

Harlow Council

Organisational Feedback Report 2023

About this report

This feedback report is based on your employees' responses to The Employment Deal Diagnostic (TEDD®) survey they took part in and the results are set out based on the TEDD® model as described on pages 3 and 4. This survey shines a light on workforce performance by measuring the 'deal' between the Harlow Council (employer) and its employees. Think of it as both parties making contributions in a number of ways that reflect the quality of the relationship between employer and employee.

The following results show employees' perception of various elements that play a part in the employment deal. These cover:

- the balance of the employment deal for the organisation as a whole and the different organisation units;
- the quality of the conversations that are happening for the directorate as a whole and at an organisational level between managers and individuals;
- the personality of the organisation;
- the key drivers of employee contribution.

The results illustrate the performance elements that underpin workforce performance and provide opportunities for conversations for change to make improvements. The results are part of a on-going research project that has incorporated data from around 50 local authorities over a ten year period.

Throughout the report, references are made to 'significant differences'. This refers to a real occurrence, i.e., not caused by chance, and also the magnitude of the difference. In broad terms, a difference of 5, which equates to a 5% movement on the mean value scales*, is considered significant.

Also, we have included several examples of free text comments throughout the report. These are chosen on the basis of relevance and frequency, using a thematic analysis tool.

Note: The calculation of mean values is shown in appendix 3.

Executive Summary

In this section, we provide a brief explanation of some key observations and what this means for Harlow Council. More detailed analysis can be found elsewhere in this report.

Response Rate: 275 employees responded to the survey, representing **59.7%** of those invited to respond.

Key Driver Analysis: Key drivers reveal which aspects of the employment deal have the greatest impact on employee contribution – the degree to which employees engage with their work, demonstrate confidence and competence and show various forms of allegiance to their organisation. The data reveals these to be the current key drivers:

- *Understanding available support*
- *Opportunities to shape the implementation of change*
- *Overall satisfaction with the employment deal*
- *Doing more-with-less resources (tension)*

These key drivers are examined in more detail later and the outcomes of the KDA should be used to guide the action planning process, as taking effective action in the identified areas will contribute positively toward enhanced employee contribution. This information should be used in conjunction with the other forms of analysis set out in this document.

Harlow Council Personality

This is covered in more detail later in this report and presents the personality dispositions through the eyes of the employees.

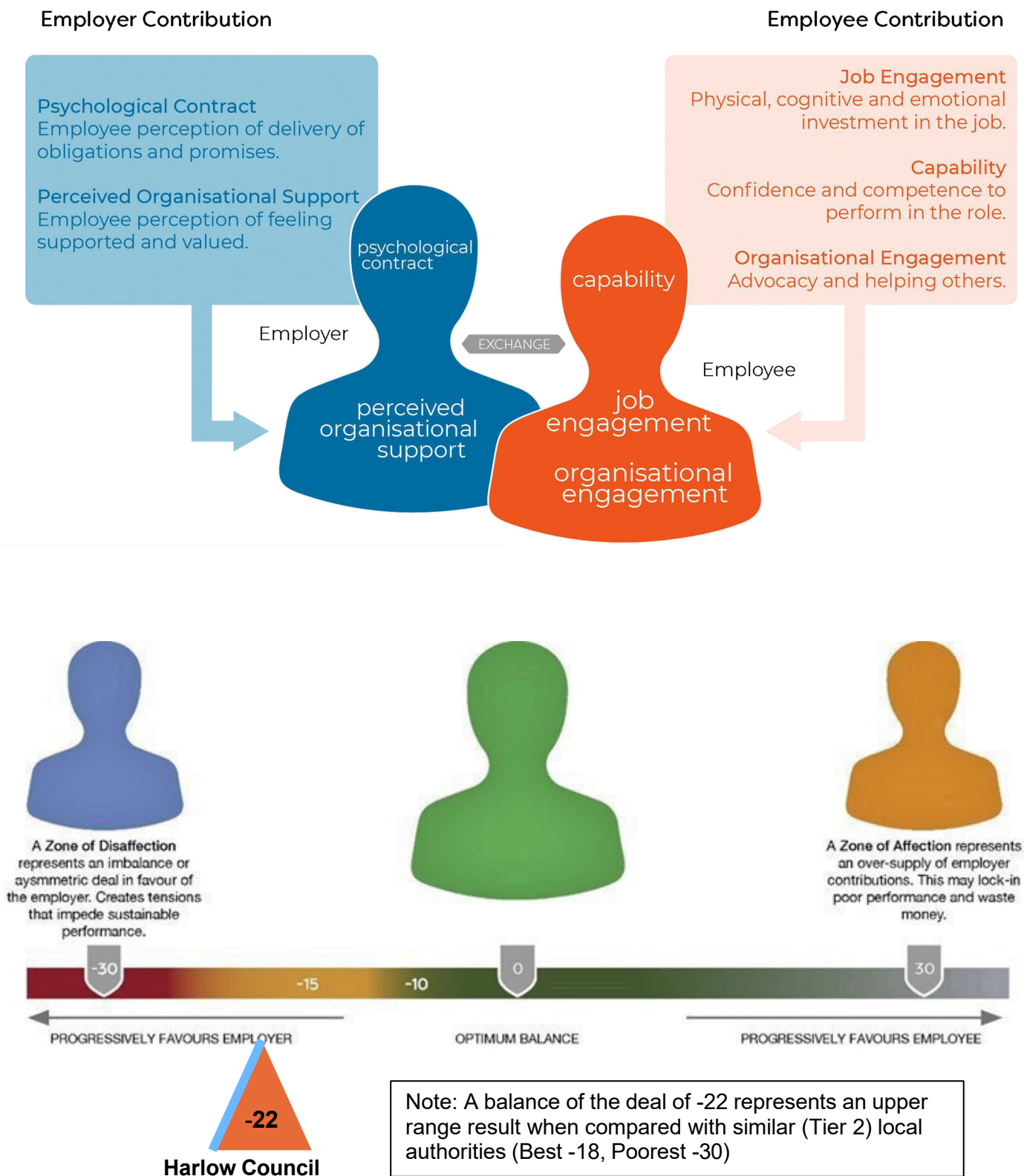
These dispositions – Conversational, Innovative, Capable, Trustworthy, Supportive, and Directive – are all interrelated and change in one has consequences for another.

