	Remuneration Management style Nature/meaningfulness of a job Opportunities for growth Recognition of contributions Proper work/personal life balance	Basically the same as in 4 above, but stated in the negative
2	Low staff turnover – lower than the market average; Willingness among staff to get involved in formalized employee representative structures. High staff morale. Willingness to refer customers to the organization	Open communication . Consultation on matters directly affecting employees. Implementation of ideas generated at lower levels. Recognition of worth	Dictatorial culture; Lack of inclusivity; Poor working conditions
3	Increased productivity. Retention of critical skills. Employee Loyalty to company.	Transparency of management Management walking the talk ' core values' Clear and open communication. Creating clear Employee Value Propositions	Lack of trust No real commitment by Snr. Management to employee engagement
4	Increased productivity. Low labour turnover. Climate survey with over 75% satisfaction	Empowerment. Recognition and reward. Performance bonuses. Training & Development opportunities	Lack of a performance driven culture. Mistrust. Failure to recognise and reward performance
5	A clear indicator would be that communication is regarding by ALL as effective and full understanding of company objectives, mission & vision	Complete transparency, set frequency and structured information sessions by appointed leaders	Non-structured approach, no employee involvement from start
6	High levels of commitment and high morale. Low labour turnover. Good financial results.	Having it as part of the Company's vision, mission and strategy. Measuring and rewarding line managers on the level of employee engagement in the department. Open door policy and culture of openness and respect. Management has to lead by example.	Distrust, management not leading by example, fear, beaurocracy, not taking employees ideas seriously and lack of feedback on ideas given my staff.
7	Low staff turnover, high morale, high productivity, ability to attract and retain talent, etc	All the levers listed above	All factors listed above if not developed/improved
8	Question the staff?	The belief that they can progress up the ladder, feeling that their contribution is valued	Cultures of fear, lack of communication from top management
9	The presence of suitable forums for this purpose The level of discussion around the water cooler! Social Activities The general sense of belonging	A culture of openness/ Good participative structures. Generally friendly facilities	A very autocratic management style by the leadership Very rigid communication and Organisational structures A business that operated in "silos
10	Where employers know there staff well and have regular meetings with them. Where employee turnover is relatively low.	Frequent meetings with employees. Frequent company communication Taking a vested interest in employees and not just 'lip-service	Opposite of above as well as a disengaged management team
11	High performance, efficiencies and profits	Culture, policies and procedures	Culture, policies and procedures, Unfair labour practices
12	Employees act as ambassadors of the organization, and walk the talk with obvious pride	Committed, open and transparent management/leadership The attitude that it is all about people Leadership walks the talk – always. Effective communication	
13	Labour Turnover, Productivity levels, Absenteeism rates, Client service levels, Meeting/not meeting targets and objectives	Effective Leaders; Clear strategy and goals; Continuous improvements; Challenges; Training & Development Initiatives; Personalised rewards through objective performance management systems	Poor leadership and lack of management skills and the opposite of all noted in question 4's answer
14	Inter alia: Individual performance levels are "full" (100%) or "exceptional" (100%+); staff loyalty is high as evidenced by staff's "eating/breathing the brand"; client complaints are few/minor; incentive schemes are participated in, wholeheartedly	Everyone walks the talk, top down; it is a thread that is found in every initiative; people are recognised/rewarded for actively promoting it/living it; the company addresses all aspects of the employee's involvement with the company, however big or small (eg providing pleasant surroundings to work in are as important to the company as meeting productivity standards)	What we say does not gel with what we do; there are no consequences one way or another, to engagement or lack thereof
15	High Productivity. High employee morale. Low absentism/ sick. Low turnover. Effective/ quick change implementation	Communication. Commitment to employee needs/ Employee development Involvement of employees in decision making. Employees share rewards.	Slow decision making – rank structures. No /little communication and or involvement. Not caring for employees & no employee development. No benefits/ rewards to employees for improved productivity.

NO	QUESTION 3	QUESTION 4	QUESTION 5
16	Employees are ambassadors for the company eg speak well of the organisation both internally and externally. Employees report that they feel like individuals that are cared about as opposed to numbers. Employees demonstrate personal commitment to the achievement of the companys goals	Induction Ongoing training and development Opportunities for growth/promotion Feedback (Performance management; coaching; mentoring) Acknowledgement of achievement (Reward systems)	A Punitive culture Lack of acknowledgement of individual needs (including personal achievements) Lack of or inadequate support systems in place Lack of opportunity for personal growth and development
17	A high degree of informal interaction between management and employees throughout the organization and line management structures. This would be typified by a communications programme that encourages face-to-face dialogue rather than the simple dissemination of information via various media systems.	A culture of open and dialogue-based communication, sound management of both performance and personal development, strong corporate vision and mission statements, and a values-based culture	A lack of appropriate opportunities for dialogue, a culture of performance management that does not seek to secure buy-in and understanding of the business imperatives and the role that each individual can play in securing the success of the business.
