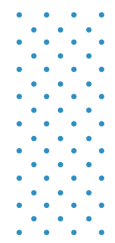




**Genos Organisational Effectiveness & Engagement Survey  
Results Sample\_Company - Overall Report**



# Confidential Information

This document presents the results of a Genos Organisational Effectiveness & Engagement Survey conducted by Genos Australia for Sample\_Company during January 2024. It contains confidential and proprietary information that cannot be disclosed or provided to any third parties without the written approval of Genos International Pty Ltd.



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# Demographic Information

Please select the department in which you work.

Response	Completed
Site 1 Operations	16
Site 1 Maintenance	19
Site 2 Operations	24
Site 2 Maintenance	7
IT Services	15
Assets	22
Human Resources	8
Commercial Services	12
Health & Safety	12
Total	154



# Demographic Information (Cont)

Please select your role level.

Response	Completed
Enterprise Agreement Employee	56
Level 1 Leader	61
Level 2 or above Leader	37
Total	154

# How to interpret the engagement results

Employee engagement is the collective level of intellectual and emotional commitment employees have toward their work and organisation. It is measured empirically by asking employees to indicate the extent to which they praise their organisation to others; perform beyond what is expected of them; persist in the face of adversity; and perfect what they do. The items measuring these four value creating engagement factors are shown below.

<b>Praise</b>	<p>I tell others how great this organisation is to work for whenever I have the chance.</p> <p>I promote this organisation as a great place to work.</p>
<b>Persist</b>	<p>My commitment to this organisation remains unwavering even when the conditions become difficult.</p> <p>I never think of leaving this organisation even when other opportunities are presented to me.</p>
<b>Perform</b>	<p>I willingly perform above and beyond what is expected of me at work.</p> <p>The way I feel about this organisation motivates me to do everything I can to make this organisation successful.</p>
<b>Perfect</b>	<p>I continuously seek to improve the way I do things for this organisation.</p> <p>I am motivated to find new and innovative ways of doing things in this organisation.</p>

In this report, total employee engagement is calculated at the individual level by averaging employee responses to the eight engagement questions shown opposite.

Your Engagement Score represents the percentage of employees who have an average response to the questions between 6.50 - 8.00.



Score Range	Interpretation
6.50 - 8.00	<span style="color: green;">●</span> Engaged
4.50 - 6.49	<span style="color: yellow;">●</span> Nearly Engaged
2.50 - 4.49	<span style="color: orange;">●</span> Not Engaged
1.00 - 2.49	<span style="color: red;">●</span> Disengaged

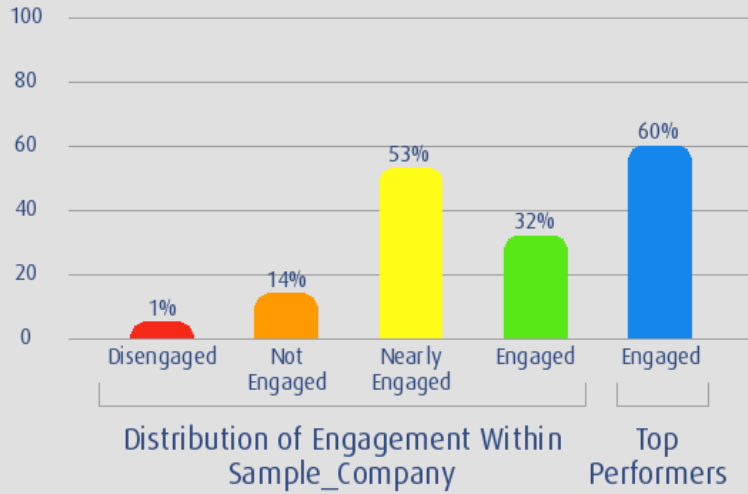
# Sample\_Company - Engagement Results

The engagement scores for this group are shown below.

Different businesses use different employee engagement surveys. Therefore comparisons with industry benchmarks should be made cautiously. However, most engagement surveys report overall engagement scores as a percentage of employees that are 'engaged' as per the aforementioned definition.

Below we report both Your Scores (YS), and our International Engagement Benchmark scores (BM). The Benchmark sample comprises responses from 26,679 individuals who have completed the Genos Engagement Survey coming from a wide variety of different organisations in the public and private sectors.