The most highly rated disposition is *Supportive* and the lowest is *Innovative*.

The Balance of the Deal

The main features of employer and employee contributions are illustrated in figure 1.

Figure 1: Balance of the Deal scale



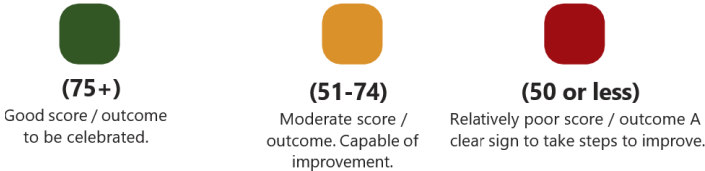
The Balance of the Deal

Drawing on the definitions of employer and employee contributions shown in figure 1, the index scores associated with the elements of the Balance of the Deal for Harlow Council are shown in Table 1. These are mean values that take account of the full range of opinion from ‘strongly agree’ to ‘strongly disagree’.

Table 1: Balance of the Deal Scores - Services

	PC	POS	Employer C	JE	CAP	OE	Employee C	BOD	Satisfaction	WT*	N
Harlow Council	59	53	56	82	78	73	78	-22	64	62	275
Services											
Housing Operations (People)	59	54	57	83	76	74	78	-21	67	56	42
Housing and Property	59	55	57	82	77	72	77	-20	63	65	48
Environment	56	52	54	79	76	72	76	-22	62	62	29
Community Resilience	57	47	52	87	81	75	81	-29	64	64	28
Regeneration + Planning and Building Control	58	56	57	84	81	75	80	-23	60	63	13
Corporate Services	60	50	55	78	82	70	77	-22	63	63	27
Governance HR and Legal	61	55	58	89	83	77	83	-25	63	61	20
Finance	65	63	64	80	80	74	78	-14	75	57	15
Revenues and Benefits	57	57	57	77	72	69	73	-16	66	61	19

PC = Psychological Contract
 POS = Perceived Organisational Support
 Employer Contribution = PC + POS
 BOD = Balance of the Deal



JE = Job Engagement
 CAP = Capability
 OE = Organisational Engagement
 Employee Contribution = JE + CAP + OE
 WT = Workplace Tensions

Note: *Workplace Tensions (WT) are reverse logic – lower is better.

Demographics

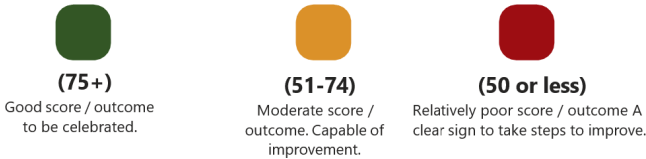
Table 2 below outlines the index scores associated with various elements of the Balance of the Deal across different demographics at Harlow Council. Please note groups who were in the survey scope but with data recorded with fewer than 10 respondents are not included.

Table 2: Balance of the Deal demographic score

	PC	POS	Employer C	JE	CAP	OE	Employee C	BOD	Satisfaction	WT*	N
25-30	63	55	59	82	82	72	79	-19	64	55	19
31-34	55	51	53	79	79	68	75	-22	57	56	17
35-44	60	56	58	78	74	73	75	-17	67	59	47
45-54	55	49	52	83	78	71	77	-25	63	64	65
55-64	62	55	59	86	82	77	82	-23	69	61	55
Prefer not to say	56	53	55	82	75	70	76	-21	55	67	31
Female	61	56	58	82	79	72	78	-19	67	60	141
Male	56	50	53	83	77	74	78	-25	64	63	68
Prefer not to say	55	50	53	82	76	71	76	-23	54	65	35
Managers and Team Leaders	56	51	54	83	76	73	78	-24	62	69	55
Non managerial and all other staff	60	54	57	82	79	72	77	-21	65	59	183

PC = Psychological Contract
POS = Perceived Organisational Support
Employer Contribution = PC + POS
BOD = Balance of the Deal

Note: *Workplace Tensions (WT) are reverse logic – lower is better.

