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# Great Place to Work Assessment

TRUST INDEX © SURVEY RESULTS

# How Do We Measure Trust?

## MANAGEMENT VISION Culture Audit®








Behaviours

+

WORKPLACE  
CULTURE,  
POLICIES, &  
PRACTICES

## EMPLOYEE EXPERIENCE Trust Index® Survey

Great Place to Work® Model©		
	Credibility	T
	Respect	R
	Fairness	U
	Pride	S
	Camaraderie	T

'Investment' in culture yields a 'Return' through the employee experience.



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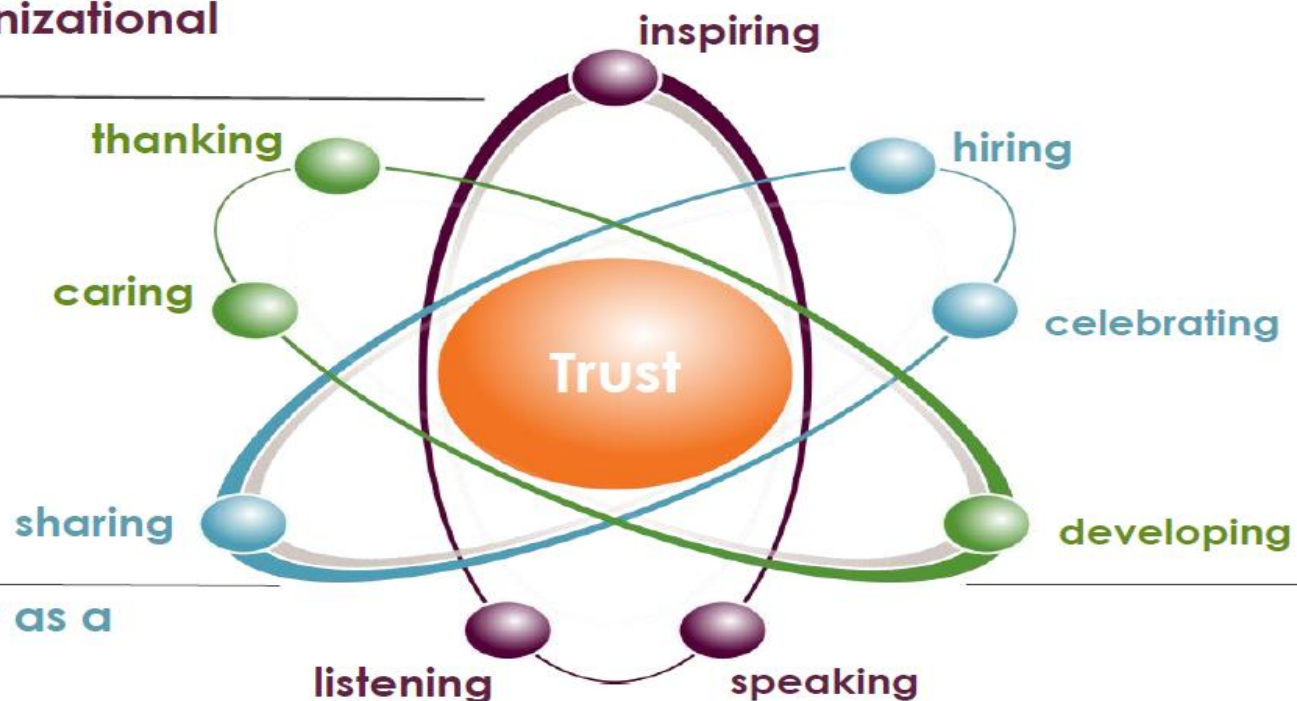
# What is a great workplace?

Great  
Place  
To  
Work®

## Manager perspective

A great workplace is where you **achieve organizational objectives** with employees who **give their personal best** and **work together as a team/family** — all in an environment of **trust**.

**achieve organizational objectives**



**work together as a team/family**

**give their personal best**

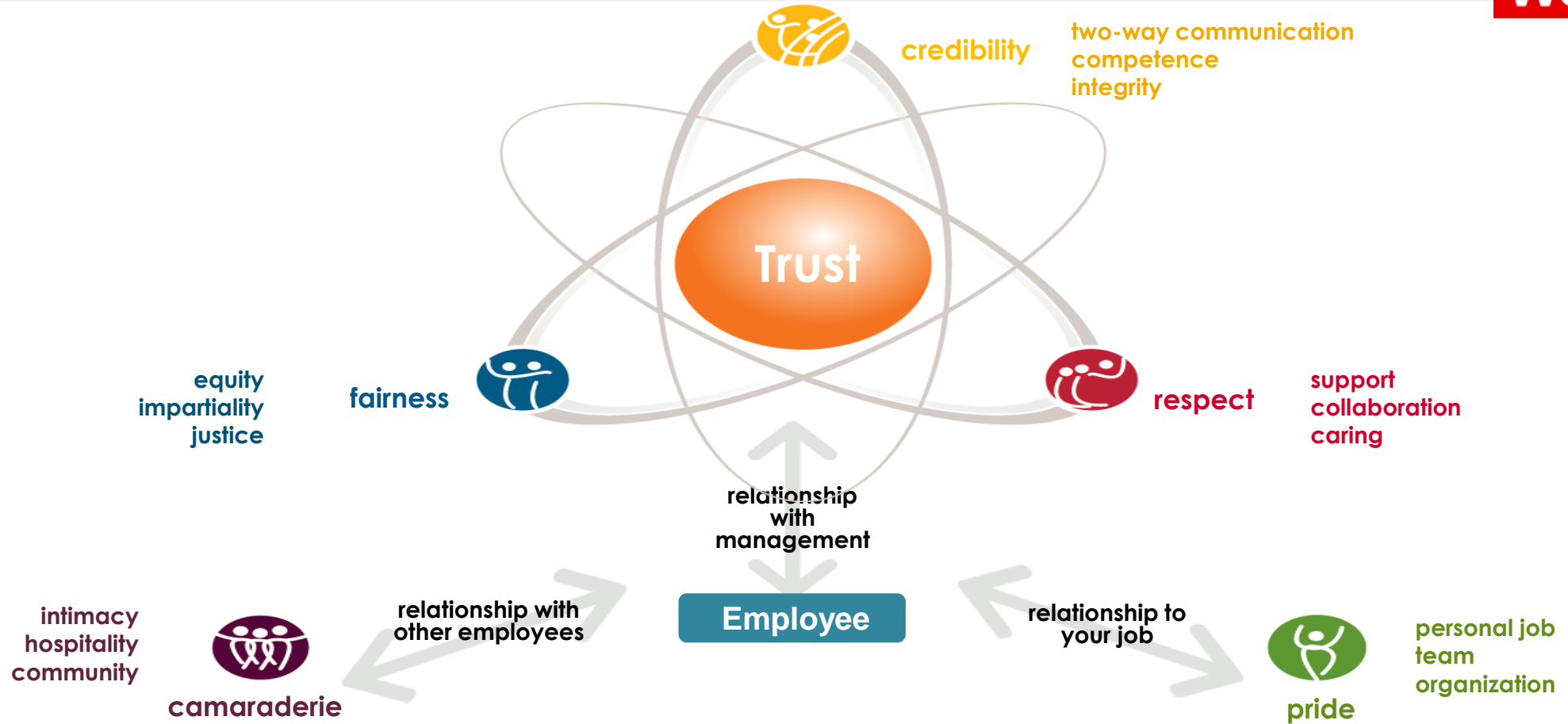


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# What is a great workplace?

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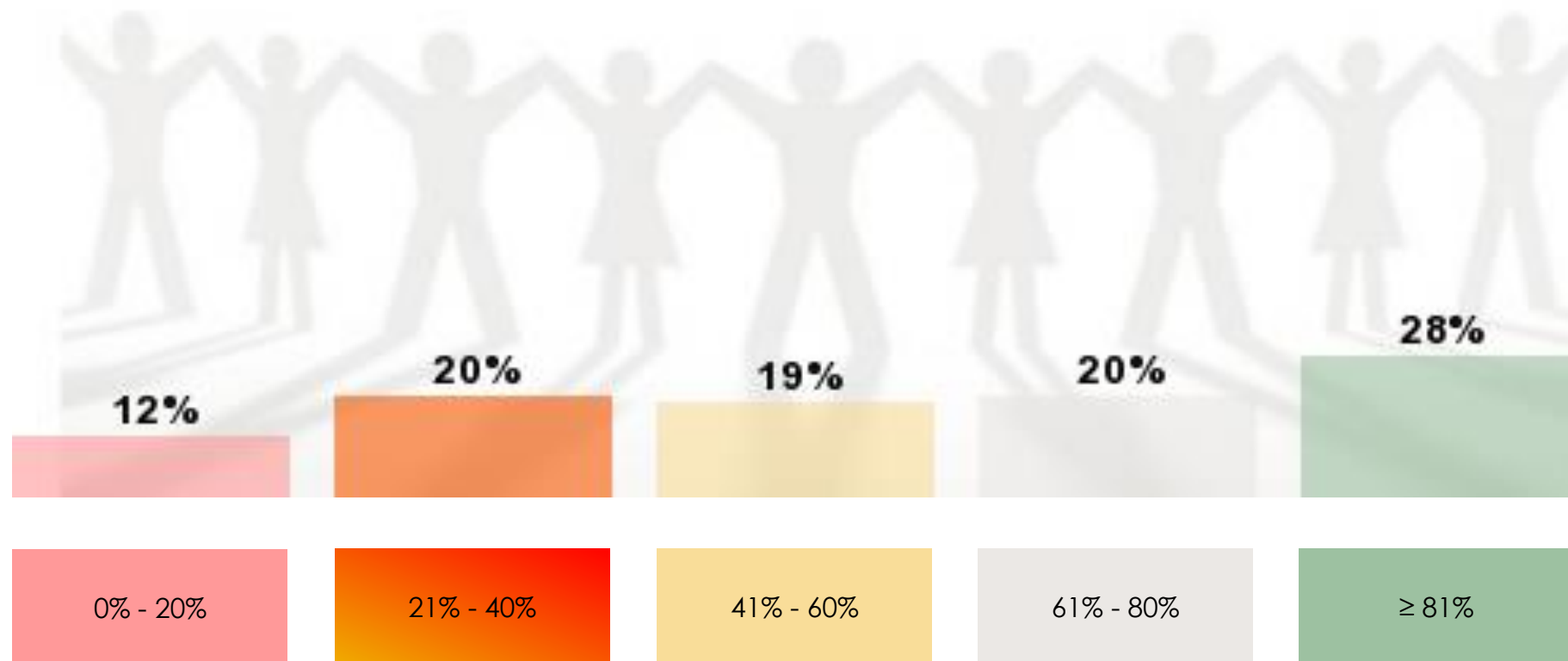
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# Responses

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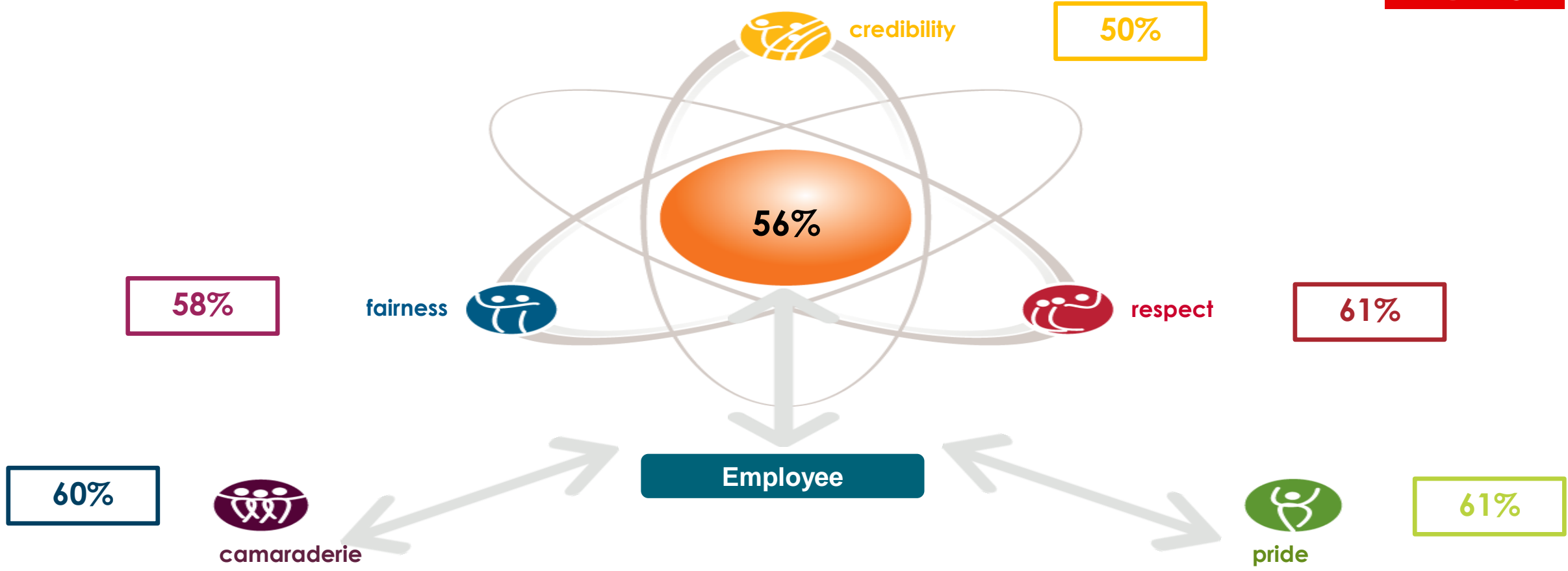
% Positive  
responses  
across  
participants



