

PARTNER OPINION SURVEY

the Partnership

Employee Ownership Association Conference 11 November 2009

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History

2003

- **Chairman determined that we needed a formal mechanism to gather opinion from every Partner**
- **Internal Survey designed with external support**
- **5 choices for the respondent**
- **5 Sections**
 - Personal to me
 - About my job
 - In my department
 - My immediate manager
 - About the Partnership
- **Results based on absolute scores -30 to +30 with red/amber/green**

2006

- **Redesigned survey with the introduction of measures of behaviours**

2009

- **Fundamental review of our Survey**

Some Statistics from the last four years

	2006	2007	2008	2009
Response rates	93%	94%	93%	90%
Number of respondents	57,856	61,912	62,506	60,060
Advocacy score – I feel proud to work for the Partnership	16	18	19	19

Lessons learnt on our journey so far

- **Be clear about the purpose or purposes of the survey**
- **Ensure managers understand why and buy in to the reasons for the survey**
- **Be clear about the life span of the survey**
- **Be careful about the use of targets**
- **Be sure the timing fits with other business requirements**
- **Be clear about why you are asking a question**
- **Be careful of the volume of information and how useful it is**
- **Be clear about how the results are to be published**
- **Be sure that you can respond in some way to the opinion received**

Partner Strategy - Our commitments

Principle 1

The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business. Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards – profit, knowledge and power.

Working in Partnership

Principle 1 defines the happiness of Partners as an important part in the success of our business. To achieve this, we aim to give all Partners a relevant, consistent and rewarding experience. This experience is based on the Partnership and Partners delivering three commitments which are:

By working in Partnership we:

Take responsibility for our business success

We take responsibility to deliver the right experience for all our customers and generate profits for us all to share.

By working in Partnership we:

Build relationships powered by our principles

We build relationships based on honesty, respect and encouragement. We expect these behaviours of each other and demonstrate them at all times.

By working in Partnership we:

Create real influence over our working lives

We take opportunities to develop ourselves, balance work and life priorities and offer personal support.

The Process for change

- **Re established purpose of survey**
- **Explicit agreement from the Group Executive**
- **Taken current survey on the journey**
- **Involved and engaged with key stakeholders in the divisions**
- **Involved Partners in the process of determining the questions**
- **Taken 12 months to deliver**

Responsibility for Business Success	Relationships powered by our principles	Real influence over our working life
<p>My immediate manager agrees clear goals with me</p> <p>My immediate manager supports me in achieving greater success in my role</p> <p>I am satisfied with the pay range for my job</p> <p>My pay reflects my performance</p> <p>I am satisfied with my other benefits</p> <p>I am informed about what's going on in our business</p> <p>My ideas to improve our business are welcomed</p> <p>I understand the reasons for change</p> <p>I can have a say in what happens in my branch</p> <p>I get honest answers to my questions</p> <p>My Branch Forum is effective</p> <p>We have enough Partners to get the job done</p> <p>I have the right equipment to do my job well</p>	<p>I am treated fairly</p> <p>I am treated with respect</p> <p>My immediate manager gives me regular feedback on how I'm doing</p> <p>I am recognised and acknowledged when I do something well</p> <p>I feel comfortable questioning the way things are done in my department/section</p> <p>I have confidence in the leadership of our business</p> <p><u>Partner Advocacy Question</u></p> <p>I would recommend the Partnership as a great place to work</p>	<p>Personal advice and support is available if I need it</p> <p>My immediate manager cares about me as a person</p> <p>I have opportunities to keep developing my skills and potential</p> <p>My working hours suit my needs</p> <p>Managers are prepared to be flexible to meet my needs</p> <p>As a team we work together to balance both business and Partner needs</p> <p>My job satisfies me</p> <p>I feel secure in my employment</p>

Other Changes

- **Revised set of questions under the three Partner Commitments and a specific Partner advocacy score**
- **Scoring to be based on comparative not absolute targets**
- **Comparison will be based on external benchmarks for the Partnership and both Divisions**
- **For Branches, comparison to Divisional scores**
- **To be completed by all Partners in May each year**
- **Results to be available to inform Partner Priorities for Business Planning**
- **Management cascade to be put in place so scores considered and action agreed at appropriate level**
- **Verbatim comment**

Thoughts and Questions to Consider

- **Why - reason**
- **What – measurement/target/volume**
- **Who – audience/anonymity**
- **How – paper/electronic/verbatim/publishing**
- **When - timing**

Two most important Questions

- **Do you have buy in from senior management?**
- **Can you respond to outcomes?**

PARTNER OPINION SURVEY – Questions?

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