

EMPLOYEE
OUTLOOK

EMPLOYEE
VIEWS ON
WORKING LIFE

Autumn 2016

The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 140,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

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Foreword from the CIPD

We are delighted to be working in partnership with Halogen Software on our *Employee Outlook* research series.

It is encouraging to be able to report some positive findings coming through from our autumn 2016 survey. There have been improvements in job satisfaction, perceptions of senior leaders and opportunities for employee voice, amongst other areas. Fewer employees in this survey compared with our previous survey believe it is likely that they could lose their current main job, and the outlook for employees' financial security is also fairly positive. Satisfaction with pay has increased and the largest number of employee respondents have not experienced any change in their financial security since the start of the year and don't anticipate any change in the next 12 months.

There have also been some noticeable improvements in public sector scores. Job satisfaction in the public sector is at its highest level in four years, with improvements in perceptions of leaders, opportunity to use knowledge and skills in employees' roles and motivation by the core purpose of employees' organisations. This all comes at an interesting time for the UK in the light of both Brexit and a new prime minister.

However, this is no time for complacency. Public sector employees report the highest levels of pressure and exhaustion at work across the sectors. It's important that employers try to address these issues before workers burn out and satisfaction levels take a nose dive, while absence and absence costs increase.

It is also important to emphasise that more needs to be done to improve employee development and career progression. With a third of employees saying they are unlikely to fulfil their career aspirations in their current organisation, over a quarter disagreeing that their organisation provides them with opportunities to learn and grow, and a similar proportion being dissatisfied with the opportunity to develop their skills in their job. There is also a noticeable implementation gap between the training that employees find useful, and the training they actually receive. Employers need to work in partnership with employees on their jobs and careers and aligning organisational and individual needs. They need to think creatively about development opportunities, skill development and providing employees with a breadth of diverse experiences to retain valuable staff.

Claire McCartney

Associate Research Adviser
CIPD

Foreword from Halogen

Halogen is pleased to release the autumn *Employee Outlook* survey results in partnership with the CIPD. There have been some improvements since the spring 2016 report relating to manager-employee communication, job satisfaction and job security. However, the data shows that in the areas of employee coaching and feedback, career progression, and learning and development there is a continued need for improvement.

Organisations can position themselves to address these challenges by ensuring performance management is more tightly connected to day-to-day business practices. We all know conventional talent practices are coming under scrutiny, and forward-thinking organisations are actively transitioning to a more effective model.

These organisations are embracing ongoing performance management practices, based around more frequent check-ins between employees and managers. They're building a culture of forward-focused growth and development, setting goals that drive outcomes, and providing managers with the tools, training and resources they need to coach and develop employees.

Consider too the need to align employee contribution to the business and their day-to-day satisfaction. Results from the survey found that most employees aren't motivated by their organisation's purpose. When employees know what is expected of them and can see their impact on a company, they are motivated to deliver results.

Employees want an ongoing understanding of their performance, their connection to the organisation's goals, better communication with their managers and peers, and an investment in their growth and development. Employers that focus on these areas will be better positioned to maximise employee engagement and productivity to achieve outcomes that drive the business forward.

Dominique Jones
Chief People Officer
Halogen Software

Key findings



Over half (53%) of employees believe the decision to leave the EU will make little or no difference to their organisation's costs.

Current external context

Over half of employees (57%) believe it is either unlikely or very unlikely they will lose their current main job. Just over a tenth (12%), however, do think it is likely or very likely they could lose their job. This compares favourably with our last survey in spring 2016, where 54% felt it was unlikely/very unlikely they would lose their current main job and 14% felt that it was likely/very likely.

Over half (53%) of employees believe the decision to leave the EU will make little or no difference to their organisation's costs. Almost a quarter (24%), however, feel that it is likely to increase their organisation's costs, with just 3% believing it will reduce them.

For those organisations that export products and services, the largest proportion (48%) believe the Brexit decision will make little or no difference to the competitiveness of their exports. The remainder are fairly split on the likelihood of exports being more (13%) or less (15%) competitive.

While three-fifths (60%) believe the decision to leave the EU will make little or no difference to workforce training and skill development, 15% believe it is likely that investment will be reduced in this area, with just 4% believing that it will be increased.

Over three-fifths (61%) believe the Brexit decision will make little or no difference to their organisation's investment in equipment and technology, with 13% believing their organisation is likely to reduce its investment in this area and just 4% believing it is likely to increase its investment in this area.

Job satisfaction

Net job satisfaction has increased since spring 2016 (+40) but is still lower than autumn 2015 (+48) and now sits at +45. Job satisfaction is highest in the public sector (+45) for the first time in this survey, with private sector satisfaction at +44 and voluntary sector satisfaction at +38.

Employee engagement

We have moved away from a single measure of engagement calculated through an index in recognition that employee engagement has different aspects and creating one score risks oversimplifying it. We include four different areas that research has shown to inform employee engagement; these are: influence over job, use of skills, motivation and effort.

Employee satisfaction with the amount of influence they have over their job in general sits at +29, while satisfaction with the scope for using their own initiative within their job is higher, at +51. Both of these scores have increased since spring 2016.

Overall, satisfaction with use of knowledge and skills sits at +44, up from +39 in spring 2016.

We measured employee motivation by agreement with the item 'this organisation really inspires the very best in me in the way of job performance'. Interestingly, the overall net agreement score for this item is very low at +6, with almost as many people disagreeing (31%) as agreeing (37%) that their organisation inspires the very best of them in the way of job performance. This item has, however, shown some improvement since spring 2016.

When it comes to effort, employees are most likely to say they are willing to take on more work to help relieve colleagues' workloads (+46), followed by being willing to work harder than they have to in order to help their organisation succeed (+41); however, employees were more likely to disagree than agree (-13) that they would turn down another job with more pay in order to stay with their organisation.

Employee attitudes towards senior leaders and line managers

Scores for all items relating to attitudes to senior managers have improved across the board in this survey. There have been particular improvements in clarity of vision (an increase of 13 net percentage points), and on senior managers' consultation with employees about important decisions (an increase of 12 net percentage points), although this remains negative.

When it comes to sector differences, although all items have improved

across all sectors, the biggest improvements are in the public sector and in particular in relation to clarity of vision and treating employees with respect.

Employee attitudes to line managers

Four-fifths (79%) of employees have a line manager or supervisor they report to as part of their job. When it comes to satisfaction with line managers, this sits at a net score of +46. Employees in the voluntary (+51) and public (+51) sectors are most satisfied with their line managers, with employees in the private sector having a lower net satisfaction score of +43.

Organisation purpose, information-sharing and opportunities for employee voice

We asked respondents, first, how clearly they know what the core purpose of the organisation is and, second, how motivated they are by the organisation's core purpose. Net agreement to knowledge of core purpose is very high (+74), while net agreement to being highly motivated by their organisation's core purpose is much lower (+31).

More than half of employees feel either fully (11%) or fairly well informed (44%) about their organisation's strategy. This represents a 5% increase since spring 2016, but still leaves almost half feeling that they receive either limited information or worse when it comes to their organisation's strategy.

The scores for different aspects of employee voice have improved since our last survey in spring 2016.

Employees' net satisfaction score for opportunities to feed views, issues and ideas upwards has increased from +11 to +20, and the net satisfaction with opportunities for employees to be involved in decisions that affect them has also increased from +16 to +21. However, net satisfaction with the attention paid to the suggestions employees make (once employees have the opportunity to make suggestions) is highest at +28 (up from +24 in spring 2016).

Health and well-being at work

Employees' ability to achieve the right balance between their work and home lives has remained stable over the last few surveys and sits at +38.

Thirty-eight per cent of employees are under excessive pressure at work at least once a week. This figure is similar to the spring 2016 survey (37%).

A third of employees (33%) say they come home from work exhausted either often (24%) or always (9%). Public sector employees are significantly more likely than private sector employees to say that they come home from work exhausted always or often.

Employees are most likely to say that work makes them feel cheerful (29%) most or all of the time as opposed to any other feeling. This is followed by optimistic (20%) and then stressed (17%) and relaxed (17%) jointly. Employees are more likely to say that work makes them feel relaxed (16%) than tense (14%) most or all of the time. Few employees say that work makes them feel worried (11%) or excited (9%) most or all of the time.

Employees were asked to what extent they feel their employer and manager are considerate of their well-being at work. Employees are more likely to feel that their manager (71%) is considerate of their well-being than their employer (63%), but overall the results are positive for both and both scores have increased since the spring 2016 survey.

