

Your Views Count 2019: Post Office Overall

Post Office Overall

Employee Engagement Survey 2019: Executive Report

06 January 2020

KINCENTRIC >

A Spencer Stuart Company



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The Kincentric employee engagement model

The Post Office Your View Survey
54 Questions organised into 17 Dimensions measure this

The Work Experience



Employee Engagement
Six questions measure this

Engagement



Business Outcomes

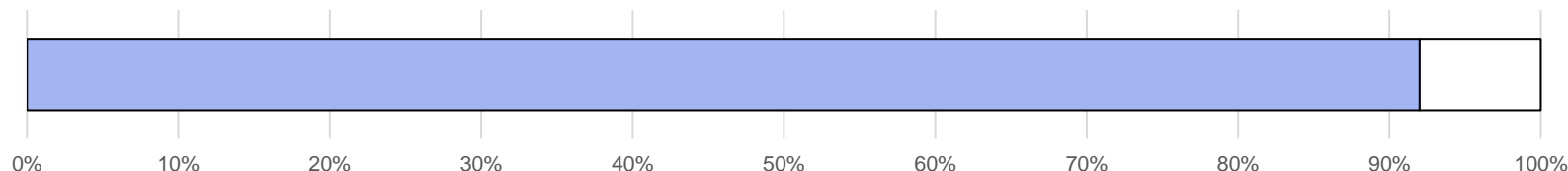
- Talent** (Icon: Group of people)
 - Retention
 - Absenteeism
 - Wellness
- Operational** (Icon: Gears)
 - Productivity
 - Safety
- Customer** (Icon: Person)
 - Satisfaction
 - NPS
 - Retention
- Financial** (Icon: Document with dollar sign)
 - Revenue/Sales Growth
 - Op. Income/Margin
 - Total Shareholder Return

Response rates for Post Office overall

Response rates remain exceptionally high

92%

Responded



Business unit	Survey timeframe	Invited	Responded	Response Rate 2019	Response Rate 2018
Post Office overall	2019 aggregated	4354	3999	92%	92%
██████████ Chief Executive Retail	Q1	2527	2372	94%	95%
Owen Woodley FS&T, Group Marketing, Group Digital and Innovation and Identity Service	Q2	153	149	97%	92%
Alisdair Cameron Finance	Q3	102	92	90%	83%
Benjamin Foat Legal, Compliance & Governance		67	60	90%	88%
Mark Davies Comms, Brand & Corp Affairs Director		35	32	91%	95%
Human Resources Director		129	108	84%	90%
Change	Q4	56	49	88%	83%
IT		95	77	81%	86%
Operations		337	288	85%	93%
Supply Chain		801	722	90%	81%
PO Insurance	eX Pulse	42	42	100%	n.a

Executive Summary



92%
participation rate

High level of participation

**EMPLOYEE
ENGAGEMENT**

56%

+5 pts vs 2018

0 pts vs Kincentric UK Average
benchmark

Engagement at the Post Office has risen to UK average level.

- Engagement has improved by 5%pts since 2018 to 56%. This rises to 57% when Insurance is excluded.

Engagement distribution is in line with the UK average

- Changes in the proportion of highly engaged (+5%pts) and actively disengaged employees (-4%pts) have resulted in much closer alignment to the norm than ever before

Engagement scores have risen in the largest areas but there are declines elsewhere:

- Retail engagement is above the UK average for the first time having risen 8%pts to 58%. Customers now have a 3 in 5 chance of coming into contact with an engaged employee. There was a 1 in 2 chance last year.
- Supply Chain and Operations engagement has also improved, while engagement levels are highest but stable in Finance
- Engagement in all other areas has declined with the most notable decreases in Change and IT who along with PO insurance have the lowest engagement levels

Senior Leadership engagement has declined notably and now is lower than a number of less senior levels. New Joiner engagement has also fallen. However, engagement has improved for those with more than three years of service

- Executive engagement now stands at 78%, -22%pts vs 2018.
- Only 57% of Senior Leaders are engaged, a decline of -23%pts. This is lower than a number of levels including Band 3B, Band 2, and the highest scoring CSA Monthly for which engagement stands at 80%, +27%pts vs 2018.
- New joiner engagement has fallen -7%pts to 64%
- Engagement levels for those with 11-25 years' service now stands at 58%, up 9%pts the largest increase. This is the largest group making up over a quarter of all respondents

Post Office employees' perception of their work experience is generally more positive than in 2019. However perceptions are less positive for some aspects.

- Collaboration, Rewards and Recognition, Acting on the survey and Diversity and Inclusion have all improved
- Perceptions of Culture, Senior Leadership have declined and are now below the UK average. Career Opportunities, Customer Focus and Communication are also tracking behind average.

The Line Manager index score has increased in every aspect* (+6pts to 77%)

- Perceptions have risen the most for not tolerating poor performance and confidence in action being taken on the results of the survey

The Culture index score stands at 57%

- Perceptions of Senior leadership treating employees as the most valued asset, and being quick to invest in new ideas aimed at driving success in the future are the furthest behind the UK average
- Perceptions of having clear processes and procedures for doing work and sharing best practice and job knowledge are furthest ahead of the UK average

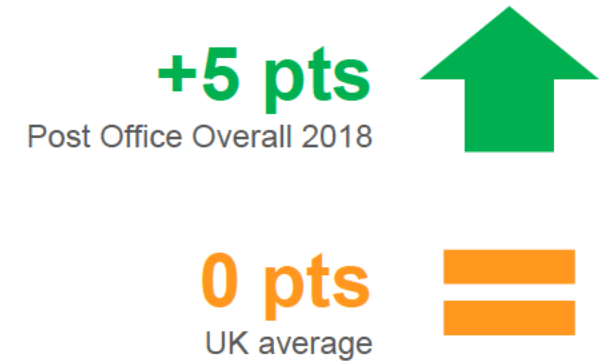
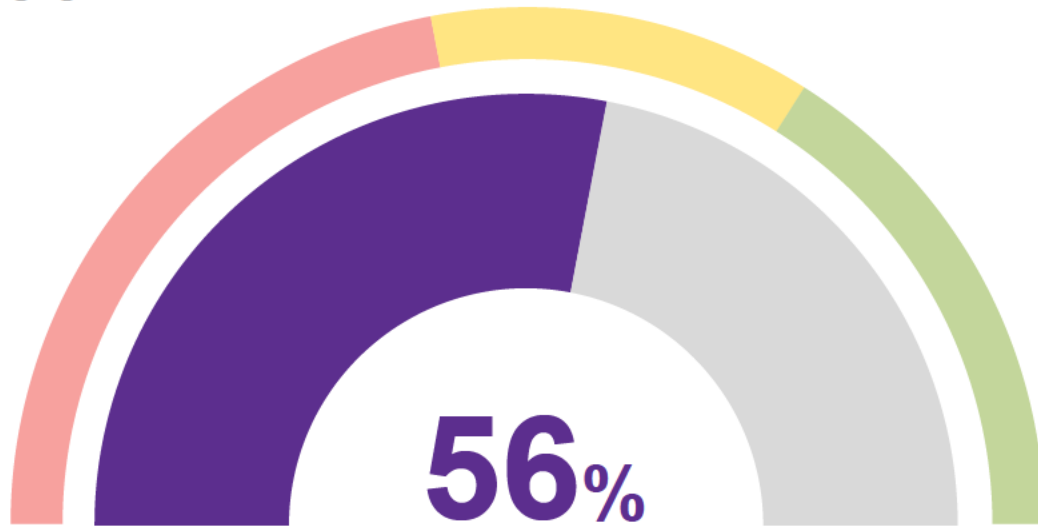
*There are three questions for which no historical comparison is available

Employee Engagement Trends at Post Office Overall

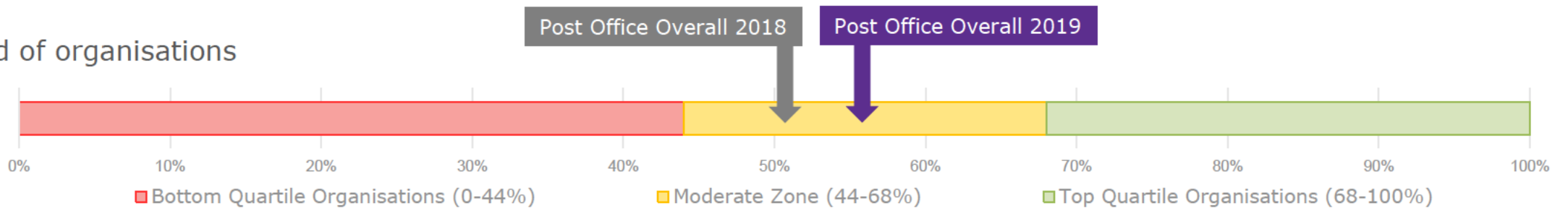
Post Office engagement continues to improve

56% of employees are engaged

Overall engagement score



UK spread of organisations



Why has Post Office employee engagement improved?

Opinion on sharing of job knowledge, teamwork, recognition and fair pay, has seen Collaboration and Reward & Recognition perceptions improve the most.

