



People & Productivity Report 2015

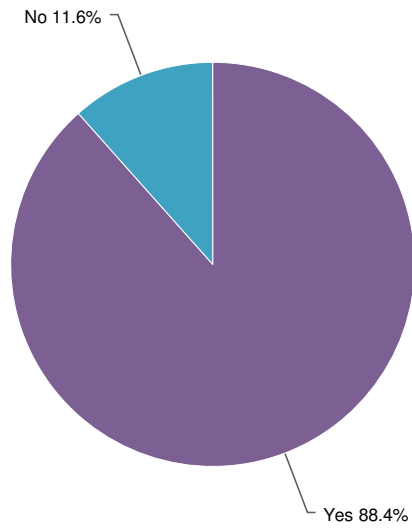
a survey of 95
respondents



In association with

FESTO

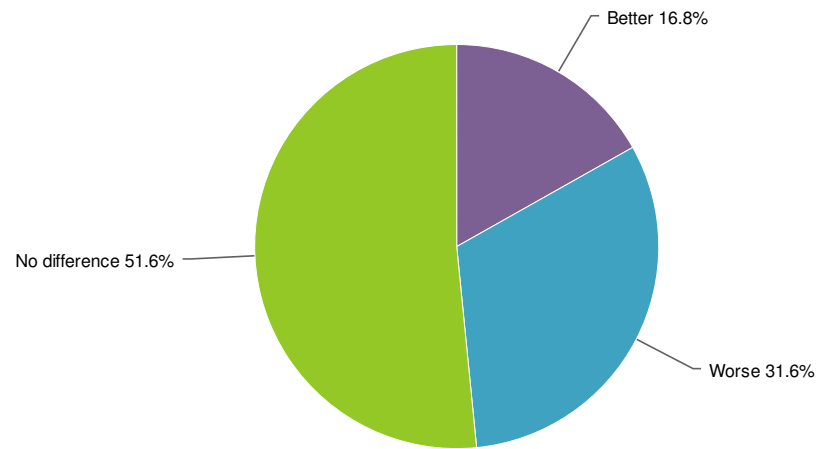
WM People & Productivity 2015




1. Does your business suffer from a skills shortage?



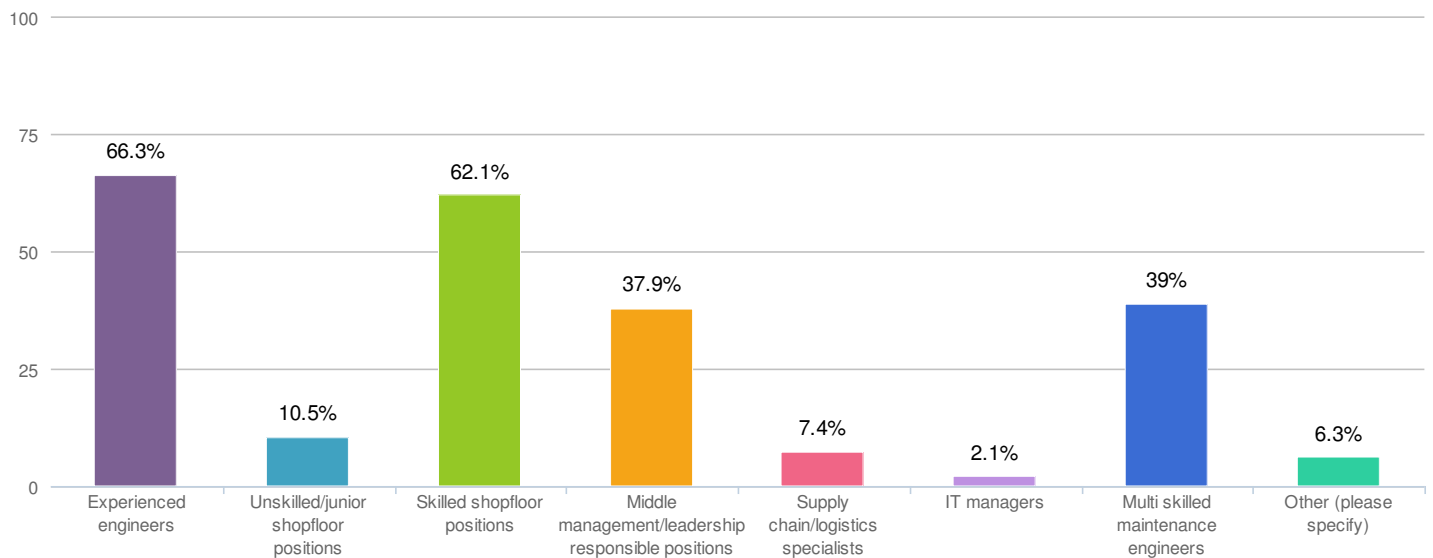
Yes	88.4%		84
No	11.6%		11
Total			95

2. Has the situation got better or worse in the past 12 months?



Better	16.8%		16
Worse	31.6%		30
No difference	51.6%		49
Total			95

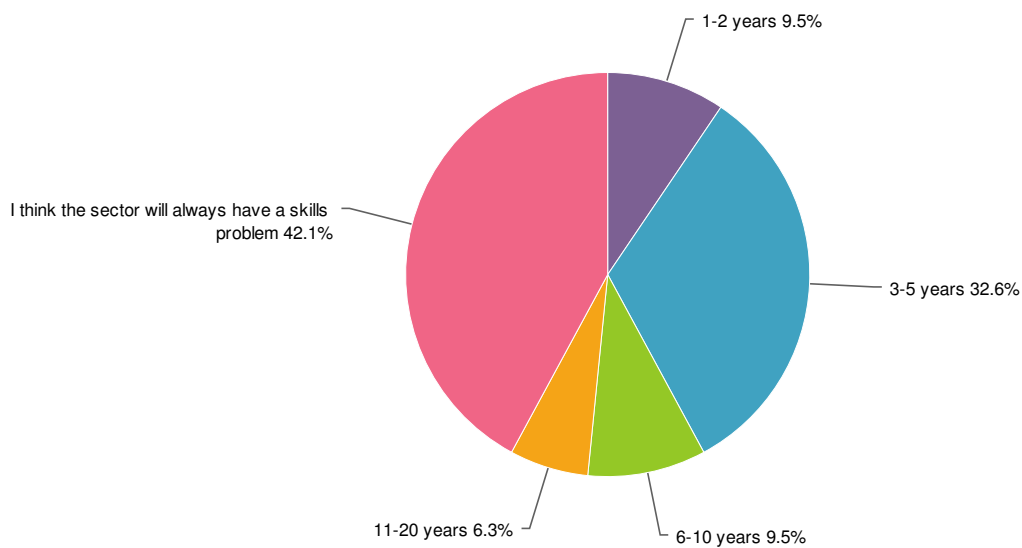
3. In which of the following job roles are you prone to suffer from skills shortages?