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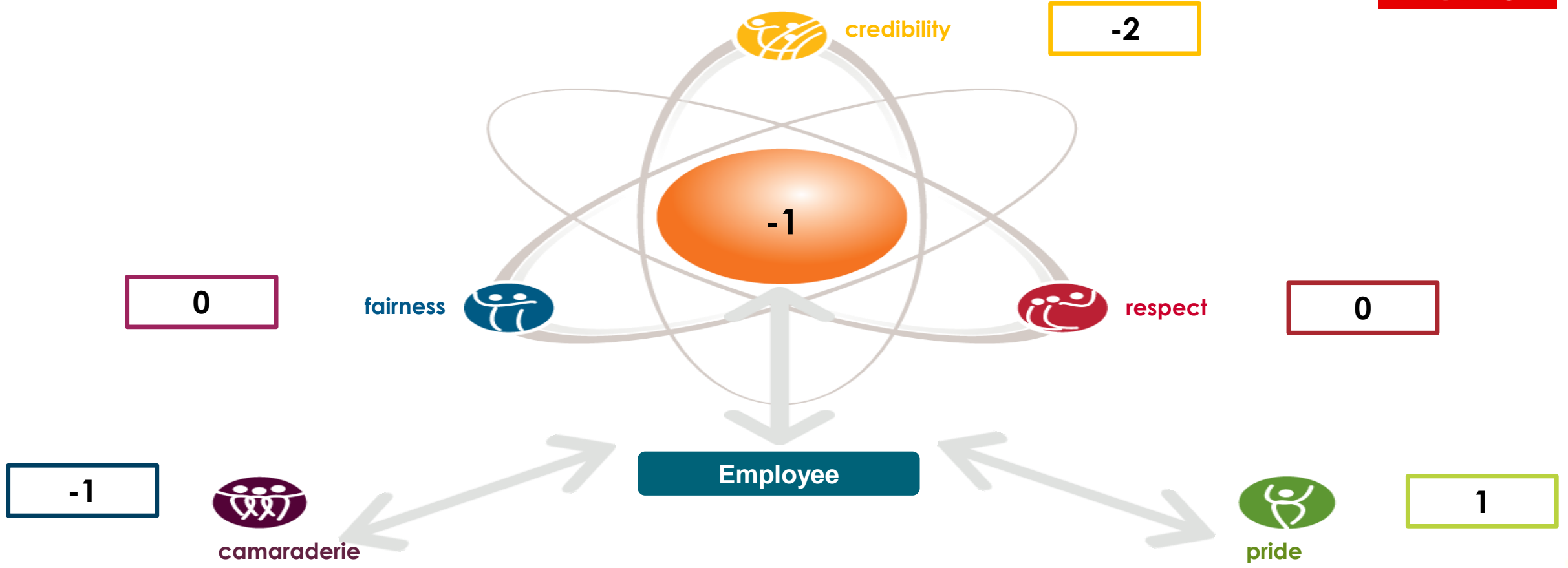
# This Year : Overall Organisation



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# This Year Versus Central Bank 2017

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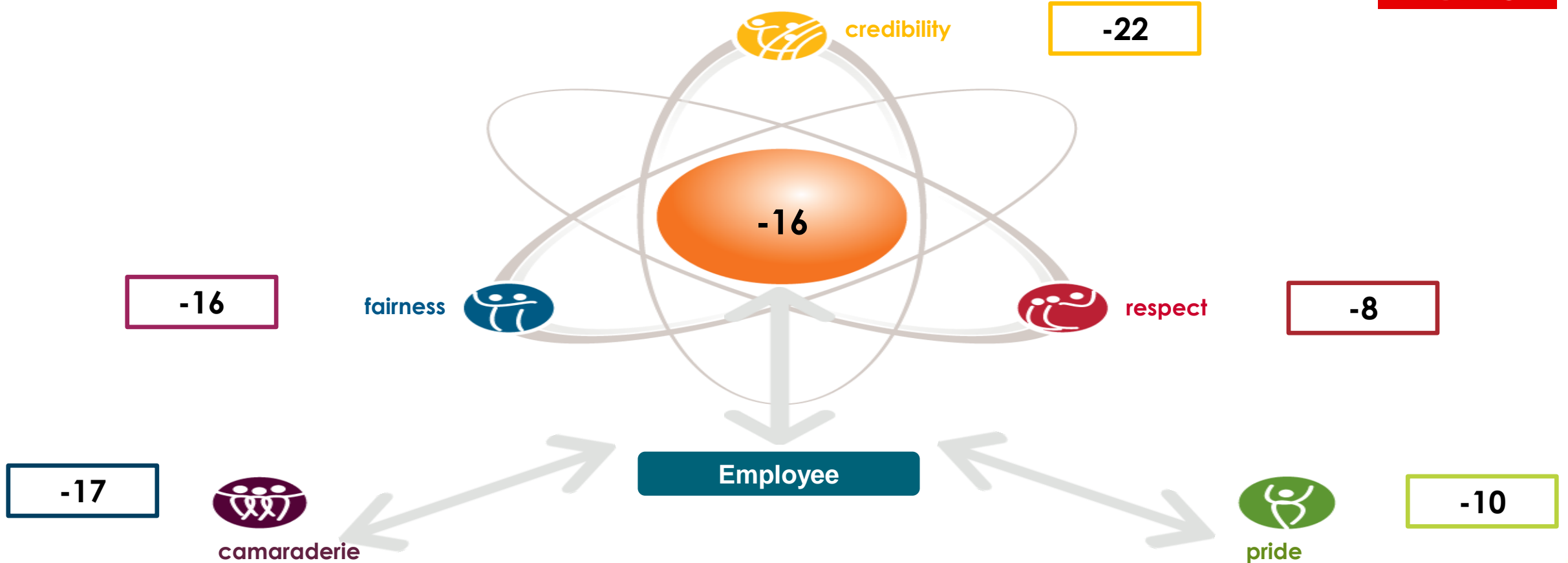
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# This Year Versus Certification

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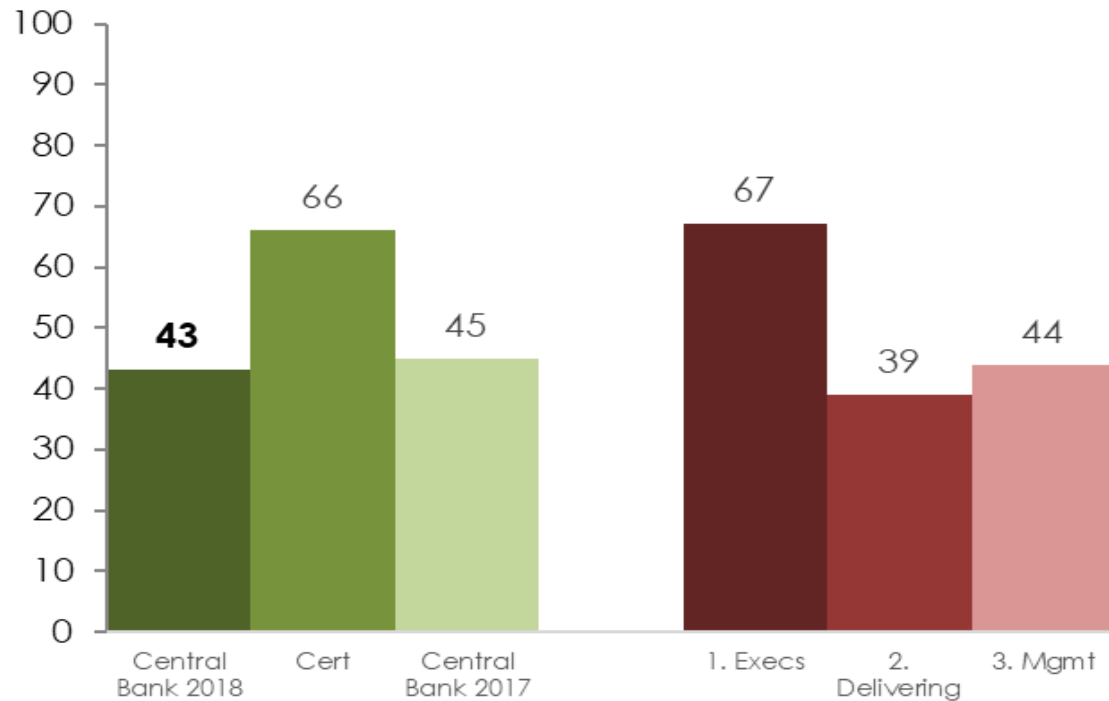
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# Communication & Involvement

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## Overall v Benchmark



## Job Roles

## Survey Statements

- ❖ I can ask management any reasonable question and get a straight answer.  
**CBI 2018: 41% Cert: 70% CBI 2017: 46%**
- ❖ Management is approachable, easy to talk with.  
**CBI 2018: 54% Cert: 77% CBI 2017: 55%**
- ❖ Management involves people in decisions that affect their jobs or work environment.  
**CBI 2018: 31% Cert: 57% CBI 2017: 34%**
- ❖ Management keeps me informed about important issues and changes.  
**CBI 2018: 46% Cert: 63% CBI 2017: 46%**



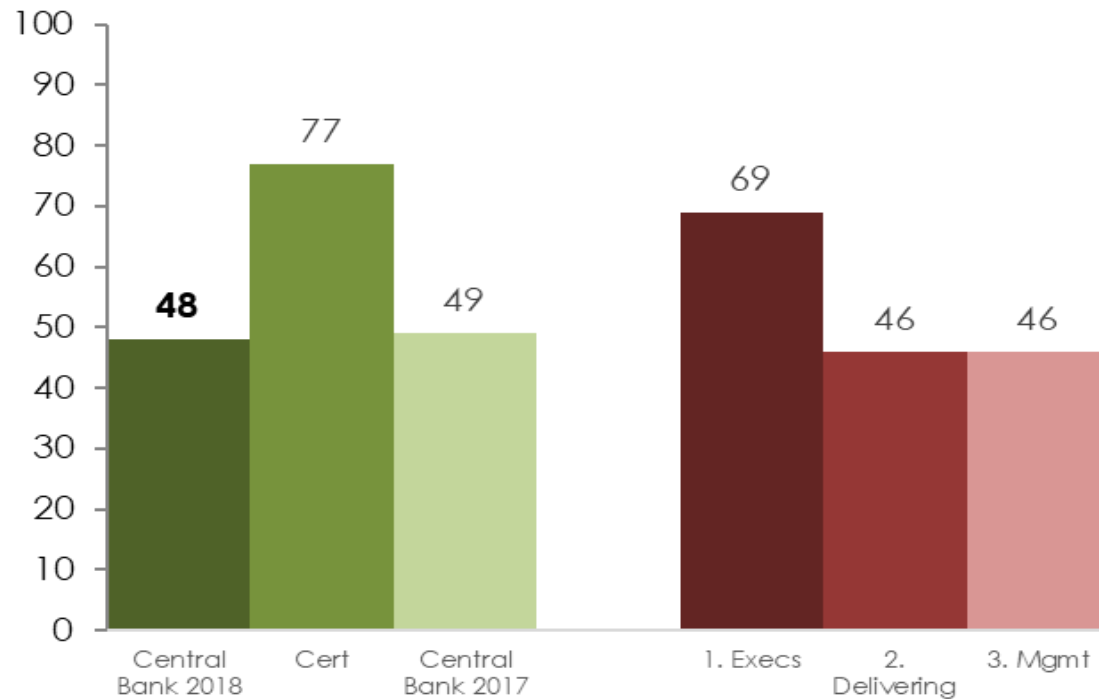
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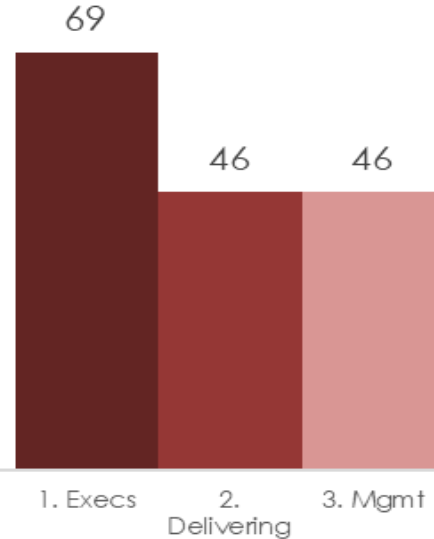
# Strategy & Direction