Top 5 improvements in the Post Office work experience		
Dimension	Change	Current Score
Collaboration	+14	71
Rewards and Recognition	+14	66
Diversity and Inclusion	+12	73
Acting on survey	+12	61
Performance Management	+9	78



Leads to improvements in employee engagement



Working as one team and sharing knowledge, ways of working and building a better bond

....and being given recognition for going above and beyond my day job

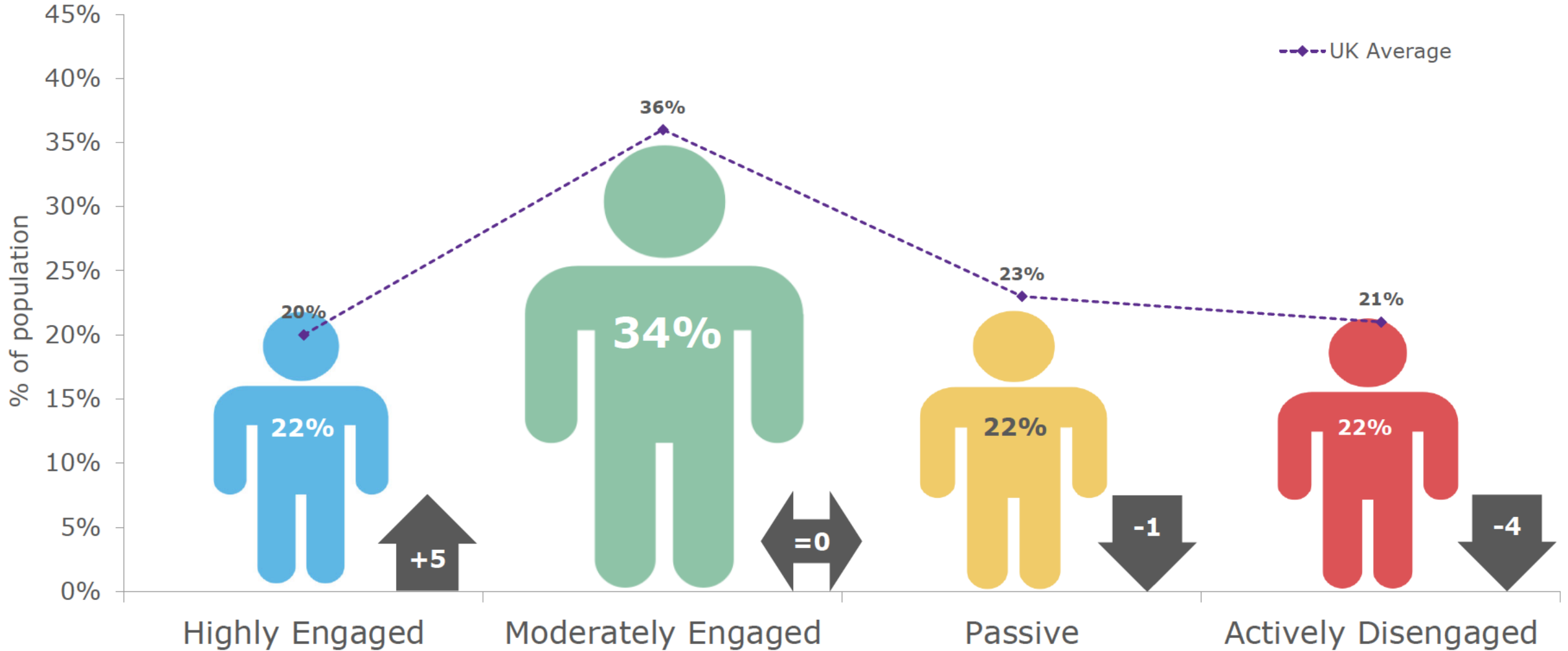
My work environment and work life balance has significantly improved.

the Diversity work has made POL a better place to work - this came up from the grass roots...

I feel he is a good leader and treats his staff very fairly. He gives us all very clear direction and makes us all fully aware of his expectations of us all.

Post Office employee engagement distribution

Highly engaged and actively disengaged populations are more in line with the average than ever.



Note scores are rounded. Distribution (and changes) may not add up to 100%.

Employee engagement by departments

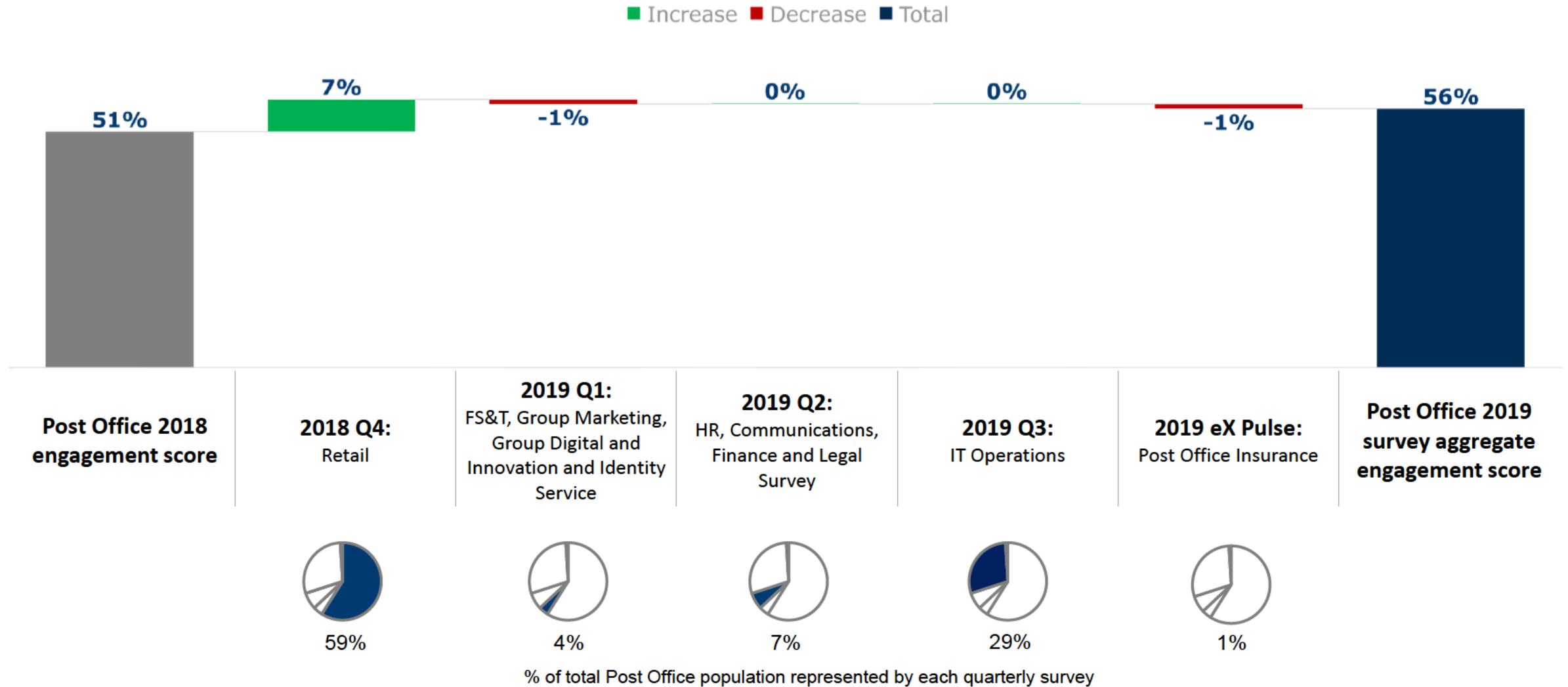
Declines across smaller areas are offset by improvements in the largest areas

Unit	Total N Responses	% Engaged Employees	UK average	UK top quartile	Change from 2018 (%pts)
Post Office Overall	3999	56%			+5
██████████ Chief Executive Retail	2372	58%			+8
Owen Woodley FS&T, Group Marketing, Group Digital and Innovation and Identity Service	149	45%			-12
Alisdair Cameron Finance	92	67%			0
Benjamin Foat Legal, Compliance & Governance	60	60%			-4
Mark Davies Comms, Brand & Corp Affairs Director	32	47%			-4
Human Resources Director	108	56%			-3
Change	49	37%			-43
IT	77	38%			-24
Operations	288	54%			+3
Supply Chain	722	59%			+8
PO Insurance	42	36%			n.a.

No results for units with fewer than 5 responses

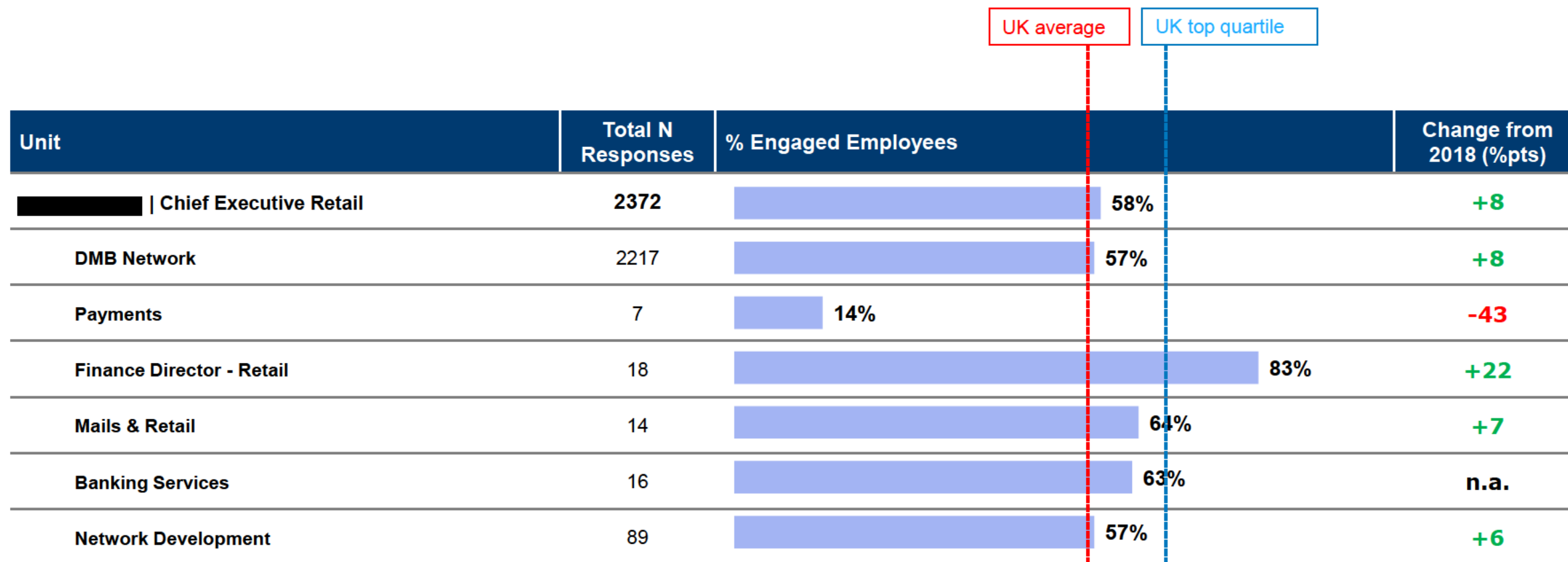
How engagement improved over the four quarters by survey cycle