Job Role	Percentage	Count
Experienced engineers	66.3%	63
Unskilled/junior shopfloor positions	10.5%	10
Skilled shopfloor positions	62.1%	59
Middle management/leadership responsible positions	37.9%	36
Supply chain/logistics specialists	7.4%	7
IT managers	2.1%	2
Multi skilled maintenance engineers	39.0%	37
Other (please specify)	6.3%	6
Total		95

Responses "Other (please specify)"	Count
Project managers	1
QA positions	1
Sales engineers both internal & external	1
Speciaist Tradesmen / Technicians	1
sales engineers	1
software	1

4. How long do you expect manufacturing skills shortages to last?



1-2 years	9.5%		9
3-5 years	32.6%		31
6-10 years	9.5%		9
11-20 years	6.3%		6
I think the sector will always have a skills problem	42.1%		40
Total			95

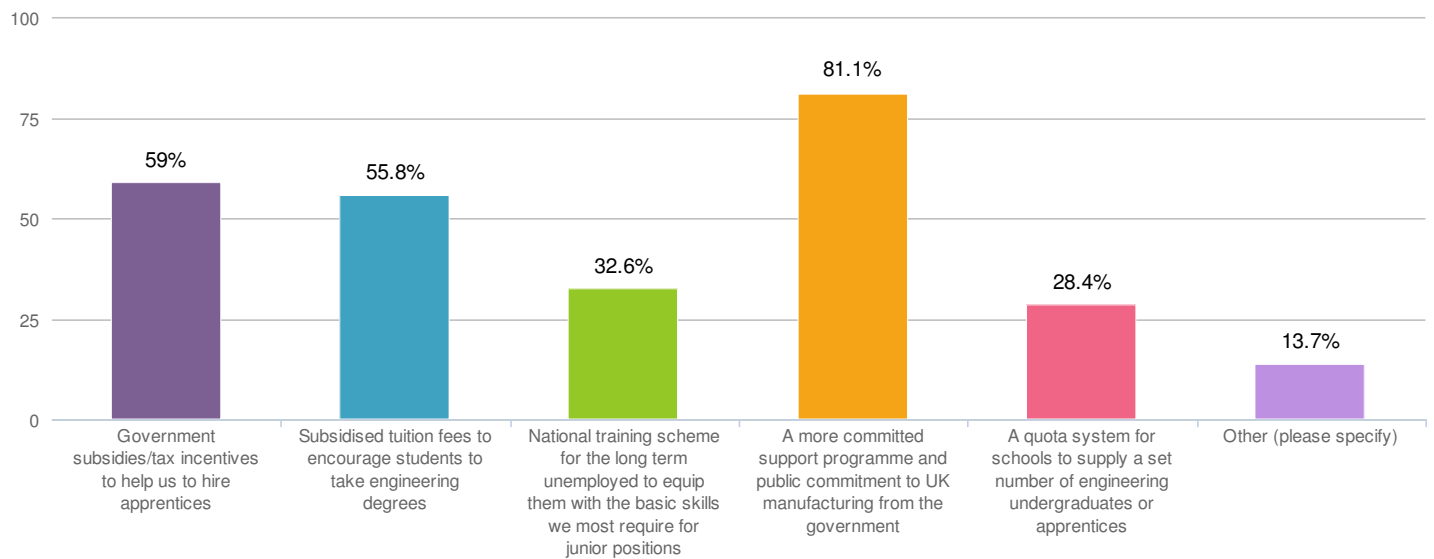
5. Please rate the following management issues in terms of concern to your business

(Scale: 1=Not Important, 2=Quite Important, 3=Very Important)

	Average	Max	StdDev	Responses
Lack of management skills	2.45	3	0.56	86
Difficulty in recruitment	2.48	3	0.52	90
Maintaining morale	2.52	3	0.52	87
Talent development and employee engagement	2.53	3	0.54	87
Succession planning	2.47	3	0.54	87
Loss of skilled staff through retirement or resignation	2.50	3	0.54	86
Driving and embedding change	2.52	3	0.55	81

Total 95

6. Which of the following measures would you like to see implemented to help alleviate skills shortages?

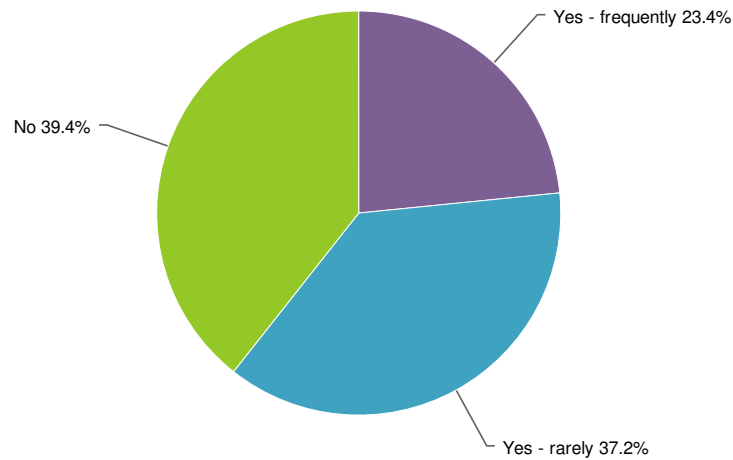


Government subsidies/tax incentives to help us to hire apprentices	59.0%		56
Subsidised tuition fees to encourage students to take engineering degrees	55.8%		53
National training scheme for the long term unemployed to equip them with the basic skills we most require for junior positions	32.6%		31
A more committed support programme and public commitment to UK manufacturing from the government	81.1%		77
A quota system for schools to supply a set number of engineering undergraduates or apprentices	28.4%		27
Other (please specify)	13.7%		13
		Total	95

Responses "Other (please specify)"	Count
Better education	1
Better education from the apprentice suppliers	1
Bring back Technical colleges	1
Courses in specialised engineering subjects available reasonably locally	1
Infrastructure investment	1
More UTCs	1
Off the job training facilities	1

