



Results of the survey for Scapa 2009

Data tables by Function

Total respondents: 890

Produced by People Insight in September 2009



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Key to the information displayed
in this report

Symbols:









- indicates what percentage of the total answers for this question were **positive**
- indicates what percentage of the total answers for this question were **neutral**
- indicates what percentage of the total answers for this question were **negative**

A traffic light system is used to indicate:

- areas of **strength**
- areas for **development**
- areas of **weakness**
- where we are unable to comment due to lack of data or to maintain confidentiality of respondents











Scapa 2009	Questions in the "Goal clarity" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
81% 13% 6%	1. I understand the aims and objectives of Scapa	88% 9% 4%	90% 5% 5%	83% 9% 8%	79% 15% 7%	81% 15% 3%	88% 12% 0%
85% 10% 5%	2. I am clear about what I am expected to achieve in my job	93% 4% 4%	85% 5% 10%	85% 14% 1%	87% 9% 4%	82% 12% 6%	94% 6% 0%
88% 9% 3%	3. I understand how the work I do helps Scapa to achieve its aims	93% 4% 4%	80% 15% 5%	91% 6% 4%	89% 8% 3%	90% 8% 3%	100% 0% 0%
60% 25% 15%	4. I know how well Scapa is doing against its aims and objectives	66% 23% 11%	50% 25% 25%	61% 22% 17%	57% 26% 17%	65% 25% 10%	82% 18% 0%
40% 27% 33%	5. Company wide communication is good	41% 29% 30%	30% 35% 35%	37% 26% 38%	38% 25% 38%	45% 30% 25%	44% 25% 31%
71% 17% 13%	Section averages	76% 14% 10%	67% 17% 16%	71% 15% 13%	70% 16% 14%	73% 18% 9%	82% 12% 6%

Other	No team stated
   	   
G 81% 12% 7%	G 65% 19% 15%
G 81% 11% 8%	G 81% 19% 0%
G 85% 11% 4%	G 67% 30% 4%
A 58% 28% 15%	A 54% 35% 12%
R 43% 28% 30%	R 35% 23% 42%
70% 18% 13%	61% 25% 14%











Scapa 2009	Questions in the "Task satisfaction" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
80% 15% 5%	1. I enjoy my work	86% 14% 0%	85% 10% 5%	90% 6% 5%	73% 21% 7%	86% 11% 3%	94% 6% 0%
64% 19% 17%	2. My job makes the best use of the skills and abilities that I have	64% 27% 9%	62% 19% 19%	69% 16% 16%	61% 19% 20%	65% 22% 13%	76% 18% 6%
81% 15% 4%	3. I am proud of the work I do	82% 18% 0%	75% 10% 15%	81% 17% 2%	81% 14% 5%	82% 17% 1%	94% 6% 0%
68% 22% 10%	4. I find my work challenging	73% 25% 2%	75% 25% 0%	77% 15% 8%	60% 27% 13%	75% 19% 6%	88% 12% 0%
58% 28% 14%	5. I get a sense of achievement from working at Scapa	61% 27% 13%	60% 25% 15%	61% 23% 17%	56% 30% 14%	58% 29% 14%	76% 18% 6%
70% 20% 10%	Section averages	73% 22% 5%	71% 18% 11%	76% 15% 9%	66% 22% 12%	73% 20% 7%	86% 12% 2%

Other	No team stated
   	   
G 83% 13% 4%	G 74% 15% 11%
G 66% 18% 17%	G 65% 15% 19%
G 81% 13% 5%	G 69% 19% 12%
G 69% 19% 11%	A 54% 31% 15%
G 62% 25% 13%	A 41% 37% 22%
72% 18% 10%	61% 23% 16%











