



2017 Employee Survey

For

SERVOMEX

March 2017

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Introduction

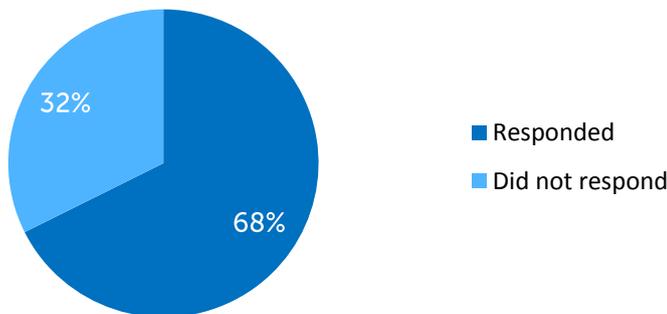
About this survey

Inspiring conducted a survey for Servomex to the purpose of gathering employee feedback for analysis. The survey was launched on 1st March 2017 and closed on 24th March 2017.

This report should be read in conjunction with the Excel file of detailed analysis which is included with the report. The file is provided to allow Servomex to manipulate the data.

Response rate

The total number of complete responses received was 119 out of a possible 176 employees. This means that the response rate achieved was 68%. IBP's benchmark for successful completion is 60%.



How we calculate your scores

INSPIRING surveys use a weighted average called uniform distribution to give an overall index score for each question. The results are then colour coded as follows:

	Blue	More than 75%	Excellent
	Green	60% - 75%	On track
	Amber	40% - 60%	Needs attention
	Red	Less than 40%	Needs urgent action

Uniform distribution is a recognised statistical device which allows for a consistent reporting format. This method enables us to calculate the degree of positivity and also reports the distribution of responses. A full explanation of how the scores are calculated can be found at **Appendix 4**

Summary of findings

Overview

This is the fourth year that Inspiring has delivered an Employee Engagement Survey for Servomex. Based on the overall question set 'All Questions', which has remained constant over this period of time, year on year the overall results are as follows:

- 2014 – 60.88%
- 2015 – 66.32%
- 2016 – 68.69%
- 2017 – 68.02%

The findings that are to follow are based on the information gained from staff, both from their scoring against each question and their views given in the 'free text' questions. Therefore as well as looking at the percentage positivity score for each question and Theme; linkages must be made to the evidence given in the 'free text' questions. There is a vast amount of text feedback which is not common so staff do feel engaged to comment, either positively or negatively.

The survey has produced a constant solid set of results with no areas of immediate concern. The goal when developing the Servomex Improvement Action Plan is to move the scores for each question from right to left, from Strongly Disagree to Strongly Agree. A word of caution is not to fall into the trap which the Cranfield Business School call 'the cardinal sin', adding results for two areas for the same question together (i.e. Strongly Agree and Agree) to obtain a perceived better score as doing so may mask an underlying issue.

It is understood that there have been a number of issues within Servomex that have required attention over the last 12 months and as such as the results across the Themes have remained constant the client should be pleased with the results that this survey has produced.

Theme Results

Business Strategy (64.19%) On Track

There has been no improvement or decline in the positivity of staff under this Theme since the last international survey undertaken in 2015, in fact only a minus 0.12% movement. Communication and sense of direction questions are the lower scoring questions in this Theme.

Learning & Development Strategy (62.42%) On Track

Another Theme that has stayed constant compared to 2015 with a minus 0.67% movement. Staff who have been with Servomex for more than 5 years, who work in Marketing and Engineering Research & Development are the less positive groups on Learning & Development, as well as staff employed in Europe. Questions within Learning & Development have appeared in the 10 Least Positive questions.

People Management (65.18%) On Track

Again a constant result with an increase of 2.38% increase on 2015. Marketing is the only area that is a slight cause for concern. The question on equal opportunities was the least positive within this Theme.

Manager Only Questions (81.07%) Excellent

Highly scored across the surveys with all demographics.

Leadership & Management (70.73%) On Track

An increase in the positivity score with a 10.72% rise compared to 2015. This increase also supports the positivity results in the Manager Only questions.

Reward & Recognition (64.99%) On Track

Consistent again with 2015 with a positive increase of 3.61%. Giving public recognition to staff for achievements scores the lowest in the question set.

Involvement & Empowerment (77.79%) Excellent

A 0.54% rise in positivity on 2015 with all questions in this Theme scoring highly.

Learning & Development (61.10%) On Track

A small increase of 0.21% in the positivity score compared to 2015. Three questions: learning and development needs are met; given the training to do the job effectively and Induction are scoring the lowest in this Theme.

Performance Management (65.32%) On Track

Compared to 2015 there has been a decrease of 0.53% with all questions scoring consistently in this Theme.

Servomex Specific Questions (69.68) On Track

All questions score highly within this set of questions which are specific to Servomex. Healthy & Safety scores the highest with the Reach Value question scoring well.

Recommendations

Against a backdrop of change within Servomex over the last 12 months or so to produce a set of results which compared to the last international survey has proved that positivity across all of the Themes within the survey have remains constant.

The decision for Servomex is whether they are content with the results and the performance of the business and if so then it is more of the same, or whether they wish to develop their people processes further.

Before embarking on any action time should be taken to read and analysis the free text information. There is a lot of information here which, as previously stated in this report, means that staff are engaged. However that engagement will only last for so long unless Servomex understands the evidence along with the scores.

It is also imperative that Servomex as a first action thank staff for their input into the survey and outline the next steps. To not respond would damage the engagement of staff.

Should Servomex decide to look to improve its people policies processes and plans then it is suggested that the following are considered:

Employee Engagement Strategy

Review, involve, communicate and then live the revised Employee Engagement Strategy which will cover the areas of: The Company Voice, The Employee Voice, Management of Staff and the desired Culture of the organisation.

Structured People Process

In order to ensure that Servomex people processes are working effectively and are consistent across the whole organisation there is a new British Standard Institute Framework that has been launched. BS 76000 Valuing People looks at an organisation's processes which drive its people outcomes and gives a framework for an organisation to develop an efficient programme for valuing its staff. The main difference of BS 76000 to other people Standards is that it looks at process and outcomes rather than just outcomes. BS 76000 would also support the consistent approach of Leaders and Managers across the company as well as give rise to developing its people practices.

Measuring the Impact

Measure the impact of your actions; don't wait for another 12 months and a full Staff Engagement Survey to understand how things are working for staff. Pulse Surveys are a very quick, easy and cost effective way of collecting evidence from staff on actions that have been taken.