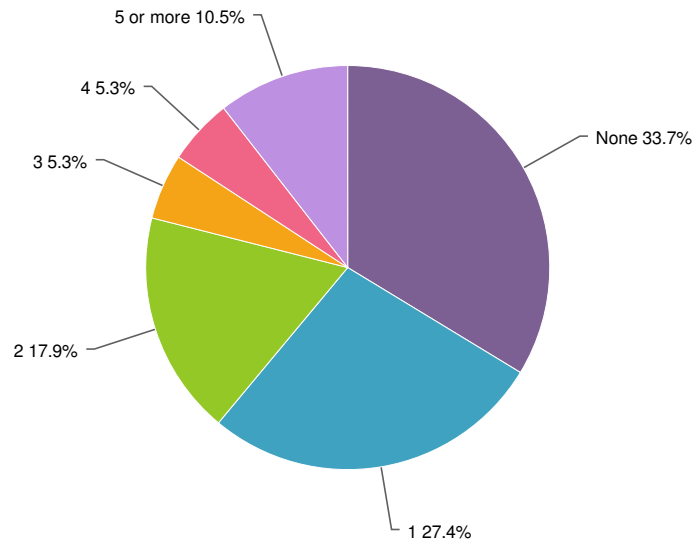
Responses "Other (please specify)"	Count
less tax and no subsidies allow me to invest in the future and train as I require	1
match funding for non-apprenticeship development	1
the offer of good Engineering education	1
Embedded STEM skills into the national curriculum at infant and junior schools. Subsidised support for businesses to supply engineers etc to visit schools and further Education establishments	1
A recognition and drive to look at improving uptake other skills sectors (e.g. sciences) not just engineering. If we are to drive true leadership skills within a management team, engineering graduates alone will not satisfy this we should be casting the net wider.	1
A move away from the current thought that an apprenticeship is one or less than one years general training "off the job"...apprenticeships in whatever have to be long term linked to employers. That means they have to make a commitment & be in the position to do this	1

7. Has a shortage of skilled employees been a direct cause of downtime/reduced profitability at your site in the past year?



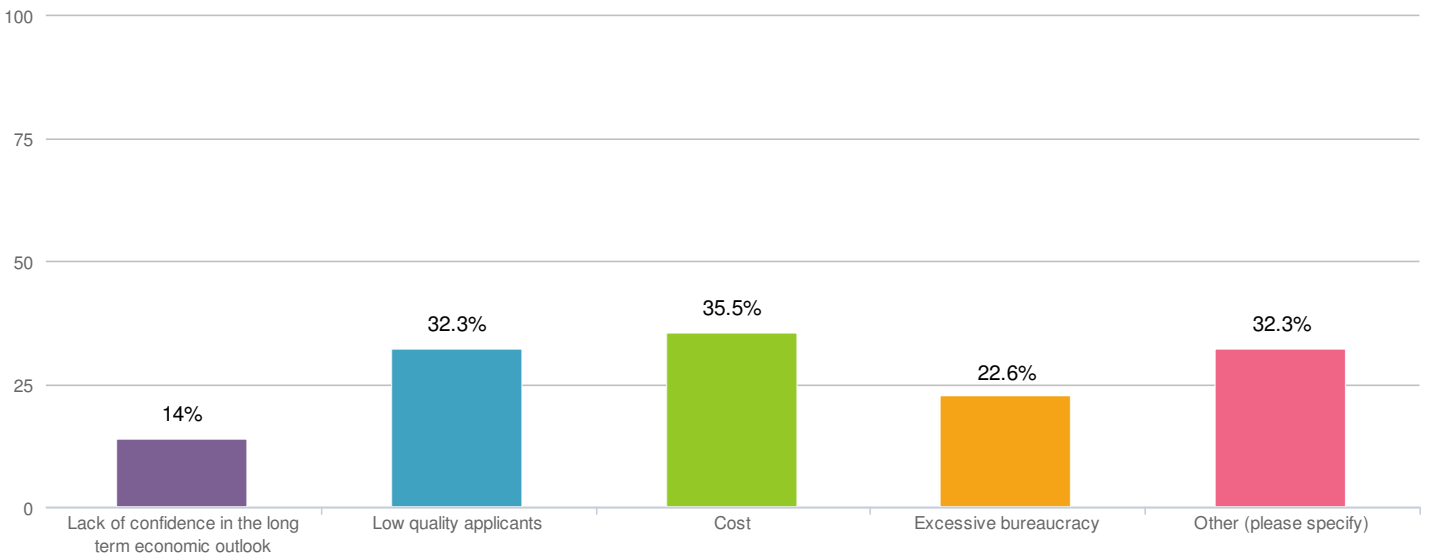
Yes - frequently	23.4%		22
Yes - rarely	37.2%		35
No	39.4%		37
Total			94

9. How many apprentices will you be taking on this year?



				Statistics		
None	33.7%			32	Sum	145.0
1	27.4%			26	Average	2.3
2	17.9%			17	StdDev	1.5
3	5.3%			5	Max	5.0
4	5.3%			5		
5 or more	10.5%			10		
Total				95		

10. What are the biggest barriers to you increasing your apprentice intake?

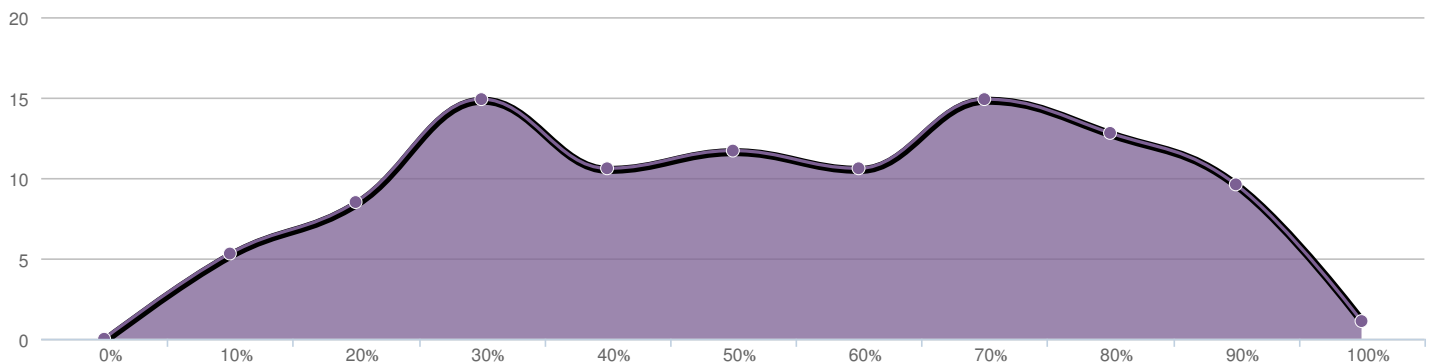


Lack of confidence in the long term economic outlook	14.0%		13
Low quality applicants	32.3%		30
Cost	35.5%		33
Excessive bureaucracy	22.6%		21
Other (please specify)	32.3%		30
Total			93