Retail's impact on engagement earlier this year has been tempered by declines elsewhere in the business



Employee engagement within departments

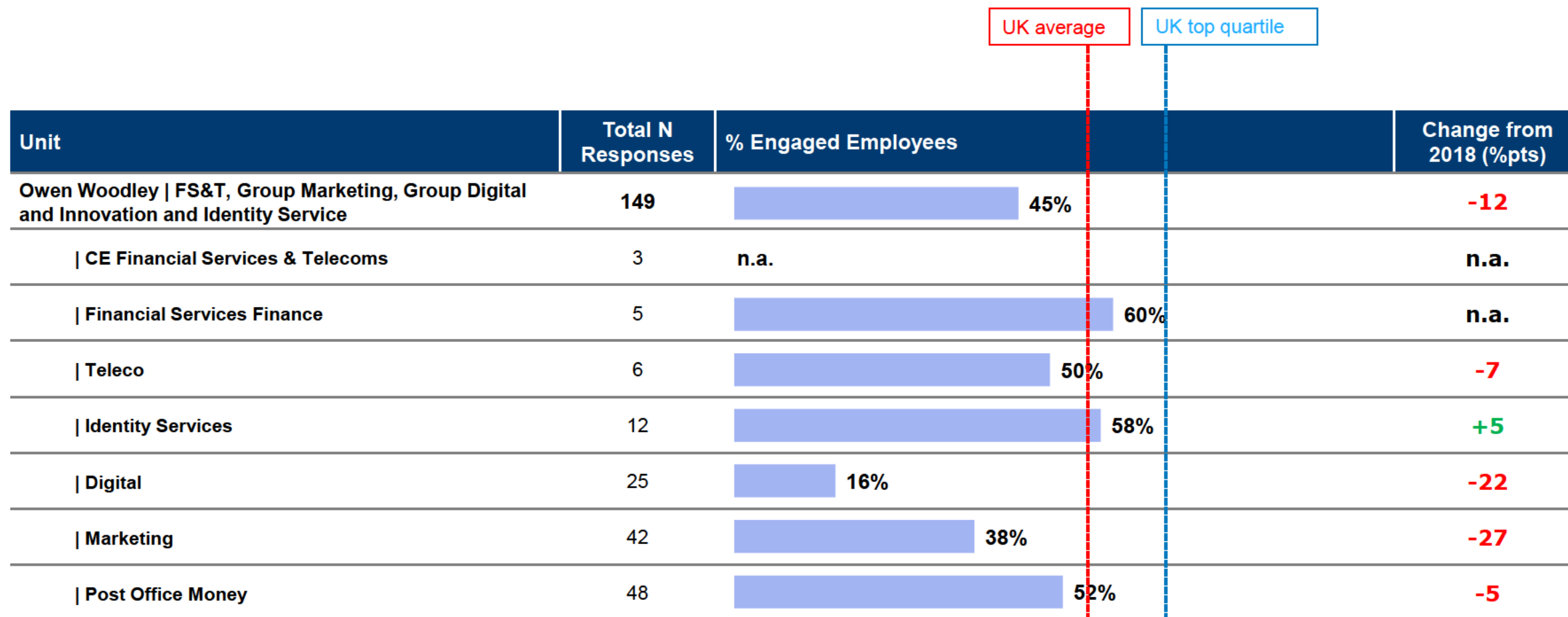
Engagement levels have improved across the majority of Retail with only Payments declining



No results for units with fewer than 5 responses

Employee engagement by departments

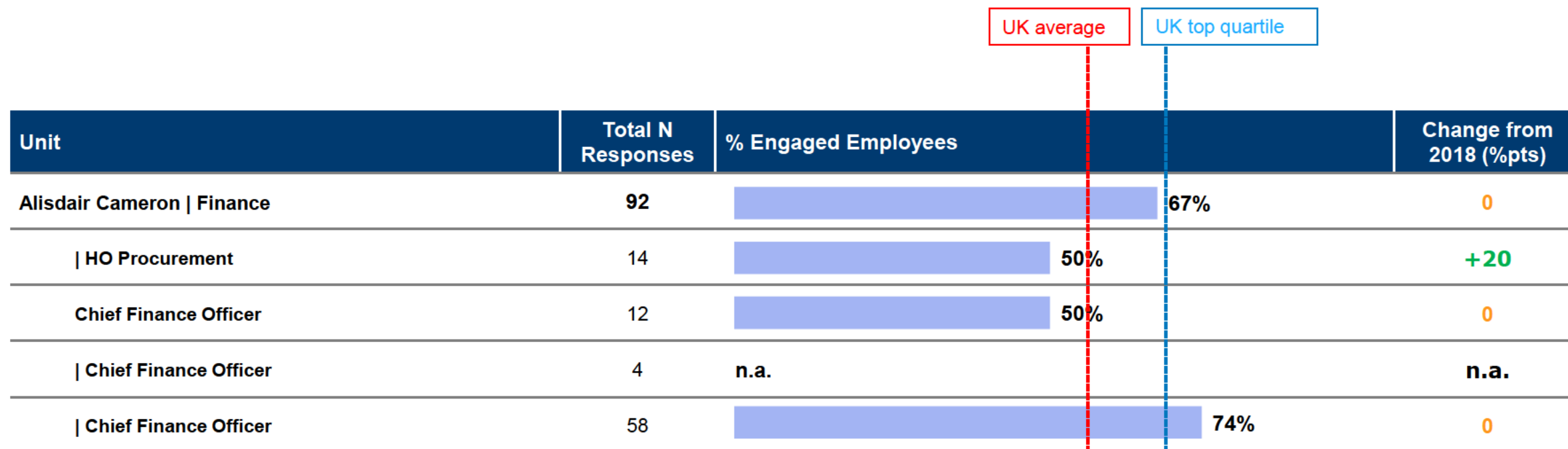
Digital employees responsible for innovation are the least engaged



No results for units with fewer than 5 responses

Employee engagement by departments

Engagement has increased in HO Procurement



No results for units with fewer than 5 responses

Employee engagement by departments

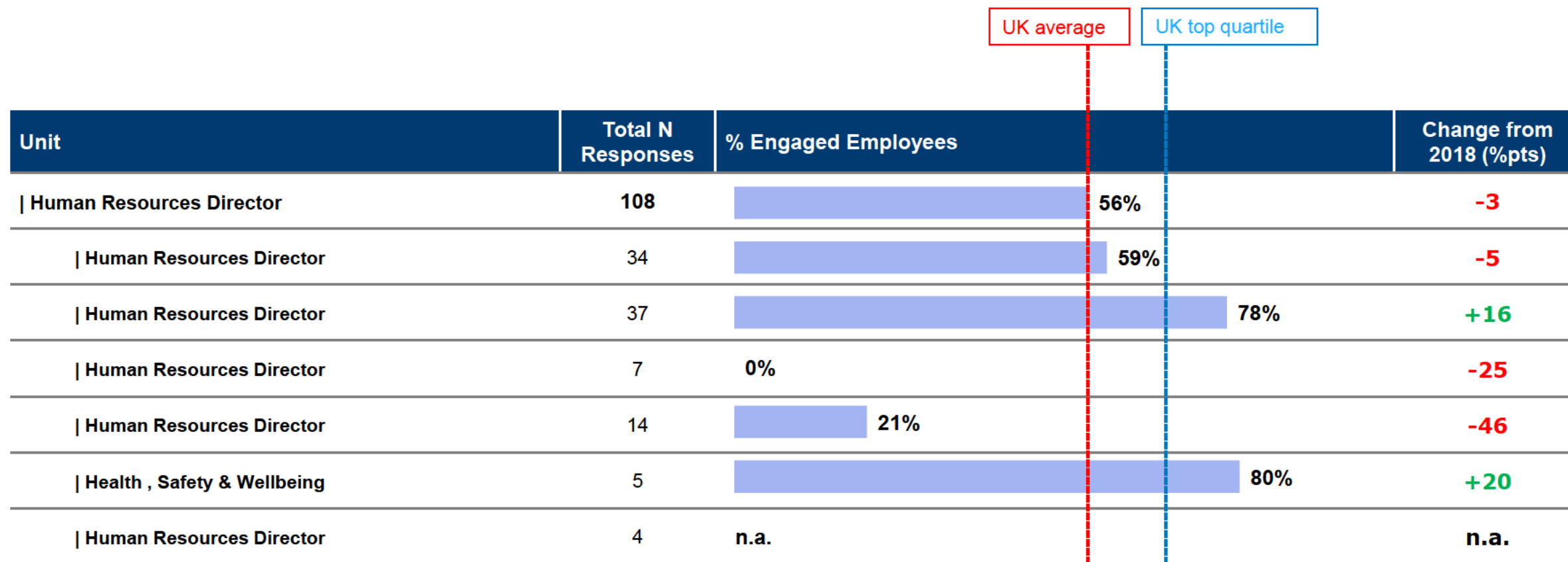
Unit	Total N Responses	% Engaged Employees	Change from 2018 (%pts)
Mark Davies Comms, Brand & Corp Affairs Director	32	47%	-4
Public Affairs	3	n.a.	n.a.
Comms, Brand & Corp Affairs Director	17	47%	+3
Corporate Services	4	n.a.	n.a.
Newsdesk	4	n.a.	n.a.

