



Employee Engagement Survey

Manager Score Card

**Direct Reports to
Shirley Thomas**

Overview

Thank you for completing the recently held Employee Engagement Survey run by People Business in HDB Finance. 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 HDB Finance looks at 17 critical dimensions that help measure engagement at the workplace. These dimensions and the resultant outcomes are as follows:

Dimensions	
Advocacy	Loyalty
Pride	Overall Satisfaction
Execution	Simplicity
Humility	Integrity
Respect	Excellence
Manager Effectiveness	Customer Focus
Learning & Growth	Performance & Career
Support	Team Work
Care	

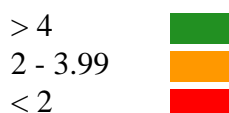
Reading the Scorecard

The Employee Engagement Survey survey consists of 38 questions split across 17 dimensions and 2 overriding statements.

Scale Used



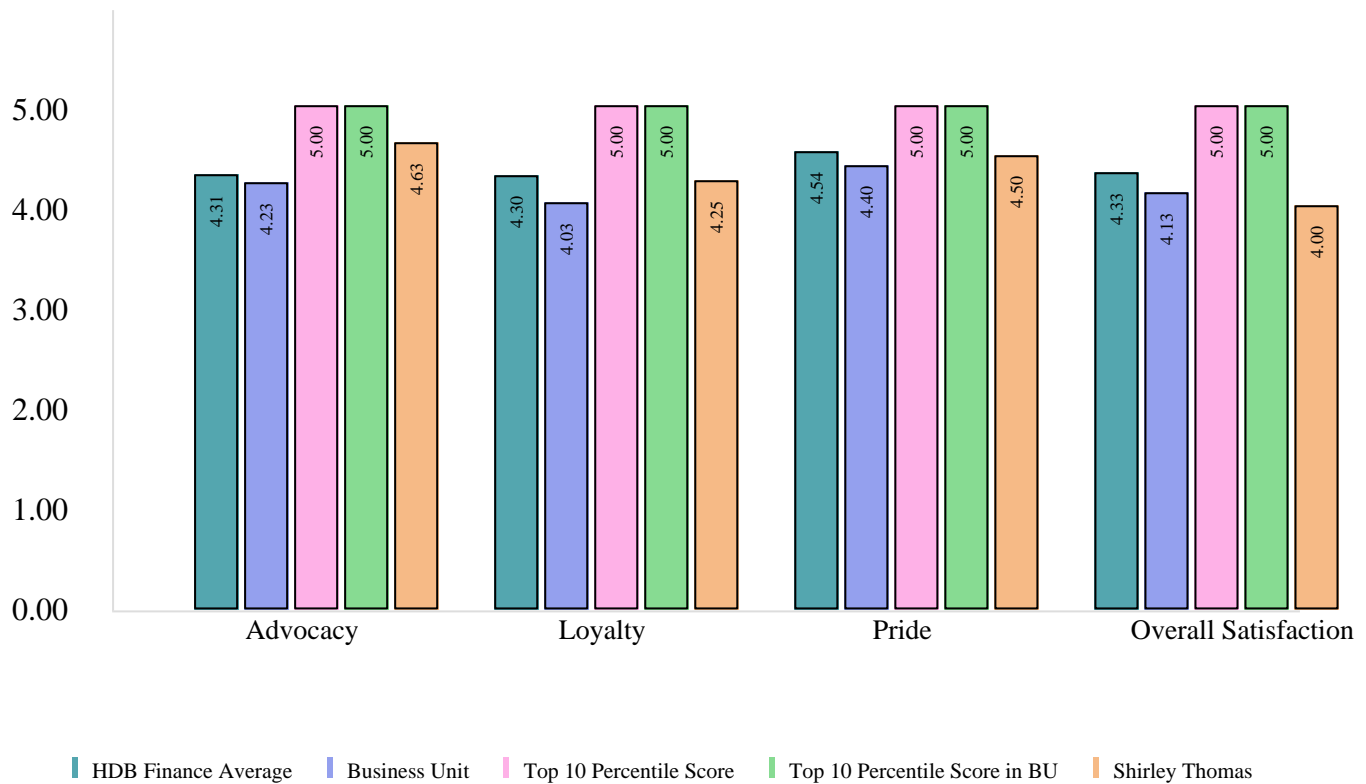
Average Ratings



Definitions