Responses "Other (please specify)"	Count
Finding the correct course	1
HQ headcount restrictions	1
Lack of academic support	1
Lack of skilled engineers to train them	1
Lack of suitable training and education programmes in our area.	1
Management to support	1
No job opportunity at the end of their term (if take on too many)	1
ONLY ROOM FOR ONE	1
Our program averages 3 per year	1
Poor previous experience	1
There is a limit to how many that can be managed	1
They tend to leave after training	1
Time taken to achieve the level required	1
Took 2 on last year	1
We are about to but just need a plan in place.	1
We are only a small company	1
being in a declining, "unattractive" industry	1
company requirement	1
i am only small and can only take one per year	1
lack of good Academic Engineering education	1
limit to the number of new staff we can accommodate and train in a small business environment	1
low number of mentors	1
need a balance of maturity in the workforce as each one develops	1

Responses "Other (please specify)"	Count
no suitable college programmes in our area	1
parent company restrictions	1
quality off the job training	1
retention with oil & gas competing	1
that number meets our needs	1
Our own inexperience in the program and the simple fact we can physically handle only a very small number. There is a lot of additional managerial overhead if there's no person dedicated to looking after them. This limits how many can be brought in at any one time.	1
The lack of quality applicants issue is used to disguise the real issue of cost & a klack of confidence in what may or does lay ahead	1

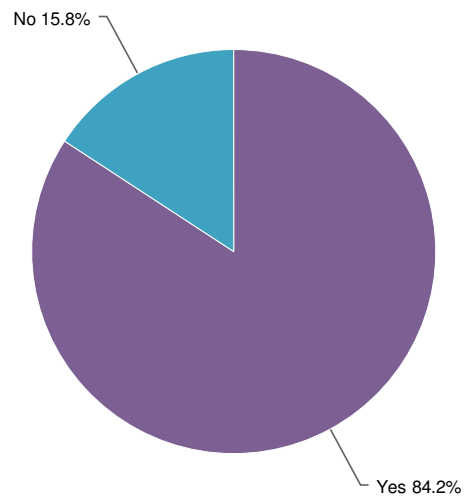
11. What percentage of your employees would you classify as engaged (having a heightened emotional connection to the business that influences them to exert a greater discretionary effort in their work in pursuit of the business' goals)?


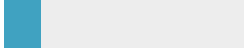


Statistics

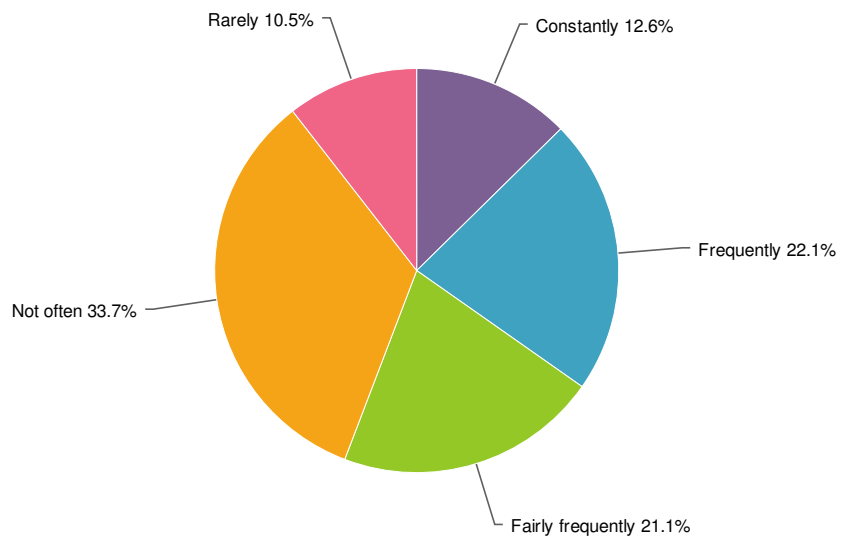
Sum	5,030.0
Average	53.5
StdDev	24.2
Max	100.0
Total	94

12. Have you seen a direct link between improving employee engagement and business performance?



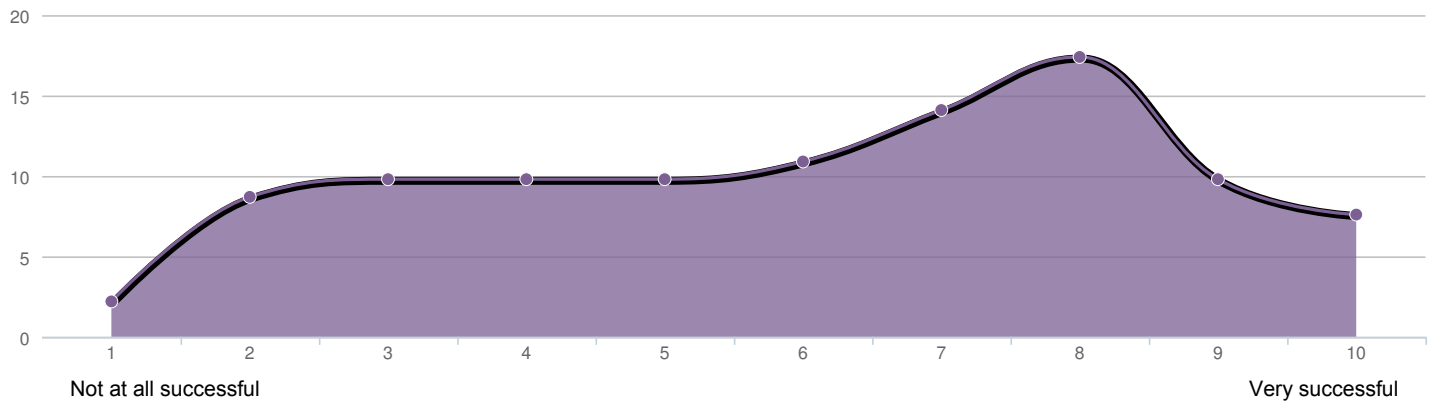
Yes	84.2%		80
No	15.8%		15
Total			95

13. How frequently does your organisation undertake a change management project?



Constantly	12.6%		12
Frequently	22.1%		21
Fairly frequently	21.1%		20
Not often	33.7%		32
Rarely	10.5%		10
Total			95