UK average UK top quartile

No results for units with fewer than 5 responses

Employee engagement by departments



A slight overall decline masks volatility at team level



No results for units with fewer than 5 responses

Employee engagement by departments

Engagement has fallen notably amongst employee responsible for implementing change

Unit	Total N Responses	% Engaged Employees	UK average	UK top quartile	Change from 2018 (%pts)
Change	49	 37%			-43
Portfolio	0	n.a.			n.a.
Portfolio	1	n.a.			n.a.
Portfolio	0	n.a.			n.a.
Portfolio	1	n.a.			n.a.
Portfolio	1	n.a.			n.a.
Portfolio	1	n.a.			n.a.
Central	2	n.a.			n.a.
Central	34	 44%			n.a.

No results for units with fewer than 5 responses

Employee engagement by departments

Engagement has declined across IT teams

Unit	Total N Responses	% Engaged Employees	UK average	UK top quartile	Change from 2018 (%pts)
IT	77	38%			-24
Chief Information Office-Back Office	2	n.a.			n.a.
Chief Information Office-FS & Digital	0	n.a.			n.a.
Chief Technology Office	7	14%			-30
IT Contract & Vendor Management	10	40%			-15
XXX	13	69%			-4
Finance IT & Transformation	9	56%			-23
Information Security	11	9%			n.a.
IT Service & Operations	21	29%			-35

No results for units with fewer than 5 responses

Employee engagement by departments

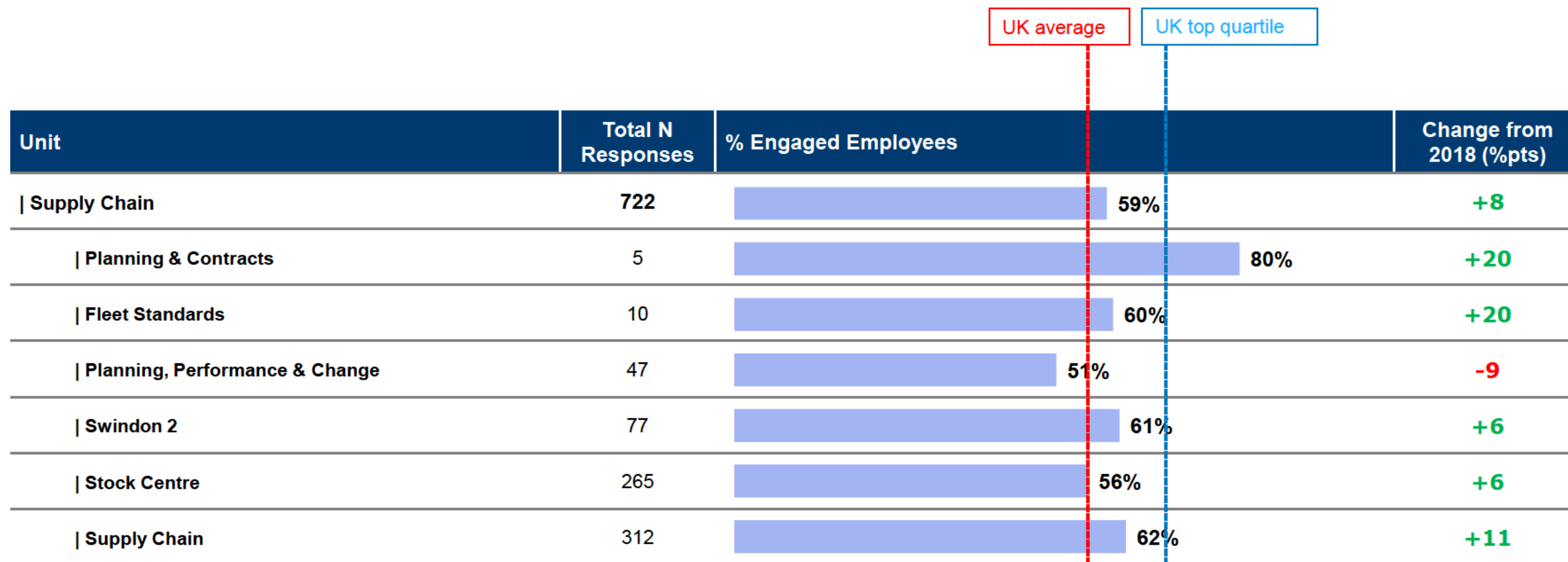
Engagement has increased across Operations

Unit	Total N Responses	% Engaged Employees	UK average	UK top quartile	Change from 2018 (%pts)
Operations	288	54%			+3
Network Operations	2	n.a.			n.a.
Network Operations	2	n.a.			n.a.
Facilities	44	64%			+7
Loss Prevention	77	53%			+5
Commercial Security	158	53%			+5

No results for units with fewer than 5 responses

Employee engagement by departments

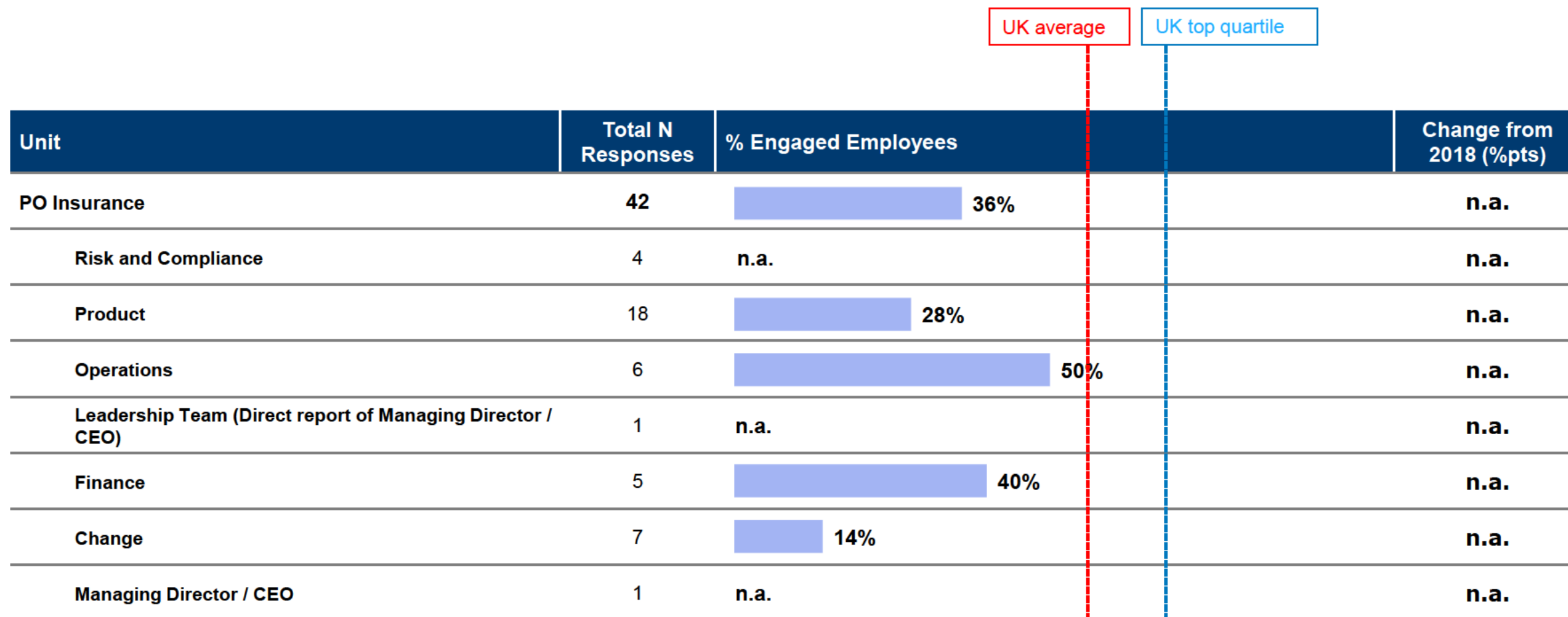
Planning, Performance and Change has both declining and below average engagement