Further Support

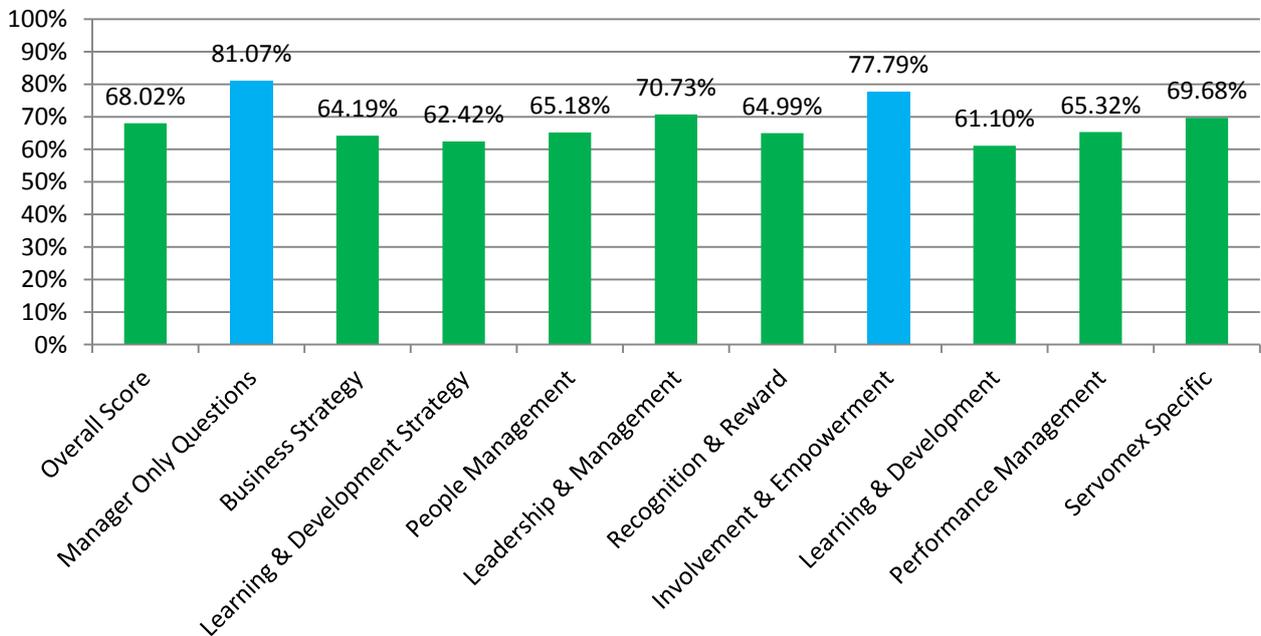
Inspiring is able to support Servomex on these areas and would welcome a further meeting to discuss a level of support that can be given.

Scores by Engagement Theme

Overall theme scores and comparison to 2016

	2017
Count	119
Overall Score	68.02%
Manager Only Questions	81.07%
Business Strategy	64.19%
Learning & Development Strategy	62.42%
People Management	65.18%
Leadership & Management	70.73%
Recognition & Reward	64.99%
Involvement & Empowerment	77.79%
Learning & Development	61.10%
Performance Management	65.32%
Servomex Specific	69.68%

Overall scores by Engagement Theme

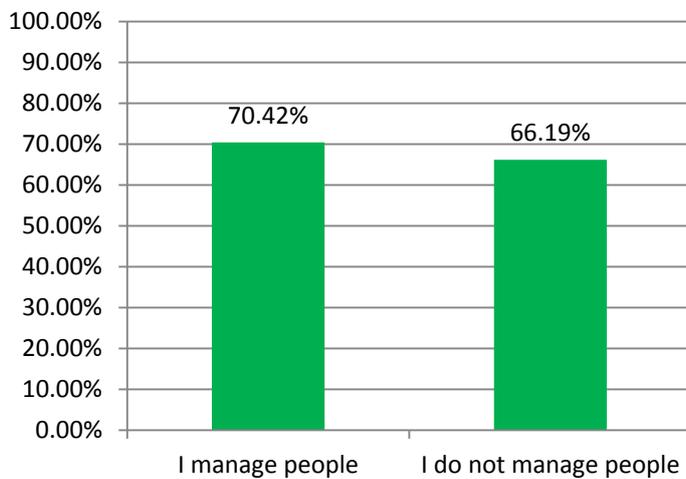


Scores by demographic

Role

Length of Service	I manage people	I do not manage people
Count	35	84
Overall Score	70.42%	66.19%
Manager Only Questions	81.07%	
Business Strategy	69.05%	61.90%
Learning & Development Strategy	62.29%	62.20%
People Management	66.90%	63.79%
Leadership & Management	73.81%	69.49%
Recognition & Reward	66.96%	63.91%
Involvement & Empowerment	81.79%	75.99%
Learning & Development	62.29%	60.24%
Performance Management	65.48%	64.88%
Servomex Specific	72.77%	68.30%

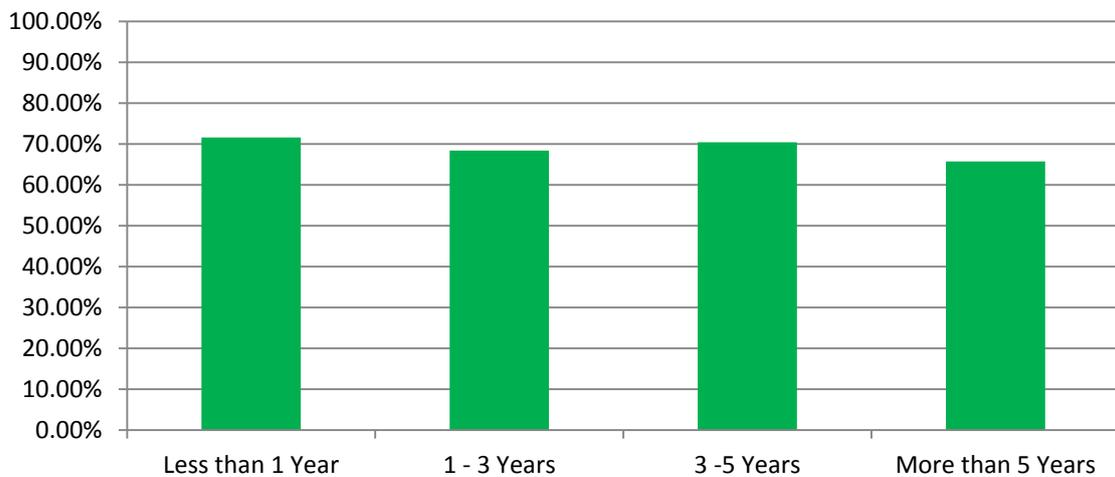
Overall scores by Role



Length of service

Length of Service	Less than 1 Year	1 - 3 Years	3 -5 Years	More than 5 Years
Count	15	32	16	56
Overall Score	71.59%	68.39%	70.43%	65.75%
Manager Only Questions	83.93%	75.00%	83.33%	80.95%
Business Strategy	69.72%	65.63%	66.67%	60.79%
Learning & Development Strategy	66.33%	63.13%	65.00%	59.82%
People Management	67.22%	65.36%	70.83%	61.90%
Leadership & Management	74.17%	72.27%	72.66%	68.45%
Recognition & Reward	71.67%	67.38%	67.19%	60.83%
Involvement & Empowerment	78.89%	76.82%	77.34%	77.98%
Learning & Development	62.67%	61.25%	63.75%	59.29%
Performance Management	68.89%	66.93%	66.67%	62.50%
Servomex Specific	73.96%	69.53%	73.63%	67.35%

