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# An Exploration of Employee Engagement in SAL

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A dissertation submitted in partial fulfilment for a BA (Hons)  
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National College of Ireland

## Declaration

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of B.A. (Hons.) in Human Resource Management is entirely my own work and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work.

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## **Index**

### **Abstract**

#### **1. Chapter 1 – Introduction**

- 1.1 Reasons for researching employee engagement
- 1.2 Aims and objectives of the review
  - 1.2.1 Level of employee engagement
  - 1.2.2 Improving employee engagement
  - 1.2.3 Best practice methods
- 1.3 Scope of research

#### **2. Chapter 2 – Literature Review**

- 2.1 Introduction
- 2.2 Defining employee engagement
- 2.3 Understanding employee engagement
  - 2.3.1 Benefits of employee engagement
  - 2.3.2 Creating employee engagement
  - 2.3.3 Importance of psychological contract
  - 2.3.4 Influences on engagement
  - 2.3.5 Measuring engagement
- 2.4 Industrial organisational context
- 2.5 Conclusion

#### **3. Chapter 3 – Research Methodology**

- 3.1 Introduction
- 3.2 Justification for conducting research
  - 3.2.1 Analysis of employee engagement
  - 3.2.2 Analysis of Industry understanding
- 3.3 Overview of data collection methods
  - 3.3.1 Semi-structured survey
  - 3.3.2 Open questionnaire

3.4 Analysis of research conducted

3.4.1 Semi-structured survey

3.4.2 Open questionnaire

3.5 Conclusion

**4. Chapter 4 – Research Analysis & Discussion**

4.1 Introduction

4.2 Analysis of employee engagement levels

4.2.1 Trend of leavers

4.2.2 Length of service

4.2.3 Reasons for leaving

4.2.4 Negative answers

4.2.5 Positive answers

4.2.6 Other questions asked

4.3 Analysis of Industry understanding

4.3.1 Industry understanding of employee engagement

4.3.2 Measurement of engagement

4.3.3 Primary influences of employee engagement

4.3.4 Ways to achieve employee engagement

4.4 Summary of findings and impact on engagement

4.5 Conclusion

**5. Chapter 5 – Recommendations & Conclusion**

5.1 Introduction

5.2 Recommendation for SAL

5.2.1 Measure employee engagement levels

5.2.2 Effective management of employees

5.2.3 Importance of communication

5.2.4 Leaders reinforcing culture

5.3 Has the research question been answered?

5.3.1 Level of employee engagement

5.3.2 Improving employee engagement

5.3.3 Best practice methods

5.4 Conclusion

## **Bibliography**

## **Appendices**

Appendix I	Gallup Q12
Appendix II	Exit Interview Form
Appendix III	Employee Engagement Questionnaire
Appendix IV	Performance Management Review Form
Appendix V	Exit interview data
Appendix VI	Employee engagement survey responses
Appendix VII	Exit Interview Responses

## Abstract

The purpose of this dissertation is to review the concept of employee engagement, examining the benefits of best practice human resource policies and procedures, in order to identify the means by which this can be best achieved within SAL.

This review explores some of the major themes of employee engagement, such as the organisational benefits of engagement, its link to the psychological contract, as well as different elements of organisational life that impact on engagement, both positively and negatively.

It includes a review of the SAL organisation, and identifies both the levels of employee engagement within the company, and the ways in which this can be improved in particular areas.

Some of the views that emerge from this review are detailed below:

- By concentrating on employee engagement levels within an organisation and making changes to improve the levels identified, it can bring a variety of benefits, including increased productivity and profitability, attraction and retention of staff, and increased levels of innovation.
- Employee engagement has benefits to employees also, including improved morale, job satisfaction, health and well being, as well as a better work life balance.
- Employee engagement is a feature of, and has an impact on the culture of an organisation.
- There are many ways to create or improve levels of employee engagement, specifically with regard to efficient people management practices that are aligned with the organisational strategy.
- The most effective way of measuring employee engagement levels within an organisation is through employee attitude surveys, performance management review results, and exit interview feedback.

- Improvements in employee engagement levels can be identified when matched against key organisational metrics, for example profitability, productivity and retention levels.
- Effective communication at all levels in the organisation is an important factor in ensuring that employees are fully engaged with the desired values and behaviours in the organisation.
- Senior management are the crucial factor, in ensuring that desired behaviours and values are embedded in any organisation.

## **Chapter 1 – Introduction**

### **1.1 Reason for researching Employee Engagement**

Employee engagement has been discussed within HR in recent years as having benefits that can directly impact the productivity, quality and profitability of an organisation. However, high levels of employee engagement are not easily achieved within an organisation, and many practitioners of people management are not familiar with either the concept, benefits or how to achieve and improve employee engagement within an organisation. A primary goal of this research is to fully understand what employee engagement really means for an organisation.

There are many reasons for wanting to evaluate the level of employee engagement within SAL. One of the primary drivers behind this review is to ensure that we can fully understand both the levels of return available when employers are fully engaged, and consequently the damage that can be caused by a disengaged workforce. This review will show both theoretically and in practice at SAL, the benefits to organisations if the recommended HR best practices are adopted.

When reviewed with the overall organisational strategy in mind, it should be possible to identify which human resources best practices will enable SAL to increase the level of engagement of its employees, so that it can achieve its desired future strategy.

There are a number of different motivating factors that affect each employee, and when reviewing employee engagement, it is necessary to identify what motivates and drives an employee to become fully engaged within the organisation. Given the variety of skill levels and skill types within SAL, it will be important to try and see the types of influences that affect employee engagement in the organisation.

## **1.2 Aims and objectives of the review**

The objectives of this review are outlined below.

### 1.2.1 Level of Employee Engagement

One of the major goals for this review is to try and identify the level of employee engagement within SAL. This should enable the organisation to focus its attentions on specific issues for the organisation, which should help to implement changes to tackle any problems identified.

### 1.2.2 Improving Employee Engagement

As part of this review it is necessary to outline ways that employee engagement can be improved within SAL, well as identifying ways to measure the level of engagement and changes that may affect it within the organisation.

### 1.2.3 Best practice methods

Another primary aim is to try and identify best practices and policies that encourage employee engagement within an organisation. This is vital to ensure that SAL keeps ahead of its competitors where possible, and creates the best possible environment for its employees to grow and develop.

## **1.3 Scope of Research**

In order to adequately research a topic as diverse as Employee Engagement, it is necessary to cover issues and current trends in the following areas; Employee Engagement, Organisational Culture, Change Management, Performance Management, Career Progression and Retention.

As well researching the theory of these topics, I will also include an analysis of the current level of employee engagement within the organisation.

## **Chapter 2 – Literature Review**

### **2.1 Introduction**

In recent years, there has been much interest in the area of employee engagement and the competitive advantages that can be gained from it, but what do we really mean when we talk about it?

The aim of this review is to identify the common concepts associated with employee engagement. The concept has been around for a number of years, however, there are not many references to employee engagement in textbooks, as many authors concentrate on the various elements that influence engagement, rather than the concept itself.

There are a number of journal articles that explore some of the major themes of employee engagement, including the organisational benefits of engagement, its link to the psychological contract, as well as different elements of organisational life that will impact on engagement, both positively and negatively, and I will review a variety of these themes during this section. This review will also cover a review of the SAL organisation.

### **2.2 Defining Employee Engagement**

Early research in personal or employee engagement by Kahn developed a definition of engagement as 'The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances (p694, 1990). He also outlined how people use different levels of effort in the roles that they perform, which has an impact on the level of performance within the role.

In other research, employee engagement is recognised as being a combination of the commitment of employees to the organisation and its values as well as a

willingness to help out colleagues, and is something that the employee has to offer the organisation, but goes beyond general job satisfaction and motivation to do well (CIPD 2008 a).

As is highlighted above, job satisfaction is an important characteristic of an engaged employee. This was described by Hackman and Oldman as having the following attributes; skill variety, identity to a particular task, knowledge of the significance of the task, feedback on performance, and the freedom to do the job as desired (p533 , Marchington & Wilkinson). Once these features are maximised in a role, they will ensure that the employee experiences meaningfulness at work, thus increasing engagement with the organisation.

Seijts and Crim have a slightly different view, and describe an engaged employee as being one who is enthusiastic and fully 'involved in their work, and are attracted, inspired and committed to what they are doing every day. They go on to say that employees go that extra mile for the company, and invest in and deliver 'discretionary effort', to ensure that the organisational objectives are achieved (2006).

Gallup research has shown that 'Engaged employees work with passion, and feel a profound connection to the company', and are also drivers of innovation and company growth, where as not-engaged or actively disengaged employees are doing their everyday job, but are not putting any additional effort into this, and will sometimes undermine what other colleagues accomplish (Gallop 2006).

So who are our engaged employees? Gallop has conducted a vast quantity of research in this area, and have identified that engaged employees are simply the more productive employees within the organisation. Their research also proves that engaged employees are 'more productive, profitable, safer, create stronger relationships, and stay longer with their company than less engaged employees (Gallup 2006). This US based research has also shown that up to 15% of employees in 2006 were actively disengaged, at an estimated cost of \$370 billion to the US economy. In recent research in Ireland and the UK, it

was found that only 23% of employees are fully engaged with their employer, and that a staggering 22% of employees are actually disengaged (BlessingWhite, 2008), which is worrying for employers.

According to Daniels and Daniels, an engaged employee will demonstrate a number of key attributes that set them apart from other employees, these include commitment, initiative, and an overall approach to understanding the company needs, rather than just working longer and harder (Johnson 2006). In defining an engaged workforce, they see that it will consist of a critical mass of employees that not only do more than their job description prescribes, but also deliver this effort at the right time, and towards the priority actions in order to achieve the company goals.

In a model by Scahufeli, engaged employees are described as full of energy, pride and enthusiasm towards the organisation they work for, and are completely willing to focus on the task at hand and go the extra mile for the organisation to achieve success. It has also been described by Kahn as 'the harnessing of organization members' selves to their work roles', and results in an improved and easier performance by individuals within their role (Wildermuth and Pauken 2008).

## **2.3 Understanding employee engagement**

### **2.3.1 Benefits of employee engagement**

As we can see, engaged employees are committed to an organisation in many different ways. We can derive from this increased commitment level that there will be benefits to be gained by encouraging employee engagement within an organisation.

According to research carried out by the CIPD, some of the benefits of employee engagement to an organisation include improved business performance, brand promotion, and high service levels of product and quality. Similarly, a strong employer brand will help in attracting and retaining

employees in the organisation, and will result in improved job satisfaction for its employees (CIPD 2008 a). When employers fulfil the expectations of their employees, it strengthens the employee's sense of fairness and trust in the organisation, and creates a positive experience and psychological contract between both parties, resulting in the employee offering discretionary effort towards the organisation and their work.

Similarly, Gallup also identifies the benefits that engaged employees bring to an organisation. They are more productive in the work environment, they add to the profitability of an organisation, they create stronger customer relationships, are more innovative, and stay longer with the company than employees that are not engaged (Gallup 2006). These advantages can support organisations to create and achieve their strategic goals, and explore this further, in a study conducted by Gallup Management Journal it was found that organisations are looking to their employees for new and innovative ideas for business development, and that engaged employees are the most likely group to put forward suggestions for management or business improvements (Gallup, 2006).

Some of the benefits of employee engagement to employees outlined by Loehr include increased enthusiasm, improved health and happiness, and will ensure that the employee is of great value to an employer, thus improving the employer/ employee relationship (Wildermuth and Pauken 2008).

### **2.3.2 Creating employee engagement**

As we can see, there are numerous benefits to having a highly engaged workforce in an organisation, but how can this be achieved successfully in an organisation?

A report by the CIPD (2008a) discusses a number of main drivers needed to encourage employee engagement in an organisation. They discuss how it is firstly necessary to align people management strategies to organisational

policies to ensure that employees are aware of how their work contributes to the organisational outcomes, as well as the importance of having effective two way communication and having leaders that are committed to the organisation. Outlined also is need to feel valued and heard in the organisation, as well as being able to perform to the best of one's ability in the role. In addition to this, the way work is organised and the provision of adequate working conditions ensure that employees have meaningful work to do, and will work more effectively within their role, and all of these elements will assist in releasing the employee's discretionary effort and behaviour. Finally, the CIPD research concluded that if employees have autonomy and responsibility in their role, and receive the support, coaching and feedback they require to do their job effectively, it will drive forward the levels of engagement to the organisation.

One of the most effective ways of aligning people and organisational strategies, and ensuring employees are aware of how their work contributes to company goals is to provide feedback to employees, either informally on a regular basis or formally through a performance management system. This can be effective way of creating or increasing engagement, as it allows employees to communicate with their managers, and allows them to discuss their performance against company goals, and is an opportunity for them to receive praise and recognition for a job well done, and makes them more accountable for their actions (p5, McMahon 1999). This is an essential feature of organisations with a highly engaged workforce.

A central part to the process of engaging employees within any organisation is to ensure that line managers are fully engaged to the management of their employees. This concept is discussed by Dalziel and Strange who illustrate how important it is to understand the line managers point of view when it comes to managing people, and to provide a HR solution to support them by providing them with the correct training, support and tools with regard to HR policies and procedures. It is also essential to demonstrate the benefits of engaged employees in the workforce, by providing them with performance results of engaged employees. This will also help to get line managers on

board with the concept of employee engagement, as they will see the benefits that can be gained (p 57, Dalziel & Strange).

In contrast to this, another area that can be developed to encourage commitment of employees to an organisation include the future employability of employees outside of the organisation (CIPD 2008 b). This will have an impact on employees in organisations that are encountering difficulties, and can be achieved by providing training and development outside of organisational needs.