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## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ Management is competent at running the business.  
**CBI 2018 : 52% Cert : 81% CBI 2017 : 56%**
- ❖ Management has a clear view of where the organisation is going and how to get there.  
**CBI 2018 : 44% Cert : 73% CBI 2017 : 43%**



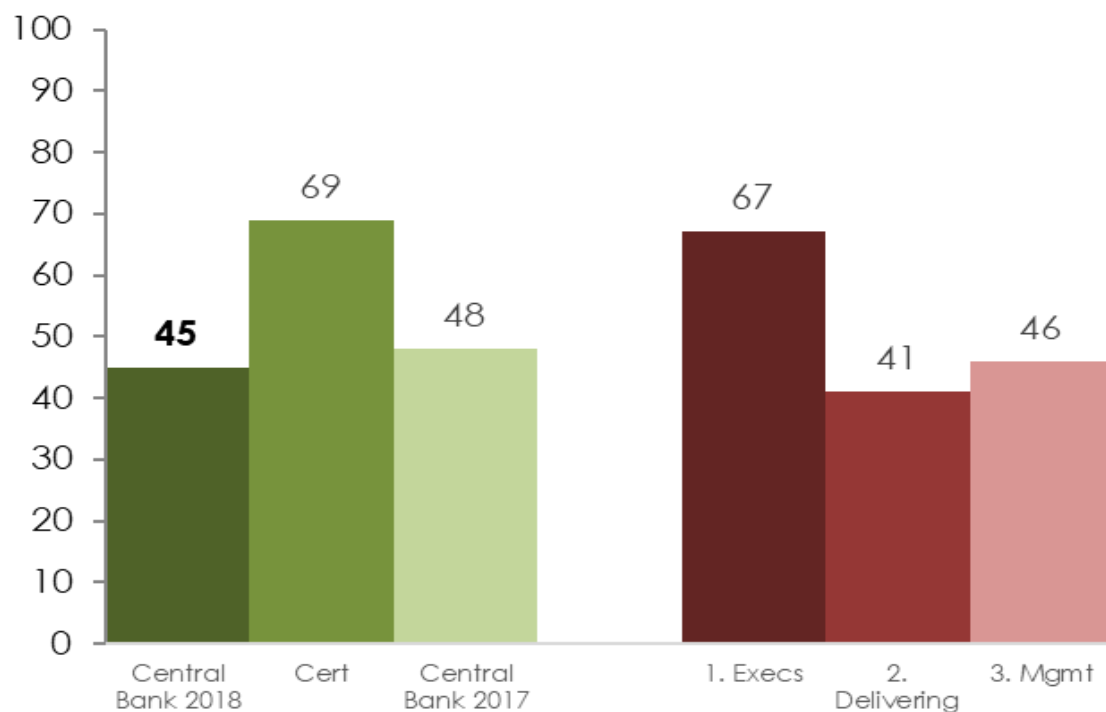
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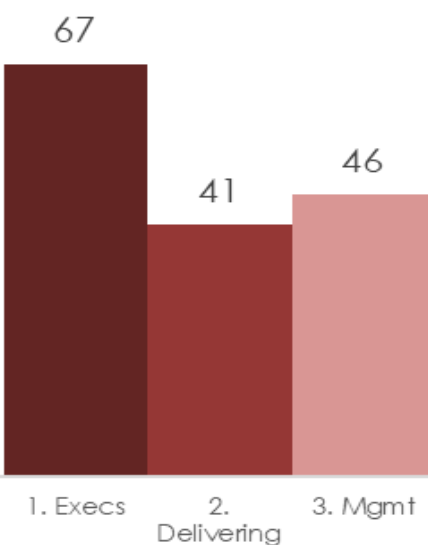
# Management & Leadership

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## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ Management delivers on its promises.  
**CBI 2018 : 39% Cert : 65% CBI 2017 : 41%**
- ❖ Management's actions match its words.  
**CBI 2018 : 37% Cert : 65% CBI 2017 : 40%**
- ❖ Management is honest and ethical in its business practices.  
**CBI 2018 : 61% Cert : 81% CBI 2017 : 62%**
- ❖ People avoid politicking and backstabbing as ways to get things done.  
**CBI 2018 : 35% Cert : 64% CBI 2017 : 38%**
- ❖ Managers avoid playing favourites.  
**CBI 2018 : 34% Cert : 60% CBI 2017 : 37%**
- ❖ If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.  
**CBI 2018 : 50% Cert : 74% CBI 2017 : 54%**
- If I witnessed wrongdoing at work, I could raise the issue and be confident it would be addressed.  
**CBI 2018 : 56% Cert : 74% CBI 2017 : 61%**



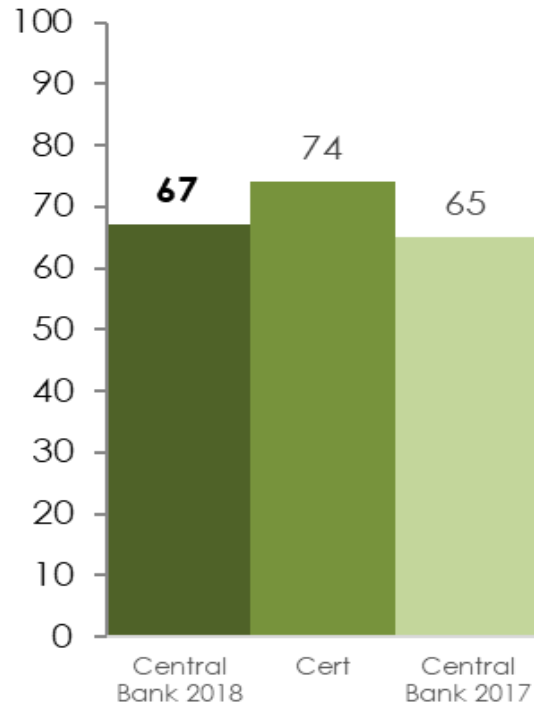
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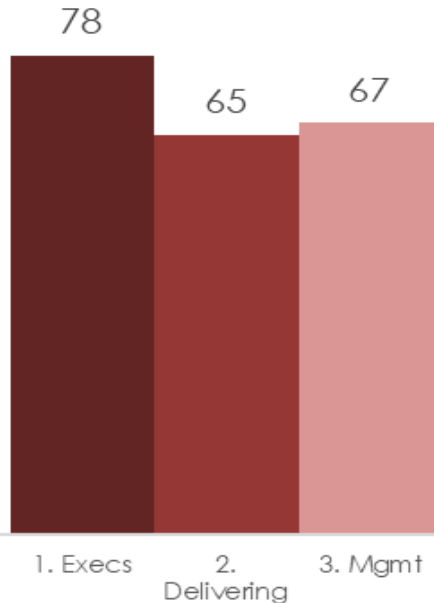
# Line Management

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Work<sup>®</sup>

## Overall v Benchmark



## Job Roles



## Survey Statements

- My line manager gives me regular feedback on my performance.  
**CBI 2018 : 56% Cert : 65% CBI 2017 : 55%**
- My line manager works well with other managers/leaders.  
**CBI 2018 : 71% Cert : 80% CBI 2017 : 68%**
- My line manager values my contribution.  
**CBI 2018 : 73% Cert : 77% CBI 2017 : 70%**



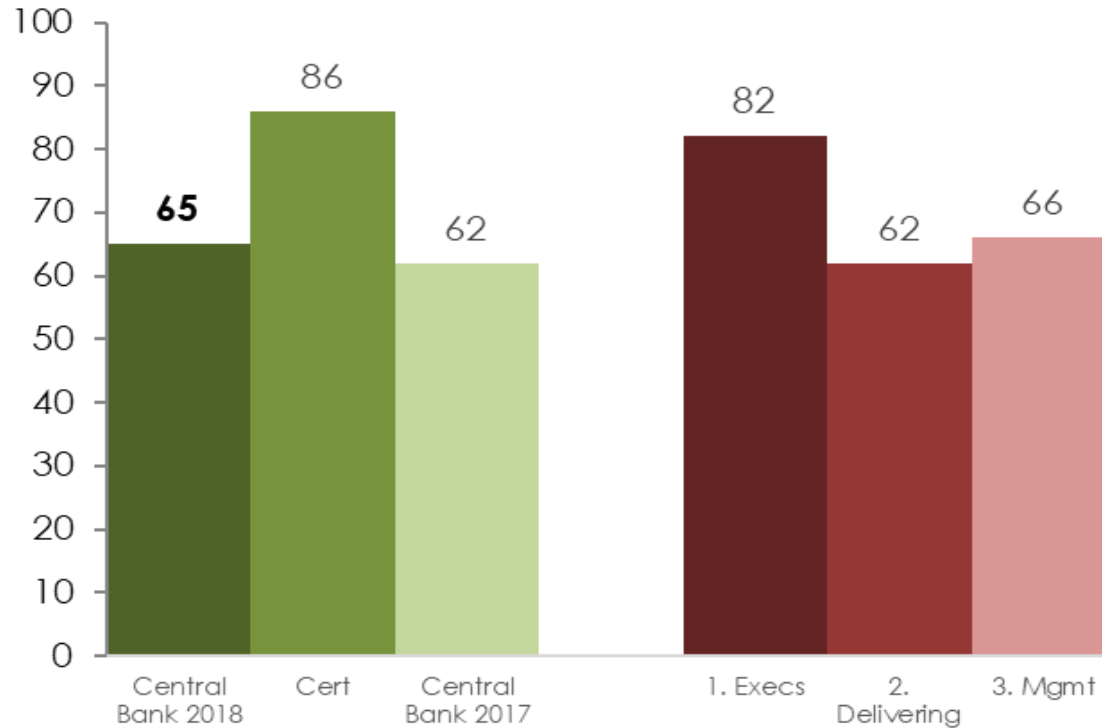
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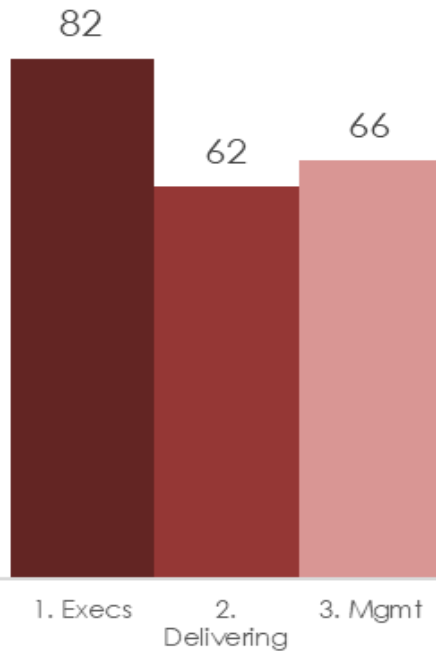
# Customer Focus