No results for units with fewer than 5 responses

Employee engagement by departments

Engagement levels vary across PO Insurance

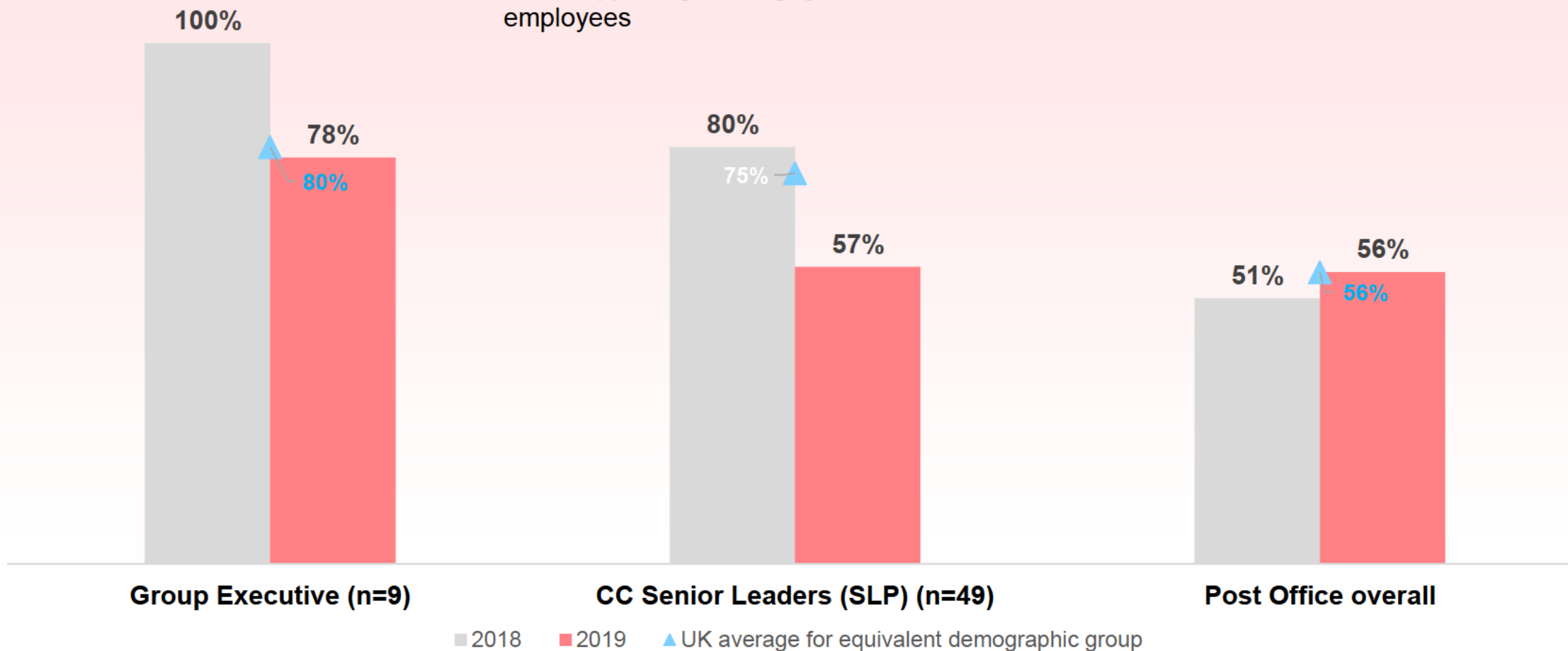


No results for units with fewer than 5 responses

The Post Office leadership engagement has declined

This may impact on future Post Office engagement if barriers to higher engagement are not removed.

PO leadership engagement has fallen decreasing the likelihood of them supporting the engagement of employees



Engagement scores by Grade (ordered by seniority)

Engagement has declined amongst the four most senior grades but has increased amongst those less senior.

UK average

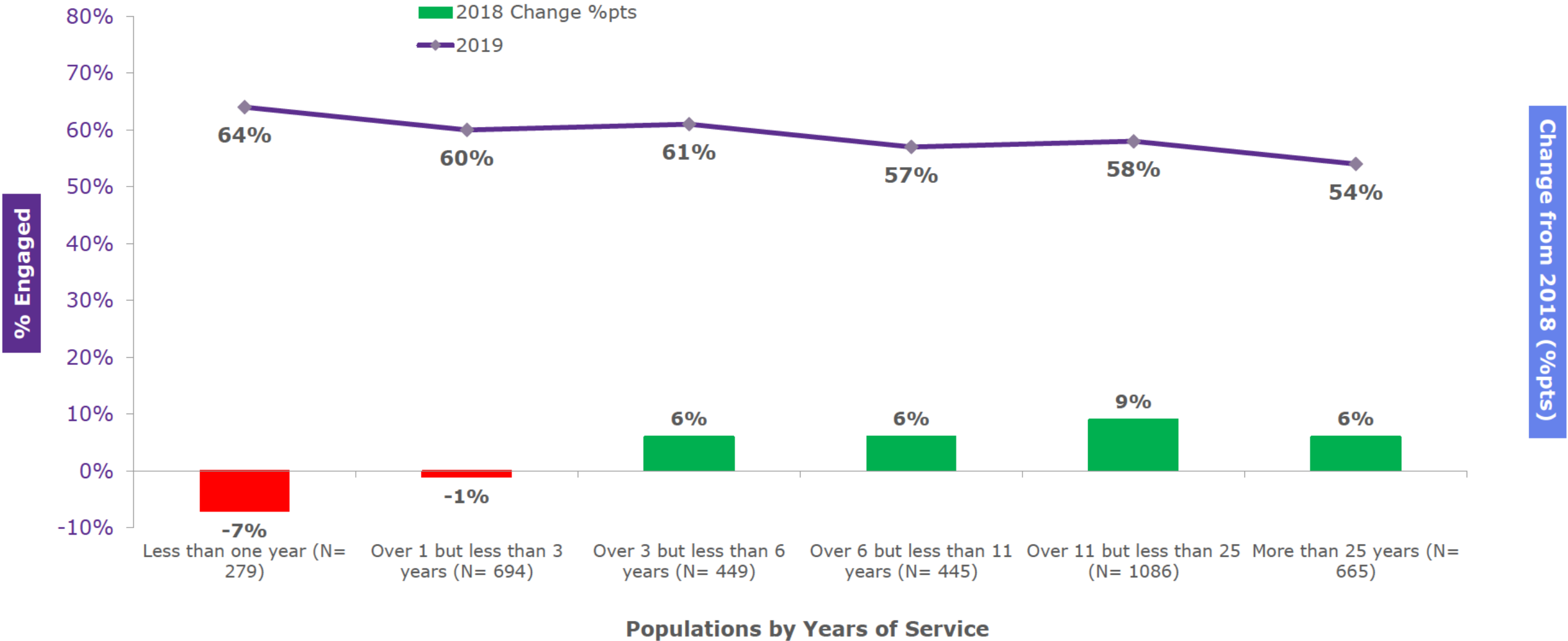
UK top quartile

Demographic	Total N Responses	% Engaged Employees	Change from 2018 (%pts)
RemCo	9	78%	-2
Senior Leaders (SLP)	46	57%	-23
Band 4	184	46%	-11
Band 3 - Pay Range A	200	53%	-5
Band 3 - Pay Range B	304	60%	2
Band 2 - Pay Range A	308	62%	7
Band 2 - Pay Range B	137	69%	11
Crown Office CSC	1853	56%	8
CHD Crewmember Mthly	228	58%	9
CHD PO monthly	86	58%	10
Customer Advisor	79	52%	8
Supplies Operative 1	53	60%	5
CHD PA monthly	246	52%	5
CSA Monthly	30	80%	27
POL PA admin	2	n.a.	--
FTA CHD PA	9	56%	9
POL PO admin monthly	174	55%	2
POAPP	7	43%	--

No results for units with fewer than 5 responses

New joiner engagement level has decreased the most.

Engagement levels only improve after three years of service.



































No results for units with fewer than 5 responses

Improving engagement at Post Office Overall

The Post Office work experience is improving but some aspects have declined.

Collaboration has improved the most. Culture has seen the biggest decline.

Dimension	Change from 2018 (%pts)	% positive 2019	Difference from UK average (%pts)	Difference from UK Top Quartile (%pts)
Collaboration	 14	 71%	+18	+7
Rewards and Recognition	 14	 66%	+13	+1
Acting on survey	 12	 61%	+4	-12
Diversity and Inclusion	 12	 73%	+7	-2
Performance Management	 9	 78%	+8	+1
Enabling Infrastructure	 8	 71%	+24	+12
Wellbeing	 7	 66%	+1	-9
Learning and Development	 5	 59%	+3	-11
Safety	 5	 78%	+1	-7
Line Manager	 3	 83%	+11	+3
Communication	 2	 68%	-1	-9
Talent and Staffing	-2 	 44%	+2	-11
Empowerment and Autonomy	-4 	 67%	+5	-5
Senior Leadership	-4 	 40%	-15	-28
Culture	-7 	 47%	-4	-23
Career Opportunities	n.a.	 45%	-8	-24
Customer Focus	n.a.	 61%	-3	-14

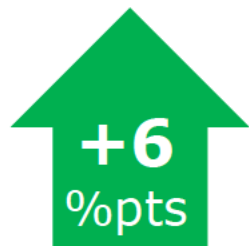
Heatmap of Change (%pts) in the Work Experiences by department

Diversity and Inclusion and Collaboration have consistently improved. The largest and most consistent declines are in Senior Leadership, Talent and Staffing and Culture

Dimension	Chief Executive Retail (N= 2372)	Owen Woodley FS&T, Group Marketing, Group Digital Innovation Identity (N= 149)	Alisdair Cameron Finance (N= 92)	Benjamin Foat Legal, Compliance & Governance (N= 60)	Mark Davies Comms, Brand & Corp Affairs Director (N= 32)	[Redacted] Human Resources Director (N= 108)	[Redacted] Change (N= 49)	[Redacted] IT (N= 77)	[Redacted] Operations (N= 288)	[Redacted] Supply Chain (N= 722)	PO Insurance (N= 42)
Acting on survey	20	-5	-7	2	-19	4	-33	-32	-3	9	n.a.
Career Opportunities	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Collaboration	17	4	-1	11	2	9	-15	8	19	10	n.a.
Communication	9	-18	-12	-26	-2	-14	-65	-25	-17	5	n.a.
Culture	-8	-16	-15	-18	-38	-16	-23	-33	-6	3	n.a.
Customer Focus	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Diversity and Inclusion	14	10	7	16	6	10	2	-1	1	9	n.a.
Empowerment and Autonomy	1	-16	-12	-8	-12	-10	-50	-26	-11	-15	n.a.
Enabling Infrastructure	9	-2	4	-1	9	3	-24	-12	3	12	n.a.
Learning and Development	8	-10	-4	-13	-23	2	-18	-17	-5	10	n.a.
Line Manager	3	-1	-1	1	0	2	-3	-5	-2	6	n.a.
Performance Management	9	3	10	5	0	11	-6	-6	3	12	n.a.
Rewards and Recognition	17	1	6	1	0	6	-26	-15	3	9	n.a.
Safety	6	-4	-5	1	-4	4	-4	-2	-1	10	n.a.
Senior Leadership	-1	-28	-22	-39	-30	-19	-64	-31	-16	2	n.a.
Talent and Staffing	2	-24	-10	-35	-25	-8	-16	-28	-10	4	n.a.
Wellbeing	8	-6	3	0	-2	14	-8	-17	-3	7	n.a.