Sixty-seven per cent of employees describe their mental health as very good (30%) or good (37%). Almost a fifth (24%) say their mental health is moderate, with 7% describing it as poor and 2% describing it as very poor (these figures are unchanged from the spring 2016 survey).

We asked employees about the organisational support provided to employees with mental health problems. Respondents were fairly split on this issue, with 36% believing they support employees very (9%) or fairly well (27%) and 25% believing they support employees not very (13%) or not at all well (12%). We also asked employees how confident they would feel disclosing unmanageable stress or mental health problems to their employer or manager. More employees were not very/not at all confident (47%) than confident (43%).

Career, performance and pay

Fifty-six per cent of employees say their organisation has a performance management process. The public sector (78%) and the voluntary sector (72%) are significantly more likely to have performance management processes than the private sector (49%).

Half of employees (50%) now believe that they are very or somewhat fair (spring 2016: 44%), while almost a fifth (18%) believe that they are somewhat or very unfair (spring 2016: 23%).

More than three-fifths (61%) of employees who have a performance management process believe their line managers are very effective or fairly effective at communicating objectives and expectations.

Employees are fairly split on whether they feel able to fulfil their career aspirations in their current organisation, with just over a third (36%) saying very likely or likely and a third (33%) saying unlikely or very unlikely.

While exactly three-fifths (60%) of employees believe they have the right level of qualifications for their current job, a third (33%) of employees believe that they are overqualified. This is consistent with the results in the last survey. Just 3% now feel that they are underqualified for their role.

Current employee net satisfaction with pay sits at +9, up from +6 in spring 2016.

Learning, development and skills

More than two-fifths (46%) of employees strongly agree or agree that their organisation provides them with opportunities to learn and grow. However, just over a quarter (27%) disagree or strongly disagree.

More than two-fifths (44%) of employees are satisfied with the opportunity to develop their skills in their job, while almost a quarter (24%) are dissatisfied or very dissatisfied.

Financial well-being

The aspects of financial well-being most important to employees are earning a sufficient wage to enjoy a reasonable lifestyle (75%), being able to save for the future (55%) and feeling that they are being rewarded for their efforts in a fair and consistent manner (54%). Almost half (45%) also

point to the importance of being able to comfortably pay off existing debts.

When it comes to measures that could be made to improve their financial well-being, employees are most likely to say they would like higher wages (68%), to be rewarded in a fair and consistent manner (41%), to be able to save for the future (26%) and, finally, having protection for themselves and their family if they were to lose their job (24%).

When considering how financially secure employees feel, compared with the start of 2016, almost half of employees (48%) feel that there has been no change. Of those that have experienced a change, they are fairly evenly split on those that feel less financially secure (26%) and those that feel more (24%).

We also asked employees to try to anticipate their financial security in the next 12 months. Again, almost half (47%) felt there would be no change, and from a positive perspective about the future, slightly more employees anticipate being more (22%) rather than less (21%) financially secure.

Job-seeking

Almost a quarter (23%) of employees are currently looking for a new job (spring 2016: 24%). Voluntary sector employees are most likely to be looking for a new job (30%), followed by employees in the public sector (28%), with employees in the private sector (22%) least likely to be currently looking for a new job. More than half (53%) of all those currently looking for a new job have applied for a position in the last six months.

1 Current external context

In this first section of the survey, we explore employee perceptions of the current external context. In particular we look at employee perceptions of job security and we also look at whether employees have perceived any noticeable changes to their organisations following the UK's decision in June to leave the EU.

Job security

Over half of employees (57%) believe it is either unlikely or very unlikely they will lose their current main job. Just over a tenth (12%), however, do think it is likely or very likely they could lose their current main job. This compares favourably with our last survey in spring 2016, where 54% felt it was unlikely/very unlikely they would lose their current main job and 14% felt that it was likely/very likely.

Sector differences show that public sector employees are significantly more likely than private sector employees to believe that it is likely they will lose their job.

Perceived changes to organisations following Brexit

We asked employees about four different ways in which their organisation might be impacted as a result of Brexit. The first area relates to organisation cost. Over half (53%) of employees believe the decision to leave the EU will make little or no difference to their organisation's costs. Almost a quarter (24%), however, feel that it is likely to increase their organisation's costs, with just 3% believing it will reduce their organisation's costs. There are no sector differences for this question.



57%

Over half of employees (57%) believe it is either unlikely or very unlikely they will lose their current main job.

Table 1: Likelihood of losing main job, by sector (%)

	All	Private sector	Public sector	Voluntary sector
Very likely	4	3	6	4
Likely	8	8	11	11
Neither likely nor unlikely	26	26	24	32
Unlikely	31	32	29	37
Very unlikely	26	26	26	10
Don't know	5	5	4	6

Base: 2,091

The second area relates to the products and services that employees' organisations export. For those organisations that export products and services, the largest proportion (48%) believe the Brexit decision will make little or no difference to the competitiveness of their exports. The remainder are fairly split on the likelihood of exports being more (13%) or less (15%) competitive.

The third area relates to investment in equipment and technology. Over three-fifths (61%) believe the decision to leave the EU will make little or no difference to their organisation's

investment in equipment and technology, with 13% believing their organisation is likely to reduce its investment in this area and just 4% believing it is likely to increase its investment in this area. Public sector employees are significantly more likely than private sector employees to believe their organisation will reduce investment in this area and private sector employees are significantly more likely than public sector employees to believe it will make little or no difference.

The final area relates to investment in workforce training and skill

development. While three-fifths (60%) believe the decision to leave the EU will make little or no difference to workforce training and skill development, 15% believe it is likely that investment will be reduced in this area, with just 4% believing that it will be increased. Employees in the public and voluntary sectors are significantly more likely than employees in the private sector to believe their organisations will reduce investment in this area and private sector employees are significantly more likely than public sector employees to believe it will make little or no difference.

Table 2: Potential impact of Brexit decision, by sector (%)

It is likely to increase my organisation's costs.	24
It is likely to reduce my organisation's costs.	3
It will make little or no difference.	53
Don't know	21

Base: 2,091

It is likely to make products/services that my organisation exports more competitive.	13
It is likely to make products/services that my organisation exports less competitive.	15
It will make little or no difference.	48
Don't know	23

Base: 1,312

It means my organisation is likely to reduce its investment in equipment/technology.	13
It means my organisation is likely to increase its investment in equipment/technology.	4
It will make little or no difference.	61
Don't know	23

Base: 2,091

It means my organisation is likely to reduce its investment in workforce training and skills development.	15
It means my organisation is likely to increase its investment in workforce training and skills development.	4
It will make little or no difference.	60
Don't know	20

Base: 2,091

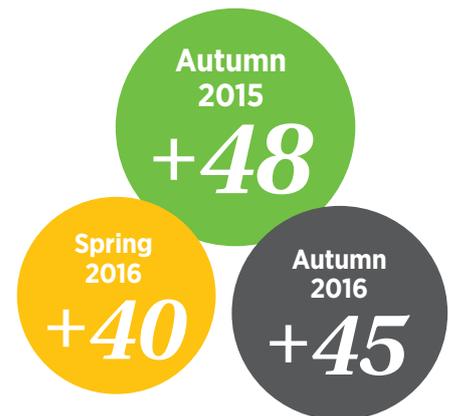
2 Job satisfaction and employee engagement

In this section of the survey we track employee satisfaction with their jobs and explore four different aspects of employees' engagement: influence over their jobs, use of skills, motivation and effort.

Job satisfaction

Net job satisfaction has increased since spring 2016 (+40) but is still lower than autumn 2015 (+48) and now sits at +45. Job satisfaction is highest in the public sector (+45) for the first time in this survey, with private sector satisfaction at +44 and voluntary sector satisfaction at +38 (although these do not represent statistically significant differences). The public sector has seen by far the biggest increase in job satisfaction since our last survey, with a net 13% increase.

Employees in micro businesses report the highest levels of job satisfaction by size of organisation at +58, which as a trend is consistent across the last few surveys. When it comes to age, job satisfaction decreases as age increases until employees reach the 55+ age group, when they are then most likely to be satisfied with their jobs (+50). When considering managerial status, job satisfaction increases according to seniority, with the exception of middle managers (41%), who are less satisfied than junior managers (47%).



Net job satisfaction has increased since spring 2016 (+40) but is still lower than autumn 2015 (+48) and now sits at +45.