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To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- My department constantly looks for better ways to serve its customers/clients.  
**CBI 2018 : 59% Cert : 83% CBI 2017 : 61%**
- The customer/client is at the centre of everything we do.  
**CBI 2018 : 60% Cert : 85% CBI 2017 : 57%**
- Taking everything into account, customers/clients can trust this organisation.  
**CBI 2018 : 75% Cert : 89% CBI 2017 : 68%**



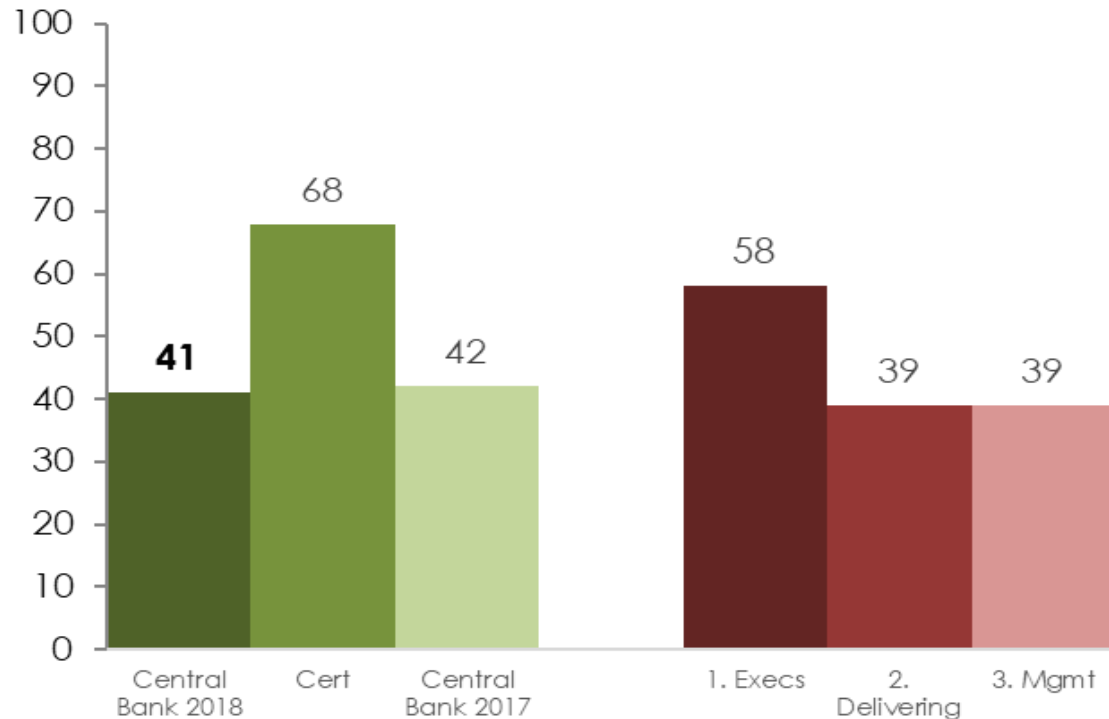
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# Change Ready

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Place  
To  
Work®

## Overall v Benchmark



## Job Roles

## Survey Statements

- Senior leaders clearly demonstrate the need for change.  
**CBI 2018 : 43% Cert : 66% CBI 2017 : 45%**
- People around here are really innovative.  
**CBI 2018 : 30% Cert : 63% CBI 2017 : 32%**
- My department is flexible in how it does business.  
**CBI 2018 : 43% Cert : 76% CBI 2017 : 46%**
- I believe that this organisation will act on the results of this survey.  
**CBI 2018 : 46% Cert : 66% CBI 2017 : 46%**



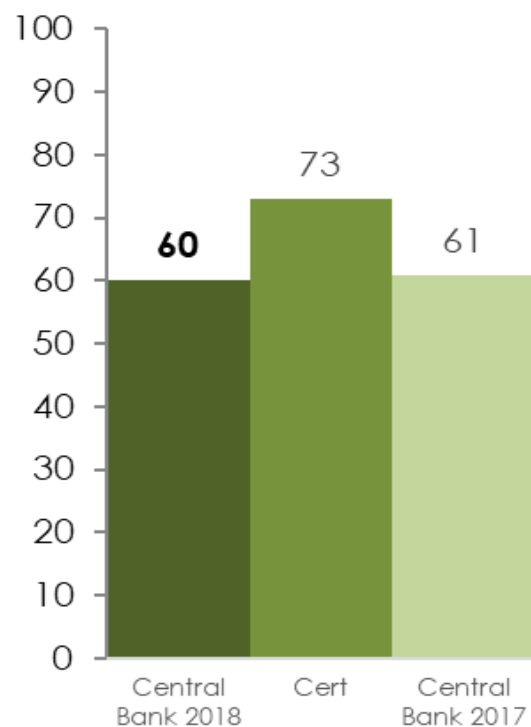
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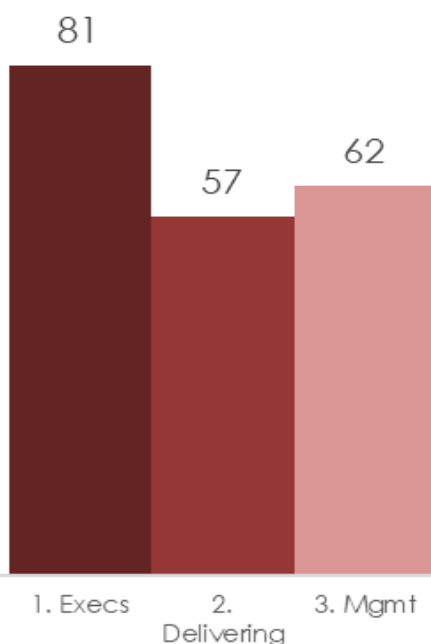
# Engagement

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To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ Taking everything into account, I would say this is a great place to work.  
**CBI 2018 : 51% Cert : 71% CBI 2017 : 55%**
- I would recommend working here to others.  
**CBI 2018 : 62% Cert : 74% CBI 2017 : 63%**
- ❖ I feel I make a difference here.  
**CBI 2018 : 61% Cert : 70% CBI 2017 : 61%**
- ❖ People here are willing to give extra to get the job done.  
**CBI 2018 : 63% Cert : 75% CBI 2017 : 63%**
- ❖ I want to work here for a long time.  
**CBI 2018 : 60% Cert : 67% CBI 2017 : 60%**
- ❖ I'm proud to tell others I work here.  
**CBI 2018 : 66% Cert : 82% CBI 2017 : 64%**
- ❖ When I look at what we accomplish, I feel a sense of pride.  
**CBI 2018 : 64% Cert : 77% CBI 2017 : 64%**
- ❖ My work has special meaning: this is not "just a job".  
**CBI 2018 : 56% Cert : 65% CBI 2017 : 57%**



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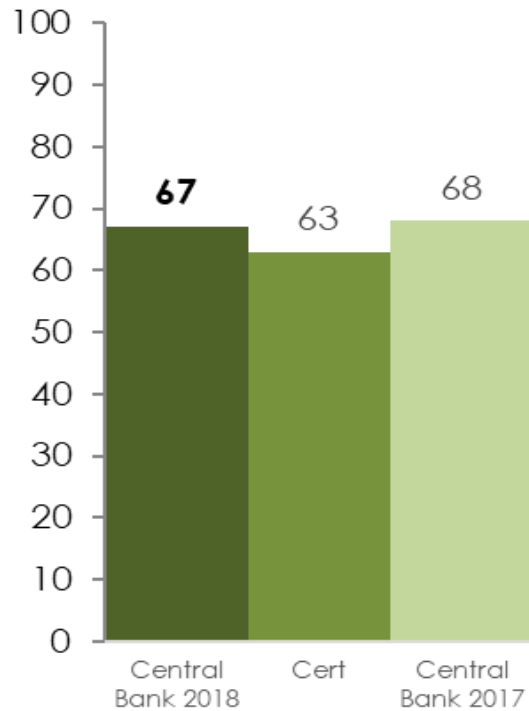
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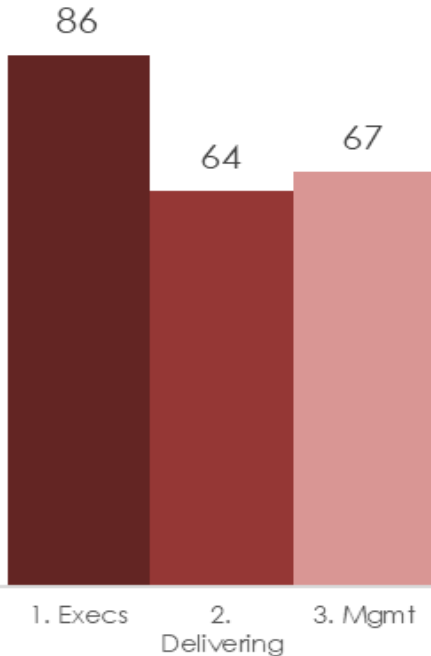
# Career & Development

Great  
Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- I can fulfil my career aspirations working here.  
**CBI 2018 : 53% Cert : 58% CBI 2017 : 54%**
- I am developing professionally working here.  
**CBI 2018 : 65% Cert : 69% CBI 2017 : 66%**
- ❖ I am offered training or development to further myself professionally.  
**CBI 2018 : 83% Cert : 63% CBI 2017 : 83%**



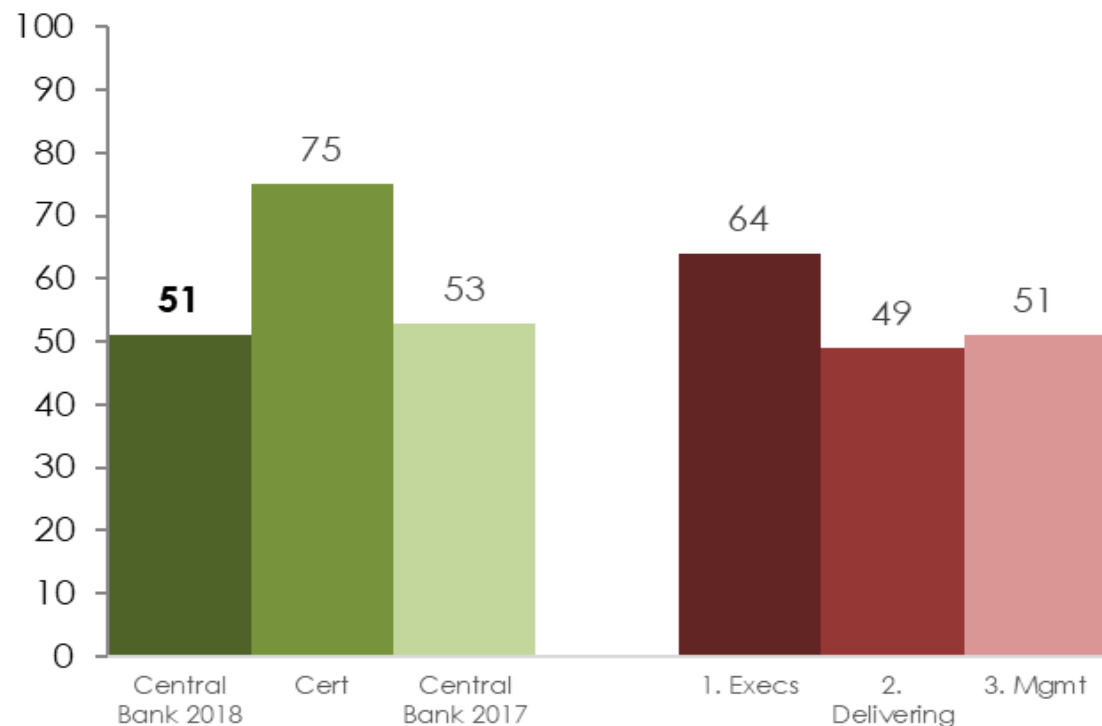
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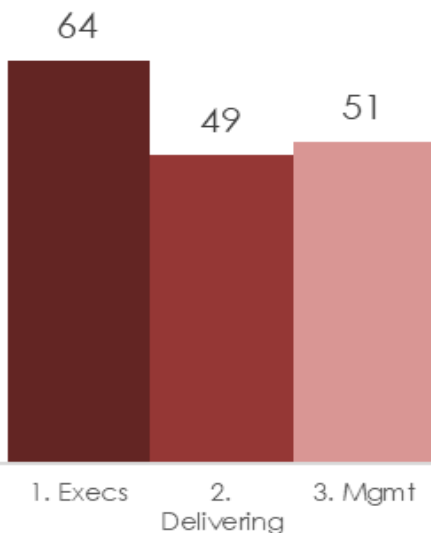
# Empowerment & Accountability

