



PULSE Engagement Survey 2023

Manager Score Card

Direct Reports to

NILESH DAGA

FIN

Overview

Thank you for completing the recently held PULSE Engagement Survey 2023 run by People Business in Bajaj Auto Ltd.. This document is your workgroup level (team) scorecard. This scorecard will help you better understand and improve the engagement levels in your workgroup.

Introduction:

Employee Engagement today is a critical element that helps build personal & psychological connection to work which when successfully created in a work environment ensures that individuals invest completely in their work to become highly productive. The Employee Engagement model at Bajaj Auto Ltd. looks at 18 critical dimensions that help measure engagement at the workplace. These dimensions and the resultant outcomes are as follows:

Dimensions	
Pride	Advocacy
Managing Performance	Health & Well-being
Diversity & Inclusion	Autonomy & Empowerment
Quality of Work	Recognition
Career Growth & Development	Purpose
Communication	Focus
Decision-making	Ethics
Openness & Approachability	Collaboration
Respect	Manager support

Reading the Scorecard

PULSE Engagement Survey 2023 survey consists of 27 questions split across 18 dimensions and 1 open ended questions.

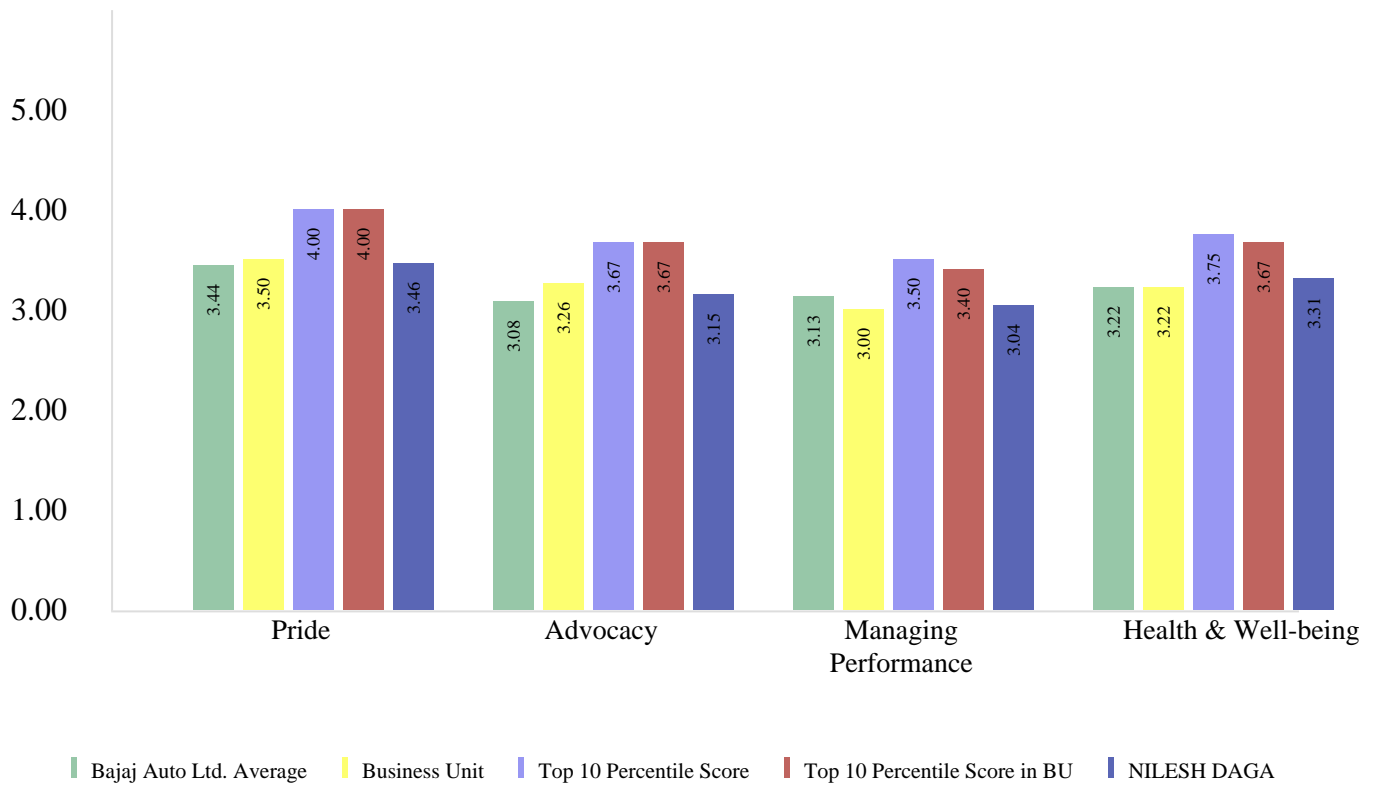
Scale Used



Definitions

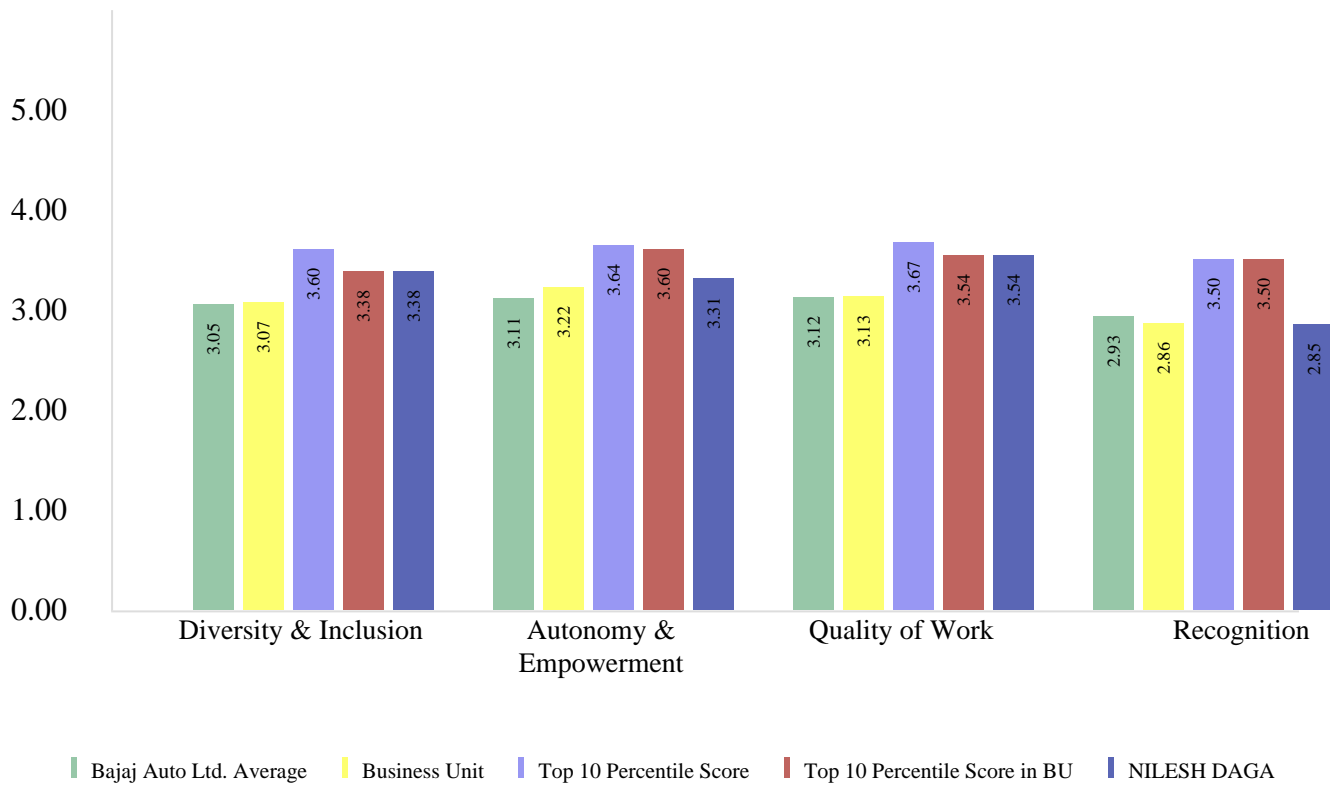
- o **N** : number of response for each group
- o **Top 10 Percentile in Bajaj Auto Ltd.** : The 90th Percentile score for a particular dimension across the entire organization
- o **Top 10 Percentile in Business Unit** : The 90th Percentile score for a particular dimension across the business unit the manager belongs to
- o **Business Unit Average** : The average score for a particular dimension across the business unit the manager belongs to
- o **Bajaj Auto Ltd. Average**: The average score for a particular dimension across the entire organization

