

## Manager Engagement Survey

BBA Aviation is a leading provider of aviation systems and services, employing ~11,000 employees globally, under a variety of different brands. BBA businesses had previously undertaken independent employee surveys, but in 2008 the company decided to conduct a group-wide Engagement survey for the first time. Primarily, the company wanted to examine the level of Engagement within BBA and to assess whether the different businesses were working in a unified way under the corporate brand, i.e. whether the 'corporate glue' was effective.

BBA Aviation selected Sirota to develop the inaugural Engagement survey. The company had a limited budget and needed a quick project launch. Thus to explore how to meet these imperatives, Sirota organised an initial 'brain-storming' meeting with BBA's HR Director and Project team. This review concluded that a survey of the managerial and supervisory population would gain sufficient insight into organisational attitudes across all businesses, while staying within budgetary constraints. Nick Starritt, Sirota's European Managing Director, highlighted the fact that "gaining perspectives of influential groups, such as managers, can provide a good proxy for a full census survey". This view was supported from a number of studies conducted by Sirota's research division, indicating that managers' views heavily influence employee attitudes, such as Engagement and Intent to Stay.

Sirota's Lead Consultant for the project, Caroline Wrobel, worked with BBA Aviation to define the business imperatives, strategic direction and areas of interest ('hot topics'). This initial analysis helped define key survey constructs and the survey questionnaire – which comprised 75 scaled items and one open-ended comment question. These items were organized into 15 dimensions, e.g. Company Values, Operational Efficiency, and Engagement. To ensure a speedy launch of the survey, Sirota worked closely with HR from each business to build BBA's organizational structure, which defined the manager-to-manager reporting relationships. This coding enabled BBA Aviation to sub-divide the survey results and provide units with more localized data, so as to support local accountability for action planning and follow-up.

Prior to survey administration, a new HR Director and a new project leader for the survey were appointed by BBA Aviation. Martin Filippides, the new Group Human Resources Director and Marcy Hart, Director, Leadership & Talent Management were briefed by Sirota and quickly evidenced their support for the project. Marcy commented: "We were excited to work with Sirota on this project because it was our first opportunity to measure management opinions across the corporation."

Nearly two thirds of BBA's managers took part in the online survey, with three quarters of respondents providing written comments about what could be done to make BBA more successful in the future.

From all this data, Sirota provided an organizational analysis to the Executive Committee, highlighting: the drivers of Engagement, comparisons to Sirota's management norms, and an overview across the various lines of business to examine alignment with BBA as a whole. The focus of Sirota's recommendations ensured that BBA top management had a clear sense of the

issues uppermost in the minds of BBA managers as well as a sense of the priorities for organizational improvement. Moreover, local managers received focused survey reports, based on Sirota's new Maestro™ reporting template, so they could identify any local issues. Sirota also supplied HR leads inside BBA with a self-service online reporting tool (SORT) to allow them the opportunity for ad-hoc data exploration as per their local needs.

Overall, the focus on the attitudes of managers proved a very effective 'proxy' for a full company census. By analyzing the views of managers at various levels with BBA, the Executive Committee gained a much better sense of the areas for focus and follow-up, including:

- Team meetings to discuss the survey results and consider how to address priority issues raised; quarterly reviews monitored implementation of actions.
- 2009 Leadership Conference which examined improvement areas and developed resourced action plans at the corporate level.
- Intention to regularly repeat the survey to monitor improvement over time.

Sirota were pleased with the value of the project outcome; as Caroline noted, "conducting the survey was critical for BBA Aviation to gain managers' perspectives and determine priorities for the future".

Marcy concluded: "Although we experienced disruption in the project process due to internal staff changes within BBA Aviation, Sirota worked patiently with us to achieve our objectives. The Sirota team handled the process in a highly professional manner. I was most impressed with their responsiveness to our needs during the process".