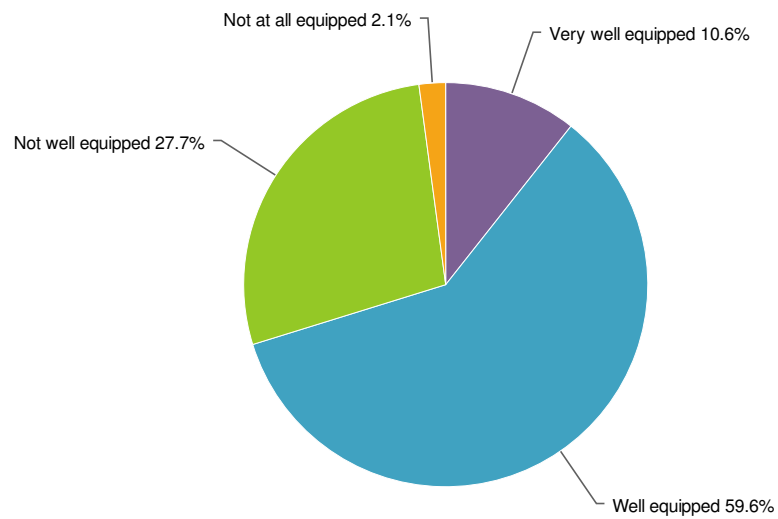
14. How successful would you say your organisation is at managing and embedding change?



Statistics

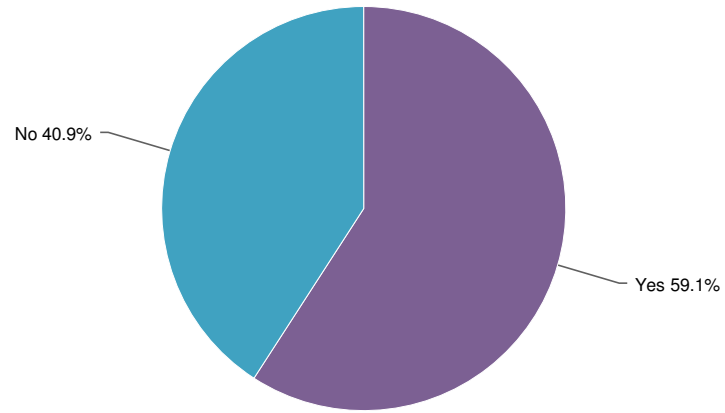
Sum	556.0
Average	6.0
StdDev	2.5
Max	10.0
Total	92



15. How well equipped are you to effectively manage change with the individuals in your team?



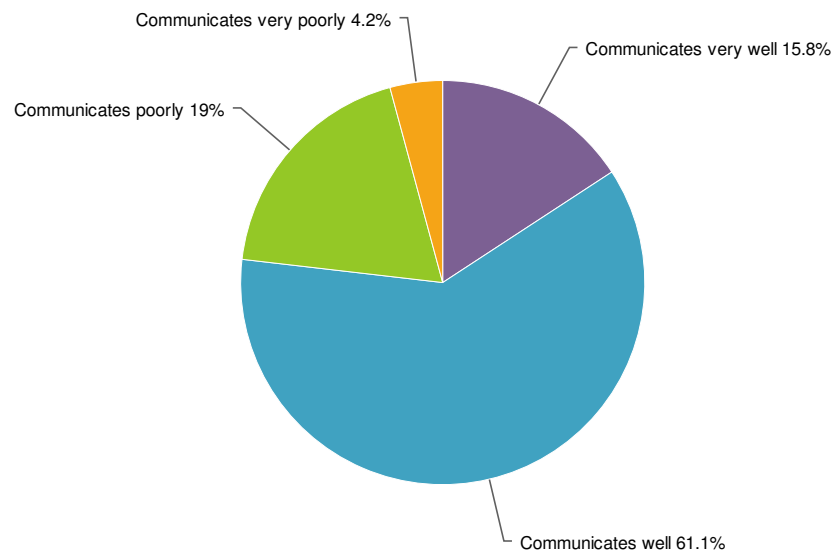
Very well equipped	10.6%		10
Well equipped	59.6%		56
Not well equipped	27.7%		26
Not at all equipped	2.1%		2
Total			94