Scapa 2009	Questions in the "Employee involvement" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
57% 20% 23%	1. My opinion is sought on decisions that affect my work	70% 16% 14%	67% 14% 19%	62% 16% 22%	50% 23% 27%	61% 18% 21%	76% 12% 12%
73% 14% 13%	2. I have responsibility for decisions regarding my work	73% 20% 7%	85% 10% 5%	73% 17% 10%	70% 13% 17%	84% 8% 8%	82% 12% 6%
69% 18% 13%	3. I have the freedom I need to get on with my job	84% 11% 5%	80% 10% 10%	73% 13% 14%	62% 22% 17%	72% 19% 9%	82% 18% 0%
64% 20% 16%	4. I am encouraged to suggest new ideas for improvements	68% 25% 7%	80% 10% 10%	72% 14% 14%	56% 22% 22%	74% 15% 10%	82% 18% 0%
41% 33% 26%	5. I believe action will be taken as a result of this survey	48% 34% 18%	50% 20% 30%	47% 33% 20%	35% 32% 33%	43% 38% 19%	59% 35% 6%
61% 21% 18%	Section averages	69% 21% 10%	72% 13% 15%	66% 18% 16%	55% 22% 23%	67% 20% 13%	76% 19% 5%

Other	No team stated
   	   
A 56% 22% 22%	G 62% 19% 19%
G 72% 14% 13%	A 58% 27% 15%
G 70% 19% 12%	G 70% 15% 15%
G 62% 22% 16%	A 50% 23% 27%
A 47% 31% 23%	R 30% 41% 30%
61% 22% 17%	54% 25% 21%











Scapa 2009	Questions in the "Teamwork" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
71% 16% 13%	1. Our team has clear aims and objectives	71% 20% 9%	75% 15% 10%	77% 14% 9%	66% 18% 15%	72% 15% 13%	76% 24% 0%
72% 17% 11%	2. People in my immediate team work well together	82% 14% 4%	80% 15% 5%	84% 9% 6%	65% 22% 13%	77% 15% 8%	82% 12% 6%
50% 26% 24%	3. Morale in my immediate team is generally high	48% 32% 20%	45% 30% 25%	58% 23% 19%	43% 26% 30%	54% 29% 17%	76% 18% 6%
59% 25% 15%	4. People I work with deliver what they say they will	73% 20% 7%	62% 24% 14%	61% 28% 10%	53% 27% 20%	66% 26% 8%	82% 18% 0%
59% 24% 17%	5. We are good at sharing ideas to make things work better	57% 32% 11%	70% 20% 10%	72% 17% 11%	53% 25% 22%	66% 25% 8%	76% 18% 6%
62% 22% 16%	Section averages	66% 24% 10%	66% 21% 13%	71% 18% 11%	56% 24% 20%	67% 22% 11%	79% 18% 4%

Other	No team stated
   	   
G 74% 14% 13%	G 63% 22% 15%
G 71% 14% 14%	A 50% 31% 19%
A 52% 25% 24%	A 48% 22% 30%
G 61% 22% 17%	A 46% 31% 23%
G 59% 22% 19%	R 38% 31% 31%
63% 19% 17%	49% 27% 23%











Scapa 2009	Questions in the "Learning & development" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
59% 22% 19%	1. I have received the training and development I need to do my job well	61% 18% 21%	55% 15% 30%	60% 20% 19%	55% 23% 21%	56% 30% 14%	82% 18% 0%
85% 12% 4%	2. I have the knowledge and skills I need to do my job	82% 14% 4%	86% 14% 0%	83% 13% 4%	85% 11% 4%	86% 11% 3%	100% 0% 0%
41% 31% 28%	3. I have received the training and development I need to develop in my career at Scapa	49% 27% 24%	35% 35% 30%	35% 35% 30%	40% 29% 31%	40% 31% 30%	59% 24% 18%
38% 35% 26%	4. My career development aspirations at Scapa are being met	45% 39% 16%	30% 35% 35%	38% 48% 14%	37% 30% 33%	39% 35% 26%	47% 35% 18%
48% 29% 23%	5. I have the right opportunities to learn and grow at work	54% 32% 14%	50% 25% 25%	56% 29% 15%	40% 28% 32%	53% 31% 16%	65% 24% 12%
54% 26% 20%	Section averages	58% 26% 16%	51% 25% 24%	55% 29% 16%	51% 24% 24%	55% 27% 18%	71% 20% 9%

Other	No team stated
   	   
G 64% 18% 17%	A 48% 19% 33%
G 85% 11% 3%	G 73% 19% 8%
A 44% 33% 23%	R 38% 31% 31%
R 39% 37% 24%	R 33% 30% 37%
A 50% 30% 20%	R 41% 26% 33%
57% 26% 18%	47% 25% 29%