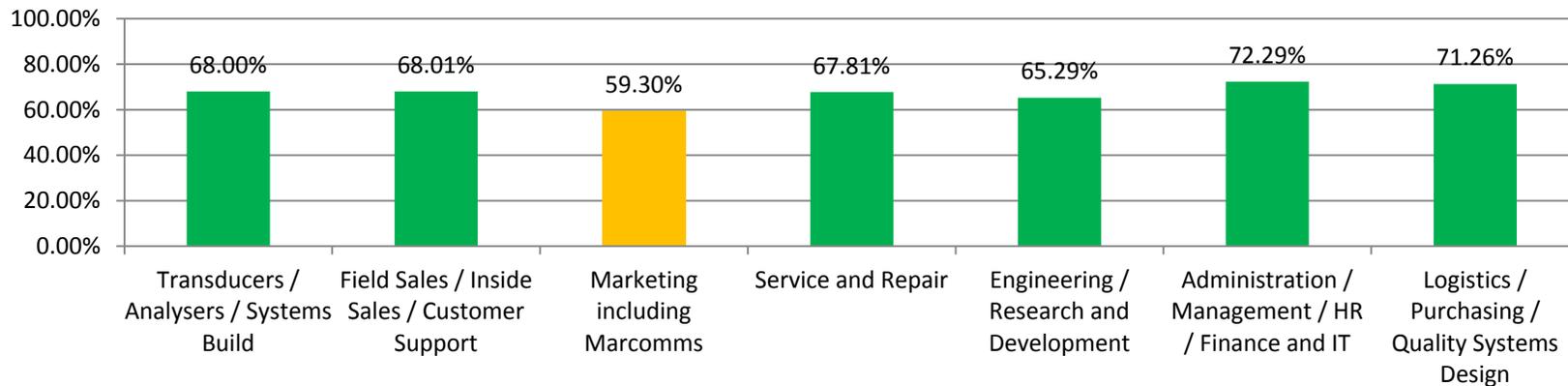
Overall scores by Length of Service



Department

Department	Transducers / Analysers / Systems Build	Field Sales / Inside Sales / Customer Support	Marketing including Marcomms	Service and Repair	Engineering / Research and Development	Administration / Management / HR / Finance and IT	Logistics / Purchasing / Quality Systems Design
<i>Count</i>	16	42	7	17	14	12	11
Overall Score	68.00%	68.01%	59.30%	67.81%	65.29%	72.29%	71.26%
Manager Only Questions	75.00%	75.00%	87.50%	83.33%	100.00%	89.06%	75.00%
Business Strategy	63.28%	64.58%	57.74%	62.75%	58.04%	70.49%	69.32%
Learning & Development Strategy	65.94%	62.26%	52.14%	63.24%	55.71%	66.25%	65.45%
People Management	64.06%	65.28%	59.52%	64.71%	57.74%	69.44%	70.45%
Leadership & Management	69.79%	70.73%	58.93%	66.42%	77.98%	75.00%	72.73%
Recognition & Reward	62.50%	65.63%	50.00%	62.50%	65.63%	70.31%	71.02%
Involvement & Empowerment	77.60%	79.76%	75.60%	78.19%	69.64%	80.56%	77.65%
Learning & Development	61.56%	60.83%	49.29%	62.94%	56.07%	62.50%	68.18%
Performance Management	66.15%	64.68%	50.00%	68.63%	61.31%	68.75%	69.70%
Servomex Specific	71.48%	69.49%	60.27%	70.40%	65.18%	74.48%	72.44%

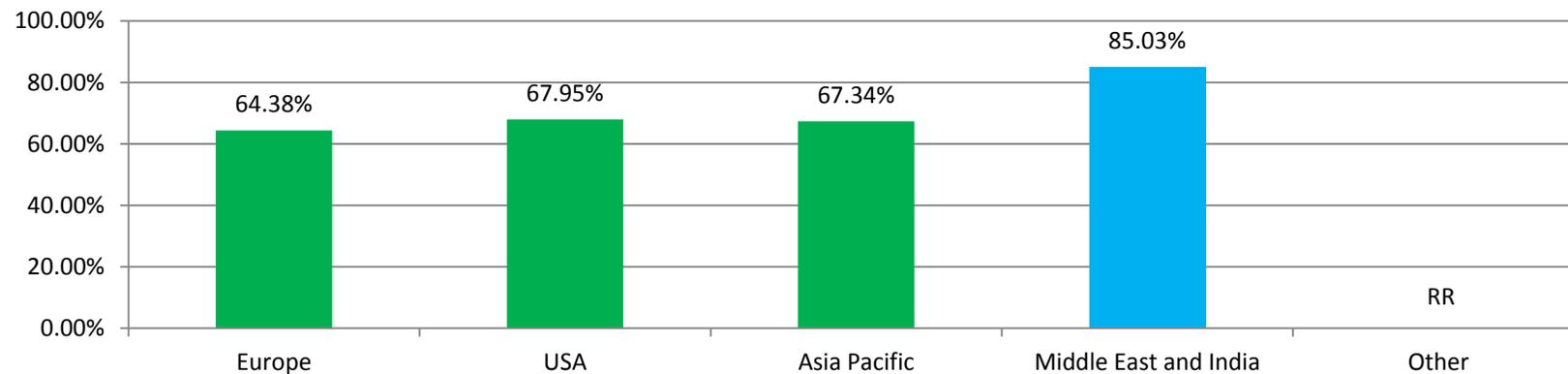
Overall scores by Department



Location

Location	Europe	USA	Asia Pacific	Middle East and India	Other
<i>Count</i>	18	54	41	5	1
Overall Score	64.38%	67.95%	67.34%	85.03%	RR
Manager Only Questions	87.50%	83.82%	72.50%	83.33%	RR
Business Strategy	59.26%	62.58%	65.24%	88.33%	RR
Learning & Development Strategy	53.61%	61.85%	66.34%	72.00%	RR
People Management	60.19%	64.97%	63.21%	90.00%	RR
Leadership & Management	65.74%	72.53%	69.51%	82.50%	RR
Recognition & Reward	58.33%	66.44%	63.41%	86.25%	RR
Involvement & Empowerment	81.94%	77.47%	73.78%	93.33%	RR
Learning & Development	55.00%	59.72%	63.05%	79.00%	RR
Performance Management	58.33%	64.51%	66.67%	85.00%	RR
Servomex Specific	67.71%	69.56%	68.22%	88.13%	RR

Overall scores by Department



Engagement Index Scores

In order to give an Employee Engagement Index score, we calculate the average of 8 key questions which reflect key engagement drivers. The same questions are included in many of Inspiring's surveys, as well as other engagement surveys.

