



## Overall results of the Employee Opinion Survey for Scapa 2009

Produced by People Insight in September 2009



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# Introduction

## About the survey

An external company, People Insight Ltd, was commissioned to undertake the survey. The questionnaire was designed to measure people's attitudes and beliefs concerning key employee engagement issues.

Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement from a five point likert scale (strongly agree to strongly disagree).

## Survey response rates

The survey was completed in September 2009 and achieved an overall response rate of 68%. 1307 staff were invited to take part in the survey and 890 responses were received.

This is a very good response rate and gives a good degree of confidence in the results. The table on the right shows responses broken down by different groups of staff.

## About this report

In this report, a traffic light system is used to indicate:



areas of **strength**



areas for **development**



areas of **weakness**

Symbols:



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



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



indicates where we are unable to comment due to lack of data or to maintain confidentiality of respondents

A series of datatables accompany this report outlining the results by survey section broken down by variable. As can be seen, there are variations in results across the organisation which ought to be considered as part of the interpretation and action planning process.

Site	Total
UK - Ashton	123
UK - Dunstable	68
Rest of Europe - France	122
Rest of Europe - Spain	0
Rest of Europe - Italy	74
Rest of Europe - Germany	15
Rest of Europe - Switzerland	73
US - Carlstadt	21
US - Inglewood	58
US - Renfrew	118
US - Syracuse	4
US - Windsor	105
Asia - Hong Kong	5
Asia - Korea	33
Asia - Malaysia	15
Asia - Suzhou	35
No site stated	21
<b>Total</b>	<b>890</b>

## Highs and Lows

This section highlights the ten questions that received the most positive responses from respondents, and the ten questions that received the most negative responses. This may help you to identify the things that you are doing well, and should celebrate, and the things that, when compared to your other results, may need attention.

### Top 10 results

Questions with the most positive responses



1.	I care about the future of Scapa	90%	2%
2.	I understand how the work I do helps Scapa to achieve its aims	88%	3%
3.	I am clear about what I am expected to achieve in my job	85%	5%
4.	I have the knowledge and skills I need to do my job	85%	4%
5.	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)	82%	5%
6.	I am proud of the work I do	81%	4%
7.	I understand the aims and objectives of Scapa	81%	6%
8.	I enjoy my work	80%	5%
9.	I would still like to be working at Scapa in two years' time	78%	5%
10.	I know what I am expected to do to support the company to achieve our vision	76%	6%

### Bottom 10 results

Questions with the most negative responses



1.	My pay is linked to my performance and contribution	26%	48%
2.	In the last week, I have received thanks or praise for doing good work	37%	42%
3.	I think the remuneration I receive compares favourably with other employers in our industry	28%	37%
4.	My manager takes time to coach me and develop my skills	36%	35%
5.	Company wide communication is good	40%	33%
6.	My Line manager gives me regular feedback on how I am doing	42%	31%
7.	I feel valued and recognised for the work that I do	46%	30%
8.	I have received the training and development I need to develop in my career at Scapa	41%	28%
9.	I think the benefits I receive compare favourably with other employers in our industry	39%	27%
10.	My career development aspirations at Scapa are being met	38%	26%



## Results by survey section

This section of the report shows you the percentage responses to each of the survey questions, by survey section. An algorithm is used to identify strengths, areas for development, and weaknesses. This takes into account all responses to each question, whether positive, negative, or neutral. The number to the left of each question represents the number of respondents answering that question.

### Goal clarity

G	Strengths					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
880	I understand the aims and objectives of Scapa	28%	53%	13%	5%	1%
872	I am clear about what I am expected to achieve in my job	34%	51%	10%	4%	1%
872	I understand how the work I do helps Scapa to achieve its aims	38%	50%	9%	3%	1%
A	Areas for development					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
871	I know how well Scapa is doing against its aims and objectives	17%	43%	25%	13%	2%
R	Weaknesses					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
872	Company wide communication is good	10%	29%	27%	23%	11%
Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4367) to all questions (5) in the Section)		26%	45%	17%	10%	3%

## Task satisfaction



### Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
880	I enjoy my work	33%	47%	15%	4%	1%
877	My job makes the best use of the skills and abilities that I have	26%	38%	19%	14%	3%
875	I am proud of the work I do	38%	43%	15%	3%	1%
876	I find my work challenging	29%	39%	22%	8%	2%



### Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
879	I get a sense of achievement from working at Scapa	22%	37%	28%	10%	4%

### Section Averages

(% based on all replies (4387) to all questions (5) in the Section)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	30%	41%	20%	8%	2%