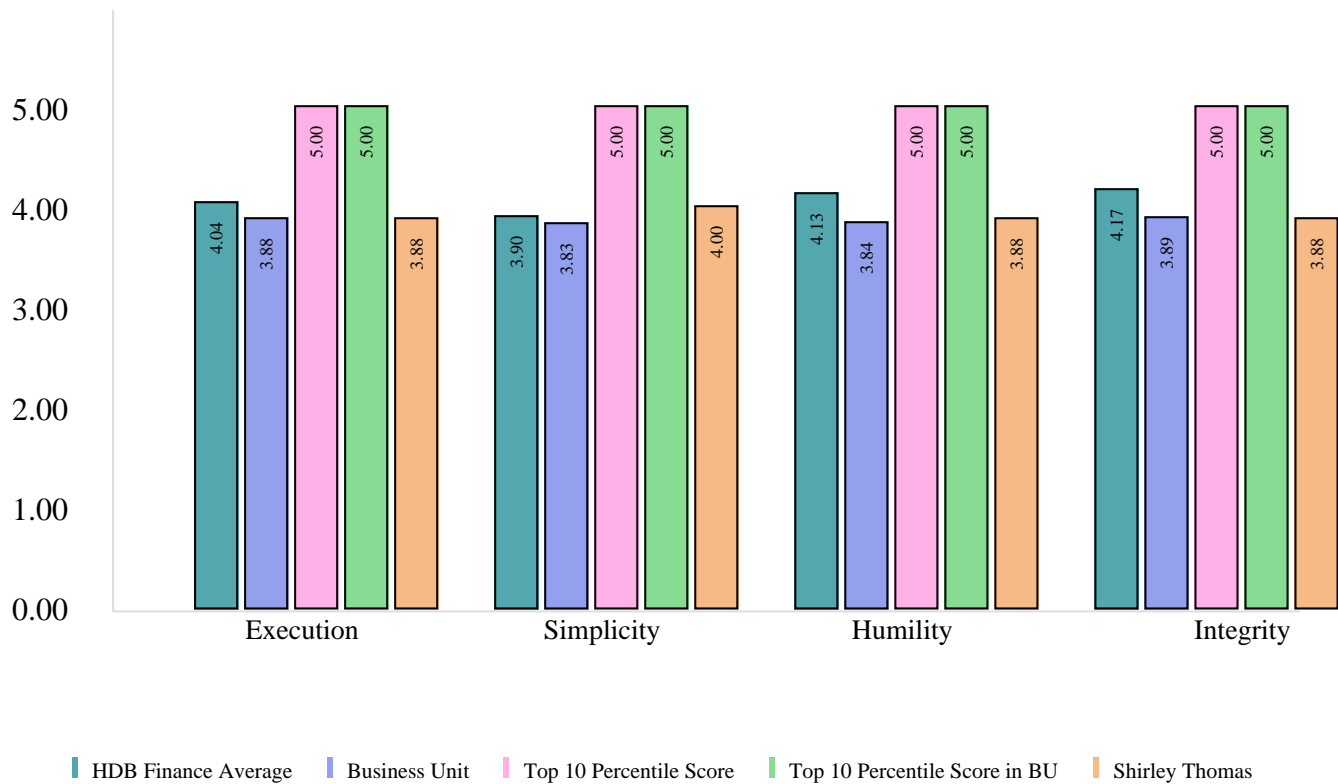
- **N** : number of response for each group
- **Top 10 Percentile** : The 10th Percentile score across the entire organization on the particular dimension
- **Top 10 Percentile in Business Unit** : The 10th Percentile score on the particular dimension across the BU the manager belongs to
- **Business Unit Average** : The average score on the particular dimension across the Business Unit for manager belongs to
- **HDB Finance Average**: The average score on the particular dimension across the entire organization on the particular dimension

Scores by Dimensions



	Advocacy	Loyalty	Pride	Overall Satisfaction
Shirley Thomas (N = 8)	4.63	4.25	4.50	4.00
Top 10 Percentile Score (N = 3413)	5.00	5.00	5.00	5.00
Top 10 Percentile Score in BU (N = 96)	5.00	5.00	5.00	5.00
Business Unit Average (N = 96)	4.23	4.03	4.40	4.13
HDB Finance Average (N = 3413)	4.31	4.30	4.54	4.33