For these 8 questions which were included, in both 2015 and 2017, that make up the Employee Engagement Index, the scores are as follows:

Engagement Index	2015	2017	2015/2017 % change
Overall Index Score	74.37%	75.37%	1.00%
Q12. I have a clear idea of what is expected of me	70.43%	71.82%	1.39%
Q30. I am inspired to do the best I can	68.19%	71.40%	3.21%
Q33. I am committed to the success of Servomex	82.93%	83.05%	0.12%
Q34. I am prepared to go the extra mile for Servomex	81.20%	81.36%	0.16%
Q35. I care about the future of Servomex	85.06%	86.65%	1.59%
Q36. I am proud to work for Servomex	73.48%	75.85%	2.37%
Q41. I gain a great deal of satisfaction from my job	68.90%	68.43%	-0.47%
Q44. I would recommend Servomex as a great place to work	64.84%	64.41%	-0.43%

Based on the above 8 questions, Servomex's overall Employee Engagement score is **75.37%**, which is **2.22%** below Inspiring's average benchmark score*, and **1%** up on the 2015 score.

*Based on the average scores of 43 engagement surveys delivered by IBP between January 2014 and March 2017

Scores by question rank

10 highest ranking questions

Question	Score
Q35. I care about the future of Servomex	86.65%
Q6. I can give examples of how I manage, lead and develop people	84.29%
Q33. I am committed to the success of Servomex	83.05%
Q34. I am prepared to go the extra mile for Servomex	81.36%
Q5. I can describe the knowledge, skills and behaviours that I need to lead, manage and develop my team	77.86%
Q51. If I see someone not following a safety procedure I would not hesitate to challenge them	77.33%
Q36. I am proud to work for Servomex	75.85%
Q26. I am able to make a positive difference to the organisations performance	75.42%
Q22. My manager is a good role model	75.21%
Q24. My immediate manager makes clear what is expected of me at work	74.15%

10 lowest ranking questions

Question	Score
Q39. I have been given all the training I need to help me to do my work effectively	51.69%
Q17. I am offered training to help advance my knowledge and skills	53.39%
Q10. Overall, information is communicated well to employees	53.81%
Q40. When I started work in this role my induction helped me perform effectively	56.36%
Q29. Servomex makes a real effort to give public recognition for my achievements	57.63%
Q37. My learning and development needs are met	58.05%
Q11. Servomex has a strong sense of direction	58.47%
Q15. My learning and development plans provides me with the skills to meet my objectives	59.32%
Q13. I am involved in planning my training and development	59.53%
Q18. Everyone has an equal opportunity for development	59.75%

Annex 1 – Detailed Results

All question scores for 2017

All Questions	2017 Score
Count	119
Overall Score	68.02%
Manager Questions	81.07%
Q5. I can describe the knowledge, skills and behaviours that I need to lead, manage and develop my team	77.86%
Q6. I can give examples of how I manage, lead and develop people	84.29%
Business Strategy	64.19%
Q7. I am involved in developing plans and agreeing team and individual objectives	68.22%
Q8. I am involved in making decisions that affect my team	66.95%
Q9. Servomex encourages ideas from employees	65.89%
Q10. Overall, information is communicated well to employees	53.81%
Q11. Servomex has a strong sense of direction	58.47%
Q12. I have a clear idea of what is expected of me	71.82%
Learning & Development Strategy	62.42%
Q13. I am involved in planning my training and development	59.53%
Q14. I am clear about my learning and development needs	67.58%
Q15. My learning and development plans provides me with the skills to meet my objectives	59.32%
Q16. I know how my learning and development will make a difference to my performance	72.25%
Q17. I am offered training to help advance my knowledge and skills	53.39%
People Management	65.18%
Q18. Everyone has an equal opportunity for development	59.75%
Q19. I have been encouraged to contribute to ideas which improve the way we work	71.40%
Q20. Servomex appreciates ideas and suggestions from employees	64.41%
Leadership & Management	70.73%
Q21. Servomex has told us how a good manager should behave	61.44%
Q22. My manager is a good role model	75.21%
Q23. My immediate manager supports my learning and development	72.67%
Q24. My immediate manager makes clear what is expected of me at work	74.15%
Q25. I receive regular, constructive feedback on my performance	65.47%
Q26. I am able to make a positive difference to the organisations performance	75.42%
Recognition & Reward	64.99%
Q27. When people have good ideas, they get noticed and rewarded	60.17%
Q28. My immediate manager lets me know when I have done a good job	70.76%
Q29. Servomex makes a real effort to give public recognition for my achievements	57.63%
Q30. I am inspired to do the best I can	71.40%
Involvement & Empowerment	77.79%
Q31. I am encouraged to try new ways of doing things at work	67.37%
Q32. I am trusted to make decisions relating to my job	72.46%
Q33. I am committed to the success of Servomex	83.05%
Q34. I am prepared to go the extra mile for Servomex	81.36%

All Questions	2017 Score
Q35. I care about the future of Servomex	86.65%
Q36. I am proud to work for Servomex	75.85%
Learning & Development	61.10%
Q37. My learning and development needs are met	58.05%
Q38. I am able to apply what I have learned	70.97%
Q39. I have been given all the training I need to help me to do my work effectively	51.69%
Q40. When I started work in this role my induction helped me perform effectively	56.36%
Q41. I gain a great deal of satisfaction from my job	68.43%
Performance Management	65.32%
Q42. My learning and development has improved the way I do my job	68.43%
Q43. There is a culture of continuous improvement	63.14%
Q44. I would recommend Servomex as a great place to work	64.41%
Servomex Specific	69.68%
Q45. I get the feedback I need to make good decisions	65.25%
Q46. I can say I own the process I operate	69.92%
Q47. Servomex places Health and Safety at the forefront of everything we do	68.22%
Q48. I receive clear and concise information about Health and Safety	69.49%
Q49. Servomex encourages me to take responsibility for my own Health and Safety	71.82%
Q50. Servomex takes seriously the Health and Wellbeing of its employees	67.58%
Q51. If I see someone not following a safety procedure I would not hesitate to challenge them	77.33%
Q52. Our REACH Values define the way we do business at Servomex	67.80%

Appendix 2 Comparison to 2014, 2015 and 2016 survey results

Overall View 2014 -2017

	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
Overall Average	60.88%	66.32%	68.69%	68.02%	-0.67%	+2.37%	+7.81%

Business Themes Overview

	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
Business Strategy	58.17%	64.31%	63.50%	64.19%	0.69%	-0.12%	6.02%
Learning & Development Strategy	58.90%	63.09%	67.63%	62.42%	-5.21%	-0.67%	3.52%
People Management	56.42%	62.80%	65.21%	65.18%	-0.03%	2.38%	8.76%
Leadership & Management	52.16%	60.78%	66.20%	71.50%	5.30%	10.72%	19.34%
Management Effectiveness	65.71%	69.49%	71.26%	74.40%	3.14%	4.91%	8.69%
Recognition & Reward	52.19%	61.38%	64.28%	64.99%	0.71%	3.61%	12.80%
Involvement & Empowerment	75.71%	77.25%	80.08%	77.79%	-2.29%	0.54%	2.08%
Learning & Development	57.94%	60.89%	62.70%	61.10%	-1.60%	0.21%	3.16%
Performance Measurement	59.67%	65.85%	67.70%	65.32%	-2.38%	-0.53%	5.65%
Servomex Specific	N/A	70.13%	71.65%	69.68%	-1.97%	-0.45%	N/A