18	When new employees after induction (normally 3 months after starting date) indicate that they have made the right choice to join us	Company culture.	Recruit to fill a vacancy and not the right applicant
19	Positive results on our annual Employee Satisfaction Survey, reduction in labour turnover in key posts, better achievement in benchmarking	Positive leadership, clear, organization-wide understanding and commitment to corporate strategy, positive performance management, staff development, effective employer branding	The opposite: poor leadership, poor clarity of goals and objectives, lack of recognition for performance, little or poorly understood career development, perceived unfair pay practices
20	Consistent and improving performance year on year beyond shareholder expectation. Generally sound relations across employee groupings. Low staff turnover. Positive employee feedback.	Comprehensive and integrated approach to people management matters. The organization is relatively small, so people get to know each other very well and the organization also is relatively flat in structure which allows direct access to senior management. Individuals in the organization are therefore able to make an impact by influencing decision making and know that their contribution really counts. Leadership style is critical. People are encouraged to take risks and be competitive and accountable.	Lack of communication. Ad – hoc people management approach. Lack of fairness and respect. Lack of tolerance of diversity and innovation/ideas. Lack of genuine people care. Lack of focus and direction from leadership. Lack of gratitude for contribution etc.
21	High number of employees participating in employee forums such as staff meetings or forums and when such are called	Given constructive feedback at all times Rewarding those who participate	Lack of opportunities and non-recognition of those who participate
22	Retention of staff, business growth, average period of service, staff promotions from within the company.	Business Growth, market factors, internal opportunities, diversification	Lack of suitable resources, no investment culture, business shrinkage.
23	Positive results in staff attitude surveys. Low staff turnover	Remuneration policy, learning and development opportunities, Management style, flexible work practices	
24	Our company has a diversified cultural profile representing a "proudly South African" company - which we are. Our organisation's culture supports employee engagement as each employee is empowered within their respective roles (i.e. accountable), employee climate surveys aer conducted regularly inviting open and honest input from all employees	If employees are rewarded in line with market related packages, attractive benefits are offered. If realistic suggestion made by employees are considered and implemented. If a career path has been agreed upon with the employee and the environment is conducive to employee development. if the environment remains a positive, enjoyable place to work.	Non-delivery on promises, lack of clear, meaningful communication; lack of vision and no mission statement to give direction to the organisation; lack of transparency
25	Robust Remuneration strategy; above average benefits; flexible work practices	Autocratic leadership style; below average remuneration; no emphasis on staff development & upward mobility	
26	The culture is inconsistent	Competitive compensation, caring culture, performance driven culture	Poor leadership, Poor performance culture, affirmative action
27	When an employee know that the organisation key pillars are and what the company is trying to achieve. The employee is happy to be associated with the organisation and has a sense of being taken care of with a future.	Open communication, open door approach, participative approach, communication in all mediums, reward and recognition, transparent processes	No communication, lack of honesty, no information and knowledge transfer, lack of employee motivation and empowerment.
28	Active participation by all employees regarding softer issues, better positioning in terms of the Best company to work for survey, improved financial results, measurement of training interventions and the implementation of training within the organisation i.e. multi-pronged approach, decreased staff turnover, assimilationof the values, vision and mission, i.e. measured through culture and climate surveys as well as strategic dialogue sessions.	Strong leadership, Opportunities for development across the various Departments and business units, Recognition and reward strategies in place so as to ensure that people are appropriately recognized for a job well done, A strong culture of performance tied in to a Performance management system, Measurement of the softer issues in a tangible fashion e.g. BCTWF surveys, Benchmarking against others so that the bar is consistently raised and compared to others in industry (this includes networking), The ability to identify with the vision, mission and goals of the organization in a personal way i.e. to strive for similar objectives, Open communication and transparent leadership	Silo mentality, Lack of innovation as well as the inability of the individual to express new ideas, Lack of communication, Lack of clear direction and leadership, Lack of opportunities to learn and grow, Lack of autonomy and decision making ability, No resources to get a job done as well as lack of support from managers and co-workers, No engagement with others in terms of idea generation, Lack of synergy with other team members and departments, No communication between leadership and the employee
29	Reduced grievances, disputes, absenteeism, labour turnover	Effective Communication, transparancy and participation throughout the organisation	lack of factors as detailed above.