## Engagement Scores



## Comparison with Genos Benchmark

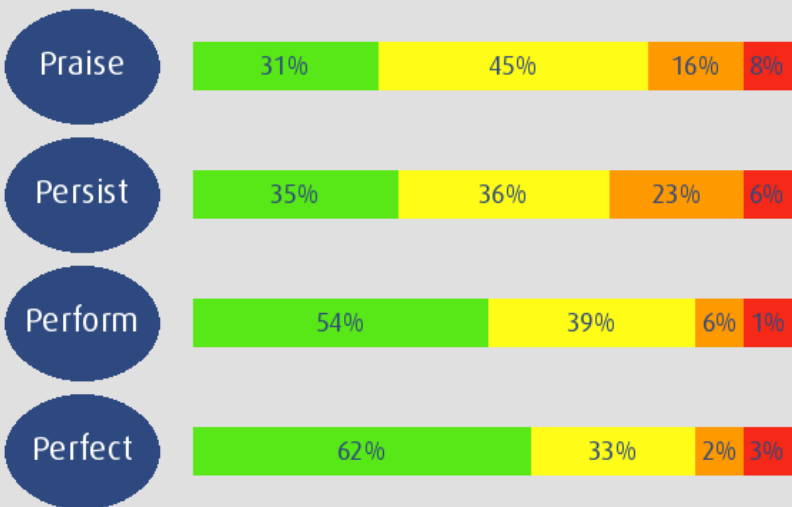
Category	BM	YS
Engaged	61%	32%
Nearly Engaged	34%	53%
Not Engaged	4%	14%
Disengaged	1%	1%

**BM = Genos Benchmark** **YS = Your scores**

# Sample\_Company - Engagement Results (cont)

Scores across the four 'P's of the Genos Engagement model for this group are shown below together with Benchmarked Scores from the Genos sample (percentage in the green or 'engaged' category only).

## Engagement Behaviours



## Comparison with Genos Benchmark

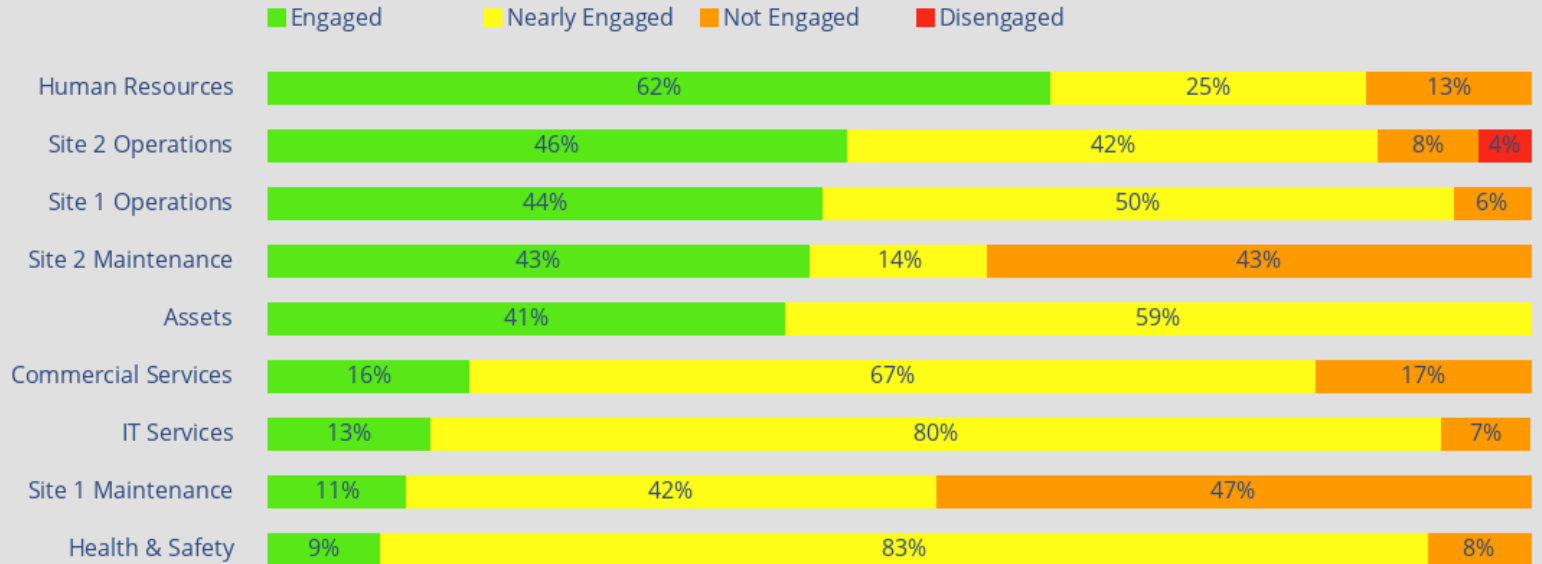
Category	BM	YS
Praise	50%	31%
Persist	48%	35%
Perform	69%	54%
Perfect	72%	62%

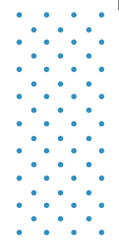
**BM = Genos Benchmark** **YS = Your scores**