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Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ Management trusts people to do a good job without watching over their shoulders.  
**CBI 2018 : 52% Cert : 80% CBI 2017 : 56%**
- ❖ People here are given a lot of responsibility.  
**CBI 2018 : 63% Cert : 77% CBI 2017 : 63%**
- ❖ Management makes its expectations clear.  
**CBI 2018 : 37% Cert : 68% CBI 2017 : 41%**



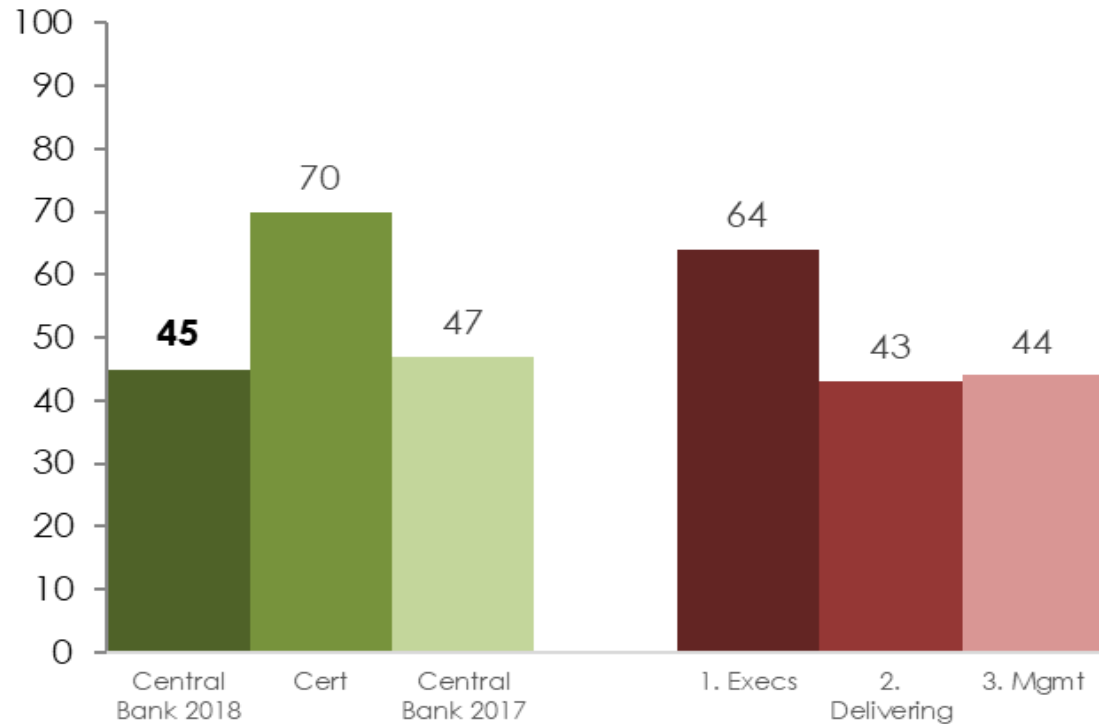
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# Innovation & Continuous Improvement

Great  
Place  
To  
Work®

## Overall v Benchmark



## Job Roles

## Survey Statements

- ❖ Management genuinely seeks and responds to suggestions and ideas.  
**CBI 2018 : 42% Cert : 65% CBI 2017 : 46%**
- ❖ Management recognises honest mistakes as part of doing business.  
**CBI 2018 : 48% Cert : 75% CBI 2017 : 49%**



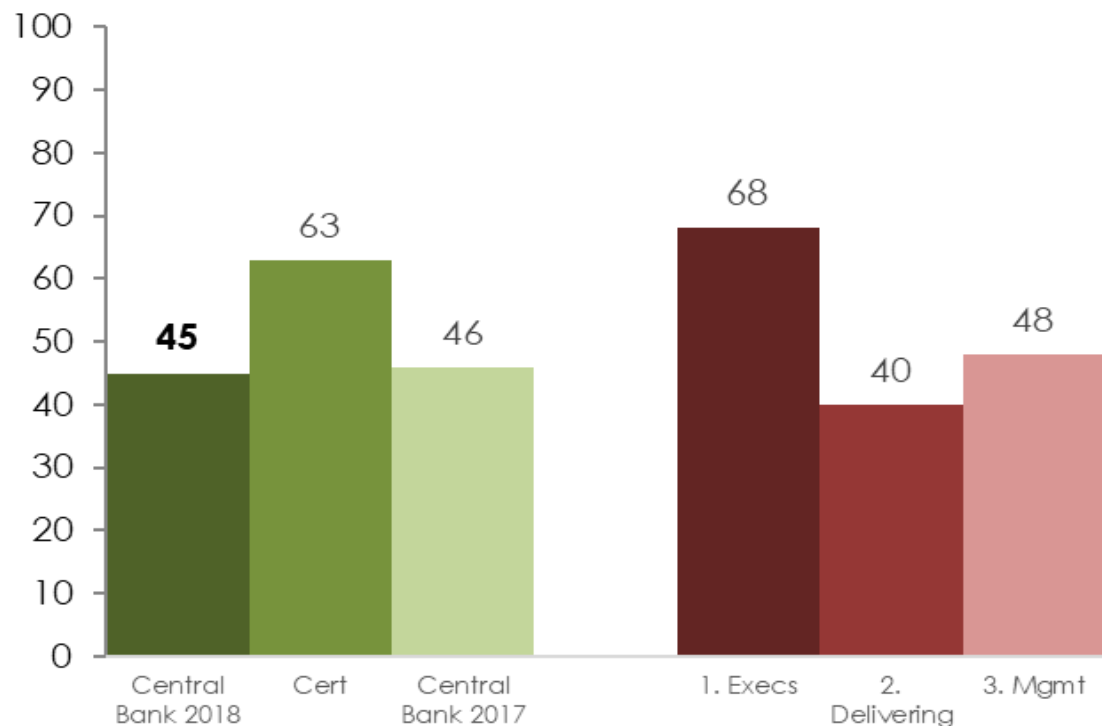
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# Recognition

Great  
Place  
To  
Work®

## Overall v Benchmark



## Job Roles

## Survey Statements

- ❖ Management shows a sincere interest in me as a person, not just an employee.  
**CBI 2018 : 45% Cert : 64% CBI 2017 : 46%**
- ❖ Management shows appreciation for good work and extra effort.  
**CBI 2018 : 52% Cert : 66% CBI 2017 : 51%**
- ❖ Everyone has an opportunity to get special recognition.  
**CBI 2018 : 39% Cert : 61% CBI 2017 : 41%**



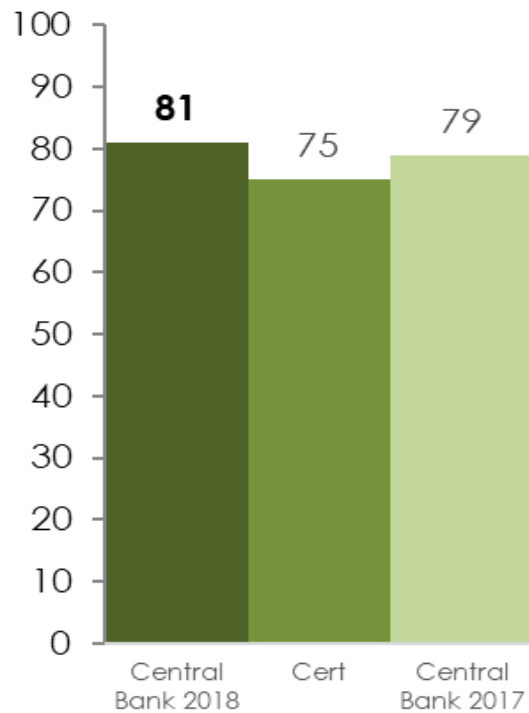
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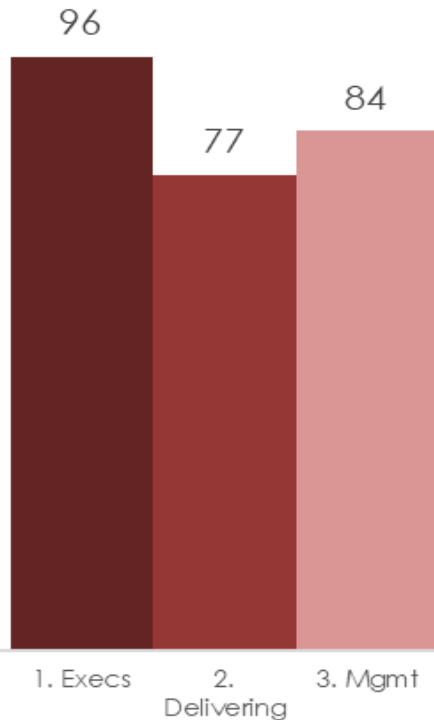
# Job Security

Great  
Place  
To  
Work<sup>®</sup>

## Overall v Benchmark



## Job Roles



## Survey Statements

❖ I believe management would lay people off only as a last resort.

**CBI 2018 : 81% Cert : 75% CBI 2017 : 79%**



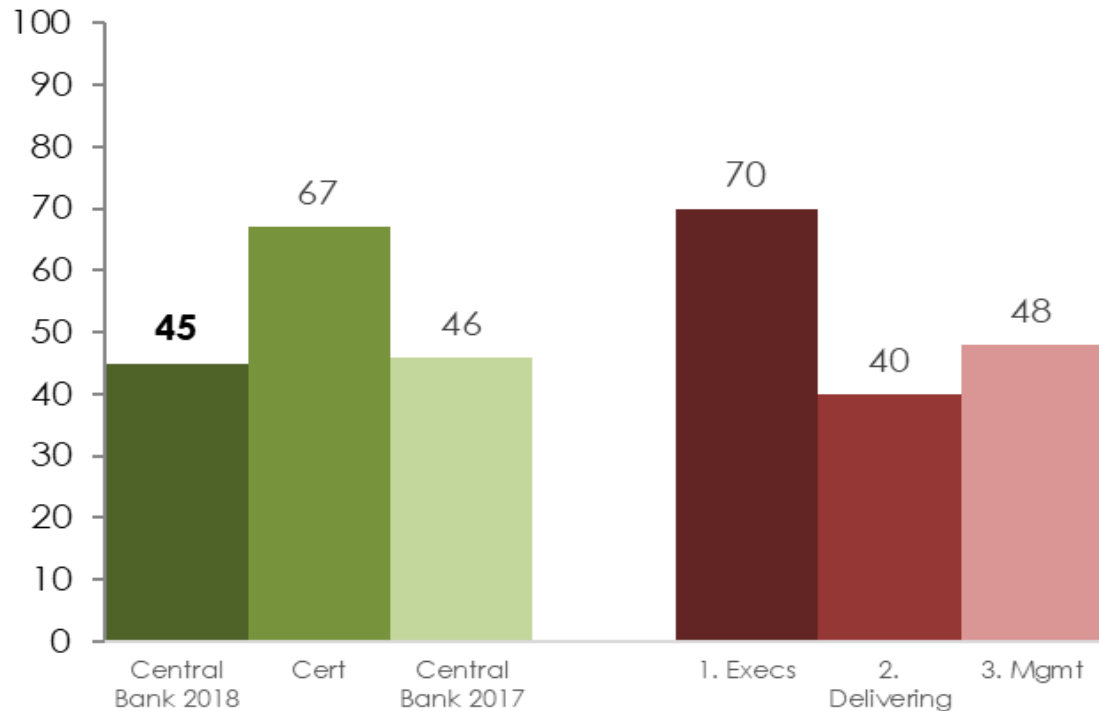
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# Talent Management

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Place  
To  
Work®

## Overall v Benchmark



## Survey Statements

- ❖ Management hires people who fit in well here.  
**CBI 2018 : 53% Cert : 72% CBI 2017 : 55%**
- ❖ Promotions go to those who best deserve them.  
**CBI 2018 : 36% Cert : 62% CBI 2017 : 37%**