Table 3: Employee net satisfaction, by sector and size of organisation (%)

	Autumn 2016	Spring 2016	Autumn 2015	Spring 2015
Overall	+45	+40	+48	+47
Private sector	+44	+41	+50	+50
Public sector	+45	+32	+38	+41
Voluntary sector	+38	+42	+49	+43
Micro business	+58	+49	+76	+75
Small business	+34	+25	+35	+42
Medium business	+35	+44	+48	+38
Large business	+38	+34	+39	+41

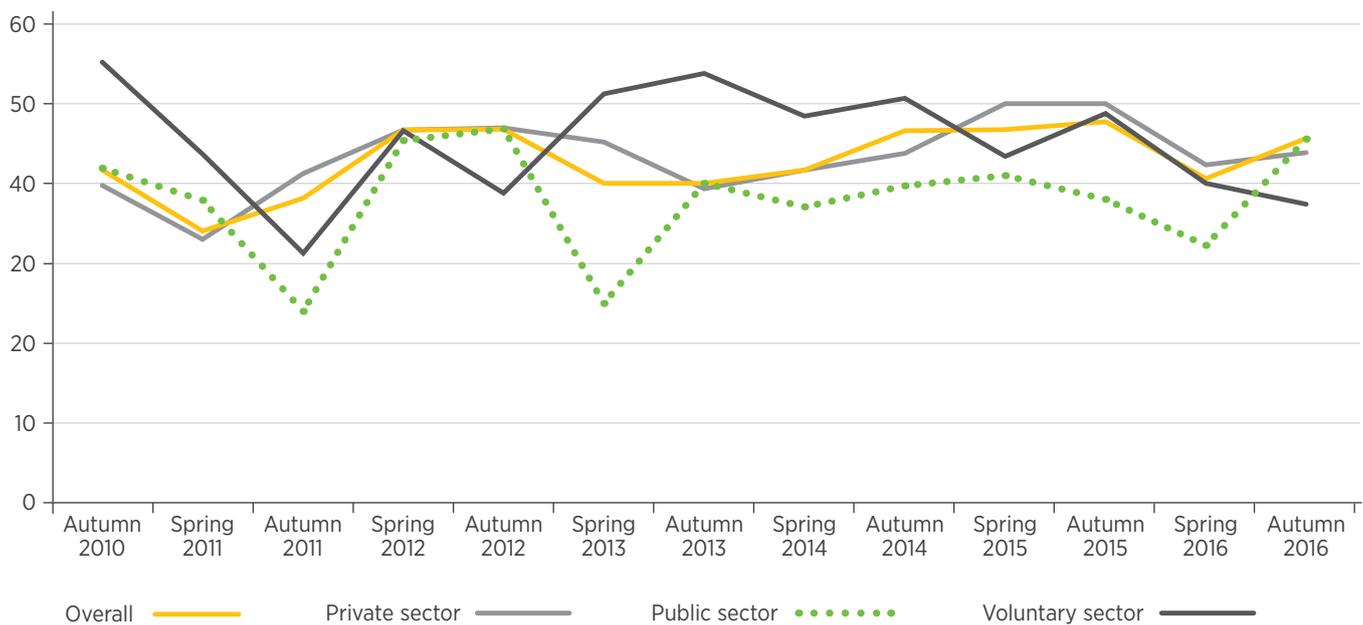
Base: autumn 2016: 2,091 spring 2016: 2,029; autumn 2015: 2,043; spring 2015: 2,226.

Table 4: Employee net satisfaction, by managerial status (%)

Owner	+75
Board level	+72
Senior manager	+59
Middle manager	+41
Junior manager	+47
Non-managerial	+33

Base: 2,091

Figure 1: Employee job satisfaction trends (2010-16)



Employee engagement

We have moved away from a single measure of engagement calculated through an index in recognition that employee engagement has different aspects and creating one score risks oversimplifying it. We include four different areas in this section that research has shown to be important drivers and aspects of employee engagement, while recognising that other factors discussed in this report (such as employee voice, shared purpose and organisational commitment) also relate to employee engagement. The four areas of focus in this section are: employees' influence over their jobs, use of

skills, motivation and effort. We have drawn on questions from the Skills and Employment Survey (Cardiff University 2014) for this section.

Influence over job

When looking at influence over job, we have measured two aspects of this – employees' satisfaction with the amount of influence they have over their job in general and their satisfaction with the scope for using their own initiative within their job.

Employee satisfaction with the amount of influence they have over their job in general sits at +29, while satisfaction with the scope

for using their own initiative within their job is higher, at +51. Both of these scores have increased since spring 2016. As you might expect, satisfaction with amount of influence over job and scope for using own initiative increases with seniority. Those employees that believe they are overqualified for their roles are significantly more likely to be dissatisfied with the two measures compared with those with the right level of qualifications.

Use of skills

We also measured employee satisfaction with use of knowledge and skills through the statement:

‘In my current job I have enough opportunity to use the knowledge and skills that I have.’ As with job influence, this is underpinned by social determination theory, specifically the aspect of the feeling of competence. Building on this, more popular work has been done under the label of ‘strengths’ (for example, Buckingham 2005).

Overall, satisfaction with use of knowledge and skills sits at +44, up from +39 in spring 2016. Employees in the public sector now have the most positive net score for use of knowledge and skills (+49 from +30 in spring 2016), followed by employees in the private sector (+42 from +41 in spring 2016) and then employees in the voluntary sector (+40 from +57 in spring 2016).

When it comes to size of organisation, employees in micro organisations are most satisfied with their use of knowledge and skills (+48), followed by those in large (+41) and medium (+35) organisations, with those in small organisations (+29) least satisfied.

Motivation

Motivation is the core outcome within self-determination theory (Deci and Ryan 1985, Moller et al 2007). We measured employee motivation by agreement with the item: ‘This organisation really inspires the very best in me in the way of job performance.’ Interestingly, the overall net agreement score for this item is very low at +6, with almost as many people disagreeing (31%) as agreeing (37%) that their organisation inspires the very best of them in the way of job performance. This item has, however, shown some improvement since spring 2016.

Sector differences show employees in the voluntary sector are most likely to agree (+14) that their organisation really inspires the very best in them in the way of job performance, while employees in the public sector are most likely to disagree (0), with employees in the private sector in between (+6). Those employees working in micro organisations (+17) are most likely to agree that this organisation really inspires the very best in them in the way of job performance, but those in small (-4), medium (-7) and large (-4) organisations are more likely to disagree than agree with this statement.

Table 5: Employee net satisfaction with influence over job, by sector (%)

	All	Private sector	Public sector	Voluntary sector
Amount of influence over job	+29	+30	+24	+34
Scope for using own initiative within job	+51	+50	+54	+62

Base: 1,817

Table 6: Net agreement to: ‘In my current job I have enough opportunity to use the knowledge and skills that I have’ (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector	Micro	Small	Medium	Large
Autumn 2016	+44	+46	+32	+42	+49	+40	+48	+29	+35	+41

Base: 2,091

Table 7: Net agreement to: ‘This organisation really inspires the very best in me in the way of job performance’ (%)

	All	Private sector	Public sector	Voluntary sector	Micro	Small	Medium	Large
Autumn 2016	+6	+6	0	+14	+17	-4	-7	-4

Base: 2,091

Effort

Finally, effort can be seen as a more tangible behavioural outcome of motivation. We measured three different aspects of employee effort: employees' willingness to 'work harder than they have to in order to help this organisation succeed', 'turning down another job with more pay in order to stay with this organisation', and 'often taking on more work to help relieve colleagues' workloads'.

Employees are most likely to say they are willing to take on more work to help relieve colleagues' workloads

(+46), followed by being willing to work harder than they have to in order to help their organisation succeed (+41); however, employees were more likely to disagree than agree (-13) that they would turn down another job with more pay in order to stay with their organisation.

Employees in the voluntary sector are more likely than employees in the private and public sectors to say that they are willing to take on more work to help relieve colleagues' workloads, are willing to work harder than they have to in order to help their organisation succeed, and are most

likely to agree that they would turn down another job with more pay in order to stay with their organisation. Those employees working in micro organisations are most likely to say that they are willing to work harder than they have to in order to help their organisation succeed and that they would turn down another job with more pay in order to stay with their organisation. Women (-17) are significantly more likely than men (-9) to disagree that they would turn down another job with more pay in order to stay with their organisation.