# Levels of Engagement By Demographics

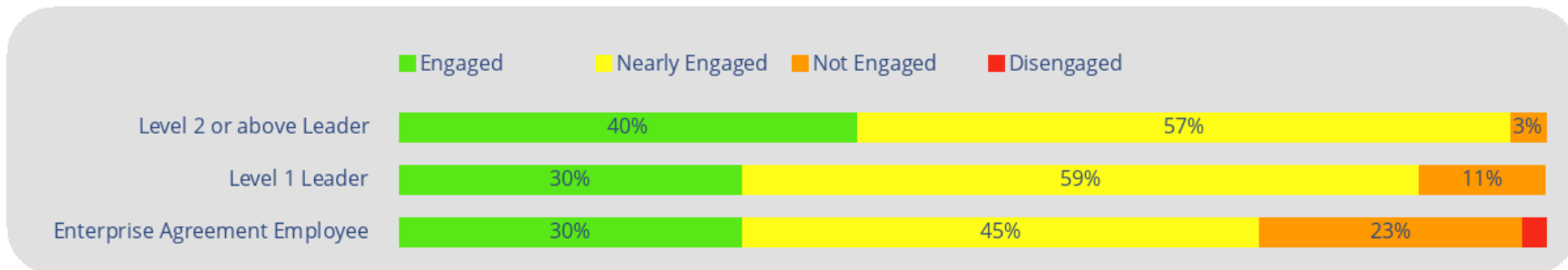
Please select the department in which you work.





# Levels of Engagement By Demographics (Cont)

Please select your role level.



# ORGANISATIONAL EFFECTIVENESS RESULTS





# Organisational effectiveness

To identify what can be done to improve performance and engagement, the Genos Survey also measured a number of organisational effectiveness factors. Correlations between scores on these factors and engagement scores provide an empirical view on how to improve performance and levels of engagement in your business.

A total of 62 items measured employees' views on the following:

Safety

Community

Strategy

Communication

Teamwork

Dealing With Change

Role Enjoyment/Satisfaction

Remuneration

Diversity

Licence to Operate

Values

Leadership

Collaboration

Programmes

Role Clarity

Learning and Development

Working Conditions

The response scale used for each item was as follows:



# Top 10 Scoring Items

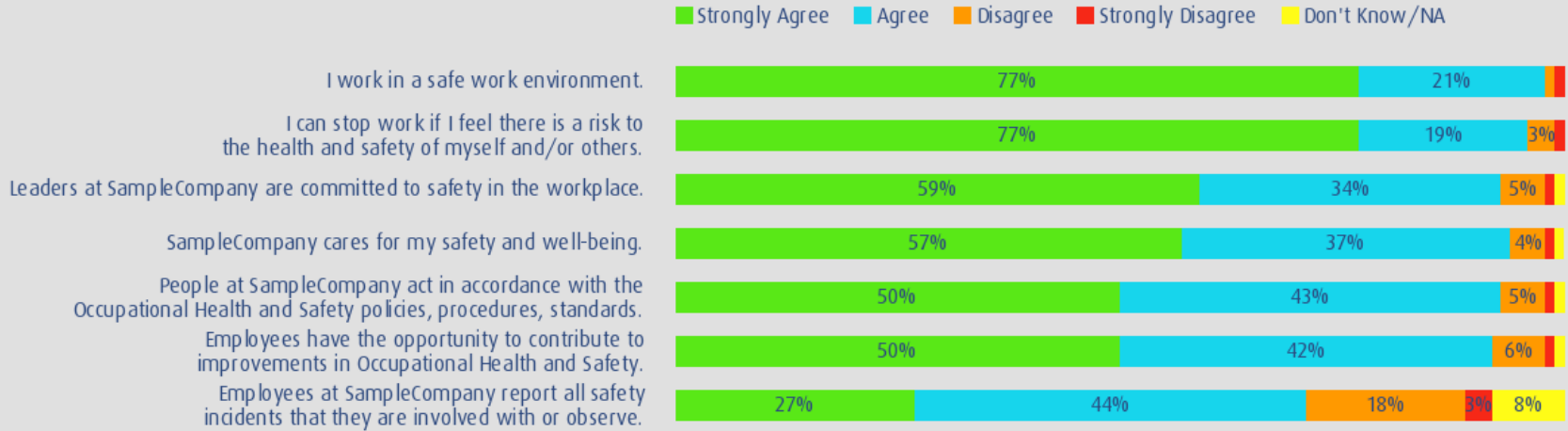
Item	Agree	Strongly Agree	Total
I work in a safe work environment.	21%	77%	98%
I understand SampleCompany's code of conduct.	50%	47%	97%
I can stop work if I feel there is a risk to the health and safety of myself and/or others.	18%	77%	95%
I can stop work if I feel there is the potential for an incident that may harm the environment/community.	31%	64%	95%
SampleCompany actively works to reduce its impact on the environment/community	42%	53%	95%
SampleCompany cares for my safety and well-being.	37%	57%	94%
It is important to me that I work for an organisation that has values I can connect with.	41%	53%	94%
An organisation needs clear values to be successful.	42%	52%	94%
Leaders at SampleCompany are committed to safety in the workplace.	35%	58%	93%
People at SampleCompany act in accordance with the Occupational Health and Safety policies, procedures, standards.	43%	50%	93%

