

Irwin Mitchell Employee Opinion Survey

irwinmitchell^{IM}

and



McLaren Solutions

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FIRMWIDE REPORT: Final Draft
CONFIDENTIAL

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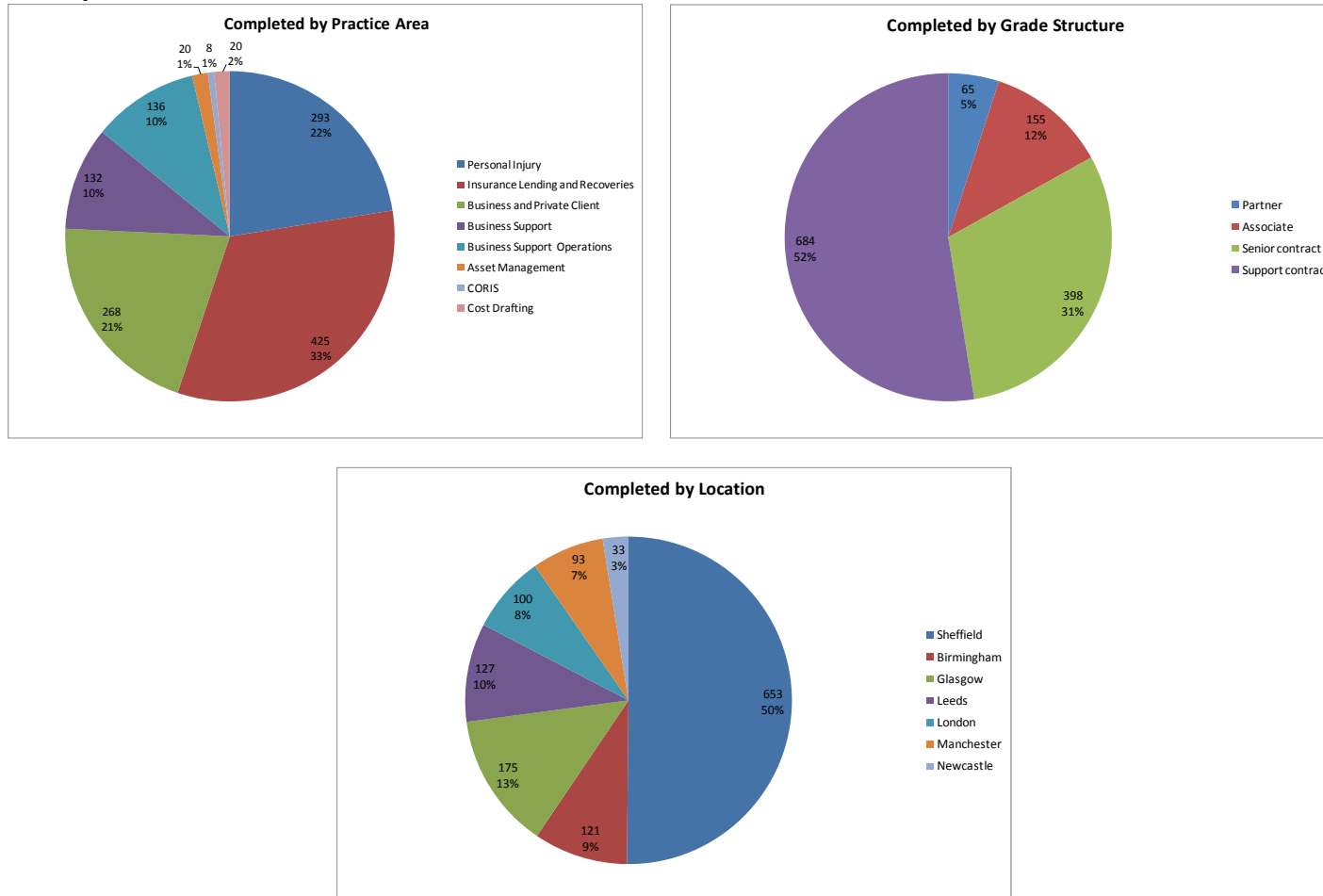
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I INTRODUCTION & SUMMARY