16. Have you had any formal training in how to embed change within an organisation?



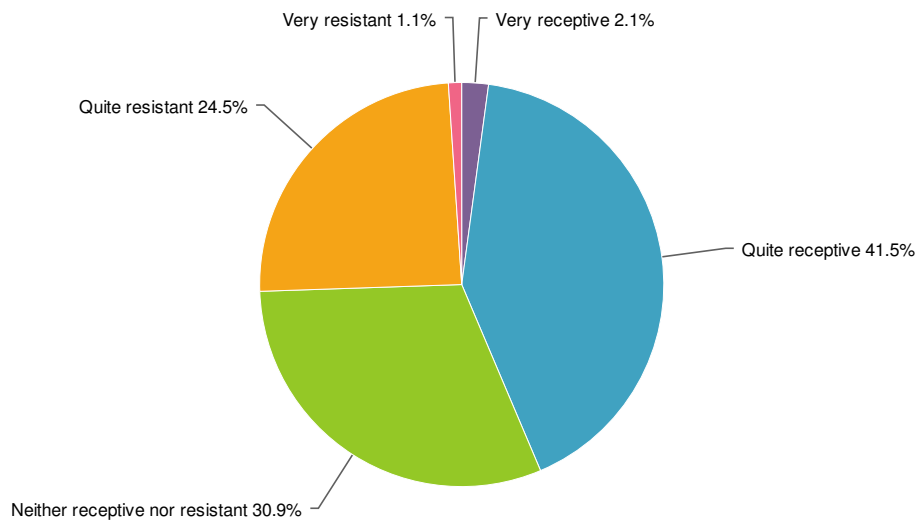
Yes	59.1%		55
No	40.9%		38
Total			93

17. In your organisation, how does your senior leadership team communicate the reasons for change?



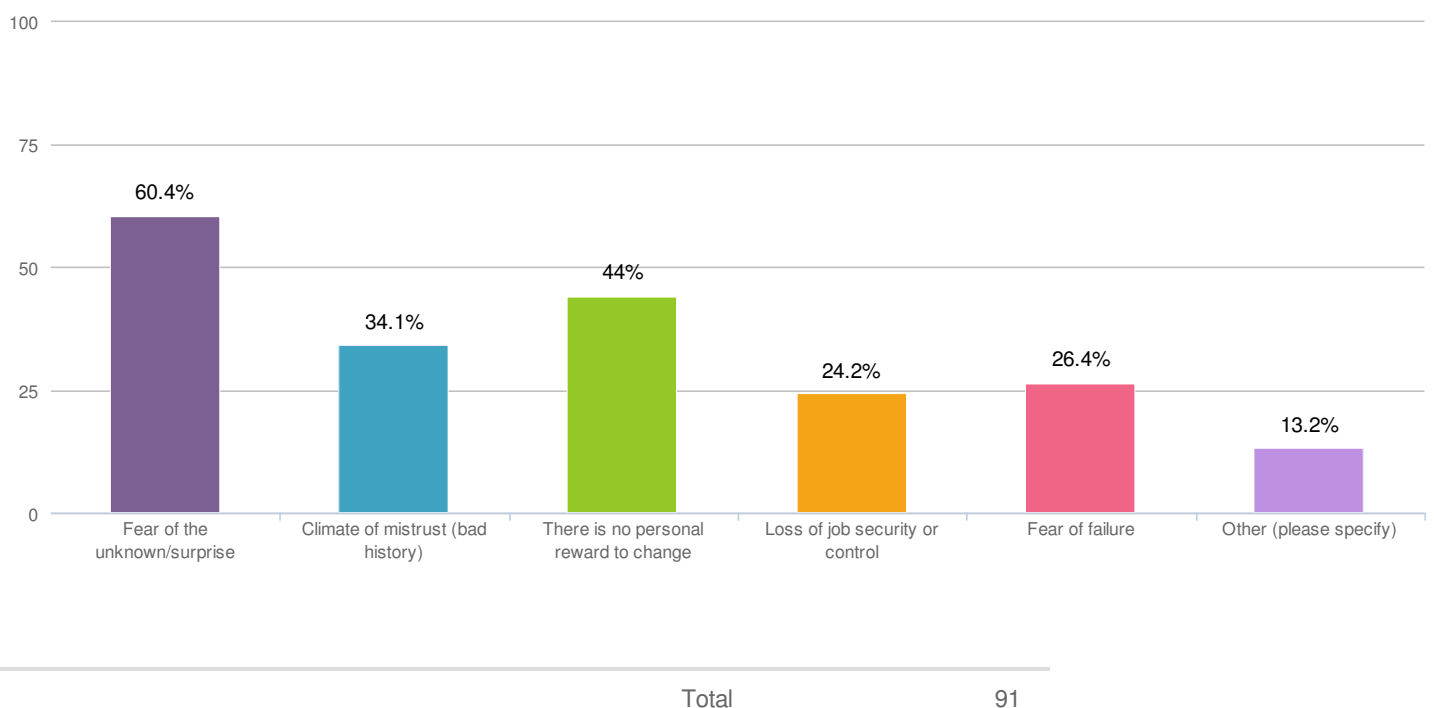
Communicates very well	15.8%		15
Communicates well	61.1%		58
Communicates poorly	19.0%		18
Communicates very poorly	4.2%		4
Total			95







18. How do your employees respond to change projects?



Very receptive	2.1%		2
Quite receptive	41.5%		39
Neither receptive nor resistant	30.9%		29
Quite resistant	24.5%		23
Very resistant	1.1%		1
Total			94

19. If your employees respond negatively to change, what would you say are the most common reasons?

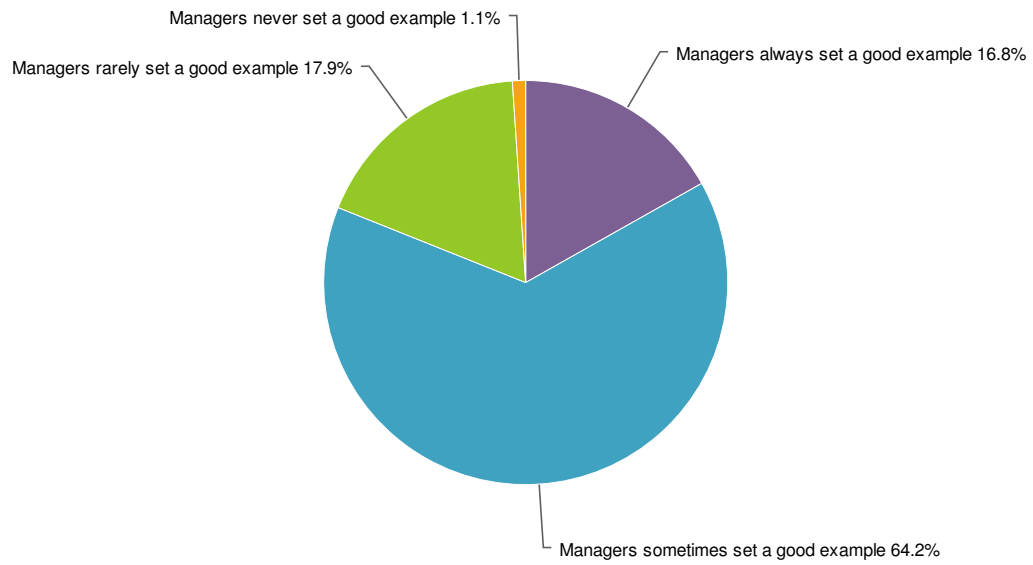


Fear of the unknown/surprise	60.4%		55
Climate of mistrust (bad history)	34.1%		31
There is no personal reward to change	44.0%		40
Loss of job security or control	24.2%		22
Fear of failure	26.4%		24
Other (please specify)	13.2%		12
Total			91

Responses "Other (please specify)"

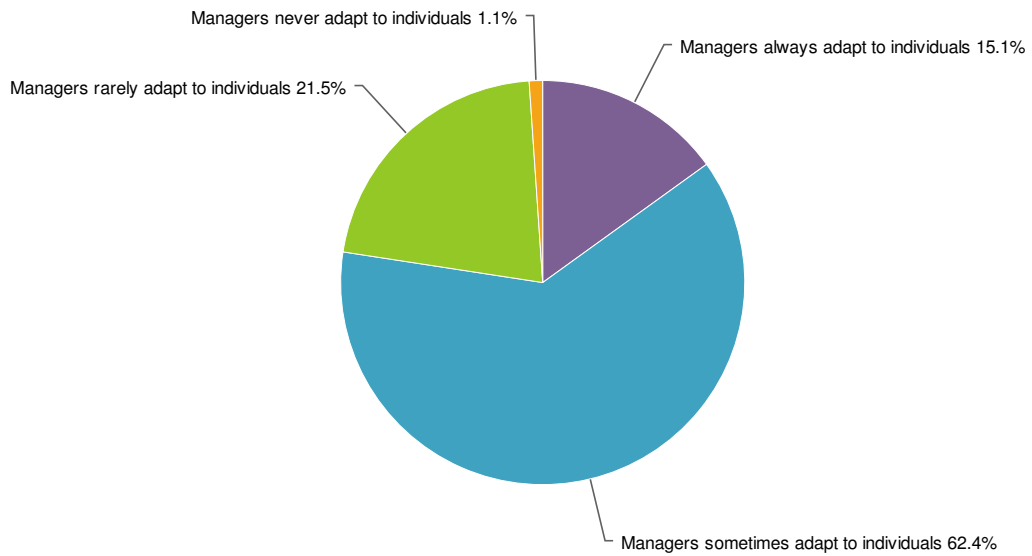
	Count
Because they can!	1
End result not explained fully	1
Piece rate system	1
Poor communication from management	1
Resists change because a number of initiatives ahve been tried and not progressed	1
Thats the way we do it attitude	1
at an age whereby they have no desire to improve there status skill base	1
dislike change	1
don't see the need to change	1
happy with the status quo	1
lack of a feeling that there's a 'burning platform' (pressing need to change)	1
previous failings	1