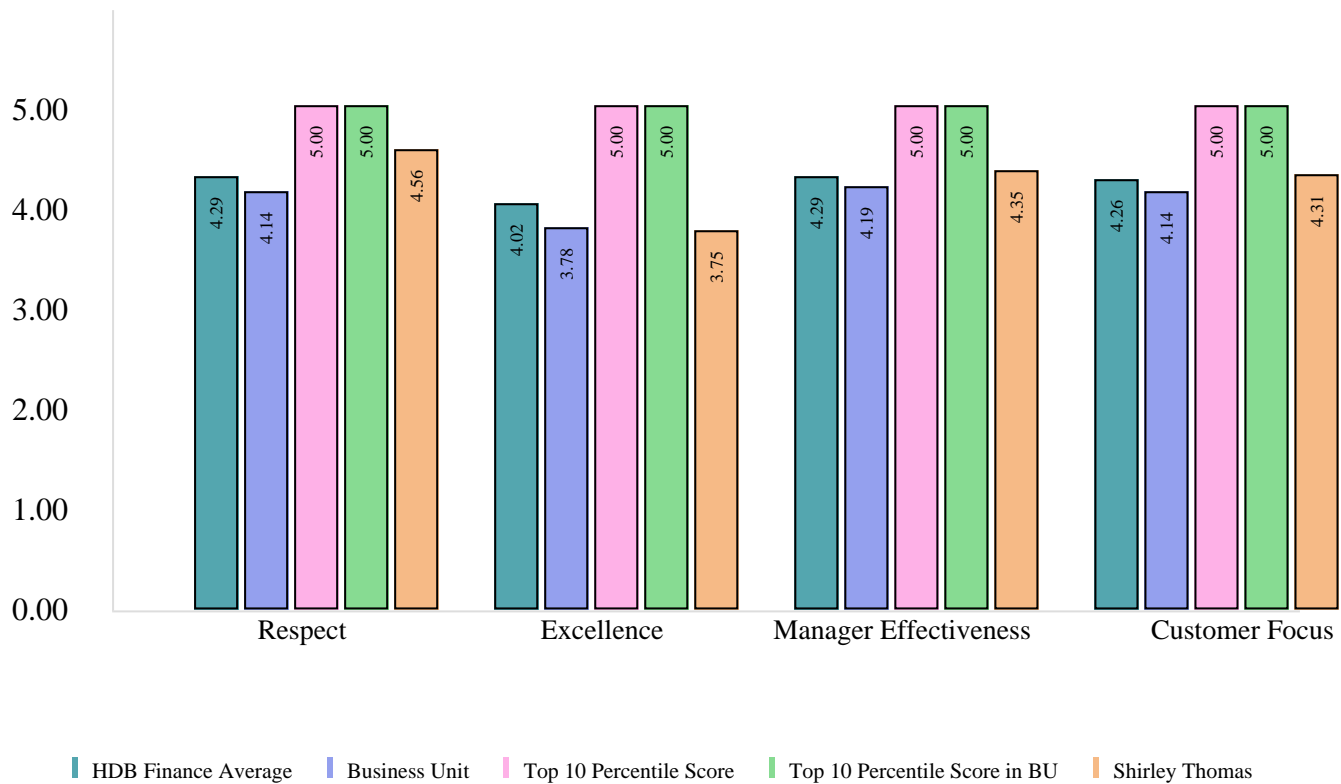
Scores by Dimensions



■ HDB Finance Average ■ Business Unit ■ Top 10 Percentile Score ■ Top 10 Percentile Score in BU ■ Shirley Thomas

	Execution	Simplicity	Humility	Integrity
Shirley Thomas (N = 8)	3.88	4.00	3.88	3.88
Top 10 Percentile Score (N = 3413)	5.00	5.00	5.00	5.00
Top 10 Percentile Score in BU (N = 96)	5.00	5.00	5.00	5.00
Business Unit Average (N = 96)	3.88	3.83	3.84	3.89
HDB Finance Average (N = 3413)	4.04	3.90	4.13	4.17

