

Total Reward Case Study

Project

As part of the process of developing the Total Reward Toolkit, OPSR commissioned Hay Group to pilot the Hay/OPSR Engaged Performance® Diagnostic Questionnaire in four public sector organisations, using an internet-only version of the Questionnaire.

South Tyneside Borough Council was one of the selected pilots. Hay was invited to survey 237 management employees, of whom 66% responded.

Summary

South Tyneside Borough Council had the highest response rate, possibly because the Questionnaire surveyed a predominantly desk-bound management population who had constant internet access. The results were mixed, providing favourable feedback on some aspects of the reward mix, along with opportunities for improvement.

Detail

The Questionnaire contains 66 core questions, examining the extent to which the organisation demonstrates the six dimensions of the Engaged Performance® model. It also has seven demographic questions (which can be used for the segmenting of results), and a priority question, asking respondents to rate the three most important factors.

The particular strengths within South Tyneside were:

- Opportunity to do interesting work (Quality of Work);
- Level of support received from immediate colleagues (Quality of Work);
- Management expects a high level of performance (Quality of Work).

The most unfavourable scores were for:

- Relationship between performance and pay (Tangible Rewards);
- Enough time to perform the tasks expected (Quality of Work);
- Organisation has a good recognition scheme for one-off achievements (Tangible Rewards).

The areas selected as priorities by employees were:

- Manageable workload (42%);
- Competitiveness of pay (26%);
- Feeling work is valued / Physical work environment / Incentives for high performance (all 17%);.

Learning Points

The internet Diagnostic Questionnaire worked well in South Tyneside, possibly because:

- Management employees may be more likely to complete such questionnaires;
- The surveyed employees had access to the survey from their desks, which gave them greater

discretion over when to complete it;

- the Pilot Sponsor was very keen to be a part of the Pilot process, so made a greater effort to encourage participation (unfortunately, this individual has since left the organisation, which may make acting on the outcomes more difficult).