20. When driving change, do your managers 'lead by example'?



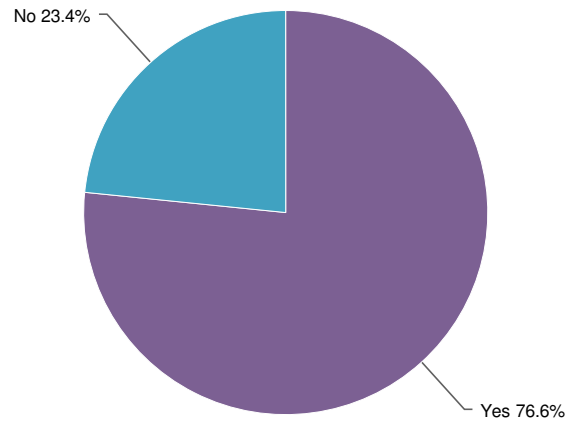
Managers always set a good example	16.8%		16
Managers sometimes set a good example	64.2%		61
Managers rarely set a good example	17.9%		17
Managers never set a good example	1.1%		1
Total			95



21. Can your managers adapt their communication styles to individuals?



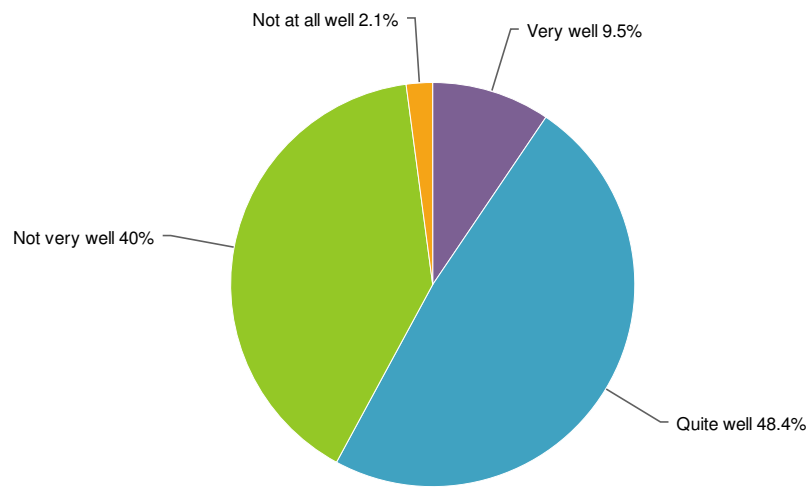
Managers always adapt to individuals	15.1%		14
Managers sometimes adapt to individuals	62.4%		58
Managers rarely adapt to individuals	21.5%		20
Managers never adapt to individuals	1.1%		1
Total			93