Another model for generating the right levels of employee engagement and initiative within an organisation is outlined by Daniels and Daniels (Johnson 2006), and can be effectively used by an organisation hoping to improve engagement within the organisation. This includes the identification and communication of new behaviours by managers, which can be done by analysing the future strategy, along with the required commitment levels and behaviour that will be needed from employees in order to achieve it. They also highlight the need to identify what will motivate employees to behave as desired by the organisation, which will differ from person to person and from industry to industry. Once goals have been communicated, they also illustrate the need for Senior Managers to positively reinforce the message, which can best be achieved by Senior Management leading by example, and continually re-emphasising the desired goals. Actions such as providing opportunities to take on new challenges, publicly praising for a job well done, or thanking them for completing a task in a timely manner can all have a positive motivational affect, thus encouraging employee engagement.

Woodruffe discusses how money is not the main reason why employees will decide to work for one employer over another, and rather it is a variety of other factors like career advancement, interesting roles and associated autonomy, positive feedback and a pride in the organisation that will have an impact on their attractiveness and engagement within an organisation (2006). He also outlines how other non-financial motivators can be effective ways to encourage employee engagement, such as a commitment and trust by the

employer to the employee, and how the exposure of employees to advice and mentoring by senior people within the organisation can have a significant motivational influence on how employees engage with an employer.

Lawton highlights the importance of effective internal communication in ensuring high levels of employee engagement within an organisation. He feels that they should be advised of organisational strategy, values and goals, as well as its products and services, and how they are expected to perform within their role (Human Resource Management International Digest, 2008). These aspects of an organisation are important to ensuring that the employee is fully aware and engaged with the organisational brand, which will help them feel more integrated and connected with the organisation.

### **2.3.3 Importance of the psychological contract**

In section 2.3.1, the CIPD outlined how employee engagement can have a positive influence on the psychological contract between employer and employee, but how can this be achieved?

The psychological contract has been defined by David Guest as 'the perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other' (CIPD 2008 b). These perceptions are informal promises between the employee and the employer, and are believed to be a valid part of the relationship between both, and will affect how employees behave from day to day. Guest goes on to describe a model of how employee and organisational characteristics will ultimately affect employee behaviour and performance, and the quality of this output will be determined by the quality of the fairness and trust within the relationship. This psychological contract will have a significant impact on the level of employee engagement within an organisation, and a failure to deliver on commitments made to employees, for example, training, reviews or compensation, will negatively affect engagement.

The psychological contract has been described by Clutterbuck as 'the unwritten assumptions by employers and employees about the appropriateness and value of the social exchange between them' (2005). He goes on to explain that the more the relationship is valued through mutual respect, added value and aligned beliefs, the healthier the psychological contract is, and that these beliefs will have a strong influence on the attitudes and behaviours demonstrated by employees.

On a different angle, in an article by Atkinson (2001), the psychological contract has been linked to career development by Herritot when he described a career within an organisation as a series of re-negotiated psychological contracts between an employee and employer during the duration of employment. The article also highlights that the way in which promotions are conducted within an organisation can have an influence on how much discretionary effort is exerted by an employee, if it is thought that the promotions process has been violated (Martin et al, Moorman). It was also highlighted that Hind et al felt that employers must encourage employees to manage their own career by supporting the continual learning of all employees within the organisation.

### **2.3.4 Influences on Engagement**

In addition to the organisational influences described earlier there are many other factors that have an influence on employee engagement within a company, and some of these influences are explored below.

#### Organisational Culture

Research has found that organisational culture will have an impact on employee engagement levels within an organisation. Edgar Schein defines organisational culture as a set of 'basic assumptions and beliefs that are shared by members of an organisation, that operate unconsciously, and that define in a basic taken-for-granted fashion, an organisations view of itself and its environment' (p6, 1991). It is a learned response to a group's problems of

survival in its environment, and are taken for granted as the group tends to solve the problems in a consistent and repeated manner.

Culture is evident in organisations when we identify the common language and ways of thinking, according to Schein (p41-42, 1999). This transpires in the way that employees try to identify the right way to dress, to conduct themselves in meetings, and how to use the common terminology, and as a result of this, it will have a significant influence on the level of employee engagement within an organisation.

### Team Dynamics

As discussed by Wagner and Hartner (2007), effective and committed teams are less likely to leave an organisation, are better with customers and are more productive than people who are just freeloading or coasting within a team. However, freeloaders within teams who coast along with minimum contribution to organisational goals can have a major impact on employee engagement, not only on the other members of a team, but also within an organisation. They also discuss an experiment conducted by Fehr and Gaechter which showed that when people within teams are held accountable for their actions, that naturally productive people become more willing to invest time and effort into their actions, therefore resulting in the entire group becoming more engaged, and improving productivity. This shows the significant impact that team culture can have on an organisation, and on the level of engagement of the employees throughout the organisation.

The main feature of effective high performance teams within an organisation is the deep sense of commitment within the team to the growth and success of an organisation, which was highlighted by Katzenbach and Smith (p78, Armstrong, 2002). Armstrong also highlights that the way people work together are affected also by the culture of the organisation, which again can have an impact on and is influenced by levels of employee engagement within an organisation.

### Relationships

Kahn suggests that employees are engaged to an organisation when they are emotionally connected to others within their work and form strong relationships with their managers and employees within a team (Luthans and Peterson 2006). This shows the importance of the role of the manager in employee engagement, and according to Luthans and Peterson, this can strengthen a manager's confidence and self belief about their ability to manage a group.

Similarly, the importance of the line manager cannot be underestimated in the role of People Management and as HR Champions, as outlined by Ulrich (p235, 1997). He goes on to discuss how Line Managers have the ultimate responsibility for the outcomes in an organisation, and this also holds them accountable for the employees that work for them. Because of this we need to ensure that they have the skills to enable them to fulfil this role adequately, so that they can engage the employees fully in their roles and to the organisation.

An article by Paul Michelman (2004) in the Harvard Management Update provides some key advice on how best to manage employees, by ensuring that they are actively engaged with the organisation, thus increasing growth, profitability and stock prices. This is achievable through the effective selection of employees, setting expectations of accomplishments, and through the effective motivation and development of employees so that they can achieve their full potential by focusing on the talent of employees rather than the requirements of a particular role. This will ensure that the right behaviours and skills of employees can be used to the benefit of the organisation.

### Change Management

Change and the way it is managed within an organisation will have a significant influence on the engagement levels of employees. However, changing a well established culture and processes within an organisation can be a complicated process. Schein outlines how it involves unlearning previous conceptions of beliefs, attitudes and values, and learning new ones,

and this can be an upsetting time for many people (p116, Schein 1999). This however will be beneficial to the company overall, as it will ensure that the objectives will be achieved over a period of time.

### Employee Stage of Life

As discussed by Brown et al (2007), the engagement and motivation of staff is also influenced by their stage in life. They discuss how there are three stages in engagement life cycle, young and promiscuous (age 18-24), steady and driven (age 25-54) and content and loyal (age 55 plus), and each stage will elicit a different level of engagement from employees, and will also have an impact on employee turnover levels within an organisation.

### Environmental Factors

There are a number of changes in the workplace in recent times that will have an affect on the employee/ employer relationship. Environmental changes in areas like changing organisational structure, the nature of jobs, markets, technology and products all have an effect on the workplace and the employees, and the result is that employees are required to be more flexible and committed to the organisation, and the psychological contract can provide a framework to monitor employee attitudes in this circumstance (CIPD 2008 b). The existence of this flexibility and commitment to the organisation will be directly dependent on the level of engagement within the organisation.

### Employer Branding

It is well recognised that in larger organisations, it is difficult to identify one single person as a manager, and as a result of this, line managers play a significant role in promoting the employer brand. This is a corporate personality or identity that employees will relate to, and will include a set of corporate values and mission, that employees will relate to, which will also encourage employee engagement (CIPD 2008 b).

### 2.3.5 Measuring engagement

It is important to measure how employees feel about their work and their employer, and this is generally conducted through attitude surveys. It is by conducting these surveys that it is possible to identify the main areas in need of development within the organisation, and topics usually include the following themes;

- Compensation
- Communications
- Employee learning and development
- People management
- Work life balance
- Employee attitudes
- Employee turnover
- Recruitment Levels

These levels can then be matched with key business indicators, such a productivity and profitability. When areas of concern have been highlighted, it is then necessary to ensure that improvements are made in order to address the issues (CIPD 2008 a).

In an article by Jenkins and Thomlinson (1992), it is discussed how Blau & Baol linked the commitment level of employees in an organisation to the level of employee turnover within an organisation. They also discussed how Williams and Hazer directly attributed personal and emotional satisfaction in a role to this commitment level of employees, and it can therefore be argued that employee turnover can be an indication of employee engagement within an organisation.

In contrast to this, there are a number of other indicators of employee engagement, some of which can be difficult to identify. There are a number of commitments that an employee may make to an organisation, and an analysis of these will help to gauge how engaged they are with the organisation (CIPD 2008 b).

- Work hard
- Uphold company reputation
- Maintain high levels of attendance and punctuality
- Show loyalty to the organisation
- Work extra hours when required
- Develop new skills and update old ones
- Flexibility
- Be courteous to clients & colleagues
- Honesty
- Innovation levels

Significant levels of research has been conducted by the Gallup Consultancy Group (2008) in the past, and through this research they have identified and adapted twelve questions (Appendix I) to effectively identify the levels of engagement within an organisation, in the area of retention, productivity, profitability, customer engagement and safety. These questions have proven to be effective in identifying the levels of employee engagement within a wide range of organisations within the US, and can be used to measure areas that leaders, managers and employees themselves can have an influence on whilst working in an organisation.

## **2.4 Industrial Organisational Context**

SAL is a stand alone subsidiary of a multi-national company located in the mid-west of Ireland, specialising in the heavy airframe overhaul of narrow-body aircraft types, which involves performing heavy structural maintenance checks, specifically on the Airbus A320 family and Boeing 737 and 767 aircraft types. It has been in existence since 1990, and employs almost eight hundred employees.

Within the production function, there are four hundred employees, and the majority of these employees are Aircraft Maintenance Technicians, who carry

out maintenance checks directly on the aircraft. These employees are primarily sourced directly from the internal training school, which is run in conjunction with FAS, and approximately eighty students complete this training program each year. The duration of this training course is two years and three months in total. The production function is supported by a variety of other departments, such as Materials, Painters, Planning, Engineering, Facilities, Stores, Finance and Human Resources.

Within Ireland SAL has only two competitors, but, as it is a global industry, our true competitors are located in many different cost base countries, including low cost regions like The Philippines, India and China. Due to the global nature of the aviation business and the need for our customers to travel to avail of the service that SAL offers, all of these competitors pose an equal threat, primarily that of cost.

While this threat is omnipresent, SAL is recognised in the industry as a company that provides high quality service to its customers. One of the main challenges for SAL is to try and identify how it to provide this high level of service to its customers while trying to increase its capacity offerings and profit margins, all the while trying to differentiate itself from its competitors.

SAL achieves differentiation through offering high quality services in the quickest time possible. In order to reduce ground times and increase productivity and profit margins, SAL recently embarked on a journey of change, incorporating Lean principles into its work practices, company wide.

The company spent approximately eighteen months reviewing its productivity and capacity requirements, and implemented some of the Lean principles, which it hoped would streamline its processes, reduce waste and un-necessary tasks, and increase productivity within the hangar. Since implementing the new processes and resolving the industrial relations issues, the organisation has achieved some of its objectives, and is now concentrating on sustaining those results.

While this has resulted in a shorter ground time for the aircraft, it has also resulted in a period of unrest within the company, which lead to threatened industrial action, high turnover of employees, as well as an unmotivated workforce.

Some of the SAL Human Resources systems include a Performance Review System, which is a one-page document that is completed by the manager and filed, however these reviews are not collated or analysed with other reviews, and are rarely viewed again. Production training is managed through the Quality Department, due to external regulations by the Irish Aviation Authority, and Manager Development is coordinated through the Human Resources Department.

## **2.5 Conclusion**

It is evident from the Literature Review that the topic of employee engagement incorporates a number of themes, particularly focusing how to create employee engagement within an organisation and the psychological contract, as well as the various influences of engagement, and how engagement can be effectively measured within an organisation.

Using this information it will be possible to further research the areas outlined to identify the levels of employee engagement within the organisation, as well as identifying what other organisations have done to improve engagement levels in recent years.

## **Chapter 3 – Research Methodology**

### **3.1 Introduction**

During the Literature Review in Chapter 2, a number of similar themes emerged in the areas of organisational practices and human resources management, and these themes will be the basis of my further research both on employees within the organisation, and externally to Human Resources professionals in other companies.

### **3.2 Justification for conducting research**

#### **3.2.1 Analysis of employee engagement**

It was previously highlighted in Section 2.3.5 that employee turnover can be an indication of organisational commitment and therefore employee engagement within an organisation. For this reason, I have decided to use employee Exit Interviews as an indicator of the level of employee engagement within the organisation, to try and ascertain what level of commitment they had to the organisation prior to leaving, and whether the organisation could act on the issues highlighted to improve engagement levels going forward. While I do not know if exit interviews have been used exclusively for this purpose by any other organisations or for research purposes, I feel that it will provide valuable information on the levels of employee engagement within my organisation.

In the past, SAL has always conducted Exit Interviews to discuss why employees were leaving the company as well as final payroll and the return of company property, but did not consistently ask the same questions of all employees, and as a result had not previously had the opportunity to review or analyse the information collected in a consistent manner.

In addition to this, it was decided not to conduct an employee engagement survey due to the fact that there were some unresolved industrial relations matters as a result of the changes that were implemented and discussed in Section 2.5, which may have impacted the results of both the engagement survey and the associated proceedings.