Table 8: Employee net satisfaction with influence over job, by sector (%)

	All	Private sector	Public sector	Voluntary sector
<i>I will often take on more work to relieve my colleagues' workloads.</i>				
Autumn 2016	+46	+40	+64	+65
<i>I am willing to work harder in order to help my organisation succeed.</i>				
Autumn 2016	+41	+39	+45	+53
<i>I would turn down another job with more pay in order to stay with my organisation.</i>				
Autumn 2016	-13	-13	-20	-6

Base: 2,091

3 Employee attitudes towards senior leaders and line managers

This section explores employee attitudes to directors/senior managers as well as their satisfaction with, and attitude to, their immediate managers.

Attitudes to senior managers

We measure employee satisfaction with the senior managers of their organisations across five different areas: consultation, respect, trust, confidence and clarity of vision. In spring 2016 we made some slight changes to some of the items to strengthen their validity and these are detailed in Table 9.

Scores for all items relating to attitudes to senior managers have improved across the board in this survey. There have been particular improvements in clarity of vision (an increase of 13 net percentage points), and on senior managers' consultation with employees about important decisions (an increase of 12 net percentage points), although this remains negative.

When it comes to sector differences, although all items have improved across all sectors, the biggest improvements are in the public

Scores for all items relating to attitudes to senior managers have improved across the board in this survey.

Table 9: Attitudes to senior management team (net agree scores by survey)

	Autumn 2016	Spring 2016	Autumn 2015	Spring 2015
They have a clear vision of where the organisation is going.	+35	+22	+25	+31
They treat employees with respect.	+19	+10	+13	+17
I have confidence in (their ability).*	+12	+3	+5	+10
I trust them (to act with integrity).*	+18	+13	+3	+6
They consult employees about important decisions.	-15	-27	-27	-22

*additions to the spring 2016 survey

Base: autumn 2016: 2,091; spring 2016: 1,904; autumn 2015: 1,826; spring 2015: 1,998

Table 10: Attitudes to senior management team (net agree scores by sector)

	Private		Public		Voluntary	
	Autumn 2016	Spring 2016	Autumn 2016	Spring 2016	Autumn 2016	Spring 2016
They have a clear vision of where the organisation is going.	+37	+28	+28	+1	+33	+27
They treat employees with respect.	+21	+17	+11	-14	+31	+24
I have confidence in (their ability).*	+17	+12	-5	-25	+6	+6
I trust them (to act with integrity).*	+21	+20	+4	-12	+32	+22
They consult employees about important decisions.	-12	-23	-27	-45	-8	-9

*additions to the spring 2016 survey

Base: autumn 2016: 2,091; spring 2016: 1,904

sector and in particular in relation to clarity of vision and treating employees with respect.

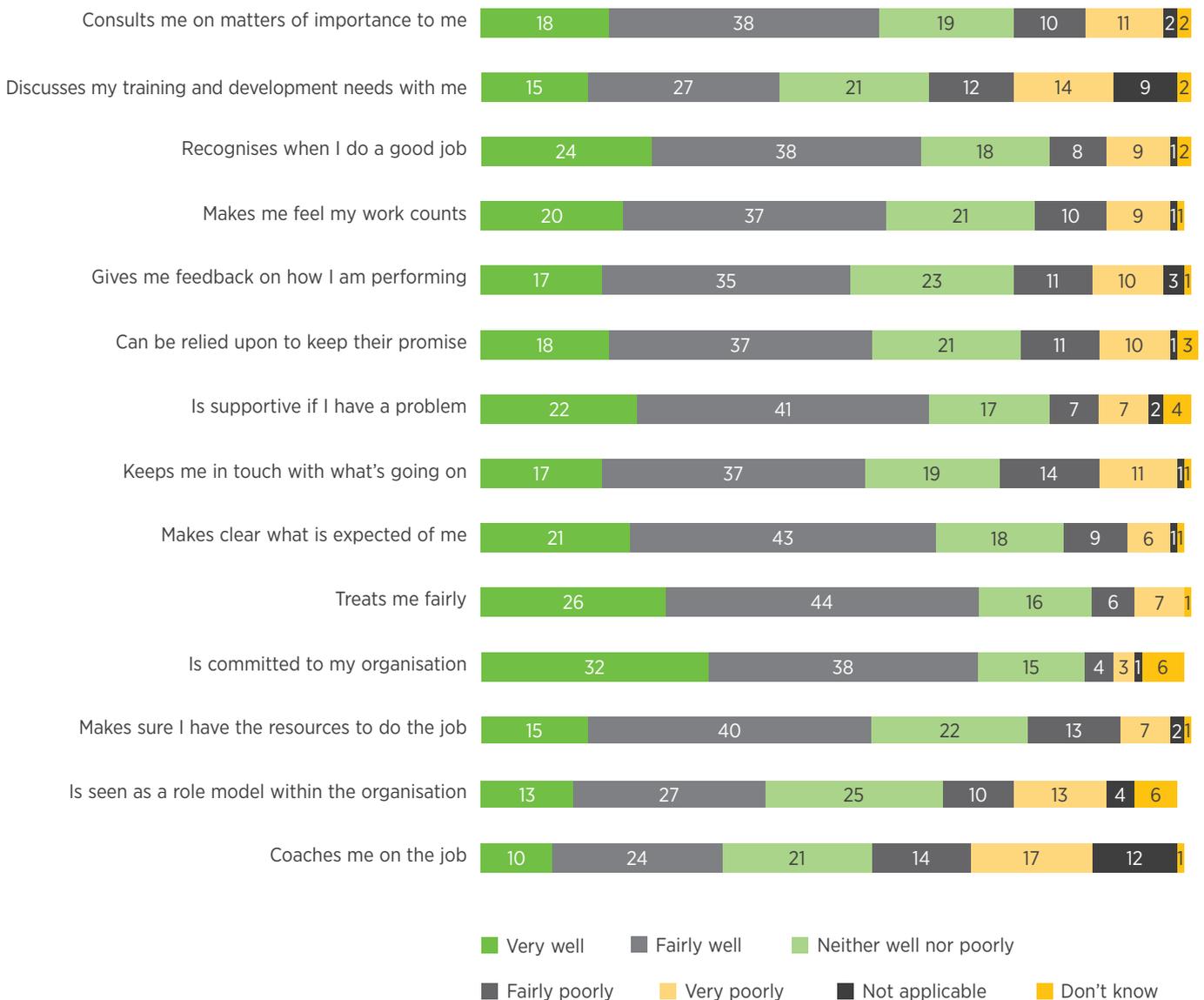
Attitude to line managers

Four-fifths (79%) of employees have a line manager or supervisor they report to as part of their job. When it comes to satisfaction with line managers, this sits at a net score of +46. Employees in the voluntary (+51) and public (+51) sectors are most satisfied with their line managers, with employees in the private sector having a lower net satisfaction score of +43.

Employees say that their managers are most likely to be very well/fairly well committed to their organisation (70%), treat them fairly (70%), make clear what is expected of them (64%), are supportive if they have a problem (63%) and listen to their suggestions (62%) and tell them when they do a good job (60%). On the other hand, employees are most likely to say their managers are fairly poor or very poor at coaching them on the job (31%), keeping them in touch with what is going on (25%), discussing training and development needs (23%) and acting as a role model in the organisation (23%).

There are some significant sector and age differences when it comes to perceptions of line manager actions, with voluntary sector employees significantly more likely than public and private sector employees to say that their manager consults them very well on matters of importance and voluntary sector employees significantly more likely than the private sector to say their manager listens to their suggestions and treats them fairly.

Figure 2: How well or poorly does your line manager do each of the following...? (%)



4 Organisation purpose, information-sharing and opportunities for employee voice

In this section we explore employees' understanding and motivation of their organisation's core purpose. We examine how well informed employees feel about their organisation's strategy and whether employees would be likely to recommend their organisation. Lastly, we investigate opportunities for employee voice, including opportunities to feed views upwards, to be involved in decisions that affect them and satisfaction with the attention paid to the suggestions they make.

Purpose

We asked respondents, first, how clearly they know what the core purpose of the organisation is and, second, how motivated they are by the organisation's core purpose.

Net agreement to knowledge of core purpose is very high (+74), while net agreement to being highly motivated by their organisation's core purpose is much lower (+31). However, these scores show some improvement on the spring 2016 findings.

Women are significantly more likely than men to say that they know very clearly what the core purpose of the organisation is. Public sector and voluntary sector employees are significantly more likely than private sector employees to agree that they know what the core purpose of their organisation is and that they are motivated by it. Motivation by core purpose has increased the most in the public sector (by 18 net percentage points).



