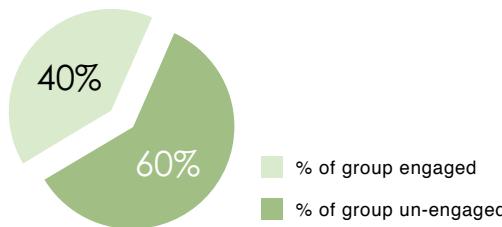


EMPLOYEE ENGAGEMENT BAROMETER

CASE STUDY: A COMPANY WIDE BAROMETER OF PEOPLE MANAGEMENT PRACTICES & THE MOOD ON GROUND LEVEL

TRACKING TALENT ACROSS THE GROUP



In pre-modern times (the era of the Baby Boomer) a contract of employment by implication meant that the employee offered longer term commitment, loyalty and productivity in exchange for a career (salary). For numerous reasons, including retrenchments having become common practice, things are very different today. Employees demand lots more in exchange for commitment and loyalty.

The term Employee Engagement is used in business literature to describe employee's longer term commitment, loyalty and productivity. Research has shown a direct link between the levels of employee engagement in a company, the levels of their clients' engagement and ultimately business productivity and profitability.

Our client already had a world class career development and talent management system for all their business critical staff but was looking for a way to track the overall mood and levels of employee engagement across the business.

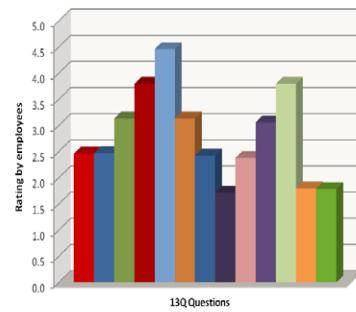
In response to their request we developed an easy to use questionnaire and barometer based on a similar tool used by the Hay Group of consultants. This is ultimately a management tool for use on an executive strategic level as it not only provides a bird's-eye view of employee engagement across the company, but also gives a quantitative comparison of the quality of people management practices amongst managers.

13Q QUESTIONNAIRE AND BAROMETER®

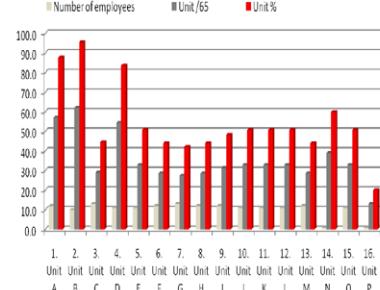
The 13Q Employee Engagement Questionnaire is a structured questionnaire of thirteen questions that can be used regularly on a companywide basis to track employee engagement overall as well as for making comparisons between units. The questions are based on worldwide research into the factors that determine employee engagement.

The consolidated questionnaire results are presented as: an overall group wide barometer; a comparison between units' (and thus managers') ratings; and a companywide rating per question.

13Q DETAILED QUESTIONS ANALYSIS: GROUP



13Q UNIT ENGAGEMENT BAROMETER



BENEFITS SUMMARY

The questionnaire results give:

- 1) a very good summary of the status across the business of the factors critical to employees' engagement (and thus indirectly talent management);
- 2) an accurate evaluation of managers' standard of people management practices;
- 3) a factual (numerical) basis for strategic HR discussions, debate about the causes behind certain results, and adjustment in policies, processes or conduct;
- 4) a scientific data-driven basis for regular tracking of the 'climate' at ground level; and
- 5) the opportunity for comparing barometer scores per unit/ department with other performance indicators in the organisation (e.g. profit, turnover, debtors etc.)



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