### **3.2.2 Analysis of Industry understanding**

Throughout the Literature Review in Chapter 2, a number of common themes emerged in the area of employee engagement that will have influences on other organisations, such as communication, employee development, people management and human resources policies. It is because of this and the desire to identify what other organisations think of the concept that I created a survey to send to Human Resources Professionals in other companies.

This qualitative survey was completed to try and identify the concept of employee engagement within the workplace, to see if it is a common discussion point used by other organisations to identify changes to policies and procedures. Another reason was to see if other organisations have made any changes to their existing policies and procedures in order to improve employee engagement.

This is essential in ensuring that the potential benefits of increased employee engagement are highlighted, and to identify if changes implemented had any direct impact on the level of engagement of employees.

## **3.3 Overview of data collection method**

### **3.3.1 Semi-structured survey**

The data was collected via a semi-structured interview questionnaire (Appendix II) during an exit interview that was held with employees leaving the company on their final day of work. It was completed by asking the

employees questions and noting their responses on the exit interview form. The review was conducted in this manner because the majority of exiting employees, aircraft mechanics, were unfamiliar with other styles of questioning, and to change the process would result in a low response rate and an unbalanced outcome.

The questions used for the questionnaire (Appendix II) were devised in order to identify the reasons why employees had left the company, where they were going to, and to try and identify if there were any underlying reasons in the work group, work team or organisation that would have affected their engagement levels, and ultimately their departure from the company. There are a range of different types of questions that can be asked of employees to identify levels of employee engagement as was highlighted in Section 2.3.5, and these questions have emerged and have been adapted from those key themes identified.

The questions in the semi-structured interview questionnaire covered a broad range of subjects, such as Salary, Benefits, Skills, Manager, Direct Supervisor, Organisational Policies and Senior Management. A question was also asked about the recent Lean Transformation, in order to identify if the recent changes implemented had the backing of the employees.

In conducting these questionnaires and analysing the information contained within, I hoped to identify if there are any particular areas of concern that would impact on the engagement of employees within the organisation. This information will then be used to identify improvements to policies and procedures within the company to improve engagement levels where possible.

### **3.3.2 Open questionnaire**

The data from this questionnaire was collected using a number of open-ended questions, emailed to a variety of Human Resources Professionals, to try and

identify the practical uses of reviewing employee engagement in an organisation.

The questions used for the survey (Appendix III) were emailed to ten individuals, some within the airline industry, and some within the region, as well as to two subsidiaries of a company that I know had conducted a review of employee engagement within recent years. I deliberately went outside of the airline industry to other companies and to HR Consultants, to identify what organisations in other industries thought about engagement, as well as questioning HR Professionals within my own organisation.

The questions asked included their understanding of employee engagement, how it impacts on business, and the primary influences of engagement, as well as questions on measuring engagement and implementing changes to improve engagement within an organisation. When reviewing the data collected, I hope to have an indication of best practice solutions for improving employee engagement, as well as the types of improvements that other companies have successfully introduced to their organisation.

### **3.4 Analysis of research conducted**

#### **3.4.1 Semi-Structured Survey**

The information collected was transcribed into an excel spreadsheet, and analysed using a variety of different tools within the package to sort and analyse the data in a structured way.

In all, twenty-one employees answered the questions, all of which had left the organisation between October 2007 and March 2008. This feedback is representative of two production departments and one support department with a total employee count of one hundred and fifty employees, which represents 14% of the population of employees in those groups.

The interview sheets collected are included in Appendix VII, and are referenced by their employee identification number.

### **3.4.2 Open questionnaire**

As the questions in this survey were open-ended, it was not possible to analyse this data statistically. However, the information collected was reviewed cross-referencing the data to some of the key themes highlighted in the Literature Review in Chapter 2.

In all, just four responses were returned out of ten sent out to various professionals, which I feel is particularly low.

### **3.5 Conclusion**

While the semi-structured interview provided valuable feedback on how engaged our employees are, there are a number of difficulties associated with the information provided in these exit interviews. Employees are not always honest when answering the questions, as they want to ensure that they will get a reference from the company in the future if required. In addition to this, they also want to have the possibility of returning to employment with the company, particularly in a company like SAL, where the skills gained are very specialised, as there are few companies in the country that require fully qualified aircraft maintenance technicians.

As we can see, the questions that were asked can provide valuable information on the employee's opinion on particular aspects of the employment relationship, regardless of whether they are leaving the organisation or not. However, many more relevant questions can be asked of current employees to try and find more particular information on the employee/ employer relationship that are not relevant questions to ask of an employee that is leaving the company, including some of the Gallup

Questions, for example 'In the last seven days I have received recognition or praise for doing good work' (Gallup Management Journal, 2008).

With regard to the open-ended questions to HR professionals, the responses received show that some organisations have a very good understanding of the topic. However, the low response rate is disappointing, although, that in itself may be an indicator of the awareness of employee engagement within those organisations.

## **Chapter 4 – Research Analysis & Discussion**

### **4.1 Introduction**

Included in this chapter is a summary of the findings of the Exit Interview Questionnaires that were completed with each employee as was outlined in Chapter 3, prior to leaving their employment with SAL. The purpose of this analysis was to try and ascertain the levels of employee engagement within our employees prior to leaving the company.

This chapter also includes an analysis of the Employee Engagement Survey of external HR Professionals, to identify what main themes outlined in Chapter 2 are known about within other organisations.

### **4.2 Analysis of employee engagement levels**

Out of the forty-four employees that left the company during the period from the 1<sup>st</sup> October 2007 until the 30<sup>th</sup> March 2008, these questionnaires were completed by a total of twenty-one employees, which represents four percent of the average employee headcount for that period of time for the whole company. The data analysed from the exit interview questionnaires is included as a summary in Appendix V, and the detailed responses are included in Appendix VII.

#### **4.2.1 Trend of leavers**

As you can see below in Figure 1, from existing company data of employees leaving the organisation, the numbers of leavers peaked in August and September 2007, and reduced dramatically during the winter months. Having analysed this further, while I did not track the reasons for the leavers during August and September 2007, these leavers followed a period of significant unrest in the organisation, and the high peaks of leavers in those months could be accounted as pent up attrition. This however is difficult to confirm, as a statistical analysis of the data could not have been completed.

From an employee engagement point of view, large numbers of leavers can be worrying, as these employees have become so disengaged from the company that they have decided to leave the organisation. In fact, according to the research conducted in Section 2.3.5, it can be one of the primary metrics used to measure employee engagement. While the numbers of leavers drops during October, November and December 2007, the labour turnover figures increase again in January and February 2008, and the reasons for their leaving will be further investigated in Section 4.2.3.

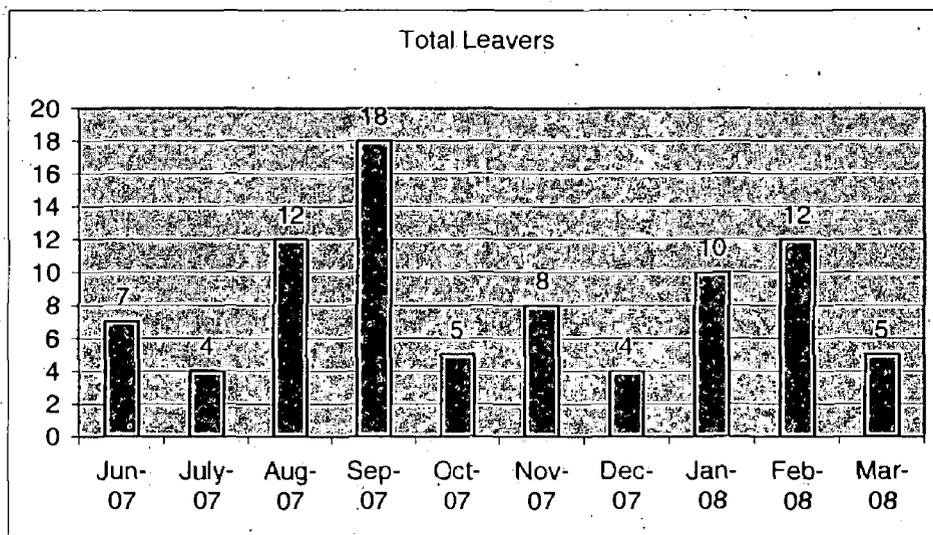


Figure 1

#### 4.2.2 Length of service

As can be seen in Figure 2 below, within the scope of the employees interviewed there are a number of leavers from the organisation with less than four years length of service. This is quite worrying, considering that fifty-five percent of these leavers were trained directly through our training school outlined in Section 2.5, so when we consider the amount of time and effort invested into this training program, to have employee leave as early as this, results in a poor return of investment on the behalf of the company.

As identified earlier in Section 2.3.5, employee turnover is also a key indicator of employee engagement, and to have such a high turnover of newly qualified trainees is a worrying sign. This raises a number of questions for the

organisation with regard to this specific group, primarily in the selection of our trainees; for example, do our new recruits have the motivation and drive to do the role in the first place? Do they become disillusioned employees once they leave the training program; is the job all it was cracked up to be?

As outlined by the CIPD in Section 2.3.2, it is important to make work interesting and challenging when designing jobs, as it encourages employee engagement if employees feel that their job is valued in the organisation. Some of the views expressed in these questionnaires highlighted the fact that the newly qualified trainees were generally completing the more routine and basic tasks (employee 2087 and 1833), and felt that they were not able to progress enough in the role (employees 1833 and 1614).

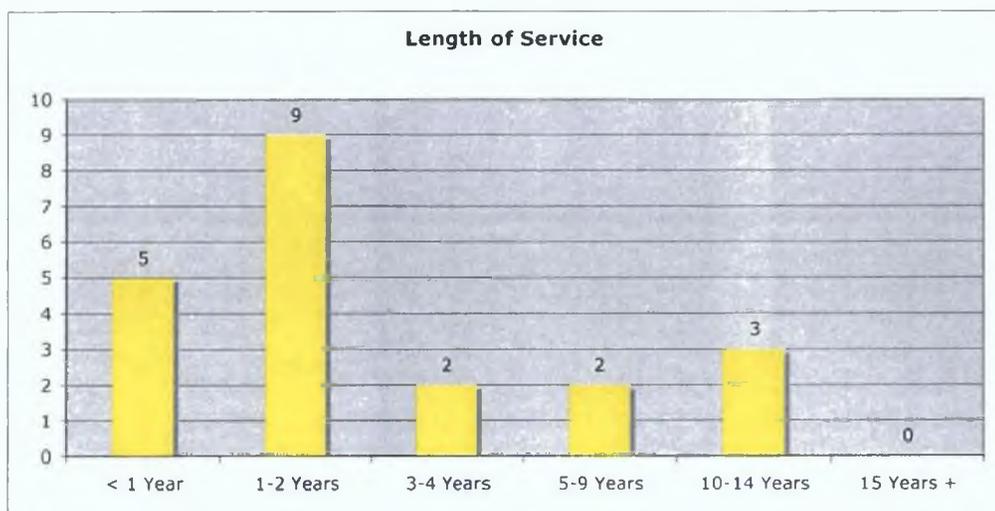


Figure 2

#### 4.2.3 Reasons for leaving

Of the twenty-one employees that left the organisation, the primary reasons for leaving were captured, and are detailed below in Figure 3.

A primary area for concern is those employees that have because of career progression reasons (19%, or 4 employees). When analysed further, it can be seen that three of these employees left for completely different types of roles (Employees 2399, 70435 and 1059); while Employee 1883 left as they felt that they had better opportunities available to them elsewhere in the industry.

Employee 1996 left due to a dispute regarding his qualifications and ability to progress within the organisation. This is an important issue that must be addressed. Effective career development and progression programs that are well communicated are critical factors in employee engagement; this was outlined in Section 2.3.3 by Atkinson.

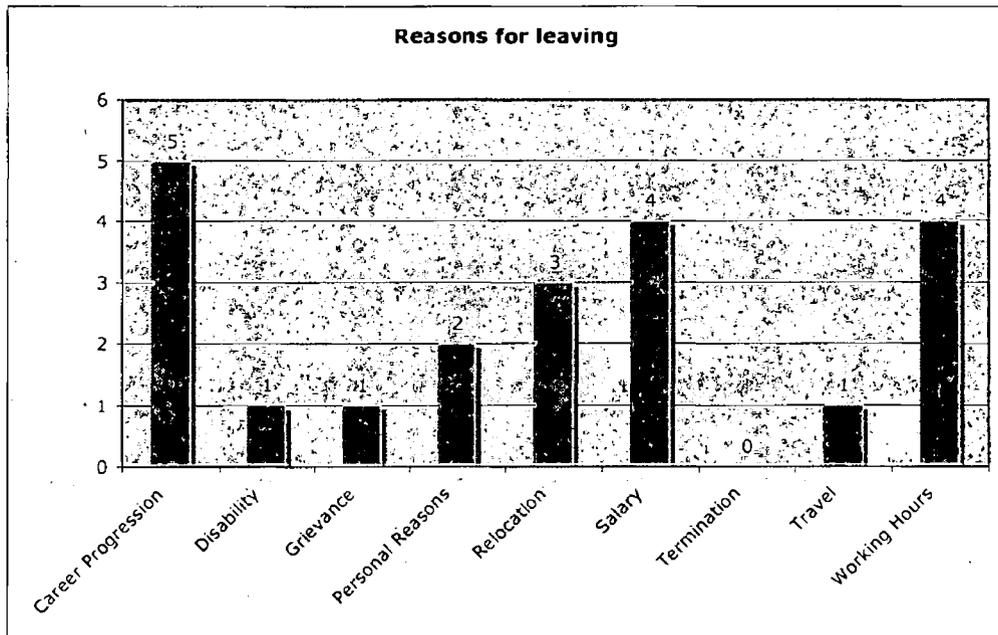


Figure 3

Similarly, work life balance is something that features highly on the wish list for most employees. The high number of employees leaving due to their working hours (19%, or four employees, Employees 648; 2138, 1038, 2087) indicates that they were not sufficiently engaged with the organisation, to work additional hours during a period of intense change to help fulfil the organisational goals. Although all employees did not give it as their primary reason for leaving, a number of other employees (Numbers 1038, 2222, 2087) indicated that it was an issue within the organisation, which came about as a direct result of our recent Lean transformation. This was highlighted both as an indicator of employee engagement and disengagement by the CIPD in Section 2.3.2, so not only can it contribute to reduced levels of engagement, but it can also be evidence of highly motivated and productive employees.