NO	QUESTION 3	QUESTION 4	QUESTION 5

NO	QUESTION 3	QUESTION 4	QUESTION 5
30	Well defined organizational structures, Clear role clarification, Existence of job profiles for all job functions, Existence of effective performance management framework/policy/processes/procedures, Performance management linked to competitive and equitable recognition & reward practices	Focus on people development & engagement (mgrs & staff), Clear processes & structures, Transformational leadership at all levels, Clear strategic focus & this aligned to operational plans, Working environment conducive to risk taking by employees	Lack of transformational leadership, No clear processes & procedures (business + HR), Lack of strategic focus, Lack of communication channels cascading strategy to all levels
31	Organisational Climate, performance	Leadership	Lack of leadership
32	Long term equity planning	All potential employees to be interviewed by a central person in the company together with the relevant department head	Lack of communication.
33	High levels of discretionary effort by staff. Sustained levels of success within the organization – indicated by high growth figures, market positioning, financial results etc	Initiatives that "connect" with people. Open, honest communications. Leadership that is trustworthy and credible and that "walk the talk	The opposite of the above. Also low trust levels. Where people are not told the truth; where there is not enough "connectivity" to the staff – as people not as employees.
34		All staff needs clear association with, and understanding of the organizations strategic direction and core values. They need to understand the bigger picture and how their contribution fits in with the achievement of the organization's goals. The leadership of the organization must communicate continuously and clearly with staff and strong teams must be established. Responsibility must be delegated to the lowest possible level and staff must be incentivised in a manner that has value to them. Organizational culture plays an important role to employee engagement.	Lack of proper induction to the organization, no or limited personality fit, a feeling of not being appreciated, management stile, lack of appropriate skills
35	Employee satisfaction index that IBM measures. Attrition rates.	Climate created by management; Reward & recognition; Compensation; Fun / social activities; Career development	Climate created by management; Lack of reward & recognition; Poor compensation & career planning; No fun / social activities
36	Having a low turnover, low absenteeism rates, continuously improving productivity.	An organisation that listens to what the employees say and implements what it hears, it pays them not what they expect but what they are worth, even if it's higher than their expectations. It does not have to handcuff them, it shows through listening and actioning that it cares.	Paternalistic behaviour and paying lip service rather than acting in a way that shows employees you care.
37	Energized workforce, Increased productivity, Good morale, reduced staff turnover, strong culture, Employees are ambassadors of your company, Learning organisation	Challenging Career; World class leadership; Great working environment and culture; Performance Management; Communication and team work; Flexibility and work life balance; Global working experience; Fair reward and pay; Diversity; Meaningful work and making a difference (strategy alignment); Great and supportive Boss	Relationship (Join Companies leave their Boss); Lack of Career Development; Culture misfit; Feeling devalued and not recognized; Stress from overwork and work-life imbalance; The Job or Workplace not living up to expectations; They feel under valued and excluded – workers/employees
38	Staff turnover; EECB reports	Employment Equity; Scarcity	Burocracy; Lack of development opportunities
39	When all staff in their teams take responsibility for their own budget and objectives, their own recruitment and their own discipline (including dismissal and representing the organisation at CCMA etc.). allied to these aspects must be a continuous improvement in productivity against international benchmarks and the usual business/financial measures. All objectives are visually displayed and progress is recorded thereon by the team them selves at least weekly. This progress is incentivised.	A decentralised business model, an understanding and importantly an acceptance that people want to contribute and other issues like management integrity and consistency throughout the pipeline	Distrust. Lack of management commitment to the process. A centralised business model. Lack of competence. Inhibited decision levels.
40	SHARED VALUES; COMMITMENT TO THE COMPANY'S MISSION, VISION AND GOALS; TRANSPARENT COMMUNICATION (TOP-DOWN AND BOTTOM-UP); TEAM WORK; EXCELLENT CUSTOMER SERVICE LEVELS	UNDERSTANDING OF AND AGREEMENT WITH THE COMPANY'S MISSION, VISION AND GOALS; TRANSPARENT COMMUNICATION ACROSS ALL LEVELS; STAFF EMPOWERMENT (I.E. THEY CAN AND DO MAKE A DIFFERENCE); STAFF RECOGNITION AND REWARD	NOT UNDERSTANDING OR AGREEING WITH THE COMPANY'S MISSION, VISION AND GOALS; COMMUNICATION AT MANAGEMENT LEVEL ONLY; NOT EMPOWERING STAFF; NOT RECOGNISING OR REWARDING STAFF
41	The level of employee motivation by means of the production or effectively is indicative of whether an organization practice employee engagement.	A participative management style will promote employee engagement. An employee should feel valued and that their contribution is being valued by Management. A B-style management approach will harness and environment In which employees and express themselves without prejudice.	An autocratic management style will diminish an employee's morale and an employee will be reluctant to engage in anything unless they are compelled to do so.
42	Staff are content, longer service	If a high turnover of staff occurs	An uncaring CEO or MD
43	Where employee engagement is on EVERY top executives agenda and balanced scorecard	Culture and values, rewards, challenging work, development opportunities, recognition	Perceived inqualties, lack of development opportunities, autocratic management style, salaries below market level, lack of work-life balance, lack of recognition