Appendix C

External Benchmarking

1. The survey measured a wide range of engagement drivers and these have been grouped into themes in **Table 7** below. Results have been calculated as the average score for all engagement driver questions within each theme and benchmarked with other external organisations' average engagement scores (for those who have used People Insight). The results show that MFRA's top Engagement themes are:

- **Goal clarity -** with an average engagement score of 77%, this is up 13% percentage points from 2014 and just 1 percentage point below the external benchmark.
- **Learning and Development -** with an average engagement score of 67%, this is only 6 percentage points below the external benchmark.
- **My Job** - with an average engagement score of 63%, this is only 5 percentage points below the external benchmark.

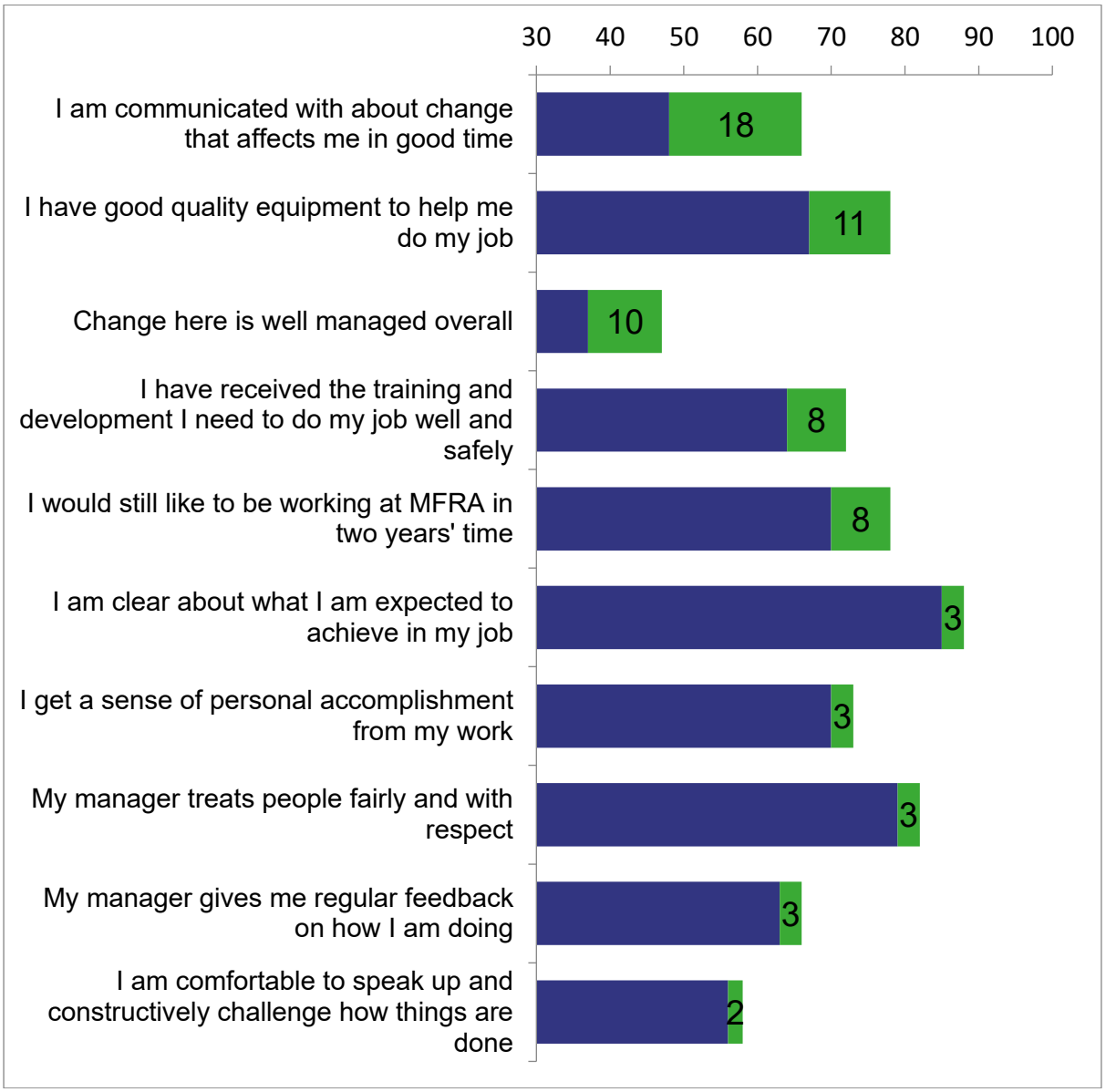
Table 7:

Results by engagement theme – benchmarked

Engagement Theme	MFRA Score	Variance Actual (% points)	Benchmark % Positive	Benchmark Best
Goal Clarity	77%	-1%	78%	97%
My Job	63%	-5%	68%	93%
Employee Involvement	56%	-9%	65%	91%
Teamwork	47%	-11%	58%	90%
Learning & Development	67%	1%	66%	94%
Recognition & Reward	53%	-3%	56%	88%
Management Effectiveness	60%	-3%	63%	90%
Culture & Values	63%	-6%	69%	89%
Change Management	33%	-11%	44%	73%
Overall	74%	-3%	77%	100%

Chart 3

Benchmark Overperformance



2. Chart 4 shows where MFRA has underperformed when compared to the external benchmarks. For example, staff were asked if we are good at sharing ideas to make things better and our survey results show that we are 27 percentage points behind the average benchmark scores held by People Insight for this question

Chart 4

Benchmark Underperformance