# Bottom 10 Scoring Items

Item	Disagree	Strongly Disagree	Total
Changes are implemented effectively.	43%	14%	57%
I am consulted in the process of change.	31%	13%	44%
I receive adequate rewards for performing above and beyond what is expected of me.	32%	10%	42%
Overall I believe SampleCompany is well managed.	29%	11%	40%
Different departments at SampleCompany collaborate effectively when required.	31%	8%	39%
SampleCompany is actively trying to diversify its workforce.	31%	8%	39%
SampleCompany effectively addresses employees who under perform.	32%	7%	39%
I talk to my friends and family about how good SampleCompany is to work for.	30%	8%	38%
I feel informed about what is going on at SampleCompany.	30%	6%	36%
I am encouraged to learn and develop new skills.	29%	7%	36%

# Drivers of Organisational Effectiveness

## Safety



# Drivers of Organisational Effectiveness (Cont)

## Licence to Operate

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA





# Drivers of Organisational Effectiveness (Cont)

## Community

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA

I am proud of the contribution that SampleCompany makes to the community.



SampleCompany effectively responds to feedback from the community.



SampleCompany has a good reputation with the community.



# Drivers of Organisational Effectiveness (Cont)

## Values

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA

It is important to me that I work for an organisation that has values I can connect with.



An organisation needs clear values to be successful.



# Drivers of Organisational Effectiveness (Cont)

## Strategy

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA

I understand how the work I do contributes to the strategic goals of SampleCompany.



The strategy of SampleCompany is clear to me.



I feel SampleCompany is headed in the right direction.

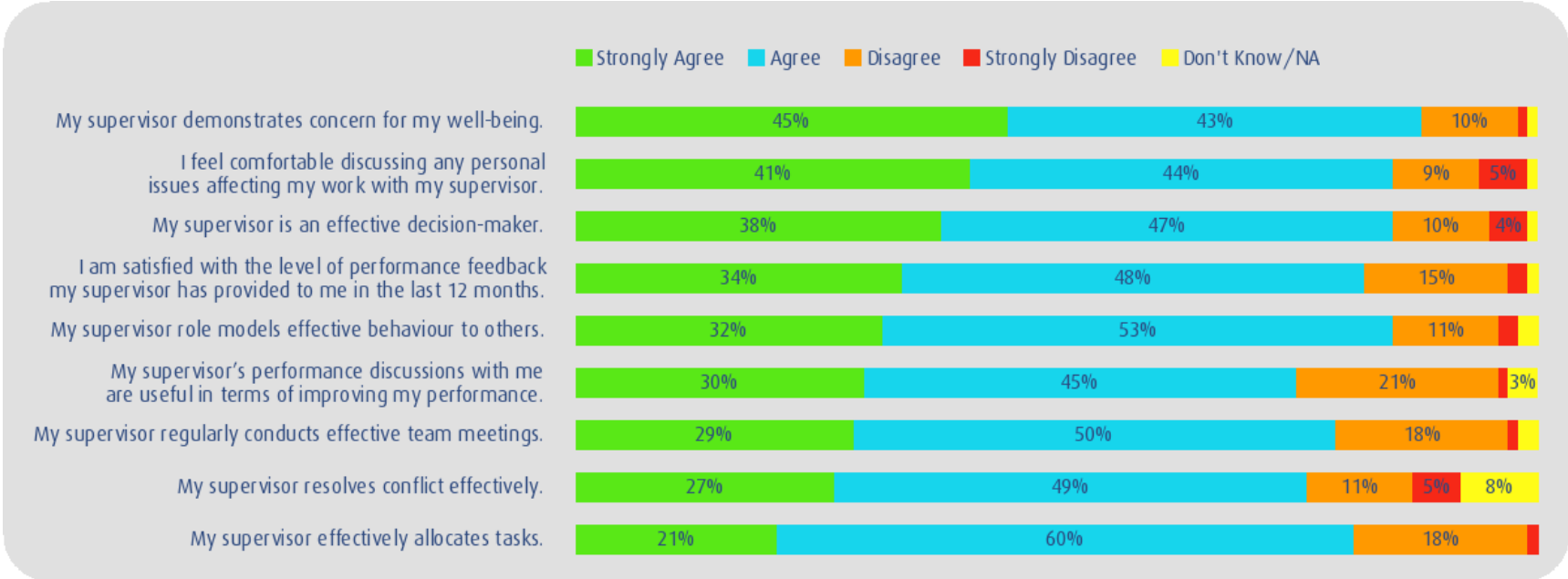


Overall I believe SampleCompany is well managed.