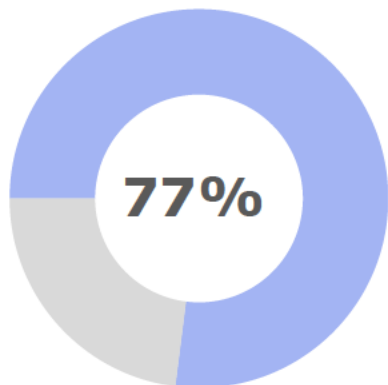
Post Office Line Manager Index

Three in four feel that poor performance is not tolerated



Since 2018

Line Manager Index



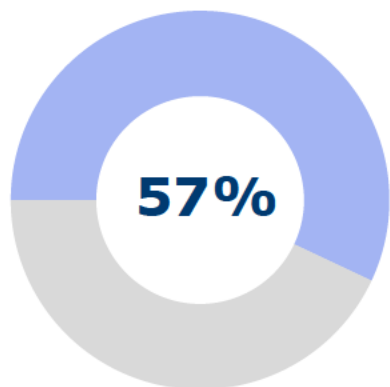
LMI Item	Change from 2018 (%pts)	2019 % strongly agree / agree	Difference from UK average (%pts)
Poor performance is not tolerated by my manager	13	75%	n.a.
I am confident that results from this survey will be acted upon	12	61%	+4
I understand how my individual objectives contribute to the Post Office objectives	6	78%	+9
I can easily find the information and resources I need to do my job	5	68%	n.a.
My line manager keeps me informed about changes and how they impact me	4	83%	n.a.
My line manager listens to my ideas and suggestions, and provides feedback	4	83%	n.a.
My line manager treats me fairly and with respect	3	87%	+16
My line manager is someone that I trust	3	82%	+6
I feel informed about my team's performance against its objectives	1	76%	+2
My manager recognises my efforts and results	n.a.	81%	+13
My manager sets clear expectations and goals with me	n.a.	81%	+12
I have appropriate influence and decision-making authority in my job	n.a.	67%	+8

Post Office Culture Index

Perceptions of senior leadership's people focus and responsiveness to changing customer needs are furthest away from the average.

	2019 % strongly agree / agree	Difference from UK average (%pts)
My line manager listens to my ideas and suggestions, and provides feedback	83%	n.a.
My manager recognises my efforts and results	81%	+13
My manager sets clear expectations and goals with me	81%	+12
My colleagues share best practice and job knowledge with each other	79%	+15
My manager develops a positive team atmosphere	78%	+10
We have clear processes and procedures for doing our work	74%	+28
I am encouraged to suggest improvements to better serve external customers	72%	+7
I have appropriate influence and decision-making authority in my job	67%	+8
I can try new things even if they lead to occasional mistakes	59%	+4
At this organisation, we recognise people for the behaviors and results that will help the organisation succeed	51%	+7
I would describe this organisation as growth focused	50%	n.a.
We are responsive to the changing needs of our external customers	50%	-13
We are developing a workforce that adapts well to change	46%	+4
This organisation offers excellent career opportunities to employees who are strong performers	45%	-8
We are promoting the people with the skills we need to achieve our business objectives	43%	+1
Senior leadership is taking necessary actions now to position the company for long term success	43%	-11
I would describe this organisation as open/transparent	40%	n.a.
We are quick to invest in new ideas that will drive future success	38%	-12
Senior leadership treats employees as this organisation's most valued asset	34%	-20
We make high quality decisions at the right speed	32%	-6

Culture Index



Finance top engagement dimensions to improve

Based on Kincentric's analysis* of employees' feedback

Senior Leadership	Culture	Career Opportunities	Talent & Staffing	Customer Focus
 <p>Senior leadership treats employees as this organisation's most valued asset</p> <p>I have confidence in the decisions made by the Post Office senior leadership team (the Group Executive and their lead teams)</p> <p>The senior leadership team are visible leaders of Post Office</p> <p>We make high quality decisions at the right speed</p> <p>Senior leaders lead by example and behave in line with our values</p> <p>Senior leadership is taking necessary actions now to position the company for long term success</p> <p>I have a good understanding of the Post Office's strategy and direction</p>	 <p>We are quick to invest in new ideas that will drive future success</p> <p>I would describe this organisation as open/transparent</p> <p>I would describe this organisation as growth focused</p> <p>I see the Post Office's values (Care, Challenge, Commit) being demonstrated everyday</p>	 <p>This organisation offers excellent career opportunities to employees who are strong performers</p>	 <p>We are promoting the people with the skills we need to achieve our business objectives</p> <p>We are attracting the people we need to achieve our business goals</p>	 <p>We are responsive to the changing needs of our external customers</p>

*Overall Dimension ranks based on Kincentric's Relative Weights Analysis which considers:

(1) Statistical impact on Engagement (2) Current Effectiveness Score (3) Probability of future movement based on top quartile benchmarks

Post Office focus areas by department

Culture is the top or second focus areas for every part of the Post Office

Dimension to Improve	Chief Executive Retail	Owen Woodley FS&T, Group Marketing, Group Digital Innovation Identity	Alisdair Cameron Finance	Benjamin Foat Legal, Compliance & Governance	Mark Davies Comms, Brand & Corp Affairs Director	Human Resources Director	Change	IT	Operations	Supply Chain	PO Insurance
Acting on survey					4		3		4	5	1
Career Opportunities	3	5		5		4		3	5	3	4
Collaboration					5						
Communication											
Culture	2	1	1	1	1	1	2	1	1	1	2
Customer Focus	5	2	5		3	5	5	2			
Diversity and Inclusion											
Empowerment and Autonomy											
Enabling Infrastructure											3
Learning and Development			3	4							
Line Manager											
Performance Management											
Rewards and Recognition											5
Safety											
Senior Leadership	1	3	2	2	2	2	1	4	3	2	
Talent and Staffing	4	4	4	3		3	4	5	2	4	
Wellbeing											

*The key focus areas are ranked in ascending order, with one being the most important to improving future engagement. Analysis available for departments of 30 employees or more, for departments between 5-30 respondents we show an inherited analysis.

Next steps

Placeholder for the Post Office

Appendix

Engagement Scores

How the score is calculated

Engagement is calculated by taking the average of each staff's response to the six engagement questions based on the Kincentric's six-point response scale:



An staff is engaged if their average answer across the six questions equals or exceeds **4.5**

The engagement score (e.g. 50%) is the total proportion of staff who are 'engaged'.
A question item score can only be calculated for 5 or more staff!

Engagement Scores

How the score is calculated



Engagement Questions

Given the opportunity, I tell others great things about working here

I would not hesitate to recommend this organisation to a friend seeking employment

It would take a lot to get me to leave this organisation

I rarely think about leaving this organisation to work somewhere else

This organisation inspires me to do my best work every day

This organisation motivates me to contribute more than is normally required to complete my work

Staff Responses

	A	B	C	D
5	5	3	6	6
6	6	3	6	6
5	5	4	6	4
5	5	4	6	6
6	6	4	6	4
6	6	3	6	5

Each staff responds to the engagement questions using the six-point scale

An average response score is calculated for each staff.

If the average response score is at or above the Kincentric 4.5 threshold, that staff is classified 'engaged'.

The engagement score is the proportion of staff 'engaged' expressed as a percentage (%).

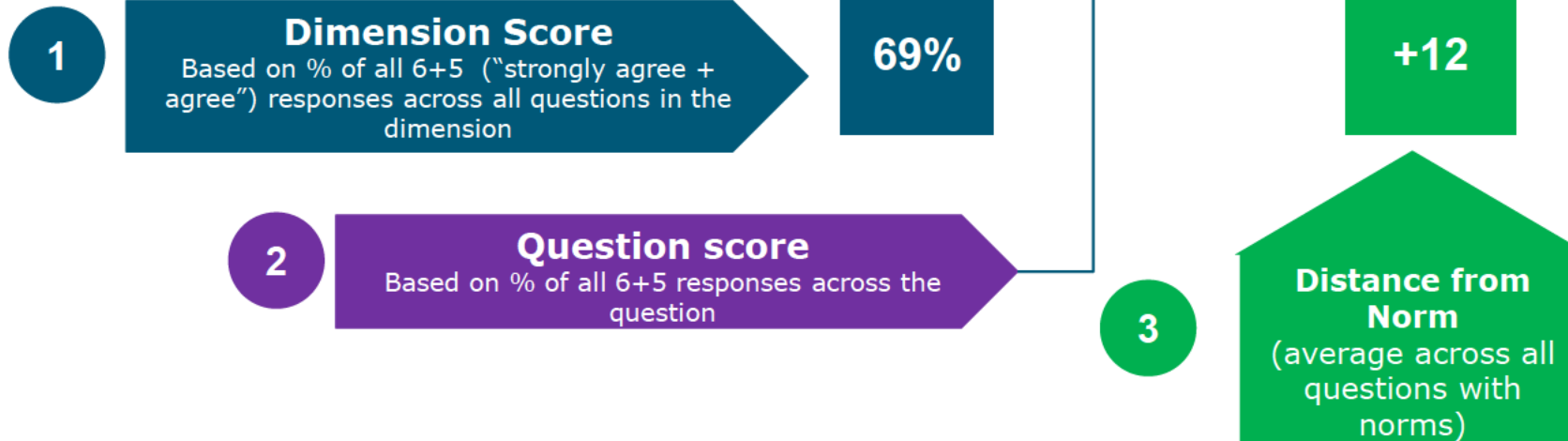
Individual average response score	5.5	3.5	6	5.17
Engaged (above 4.5)?	Y	N	Y	Y