Business Themes

Business Strategy

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I am involved in developing plans and agreeing team and individual objectives	58.25%	66.87%	64.60%	68.22%	3.62%	1.35%	9.97%
I am involved in making decisions that effect my team,	62.00%	66.97%	69.53%	66.95%	-2.58%	-0.02%	4.95%
Servomex encourages ideas from employees	59.75%	65.45%	68.61%	65.89%	-2.72%	0.44%	6.14%
Overall, information is communicated well to employees	47.75%	54.27%	51.82%	53.81%	1.99%	-0.46%	6.06%
Servomex has a strong sense of direction	53.75%	61.89%	54.20%	58.47%	4.27%	-3.42%	4.72%
I have a clear idea of what is expected of me	67.50%	70.43%	72.26%	71.82%	-0.44%	1.39%	4.32%

Learning & Development Strategy

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I am involved in planning my training and development	60.50%	61.38%	68.61%	59.53%	-9.08%	-1.85%	-0.97%
I am clear about my learning and development needs	60.50%	66.77%	69.34%	67.58%	-1.76%	0.81%	7.08%
My learning and development plan provides me with the skills to meet my objectives	54.75%	60.26%	66.06%	59.32%	-6.74%	-0.94%	4.57%
I know how my learning and development will make a difference to my performance	64.25%	68.90%	72.08%	72.25%	0.17%	3.35%	8.00%
I am offered training to help me advance my knowledge and skills	54.50%	58.13%	62.04%	53.39%	-8.65%	-4.74%	-1.11%

People Management

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
Everyone has an equal opportunity for development	45.75%	56.61%	58.03%	59.75%	1.72%	3.14%	14.00%
I have been encouraged to contribute ideas which improve the way we work	62.25%	68.50%	72.81%	71.40%	-1.41%	2.90%	9.15%
Servomex appreciates ideas and suggestions from employees	58.25%	63.31%	64.78%	64.41%	-0.37%	1.10%	6.16%

Leadership and Management

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I can describe the knowledge, skills and behaviours that I need to lead, manage and develop my team (Manager only)	76.25%	74.58%	79.81%	77.86%	-1.95%	3.28%	1.61%
Servomex has told us how a good manager should behave	41.75%	52.85%	51.09%	61.44%	10.35%	8.59%	19.69%
My manager is a good role model	57.75%	65.35%	67.70%	75.21%	7.51%	9.86%	17.46%

Management Effectiveness

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I can give examples of how I manage, lead and develop people (Manager only)	76.25%	77.08%	80.77%	84.29%	3.52%	7.21%	8.04%
My immediate manager supports my learning and development	66.00%	69.41%	69.89%	72.67%	2.78%	3.26%	6.67%
My immediate manager makes clear what is expected of me at work	66.75%	71.24%	72.63%	74.15%	1.52%	2.91%	7.40%
I receive regular, constructive feedback on my performance	56.50%	62.40%	60.77%	65.47%	4.70%	3.07%	8.97%
I am able to make a positive difference to the organisation's performance	71.50%	73.07%	72.26%	75.42%	3.16%	2.35%	3.92%

Recognition and Reward

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
When people get good ideas, they get noticed and rewarded	42.00%	54.57%	62.23%	60.17%	-2.06%	5.60%	18.17%
My immediate manager lets me know when I have done a good job	66.25%	69.21%	68.80%	70.76%	1.96%	1.55%	4.51%
Servomex makes a real effort to give public recognition for my achievements	42.50%	53.56%	59.67%	57.63%	-2.04%	4.07%	15.13%
I am inspired to do the best I can	58.00%	68.19%	66.42%	71.40%	4.98%	3.21%	13.40%

Involvement and Empowerment

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I am trusted to make decisions relating to my job	75.25%	75.00%	79.01%	72.46%	-6.55%	-2.54%	-2.79%
I am encouraged to try new ways of doing things at work	65.00%	65.85%	64.23%	67.37%	3.14%	1.52%	2.37%
I am committed to the success of Servomex	81.75%	82.93%	86.50%	83.05%	-3.45%	0.12%	1.30%
I am prepared to go the extra mile for Servomex	80.00%	81.20%	84.12%	81.36%	-2.76%	0.16%	1.36%
I care about the future of Servomex	84.75%	85.06%	88.32%	86.65%	-1.67%	1.59%	1.90%
I am proud to work for Servomex	67.50%	73.48%	78.28%	75.85%	-2.43%	2.37%	8.35%

Learning and Development

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I gain a great deal of satisfaction from my job	64.50%	68.90%	68.07%	68.43%	0.36%	-0.47%	3.93%
My learning and development needs are met	52.25%	54.88%	60.77%	58.05%	-2.72%	3.17%	5.80%
I am able to apply what I have learned	63.75%	67.28%	69.89%	70.97%	1.08%	3.69%	7.22%
I have been given all the training I need to help me do my work effectively	51.25%	52.54%	61.86%	51.69%	-10.17%	-0.85%	0.44%
When I started work in this job my induction helped me perform effectively	58.33%	60.63%	52.92%	56.36%	3.44%	-4.27%	-1.97%

Performance Measurement

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
My learning and development has improved the way I do my job	65.00%	68.29%	67.34%	68.43%	1.09%	0.14%	3.43%
There is a culture of continuous improvement	56.00%	64.43%	66.97%	63.14%	-3.83%	-1.29%	7.14%
I would recommend Servomex as a great place to work	58.00%	64.84%	68.80%	64.41%	-4.39%	-0.43%	6.41%

Extraction of Manager Only Questions from Data Comparisons

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I can describe the knowledge, skills and behaviours that I need to lead, manage and develop my team (Manager only)	76.25%	74.58%	79.81%	77.86%	-1.95%	3.28%	1.61%
I can give examples of how I manage, lead and develop people (Manager only)	76.25%	77.08%	80.77%	84.29%	3.52%	7.21%	8.04%

Engagement Index

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I have a clear idea of what is expected of me	67.50%	70.43%	72.26%	71.82%	-0.44%	1.39%	4.32%
I am inspired to do the best I can	58.00%	68.19%	66.42%	71.40%	4.98%	3.21%	13.40%
I am committed to the success of Servomex	81.75%	82.93%	86.50%	83.05%	-3.45%	0.12%	1.30%
I am prepared to go the extra mile for Servomex	80.00%	81.20%	84.12%	81.36%	-2.76%	0.16%	1.36%
I care about the future of Servomex	84.75%	85.06%	88.32%	86.65%	-1.67%	1.59%	1.90%
I am proud to work for Servomex	67.50%	73.48%	78.28%	75.85%	-2.43%	2.37%	8.35%
I gain a great deal of satisfaction from my job	64.50%	68.90%	68.07%	68.43%	0.36%	-0.47%	3.93%
I would recommend Servomex as a great place to work	58.00%	64.84%	68.80%	64.41%	-4.39%	-0.43%	6.41%