Net agreement to knowledge of core purpose is very high (+74), while net agreement to being highly motivated by their organisation's core purpose is much lower (+31).

Table 11: Items relating to core purpose, by gender and sector

	All	Men	Women	Private sector	Public sector	Voluntary sector
I know very clearly what the core purpose of my organisation is.	+74	+69	+79	+71	+83	+82
I am highly motivated by my organisation's core purpose.	+31	+31	+32	+25	+46	+63

Base: 2,091

Information-sharing

More than half of employees feel either fully (11%) or fairly well informed (44%) about their organisation's strategy. This represents a 5% increase since spring 2016 but still leaves almost half feeling that they receive either limited information or worse when it comes to their organisation's strategy.

Employees in the voluntary sector (19%) are significantly more likely than employees in the public (7%) and private sector (11%) to feel fully informed about their organisation's strategy.

Advocacy

Just over half (51%) of employees would be likely or very likely to recommend their organisation as an employer, while almost a quarter (23%) would be unlikely or very

unlikely to do this. Public sector employees are significantly more likely than private sector employees to recommend their organisation as an employer. This compares favourably with our spring 2016 survey, where 48% would recommend their organisation as an employer and 26% would be unlikely or very unlikely to do this.

Voice

Employee voice is the means by which employees communicate their views on employment and organisational issues to their employers. It's the main way employees can influence matters that affect them. Employee voice features prominently in research on high-performance work systems, which points to links between 'high involvement' management styles and performance.

The scores for different aspects of employee voice have improved since our last survey in spring 2016. Employees' net satisfaction score for opportunities to feed views, issues and ideas upwards has increased from +11 to +20, and the net satisfaction with opportunities for employees to be involved in decisions that affect them has also increased from +16 to +21. However, net satisfaction to the attention paid to the suggestions employees make (once employees have the opportunity to make suggestions) is highest at +28 (up from +24 in spring 2016). Voluntary sector employees are significantly more likely than public and private sector employees to be satisfied with the attention paid to their suggestions.

Table 12: How informed, if at all, do you feel about your organisation's strategy? (%)

	All	Private sector	Public sector	Voluntary sector
I feel fully informed.	11	11	7	19
I feel fairly well informed.	44	41	52	45
I receive only a limited amount of information.	28	28	27	28
I get to hear very little about what goes on.	13	15	10	8
I don't know anything.	3	3	3	0
Don't know	1	2	1	0

Base: 1,584

Table 13: Net satisfaction with employee voice items, by sector

	All	Private sector	Public sector	Voluntary sector
Opportunities to feed views upwards	+20	+19	+20	+24
Involvement in decisions that affect you	+21	+21	+18	+29
Attention paid to the suggestions you make	+28	+28	+23	+43

Base: 1,817

5 Health and well-being at work

A focus on health and well-being is an important part of the CIPD's purpose to improve work and working lives. While great strides have been made in workplace health and well-being in recent years, our research has shown that there is a worrying implementation gap. Our 2015 *Absence Management* survey in partnership with Simplyhealth found that just 8% of workplaces have a standalone health and well-being strategy. We believe that well-being needs to be viewed as a strategic priority and a source of competitive advantage, not an 'add-on' or a 'nice to have'.

In this section we explore employee work-life balance and pressure at work, how work makes employees feel in general, how considerate employees believe their organisations are of their well-being as well as issues relating to mental health.

Work-life balance and pressure at work

Employees' ability to achieve the right balance between their work and home lives has remained stable over the last few surveys and sits at +38.

Private sector (+40), followed by voluntary sector (+37), employees are most likely to agree that they achieve the right work-life balance, with public sector employees (+34) least likely to agree.

Thirty-eight per cent of employees are under excessive pressure at work at least once a week. This figure is similar to the spring 2016 survey (37%). Employees in the public sector (43%) are significantly more likely than employees in the voluntary sector (32%) to say that they are under excessive pressure at work at least once a week.



Private sector (+40), followed by voluntary sector (+37), employees are most likely to agree that they achieve the right work-life balance, with public sector employees (+34) least likely to agree.

Table 14: Proportion of employees who come home from work exhausted (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector
Always	9	6	11	7	15	12
Mostly	24	22	26	22	31	24
Sometimes	39	42	37	41	33	45
Hardly ever	21	21	20	22	18	16
Never	6	7	4	6	4	2
Don't know	1	1	1	1	-	-

Base: 2,091

A third of employees (33%) say they come home from work exhausted either often (24%) or always (9%). Public sector employees are significantly more likely than private sector employees to say that they come home from work exhausted always or often. Gender differences also show that women are significantly more likely than men to say that they always or often come home from work exhausted.

How work makes you feel

The next section explores how work makes employees feel (Figure 3). The good news is, out of the emotions listed, employees are most likely to say that work makes them feel cheerful (29%) most or all of the time

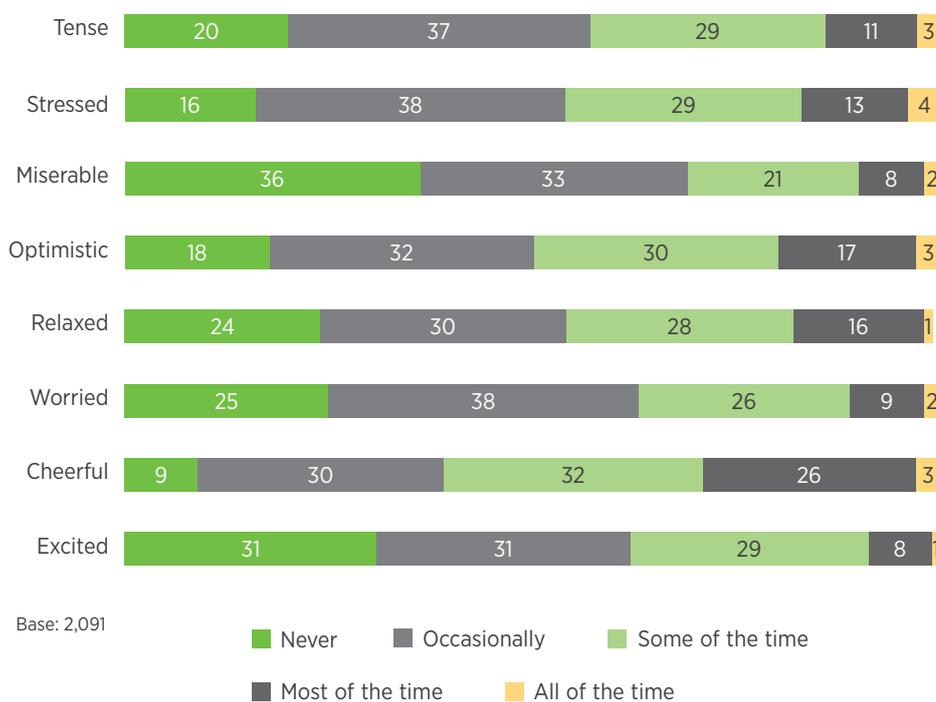
as opposed to any other feeling. This is followed by optimistic (20%) and then stressed (17%) and relaxed (17%) jointly. Employees are more likely to say that work makes them feel relaxed (16%) than tense (14%) most or all of the time. Few employees say that work makes them feel worried (11%) or excited (9%) most or all of the time.

Women are significantly more likely than men to say that their job never makes them excited, while men are significantly more likely than women to say that their job never makes them miserable or worried.

Private sector employees are significantly more likely than public sector employees to say that their

job never makes them feel stressed, while public sector employees are significantly more likely than private sector employees to say their job never makes them feel relaxed. Private sector employees are significantly more likely than voluntary and public sector employees to say their job never makes them feel worried or tense, while voluntary sector employees are significantly more likely than private sector employees to say their job makes them feel excited most of the time. Finally, voluntary sector employees are significantly more likely than public sector employees to say their job makes them feel optimistic most of the time.

Figure 3: Over the past few weeks, how much of the time has your job made you feel...? (%)



Consideration of well-being at work

Employees were asked to what extent they feel their employer and manager are considerate of their well-being at work. Employees are more likely to feel that their manager (71%) is considerate of their well-being than their employer (63%), but overall the results are positive for both and both scores have increased since the spring 2016 survey.

Employees in the public (77%) and voluntary (79%) sectors are significantly more likely than employees in the private sector (67%) to feel their manager is fairly/very considerate of their well-being. Employees in the voluntary sector (73%) are also significantly

more likely than employees in the private sector (62%) to say that their organisation is fairly/very considerate of their well-being.