75%

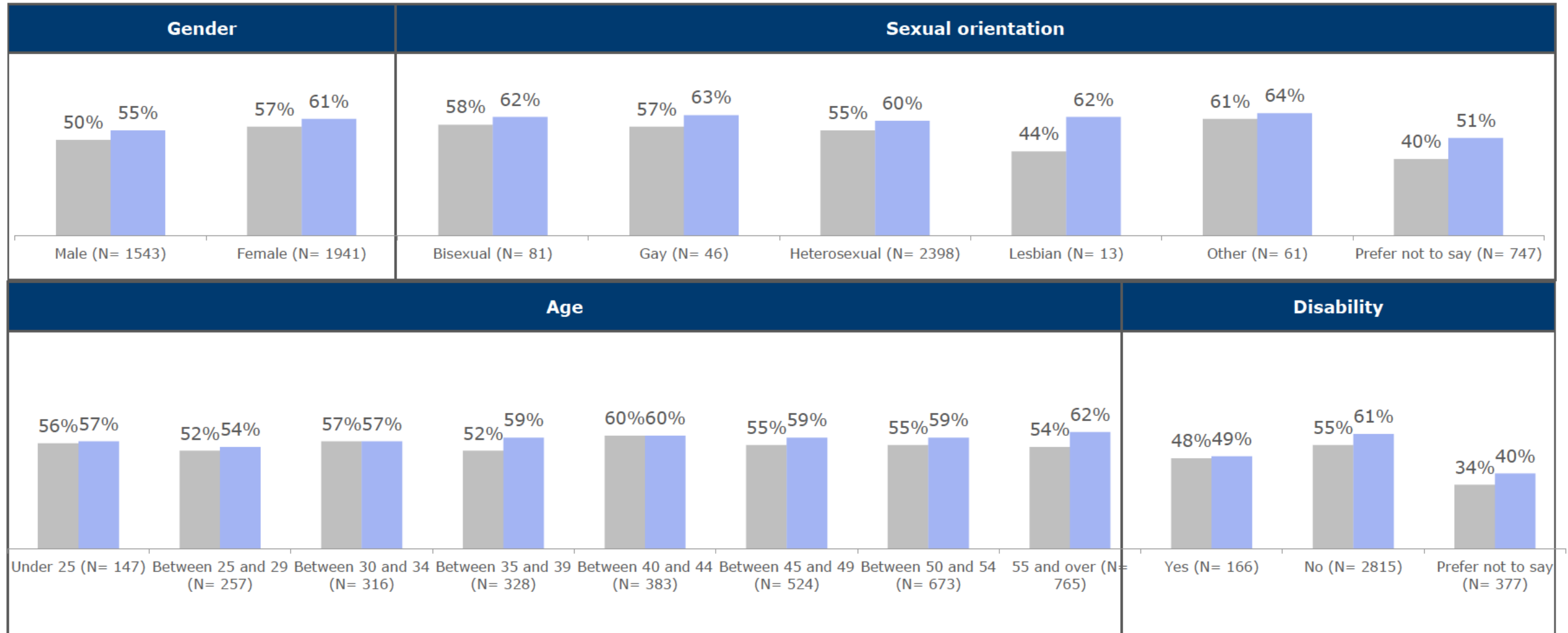
Engagement Dimensions

Calculating **(1) Dimension Score**, **(2) Question Score** and **(3) Distance from Norm**

Brand Example						
Question	Question Text	Count of 6 or 5 Responses	Count of all responses	Question Score (% favourable)	Global Top Quartile (Norm)	Distance from Global Top Quartile
Q1	The Post Office succeeds in its aim to be better for customers	76	100	76%	66%	+10
Q3	I see the Post Office's values (Care, Challenge, Commit) being demonstrated everyday	73	100	73%	52%	+21
Q5	I get enough good information about the Post Office's business results and performance	57	100	57%	52%	+5
Total		206	300			

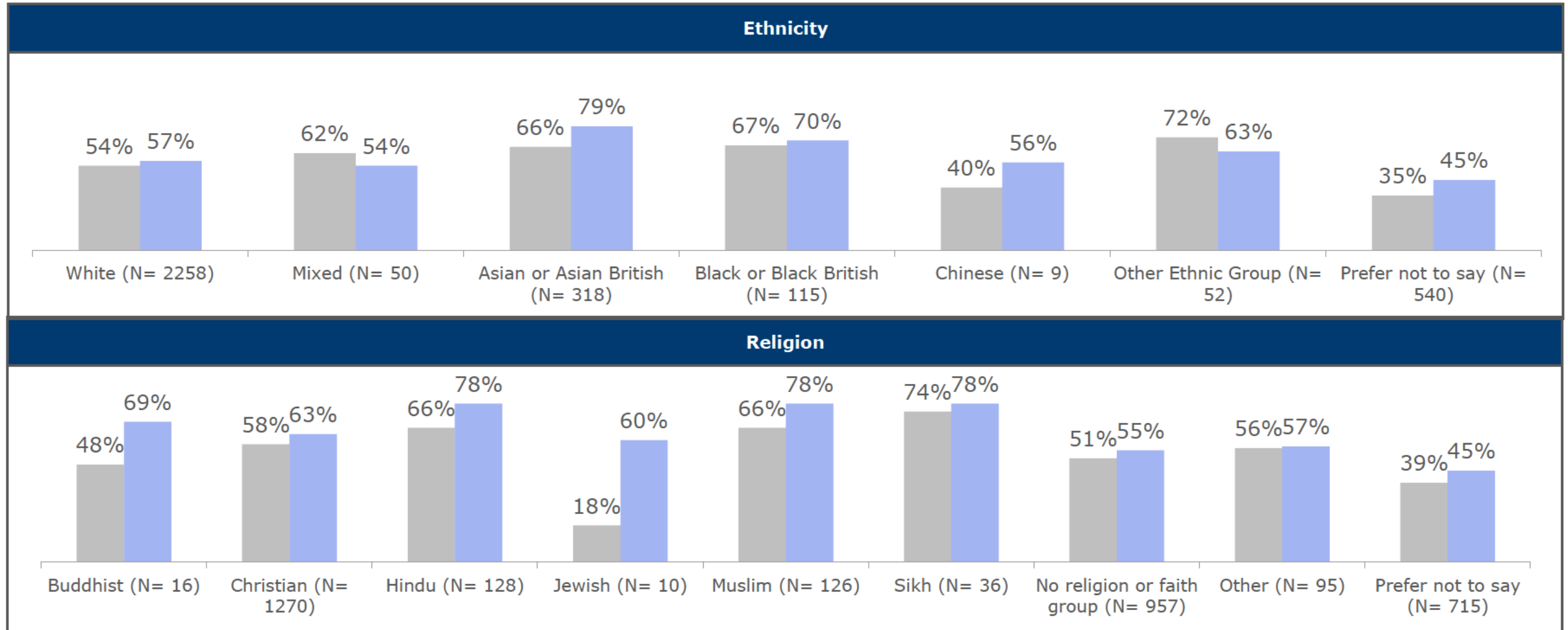


Employee engagement by Gender, Sexual orientation, Age and Disability



■ 2018 ■ 2019

Employee engagement by Ethnicity and Religion



2018 2019

Dimensions and Questions

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Category and Questions	2019 Score	Change from 2018 (%pts)	Difference from UK Average (%pts)	Difference from UK Top Quartile (%pts)
Engagement	56%	5	0	-12
I would not hesitate to recommend Post Office to a friend seeking employment	60%	1	-4	-18
It would take a lot to get me to leave Post Office	60%	5	8	-3
Post Office inspires me to do my best work every day	58%	6	1	-10
Given the opportunity, I tell others great things about working for the Post Office	56%	6	-5	-19
I rarely think about leaving Post Office to work somewhere else	54%	6	5	-4
Post Office motivates me to contribute more than is normally required to complete my work	55%	7	0	-12
Acting on survey	61%	12	4	-12
I am confident that results from this survey will be acted upon	61%	12	4	-12
Career Opportunities	45%	n.a.	-8	-24
This organisation offers excellent career opportunities to employees who are strong performers	45%	n.a.	-8	-24
Collaboration	71%	14	18	7
My colleagues share best practice and job knowledge with each other	79%	n.a.	15	5
There is good cooperation and teamwork across the Post Office	62%	5	20	8
Communication	68%	2	-1	-9
I get enough good information about the Post Office's business results and performance	68%	2	-1	-9

Dimensions and Questions

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Category and Questions	2019 Score	Change from 2018 (%pts)	Difference from UK Average (%pts)	Difference from UK Top Quartile (%pts)
Culture	47%	-7	-4	-23
I would describe this organisation as open/transparent	40%	n.a.	n.a.	n.a.
I would describe this organisation as growth focused	50%	n.a.	n.a.	n.a.
We are quick to invest in new ideas that will drive future success	38%	n.a.	-12	-32
I see the Post Office's values (Care, Challenge, Commit) being demonstrated everyday	59%	5	4	-14
Customer Focus	61%	n.a.	-3	-14
We are responsive to the changing needs of our external customers	50%	n.a.	-13	-24
I am encouraged to suggest improvements to better serve external customers	72%	n.a.	7	-3
Diversity and Inclusion	73%	12	7	-2
If I have an issue with being treated fairly at work, I am confident that Post Office will take appropriate action	68%	7	5	0
We have a work environment that is accepting of diverse backgrounds and ways of thinking	79%	n.a.	8	-4
Empowerment and Autonomy	67%	-4	5	-5
I am able to choose how best to complete my work	74%	3	2	-6
I have appropriate influence and decision-making authority in my job	67%	n.a.	8	-2
I can try new things even if they lead to occasional mistakes	59%	n.a.	4	-6
Enabling Infrastructure	71%	8	24	12
We have clear processes and procedures for doing our work	74%	n.a.	28	17
I have access to the equipment I require to do my job (e.g. IT, technology, systems)	72%	8	20	7
I can easily find the information and resources I need to do my job	68%	5	n.a.	n.a.