# Drivers of Organisational Effectiveness (Cont)

## Leadership

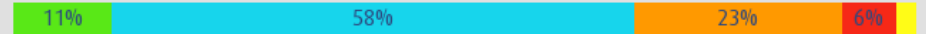


# Drivers of Organisational Effectiveness (Cont)

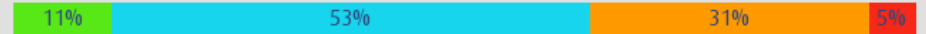
## Communication

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA

I receive information about matters affecting my work in a timely fashion.

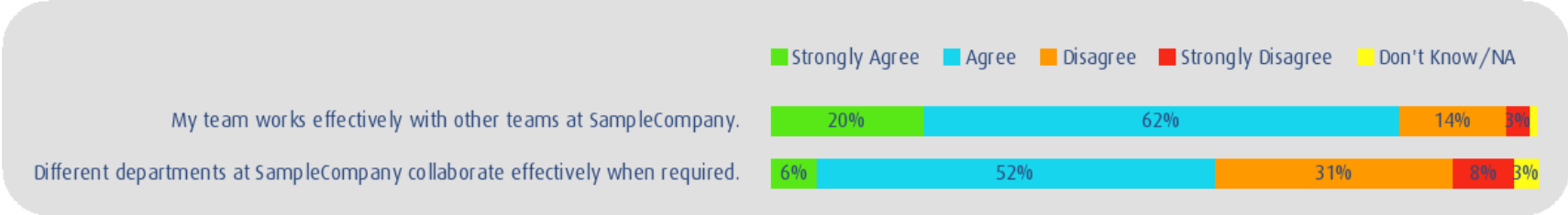


I feel informed about what is going on at SampleCompany.



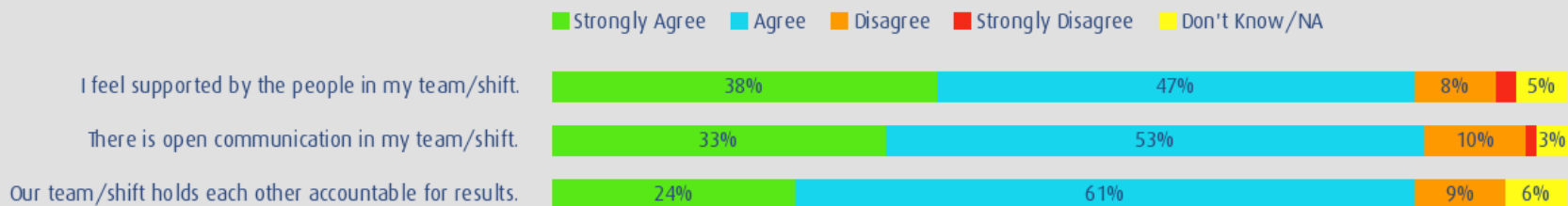
# Drivers of Organisational Effectiveness (Cont)

## Collaboration



# Drivers of Organisational Effectiveness (Cont)

## Teamwork



# Drivers of Organisational Effectiveness (Cont)

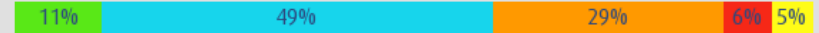
## Programmes

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA

I have had the opportunity to improve the way things are done at SampleCompany.



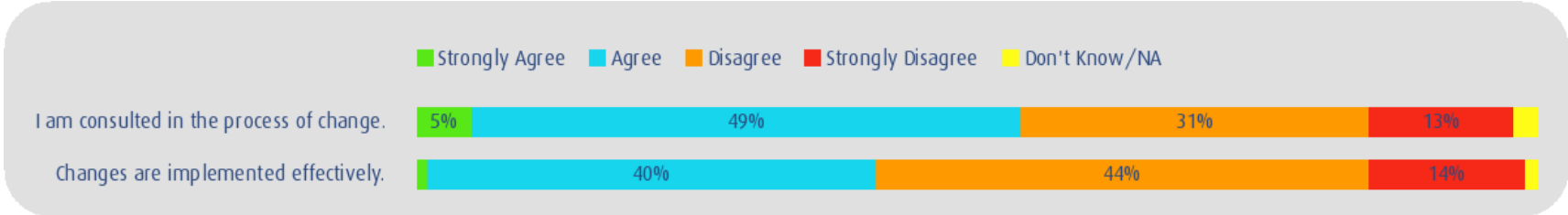
SampleCompany is effective in the way it involves employees in improvement work.