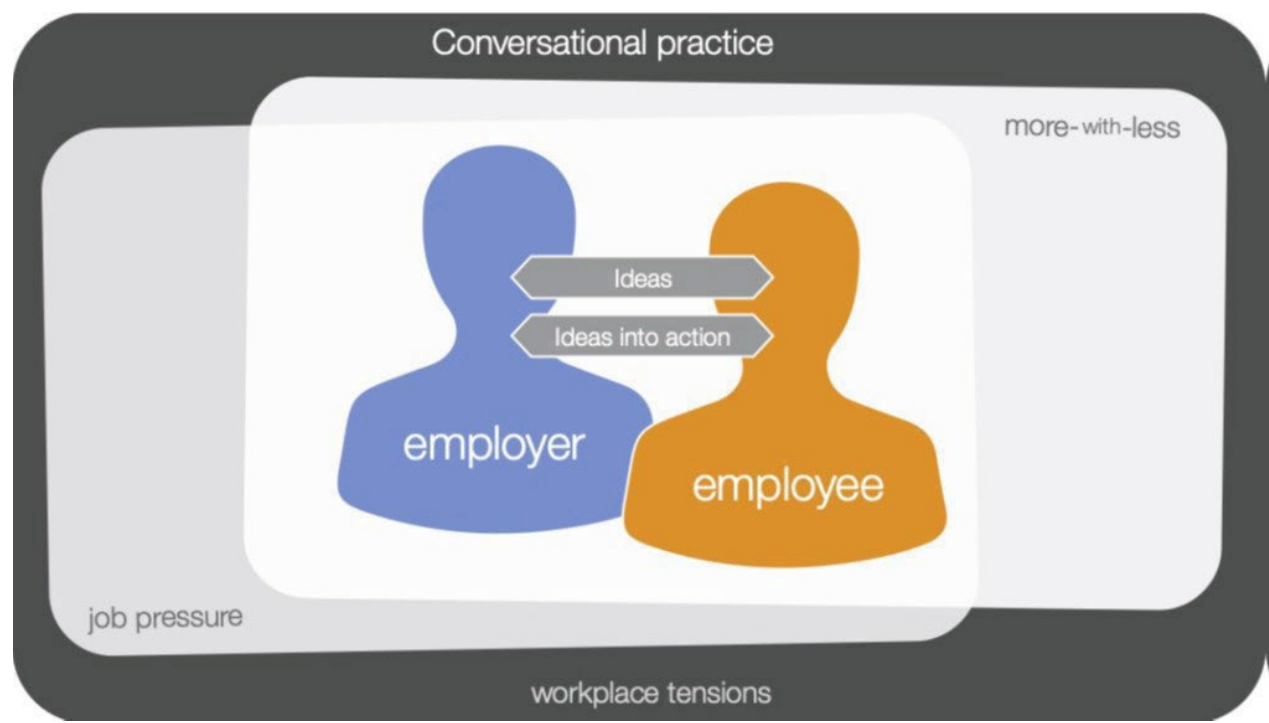


JE = Job Engagement
CAP = Capability
OE = Organisational Engagement
Employee Contribution = JE + CAP + OE
WT = Workplace Tensions

Bringing 'the Deal' to life (Conversational Practice)

We look at conversational practice in the workplace because day-to-day conversations are important in shaping people's performance. We look at the importance of conversations for solutions (generation of ideas) and performance (turning ideas into action) in producing actionable outcomes that benefit the team and wider organisation – see figure 2. These conversations are linked with workplace tensions – such as 'more-with-less' – and job pressure, which is a measure of constant excessive workload.

Figure 2: Conversational Practice



Conversational Practice

The index scores associated with the elements of Conversational Practice at Harlow Council are shown in table 3. These are mean values that take account of the full range of opinion from 'strongly agree' to 'strongly disagree'.

Guidance for Interpreting the Result

Conversational Practice (Solutions) are conversations about ideas. These generate the potential to reach working arrangements that also take account of employee wellbeing.

Conversational Practice (Performance) are conversations about realising the potential of solutions focused conversations or 'turning solutions into actions' – getting things done.

Conversational Practice is the average of Solutions + Performance.

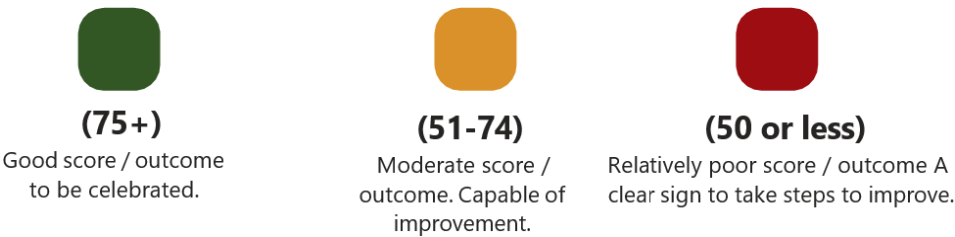
Tensions and Job Pressures shape conversational practice - for example, the competing challenges of doing 'more- with-less' and being subjected to excessive workload.