Employees in micro organisations are significantly more likely than any other sized organisation to say their organisation is very considerate of their well-being.

Mental health issues

Sixty-seven per cent of employees describe their mental health as very good (30%) or good (37%). Almost a fifth (24%) say their mental health is moderate, with 7% describing it as poor and 2% describing it as very poor (these figures are unchanged from the spring 2016 survey).

Men are significantly more likely to say their mental health is good (71%) compared with women (62%). All age groups are significantly more likely than 55+ employees to describe their mental health as poor (18-24: 13%; 25-34: 7%; 35-44: 9%; 45-54: 8%; 55+: 4%). Employees working in the private sector (69%) are significantly more likely than employees in the voluntary (57%) and public sectors (61%) to say that their mental health is good.

We asked those employees who described their mental health as poor to indicate whether this was as a result of problems at work, problems outside of work, or a combination of both. Employees were more likely to say their mental health problems

Table 15: To what extent do you feel that your manager is considerate of your well-being at work? (%)

	All	Private sector	Public sector	Voluntary sector
Very considerate	26	22	34	33
Fairly considerate	45	45	43	46
Not very considerate	16	18	12	13
Not at all considerate	11	12	10	6
Don't know	3	4	2	2

Base: 1,630

Table 16: To what extent do you feel that your employer is considerate of your well-being at work? (%)

	All	Private sector	Public sector	Voluntary sector
Very considerate	17	17	13	22
Fairly considerate	46	45	51	51
Not very considerate	21	21	21	17
Not at all considerate	12	13	13	8
Don't know	4	5	3	2

Base: 1,817

were as a result of problems outside of work in their personal lives (28%) as opposed to problems at work (16%), but the highest proportion felt they were actually as a result of a combination of these two factors (53%).

We asked employees about the organisational support provided to employees with mental health problems. Respondents were fairly split on this issue, with 36% believing they support employees very (9%) or fairly well (27%) and 25% believing they support employees not very

(13%) or not at all well (12%). Voluntary sector employees are significantly more likely to say the organisation supports employees with mental health problems very well compared with private sector employees.

We also asked employees how confident they would feel disclosing unmanageable stress or mental health problems to their employer or manager. More employees were not very/not at all confident (47%) than confident (43%). Women were significantly more likely than

men to say not very confident and younger employees of 18–34 were significantly more likely to say not confident compared with older employees of 55+. Finally, voluntary and public sector employees were significantly more confident than private sector employees in disclosing unmanageable stress or mental health problems to their employer or manager.

Table 17: How confident would you feel disclosing unmanageable stress or mental health problems to your employer or manager? (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector
Very confident	13	14	12	12	16	16
Confident	31	33	29	29	33	38
Not very confident	27	24	29	29	33	38
Not at all confident	20	20	20	21	17	17
Don't know	10	10	10	12	5	4

Base: 1,817

6 Career, performance and pay

We explore in this section employee perceptions of their performance management systems. We also examine career progression opportunities, the issue of overqualification and, finally, employee satisfaction with pay.

Performance management

Fifty-six per cent of employees say their organisation has a performance management process. The public sector (78%) and the voluntary sector (72%) are significantly more likely to have performance management processes than the private sector (49%).

We wanted to examine employees' views with regard to fairness of performance management processes. Half of employees (50%) now believe that they are very or somewhat fair (spring 2016: 44%), while almost a fifth (18%) believe

that they are somewhat or very unfair (spring 2016: 23%). There are no significant differences in this according to sector. However, men (10%) are significantly more likely than women (3%) to say that their performance management systems are very unfair.

Just under a third of employees (31%) believe that their pay is linked to their performance, while more than half do not (59%). Employees in the private sector (35%) are significantly more likely to say that their pay is linked to their performance than employees in the public (24%) and voluntary (22%) sectors.

More than three-fifths (61%) of employees who have a performance management process believe their line managers are very effective or fairly effective at communicating objectives and expectations.



Employees in the private sector (35%) are significantly more likely to say that their pay is linked to their performance than employees in the public (24%) and voluntary (22%) sectors.

Table 18: How effective do you believe your communication with your line manager is with respect to being clear on your objectives and expectations? (%)

	All	Private sector	Public sector	Voluntary sector
Very effective	22	20	26	28
Somewhat effective	39	39	36	44
Neutral	24	25	24	13
Somewhat ineffective	12	12	10	8
Ineffective	3	3	3	6

Base: 1,817

Voluntary sector employees (72%) are significantly more likely to say effective than private sector (59%) employees.

Career progression

We asked employees about whether they feel able to fulfil their career aspirations in their current organisation. Employees are fairly split on this question, with just over a third (36%) saying very likely or likely and a third (33%) saying unlikely or very unlikely.

Employees in the public sector are significantly more likely than employees in the private sector to say they are likely to fulfil their career aspirations in their current organisation.

Overqualification

While exactly three-fifths (60%) of employees believe they have the right level of qualifications for their current job, a third (33%) of employees believe that they are overqualified.

This is consistent with the results in the last survey. Just 3% now feel that they are underqualified for their role. Part-time workers (43%) are significantly more likely to say that they are overqualified than full-time workers (29%).

Just 26% of employees that believe they are overqualified for their roles are satisfied with their jobs, compared with 68% who believe they have the right level of qualification. Just 18% of employees who believe they are overqualified for their roles believe

that it is likely they will be able to fulfil their career aspirations in their current organisation, compared with 78% who believe they have the right level of qualification.

Satisfaction with pay

We also asked employees about their satisfaction with their current level of pay. This sits at a net satisfaction of +9, up from +6 in spring 2016. More employees are satisfied (42%) than dissatisfied (34%), with over a fifth (23%) neither satisfied nor dissatisfied. Public sector (42%) employees are significantly more likely than private (32%) and voluntary sector (31%) employees to be dissatisfied with their pay.

Table 19: Likelihood of being able to fulfil career aspirations in current organisation (%)

	All	Private sector	Public sector	Voluntary sector
Very likely	12	12	10	11
Likely	24	21	32	22
Neither likely nor unlikely	26	28	22	22
Unlikely	15	14	15	17
Very unlikely	18	19	26	25
Don't know	5	5	6	3

Base: 1,817

Table 20: Satisfaction with pay, by sector (%)

	All	Private sector	Public sector	Voluntary sector
Very satisfied	7	8	4	4
Satisfied	36	37	32	36
Neither satisfied nor dissatisfied	23	23	22	29
Dissatisfied	25	23	31	22
Very dissatisfied	9	9	11	8
Don't know	1	1	-	-

Base: 2,901

7 Learning, development and skills

This section explores the importance of continuous learning and development opportunities for both employees and the organisation. We explore employee development opportunities and perceptions of training effectiveness, the skills that employees have and the difference these make to their organisations.

Development opportunities

More than two-fifths (46%) of employees strongly agree or agree that their organisation provides them with opportunities to learn and grow. However, just over a quarter (27%) disagree or strongly disagree.

More than two-fifths (44%) of employees are satisfied with the opportunity to develop their skills in their job, while almost a quarter (24%) are dissatisfied or very dissatisfied.