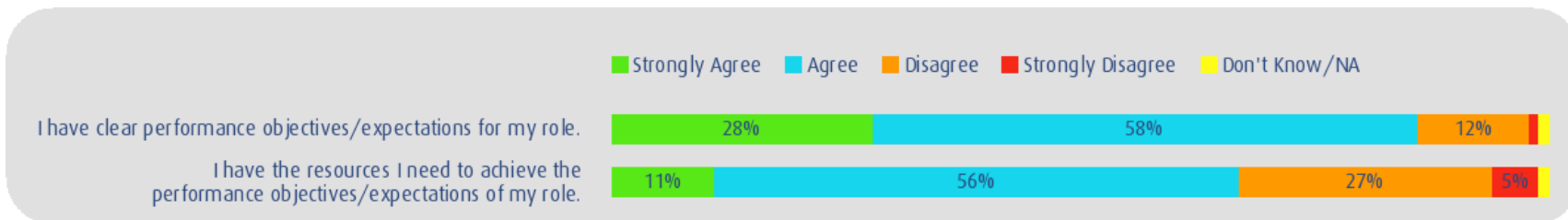
# Drivers of Organisational Effectiveness (Cont)

## Dealing With Change



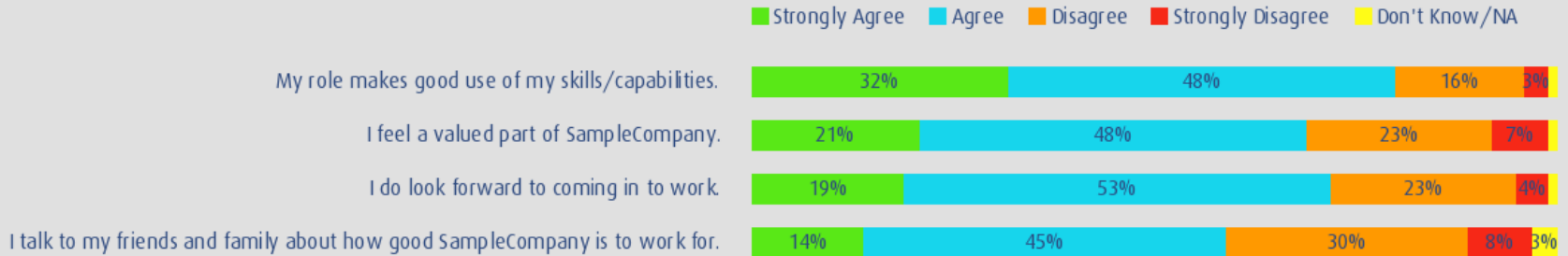
# Drivers of Organisational Effectiveness (Cont)

## Role Clarity



# Drivers of Organisational Effectiveness (Cont)

## Role Enjoyment/Satisfaction



# Drivers of Organisational Effectiveness (Cont)

## Learning and Development

Strongly Agree Agree Disagree Strongly Disagree Don't Know/NA

I am satisfied with the learning and development opportunities I have received.



The training and development I've received has helped me perform my job more effectively.

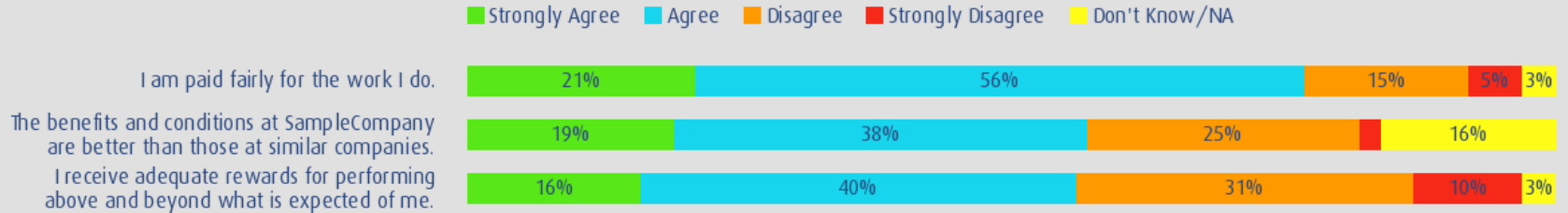


I am encouraged to learn and develop new skills.