Statistical Analysis - Conversational Practice

Table 3: Conversational practice by service

	*W T	CP _S	CP _P	CP	N
Harlow Council (Useable Responses)	62	70	70	70	275
Services					
Housing Operations (People)	56	71	71	71	42
Housing and Property	65	70	69	69	48
Environment	62	72	73	73	29
Community Resilience	64	74	75	74	28
Regeneration + Planning and Building Control	63	65	67	66	13
Corporate Services	63	79	78	78	27
Governance HR and Legal	61	72	72	72	20
Finance	57	73	65	69	15
Revenues and Benefits	61	59	52	56	19

Conversational practice can be seen as an expression of the quality of the exchange of contributions between employer and employee - the ideal scenario is good conversational practice (scores 75+) combined with moderate scores for workplace tensions.



WT = Workplace Tensions

CP-S = Solutions-focused conversations

CP-P = Performance-focused conversations CP = CP-S + CP-P

Note: *Workplace Tensions (WT) are reverse logic – lower is better.

Statistical Analysis - Personality of Harlow Council

The survey invited employees to rate a range of ‘human dispositions’ - see table 4 below. The numbers represent the mean score for each disposition and are broadly consistent with other organisations having a similar balance of the deal.

These dispositions provide an insight into the perception of corporate personality, which influences the quality of the relationship that employees have with their employer. In turn, this affects the contributions that employees are willing to invest in that relationship.

Survey respondents are also asked to imagine the organisation as a human being by answering the question ‘if your organisation came to life as a person what word would you use to describe it?’


The insights have implications for Employer Branding and the narratives used to describe Harlow Council as an employer of choice. They shine a light on whether the internal view held by employees corresponds with the external proposition offered by the employer.

Table 4: Personality scores by service

	Conversational	Capable	Innovative	Trustworthy	Supportive	*Directive
Harlow Council (Useable Responses)	58	60	50	62	63	53
Services						
Housing Operations (People)	58	63	54	68	69	54
Housing and Property	66	65	57	64	66	53
Environment	57	59	48	62	66	51
Community Resilience	53	50	39	55	54	55
Regeneration+Planning and Building Control	60	63	54	67	63	50
Corporate Services	52	52	44	54	56	56
Governance HR and Legal	60	55	41	64	63	46
Finance	73	70	60	73	73	47


*Reverse logic - i.e., a lower score is a better outcome

Note: Our research reveals a strong negative correlation between ‘Directive’ and the ‘Innovative’ disposition. As such, a lower Directive score supports higher scores for Innovative.




(75+)

Good score / outcome to be celebrated.



(51-74)

Moderate score / outcome. Capable of improvement.



(50 or less)

Relatively poor score / outcome A clear sign to take steps to improve.

Personality of Harlow Council – One Word Responses

Each respondent to the survey was asked the question: If Harlow Council came to life as a person, what word would you use to describe it? A selection of responses from Harlow Council are shown in the figure 3 below. Note: size of word depicts frequency.

Figure 3: Word cloud of one-word responses



Key Driver Analysis

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those features of the employment deal that have the greatest impact on how employees contribute at work – see table 5 below.

The outcomes of the KDA should be used to guide the action planning process, as taking effective action in the identified areas will contribute positively toward enhanced employee contribution. This information should be used in conjunction with the other forms of analysis set out in this document.

The results below show the specific key drivers for Harlow Council.

Table 5: Key Drivers

Target: Employee Contribution	Mean Value
I understand the support available to enable me to get my job done	69
The council gives me opportunities to shape procedures for implementing change	50
Overall, I am satisfied with the employment deal provided by the council	64
I am often required to do more with less resources	71

These key drivers are used to shape the discussion by exploring the main themes, enriched with examples of free text responses. A more comprehensive sample of free text examples can be found in Appendix 1.



(75+)

Good score /
outcome to be
celebrated.



(51-74)

Moderate score /
outcome. Capable
of improvement.



(50 or less)

Relatively poor score /
outcome A clear sign to take
steps to improve.

Discussion of Key Drivers

Increasingly organisations rely on goodwill and high levels of motivation and performance from staff, in terms of ‘going the extra mile’ and ‘engagement’ with organisational objectives and values. In this context, trust, reciprocity and the overall quality of social exchange relationships are becoming increasingly important features of the employment deal.

The evidence set out in this report provides an opportunity for Harrow Council to undertake conversations for change in relation to how it can improve the perceived balance of the deal and quality of conversational practice across the organisation, in the knowledge that this will support sustainable employee contributions.

The analysis has identified 4 key drivers – these are constructs (expressed in the form of specific survey questions) that have the greatest potency to drive (and predict) employee engagement, and therefore should be encouraged and maintained in good order. The constructs are:

- *Understanding available support*
- *Opportunities to shape the implementation of change*
- *Overall satisfaction with the employment deal*
- *Doing more-with-less resources (tension)*

1. Understanding available support

Line managers and work colleagues are central agents in providing support of various kinds – known as ‘perceived organisational support’. In turn, this enables employees to feel secure and confident to share ideas for creative problem solving. Managerial styles shape the extent to which employees can feel confident and safe in communicating with their line manager about receiving support.