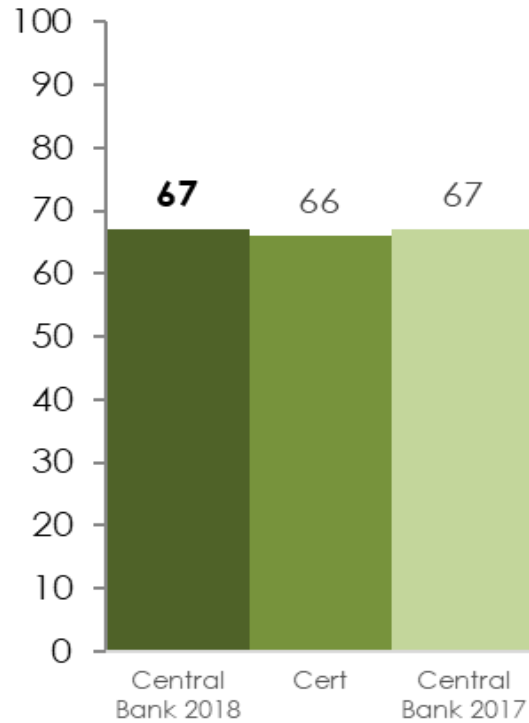
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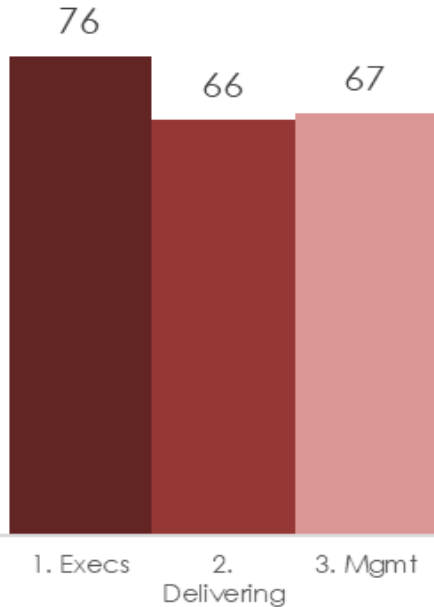
# Wellbeing

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Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- This organisation helps me plan for my retirement.  
**CBI 2018 : 68% Cert : 56% CBI 2017 : 69%**
- ❖ This is a psychologically and emotionally healthy place to work.  
**CBI 2018 : 56% Cert : 65% CBI 2017 : 55%**
- ❖ I am able to take time off from work when I think it's necessary.  
**CBI 2018 : 84% Cert : 82% CBI 2017 : 83%**
- ❖ People are encouraged to balance their work life and their personal life.  
**CBI 2018 : 61% Cert : 61% CBI 2017 : 60%**



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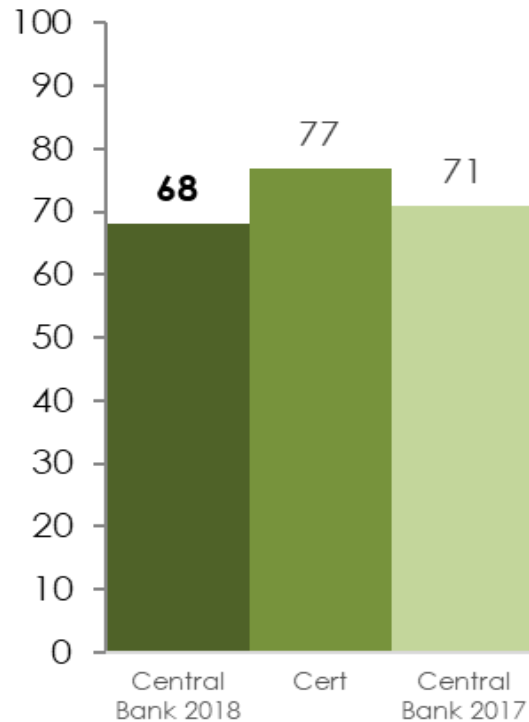
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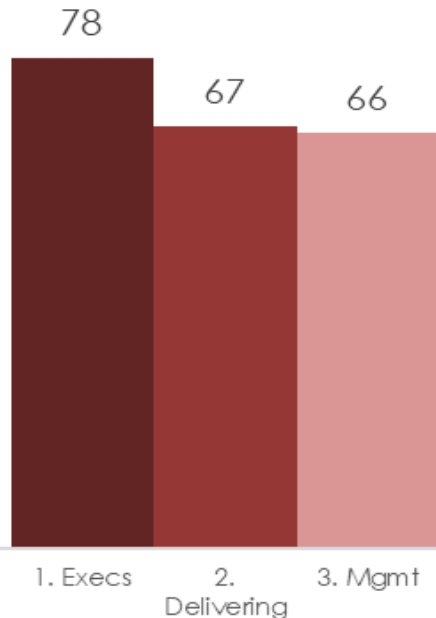
# Work Environment & Processes

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Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ Our facilities contribute to a good working environment.  
**CBI 2018 : 76% Cert : 77% CBI 2017 : 82%**
- ❖ I am given the resources and equipment to do my job.  
**CBI 2018 : 66% Cert : 78% CBI 2017 : 69%**
- ❖ This is a physically safe place to work.  
**CBI 2018 : 95% Cert : 91% CBI 2017 : 94%**
- ❖ Management does a good job of assigning and coordinating people.  
**CBI 2018 : 34% Cert : 62% CBI 2017 : 38%**



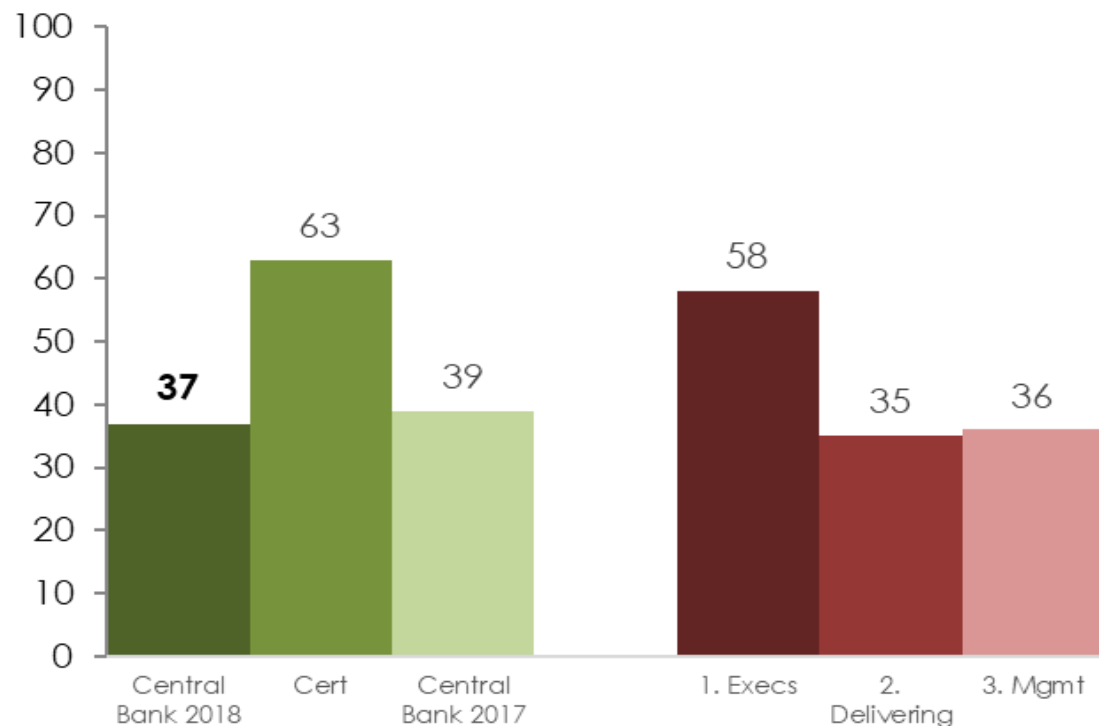
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# Performance Management

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Place  
To  
Work<sup>®</sup>

## Overall v Benchmark



## Job Roles

## Survey Statements

- Excellent performance is recognised in this organisation.  
**CBI 2018 : 42% Cert : 69% CBI 2017 : 44%**
- My performance is fairly evaluated.  
**CBI 2018 : 47% Cert : 69% CBI 2017 : 49%**
- Appropriate action is taken when dealing with poor performers.  
**CBI 2018 : 22% Cert : 53% CBI 2017 : 25%**



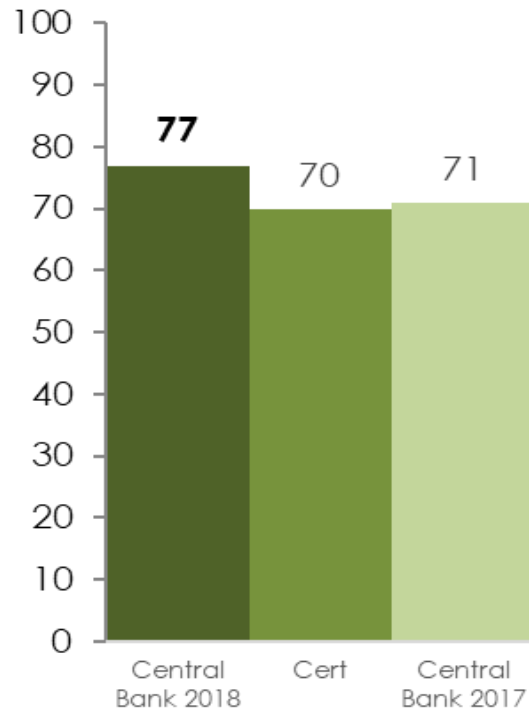
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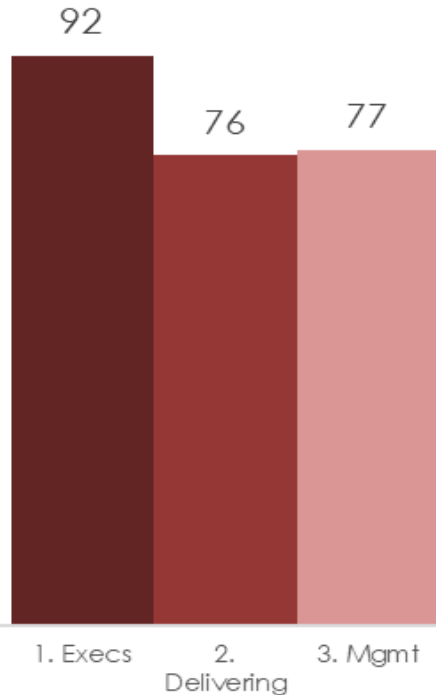
# Corporate Social Responsibility

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To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ I feel good about the ways we contribute to the community.  
**CBI 2018: 71% Cert: 71% CBI 2017: 64%**
- This workplace is working to reduce its environmental impact.  
**CBI 2018: 82% Cert: 64% CBI 2017: 78%**
- This organisation manages its impact upon society responsibly.  
**CBI 2018: 79% Cert: 73% CBI 2017: 73%**



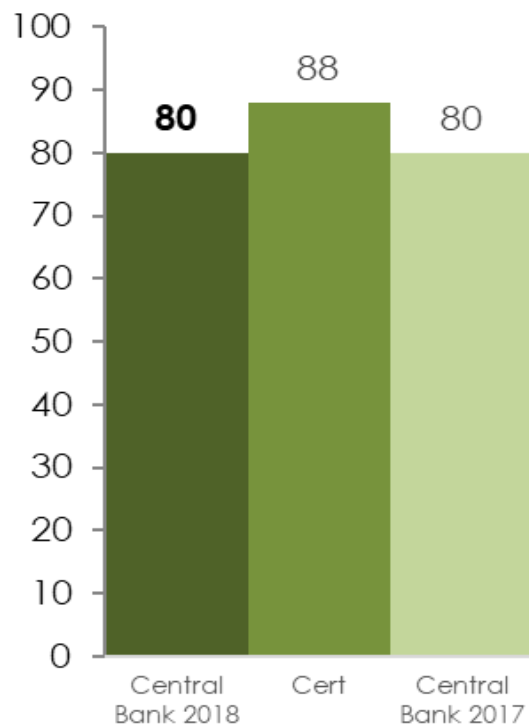
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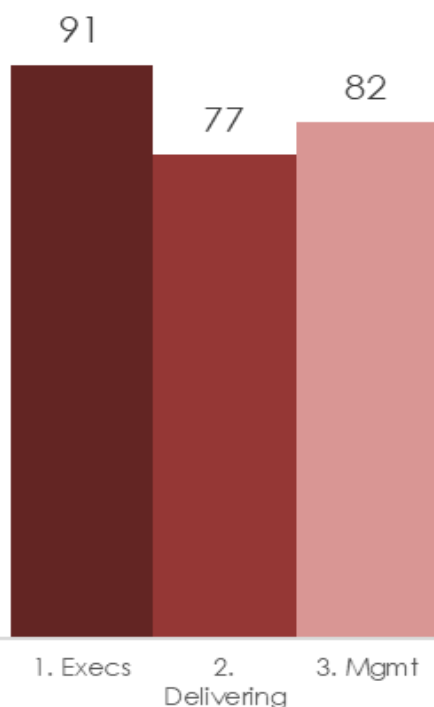
# Diversity