Scores by Dimensions



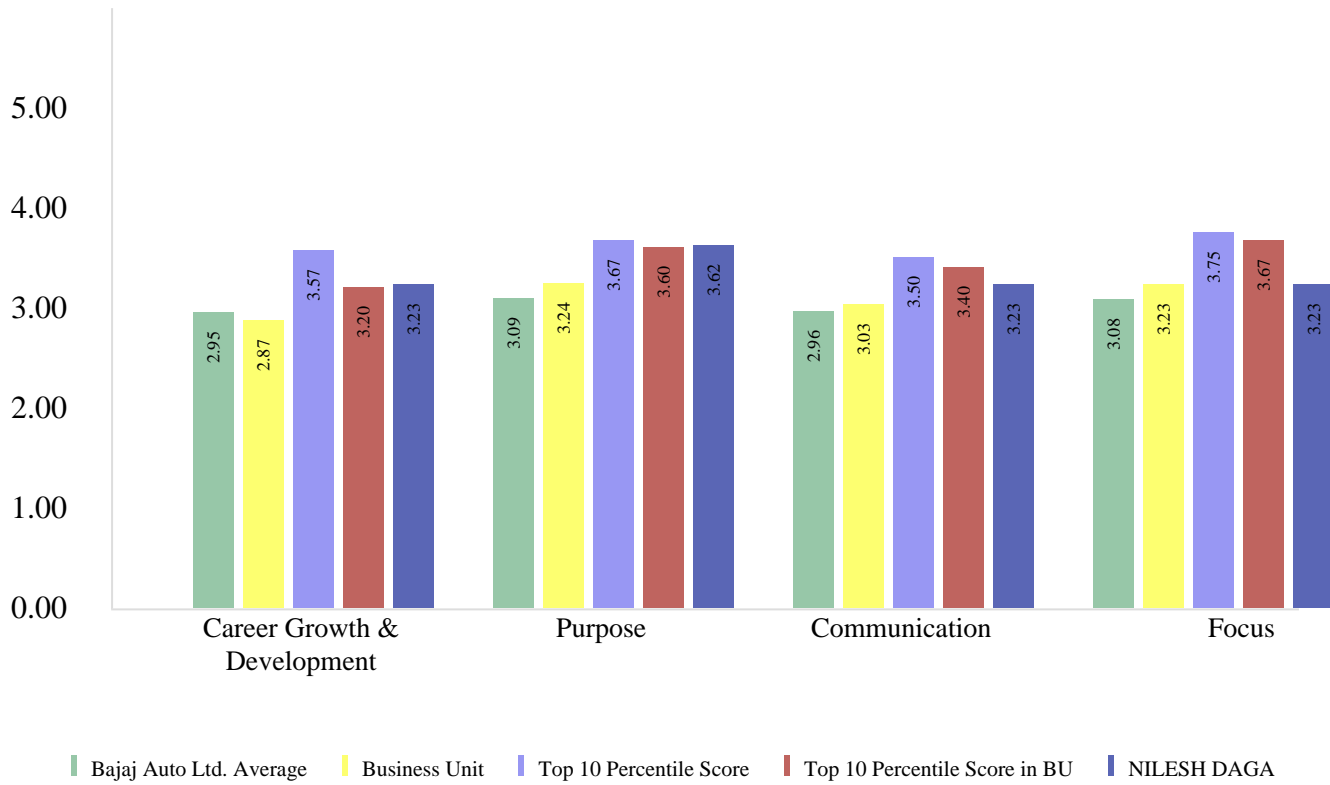
	Pride	Advocacy	Managing Performance	Health & Well-being
NILESH DAGA (N = 13)	3.46	3.15	3.04	3.31
Top 10 Percentile Score (N = 2433)	4.00	3.67	3.50	3.75
Top 10 Percentile Score in BU (N = 86)	4.00	3.67	3.40	3.67
Business Unit Average (N = 86)	3.50	3.26	3.00	3.22
Bajaj Auto Ltd. Average (N = 2433)	3.44	3.08	3.13	3.22