Another significant reason for leaving was Salary (19%, or four employees, 2364, 2082, 2080, 2038). However, unless the overall remuneration package is bonus or commission related, which is not the case in SAL, it has less of an impact on 'going the extra mile', and so is considerably less useful as an engagement metric. However, when the details of the reasons are analysed further, we can see that one Employee 2082 also left due to the working hours and another Employee 2080 also left because of the ability to progress within the organisation, which are directly linked to employee engagement, as per Woodruffe in Section 2.3.2.

Some of the less significant reasons for leaving such as the employees that left due to grievances with the company are indicative of a breakdown of the employer/ employee relationship, thus resulting in poor employee engagement (Employee 1614). Whether the reasons for leaving were valid or not, the relationship with the company was one where the employee did not feel that they had the ability to bring their particular issue to conclusion with the company, which is an indication of poor communication within the company, a factor that is vital for effective employee engagement within any company, according to Lawton in Section 2.3.2.

Other reasons such as Terminations, Personal Reasons, Disability, Relocation and Travel are generally not found to be indicators of poor employee engagement, as a more detailed analysis of the answers shows that they were influenced by outside factors related to personal circumstances.

#### **4.2.4 Negative answers**

When analysing the negative responses to the questions highlighted in Figure 4 below that were posed in the questionnaire, some key issues are raised.

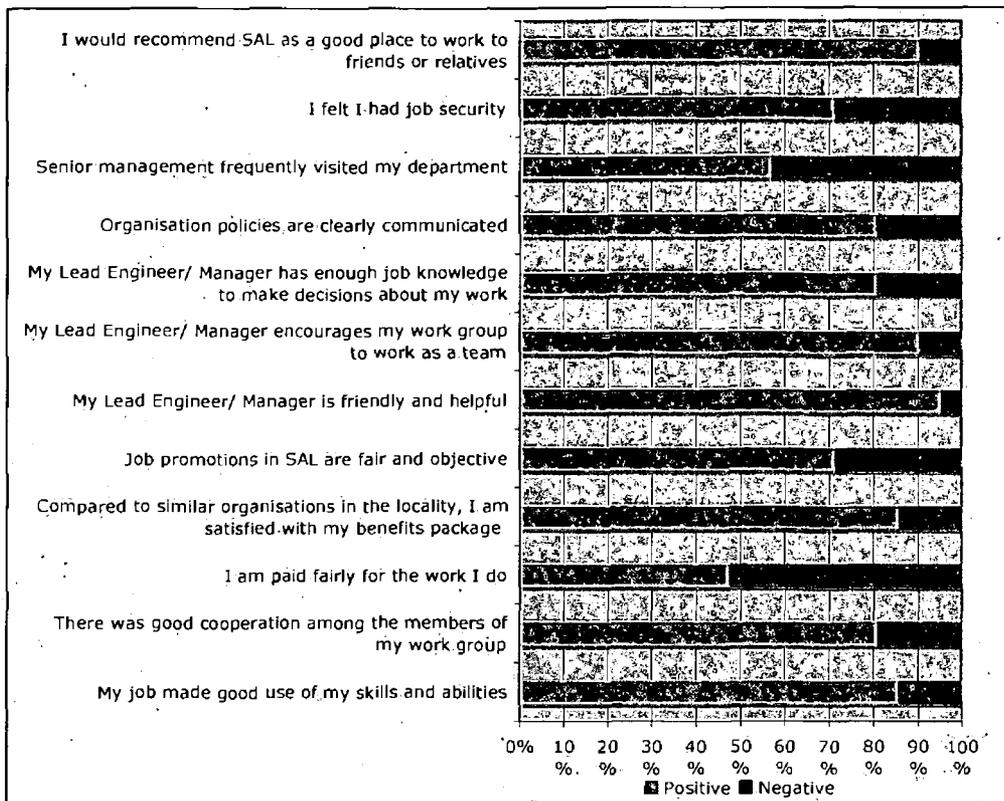


Figure 4

- I am paid fairly for what I do – Over half of the employees (52.4%) that left the company gave negative responses to this question. While it is widely believed that compensation is not one of the drivers of employee engagement, it is a need that should be met in order for other motivating factors to take over and to engage employees, according Maslow's Hierarchy of Needs (p241, Huczynski and Buchanan). In contrast to this, it is a question that will always elicit a passionate response from employees, as it is quite rare for an employee to leave an organisation for less money, and even rarer still for an employee to agree to the fact that they are being paid fairly for their role.
- Job promotions are fair and objective – Alarming 28.6% of respondents answered this question negatively. In addition to this, one even commented that promotions were dependent on union membership (ID 1614). However, it does highlight a perception within the organisation that will need to be addressed, as the current process is evidently not clear to all

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employees. Career development and personal progression has also shown to be an important element in encouraging employee engagement within a company as discussed by the CIPD, Woodruffe and Atkinson in Section 2.3.3, and when considering that one of the primary reasons for employees leaving is also due to Career Progression, the high indicators on both show that this is a serious issue for the company.

- Senior Management frequently visited my department – Almost one half (42.9%) of respondents answered this question negatively. This raises most concerns, as it highlights that senior management are not visible to a vast proportion of the employees within the company. As previously identified in the research by Luthans and Peterson in Section 2.3.4, senior management, through their actions and leadership skills, are one of the most effective tools in encouraging employee engagement. In fact, many of those that responded positively felt that the only member of the senior management team that they saw regularly was the Head of Production, and they rarely, if ever, saw the Chief Executive or other members of the Senior Management team.
- I felt I had job security – The result of 28.6% is not very surprising, considering that in the past two years the company has experienced significant challenges with regard to necessary organisational changes that were required to remain profitable and in business, as was outlined in Section 2.5. Over time this will feeling will reduce, as the organisation achieves the goals that it set out to meet. In fact, when reviewed against positive response rate (90.5%) from the last question, 'I would recommend the company as a good place to work', it would indicate that there is evidence of high employee engagement even among those employees leaving the organisation.



#### 4.2.5 Positive answers

When analysing the responses in Figure 4, it is encouraging to see that the majority of the responses are positive, which is indicative of employee engagement within an organisation.

- My job made good use of my skills and abilities – In all, 85.7% of respondents answered this as either Strongly Agree (28.6%) or Agree (57.1%), which shows that the majority of employees questioned felt that they were somewhat challenged in their role. As per Johnson in Section 2.3.2, this shows that employees can perform to their best ability, and that their work is challenging, which is an essential feature required to engage employees in the organisation. However, this also contradicts another question that answered negatively with regard to career development, although we could argue that they were using their skills effectively but did not have much opportunity to progress further in the organisation.
- There is good cooperation among the members of my work group – A total of 81% of employees questioned rated this question highly, and indicated that effective teamwork was a strong feature of the groups that they worked in. All employees had positive things to say about their fellow team members, and Wagner and Harter highlighted it in Section 2.3.4 as an essential ingredient to effective employee engagement, as dysfunctional groups lead to a culture that does not foster or encourage employee engagement.
- My Manager is friendly and helpful – Of the respondents questioned, 95.2% felt that their manager was friendly and helpful, which is the highest scoring answer of all the questions. As highlighted earlier by Johnson in section 2.3.2, and by Lufthans and Peterson in Section 2.3.4, in order to encourage employee engagement, direct managers need to lead by example, and by being friendly and helpful to their employees encourages this type of behaviour amongst the employees.

- My manager encouraged my group to work as a team – A total of 90.5% of respondents answered this question positively (28.6% Strongly Agree, 61.9% Agree). In a similar way to the last question this type of behaviour encouraged by the manager will encourage group cohesion and ensure that employees remain engaged. This will also encourage other new and existing employees to emulate the positive actions of their leaders and managers. Johnson highlighted this in Section 2.3.2 as an effective way of ensuring that all employees within a work group are actively engaged in their activities and to the organisation.
- Organisation policies are clearly communicated – In all, 81% of respondents felt that the communication of policies is very good, and all are aware of the location of policies and procedures. Coupled with this, as part of our Lean Transformation employees receive weekly information on the status of the workload throughout the hangar, although it was also mentioned in the detailed answers that this communication is one way, and that it can be difficult to communicate upwards in the organisation. This is highlighted by the CIPD and Lawton in Section 2.3.2 as an essential ingredient of ensuring high levels of employee engagement in an organisation.

#### **4.2.6 Other questions asked**

Within the semi-structured survey, there were other questions asked of employees to try and identify if there were any other areas that would have affected employee engagement levels within the organisation.

- Feedback on Lean Initiative

The comments on recent lean initiatives taken by SAL in recent years was quite positive overall, but there were comments, echoed by some employees, with regard to working long hours, and working on repetitive tasks (Employees 1038, 2222, 2087). In particular, the work design of some of the roles changed as a result of changed practices, and has resulted

in people undertaking repetitive basic tasks week after week, which has resulted in qualified mechanics completing mundane routine tasks week after week. As outlined by the CIPD in Section 2.3.1, interesting job design is essential in ensuring high levels of employee engagement within an organisation.

- **Understanding Change**

In addition to this, many employees echoed that certain aspects of the change initiatives surrounding Lean were not fully supported by employees, saying that they couldn't understand why certain aspects of the change were being completed (ID 1038, 1534, 1883, 2080, 2082, 2104, 2222). As was outlined by Schein in Section 2.3.4, how change is managed can have an impact on the engagement of employees within an organisation.

- **Trainee Experience**

In general the feedback on the training program was very positive by employees; however, some employees (ID 2084, 2080) queried why we did internal examinations rather than externally recognised exams in our training program, as they felt that the externally recognised examinations would be more beneficial to them outside of the organisation. As outlined by Atkinson in Section 2.3.3, an effective career development program is essential in high levels of employee engagement in any organisation.

- **Training and Development**

Other employees also provided feedback on training and career development in SAL. There were a number of comments regarding the freedom to do and attend additional courses (ID 648, 1059), and one grievance was highlighted with regard to the suitability of an employee to do course in a role that he had been working in for a number of years (ID 1614). Some employees also thought it was a good place to start a career in aviation, but not necessarily the best place to continue with a career (ID 2104), and this will need to be addressed. As was highlighted by Atkinson

in Section 2.3.2, career development and progression within an organisation is an essential part of ensuring that employees are engaged in an organisation.

### **4.3 Analysis of Industry understanding**

#### **4.3.1 Industry understanding of employee engagement**

Each of the respondents in the employee engagement survey (Appendix III and VI) shows a good understanding of employee engagement. Carol responded that employee engagement is a commitment to the organisation that is offered by the employee affecting business performance, the promotion of the employee brand and retention, but is not just motivation or job satisfaction. Maureen has highlighted that it is a commitment to something or someone which is reflected by how hard employees work and how long they stay with the company, and will result in increased productivity and profits. It was also described by Rene as a commitment by employees to individual performance and company goals, resulting in increased suggestions and ideas for effective running of the company and product ideas, whereas Elaine thought of it as different aspects affecting employees levels of motivation and commitment, and influences morale, motivation, job commitment and a willingness to go beyond normal duties. These concepts are all contained in the Literature Review in Sections 2.2 and 2.3 in many of the different readings.

#### **4.3.2 Measurement of engagement**

Of the four respondents to the survey, each of their organisations had conducted some type of employee engagement survey, for example via annual surveys, by exit interviews, or indirectly through direct employee feedback and performance appraisals. This is encouraging, although it must be remembered that the response rate was less than half of the individuals that were asked to participate in the survey. Each of these methods is reflected in the Literature Review in section 2.3.5, although there are many more ways to measure employee engagement within an organisation.

### **4.3.3 Primary influences of employee engagement**

The primary influences of employee engagement include two way communication and management supervisory styles (Rene), but also include other aspects such as compensation and benefits, relationships with managers, career development and having a challenging work environment (Maureen). Other influences as discussed by Carol include the commitment of managers to the organisation and employees having the ability to perform their job well. Also highlighted by Carol is the need for employees to feel valued and involved and to know that the organisation is concerned about the employees well being.

### **4.3.4 Ways to achieve employee engagement**

There are many different ways to achieve employee engagement, and these are all highlighted in the responses in the survey. According to Rene, the concept must be accepted by management as a strategic aim, and should be reflected in all HR policies. The organisation for which Rene consults has addressed this issue by increasing opportunities for training and development, and by creating a career management structure for promotion prospects. Maureen highlights that in order to achieve engagement, it is necessary to identify the elements that motivate employees, and stresses the need to put in place policies and procedures to address the areas of concern. In her organisation, employee engagement has been achieved by addressing work life balance issues by putting in place a working from home policy, resulting in increased staff retention. Again, each of these methods to achieve employee engagement is highlighted in the Literature Review Chapter in Section 2.2.2.