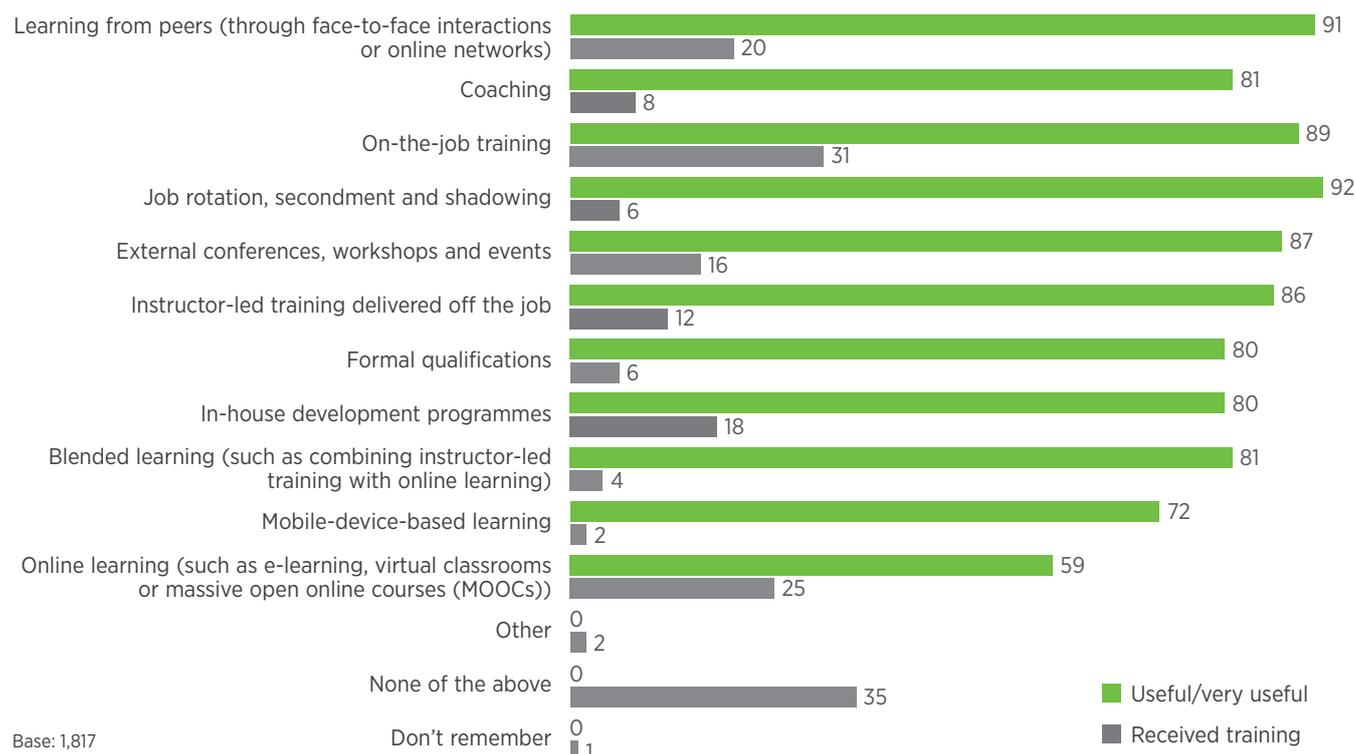
In the last 12 months, employees are most likely to have received on-the-job training (31%), online learning (25%) and learning from peers (20%). They are least likely to have received mobile-device-based learning (2%), blended learning (4%), job rotation, secondment and shadowing (6%) and formal qualifications (6%). However, over a third (35%) have received none of these types of training.



46%

More than two-fifths (46%) of employees strongly agree or agree that their organisation provides them with opportunities to learn and grow.

Figure 4: Training received in the last 12 months by useful/very useful rating (%)



Base: 1,817

When it comes to how useful employees found these different types of training in carrying out their work, two of the most popular forms of training are rated among the most useful/very useful – on-the-job training (89%) and learning from peers (91%). Online learning, however, is only rated useful/very useful by under three-fifths (59%) of employees who have experienced it. Job rotation, secondment and shadowing is rated as useful/very useful by 92%, even though only 6% have taken part in this in the last 12 months, and coaching is also rated as useful/very useful by 81%, even though only 8% have received it in the last 12 months.

Employee skills

The questions in this section are adapted from *Examining the Human Resource Architecture: The relationships among human capital, employment and human resource configurations* (Lepak and Snell 2002). We have included them so that we can understand more about how employees view their own skills or human capital and the value they can bring to organisations, customers and business, therefore providing competitive advantage.

We therefore asked employees to think about the role that they currently do and the skills that they currently have and state whether they agree or disagree with a number of statements about their human capital. The highest net agreement scores are that they have skills that are developed through on-the-job experiences (+78), create overall customer value (+75), are

needed to maintain high-quality products/services (+73) and enable their firms to provide exceptional customer service (+73). The lowest net agreement scores are that they have skills that are difficult for their competitors to imitate/duplicate (+2), that they have skills that would be very difficult to replace (+25) and that they have skills that are instrumental for creating innovations (+36).

Voluntary sector employees are significantly more confident in many of the skills that they have compared with public sector employees (creating overall customer value, influential for making process improvements, being difficult to replace and providing exceptional customer service). Voluntary sector employees are also significantly more likely than private sector employees to say their skills are needed to maintain high-quality products/services.

Table 21: I have skills that... (net agreement score)

	Overall	Private sector	Public sector	Voluntary sector
are developed through on-the-job experiences.	+78	+76	+85	+81
create overall customer value.	+75	+75	+74	+78
are needed to maintain high-quality products/services.	+73	+73	+75	+79
enable our firm to provide exceptional customer service.	+73	+72	+76	+79
enable our firm to respond to new or changing customer demands.	+63	+63	+64	+67
are instrumental for making process improvements.	+56	+54	+57	+67
are instrumental for creating innovations.	+36	+34	+39	+45
would be very difficult to replace.	+25	+26	+21	+25
are difficult for our competitors to imitate or duplicate.	+2	+3	-6	-3

Base: 2,091

8 Financial well-being

In this focus section we look at the issue of employee financial well-being and, in particular, at the aspects of financial well-being most important to employees, any improvements they would like to see to their own financial well-being and whether they feel more or less financially secure at the current time than in the past. The CIPD is focusing on this important issue as part of its well-being agenda and will be producing some new research on financial well-being later in the year.

Most important aspects of financial well-being for employees

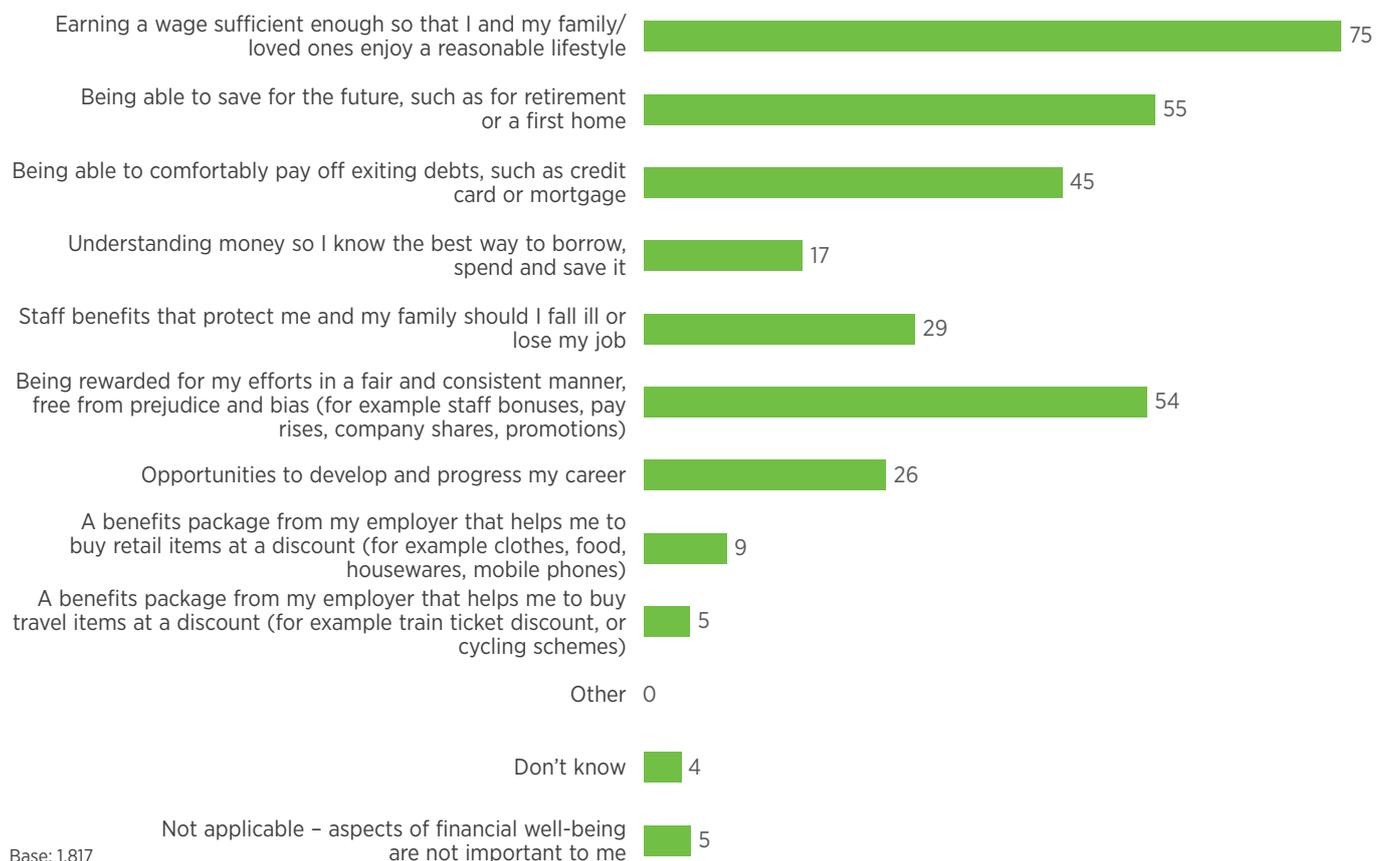
The aspects of financial well-being most important to employees are earning a sufficient wage to enjoy a reasonable lifestyle (75%), being able to save for the future (55%) and feeling that they are being rewarded for their efforts in a fair and consistent manner (54%). Almost half (45%) also point to the importance of being able to comfortably pay off existing debts.