Scores by Dimensions



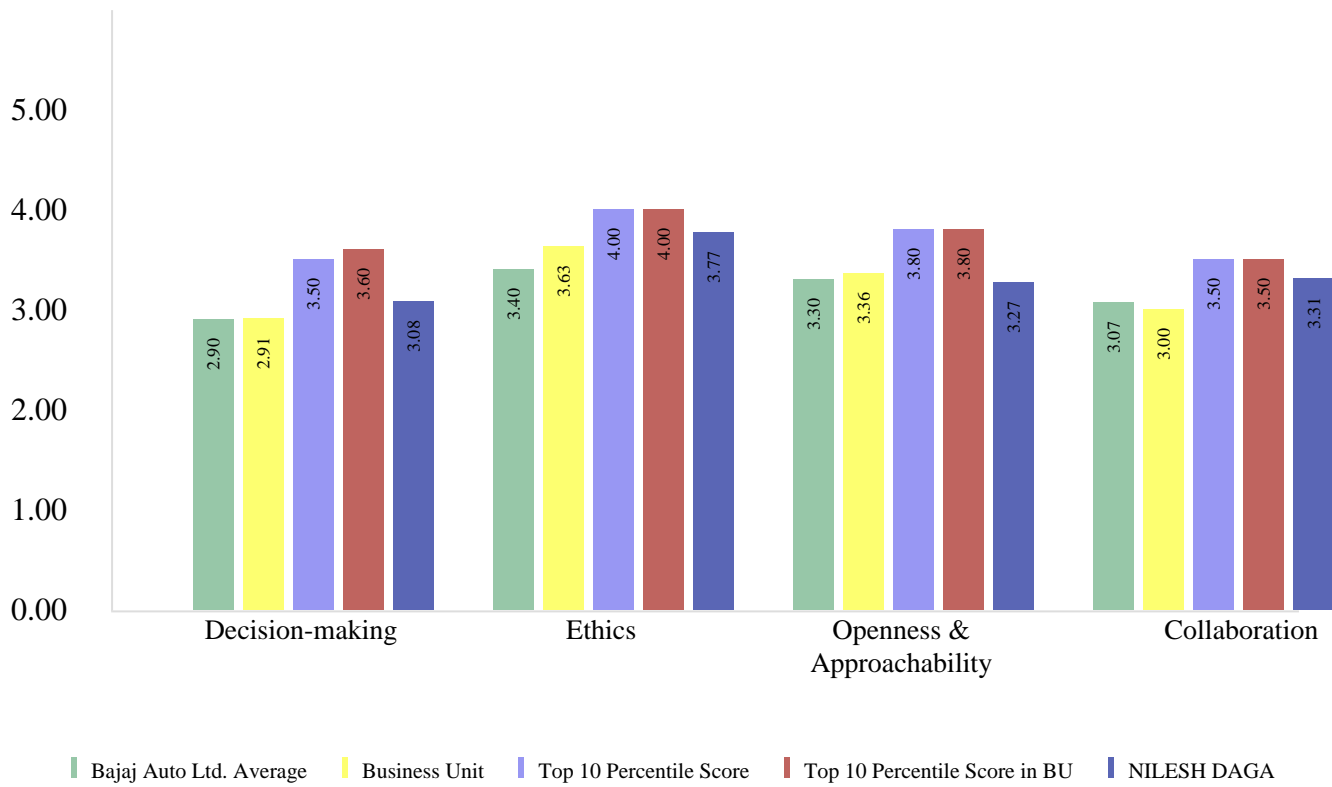
	Diversity & Inclusion	Autonomy & Empowerment	Quality of Work	Recognition
NILESH DAGA (N = 13)	3.38	3.31	3.54	2.85
Top 10 Percentile Score (N = 2433)	3.60	3.64	3.67	3.50
Top 10 Percentile Score in BU (N = 86)	3.38	3.60	3.54	3.50
Business Unit Average (N = 86)	3.07	3.22	3.13	2.86
Bajaj Auto Ltd. Average (N = 2433)	3.05	3.11	3.12	2.93