Insight: This key driver had a score of **69**, which is an upper moderate score. The result indicates line managers and work colleagues have developed a supportive style that enables an open, encouraging environment to drive employee engagement. Examples of employee experiences are shown below:

The support management give when unsure on work tasks

Supportive colleagues within my team, plus other areas of the Council

2. Shaping procedures for implementing change

This key driver measures the extent to which employees’ perceive their ability to influence the delivery of change and is an expression of the extent to which employees feel they have power to shape their working practices to achieve their performance targets. In the free text analysis, this reveals itself positively through opportunities for flexible working, having the ‘*trust*’ from their superiors and ‘*being treated as an adult*’. Negative comments draw attention to the way performance can be undermined by diminishing resources, insufficient tools, and micromanagement.

Insight: Shaping procedures for implementing change had a score of **50**, which is a poor score. Examples of good and poor experiences are shown below:

When things are changed for change sake but in fact nothing does actually get changed – it’s unsettling....top tier managers don’t seem to be held accountable when things don’t work.

I want the opportunity to support modernisation of local government for better outcomes and delivery and get excited about integrating ideas and skill sets to get better outcomes for Harlow.

3. Overall satisfaction with the employment deal

The balance of the deal, as discussed earlier in the report, is an expression of the quality of the relationship between employee and employer and concerned with the level of social exchange – the exchange of contributions between the parties. As the deal becomes progressively asymmetrical or imbalanced in favour of the employer, it can lead to attendant issues, most notably a drop off in organisational engagement, which can reveal itself in reduced advocacy and desire to leave.

Insight: This key driver had a score of 64, which is in the upper moderate range. Examples of employee experiences are shown below:

I have always firmly believed Harlow Council is a good employer. I like that I am local to my job and everyone does their best for the greater good of the town.

I have a good work/life balance and my manager is very flexible, which I appreciate. I feel that my salary is fair for what I do.

4. More-with-less tension

The evidence indicates that employees are being required increasingly to negotiate several tensions, including shortages of resources, staff cuts, increased volume of work, whilst at the same time having to deliver similar or improved levels of service. This tension, if not allowed to rise unchecked, can inspire employees to respond positively to workplace challenges and deliver better performance. However, if it does rise to high levels persistently, it can have the opposite effect – most notably, the smothering of conversations and a perception that organisational support has been withdrawn.

Insight: This key driver had a score of 71, which is in the upper moderate range. Examples of employee experiences are shown below:

Workloads are heavy but we are not offered overtime or the opportunity to earn TOIL which I believe some would take this up in order to manage the workload better.

The workload is too much for the amount of people in the team I work in. Support is not given by other departments within the council...

Narrative Analysis - Best Thing

Survey respondents were given an opportunity, via the use of free text, to provide more insights into the best thing about working at Harlow Council. A selection of responses are shown in figure 4 below.

Figure 4: Best thing about working at Harlow Council



Narrative Analysis - Biggest Challenge

Survey respondents were given an opportunity, via the use of free text, to provide more insights into the biggest tension that they currently face at Harlow Council. A selection of responses are shown in the figure 5 below:

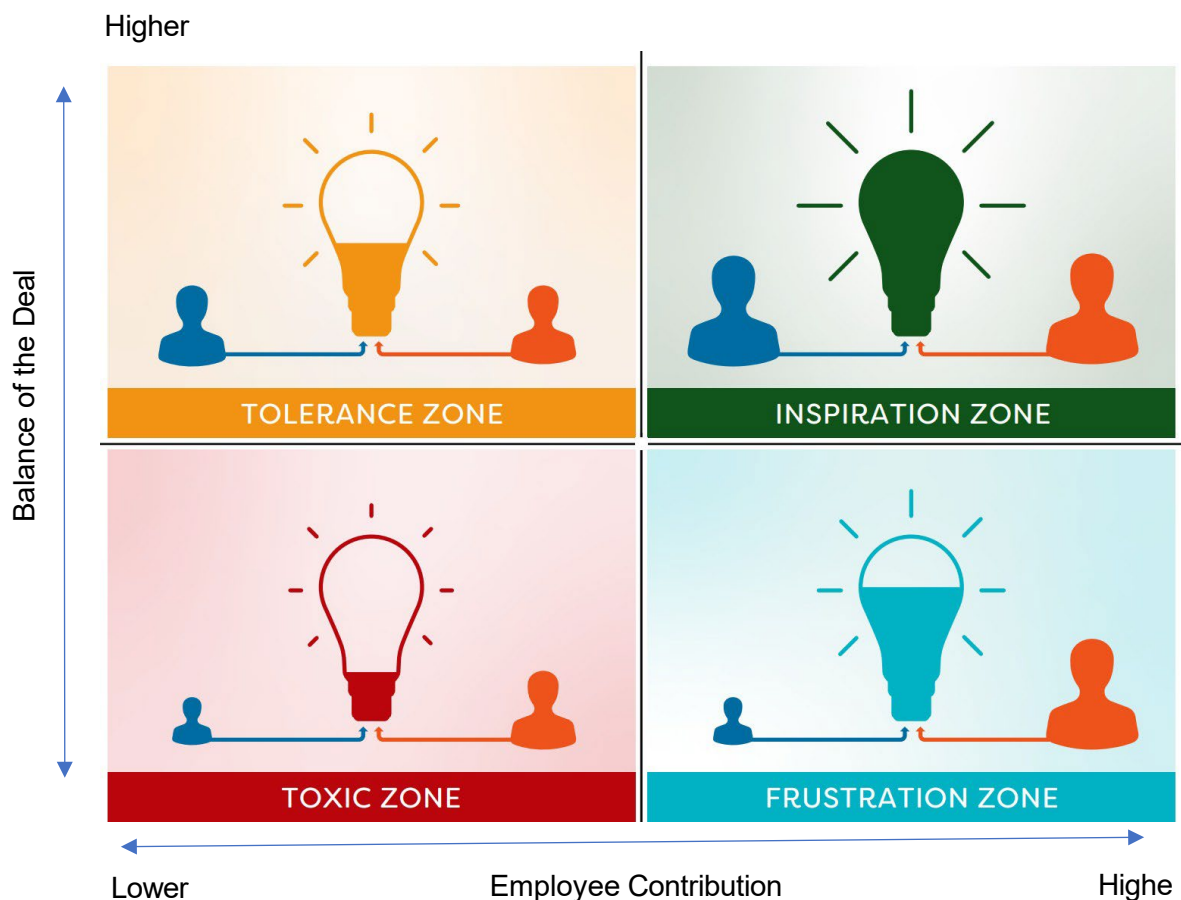
Figure 5: Biggest challenge at Harlow Council