22. Are your people given a compelling reason for change?



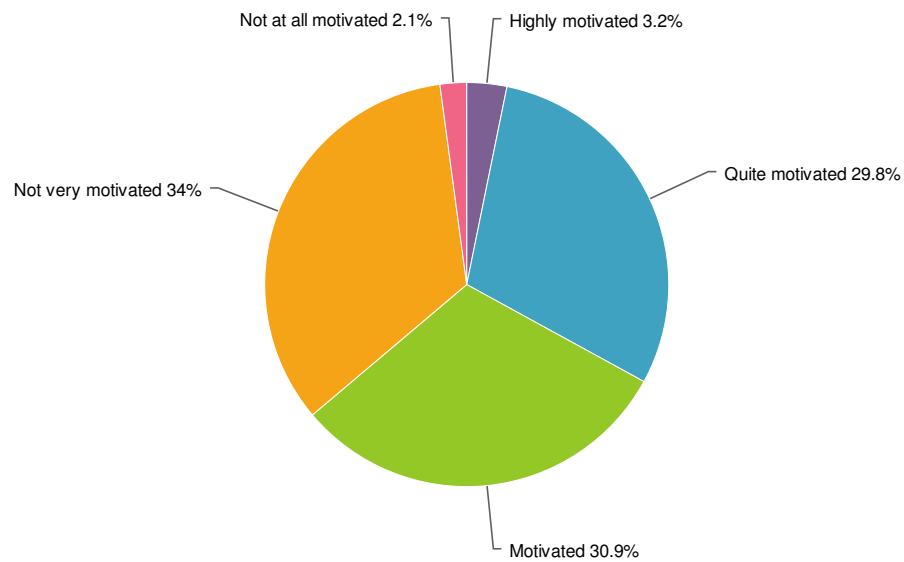
Yes	76.6%		72
No	23.4%		22
Total			94

23. How well does your organisation answer the 'What's in it for me?' question when proposing change projects?



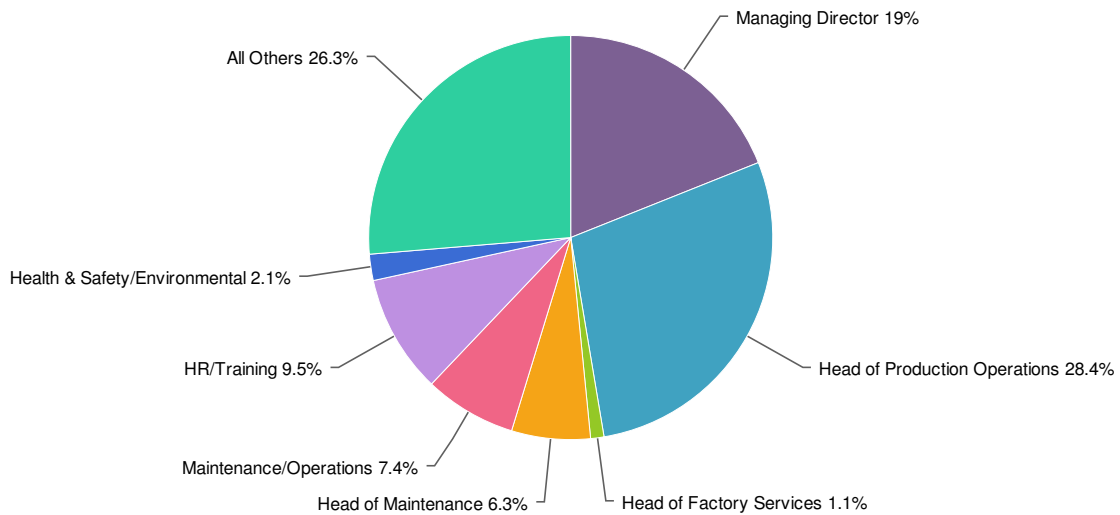
Very well	9.5%		9
Quite well	48.4%		46
Not very well	40.0%		38
Not at all well	2.1%		2
Total			95












24. How motivated are your people to embrace change projects?



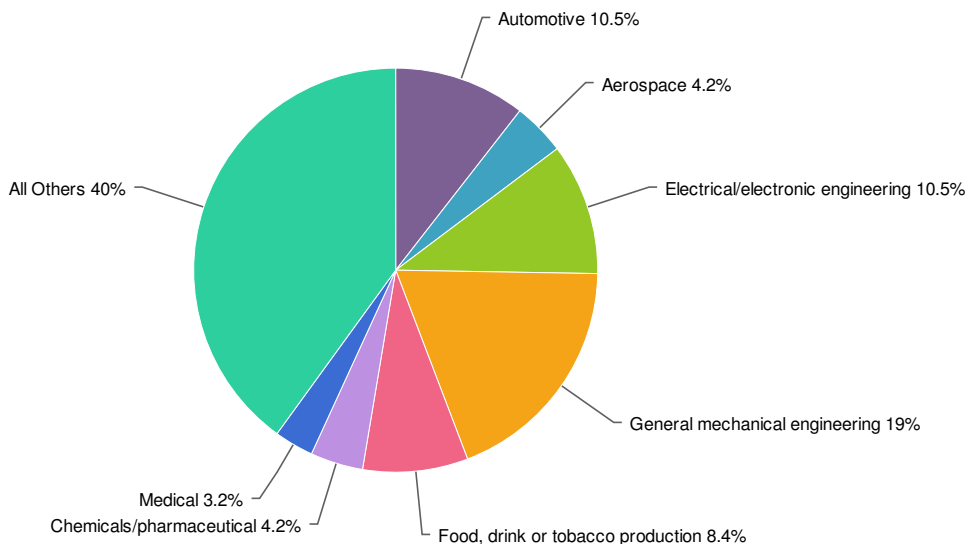
Highly motivated	3.2%		3
Quite motivated	29.8%		28
Motivated	30.9%		29
Not very motivated	34.0%		32
Not at all motivated	2.1%		2
Total			94

27. Which of the following best describes your primary job function?



Managing Director	19.0%		18
Head of Production Operations	28.4%		27
Head of Factory Services	1.1%		1
Head of Maintenance	6.3%		6
Maintenance/Operations	7.4%		7
HR/Training	9.5%		9
Handling/Distribution	0.0%		0
Health & Safety/Environmental	2.1%		2
Supply Chain/Purchasing/Stores	1.1%		1
Production Engineering	7.4%		7
Quality	2.1%		2
Business Improvement	15.8%		15
Total			95

28. Which of the following best describes the industry you are in?



Automotive	10.5%		10
Aerospace	4.2%		4
Electrical/electronic engineering	10.5%		10
General mechanical engineering	19.0%		18
Food, drink or tobacco production	8.4%		8
Chemicals/pharmaceutical	4.2%		4
Medical	3.2%		3
Plastics/rubber	7.4%		7
Textiles/clothing	0.0%		0
Metal foundries and processing	3.2%		3
Paper & board	2.1%		2
Bricks, pottery, glass, cement etc	1.1%		1
Energy	5.3%		5
Other (please specify)	21.1%		20
Total			95

Responses "Other (please specify)"

Count

Bearing Manufacturer

1

Building Products

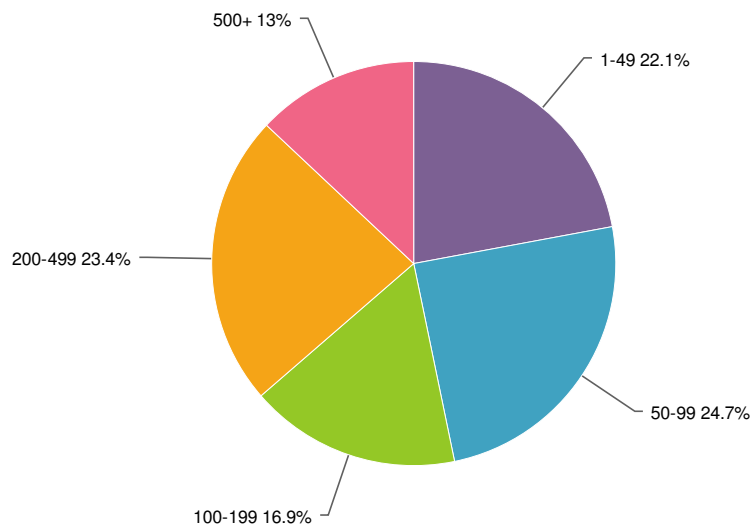
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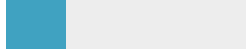
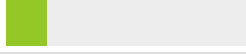
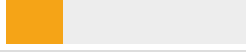
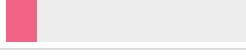
Defence Engineering

1

Responses "Other (please specify)"	Count
Engineered Adhesive Component manufacture	1
Filtration	1
Furniture Manufacturing	1
Heat Treatment	1
Ink Manufacturing	1
Ink jet manufacturing	1
MANUFACTURING	1
Manufacturing	1
Mineral Wool Thermal & Acoustic materials manufacture	1
Motorsport	1
Printing	1
Printing and Packaging	1
Rail	1
Tinplate printers	1
Tooling for most of the above	1
printing	1
research	1

29. How many staff are employed at this particular site?



1-49	22.1%		17
50-99	24.7%		19
100-199	16.9%		13
200-499	23.4%		18
500+	13.0%		10
Total			77

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