Scores by Dimensions



	Career Growth & Development	Purpose	Communication	Focus
NILESH DAGA (N = 13)	3.23	3.62	3.23	3.23
Top 10 Percentile Score (N = 2433)	3.57	3.67	3.50	3.75
Top 10 Percentile Score in BU (N = 86)	3.20	3.60	3.40	3.67
Business Unit Average (N = 86)	2.87	3.24	3.03	3.23
Bajaj Auto Ltd. Average (N = 2433)	2.95	3.09	2.96	3.08

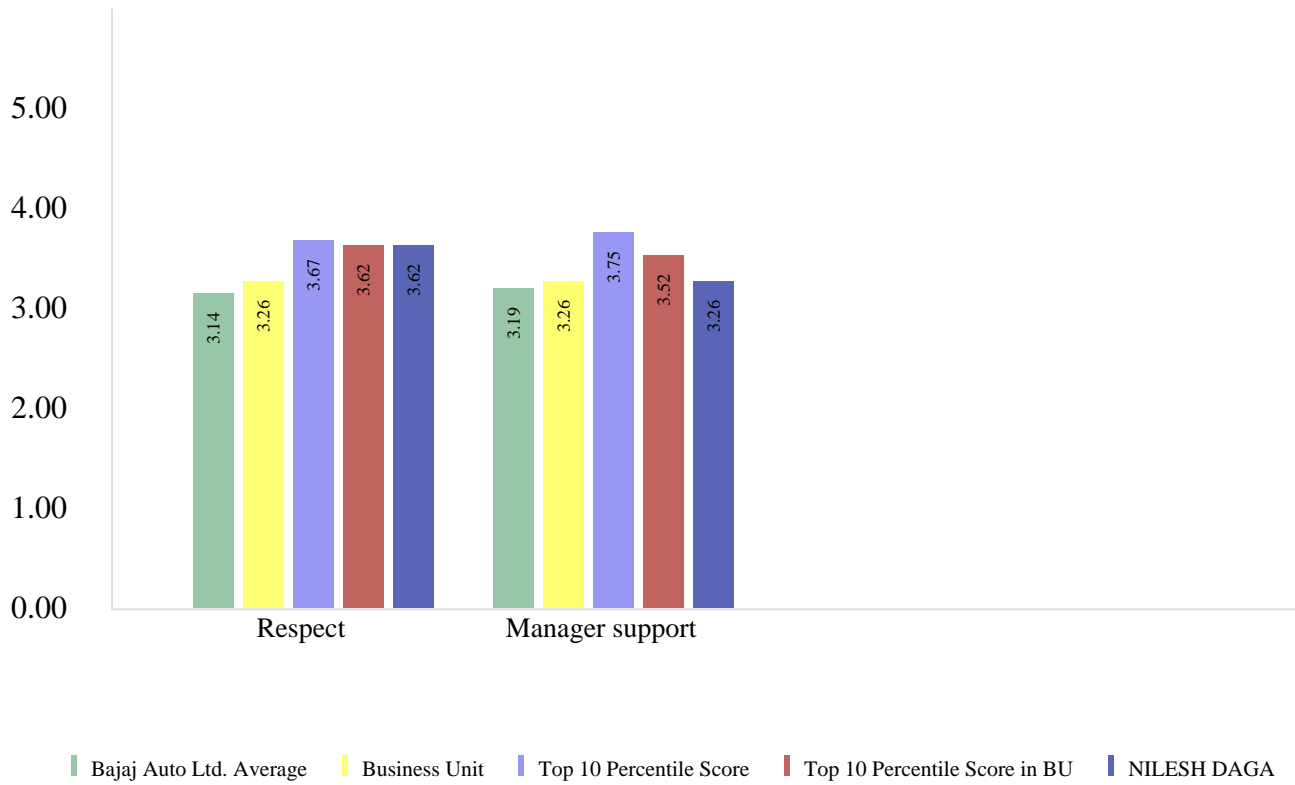
Scores by Dimensions



■ Bajaj Auto Ltd. Average ■ Business Unit ■ Top 10 Percentile Score ■ Top 10 Percentile Score in BU ■ NILESH DAGA

	Decision-making	Ethics	Openness & Approachability	Collaboration
NILESH DAGA (N = 13)	3.08	3.77	3.27	3.31
Top 10 Percentile Score (N = 2433)	3.50	4.00	3.80	3.50
Top 10 Percentile Score in BU (N = 86)	3.60	4.00	3.80	3.50
Business Unit Average (N = 86)	2.91	3.63	3.36	3.00
Bajaj Auto Ltd. Average (N = 2433)	2.90	3.40	3.30	3.07

Scores by Dimensions



	Respect	Manager support
NILESH DAGA (N = 13)	3.62	3.26
Top 10 Percentile Score (N = 2433)	3.67	3.75
Top 10 Percentile Score in BU (N = 86)	3.62	3.52
Business Unit Average (N = 86)	3.26	3.26
Bajaj Auto Ltd. Average (N = 2433)	3.14	3.19

Engagement Survey Statements

NILESH DAGA (Base = 13)

Questions/Statements	Dimension	Manager Score	Business Unit Score	Bajaj Auto Ltd. Overall Score
Q1) I feel proud to be a part of Bajaj Auto	Pride	3.46	3.50	3.44