The FITT® Framework

FITT® is a framework that captures organisational climates characterised as **F**rustration, **I**nspiration, **T**olerance and **T**oxic zones, as shown in figure 6. Each one reveals individual and collective insights about the employee experience. After subjecting the data to two tests or conditions (employee contribution and balance of the deal) individual responses migrate into one of the four zones. Each zone is differentiated by statistical and qualitative evidence, briefly set out in the following pages.

Figure 6: The FITT Framework



Frustration Zone

This zone is characterised by a heavily imbalanced deal but where employees invest high levels of contribution and the employer invests moderate levels of contribution. The values of the main statistical elements are shown below, together with one-word responses to the question: *If Harlow Council came to life as a person, what word would you use to describe it?*






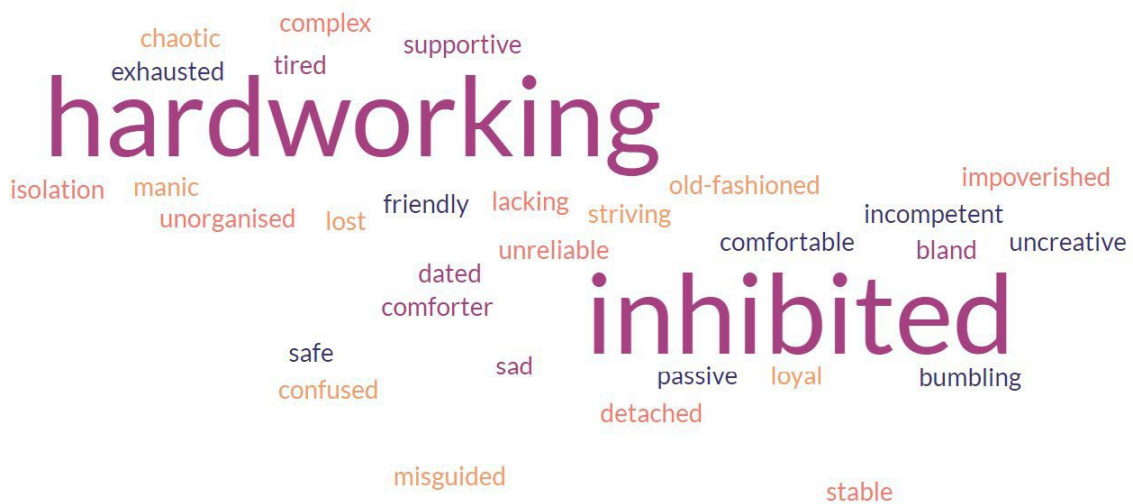
	Employer Contribution (53)
	Employee Contribution (87)
	Balance of the Deal (-34)
	Conversational Practice (76)
	More-with-less (80)

Figure 7: Word Cloud of one-word responses – Frustration Zone



Inspiration Zone

This zone is characterised by a balanced deal, where employees invest high levels of contribution and perceive the employer to be doing the same. The values of the main statistical elements are shown below, together with the one-word responses to the question: *If Harlow Council came to life as a person, what word would you use to describe it?*






	Employer Contribution (75)
	Employee Contribution (88)
	Balance of the Deal (-13)
	Conversational Practice (87)
	More-with-less (63)

Figure 8: Word Cloud of one-word responses – Inspiration Zone



Tolerant Zone

This zone is characterised by a balanced deal, where employees invest moderate levels of contribution and perceive the employer to be doing the same. The values of the main statistical elements are shown below, together with the one-word responses to the question: *If Harlow Council came to life as a person, what word would you use to describe it?*






	Employer Contribution (58)
	Employee Contribution (69)
	Balance of the Deal (-11)
	Conversational Practice (63)
	More-with-less (63)

Figure 9: Word Cloud of one-word responses – Tolerant Zone



Toxic Zone

This zone is characterised by a heavily imbalanced deal, where employees invest moderate levels of contribution and perceive the employer investing poor levels of contribution. The values of the main statistical elements are shown below, together with one-word responses to the question: *If Harlow Council came to life as a person, what word would you use to describe it?*






	Employer Contribution (33)
	Employee Contribution (68)
	Balance of the Deal (-35)
	Conversational Practice (53)
	More-with-less (85)

Figure 10: Word Cloud of one-word responses – Toxic Zone



Appendix 1 - Additional Key Driver Narrative Examples

Key drivers 1: I understand the support available to enable me to get my job done [69]

The support management give when unsure on work tasks.