Servomex Specific Questions

Question	2014 Score	2015 Score	2016 Score	2017 Score	Movement 16/17	Movement 15/17	Movement 14/17
I get the feedback I need to make good decisions	N/A	70.38%	62.41%	65.25%	2.84%	-5.13%	N/A
I can say I own the process I operate	N/A	73.12%	67.15%	69.92%	2.77%	-3.20%	N/A
Servomex places health and safety at the forefront of everything we do	N/A	70.38%	72.81%	68.22%	-4.59%	-2.16%	N/A
I receive clear and concise information about health and safety	N/A	66.95%	75.91%	69.49%	-6.42%	2.54%	N/A
Servomex encourages me to take responsibility for my own health and wellbeing	N/A	66.78%	77.74%	71.82%	-5.92%	5.04%	N/A
Servomex takes seriously the health and wellbeing of its employees	N/A	67.47%	76.64%	67.58%	-9.06%	0.11%	N/A
If I see someone not following a safety procedure I would not hesitate to challenge them	N/A	75.86%	78.10%	77.33%	-0.77%	1.47%	N/A
Our Reach Values define the way we do business at Servomex	N/A	N/A	62.41%	67.80%	5.39%	N/A	N/A

Appendix 3 - Text Questions

Is there anything you would like Servomex to start doing?

Servomex Committed People Award
In China, I don't see people working as "customer focus". Customer concern about the delivery and we push production (UK/US) and the response were horrible slowly. It takes couple days even couple weeks to get feedback why we delay the shipment and when we will be able to delivery. I was told " we were busy and lack of man power to do this to do that... When the story happened again and again, everybody in this process seems don't care or feel nothing to do.
more technical training for employee, no matter service or technical support or system, this will improve the efficiency of working.
Exchange employee program
Yearly HR session with individual employee to gain feedback.
Improve the welfare for employee
Authorization
management process
> Keep valuable resources...our business necessary experiences... - > Listen to the VOC & complain... not from our view... - > having enough resources (currently definitely not enough... -
Training to be provided
Trust employees
In-depth technical training required employee like me. Lack of specialist to handle and advise for application.
Please give reward money as soon as possible, it always take a long time
I hope we can change our regular working time to Flexible working time.Sometimes we go to office late because of blocking the road.Then we need to go home late and to make sure we have 8 hours working time. - If we go to office early,then we hope we can go home early and must make sure we have 8 hours working time. -
Clear Servomex Strategy
Please adjust the working time. IN ASPAC, close work on 6:00 pm is very late to arrive home due to the bad traffic situation. We appreciate the working time is 8:30 a.m-5:00 p.m.
Servomex need to investigate how many people are going that extra mile , sometimes it feels like an extra Marathon and it is continuous. I hear this from many people. We need more training on working smarter . but the base business still needs addressing and the smaller orders still takes time . Other situations where we had a team doing it previously there is now one person and recently due to restructuring there was no one doing the position. It took three months to tell management , a person was needed because the work was not getting done !!!!!.
Backup from backoffice is limited because of too many procedures and limited resources. Everybody complaining they have too much work and cannot respond directly. -
Applying what we said or propose - Try to keep people in place to avoid turnover - Développ global solution for application - Developp reliable analyser (not we saw the last 5 years Chroma, multiexact, mini laser..)
Start building decent analysers again. Make sure quality is back at were it should be. - Start recognise the service team as a vital part of Servomex.
Periodical team trainings. - Delivery times of products. - Delivery time of quotations. - More budget for marketing
start recognizing the good in people and stop focusing on the negatives.
Improve communication - Invest in more training/personal development

To provide more technical education, related to the business process and instruments for the Sales people, working in different regions.
Invest in development training for key employees like RSM.
Staffing appropriately
It would be an added incentive if Servomex would offer profit sharing and raises based on performances I feel and I have seen this at my other place of employment that companies should not only reward good ideas but reward exceptional performances.
Better, more organized on-boarding procedures and product training
I would like to see us find a way to hire more in house personnel at the US location
Consistent SAP Training and Support (better in 2H/2016, but the key enabling resource is leaving the company) - SAP is our life-blood so we need expects to make this better everyday - - Recognize that we are a THIN organization...we must find a way to grow to enable getting a few extra resources/ headcount to allow cross-training, flex work (ability to take Holidays), and to begin succession planning (we are one accident or 5 year retirement away from disaster. - - We prioritize activities and are making productivity improvements everyday, but some critical sustaining activities are always behind schedule or under resources. We are doing more with less, but a lot is falling off the plate - - Logistics/Service process integration - as mentioned below, some resources/management needed to help tie this all together as a global company - -
Making on time deliveries with product
Providing more headcount
Operating system training for all inside sales / customer support individuals. To ensure uniform use and consistency through-out the organization. - - Develop communication guideline (ie "Emailing Standards") for all employees. In an effort to improve communication between facilities.
Provide a statement to employees of the annual value of their benefits, e.g. company contribution to health insurance, savings plan, life insurance.... this is a win/win because employees can see there is more benefit than just salary. I have worked places before Servomex that do this.
I think Servomex needs to start caring about the wellbeing of each of the employees. Currently their only focus is profit at all cost without any concern for the employees emotional then eventual physical health. If you take care of the employee, the employee will take care of the customer.
Career planing. - Training -
Hire enough people in all departments to help with work load which when excessive causes stress and tension. The overall feeling is everyone is overloaded and the stress shows.
Start a new way of recruiting employees; The who you know process seems to be a conflict of interest.
Communicate better. Never assume people know what you are talking about. There are a lot of forms that need to be filled out over the short time I have been here and I cannot tell you the amount of wasted time and effort that I have spent on them - doing them wrong or not doing them - because of either no instructions, or very unclear instructions on what was needed to be done. I would have helped in 80% of the requests that I have received from various people if they had just assumed I did not know where things were stored (on the server in particular) and provided clear instructions. Would have saved me a lot of time and worry.
Provide opportunities for everyone to move around or grow with the company.
Change health insurance, implement bonuses. If there is mileage and expanses reimbursement program - I never saw it's working! - supposed to be something really simple.
START caring about your employees and START hiring competent managers. -
need to start evaluating the talent that is already existing in the company and not bring in new talent to have them trained by personnel that never had the opportunity to interview
Encouragement of more action orientated meetings directly in the work area (Gemba)
Pay there bills on time. The last time I took this survey I had completed it and hit the finish button to find out the the cable had been shut off while I was doing the survey because Servomex didn't pay the cable bill. Really, that makes no sense to me. That's why I have had to retake this survey.
I would like people to be rewarded financially by their work performance not just a flat pay increase for everyone

Please increase head count in the engineering group.

I would like to see Servomex go to a merit based salary raise structure. I believe it is horrible for the overall moral when employees that are going above and beyond are getting the same raise as an employee doing the bare minimum. -

Allow me more time to complete the tasks I need to do.