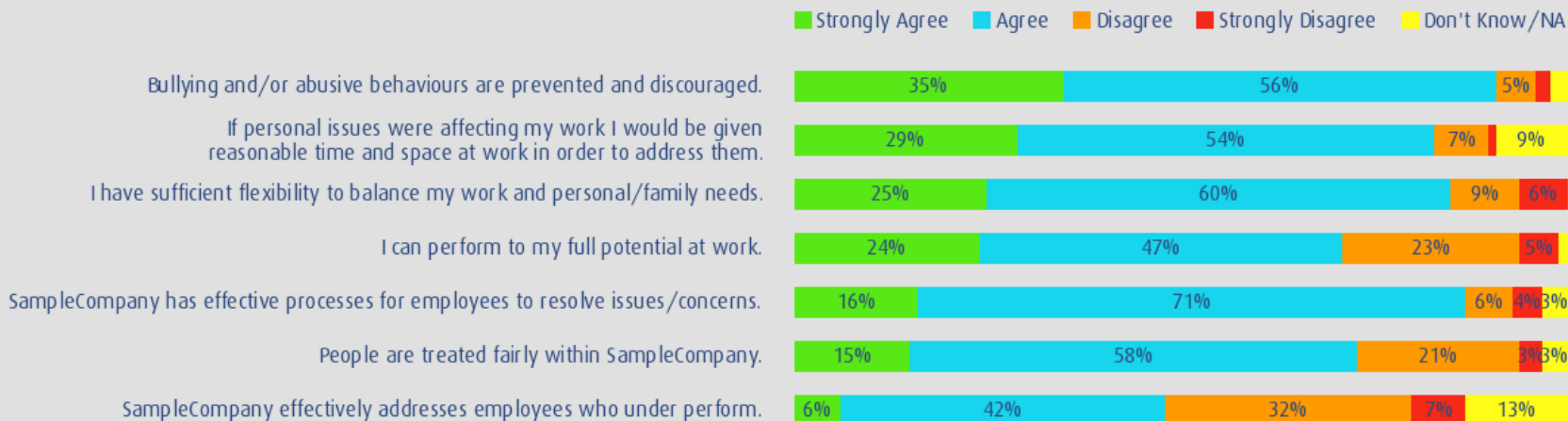
# Drivers of Organisational Effectiveness (Cont)

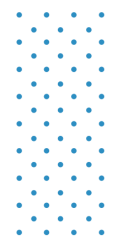
## Remuneration



# Drivers of Organisational Effectiveness (Cont)

## Working Conditions



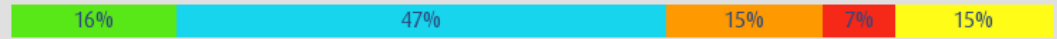


# Drivers of Organisational Effectiveness (Cont)

## Diversity

Strongly Agree   Agree   Disagree   Strongly Disagree   Don't Know/NA

SampleCompany provides equal opportunity regardless of gender (e.g. development, career, evaluation).



SampleCompany is actively trying to diversify its workforce.





# Appendix 1

## Item Correlations

### With Engagement Scores





# Top 10 Correlations with Engagement

To identify what can be done to improve performance and engagement, correlations between the organizational effectiveness questions and employee engagement scores have been calculated. Correlations range from 0-1. Correlations greater than .3 should be considered meaningful where 100 or more people have completed the Survey. Where the number of people who have completed the survey is lower than 100 more caution should be used in interpreting correlation scores and more reliance on simple Top 10 and Bottom 10 scoring items should be used to help determine how to lift employee engagement.

Item	r	Driver
I feel a valued part of SampleCompany.	.69	Role Enjoyment/Satisfaction
I talk to my friends and family about how good SampleCompany is to work for.	.64	Role Enjoyment/Satisfaction
I do look forward to coming in to work.	.59	Role Enjoyment/Satisfaction
Overall I believe SampleCompany is well managed.	.57	Strategy
I am proud of the contribution that SampleCompany makes to the community.	.52	Community
I feel informed about what is going on at SampleCompany.	.51	Communication
My supervisor's performance discussions with me are useful in terms of improving my performance.	.51	Leadership
I am encouraged to learn and develop new skills.	.51	Learning and Development
Changes are implemented effectively.	.5	Dealing With Change
I am satisfied with the level of performance feedback my supervisor has provided to me in the last 12 months.	.5	Leadership



# Item Engagement Score Correlations

Item Driver	Correlation
I feel a valued part of SampleCompany.	.69
I talk to my friends and family about how good SampleCompany is to work for.	.64
I do look forward to coming in to work.	.59
Overall I believe SampleCompany is well managed.	.57
I am proud of the contribution that SampleCompany makes to the community.	.52
I feel informed about what is going on at SampleCompany.	.51
My supervisor's performance discussions with me are useful in terms of improving my performance.	.51
I am encouraged to learn and develop new skills.	.51
Changes are implemented effectively.	.5
I am satisfied with the level of performance feedback my supervisor has provided to me in the last 12 months.	.5
SampleCompany acts in an environmentally responsible way.	.5
I am satisfied with the learning and development opportunities I have received.	.49
SampleCompany is effective in the way it involves employees in improvement work.	.48
I have had the opportunity to improve the way things are done at SampleCompany.	.47
I can perform to my full potential at work.	.47