Supportive colleagues within my team, plus other areas of the Council.

We just get things done. We support each other have a similar work ethic and a decent relationship.

My work colleagues are lovely to work with and very supportive

My line manager is key in supporting me - although I don't always know it - occasional direct feedback is provided. We are both committed to delivery and change for the better for Harlow Council... I am very fortunate and recognise I have a good line manager.

My line manager will always make themselves available should I need it and this support is really valuable. I know other colleagues in different teams will really struggle [with this]..

Key driver 2: The council gives me opportunities to shape procedures for implementing change [50]

Continuing to drive from the top the requirement to modernize working practices, culture and office workspaces for hybrid working arrangements to be truly effective .Support capacity growth in some areas, even if it's temporarily to support delivery of change

I want the opportunity to support modernization of local government for better outcomes and delivery and get excited about integrating ideas and skill sets to get better outcomes for Harlow.

I really enjoy working for Harlow Council. I am empowered to deliver on my projects, the office environment is engaging and people friendly...[However] I am also concerned of budget reductions and restrictions as this will impact on delivery of service.

[My manager] and I are both committed to delivery and change for the better for Harlow Council. We have regular team meetings, and he will coach and support me in areas that he is expert in.

Our workload in [Service] is immense....We have no restructuring and no support of additional staff. We need more dynamic roles where you are expected to provide support to an array of staff with a variety of tasks, to help [delivery of services]

When things are changed for change sake but in fact nothing does actually get changed – it's unsettling.. top tier managers don't seem to be held accountable when things don't work

Modernising ways of working is hindered by the need for improvements to have to be agreed through a succession of meetings and a reluctance for change by staff who have 'done it that way for years'.

Key driver 3: Overall, I am satisfied with the employment deal provided by the council [64]

The ability to work from home, working alongside a good bunch of colleagues and self satisfaction when a good job is well received

I have always firmly believed Harlow Council is a good employer. I like that I am local to my job and everyone does their best for the greater good of the town.

I am a Harlow resident and have lived in Harlow all my life and take pride in undertaking work which can benefit people within this Town. I believe that the Council is a good employer, and that I am rewarded fairly for my work, and I enjoy feeling I can make a positive difference.

Job security and I feel valued by my employer

Although I returned to work on a flexible contract and have always appreciated this flexibility, I am glad that the hybrid system was introduced by the Council, and it has worked extremely well and benefited all staff

I have a good work/life balance and my manager is very flexible, which I appreciate. I feel that my salary is fair for what I do.

The flexibility that hybrid working brings helps people have a better work/home life balance. Employees appreciate it and therefore 'give more' and feel happier about their work and are more productive. We are able to have spontaneous virtual meetings and can work outside usual office hours when required.

Key driver 4: I am often required to do more with less resources [71]

Generally we are looked after if you highlight issues. I think that the pressures to deliver make it very difficult to feel a sense of achievement as the delivery of objectives and projects is very difficult to achieve.

Being required to do more with less (time/resource) impacts on the services being provided in the short term and ultimately on the longer-term vision for service provision due to constantly being reactive rather than proactive....

Staff cuts, so my team are doing more jobs and more tasks, on the same pay within the same hours.

Workloads are heavy but we are not offered overtime or the opportunity to earn TOIL which I believe some would take this up in order to manage the workload better.

When staff leave or new priorities emerge, the workload is added to existing responsibilities without additional resources or financial reward for assuming additional responsibilities. The organisation is flat and remuneration is not effectively distributed.

The workload is too much for the amount of people in the team I work in. Support is not given by other departments within the council

Appendix 2: Mean scores across all questions

Survey Question	Mean Score
I am confident that I can perform effectively on many different tasks	84
There is a clear link between my performance and my rewards	48
Even when things are tough, I can perform well in my job	76
I understand the support available to enable me to get my job done	69
I feel able to strongly influence my performance goals	61
I often 'go the extra mile' to get my job done	87
On the whole, I strive with all my energy to perform my job	86
At work, I concentrate for long periods on my job	82
I feel a sense of pride about my job	80
I constantly experience excessive pressure in my job	62
I feel secure in my job	67
I feel my pay and benefits are reasonable for what I do	57
I feel my pay and benefits are reasonable in comparison with other employee groups in the council	52
I actively take opportunities to exchange views about my work issues with others in my team	74
I am provided with the tools needed to do my job	63
My commitment to the Public Sector motivates me to do as well as I can in my job	74
I am asked for my views on big decisions if they affect my job	53
Hybrid working (e.g. working from home or other remote location) is beneficial to my work-life balance	87
Hybrid working enables me to work more efficiently with my work colleagues	71
Hybrid working enables me to work more efficiently with other customers	71
I regularly have conversations with my line manager about factors affecting my performance	68
There is a clear link between my Personal Performance Plan (PPP) objectives and my team's objectives	59
There is a strong desire in my team to find smarter ways of doing things	73



(75+)

Good score / outcome
to be celebrated.