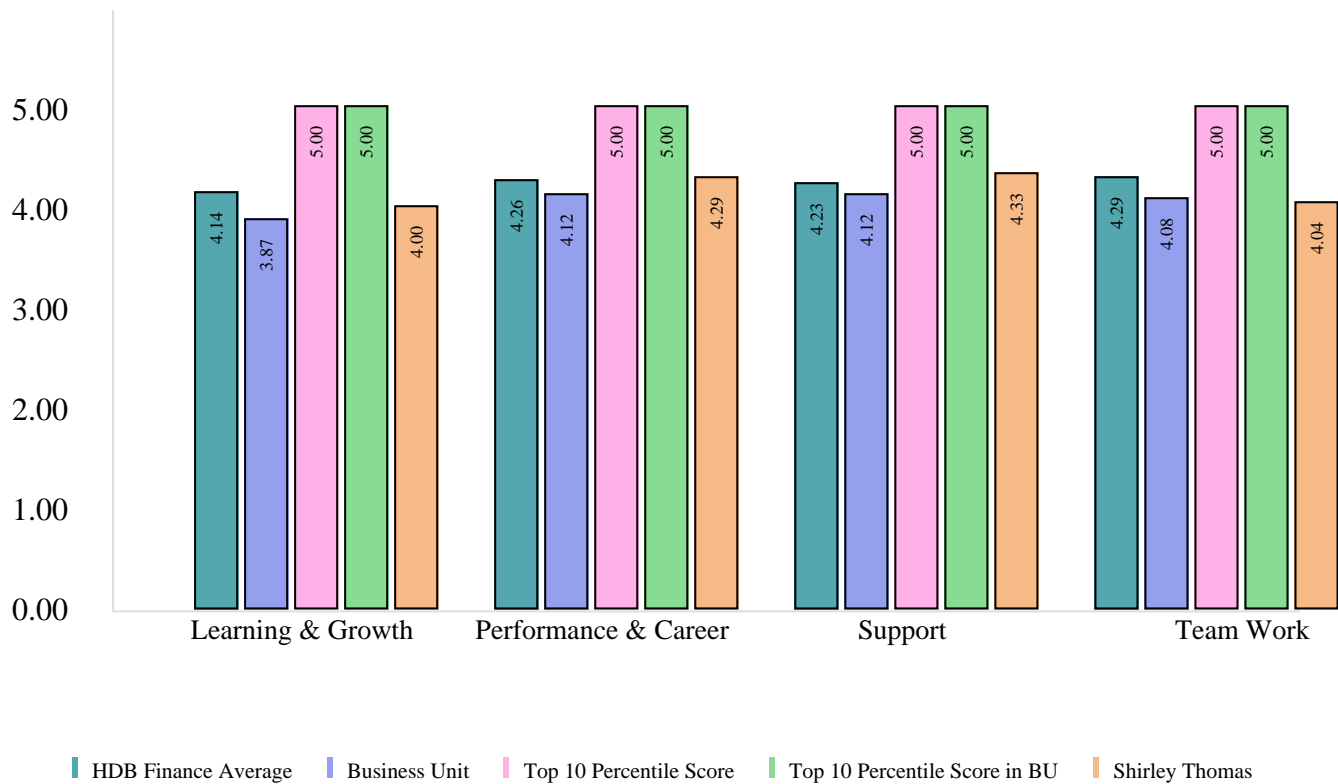
Scores by Dimensions



■ HDB Finance Average ■ Business Unit ■ Top 10 Percentile Score ■ Top 10 Percentile Score in BU ■ Shirley Thomas