Company shirts and Company hats

1) Show some respect for work/life balance, allow time for employees to have some semblance of a life outside of work. - 2) Set staffing levels to be commensurate with work load. When some one leaves, REPLACE them. - 3) Provide training from a QUALIFIED INSTRUCTOR, not co-workers, on Salesforce. - 4) Provide comprehensive product sales and application training, face-to-face (not a webinar), on Delta F. - 5) Provide lead time information as standard. Putting a statement on order acknowledgements that "delivery depends on current inventory levels and is subject to change" only serves to create doubt in the mind of our customer. Industry standard is to clearly state your lead time, our competitors do not dance around this key data point.

Servomex needs to create and maintain a production board for each territory?

Basic Quality training.

Is there anything you would like Servomex to stop doing?

<p>Told Asia GM, Michael Xie, don't be so cheap. Here is the example : - 1. Everybody have to share room when meeting in Shanghai. - 2. negative for inside team building. It just ASPAC people get together to get a good meals, talking, sharing... - 3. Not allow Taxi expense claim in Shanghai city. - - Also, on time delivery rates were 50%-70%. This number were horrible comparing our competitor. Do something please. If the production complain "no man power", then give it to them. make them no more excuse. I had worked for Beckman Coulter, Varian/Agilent, ABB, Siemens before. Servomex is the only one company (as I know) who can accept 50% on time delivery. Who was fired because of this 50% OTD ? - If Sales people always delivery 50% sales target, sales have to do PIP. Improve or hire some one who can delivery the results. - SMX now is getting more and more like a trading company. Pursuit order and sales numbers but spend very little resource in production/engineering (maybe we did but the results were horrible and embarrassing). We pushed sales/marketing so hard and then ? Sorry, we can't delivery....</p>
<p>I don't think SBS is an efficiency project, while you compare the cost and the productivity, I really don't think we should make it so complex.</p>
<p>cross-level to make decision without noticing</p>
<p>>Just think about make a number.... to be think healthy growth...</p>
<p>Do not fight each other , to provide the promotion channels of employees</p>
<p>Stop to have more seperate system to handle job like applicable enquiries, this stops us from working directly to specialist. Management decision and direction always not reach to us so we do not have how to work toward the proper business directly required by company. So many negative thought from individuals that affecting working mode and environment.</p>
<p>Please discuss with us when you cancel some welfare.</p>
<p>Bury their heads in the sand when there is a problem and listen .</p>
<p>Unreliable analysers</p>
<p>American strategy applied in Europe. Europe mentality is not like american mentality.</p>
<p>stop looking for the negatives. I only hear the negatives of people skills and very rarely what the good people can do. - - SBS needs to be followed by the leaders and listen to the SME vs dictating their solution.</p>
<p>Choosing to reach for the penny at their feet rather than the dollar 10 feet ahead</p>
<p>Overall Servomex is an amazing place to work I can't think of anything at the moment.</p>
<p>Stop promoting people who have no knowledge and no desire to learn analyzers and systems integration. It negatively impacts the efficiency of others as more work is required to pull their weight. It also discourages those who work hard and learn the business when you see someone get promoted who only knows how to delegate and micromanage. For example, how can a general manager who is never at the office have an appreciation for what it takes for their site to get the job done? How can you truly be an effective leader when you are always absent?</p>
<p>Stop telling the employees they will get rewarded before the year end push and then not follow through when we not only beat our quota but finished early and were able to help out in other areas.</p>
<p>It seems everyone gets the same raise with no differentiation. Yearly reviews would mean more if a portion of the raise was tied to performance to allow managers the means to provide incentive. - - Better Payroll oversight...We had issues in the past where hourly workers has to wait several weeks to clear up back and overtime pay - - Great award system - But payroll taxes removed from these awards, so the \$\$ have to be increased if this is a necessity. Why not a expense gift card etc.... -</p>
<p>Adding additional management. This is not in any way an asset to the average employee. Especially management that does not know what we do on a daily basis. Currently it feels that there are more mangers than employee to do the work.</p>
<p>I cannot blame the organization but several times things were promised and never delivered.</p>
<p>putting the wrong people in certain positions based on popularity.</p>
<p>We need to start focusing more on the customer rather than just the bottom line. It has a clear affect on our ability to provide a good customer experience.We need to stop blaming the customer for Service and</p>

Installation issues - we should have prepared them better so it is our fault. The customer needs to be treated as someone you will go over and above to help out and they do not do that consistently here.
Stop the favoritism; it is obvious who the 'favorites' are and you can see managers pushing to advance these people.
5S has been doing regardless our R&D needs: we lost tools and materials along with storage space.
STOP hiring people (especially management) because they were an acquaintance at a former employer. Look to hire from within first. Allow hard working individuals internally an opportunity to advance their career should they be interested in doing so. The disturbing trend lately seems to be bringing in acquaintances from other companies who add absolutely zero value. Anybody can delegate, but are you qualified to do the job? My opinion is employee moral at this office is at an all time low. We are underpaid, overworked. There are a few employees and managers who are either incompetent or simply do not care. I have not figured out which one it is yet. What I have figured out is that it is easier for them to forward an email and have their subordinates run their department versus do their job and actually try to learn the business. It has become a bit comical as these individuals have a reputation for being lazy, but they shielded by those who hired them.
making revenue the sole reason for work
Less meetings (in meeting rooms)
Setting unrealistic production goals that can be met which means we get nothing for bonuses for all the hard work everyone put trying to meet the goal.
They shouldn't say there will be bonuses when there won't be.
Please stop hiring un-qualified managers/supervisors
Yes, please stop moving to goal posts when it comes to the bonus structure. It has gotten to the point where employees are being straight up lied to about what they will possibly see at the end of, what we in Boston would call, a Fricken Pissah Year. We know what the overheads are for this business. We know that management is getting their taste. Wheres ours? We've earned it. More so than anyone that was handed a fat bonus last year. If you want people to continue this amazing trend of 2.8 million dollar months, staying here until 10pm on multiple nights and missing time with their families to make that precious number, its probably a good idea to show that you appreciate it. Pizza doesn't cut it.
Take less of my time for activities which do not contribute to me finishing my work.
1) Stop the deeply flawed mind set amongst certain senior management personnel that an individual's bandwidth, regardless of how thinly stretched it may be, can always be stretched further. This is not only demoralizing and very disrespectful, it's also dangerous. - 2) Stop driving workload and demands thereof so high that one is put into a position of almost certain failure at some level, regardless of how much effort is being put forth. - 3) Stop the "nanny state" mentality, e.g., stop requiring receipt images for every company card transaction. Put a number in here, even if it's only \$25. The daily workload is immense, and taking pictures of a petty purchases, the transaction of which is already captured via Amex, is not a good use of precious time.
It would be good if Servomex would tell the Sales staff before sending marketing blasts into the territory with out telling the Sales staff first.
Respect resources available.

Is there anything you would like Servomex to continue doing?