## Employee involvement

<b>G</b>	<b>Strengths</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
880	I have responsibility for decisions regarding my work	24%	50%	14%	8%	4%
876	I have the freedom I need to get on with my job	21%	48%	18%	9%	4%
877	I am encouraged to suggest new ideas for improvements	21%	42%	20%	10%	7%

<b>A</b>	<b>Areas for development</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
877	My opinion is sought on decisions that affect my work	13%	43%	20%	16%	7%

<b>R</b>	<b>Weaknesses</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
878	I believe action will be taken as a result of this survey	13%	28%	33%	15%	11%

<b>Section Averages</b>		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4388) to all questions (5) in the Section)		19%	42%	21%	12%	6%

## Teamwork



### Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
879	Our team has clear aims and objectives	20%	51%	16%	10%	3%
879	People in my immediate team work well together	27%	44%	17%	8%	3%
880	We are good at sharing ideas to make things work better	19%	41%	24%	11%	6%



### Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
875	Morale in my immediate team is generally high	16%	34%	26%	16%	8%
879	People I work with deliver what they say they will	16%	43%	25%	11%	4%

### Section Averages

(% based on all replies (4392) to all questions (5) in the Section)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	20%	43%	22%	11%	5%



## Learning & development

G	Strengths					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
877	I have received the training and development I need to do my job well	15%	43%	22%	15%	4%
879	I have the knowledge and skills I need to do my job	30%	54%	12%	3%	1%
A	Areas for development					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
873	I have the right opportunities to learn and grow at work	12%	35%	29%	17%	7%
R	Weaknesses					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
872	I have received the training and development I need to develop in my career at Scapa	11%	30%	31%	21%	7%
869	My career development aspirations at Scapa are being met	9%	29%	35%	18%	8%

### Section Averages

(% based on all replies (4370) to all questions (5) in the Section)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
16%	38%	26%	15%	5%



## Recognition & reward

		Areas for development				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
870	I feel valued and recognised for the work that I do	11%	35%	24%	17%	13%

  

		Weaknesses				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
875	In the last week, I have received thanks or praise for doing good work	10%	27%	21%	23%	20%
872	I think the remuneration I receive compares favourably with other employers in our industry	5%	23%	35%	23%	15%
873	My pay is linked to my performance and contribution	5%	21%	26%	28%	20%
870	I think the benefits I receive compare favourably with other employers in our industry	7%	32%	34%	17%	10%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4360) to all questions (5) in the Section)		7%	28%	28%	22%	15%

## Management effectiveness

<b>G</b>	<b>Strengths</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
880	My Line manager communicates clearly what is expected of me	19%	44%	21%	10%	6%
877	My Line manager shows appreciation for the work I do	19%	39%	23%	12%	7%
879	My Line manager treats people fairly and with respect	23%	40%	18%	10%	9%

<b>R</b>	<b>Weaknesses</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
869	My Line manager gives me regular feedback on how I am doing	12%	30%	27%	20%	11%
867	My Line manager takes time to coach me and develop my skills	10%	26%	29%	21%	14%

<b>Section Averages</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4372) to all questions (5) in the Section)	17%	36%	24%	15%	9%

## Employee support

G	Strengths					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
882	I have the equipment and resources I need to do my work properly	13%	45%	23%	15%	5%
876	I am satisfied with the physical environment in which I work	15%	49%	22%	11%	4%
877	I am able to strike the right balance between my work and home life	16%	47%	20%	11%	5%
878	I am satisfied with the flexibility of my hours	20%	44%	19%	10%	8%
878	My workload is reasonable	11%	47%	23%	13%	6%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4391) to all questions (5) in the Section)		15%	46%	21%	12%	6%



## Engagement outcomes



### Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
875	I am proud to say I work for Scapa	24%	42%	28%	4%	1%
876	I would still like to be working at Scapa in two years' time	37%	41%	16%	3%	2%
877	Working here makes me want to do the best work I can	30%	42%	21%	4%	2%
872	If asked, I would recommend to friends and family that Scapa is a good place to work	21%	40%	28%	8%	4%
878	I care about the future of Scapa	50%	40%	8%	1%	1%

### Section Averages

(% based on all replies (4378) to all questions (5) in the Section)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
33%	41%	20%	4%	2%

## Visions & Values

G	Strengths					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
874	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)	31%	51%	12%	4%	2%
875	I know what I am expected to do to support the company to achieve our vision	27%	49%	17%	5%	1%
A	Areas for development					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
876	I believe that Scapa operates according to the company values of Commitment, Teamwork, Responsibility, Integrity and Excellence	17%	36%	29%	14%	4%
Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (2625) to all questions (3) in the Section)		25%	46%	20%	8%	2%