# Item Engagement Score Correlations (Cont)

Correlation

## Item Driver

SampleCompany cares for my safety and well-being.	.47
The training and development I've received has helped me perform my job more effectively.	.46
The strategy of SampleCompany is clear to me.	.46
I am consulted in the process of change.	.46
My role makes good use of my skills/capabilities.	.46
SampleCompany actively works to reduce its impact on the environment/community	.45
I receive adequate rewards for performing above and beyond what is expected of me.	.44
I understand SampleCompany's code of conduct.	.44
Leaders at SampleCompany are committed to safety in the workplace.	.44
People are treated fairly within SampleCompany.	.44
I can stop work if I feel there is a risk to the health and safety of myself and/or others.	.43
I have clear performance objectives/expectations for my role.	.42
I can stop work if I feel there is the potential for an incident that may harm the environment/community.	.42
My supervisor effectively allocates tasks.	.42
I receive information about matters affecting my work in a timely fashion.	.4

# Item Engagement Score Correlations (Cont)

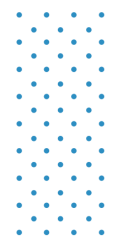
Correlation

## Item Driver

I feel SampleCompany is headed in the right direction.	.39
I feel comfortable discussing any personal issues affecting my work with my supervisor.	.38
I understand how the work I do contributes to the strategic goals of SampleCompany.	.38
Employees have the opportunity to contribute to improvements in Occupational Health and Safety.	.37
I have the resources I need to achieve the performance objectives/expectations of my role.	.36
I have sufficient flexibility to balance my work and personal/family needs.	.36
Bullying and/or abusive behaviours are prevented and discouraged.	.33
I work in a safe work environment.	.31
My supervisor is an effective decision-maker.	.31
My supervisor role models effective behaviour to others.	.31
My supervisor demonstrates concern for my well-being.	.3
I am paid fairly for the work I do.	.29
SampleCompany has effective processes for employees to resolve issues/concerns.	.28
My supervisor regularly conducts effective team meetings.	.28
The benefits and conditions at SampleCompany are better than those at similar companies.	.27

# Item Engagement Score Correlations (Cont)

Item Driver	Correlation
Employees at SampleCompany report all safety incidents that they are involved with or observe.	.27
People at SampleCompany act in accordance with the Occupational Health and Safety policies, procedures, standards.	.25
Different departments at SampleCompany collaborate effectively when required.	.24
It is important to me that I work for an organisation that has values I can connect with.	.23
My team works effectively with other teams at SampleCompany.	.21
If personal issues were affecting my work I would be given reasonable time and space at work in order to address them.	.21
Employees at SampleCompany act in accordance with SampleCompany's code of conduct.	.2
An organisation needs clear values to be successful.	.19
SampleCompany effectively responds to feedback from the community.	.19
My supervisor resolves conflict effectively.	.18
SampleCompany has a good reputation with the community.	.17
There is open communication in my team/shift.	.16
SampleCompany effectively addresses employees who under perform.	.16
Our team/shift holds each other accountable for results.	.12
SampleCompany provides equal opportunity regardless of gender (e.g. development, career, evaluation).	.12



# Item Engagement Score Correlations (Cont)

## Item Driver

## Correlation

I feel supported by the people in my team/shift.

.1

SampleCompany is actively trying to diversify its workforce.

.03

# Appendix 2: Improving employee engagement





# Advice On Improving Employee Engagement

Moving effectively from the results of this report to taking action requires dedication and a narrow focus. Do NOT attempt to tackle all of the issues you come across; doing so will result in tiny changes in many areas (at best), which is not the change you should aim for.

Consider your organisation's strategy, market conditions and capacity to implement initiatives when choosing which areas to address. From a purely statistical perspective improving driver items that most highly correlate with Total Engagement Scores will most likely improve your employees' engagement. Aim for a significant change that has a major effect in one or two areas.

Aim to make a difference quickly and involve employees in your activity as much as you can.

Once you've begun addressing one or two of the opportunities to enhance engagement, check in with employees to obtain their views on how successful you are being. Only once you begin to get traction with one or two initiatives should you consider tackling the next issues emerging from this report.





# Research On Engagement

Research indicates that organisations should aim to achieve an Engagement Score of 60% or higher. This percentage is described as a 'tipping point', where there is a critical mass of engaged employees positively impacting the performance and culture of the business.

Research has also shown that companies with an engagement score of 60% or higher have an average five year shareholder return of more than 20%, while companies with engagement scores of less than 40% usually have a negative return of 10% to shareholders (source: Gallup).

Companies with a highly engaged employee population turned in significantly better financial performance (a 5.75% difference in operating margins and a 3.44% difference in net profit margins (source: Towers Watson).

Finally, 88% of fully engaged employees believe they can positively impact the quality of their organisation's products and services; 38% of disengaged employees feel the same way (source: Towers Watson).