## **4.4 Summary of findings and impact on engagement**

There are a number of key points that have been highlighted with regard to the current level of employee engagement within the organisation.

## Exit Interview Analysis

It is essential to let employees know how much they are valued in the organisation and how their contribution affects the operations of the organisation, as well as their impact on profit margins. As highlighted by the CIPD, and by Danziel and Strange in Section 2.3.2, this would require effective communication at all levels in the organisation, and will ensure that when employees realise how important they are to the effective running of operations, that the associated levels of engagement will increase.

As identified by many in Section 2.3.3, there is also a need to identify career progression opportunities within the organisation, and ensure that they are communicated effectively to all employees. In addition to this, it is essential to understand the progression aims of our employees, which should be an element of our performance management system. Unfortunately as the current performance review system is a basic one-page paper based questionnaire (Appendix IV) that is not analysed or stored centrally, it does not allow for either the analysis or the collection of data.

As highlighted during the responses in the survey, there is an urgent need to review the way job promotions are conducted in the organisation, and ensure that this process is communicated within the organisation. This was also highlighted by the CIPD in Section 2.3.2 as an essential element of ensuring employee engagement within the organisation. This would involve the creation of a policy and procedure of recruitment within the organisation, and should reflect the current equality legislation, which provides a framework on ensuring that recruitment procedures are transparent for both external and internal candidates. This policy should then be communicated to all employees, which should ensure that it is a very visible and consistently transparent process.

One of the poorer results in the survey was the visibility of senior management and their interaction with employees within the organisation. This is a key feature of effective employee engagement as highlighted by

Lufthans & Peterson in Section 2.3.4, and Johnson in Section 2.3.2, and needs to be reviewed in order to ensure that senior management give the right message, rather than no message to all its employees. This is an essential ingredient in ensuring that the right values and behaviours are communicated and incorporated within the organisation.

#### Employee Engagement Survey

In this survey, each of the respondents had a good basic knowledge, and had some good examples on how to achieve employee engagement within their organisation. However, I do feel that there is further opportunity for development of engagement friendly policies and practices available to organisations in order to increase levels of engagement, and these are highlighted in the Literature Review in Chapter 2.

In addition to this, I feel that the low response rate may be as a result of a lack of understanding of organisations of the concept, as it is something that organisations will either buy in to, or will discard. As highlighted by Rene in Section 4.3.4, and by Lufthans and Peterson in Section 2.3.4, it is something that needs to be directed by Senior Management in an organisation.

#### **4.5 Conclusion**

Both the Exit Interview Questionnaire and the Employee Engagement Survey provided us with some valuable information on the engagement of employees in the organisation. There are many areas highlighted within the section that will provide the organisation with areas for development, and I will explore these recommendations in the final chapter.

However, I feel that this type of employee feedback mechanism is not the best source of data that could be used to evaluate engagement within an organisation. I feel that there are other questions that could be used to ascertain engagement within employees currently working in the organisation, and would therefore question how effective this type of questionnaire would be as a primary source of data to evaluate employee engagement.

## **Chapter 5 – Recommendations and Conclusion**

### **5.1 Introduction**

In order for SAL to encourage employee engagement within the organisation, there are a number of key recommendations and best practice models that should be followed to ensure that this is achieved. These recommendations have arisen based on the findings in the Literature Review in Chapter 2, and the Research Methodology in Chapter 4.

### **5.2 Recommendation for SAL**

#### **5.2.1 Measure employee engagement levels**

As shown by in the Literature Review in Sections 2.3.5, and in the Survey conducted in 4.3.2, one of the most effective ways of measuring employee engagement levels within an organisation is to conduct a full employee engagement or attitude survey. This survey will be necessary to ensure that the company can address the relevant areas of concern for the whole organisation, rather than a minority of employees that have left the organisation.

An important aspect of evaluating employee engagement within an organisation is that the company can act on the data in order to improve aspects of the employment relationship for the employee, which will then affect the psychological contract, as was highlighted in section 2.3.3. While this is the primary reason for evaluating levels of engagement, in the case of feedback from the exit interview questionnaires, any issues that are highlighted and dealt with will not impact on those employees that have provided the feedback in the Research Methodology chapter. In addition to this, the feedback provided may be particular to the employees that have left the organisation, and may not reflect the opinions of the employees that have

remained with the organisation. The difficulty with evaluating the engagement level of employees that are leaving the company is that while we can implement changes, it is not possible to re-evaluate the situation later using the same parameters, as we will not be comparing data from similar groups of people.

One of the primary reasons for measuring the levels of employee engagement is that it provides us with potential areas for development of policies and procedures, so that we can implement any of the best practice examples that were highlighted in Section 2.3.2. Once the true levels of engagement have been identified, in order to identify the effectiveness of any future change, they must be matched against key performance indicators such as current levels of productivity, profitability, turnover, absenteeism and customer satisfaction levels, which were highlighted in Section 2.3.5, and 2.3.1.

Any areas of concern that are highlighted in the survey must then be analysed to identify if improvements can be made to levels of engagement of employees, and identify what benefits or improvements in the key performance indicators that any changes made will have. When this has been completed, it will then be possible to implement the changes, and measure how those improvements have impacted on the organisation.

## **5.2.2 Effective Management of Employees**

As outlined in Section 2.3.4, effective management is the key to ensuring that employees are and remain engaged within an organisation.

In particular to the areas outlined during the Exit Interview Analysis in SAL, the effective management of employees by Managers through performance management and career development is a key aspect to ensuring that employees receive the motivation needed to become engaged within the organisation. With this in mind, I feel that it is necessary to review the training for managers at all levels within the organisation, to include areas

such as performance coaching, motivation and communication. This would ensure that they are equipped with the skills that will allow them to become effective managers within the organisation.

I also feel that there is a need to review the performance management system within SAL. As outlined in Sections 2.3.2 and 2.5 and in Appendix IV, the current system used is very basic, which does not reinforce the desired values or behaviours of the company, nor does it allow for measurement of the improvements of employees performance, or accountability within the role. As was highlighted in Sections 2.3.5, 2.3.4 and 2.3.2, these features are essential in ensuring increased levels of employee engagement within an organisation. A new system should ensure that the accountability of employees and organisational values are key elements of the system, which should over time communicate to employees what is required of them, thus ensuring employee engagement. However, there are a number of things to consider when designing a new system, such as the culture of the organisation, the design of the system, the people it is intended to cover, as well as the reactions of the trade union to a new system (p69, McMahon 1999).

### **5.2.3. Importance of communication**

As highlighted in Sections 2.3.2, 2.3.4 and 2.3.5, communication is a very important factor in the employee-employer relationship, and it is essential to ensure that there are adequate frameworks available for encouraging communication within an organisation, particularly in times of change within the organisation. A two way dialogue is the best way of ensuring that information such as employer expectations are discussed, and issues that employees may have can be discussed for the benefit of building mutual trust (CIPD 2008 b), and this will be essential to ensure that the employees in SAL are fully engaged with the organisation and its future strategy.

It is widely felt that the psychological contract has many implications on organisational strategy and employee engagement as was outlined in Section

2.3.3, so when we consider the many changes that SAL has encountered in the past few years from Section 2.5, this level of change will have had an impact on the level of employee engagement within the organisation. For example, employees like to know that when key decisions are taken that their interests are taken into account. It is important that this is a feature of any change programs in the future, and this can only happen when there is two way dialogue within an organisation. Similarly, the reinforcement of values and behaviours can be communicated through various channels such as performance management and compensation systems, where rewards are given to those who demonstrate desired behaviours, such as attendance and high levels of performance (p200, Huczynski & Buchanan). The communication process is vital when communicating any strategic change, and employers will also need to make their expectations clear during a period of strategic change (CIPD 2008 b).

Communication within an organisation is key to ensuring high levels of engaged employees, and I feel that the communication policy within SAL should be reviewed to ensure that it is enabling employees to voice their concerns in a positive and constructive way for the benefit of both the employees and the organisation.

#### **5.2.4 Leaders reinforcing culture**

As highlighted in Sections 2.3.4 and 4.3.4, it is essential for SAL to ensure that Senior Management are visible at all levels within the organisation, and that they communicate and embed the desired values and behaviour of the organisation to all employees. This is vital to ensure that the desired culture of an organisation becomes a reality, and will be important in achieving high levels of employee engagement.

The most effective methods of reinforcing and embedding a culture within an organisation must be driven by the leaders in the organisation, according to Schein (p224, 1999). Leaders are the most effective drivers of cultural

change, and this is apparent in the actions of leaders in many different ways. This is essential in ensuring that employees learn the approved behaviours that are required for the future development of the organisation, but can only be achieved if the Senior Managers are visible in the organisation and by the employees. When the required changes in Section 4.4 are implemented, it is essential to ensure that a change management program is created and followed, ensuring that the reasons for the change, along with the benefits expected are fully communicated throughout the organisation.

In particular, Schein (1999) highlights that what leaders consistently pay attention to, and measure and control, sends clear signals about the priorities, values and beliefs of an organisation. It is by teaching and coaching the values and beliefs the leaders believe in, that these priorities will become embedded in the culture of the organisation. In addition to this, by setting specific standards for recruitment, selection and promotion, leaders can ensure that a desired culture and way of thinking is built, once the criteria for selection is consistent in its achievements.

Change can be strongly resisted by employees, and this must also be considered when implementing change within the organisation. One of the main reasons why employees resist change is because managers and employees see change as different things, for example managers see the benefits of change as both a business and personal opportunity, whereas, employees see change as being disruptive and intrusive (Strebel, p139). This must be considered when considering the message to be given to employees while communicating any changes in processes, behaviours and values within the organisation.

### **5.3 Has the research question been answered?**

#### **5.3.1 Level of employee engagement**

While it certainly is possible to evaluate the levels of employee engagement within an organisation, I do not feel that Exit Interview information is the best place to identify the levels of engagement, and I feel that a dedicated employee engagement survey conducted with all employees would be the best indicator of this within SAL. Even though other companies are using this data to evaluate the levels of engagement, I feel that information from exit interviews is best used to supplement the information from a dedicated employee engagement survey.

While the difficulties of the past few years had resulted in a reluctance to conduct a full survey, I feel that this would be the best possible indicator of the level of engagement within SAL, and would provide more specific information on where to make improvements for the benefit of the organisation.

#### **5.3.2 Improving employee engagement**

Improving the levels of employee engagement is certainly possible for all organisations, once they are prepared to face the reality that opportunities in every aspect of organisational management can be continually improved upon. This is evident throughout the research in both the Literature Review in Chapter 2 and the external survey in Chapter 4. Continual improvement is one of the key principles of Lean transformation, and to use this concept in the management of its employees should hopefully aid the organisation in critically evaluating the employee-employer relationship.

#### **5.3.3 Best practice methods**

As can be seen throughout both the Literature Review and Section 4.2, there are a number of best practice methods for the effective management of

employees that can be adopted by an organisation in order to improve employee engagement. They are all based on the similar themes of, Communication, Performance Management, Leadership and Organisational Values and Behaviours. However, it is also essential to ensure that people management policies are developed in line with organisational strategies, which will differ from company to company, depending on the external environment and industry.

#### **5.4 Conclusion**

I firmly believe that this singular focus with the primary aim of improving employee engagement will ensure that SAL will have a fully motivated workforce, and that the improvements would have an effect on many different aspects of the business. On a positive note, many aspects of the company score highly, specifically in the areas of team cohesion and line manager direction, however a concentrated focus on the areas such as communication, career progression and senior management visibility, will ensure an increase in workforce motivation and engagement.

As I have shown, the concept of Employee Engagement can bring many benefits to an organisation. Certainly, it is obvious that each of these benefits can be achieved by companies through effective human resource management policies and procedures. However, I feel that having a coordinated focused approach to improve quality, productivity and performance would ensure that these benefits are achieved in a more efficient way and reap more rewards in a shorter timeframe.

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APPENDIX I  
GALLUP Q12

## The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q<sup>12</sup> – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my job right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

## APPENDIX II

### EXIT Interview Form

Name: _____	Employee ID: _____
Department: _____	Start Date: _____
Reporting to: _____	Leave Date: _____
Skill Level: _____ Skill Type: _____	Joined as: _____

<b>Overall Reason for leaving (ERS Input):</b>				
Relocation Travel	Salary College	Working Hours Career Progression	Termination – Disciplinary Grievance	Other (please detail) .....

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....				
2. There was good cooperation among the members of my work group.....				
3. I am paid fairly for the work I do.....				
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....				
5. Job promotions in SAL are fair and objective.....				
6. My Lead Engineer/ Manager is friendly and helpful.....				
7. My Lead Engineer/ Manager encourages my work group to work as a team.....				
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....				
9. Organisation policies are clearly communicated.....				
10. Senior management frequently visited my department.....				
11. I felt I had job security.....				
12. I would recommend SAL as a good place to work to friends or relatives.....				
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				
	(this section for input by ERS only, not directly asked or given to employee to complete)			

## **APPENDIX III EMPLOYEE ENGAGEMENT QUESTIONNAIRE**

### **Employee Engagement Survey**

*An engaged employee has been described as being one who is "enthusiastic and fully involved in their work, and are attracted, inspired and committed to what they are doing every day." Seijts and Crim, 2006*

1. What is your understanding of the concept of 'Employee Engagement'?
2. Are you aware of what aspects of business employee engagement can have an influence on?
3. How do you think that employee engagement can be achieved in organizations?
4. What in your opinion are the primary influences on the levels of employee engagement in any company?
5. Is your organization aware of the levels of engagement among its employees?
6. If so, how has it collected this information?
7. Do you think that levels of employee engagement can be improved upon in any organization?
8. How do you think that these improvements can be achieved?
9. In your organization, have any policies or procedures been changed in order to improve the levels of engagement among its employees?
10. In your opinion, are there any benefits to be gained by improving levels of employee engagement?