Scapa 2009	Questions in the "Recognition & reward" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
37% 21% 42%	1. In the last week, I have received thanks or praise for doing good work	36% 30% 34%	45% 15% 40%	45% 21% 34%	30% 19% 51%	48% 24% 28%	35% 47% 18%
46% 24% 30%	2. I feel valued and recognised for the work that I do	46% 27% 27%	65% 15% 20%	55% 27% 18%	37% 25% 37%	56% 26% 17%	59% 18% 24%
28% 35% 37%	3. I think the remuneration I receive compares favourably with other employers in our industry	27% 36% 38%	35% 35% 30%	17% 43% 39%	29% 36% 35%	25% 35% 40%	24% 24% 53%
26% 26% 48%	4. My pay is linked to my performance and contribution	27% 27% 46%	29% 19% 52%	34% 26% 40%	23% 25% 53%	20% 33% 47%	18% 29% 53%
39% 34% 27%	5. I think the benefits I receive compare favourably with other employers in our industry	41% 39% 20%	55% 25% 20%	34% 39% 27%	41% 33% 27%	38% 37% 25%	24% 29% 47%
35% 28% 37%	Section averages	35% 32% 33%	46% 22% 33%	37% 31% 32%	32% 28% 41%	38% 31% 31%	32% 29% 39%

Other	No team stated
   	   
R 39% 18% 44%	R 31% 15% 54%
A 46% 22% 32%	R 46% 12% 42%
R 34% 30% 36%	R 18% 29% 54%
R 33% 22% 45%	R 12% 35% 54%
R 39% 31% 30%	R 29% 38% 33%
38% 24% 37%	27% 25% 48%











Scapa 2009	Questions in the "Management effectiveness" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
63% 21% 16%	1. My Line manager communicates clearly what is expected of me	63% 27% 11%	75% 20% 5%	72% 20% 7%	58% 22% 20%	64% 23% 14%	76% 18% 6%
58% 23% 19%	2. My Line manager shows appreciation for the work I do	63% 25% 13%	71% 19% 10%	67% 25% 8%	47% 26% 27%	74% 19% 8%	59% 41% 0%
63% 18% 19%	3. My Line manager treats people fairly and with respect	64% 21% 14%	80% 10% 10%	75% 9% 16%	54% 22% 24%	72% 14% 14%	76% 24% 0%
42% 27% 31%	4. My Line manager gives me regular feedback on how I am doing	43% 38% 20%	50% 15% 35%	50% 23% 27%	30% 31% 39%	54% 24% 22%	41% 47% 12%
36% 29% 35%	5. My Line manager takes time to coach me and develop my skills	35% 38% 27%	55% 20% 25%	51% 25% 24%	26% 28% 46%	41% 31% 28%	35% 47% 18%
52% 24% 24%	Section averages	53% 30% 17%	66% 17% 17%	63% 20% 16%	43% 26% 31%	61% 22% 17%	58% 35% 7%
































































Other	No team stated
   	   
G 64% 18% 18%	G 63% 22% 15%
G 62% 18% 21%	A 54% 23% 23%
G 62% 19% 19%	G 59% 19% 22%
A 48% 23% 28%	R 39% 26% 35%
R 40% 28% 32%	R 38% 33% 29%
55% 21% 24%	51% 24% 24%











Scapa 2009	Questions in the "Employee support" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
58% 23% 20%	1. I have the equipment and resources I need to do my work properly	82% 7% 11%	60% 25% 15%	56% 26% 18%	56% 22% 21%	51% 28% 21%	41% 35% 24%
63% 22% 15%	2. I am satisfied with the physical environment in which I work	86% 5% 9%	55% 30% 15%	78% 17% 5%	56% 25% 19%	68% 21% 11%	65% 12% 24%
64% 20% 16%	3. I am able to strike the right balance between my work and home life	68% 16% 16%	70% 25% 5%	75% 12% 13%	56% 24% 20%	72% 18% 10%	71% 24% 6%
64% 19% 18%	4. I am satisfied with the flexibility of my hours	73% 11% 16%	70% 10% 20%	75% 19% 6%	56% 20% 24%	69% 15% 15%	82% 18% 0%
58% 23% 19%	5. My workload is reasonable	63% 20% 18%	55% 40% 5%	50% 27% 24%	61% 22% 17%	50% 25% 25%	53% 35% 12%
61% 21% 17%	Section averages	74% 12% 14%	62% 26% 12%	67% 20% 13%	57% 23% 20%	62% 21% 17%	62% 25% 13%


















