Channel Patner Conference
SBS
SFDC. Don't stop.
REWARD Employee
Channel partner management
Keep providing great performance reliable product...
Continual improvement
Servomex should be like Serveomex, as a big family.
Servomex business way "B.A.N.T" , but not to implement more complex system. Good business way should be easy understand and flexible to handle day to day work.
Continously imporve
Ask employee for the survey frequently, help employee, then employee will like Servomex more to contribute more .
Success - continue - it is not good when our statement is" we are the best of the worst ".
New products development.
SBS
Being flexible about working from home or in the office allows me to balance my work and private life. I would like for this to continue.
To provide more economic and project management education education, related to the business process for the Sales people, working in different regions.
I like how you can get compensated and acknowledged for good ideas B&As ect.
SBS, communciations, Hoisin Planning, growth - acquisitions
allowing for local organizations to celebrate accomplishments and determine their own way to do ti
SBS, Green belt projects.
There isn't enough work/life balance - we used to have company picnics, Christmas Dinner at a nice restaurant, etc. This made us feel appreciated for all the long hours and hard work we put in when the crunch was on throughout the year. We no longer do either of the above items.
The bonus program based on positive production
There needs to be more communication between groups. They have been more inclusive of other business units that may also be affected. They have made more of an effort but it needs to be continued. We also need to continue to communicate more with each other especially if the information is about product launch and delivery delays.
Best employee recognition program.
I honestly wish I could put something positive here, but Servomex has truly lost sight of what it takes to be "world class".
1) Must maintain momentum on the Servomex Business System (SBS) - 2) Must maintain employee recognition scheme
Supporting it's employees even better that they do.
I like the recognition of B&As and employee of the quarters
Being friendly.
group meeting and lunches together
1) Continue building our quality programs and the assurances they provide. - 2) Continue robust new product development, both internal and via acquisition.
The irritative processes.
Improve Voice of Customer response and actions.

Are there any general comments you would like to add?

Buy PEAK (our competitor who produce GCs). The product is much much better than KA. - Price competitive in the market and the share holders were looking for buyer now. - At least, they don't spend more than 6 months to delivery one GC.
contribution to the end user and exploiting more market application area.
Leadership is key to continue business operation in China
I believe we are still good but...business quality is Being degraded.... - To be wonder real situation & what customer feel & think who know Servomex longer..
Need more resources in Singapore office. - Most staff are working >10 hours per day. -
All individual have their different business directly that cannot achieve Servomex success. Factory is delaying delivery, not understand customer requirement. Analyzer manuals is our last resource to have quick answer, but this important manual is always give wrong information. SAP analyzer configuration is too complex to understand and customer cannot understand at all.
flexible work
work life balance - how do the Canadian do it - 5pm every night the laptop shut (so I have heard) . If we can find out how other nations survive rather being exhausted all the time .
Servomex is an interesting company to work for. I really like my job and the interaction I have with my customers. I get the appreciation from my customers regarding my good work and commitment I have towards them. This is highly appreciated by the customers. This should be recognised by management as well. The only thing Servomex is worried about is reaching targets. Building good solid and decent analysers again has become not so important anymore I think. This should change!
Servomex should rise headcount in system department. because too slow quoting and response to emails. Further I do not know how long my new CSR will have fun at work with this high workload. - - I recognize that Servomex in general has a high employee fluctuation. This is bad for company and customers. -
Servomex could be a great place to work if you didn't need to be essentially on the clock 24/7 just to keep up with the work load. Vacation time just means I can work from home those days
not at the moment
In my lengthy tenure at Servomex I have witnessed significant turn over from the top down. The issue I find most disappointing is how severely mismanaged this company has become. Senior level management has no regard for what it takes to complete the job. The focus is geared on how soon an order can ship instead of focusing on quality and customer satisfaction. Focusing on revenue is important, but when that begins to negatively impact quality it drives away loyal customers.
Great people, nice atmosphere...but we are over committed.
I have a wide variety of responsibilities. Question 3 of this survey only allowed for one selection. In my case, there were four selection that best described and cover all of my responsibilities. Field Service / Inside Sales / Customer Support; Service and Repair; Logistics / Purchasing / Quality Systems Design; Administration / Management / HR / Finance and IT. It's difficult for me to appreciate how this survey can provide the necessary information adequately if a person can only make one selection or if multiple departments are grouped together.
I very much look forward to coming to work and to help Servomex succeed
Currently there are not any incentives to continue working for Servomex over another employer. Pay is below average, benefits are about average and anytime your bonus is called a scheme, you know you will never see it. I enjoy what I do and I am loyal to Servomex, but it would take much to move on.
Leadership starts with great management. The company has a best friend trend. They hire each other
I am new to the company and my biggest impression here is that there are a lot of issues that could easily be avoided if people only communicated better with each other.
Overall, Servomex is a good company but some of the managers need training on how to treat employees and show that they will be fair in all the decisions they make.
I would like to see less bureaucracy and more practicality.

Ever since Servomex was rebranded the sales pitch has been to become world class. To do so a company must have enough people. Our lean head count does not support the business model we are continually trying to achieve. A lean workforce can only do so much before efficiency suffers and people become frustrated and burned out. The answer an already underpaid, overworked and lean workforce is not overtime. HIRE MORE PEOPLE. I am all for aggressive financial targets, but they should be realistic. The focus now is on numbers instead of quality. I am a firm believer in that quality brings repeat business which in turn generates more revenue. What good does it do to push an order out the door that is incomplete or poorly fabricated just to meet a monthly or quarterly financial target? I have seen first hand customers take their business to a competitor because quality was sacrificed to ship an order.

I have too much to do. The expectations for new product release are so high and the time is so short that I sometimes feel I will not be able to do everything properly. Product specifications or requirements are not clearly spelled out because we do not have time to do so.

Peace ,Love and Happiness- Together we are ONE .

Reduce time required to setup a new computer.

Quality and TEAM work is critical for success.

Appendix 4 – Explanation of Uniform Distribution

The survey uses a statistical process known as uniform distribution to assign a single score. It is designed to weight the responses. Each of the responses is given a weighting as follows:

Strongly Agree – 4

Agree – 3

Neither agree nor disagree – 2

Disagree – 1

Strongly disagree – 0

The total number of people answering each response is multiplied by the weighting and the sum of these is expressed as a % of the total possible score. Thus if everyone responded “Strongly Agree” then the score would be 100% and if half responded “Strongly Agree” and half “Agree” then the score would be 87.5%.

In the graphics the results are grouped into bands. The band levels can be set at any level that an organisation wishes, but those used for this survey are set out below. The important point is that the system highlights the relationship between responses.

	Blue	More than 75%	Excellent
	Green	60% - 75%	On track
	Amber	40% - 60%	Needs attention
	Red	Less than 40%	Needs urgent action

This system provides reports with a strong visual impact and they generally “speak for themselves”. When reviewing the data it is important to look beyond the immediate visual impact and look for issues and reasons that lie behind trends. It is usually best not to over analyse data in order to avoid becoming bogged down in too much detail and one should always look at the distribution of responses as well as the score.

It is a feature of this type of report that as one drills down through the locations and indicators that there is greater degree of variation in scores. This allows for detailed action planning for improvement.

Example calculation

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	
10	10	10	10	10	50 x 4 respondents
x 4	x 3	x 2	x 1	x 0	Weighting
40	30	20	10	0	100

Therefore a perfect score would be $50 \times 4 = 200$ whilst that achieved is 100. The score therefore is $100/200 = 50\%$