APPENDIX IV

Performance Management Review Form

EMPLOYEE'S NAME: \_\_\_\_\_

EMPLOYEE #: \_\_\_\_\_

DEPARTMENT NAME: \_\_\_\_\_

REVIEW DATE: \_\_\_\_\_

REVIEWING MANAGER: \_\_\_\_\_

Criteria	Exceptionally Good	Very Good	Satisfactory	Not Satisfactory	Comments
Commitment/reliability					
Productivity					
Quality					
Teamwork					
House-keeping/safety					
Initiative					
Attendance/Punct # sick days # days late					

1. What tasks were performed particularly well during the review period?

---

---

2. In what areas could performance be improved?

---

---

3. What training or development is required to improve effectiveness?

---

---

4. Employee Feedback

---

---

EMPLOYEE'S SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

REVIEWING MANAGER'S SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

## APPENDIX V

### Exit Interview Data

	<b>Exit Interview Questions</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Positive</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Negative</b>
1	My job made good use of my skills and abilities	28.6%	57.1%	85.7%	9.5%	4.8%	14.3%
2	There was good cooperation among the members of my work group	33.4%	47.6%	81.0%	14.3%	4.7%	19.0%
3	I am paid fairly for the work I do	23.8%	23.8%	47.6%	38.1%	14.3%	52.4%
4	Compared to similar organisations in the locality, I am satisfied with my benefits package	38.1%	47.6%	85.7%	9.5%	4.8%	14.3%
5	Job promotions in SAL are fair and objective	9.5%	61.9%	71.4%	19.1%	9.5%	28.6%
6	My Lead Engineer/ Manager is friendly and helpful	42.9%	52.3%	95.2%	4.8%	0.0%	4.8%
7	My Lead Engineer/ Manager encourages my work group to work as a team	28.6%	61.9%	90.5%	9.5%	0.0%	9.5%
8	My Lead Engineer/ Manager has enough job knowledge to make decisions about my work	38.1%	42.9%	81.0%	19.0%	0.0%	19.0%
9	Organisation policies are clearly communicated	14.3%	66.7%	81.0%	14.2%	4.8%	19.0%
10	Senior management frequently visited my department	9.5%	47.6%	57.1%	33.4%	9.5%	42.9%
11	I felt I had job security	19.0%	52.4%	71.4%	28.6%	0.0%	28.6%
12	I would recommend SAL as a good place to work to friends or relatives	42.9%	47.6%	90.5%	9.5%	0.0%	9.5%

## Appendix VI

### Employee Engagement Survey

#### Respondent A - Carol

*An engaged employee has been described as being one who is "enthusiastic and fully involved in their work, and are attracted, inspired and committed to what they are doing every day." Seijts and Crim, 2006*

**1. What is your understanding of the concept of 'Employee Engagement'?**

A combination of commitment to the organisation and its values plus a willingness to help out colleagues. It goes beyond job satisfaction and is not just motivation. Engagement is something the employee has to offer themselves, it cannot be 'required' as part of the employment contract.

**2. Are you aware of what aspects of business employee engagement can have an influence on?**

Yes, improved business performance, promotion of the Employer's 'brand', attracting and retaining employees

**3. How do you think that employee engagement can be achieved in organizations?**

Measure employee attitudes via a survey and from the results, identify areas in need of improvement  
Build on good people management and development policies  
The active support of line managers

**4. What in your opinion are the primary influences on the levels of employee engagement in any company?**

For employees to:  
have opportunities to feed their views upwards  
feel well informed about what is happening in the organisation  
believe that their manager is committed to your organisation  
have a sense of feeling valued and involved  
feeling enabled to perform well  
feeling the organisation is concerned for EEs health and well being

**5. Is your organization aware of the levels of engagement among its employees?**

Yes

**6. If so, how has it collected this information?**

Survey done in November 2007 across the whole (global) organisation and there was a 73% response rate

**7. Do you think that levels of employee engagement can be improved upon in any organization?**

Yes

**8. How do you think that these improvements can be achieved?**

See Q.3

**9. In your organization, have any policies or procedures been changed in order to improve the levels of engagement among its employees?**

Yes

**10. In your opinion, are there any benefits to be gained by improving levels of employee engagement?** Absolutely, as stated above two of the key areas are improved business performance and staff retention, both of which have a large impact on the bottom line financials of an organisation



## Employee Engagement Survey

Respondent C – Rene

*An engaged employee has been described as being one who is “enthusiastic and fully involved in their work, and are attracted, inspired and committed to what they are doing every day.” Seijts and Crim, 2006*

**1. What is your understanding of the concept of ‘Employee Engagement’?**

I agree with the above definition, but would add that the employees are committed to individual performance goals, which are in turn aligned with company goals

**2. Are you aware of what aspects of business employee engagement can have an influence on?**

Every aspect: an engaged employee is a blessing, who can influence productivity and therefore the bottom line, i.e. profit. Other examples are: reduced labour turn-over, company image as an attractive employer, both to employees and “outsiders”, increased employee suggestions/ideas for more effective running of the company/new and improved products

**3. How do you think that employee engagement can be achieved in organizations?**

Employee Engagement needs to be adopted at Management level as a strategic aim. It should then permeate every aspect of man management from recruitment, selection and induction right through to the work environment, performance management training and development opportunities.

**4. What in your opinion are the primary influences on the levels of employee engagement in any company?**

Communication – two-way – is one of the primary influences on levels of employee engagement, as it openness and transparency. Managers’ supervisory styles are of particular importance, as employee management strategies are more likely to fail in a dictatorial environment.

**5. Is your organization aware of the levels of engagement among its employees?**

I provide consultancy services to one large company and they are aware of levels of employee engagement

**6. If so, how has it collected this information?**

Annual Surveys and Employee Feedback (anonymous system). Less directly, exit interviews and performance appraisal meetings.

**7. Do you think that levels of employee engagement can be improved upon in any organization?**

Yes

**8. How do you think that these improvements can be achieved?**

1. Analysis of current levels of engagement and areas of concern
2. Decision on priority areas for improvement
3. Senior Management buy-in
4. Implementation and Monitoring

**9. In your organization, have any policies or procedures been changed in order to improve the levels of engagement among its employees?**

In the organisation I mentioned in Q5, increased opportunities for training and development have been introduced. Also a Career Management Structure has systemised the requirements (in terms of qualifications, training, experience, skills) for promotion.

**10. In your opinion, are there any benefits to be gained by improving levels of employee engagement?**

As listed in Q2, I think improving levels of employee engagement can have huge benefits for an organisation. Employees are first and foremost human beings and they function best in an environment that is understanding of their needs and aspirations.

## Employee Engagement Survey

Respondent D – Elaine

*An engaged employee has been described as being one who is "enthusiastic and fully involved in their work, and are attracted, inspired and committed to what they are doing every day." Seijts and Crim, 2006*

**1. What is your understanding of the concept of 'Employee Engagement'?**

Employee Engagement looks at the different aspects that affect an employee's level of motivation and commitment to their job.

**2. Are you aware of what aspects of business employee engagement can have an influence on?**

- Retention
- Productivity
- Morale
- Commitment to job
- Motivation
- A willingness to go beyond your duties

**3. How do you think that employee engagement can be achieved in organizations?**

Ensuring people feel valued ie their work is recognised  
Induction- ensuring people are given a proper induction, included in the dept when they start

**4. What in your opinion are the primary influences on the levels of employee engagement in any company?**

**5. Is your organization aware of the levels of engagement among its employees?**

Yes to a certain degree

**6. If so, how has it collected this information?**

Exit interview analysis

**7. Do you think that levels of employee engagement can be improved upon in any organization?**

Yes

**8. How do you think that these improvements can be achieved?**

Proper induction

Taking on board feedback that is received from employees in relation to issues they may have and addressing them.

**9. In your organization, have any policies or procedures been changed in order to improve the levels of engagement among its employees?**

No

**10. In your opinion, are there any benefits to be gained by improving levels of employee engagement?**

Yes... same as question 2.

**APPENDIX VII  
EXIT INTERVIEW RESPONSES**

**Copies of 21 interviews to follow, in Employee ID order**

## EXIT Interview Form

Name: _____	Employee ID: <u>665</u>
Department: <u>701050</u>	Start Date: <u>3/10/97</u>
Reporting to: <u>Team C / KHOL</u>	Leave Date: <u>5/2/08</u>
Skill Level: <u>CAV 3</u> Skill Type: <u>/</u>	Joined as: <u>Travel</u>

**Overall Reason for leaving (ERS Input):**

Relocation       Salary       Working Hours       Termination - Disciplinary       Other (please detail) \_\_\_\_\_  
 Travel       College       Career Progression       Grievance

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There was good cooperation among the members of my work group.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I am paid fairly for the work I do.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Job promotions in SAL are fair and objective <i>people are very angry</i> .....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My Lead Engineer/ Manager is friendly and helpful.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Organisation policies are clearly communicated <i>when it suited</i> .....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. Senior management frequently visited my department.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I felt I had job security.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I would recommend SAL as a good place to work to friends or relatives.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Reason for leaving?  
 4. Where is the employee going to?  
 5. Feedback on Lean transformation?  
 6. Any particular experiences that the employee would like to give feedback on?  
 7. Traineeship Experience?

(this section for input by ERS only, not directly asked or given to employee to complete)

*no chance to use B licence here, no negotiation in SAL regarding almost limited cars + mats.*

*manager level experience maybe ok up, not overall view.*

*When things going well all is communicated. History is unclear makes life difficult to work with by others.*

*Did not feel there was job security in early 07, showed by when the message it is for people that don't know what they want to do it is difficult.*

*Want to do security else worked here since leaving school. 16 yrs want to see what else is there. 2 small kids.*

*Weekends interesting. Home lunch.*

*Wed-Fri, same job Mon-Friday 9-5.30, same money.*

*Lean is good, very good stuff. Not busy on right days.*

*Focused on VAB + 6S, need to focus on whole company or airport.*

*so much time lost a noisy plane. 28min to physically move at 4 hours x 20, people to move clothing etc, lot of time work.*

*Have enjoyed it good character, great they do have.*

*pretty happy with managers money at the moment (Re. salary).*

*What's going on Steve's role may help that.*

12 #648

in on floor when out of being. I figured that the work  
hardly appears to be necessary to get it done to do anything.  
more of the cost structure at present.  
are any problems with people, sometimes there is an error  
and to do it, have no way

## EXIT Interview Form

Name: _____	Employee ID: <u>1038</u>
Department: <u>Borg 4</u>	Start Date: <u>28/1/97</u>
Reporting to: <u>DOBK</u>	Leave Date: <u>29/2/07</u>
Skill Level: <u>U1</u> Skill Type: <u>/</u>	Joined as: <u>DE</u>

Overall Reason for leaving (ERS Input):

<input type="checkbox"/> Relocation	<input type="checkbox"/> Salary	<input checked="" type="checkbox"/> Working Hours	<input type="checkbox"/> Termination - Disciplinary	<input type="checkbox"/> Other (please detail)
<input type="checkbox"/> Travel	<input type="checkbox"/> College	<input checked="" type="checkbox"/> Career Progression	<input type="checkbox"/> Grievance	.....

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There was good cooperation among the members of my work group.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. I am paid fairly for the work I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Job promotions in SAL are fair and objective.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. My Lead Engineer/ Manager is friendly and helpful.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9. Organisation policies are clearly communicated.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Senior management frequently visited my department.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11. I felt I had job security.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12. I would recommend SAL as a good place to work to friends or relatives.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience? <u>DC</u>				

(this section for input by ERS only, not directly asked or given to employee to complete)

*Pension + health care should be better. Healthcare only covers 50% and other companies cover 100% individual + sometimes family.*

*Pension not index linked so wage agreements haven't done much on it. 2 yrs, have applied for jobs, people in short time were given role.*

*Run in with it that tried to get his sacked. Hours doctored by 10 to get in trouble.*

*Not fully aware of skills in area. Came from different background, they might not mean S+E knowledge. Will have to be fully told extent of extra good to bring papers, not to career. Salaries don't reflect job role.*

*Work life balance not as good as it was rostering system. Back over parental leave rostered to follow no weekends. Told way forward was 12 on, two off, unappealing. Salary. Kind of hours.*

*Personal business*

*Some are very good, when you get caught up in stress of it, country been not so good. Demand work. Demand invented for production line assembly can't cover. Demand can't solve a fit. I too many things outside S+E affect. Can't do only puts engineering queries etc. Demand on the speed of one.*

*No.*

## EXIT Interview Form

Name: _____	Employee ID: <u>1059</u>
Department: <u>Bay 5</u>	Start Date: <u>29/9/97</u>
Reporting to: <u>Imrul</u>	Leave Date: <u>9/11/07</u>
Skill Level: <u>CM 2</u> Skill Type: <u>          </u>	Joined as: <u>DE</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	Salary College	Working Hours Career Progression	Termination – Disciplinary Grievance	<input checked="" type="checkbox"/> Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	✓	✓		
2. There was good cooperation among the members of my work group.....	✓			
3. I am paid fairly for the work I do.....	✓			
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	✓			
5. Job promotions in SAL are fair and objective.....	✓	✓		
6. My Lead Engineer/ Manager is friendly and helpful.....	✓			
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	✓	✓		
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	✓			
9. Organisation policies are clearly communicated.....	✓			
10. Senior management frequently visited my department.....			✓	
11. I felt I had job security.....		✓		
12. I would recommend SAL as a good place to work to friends or relatives.....	✓			
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

⑬ Expand my own business - car mechanic

⑭ Expand my own business - car mechanic.