Other	No team stated
   	   
G 61% 20% 18%	R 46% 27% 27%
G 64% 20% 16%	R 30% 48% 22%
G 65% 19% 16%	A 54% 25% 21%
G 64% 19% 17%	A 56% 28% 16%
G 64% 19% 17%	A 58% 29% 13%
63% 20% 17%	49% 31% 20%











Scapa 2009	Questions in the "Engagement outcomes" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
   		   	   	   	   	   	   
 67% 28% 6%	1. I am proud to say I work for Scapa	 66% 29% 5%	 70% 15% 15%	 72% 25% 3%	 63% 30% 8%	 69% 28% 3%	 82% 18% 0%
 78% 16% 5%	2. I would still like to be working at Scapa in two years' time	 84% 13% 4%	 70% 25% 5%	 83% 15% 2%	 78% 18% 4%	 76% 14% 10%	 94% 6% 0%
 73% 21% 6%	3. Working here makes me want to do the best work I can	 79% 14% 7%	 70% 15% 15%	 71% 24% 6%	 70% 24% 6%	 75% 21% 3%	 82% 18% 0%
 60% 28% 12%	4. If asked, I would recommend to friends and family that Scapa is a good place to work	 66% 27% 7%	 63% 26% 11%	 61% 32% 7%	 58% 28% 14%	 58% 29% 14%	 82% 18% 0%
 90% 8% 2%	5. I care about the future of Scapa	 95% 5% 0%	 100% 0% 0%	 97% 3% 0%	 89% 8% 3%	 92% 6% 3%	 100% 0% 0%
74% 20% 6%	Section averages	78% 18% 5%	75% 16% 9%	77% 20% 3%	71% 22% 7%	74% 19% 7%	88% 12% 0%

Other	No team stated
   	   
G 70% 25% 5%	R 46% 46% 8%
G 77% 17% 6%	G 73% 19% 8%
G 77% 16% 7%	G 58% 33% 8%
G 64% 25% 11%	R 35% 43% 22%
G 87% 12% 1%	G 75% 21% 4%
75% 19% 6%	58% 32% 10%



Scapa 2009	Questions in the "Vision & values" section	Finance	HR	Commercial	Operations	Quality/R&D/Technical	Purchasing
   		   	   	   	   	   	   
 82% 12% 5%	1. I understand the meaning of the new Scapa Vision (World class, inspired, market driven team, focused on optimising customer & shareholder value through responsible, agile delivery of specialist tape solutions)	 86% 11% 4%	 90% 5% 5%	 86% 10% 4%	 83% 11% 5%	 86% 10% 4%	 94% 6% 0%
 76% 17% 6%	2. I know what I am expected to do to support the company to achieve our vision	 77% 16% 7%	 85% 10% 5%	 79% 17% 4%	 78% 15% 7%	 73% 21% 7%	 94% 6% 0%
 53% 29% 18%	3. I believe that Scapa operates according to the company values of Commitment, Teamwork, Responsibility, Integrity and Excellence	 50% 34% 16%	 48% 19% 33%	 47% 33% 20%	 51% 31% 18%	 60% 22% 17%	 47% 47% 6%
70% 20% 10%	Section averages	71% 20% 9%	74% 11% 15%	71% 20% 9%	71% 19% 10%	73% 18% 9%	78% 20% 2%

Other	No team stated
   	   
G 77% 18% 6%	G 64% 20% 16%
G 73% 20% 6%	G 63% 29% 8%
G 58% 25% 17%	R 38% 33% 29%
69% 21% 10%	55% 27% 18%



Breakdown of Survey respondents

Function	Total
Finance	56
HR	21
Commercial	109
Operations	336
Quality/R & D/Technical	118
Purchasing	17
Other	204
No team stated	29
Total	890