Q2) I will recommend Bajaj Auto as a great place to work	Advocacy	3.15	3.26	3.08
Q3) I know what is expected of me in my role	Managing Performance	3.15	3.22	3.26
Q4) High performers are valued at Bajaj Auto	Managing Performance	2.92	2.78	3.00
Q5) Safety and health of employees are a priority at Bajaj Auto	Health & Well-being	3.31	3.22	3.22
Q6) Bajaj Auto encourages & promotes an inclusive work environment	Diversity & Inclusion	3.38	3.07	3.05
Q7) I have the tools and resources I need to carry out my work effectively.	Autonomy & Empowerment	3.31	3.16	3.05
Q8) I am given the necessary authority to carry out my work effectively.	Autonomy & Empowerment	3.31	3.28	3.16
Q9) I get the opportunity to do best in class work at Bajaj Auto	Quality of Work	3.54	3.13	3.12
Q10) I am recognized for my contribution	Recognition	2.85	2.86	2.93
Q11) At Bajaj Auto, I receive adequate learning and development opportunities	Career Growth & Development	3.23	2.87	2.95
Q12) I feel connected with the vision of Bajaj Auto	Purpose	3.62	3.24	3.09
Q13) I believe that the leadership communicates effectively with the rest of the organization	Communication	3.23	3.03	2.96
Q14) I have full confidence in the Management's business decisions	Focus	3.23	3.23	3.08
Q15) I am satisfied with the speed of decision making in Bajaj Auto	Decision-making	3.08	2.91	2.90