⑮ Good feedback, not sure about moving away - ask of days. Today at Pt of use

⑯ Should be able to do course or other away from by day, keep interested in job, doing assignments, with no time or expense or less

⑰ N/A

## EXIT Interview Form

Name: _____	Employee ID: <u>1534</u>
Department: <u>701040</u>	Start Date: <u>1 July 02</u>
Reporting to: <u>SHAY</u>	Leave Date: <u>11 Jan 08</u>
Skill Level: <u>Com 1</u> Skill Type: <u>                    </u>	Joined as: <u>Trainer</u>

**Overall Reason for leaving (ERS Input):**

Relocation       Salary       Working Hours       Termination – Disciplinary       Other (please detail) \_\_\_\_\_  
 Travel       College       Career Progression       Grievance

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There was good cooperation among the members of my work group.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I am paid fairly for the work I do.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Job promotions in SAL are fair and objective.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My Lead Engineer/ Manager is friendly and helpful.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Organisation policies are clearly communicated.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Senior management frequently visited my department.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I felt I had job security.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12. I would recommend SAL as a good place to work to friends or relatives.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Reason for leaving?				
4. Where is the employee going to?				
5. Feedback on Lean transformation?				
6. Any particular experiences that the employee would like to give feedback on?				
7. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

going to unqualified job, getting more money. Salary does not reflect responsibility of job. After doing apprenticeship would get more money in June of late. When they were put on the internet they were more accurate.

Yes to get a trade

Traveling distance from home. ② Laid off 14 months ago when there were people waiting here on sick parents

③ August. Found lump under arm, went to dr. Was told that he would be caught to H<sup>2</sup> over such days. felt it was insensitive given the circumstances.

Kawanghan of Charleville

95% is badly needed and is really, but can't understand putting a lot of hours wasted doing that.

July + Aug 05 went to travel, great fully, thought company respects him. Got good respect. Will miss the opportunity.

3 months might be a bit long. (4-6 weeks) Good way of paying us on.

Very good. encouraged to get modules, help was given.

Very high standard of training. SA looked on as a challenge.

## EXIT Interview Form

Name: _____	Employee ID: <u>1614</u>
Department: <u>Bays</u>	Start Date: <u>3/2/2000</u>
Reporting to: <u>JM</u>	Leave Date: <u>8/1/08</u>
Skill Level: <u>Cm 1</u> Skill Type: <u>          </u>	Joined as: <u>DE</u>

Overall Reason for leaving (ERS Input):

<input type="checkbox"/> Relocation	<input type="checkbox"/> Salary	<input type="checkbox"/> Working Hours	<input type="checkbox"/> Termination – Disciplinary	<input type="checkbox"/> Other (please detail)
<input type="checkbox"/> Travel	<input type="checkbox"/> College	<input type="checkbox"/> Career Progression	<input checked="" type="checkbox"/> Grievance	.....

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was good cooperation among the members of my work group.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am paid fairly for the work I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job promotions in SAL are fair and objective.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
My Lead Engineer/ Manager is friendly and helpful.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager encourages my work group to work as a team.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation policies are clearly communicated.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Senior management frequently visited my department.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. I felt I had job security.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I would recommend SAL as a good place to work to friends or relatives.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Reason for leaving?				
4. Where is the employee going to?				
5. Feedback on Lean transformation?				
6. Any particular experiences that the employee would like to give feedback on?				
* Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

*no problem with team, but there were individuals that were negative.*

*was doing more than level 2, and was not even getting money for that level as Cm 1, wasn't even qualified to do the job*

*Aerospace benefits are brilliant, but when human started to erode benefits. Overall brilliant - Regradly affected everyone, but no unions, or even cos of sweat*

*Biased. lots of people joining union to get protection*

*Unions - one crew was had faith in dm. but not. Yes especially in cabin. Very flexible, fair + open.*

*No one wanted him about his union, very secretive someone else hears about. Communicate is by problem.*

*Only since Paul Foley started, otherwise were.*

*and down work and it is alone. just here to work with organisational attitude problem with some guys.*

*Not that bad, but individuals are bad, in general good*



## EXIT Interview Form

Name: <u>683</u>	Employee ID: <u>1883</u>
Department: <u>Bay 4</u>	Start Date: <u>1 Dec 2003</u>
Reporting to: <u>SHAY</u>	Leave Date: <u>31 Jan 08</u>
Skill Level: <u>Car 2</u> Skill Type: <input checked="" type="checkbox"/>	Joined as: <u>Trainee</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	Salary College	Working Hours <input checked="" type="checkbox"/> Career Progression	Termination - Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	/			
2. There was good cooperation among the members of my work group.....	/			
3. I am paid fairly for the work I do.....	/			
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	/			
5. Job promotions in SAL are fair and objective.....			/	
6. My Lead Engineer/ Manager is friendly and helpful.....	/			
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	/			
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....		/	/	
9. Organisation policies are clearly communicated.....				/
10. Senior management frequently visited my department.....		/		
11. I felt I had job security.....		/		
12. I would recommend SAL as a good place to work to friends or relatives.....	/			
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

*Very positive about work group. SAL has given many opportunities aerobics etc. Shift like that. Very positive in general. Can see what lean work is like in Ergon. Car 2 can't go higher under power.*

*Ready to become based in Shorn. Resting weekends etc. cannot plan anything. Have to wait till Thursday to plan anything. E374 staying off. Pull empty, lean, lean. Can now plan stuff. Bit by bit will be + about.*

*Some aspects were good in today. Was on Ric to delay. What's the biggest factor. Positive in that way. Lean has been into SA in a small way, but they are organised better. Don't agree with Poling, many planes. Too much clutter, Bay 3 has piles. Rows back and not great. There is only one that is properly. With an accident. Some day. Should have had more. Knappe a Bx and had idea that been good. Come straight from school. No kind feedback.*

## EXIT Interview Form

Name: _____	Employee ID: <u>1996</u>
Department: <u>Bay 5</u>	Start Date: <u>28 Mar 05</u>
Reporting to: <u>Traci</u>	Leave Date: <u>2 Nov 07</u>
Skill Level: <u>cm2</u> Skill Type: _____	Joined as: <u>Traci</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	Salary College	Working Hours Career Progression	Termination - Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....			/	
2. There was good cooperation among the members of my work group.....			/	
3. I am paid fairly for the work I do.....			/	
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....			/	
5. Job promotions in SAL are fair and objective.....			/	
6. My Lead Engineer/ Manager is friendly and helpful.....			/	
7. My Lead Engineer/ Manager encourages my work group to work as a team.....			/	
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....			/	
9. Organisation policies are clearly communicated.....			/	
10. Senior management frequently visited my department.....			/	
11. I felt I had job security.....			/	
12. I would recommend SAL as a good place to work to friends or relatives.....			/	
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

13) 15.500 Re Request to for time off that was allowed  
 14) No where  
 15) no comment  
 16) Problem with my job, did not want to discontinue  
 17) no comment

highlighted and guidance provided, and that we should have advised us prior to leaving date as it was very short notice we could do was that he had left.



## EXIT Interview Form

Name: _____	Employee ID: <u>2080</u>
Department: <u>Buy 4</u>	Start Date: <u>13/3/06</u>
Reporting to: <u>DOBR</u>	Leave Date: <u>31/1/08</u>
Skill Level: <u>CMS 2</u> Skill Type: <u>✓</u>	Joined as: <u>Trainee</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	<input checked="" type="checkbox"/> Salary College	Working Hours Career Progression	Termination – Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....		✓		
2. There was good cooperation among the members of my work group.....		✓		
3. I am paid fairly for the work I do.....			✓	
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....		✓		
5. Job promotions in SAL are fair and objective.....		✓		
6. My Lead Engineer/ Manager is friendly and helpful.....		✓		
7. My Lead Engineer/ Manager encourages my work group to work as a team.....		✓		
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....		✓		
9. Organisation policies are clearly communicated.....		✓		
10. Senior management frequently visited my department.....		✓		
11. I felt I had job security.....		✓		
12. I would recommend SAL as a good place to work to friends or relatives.....	✓			
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

3) money, getting a lot more money there he is happy and will have a chance to go to his B licence. Will have more money when he has B licence there too

4) Regional, Germany money will also be strong Euro.

5) Some good reasons/ideas, but agree that it isn't going to work. Putting amounts would be used. People losing track on where points are earned/going to money planes for no good reason

6) None

7) good try course, but don't know why they do CMS/CMS 2. Should be A/B licence. CMS/CMS 2 is the way ways can be kept clear. Overall good thing + AS is very good.

## EXIT Interview Form

Name: _____	Employee ID: <u>2082</u>
Department: <u>Bay 4</u>	Start Date: <u>12 Dec 08</u>
Reporting to: <u>DOBR</u>	Leave Date: <u>29 Feb 08</u>
Ill Level: <u>Case</u> Skill Type: <u>  /  </u>	Joined as: <u>Trainee</u>

**Overall Reason for leaving (ERS Input):**

Relocation Travel	<input checked="" type="checkbox"/> Salary College	<input checked="" type="checkbox"/> Working Hours Career Progression	Termination -- Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....		✓		
There was good cooperation among the members of my work group.....	✓			
I am paid fairly for the work I do.....			✓	
Compared to similar organisations in the locality, I am satisfied with my benefits package.....				✓
Job promotions in SAL are fair and objective.....			✓	
My Lead Engineer/ Manager is friendly and helpful.....	✓			
My Lead Engineer/ Manager encourages my work group to work as a team.....		✓		
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....		✓		
Organisation policies are clearly communicated.....		✓		
0. Senior management frequently visited my department.....			✓	
1. I felt I had job security.....		✓		
2. I would recommend SAL as a good place to work to friends or relatives.....		✓		
3. Reason for leaving?				
4. Where is the employee going to?				
5. Feedback on Lean transformation?				
6. Any particular experiences that the employee would like to give feedback on?				
7. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

Both Salary + work hours. Pay is bad, Resting system is not near  
 very important to people on the floor. Reducing manual time only  
 present or working hours, trapped into weekly day jobs.  
 If doing it voluntarily, it isn't a choice, if you are working  
 why you are summed. Need to light to be off

Relocation, going back home, no job yet

Can't see it really, a lot of high losses. Policy doesn't  
 make sense, should have good not-plan. Conversations on  
 floor, reducing staff morale

Late, have been late for a few minutes in the AM but I've  
 been working late + helping team. We shouldn't be penalised,  
 it just punishes people off

Traineeship was good, got good handbooks, but not fully  
 prepared until actually work on place. Need more hands &  
 skills

## EXIT Interview Form

Name: <u>[Signature]</u>	Employee ID: <u>2084</u>
Department: <u>Gen 5</u>	Start Date: <u>12 Dec 05</u>
Reporting to: <u>Tom</u>	Leave Date: <u>25 Jan 08</u>
Skill Level: <u>Am</u> Skill Type: <u>[Signature]</u>	Joined as: <u>Trainee</u>

Overall Reason for leaving (ERS Input):

Relocation / Travel	Salary / College	Working Hours / Career Progression	Termination - Disciplinary / Grievance	Other (please detail)
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....		✓		
2. There was good cooperation among the members of my work group.....		✓		
3. I am paid fairly for the work I do.....			✓	
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	✓			
5. Job promotions in SAL are fair and objective.....		✓		
6. My Lead Engineer/ Manager is friendly and helpful.....		✓		
7. My Lead Engineer/ Manager encourages my work group to work as a team.....		✓		
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	✓	✓		
9. Organisation policies are clearly communicated.....		✓		
10. Senior management frequently visited my department.....			✓	
11. I felt I had job security.....			✓	
12. I would recommend SAL as a good place to work to friends or relatives.....			✓	
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

③ want to go next all the world, mightn't get a chance to go again

④ Regional - Contracting in Europe - Norway Rise

⑤ Good idea, some ideas are bypassed too much waste of time. Good idea behind it - schedule less

⑥ none

⑦ Structure is ok, but already plans they should buy the standard up to an A level. Good try in general

## EXIT Interview Form

Name: <u>[Redacted]</u>	Employee ID: <u>2087</u>
Department: <u>Team B</u>	Start Date: <u>5 June 06</u>
Reporting to: <u>DBow</u>	Leave Date: <u>25 Jan 08</u>
Job Level: <u>Curt</u> Skill Type: <u>[Redacted]</u>	Joined as: <u>Trainee</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	Salary College	<input checked="" type="checkbox"/> Working Hours Career Progression	Termination – Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....	✓			
There was good cooperation among the members of my work group.....	✓			
I am paid fairly for the work I do.....		✓		
Compared to similar organisations in the locality, I am satisfied with my benefits package.....				
Job promotions in SAL are fair and objective.....	✓			
My Lead Engineer/ Manager is friendly and helpful.....	✓			
My Lead Engineer/ Manager encourages my work group to work as a team.....	✓			
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	✓			
Organisation policies are clearly communicated.....	✓			
0. Senior management frequently visited my department.....	✓			
1. I felt I had job security.....	✓			
2. I would recommend SAL as a good place to work to friends or relatives.....	✓			
3. Reason for leaving?				
4. Where is the employee going to?				
5. Feedback on Lean transformation?				
6. Any particular experiences that the employee would like to give feedback on?				
7. Traineeship Experience?				