Dimensions and Questions

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Category and Questions	2019 Score	Change from 2018 (%pts)	Difference from UK Average (%pts)	Difference from UK Top Quartile (%pts)
Learning and Development	59%	5	3	-11
There are opportunities at Post Office for me to gain new skills	56%	5	3	-11
I receive the training and development that is required to perform well in my job	63%	6	n.a.	n.a.
Line Manager	83%	3	11	3
My line manager keeps me informed about changes and how they impact me	83%	4	n.a.	n.a.
My line manager treats me fairly and with respect	87%	3	16	7
My line manager listens to my ideas and suggestions, and provides feedback	83%	4	n.a.	n.a.
My line manager is someone that I trust	82%	3	6	n.a.
My manager develops a positive team atmosphere	78%	n.a.	10	-1
Performance Management	78%	9	8	1
My manager sets clear expectations and goals with me	81%	n.a.	12	3
Poor performance is not tolerated by my manager	75%	13	n.a.	n.a.
I feel informed about my team's performance against its objectives	76%	1	2	n.a.
I understand how my individual objectives contribute to the Post Office objectives	78%	6	9	-1
Rewards and Recognition	66%	14	13	1
My manager recognises my efforts and results	81%	n.a.	13	5
I am paid fairly for the contributions I make to Post Office	66%	11	21	10
Overall, the Post Office's benefits meets my needs well	65%	15	11	-3
At this organisation, we recognise people for the behaviors and results that will help the organisation succeed	51%	n.a.	7	-10

Dimensions and Questions

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Category and Questions	2019 Score	Change from 2018 (%pts)	Difference from UK Average (%pts)	Difference from UK Top Quartile (%pts)
Safety	78%	5	1	-7
The safety of employees is taken seriously at Post Office	78%	6	-3	-10
The physical work environment is appropriate for the type of work I do	79%	6	5	-4
Senior Leadership	40%	-4	-15	-28
I have a good understanding of the Post Office's strategy and direction	57%	-4	n.a.	n.a.
Senior leadership is taking necessary actions now to position the company for long term success	43%	n.a.	-11	-21
The senior leadership team (the Group Executive and their lead teams) are visible leaders of Post Office	39%	-2	-21	-36
I have confidence in the decisions made by the Post Office senior leadership team (the Group Executive and their lead teams)	36%	0	n.a.	n.a.
Senior leaders lead by example and behave in line with our values	40%	0	n.a.	n.a.
We make high quality decisions at the right speed	32%	n.a.	-6	-18
Senior leadership treats employees as this organisation's most valued asset	34%	n.a.	-20	-35
Talent and Staffing	44%	-2	2	-11
We are attracting the people we need to achieve our business goals	44%	-2	0	-11
We are developing a workforce that adapts well to change	46%	n.a.	4	-9
We are promoting the people with the skills we need to achieve our business objectives	43%	n.a.	1	-12
Wellbeing	66%	7	1	-9
Post Office cares about the well-being of its employees	64%	7	-6	-15
The balance between my work and personal life is right for me	68%	6	7	-3

Prioritising Post Office's engagement survey data

Introducing Kincentric's RWA3 analysis



RWA3 analyses the survey data to **predict** what will have the greatest positive impact on *future* engagement

Kincentric's RWA3 (Relative Weights Analysis) method uses three key analyses:

	Question answered	Analysis
Importance	What will have the greatest impact on engagement?	Relative Weights Analysis (RWA) provides statistical predictive relationship between a driver and engagement outcome
Effectiveness	What areas are my staff providing feedback as the greatest opportunities to improve?	% Favorable responses of staff
Probability of movement	Where do great companies excel and where am I most likely to be able to be able to create positive movement?	Distance from top quartile benchmarks

Rank of all questions by impact on engagement

Items 1 to 15

Question	Rank	Dimension	Effective (% Favorable)	Distance from UK Top Quartile (%pts)
Senior leadership treats employees as this organisation's most valued asset	1	Senior Leadership	34%	-35
We are quick to invest in new ideas that will drive future success	2	Culture	38%	-32
I have confidence in the decisions made by the Post Office senior leadership team (the Group Executive and their lead teams)	3	Senior Leadership	36%	n.a.
The senior leadership team are visible leaders of Post Office	4	Senior Leadership	39%	-36
I would describe this organisation as open/transparent	5	Culture	40%	n.a.
We make high quality decisions at the right speed	6	Senior Leadership	32%	-18
Senior leaders lead by example and behave in line with our values	7	Senior Leadership	40%	n.a.
Senior leadership is taking necessary actions now to position the company for long term success	8	Senior Leadership	43%	-21
I would describe this organisation as growth focused	9	Culture	50%	n.a.
This organisation offers excellent career opportunities to employees who are strong performers	10	Career Opportunities	45%	-24
We are promoting the people with the skills we need to achieve our business objectives	11	Talent and Staffing	43%	-12
We are responsive to the changing needs of our external customers	12	Customer Focus	50%	-24
We are attracting the people we need to achieve our business goals	13	Talent and Staffing	44%	-11
I see the Post Office's values (Care, Challenge, Commit) being demonstrated everyday	14	Culture	59%	-14
I have a good understanding of the Post Office's strategy and direction	15	Senior Leadership	57%	n.a.

Rank of all questions by impact on engagement

Items 16 to 30

Question	Rank	Dimension	Effective (% Favorable)	Distance from UK Top Quartile (%pts)
We are developing a workforce that adapts well to change	16	Talent and Staffing	46%	-9
Post Office cares about the well-being of its employees	17	Wellbeing	64%	-15
There are opportunities at Post Office for me to gain new skills	18	Learning and Development	56%	-11
At this organisation, we recognise people for the behaviors and results that will help the organisation succeed	19	Rewards and Recognition	51%	-10
I am confident that results from this survey will be acted upon	20	Acting on survey	61%	-12
I receive the training and development that is required to perform well in my job	21	Learning and Development	63%	n.a.
I can try new things even if they lead to occasional mistakes	22	Empowerment and Autonomy	59%	-6
Overall, the Post Office's benefits meets my needs well	23	Rewards and Recognition	65%	-3
The balance between my work and personal life is right for me	24	Wellbeing	68%	-3
I get enough good information about the Post Office's business results and performance	25	Communication	68%	-9
I can easily find the information and resources I need to do my job	26	Enabling Infrastructure	68%	n.a.
I am encouraged to suggest improvements to better serve external customers	27	Customer Focus	72%	-3
I have appropriate influence and decision-making authority in my job	28	Empowerment and Autonomy	67%	-2
I am able to choose how best to complete my work	29	Empowerment and Autonomy	74%	-6
The safety of employees is taken seriously at Post Office	30	Safety	78%	-10

Rank of all questions by impact on engagement

Items 31 to 45

Question	Rank	Dimension	Effective (% Favorable)	Distance from UK Top Quartile (%pts)
I am paid fairly for the contributions I make to Post Office	31	Rewards and Recognition	66%	10
If I have an issue with being treated fairly at work, I am confident that Post Office will take appropriate action	32	Diversity and Inclusion	68%	0
The physical work environment is appropriate for the type of work I do	33	Safety	79%	-4
There is good cooperation and teamwork across the Post Office	34	Collaboration	62%	8
I have access to the equipment I require to do my job (e.g. IT, technology, systems)	35	Enabling Infrastructure	72%	7
We have a work environment that is accepting of diverse backgrounds and ways of thinking	36	Diversity and Inclusion	79%	-4
Poor performance is not tolerated by my manager	37	Performance Management	75%	n.a.
I feel informed about my team's performance against its objectives	38	Performance Management	76%	n.a.
We have clear processes and procedures for doing our work	39	Enabling Infrastructure	74%	17
I understand how my individual objectives contribute to the Post Office objectives	40	Performance Management	78%	-1
My manager recognises my efforts and results	41	Rewards and Recognition	81%	5
My manager develops a positive team atmosphere	42	Line Manager	78%	-1
My colleagues share best practice and job knowledge with each other	43	Collaboration	79%	5
My manager sets clear expectations and goals with me	44	Performance Management	81%	3
My line manager is someone that I trust	45	Line Manager	82%	n.a.

Rank of all questions by impact on engagement

Items 46 to 48

Question	Rank	Dimension	Effective (% Favorable)	Distance from UK Top Quartile (%pts)
My line manager keeps me informed about changes and how they impact me	46	Line Manager	83%	n.a.
My line manager listens to my ideas and suggestions, and provides feedback	47	Line Manager	83%	n.a.
My line manager treats me fairly and with respect	48	Line Manager	87%	7

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