75%

The aspects of financial well-being most important to employees are earning a sufficient wage to enjoy a reasonable lifestyle (75%).

Figure 5: Aspects of financial well-being most important to employees (%)



Base: 1,817

Women are significantly more likely than men to say they want to earn a sufficient wage to enjoy a reasonable lifestyle. Sector differences show that public and voluntary sector employees are also significantly more likely than private sector employees to say that they want to earn a sufficient wage to enjoy a reasonable lifestyle and also that they would like opportunities to develop and progress their careers. Public sector employees are significantly more likely than private sector employees to say that they would like staff benefits that protect them and their family should they fall ill or lose their job.

Measures to improve financial well-being

When it comes to measures that could be made to improve their financial well-being, employees are most likely to say they would like higher wages (68%), to be rewarded in a fair and consistent manner (41%), to be able to save for the future (26%) and finally to have protection for themselves and their family if they were to lose their job (24%). Women are significantly more likely than men to say that they would like to be rewarded in a fair and consistent manner and would like a benefits package from their employer that helps them buy travel items.

Employees in the public sector are significantly more likely than those in the voluntary and private sector to say that they would like to earn a higher wage and employees in the public and voluntary sectors are more likely than employees in the private sector to say they would like opportunities to progress their careers.

Financial security of employees

When considering how financially secure employees feel, compared with the start of 2016, almost half of employees (48%) feel that there has been no change. Of those that

Figure 6: Measures to improve current financial well-being (%)



have experienced a change, they are fairly evenly split on those that feel less financially secure (26%) and those that feel more (24%). Men are significantly more likely to say they feel more financially secure than in January 2016 and women are significantly more likely to say they feel less financially secure.

When we look at sector differences, private sector employees are significantly more likely than public sector employees to say they have experienced no change, while public and voluntary sector employees are significantly more likely than private sector employees to say they are less financially secure.

We also asked employees to try to anticipate their financial security in the next 12 months. Again, almost half (47%) felt there would be no change, and from a positive perspective about the future, slightly more employees anticipate being more (22%) rather than less (21%) financially secure.

Age group differences show that 18–24-year-olds significantly expect to be a lot more financially secure in the next 12 months compared with any other age group. Public and voluntary sector employees are significantly more likely to say they expect to be a lot less financially secure in the next 12 months.

Age group differences show that 18–24-year-olds significantly expect to be a lot more financially secure in the next 12 months compared with any other age group.

Table 22: Financial security compared with the start of 2016, by sector (%)

	All	Private sector	Public sector	Voluntary sector
A lot less financially secure	7	5	12	15
A little less financially secure	19	17	22	26
No change	48	50	42	42
A little more financially secure	19	19	18	13
A lot more financially secure	5	5	4	2
Don't know	2	3	1	1

Base: 1,817

Table 23: Anticipated financial security in the next 12 months, by sector (%)

	All	Private sector	Public sector	Voluntary sector
A lot less financially secure	6	5	9	14
A little less financially secure	15	14	19	19
No change	47	49	45	40
A little more financially secure	18	18	19	16
A lot more financially secure	4	5	3	1
Don't know	9	9	5	10

Base: 1,817

9 Job-seeking



Almost a quarter (23%) of all employees are currently looking for a new job and more than half (53%) of those have applied for a position in the last six months.

In this final section we explore employees' job-seeking intentions. Almost a quarter (23%) of employees are currently looking for a new job (spring 2016: 24%). Voluntary sector employees are most likely to be looking for a new job (30%), followed by employees in the public sector (28%), with employees in the private sector (22%) least likely to be currently looking for a new job.

More than half (53%) of all those currently looking for a new job have applied for a position in the last six months (this has increased from 50% in spring 2016).

Of those employees who have applied for a new job in the last six months, more than a third are taking opportunities to develop new skills (34%, up from 27% in spring 2016), and around one in ten (11%) are volunteering, retraining (8%) and holding more than one job (13%, up from 9% in spring 2016). However, half (50%) of employees who have applied for a new job in the last six months are not doing any of these activities.

Table 24: Proportion looking for a new job, by sector (%)

	Autumn 2016	Spring 2016	Autumn 2015	Spring 2015
All	23	24	20	23
Private sector	22	23	19	21
Public sector	28	27	23	26
Voluntary sector	30	29	21	26

Base: autumn 2016: 2,091; spring 2016: 2,029; autumn 2015: 2,043; spring 2015: 2,226

Conclusion: A positive outlook with substantial improvements for the public sector

We introduced some new questions in this survey to try to gauge employee perceptions of potential changes in their organisations in the light of Brexit. We looked at the impact on organisations' costs, competitiveness of exports, investment in equipment and technology, and finally investment in workforce training and development. The good news is that the largest group of employees believe that the UK's decision to leave the EU will make little or no difference to any of these things (although we must note that a quarter anticipate a rise in costs and just over a tenth anticipate a reduction in competitiveness of exports, investment in equipment/technology and workforce training and development).

Fewer employees in this survey compared with our spring 2016 survey believe it is likely that they could lose their current main job and more think it is unlikely/very unlikely. The outlook for employees' financial security is also fairly positive. Satisfaction with pay has increased in this survey. The largest group of employees have not experienced any change in their financial security since January 2016 and do not anticipate any change in the next 12 months. The remainder are fairly evenly split on being more or less secure.

When asked to think about how work makes them feel, more employees point to positive rather than negative emotions. Employees are most likely to say that work makes them feel cheerful most or all of the time as opposed to any other feeling, and this is followed by optimistic.

We are also seeing substantial signs of improvement for employees in the public sector, with noticeable increases in job satisfaction and positive increases in perceptions of leaders, particularly in relation to their clarity of vision and treatment of employees with respect. There are also sizeable increases in public sector employee scores for opportunity to use knowledge and skills in their roles and their motivation by the core purpose of their organisations. However, as in previous surveys, areas to watch for public sector employees relate to feeling excessive pressure on a daily basis and coming home from work exhausted.

However, before we get carried away by all these positive findings, there is still ample room for improvement when it comes to development and career progression. In similar findings to our spring 2016 survey, a third feel it is unlikely they will be able to fulfil their career aspirations in their current organisation, over

a quarter of employees disagree that their organisation provides them with enough opportunities to learn and grow, and a quarter are dissatisfied with the opportunities to develop their skills in their roles.

With job-seeking intentions remaining fairly high in this survey (almost a quarter are looking for a new job) and a slight increase in the number of those that have applied for a job in the last 12 months, organisations must not be complacent in their approaches to development and career progression if they are to stop the unnecessary loss of valuable and career-minded employees.

Background to the survey

The CIPD has commissioned a twice-yearly survey among UK employees (including sole traders) to identify their opinions of and attitudes towards working life today.

YouGov conducted the latest survey for the CIPD of 2,091 UK employees in September 2016. This survey was administered to members of the YouGov Plc UK panel of more than 350,000 individuals who have agreed to take part in surveys. The sample was selected and weighted to be representative of the UK workforce in relation to sector and size (private, public, voluntary), industry type and full-time/part-time working by gender. Size of organisation was classified in the following way: sole trader (one-person business), micro business (2-9), small business (10-49), medium (50-249) and large (more than 250).

Emails were sent to panellists selected at random from the base sample. The email invited them to take part in a survey and provided a generic survey link. Once a panel member clicked on the link, they were sent to the survey that they were most required for, according to the sample definition and quotas. The sample profile is normally derived from census data or, if not available from the census, from industry-accepted data.

Net scores refer to the proportion of people agreeing with a statement minus those disagreeing.

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