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Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ People here are treated fairly regardless of their age.  
**CBI 2018 : 73% Cert : 87% CBI 2017 : 71%**
- ❖ People here are treated fairly regardless of their race or ethnic origin.  
**CBI 2018 : 90% Cert : 94% CBI 2017 : 90%**
- ❖ People here are treated fairly regardless of their sex.  
**CBI 2018 : 82% Cert : 88% CBI 2017 : 82%**
- ❖ People here are treated fairly regardless of their sexual orientation.  
**CBI 2018 : 92% Cert : 94% CBI 2017 : 92%**
- ❖ I am treated as a full member here regardless of my position.  
**CBI 2018 : 61% Cert : 78% CBI 2017 : 62%**



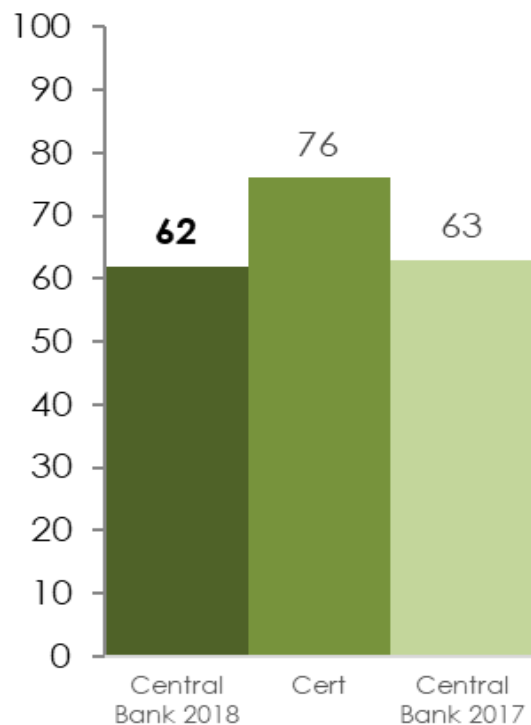
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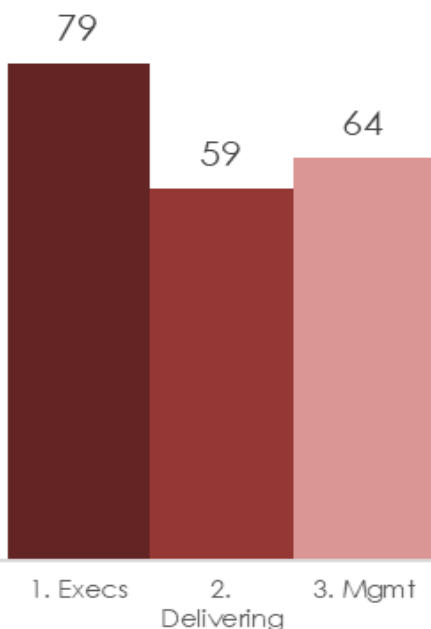
# Our Culture

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Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ When you join the company, you are made to feel welcome.  
**CBI 2018: 76% Cert: 86% CBI 2017: 76%**
- ❖ I can be myself around here.  
**CBI 2018: 68% Cert: 81% CBI 2017: 69%**
- ❖ People look forward to coming to work here.  
**CBI 2018: 50% Cert: 59% CBI 2017: 51%**
- ❖ This is a friendly place to work.  
**CBI 2018: 80% Cert: 87% CBI 2017: 82%**
- ❖ This is a fun place to work.  
**CBI 2018: 39% Cert: 67% CBI 2017: 39%**
- ❖ When people change jobs or work units, they are made to feel right at home.  
**CBI 2018: 60% Cert: 74% CBI 2017: 59%**



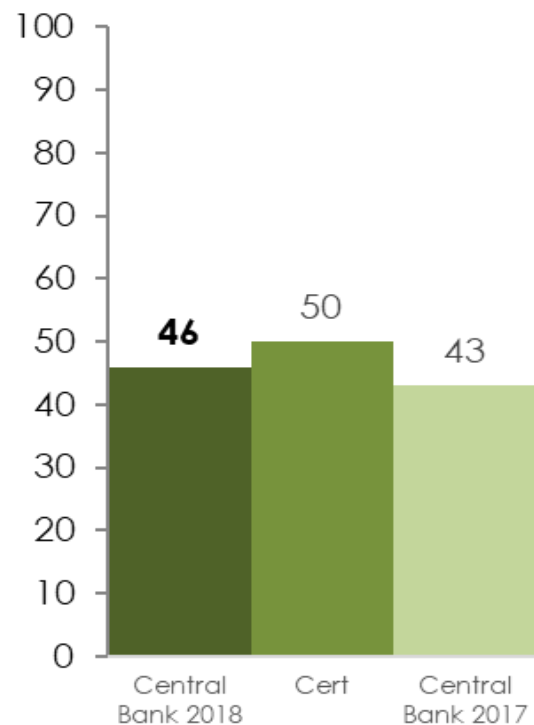
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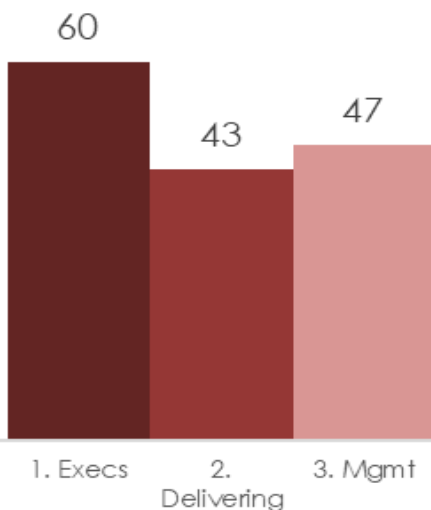
# Reward

Great  
Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ People here are paid fairly for the work they do.  
**CBI 2018 : 42% Cert : 48% CBI 2017 : 37%**
- ❖ We have special and unique benefits here.  
**CBI 2018 : 49% Cert : 52% CBI 2017 : 48%**



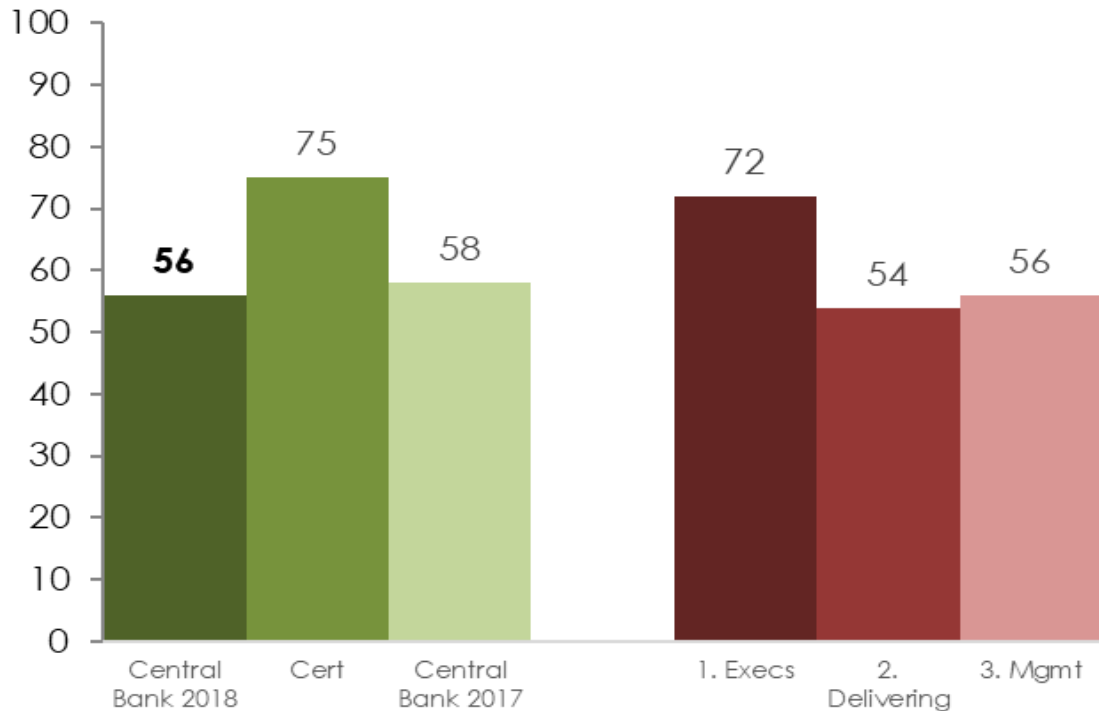
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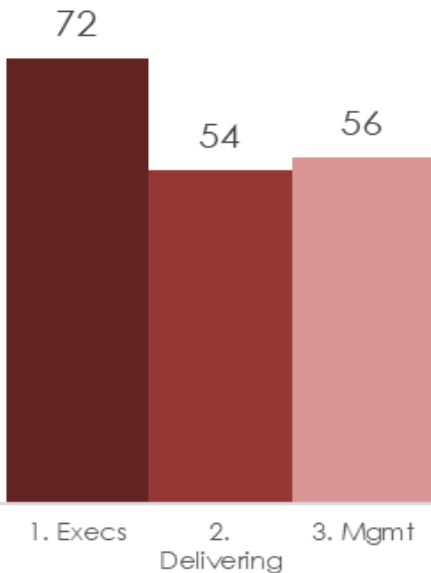
# Teamwork

Great  
Place  
To  
Work®

## Overall v Benchmark



## Job Roles



## Survey Statements

- ❖ People care about each other here.  
**CBI 2018 : 65% Cert : 75% CBI 2017 : 66%**
- ❖ There is a "family" or "team" feeling here.  
**CBI 2018 : 52% Cert : 74% CBI 2017 : 54%**
- ❖ We're all in this together.  
**CBI 2018 : 45% Cert : 66% CBI 2017 : 46%**
- ❖ You can count on people to cooperate.  
**CBI 2018 : 51% Cert : 75% CBI 2017 : 57%**
- ❖ People celebrate special events around here.  
**CBI 2018 : 66% Cert : 84% CBI 2017 : 65%**



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# Spotlight on Achieving Organisational Objectives

Great  
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Central Bank of Ireland		Central Bank 2018	Cert	Gap to Cert	CBI 2017	Gap 2017 to 2018
Are CBI 2018 Achieving CBI 2018r Organisational Objectives?	Communication & Involvement	43%	66%	-23%	45%	-2%
	Strategy & Direction	48%	77%	-29%	49%	-1%
	Management & Leadership	45%	69%	-24%	48%	-3%
	Line Management	67%	74%	-7%	65%	2%
	Client Focus	65%	86%	-21%	62%	3%
	Change Ready	41%	68%	-27%	42%	-1%



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# Spotlight on Personal Best

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Central Bank of Ireland		Central Bank 2018	Cert	Gap to Cert	CBI 2017	Gap 2017 to 2018
Are CBI 2018 enabling CBI 2018r Employees to give their Personal Best?	Engagement	60%	73%	-13%	61%	-1%
	Career & Development	67%	63%	4%	68%	-1%
	Empowerment & Accountability	51%	75%	-24%	53%	-2%
	Innovation & Continuous Improvement	45%	70%	-25%	47%	-2%
	Recognition	45%	63%	-18%	46%	-1%
	Job Security	81%	75%	6%	79%	2%
	Talent Management	45%	67%	-22%	46%	-1%
	Wellbeing	67%	66%	1%	67%	0%
	Work Environment & Processes	68%	77%	-9%	71%	-3%
	Performance Management	37%	63%	-26%	39%	-2%