(51-74)

Moderate score /
outcome. Capable of
improvement.



(50 or less)

Relatively poor score / outcome A
clear sign to take steps to improve.

Appendix 2: Mean scores across all questions

When things are tough, we work well together as a team	81
I am proud of the work my team delivers to our customers	83
My line manager recognises that speaking openly about problems in the workplace provides an opportunity to improve things	70
I am well supported by my line manager most of the time	76
I am satisfied with the way my PPP has been conducted by my line manager	65
My line manager encourages conversations within my team about creating solutions to work-related problems	70
I have useful conversations with my line manager to find practical solutions to problems I experience at work	73
My line manager encourages conversations that enable the team to be more effective in achieving its performance goals	70
I do not hesitate to challenge the opinions of others if I believe it will enhance the work of my team	76
I am willing to put myself out for my team members when required	88
I trust my line manager to act in my best interests	74
My manager encourages flexible working practices (e.g. different work patterns) for me and my team	75
My manager encourages hybrid working	78
My manager provides me with the support I need to get the most from hybrid working	78
The council gives me opportunities to shape our strategies for change	49
The council gives me opportunities to shape procedures for implementing change	50
The council invests in building my capabilities through learning and development	56
The council values my accomplishments at work	53
The council demonstrates a genuine concern for my well-being	59
There is a 'no blame' culture – mistakes are talked about freely so we can learn from them	55
I do not hesitate to challenge the opinion of others if I believe that it will enhance the workings of the council	69



(75+)

Good score / outcome to be celebrated.



(51-74)

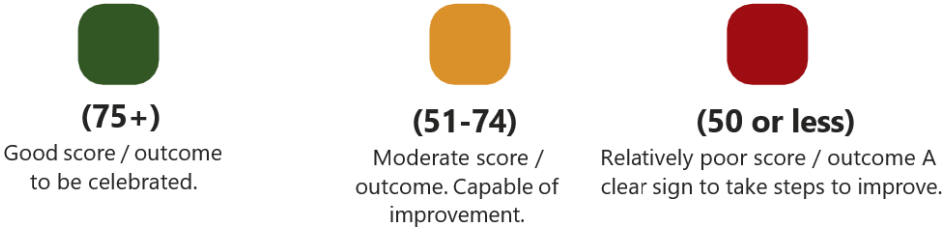
Moderate score / outcome. Capable of improvement.



(50 or less)

Relatively poor score / outcome A clear sign to take steps to improve.

I would recommend working for the council to a friend	69
I feel a strong sense of loyalty to the council	70
I feel that the council's values appeal to my personal values	62
The council's leadership team have a clear vision for the future of the organisation	54
The council's leadership team inspire me to use my own initiative	51
I have a clear view about the council's obligations to me	57
I trust the council to deliver on its obligations to me	56
The council recognises that speaking openly about workplace problems provides an opportunity to improve things	54
The council provides me with good prospects for getting a better job	55
Overall, I am satisfied with the employment deal provided by the council	64
I feel reliably well informed about what's going on in the council	62
I understand how well the council serves the needs of the Harlow Community.	67
Compliance with internal procedures often makes it difficult to be creative	60
My personal development preferences are often overridden by the needs of the organisation	55
The quality-of-service delivery to my customers is often compromised by time pressures	59
I am often required to do more with less resources	71
The immediate demands of my job often conflict with achieving longer term goals	64



Appendix 3: Data Analysis

The quantitative (numeric) data was exposed to a variety of statistical analysis techniques:

- Cronbach’s Alpha – a test for internal consistency and reliability of the responses.
- Test for Significance – a formal procedure for assessing the confidence of claims made from the analysis of the data
- Multiple Regression - a formal procedure to predict the value of a variable based on the value of two or more other variables. This is the basis of key driver analysis, explained in more detail on pages 12 and 13.

The results for the rateable items were calculated using mean values, as illustrated below. The thematic analysis of the qualitative data (free text) was conducted individually then collectively by the research team. Numeration (i.e. the frequency in which a theme appears within the data) was used to pull together the final set of themes, since numeration is one way of indicating their relative importance (Smith, Flowers & Larkin, 2009) and is widely used by researchers where this type of evidence is a significant source. The other technique used was sentiment weighting.

Employees’ responses to the free-text questions were analysed using NVivo (a qualitative software analysis package), which helped to identify and extract opinions, emotions and attitudes from the qualitative data.

The research team were then able to blend statistical and free-text data to provide an enriched interpretation, with the relative importance of the different themes revealed when matched with the key drivers.

Example Survey Question:					
My supervisor and/or manager encourage and motivate me in my career development.					
Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	
100	75	50	25	0	
Respondent 1	✓				Score
Respondent 2				✓	100
Respondent 3			✓		0
Respondent 4		✓			25
Respondent 5		✓			75
Respondent 6			✓		75
					50

Total = 325

Divided by total respondents (6)

$325 \div 6 = 54$