(This section for input by ERS only, not directly asked or given to employee to complete)

3) Extremely long walkways which are necessary  
 4) Hygiene, Dblu, line maintenance  
 5) Long wait, too long walkways. too busy repetitive -  
 few data more difficult to plan outside of shift  
 due to walkways.  
 6) Good. Expenses - lunch was great  
 7) Really good, was best experience overall

## EXIT Interview Form

Name: _____	Employee ID: <u>2104</u>
Department: <u>Bay 4</u>	Start Date: <u>3 Jan</u>
Reporting to: <u>SHAY</u>	Leave Date: <u>26 Oct 07</u>
Job Level: <u>CM2</u> Skill Type: <u>E+A</u>	Joined as: <u>Direct</u>

Overall Reason for leaving (ERS Input):

<input checked="" type="checkbox"/> Relocation <input type="checkbox"/> Travel	<input type="checkbox"/> Salary <input type="checkbox"/> College	<input type="checkbox"/> Working Hours <input type="checkbox"/> Career Progression	<input type="checkbox"/> Termination – Disciplinary <input type="checkbox"/> Grievance	<input type="checkbox"/> Other (please detail) .....
---	---	---	---	---

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was good cooperation among the members of my work group.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am paid fairly for the work I do.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job promotions in SAL are fair and objective.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager is friendly and helpful.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager encourages my work group to work as a team.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation policies are clearly communicated.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Senior management frequently visited my department.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I felt I had job security.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend SAL as a good place to work to friends or relatives.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reason for leaving?  
 Where is the employee going to?  
 Feedback on Lean transformation?  
 Any particular experiences that the employee would like to give feedback on?  
 Traineeship Experience?

(this section for input by ERS only, not directly asked or given to employee to complete)

*Retiring home, time to go back home. Involvement in  
 time maintenance.  
 It has to be done, always have people to assist but feels that  
 it is needed going in right direction. Way its done might not be accepted  
 by more + risky. Don't see how we can reduce stock under lean principles.  
 Agency bills, claims or AOC - need to have mats provided on time  
 particular experiences -> no. got along with work. Did all claims.  
 owned money overall positive experience, only problem was being paid  
 from home.*

*all nice leads to work with.  
 then again no family, loans, mortgages full of responsibilities to go with  
 never had benefits before here. Young people, but real job of what here  
 not don't realise what other companies are paying then they would realise  
 think so differently. Good opportunities, no discrimination. Own drive is only obstacle  
 want + do learn pay more but they don't say to learn  
 ways + experiences*

*locally not enough. People don't come through in computers, own employees plus,  
 do seem then there, see the way things are done with printers, etc when you  
 to read  
 Best pay scheme that could be given  
 of home  
 -> Best solution place to anyone in a position*

Agencies (ask for name of the center)

Both company, about job in the house  
not company position

#102104

## EXIT Interview Form

Name: _____	Employee ID: <u>2138</u>
Department: <u>Team B</u>	Start Date: <u>31 July 06</u>
Reporting to: <u>DBOW</u>	Leave Date: <u>8 Feb 08</u>
Qualification Level: <u>Car 1</u> Skill Type: <u>/</u>	Joined as: <u>runner</u>

**Overall Reason for leaving (ERS Input):**

Relocation Travel	Salary College	<input checked="" type="checkbox"/> Working Hours Career Progression	Termination – Disciplinary Grievance	Other (please detail) .....
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**Questions for Exit Interview**

	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....		✓		
There was good cooperation among the members of my work group.....	✓			
I am paid fairly for the work I do.....		<del>✓</del>	✓	
Compared to similar organisations in the locality, I am satisfied with my benefits package.....		✓		
Job promotions in SAL are fair and objective.....		✓		
My Lead Engineer/ Manager is friendly and helpful.....		✓		
My Lead Engineer/ Manager encourages my work group to work as a team.....		✓		
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....		✓		
Organisation policies are clearly communicated.....		✓		
0. Senior management frequently visited my department.....			✓	
1. I felt I had job security.....			✓	
2. I would recommend SAL as a good place to work to friends or relatives.....		✓		
<p>3. Reason for leaving?                      4. Where is the employee going to?                      5. Feedback on Lean transformation?                      6. Any particular experiences that the employee would like to give feedback on?                      7. Traineeship Experience?</p>				
<p>(this section for input by ERS only, not directly asked or given to employee to complete)</p>				

13) Lost status 2 months ago, board have a job  
 14) Another apprenticeship, KBO in Burt  
 15) It is grand, but slaves away around too much. Job cards stamped after done now they pulse, you don't get status grand.  
 16) Grand  
 17) Good my progress

## EXIT Interview Form

Name: _____	Employee ID: <u>2174</u>
Department: <u>Bay 4</u>	Start Date: <u>27/11/06</u>
Reporting to: <u>SHAY</u>	Leave Date: <u>27/11/07</u>
Skill Level: <u>CMI 1</u> Skill Type: <u>/</u>	Joined as: <u>Trainee</u>

Overall Reason for leaving (ERS Input):

<input type="checkbox"/> Relocation	<input type="checkbox"/> Salary	<input type="checkbox"/> Working Hours	<input type="checkbox"/> Termination – Disciplinary	<input checked="" type="checkbox"/> Other (please detail) <u>Disability</u>
<input type="checkbox"/> Travel	<input type="checkbox"/> College	<input type="checkbox"/> Career Progression	<input type="checkbox"/> Grievance	

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was good cooperation among the members of my work group.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am paid fairly for the work I do.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compared to similar organisations in the locality, I am satisfied with my benefits package	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job promotions in SAL are fair and objective.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager is friendly and helpful.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager encourages my work group to work as a team.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation policies are clearly communicated.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0. Senior management frequently visited my department.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. I felt I had job security.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I would recommend SAL as a good place to work to friends or relatives .....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Reason for leaving? <u>no other, medical.</u>				
4. Where is the employee going to? <u>not at moment, not for 2-3 mths</u>				
5. Feedback on Lean transformation? <u>N/A</u>				
6. Any particular experiences that the employee would like to give feedback on? <u>no</u>				
7. Traineeship Experience? <u>grand</u>				

(this section for input by ERS only, not directly asked or given to employee to complete)

## EXIT Interview Form

Name: _____	Employee ID: <u>0202</u>
Department: <u>Bay 5</u>	Start Date: <u>25/4/05</u>
Reporting to: <u>James</u>	Leave Date: <u>14/3/08</u>
Skill Level: <u>Ch 1</u> Skill Type: <u>✓</u>	Joined as: <u>25</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	Salary College	Working Hours Career Progression	Termination – Disciplinary Grievance	<input checked="" type="checkbox"/> Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	✓			✓
2. There was good cooperation among the members of my work group.....	✓			
3. I am paid fairly for the work I do.....	✓			
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	✓			
5. Job promotions in SAL are fair and objective.....			✓	
6. My Lead Engineer/ Manager is friendly and helpful.....	✓			
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	✓			
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	✓		✓	
9. Organisation policies are clearly communicated.....	✓		✓	
10. Senior management frequently visited my department.....	✓		✓	
11. I felt I had job security.....	✓			
12. I would recommend SAL as a good place to work to friends or relatives.....	✓			
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

Shopping Extras put a lot of money into selling new agents. Can't trust others at the moment. Late evenings + early mornings, it is the only reason. Was doing 50%, doing to move up a bit.

Personal business.

no feedback, good idea, but people's head aren't in it, maybe because of the long hours.

none

Training could be better could be more hands on, trainees don't know what to expect when they come on the floor. They are impatient, if we get a good trainee and get them excited, they will be more patient. Few trainees don't even want to be there!

## EXIT Interview Form

Name: _____	Employee ID: <u>2364</u>
Department: <u>701040</u>	Start Date: <u>26 Feb 07</u>
Reporting to: <u>SHAY</u>	Leave Date: <u>11 Jan 08</u>
Skill Level: <u>CMT</u> Skill Type: <u>/</u>	Joined as: <u>DE</u>

**Overall Reason for leaving (ERS Input):**

<input type="checkbox"/> Relocation	<input checked="" type="checkbox"/> Salary	<input type="checkbox"/> Working Hours	<input type="checkbox"/> Termination – Disciplinary	<input type="checkbox"/> Other (please detail)
<input type="checkbox"/> Travel	<input type="checkbox"/> College	<input type="checkbox"/> Career Progression	<input type="checkbox"/> Grievance	.....

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There was good cooperation among the members of my work group.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I am paid fairly for the work I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Job promotions in SAL are fair and objective.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My Lead Engineer/ Manager is friendly and helpful.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Organisation policies are clearly communicated.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Senior management frequently visited my department..... <i>Pat Foley</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I felt I had job security.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I would recommend SAL as a good place to work to friends or relatives.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>3. Reason for leaving?                      4. Where is the employee going to?                      5. Feedback on Lean transformation?                      6. Any particular experiences that the employee would like to give feedback on?                      7. Traineeship Experience?</p> <p style="text-align: right;">(this section for input by ERS only, not directly asked or given to employee to complete)</p>				

*abit dogy but ok*

*yes if they lived closely. Not for travelling*

*3. More money going centrally. Don't have to travel so far (Charleville)*

*4. Contracting through agencies.*

*5. Had nothing to do with it, didn't affect me. Had potential, seen it before, works in some areas.*

*6. Been very quiet 10 months.*

*7. N/A. did not see it, saw others.*

## EXIT Interview Form

Name: _____	Employee ID: <u>2399</u>
Department: <u>Bay 4</u>	Start Date: <u>5 June 07</u>
Reporting to: <u>Bob</u>	Leave Date: <u>20 Feb 08</u>
Skill Level: <u>Coat</u> Skill Type: <u>  /  </u>	Joined as: <u>DE</u>

Overall Reason for leaving (ERS Input):

Relocation Travel	Salary College	Working Hours Career Progression	Termination – Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills and abilities.....			/	
2. There was good cooperation among the members of my work group.....			/	
3. I am paid fairly for the work I do.....			/	
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....	/			
5. Job promotions in SAL are fair and objective.....	/			
6. My Lead Engineer/ Manager is friendly and helpful.....	/			
7. My Lead Engineer/ Manager encourages my work group to work as a team.....	/			
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	/			
9. Organisation policies are clearly communicated.....	/			
10. Senior management frequently visited my department.....	/			
11. I felt I had job security.....	/		/	
12. I would recommend SAL as a good place to work to friends or relatives.....	/		/	
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

③ job security, salary, inductions, career path  
 When he came back he said that if the tobacco  
 work out he would leave the industry, it's getting  
 job security, a decent wage, a good person and a  
 lifestyle from someone

④ no staff control

⑤ no feedback, not much info given on work, not  
 encouraged to go to lean Roadshow, unless  
 mention it was speaking. Would have preferred protocol  
 not deny.

⑥ none

⑦ courses are good but difficult to study as 1/2 workday  
 1/2 study; made it very difficult

## EXIT Interview Form

Name: _____	Employee ID: <u>2431</u>
Department: <u>Bay 4 Flight Controls</u>	Start Date: <u>15 Oct 07</u>
Reporting to: <u>DOB</u>	Leave Date: <u>25/2/10</u>
Job Level: <u>CA1</u> Skill Type: <u>STE</u>	Joined as: <u>DE</u>

**Overall Reason for leaving (ERS Input):**

Relocation Travel    
  Salary    
  Working Hours    
  Termination – Disciplinary    
  Other (please detail) health reasons  
 College    
  Career Progression    
  Grievance

Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
My job made good use of my skills and abilities.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was good cooperation among the members of my work group.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am paid fairly for the work I do..... <u>minimum OK</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compared to similar organisations in the locality, I am satisfied with my benefits package.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job promotions in SAL are fair and objective.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager is friendly and helpful.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager encourages my work group to work as a team.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation policies are clearly communicated.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0. Senior management frequently visited my department.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. I felt I had job security.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I would recommend SAL as a good place to work to friends or relatives..... <u>want to come back</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(this section for input by ERS only, not directly asked or given to employee to complete)

*Health reasons, balance ear  
Belgium, to get medical attention, also Italy.  
none.*

*No problems, but people from East Europe need to speak more English  
N/A.*



## EXIT Interview Form

Name: _____	Employee ID: <u>70435</u>
Department: <u>Purchasing</u>	Start Date: <u>3 Nov 07</u>
Reporting to: <u>TBNC</u>	Leave Date: <u>14 Mar 08</u>
Skill Level: _____ Skill Type: _____	Joined as: <u>Contract</u>

**Overall Reason for leaving (ERS Input):**

Relocation Travel	Salary College	Working Hours <input checked="" type="checkbox"/> Career Progression	Termination – Disciplinary Grievance	Other (please detail) .....
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Questions for Exit Interview	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My job made good use of my skills, and abilities.....		✓		
2. There was good cooperation among the members of my work group.....		✓		
3. I am paid fairly for the work I do.....		✓		
4. Compared to similar organisations in the locality, I am satisfied with my benefits package.....		✓		
5. Job promotions in SAL are fair and objective.....		✓		
6. My Lead Engineer/ Manager is friendly and helpful.....		✓		
7. My Lead Engineer/ Manager encourages my work group to work as a team.....		✓		
8. My Lead Engineer/ Manager has enough job knowledge to make decisions about my work.....		✓		
9. Organisation policies are clearly communicated.....		✓		
10. Senior management frequently visited my department.....		✓		
11. I felt I had job security.....		✓		
12. I would recommend SAL as a good place to work to friends or relatives.....	✓			
13. Reason for leaving?				
14. Where is the employee going to?				
15. Feedback on Lean transformation?				
16. Any particular experiences that the employee would like to give feedback on?				
17. Traineeship Experience?				

(this section for input by ERS only, not directly asked or given to employee to complete)

*Air Astoria, was satisfied with the job, not the reason for leaving  
 City Emirates, Air Astoria  
 No feedback given  
 Training might have been provided better, got very little  
 training. When everyone is busy it can be difficult to get  
 training. English and language, so can be difficult to just  
 pick things up.  
 N/A*