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# Spotlight on Teamwork

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Place  
To  
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Central Bank of Ireland		Central Bank 2018	Cert	Gap to Cert	CBI 2017	Gap 2017 to 2018
Are CBI 2018 working together as a team?	Corporate Social Responsibility	77%	70%	7%	71%	6%
	Diversity	80%	88%	-8%	80%	0%
	Our Culture	62%	76%	-14%	63%	-1%
	Reward	46%	50%	-4%	43%	3%
	Teamwork	56%	75%	-19%	58%	-2%



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Success

Solution

Business Strategy

- Innovation
- Branding
- Solution
- Marketing
- Analysis
- Ideas
- Success
- Management

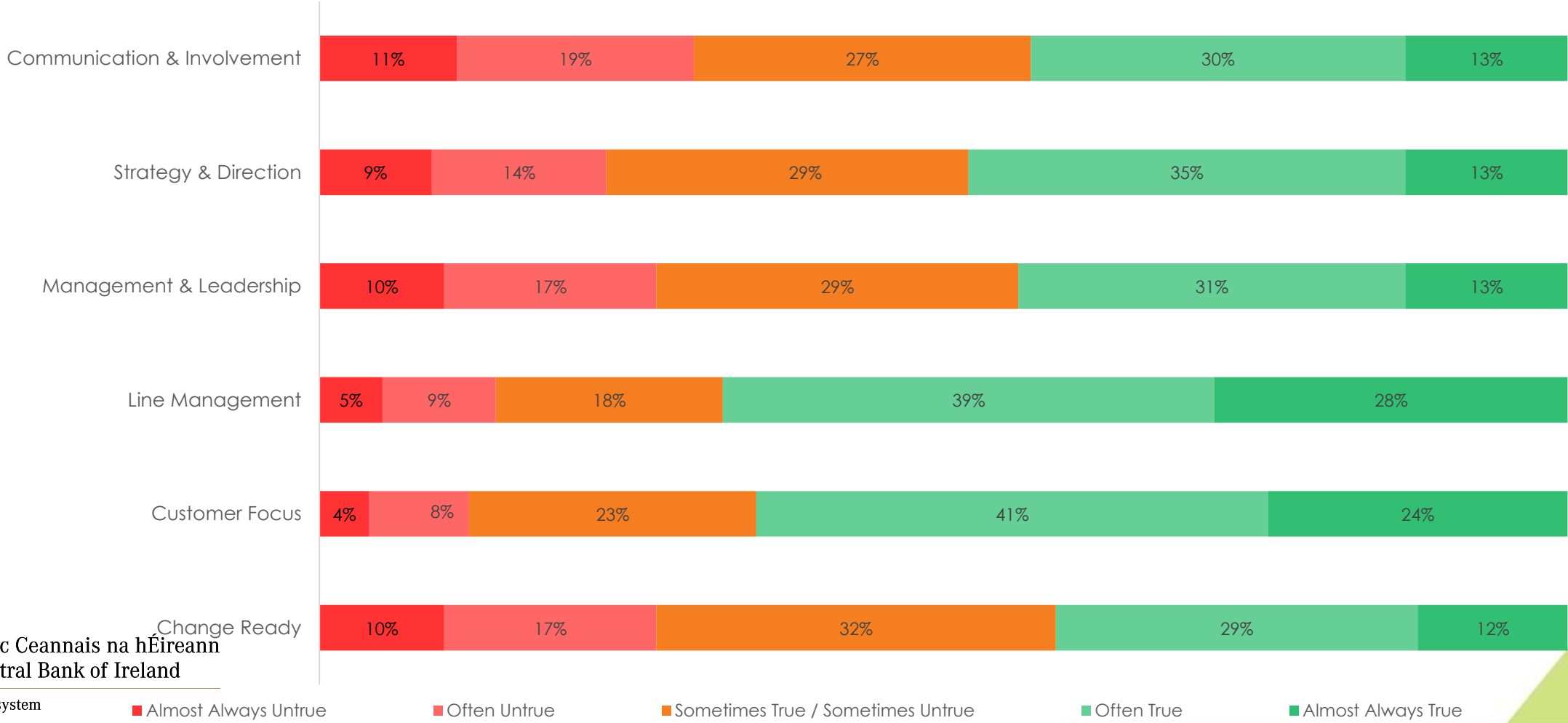
# ADDITIONAL ANALYSIS

SOCIAL NETWORK



Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec

# Intensity Report – Organisational Objectives

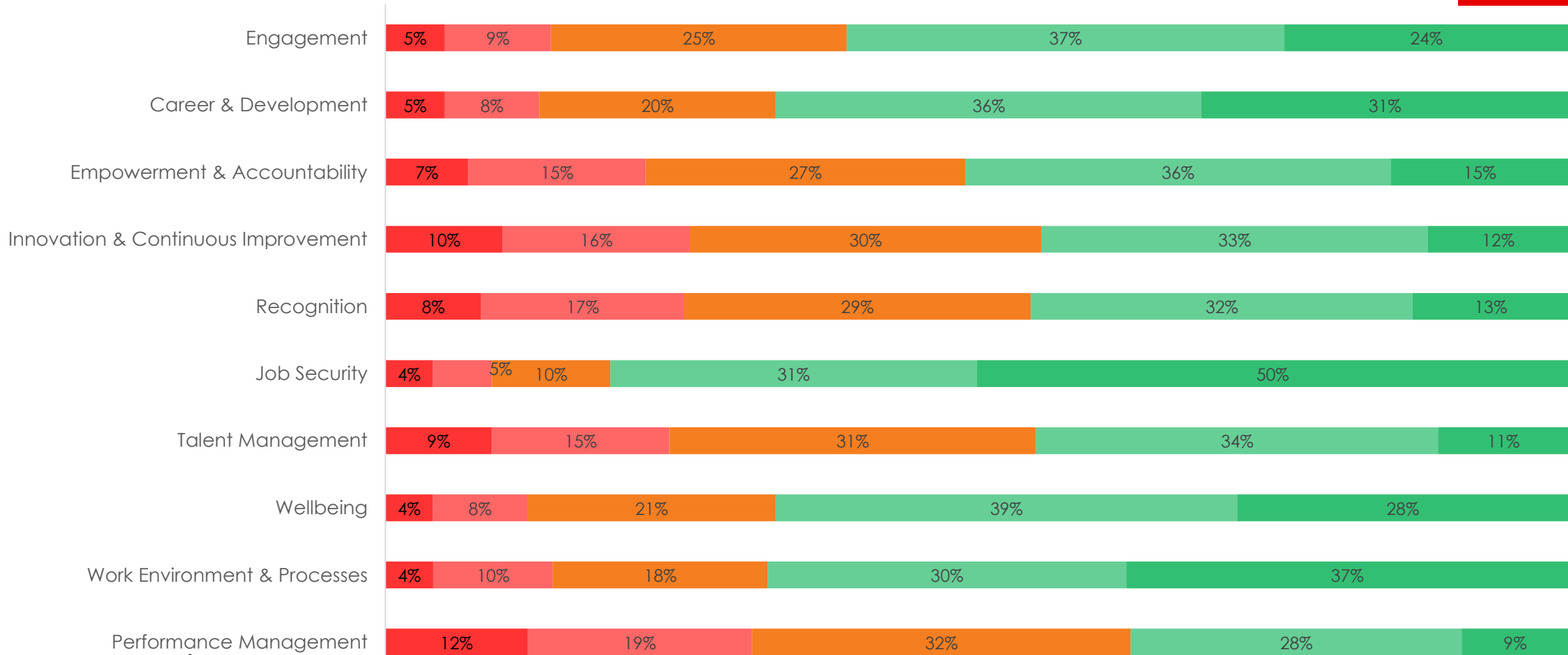


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■ Almost Always Untrue    ■ Often Untrue    ■ Sometimes True / Sometimes Untrue    ■ Often True    ■ Almost Always True

# Intensity Report – Giving Personal Best

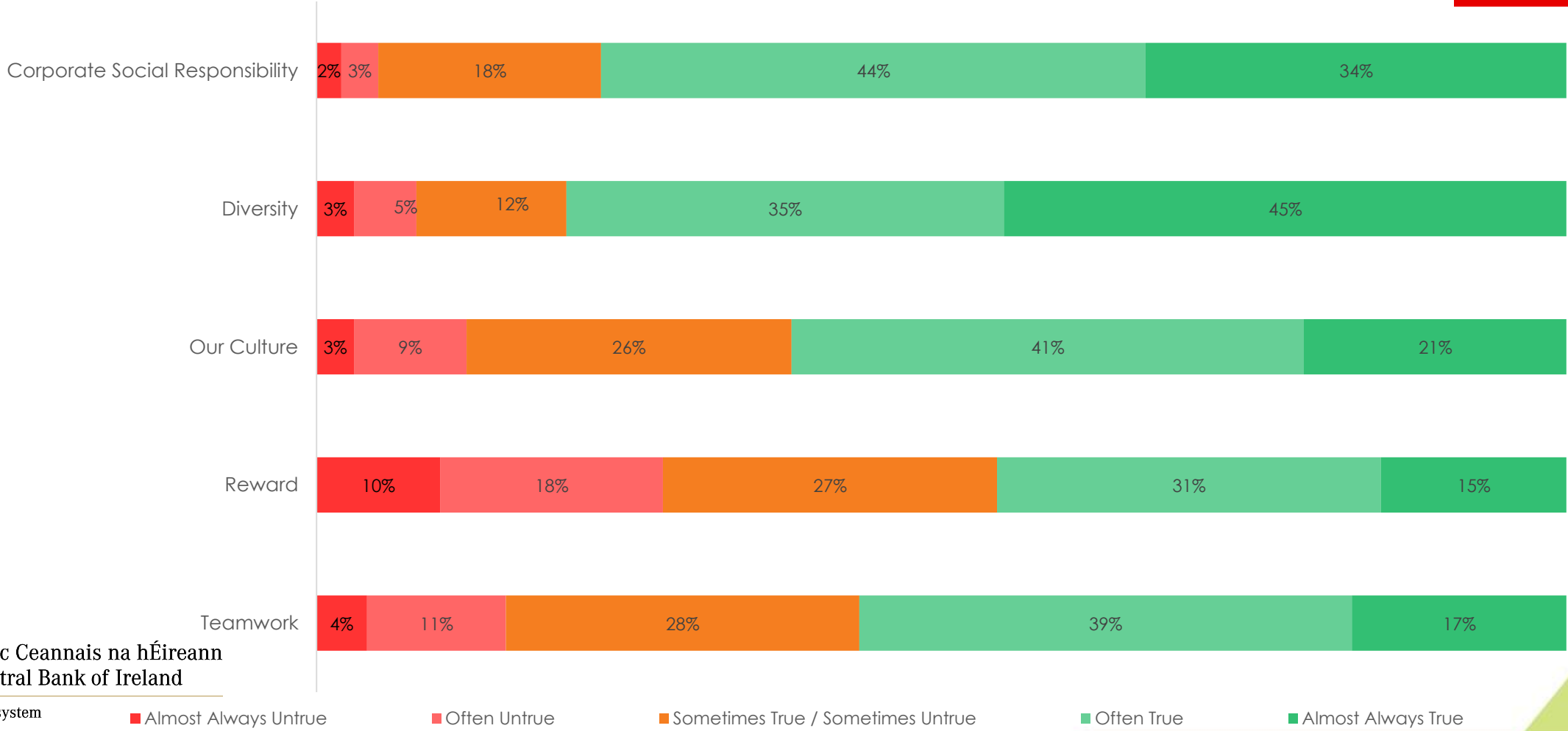


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■ Almost Always Untrue    
 ■ Often Untrue    
 ■ Sometimes True / Sometimes Untrue    
 ■ Often True    
 ■ Almost Always True

# Intensity Report – Working As A Team



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■ Almost Always Untrue    
 ■ Often Untrue    
 ■ Sometimes True / Sometimes Untrue    
 ■ Often True    
 ■ Almost Always True