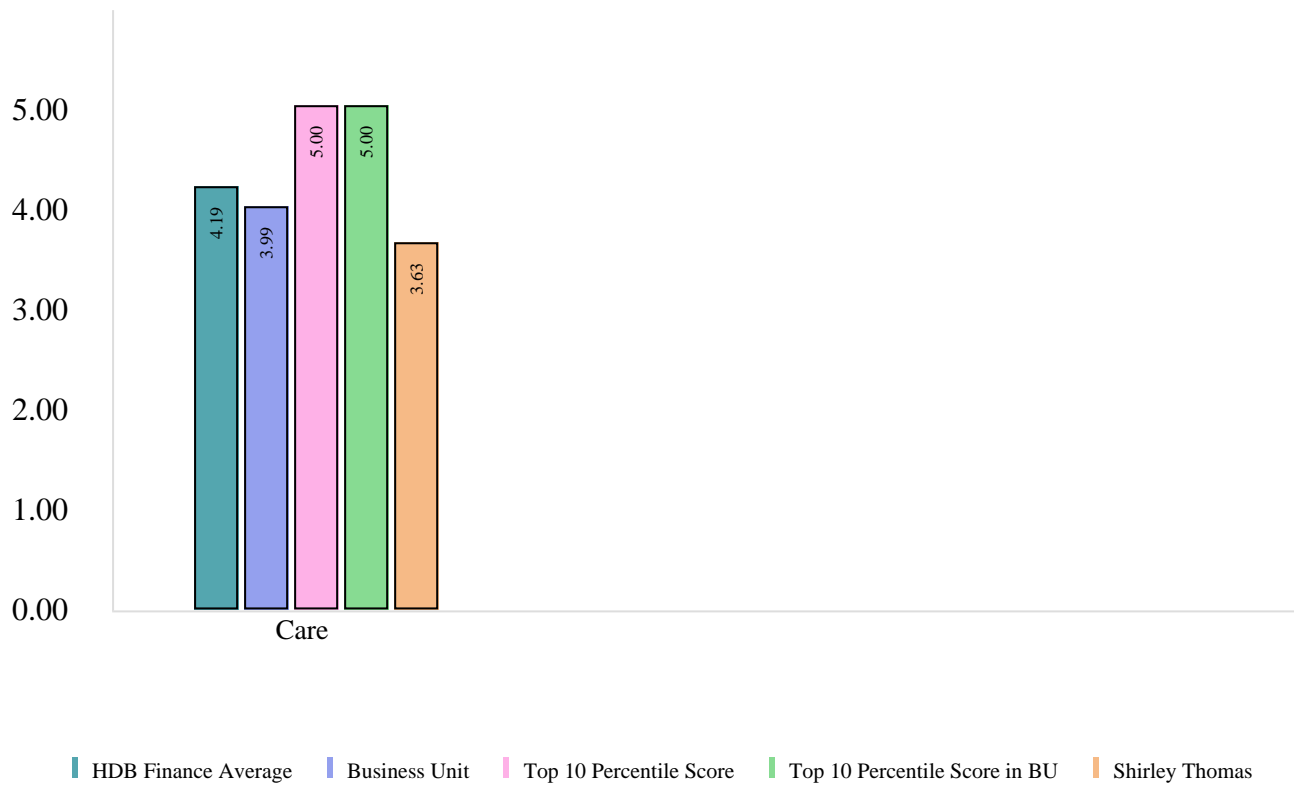
	Respect	Excellence	Manager Effectiveness	Customer Focus
Shirley Thomas (N = 8)	4.56	3.75	4.35	4.31
Top 10 Percentile Score (N = 3413)	5.00	5.00	5.00	5.00
Top 10 Percentile Score in BU (N = 96)	5.00	5.00	5.00	5.00
Business Unit Average (N = 96)	4.14	3.78	4.19	4.14
HDB Finance Average (N = 3413)	4.29	4.02	4.29	4.26

Scores by Dimensions



	Learning & Growth	Performance & Career	Support	Team Work
Shirley Thomas (N = 8)	4.00	4.29	4.33	4.04
Top 10 Percentile Score (N = 3413)	5.00	5.00	5.00	5.00
Top 10 Percentile Score in BU (N = 96)	5.00	5.00	5.00	5.00
Business Unit Average (N = 96)	3.87	4.12	4.12	4.08
HDB Finance Average (N = 3413)	4.14	4.26	4.23	4.29

Scores by Dimensions



	Care
Shirley Thomas (N = 8)	3.63
Top 10 Percentile Score (N = 3413)	5.00
Top 10 Percentile Score in BU (N = 96)	5.00
Business Unit Average (N = 96)	3.99
HDB Finance Average (N = 3413)	4.19

Employee Engagement Report Statements

Shirley Thomas (Base = 8)