Engagement Survey Statements

NILESH DAGA (Base = 13)

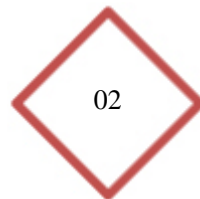
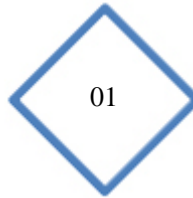
Questions/Statements	Dimension	Manager Score	Business Unit Score	Bajaj Auto Ltd. Overall Score
Q16) I believe that Bajaj Auto is an ethical organization	Ethics	3.77	3.63	3.40
Q17) My immediate manager is open to my opinions	Openness & Approachability	3.23	3.36	3.34
Q18) I feel free to approach leaders/seniors at Bajaj Auto	Openness & Approachability	3.31	3.36	3.26
Q19) Co-workers here support each other to achieve organizational goals	Collaboration	3.46	3.20	3.25
Q20) There is adequate and timely exchange of information across teams	Collaboration	3.15	2.80	2.90
Q21) People are treated with respect at Bajaj Auto	Respect	3.62	3.26	3.14
Q22) My Manager cares about me as a person	Manager support	3.38	3.37	3.32
Q23) My Manager encourages my development	Manager support	3.31	3.35	3.25
Q24) My manager sets clear and stretch goals for the team	Manager support	3.38	3.31	3.20
Q25) I regularly receive constructive performance feedback	Manager support	3.00	2.91	2.96
Q26) My manager provides necessary support and guidance	Manager support	3.23	3.34	3.25

The Steps Ahead...

So where do you start? Begin by reading and understanding your scorecard. Understand where you stand against the benchmarked scores. Then think of who could best help you understand your development areas. Don't think too narrowly. Apart from your work peers and reporting manager, you may also want to seek people inputs outside your immediate work group, family, and circle of friends if necessary. Once you have taken their feedback, sit back and reflect on the same. Finally make an action plan with your team members and you may want to use the checklist provided to you next, to review the same.

UNDERSTAND

This report provides a summary of your team's feedback to help you understand their views of what is done well, and what could be done better. Read and understand the scores in your report against the benchmarked scores.

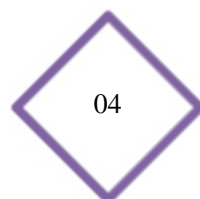
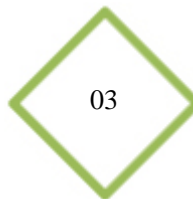


FEEDBACK

Once you have thoroughly read your scorecard, you can approach your reporting manager for an open discussion and ask for feedback on your scorecard. You could also approach your peers at work and discuss the same.

REFLECT

Spend some time reflecting on the feedback you have gathered. This is the basic starting point of your journey. Reflecting will help you understand what areas you need work on, and make this process a fulfilling and constructive one.



ACTION PLAN

Finally, sit with your team members and understand their views. Start with identifying and coming up with a joint plan on 2 to 3 actions in response to your team's survey results. Review the action plan weekly.

The Engagement Checklist

01

Share a compelling vision/plan and also ensure consistent messaging around the same

02

During Goal Setting, align each individual's SMART goals with the overall organizational goal and make the process transparent

03

Have regular informal conversations with team members regarding the organization vision

04

Encourage people to include individual learning goal as part of development plan

05

To be an active Listener rather than defend or condemn

06

Encourage team members to take responsibility, and work through problems or issues on their own, or collaboratively

07

Recognize performance, monitor development progress and give feedback on the results

08

Plan non-work activities that foster relationships and make the team stronger

09

Do not ask your subordinates to do anything that you would not do yourself, Be approachable to employees and take feedback directly