Questions/Statements	Dimension	Manager Score	Business Unit Score	HDB Finance Overall Score
Q1) I would recommend my company to my family and friends for work.	Advocacy	4.63	4.23	4.31
Q2) Two years from now, I see myself continuing to work for my company.	Loyalty	4.25	4.03	4.30
Q3) I feel proud to be a part of HDB Financial Services.	Pride	4.50	4.40	4.54
Q4) I am satisfied with my company as a place to work.	Overall Satisfaction	4.00	4.13	4.33
Q5) My company strives to deliver the highest standards of service through efficient and timely execution.	Execution	3.75	3.82	4.07
Q6) In my company we are constantly looking for simpler ways of doing things.	Execution	4.00	3.93	4.00
Q7) My company removes complexity from processes & procedures to be more accessible to employees & customers.	Simplicity	4.00	3.83	3.90
Q8) People in my company conduct themselves in a manner that reflects the spirit of inclusion & respect.	Humility	3.88	3.84	4.13
Q9) I believe the people in my company are honest, transparent, and ethical, and they have the highest standard of professional conduct.	Integrity	3.88	3.89	4.17
Q10) I think my company values those who contribute to building business and driving the company's goals.	Respect	4.63	4.24	4.28
Q11) I feel we respect our people's individuality and operate in a spirit of teamwork.	Respect	4.50	4.03	4.30
Q12) I believe people in my company pursue excellence and challenge themselves to flawless execution.	Excellence	4.25	4.06	4.15
Q13) The decision-making process in my company is fast and smooth.	Excellence	3.25	3.49	3.89
Q14) My manager is open to my ideas/ opinions.	Manager Effectiveness	4.38	4.24	4.33
Q15) My manager responds to my concerns and suggestions.	Manager Effectiveness	4.50	4.32	4.34

Employee Engagement Report Statements

Shirley Thomas (Base = 8)

Questions/Statements	Dimension	Manager Score	Business Unit Score	HDB Finance Overall Score
Q16) My manager encourages collaboration and teamwork.	Manager Effectiveness	4.38	4.29	4.38
Q17) My manager is able to influence others in an effective manner.	Manager Effectiveness	4.38	4.09	4.19
Q18) My manager coaches me to build my skills.	Manager Effectiveness	4.25	4.13	4.27
Q19) My manager helps me in developing my career.	Manager Effectiveness	4.25	4.07	4.25
Q20) I believe we aim to consistently exceed our goals and the expectations of our customers, colleagues, and stakeholders.	Customer Focus	4.38	4.22	4.31
Q21) My company is committed to providing high-quality service to its customers.	Customer Focus	4.25	4.06	4.22
Q22) My company does a good job of developing people for leadership positions.	Learning & Growth	3.75	3.78	4.17
Q23) I believe that I have adequate opportunities for career growth in my company.	Learning & Growth	4.00	3.84	4.21
Q24) I have received adequate technical/functional training necessary to do my job well.	Learning & Growth	4.00	3.77	3.94
Q25) I am encouraged to upgrade my skills and learn new & better ways of completing my tasks.	Learning & Growth	4.25	4.07	4.23
Q26) I know what is expected of me when it comes to my roles and responsibilities.	Performance & Career	4.25	4.43	4.45
Q27) I get meaningful and constructive feedback on my performance.	Performance & Career	4.38	4.04	4.22
Q28) I feel the career opportunities in my company goes to the most deserving people.	Performance & Career	4.25	3.90	4.13
Q29) I am given the necessary authority to carry out my work effectively.	Support	4.38	4.17	4.20
Q30) I have the resources I need to carry out my work right.	Support	4.13	3.97	4.11

Employee Engagement Report Statements

Shirley Thomas (Base = 8)

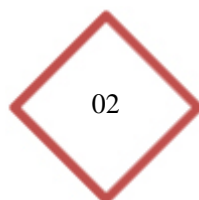
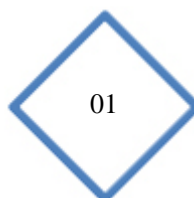
Questions/Statements	Dimension	Manager Score	Business Unit Score	HDB Finance Overall Score
Q31) I am encouraged to take on additional responsibilities in my job to ensure the organization's goals are met.	Support	4.50	4.22	4.37
Q32) In my team, there is trust between the team members.	Team Work	4.63	4.23	4.45
Q33) We work well as a team, across departments and functions.	Team Work	3.88	4.08	4.22
Q34) There is adequate and timely exchange of information and knowledge between teams to carry out work well.	Team Work	3.63	3.93	4.21
Q35) My company makes effort to support my well-being.	Care	3.75	3.97	4.21
Q36) The company takes care of its employees in times of need.	Care	3.50	4.01	4.17

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.

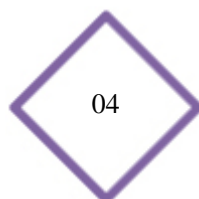
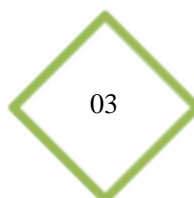


FEEDBACK

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