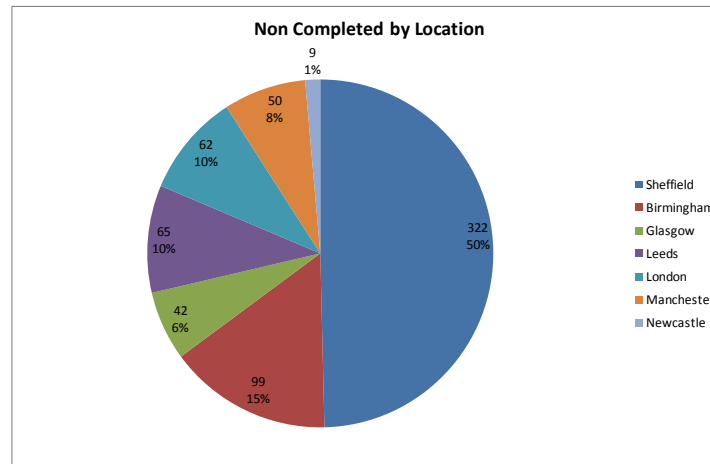
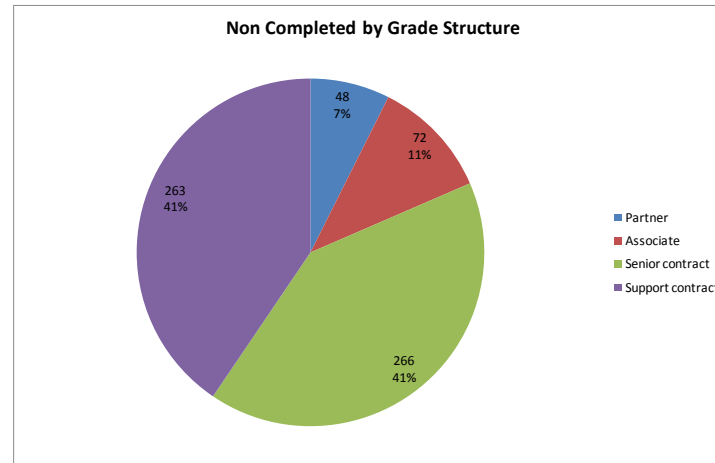
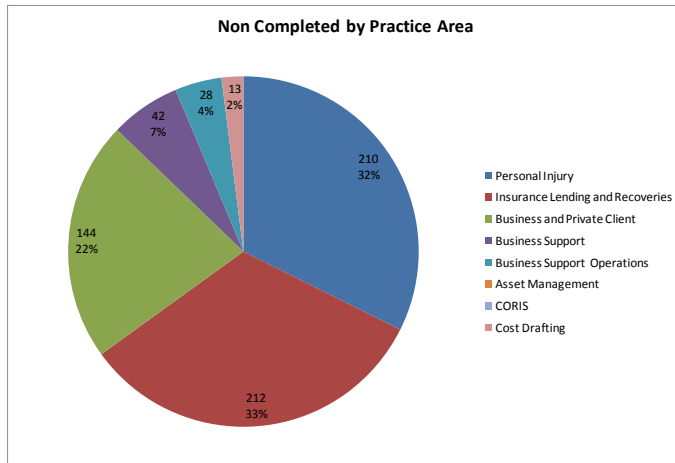
2 SURVEY COMPLETION RATES

The overall rate of completion was fairly high, with 1952 surveys distributed altogether (net of leavers/resignations etc) and 1302 completed giving a completion rate of over 66.7%, which is a very good result. The detailed statistics are indicated by the Completed surveys breakdown graphs below and the Non-Completed surveys breakdown graphs overleaf:

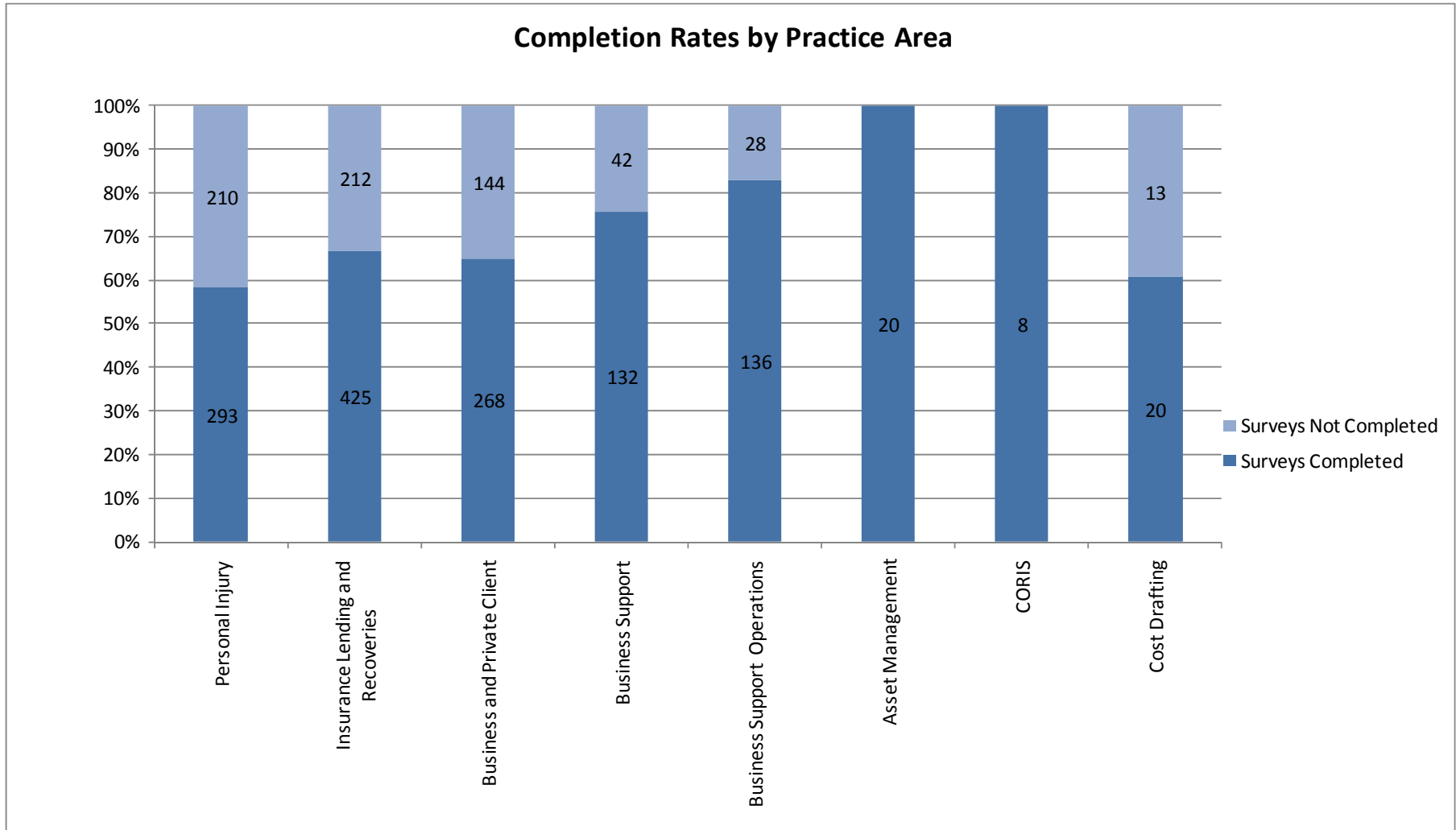
2.1 Completed Surveys Breakdown



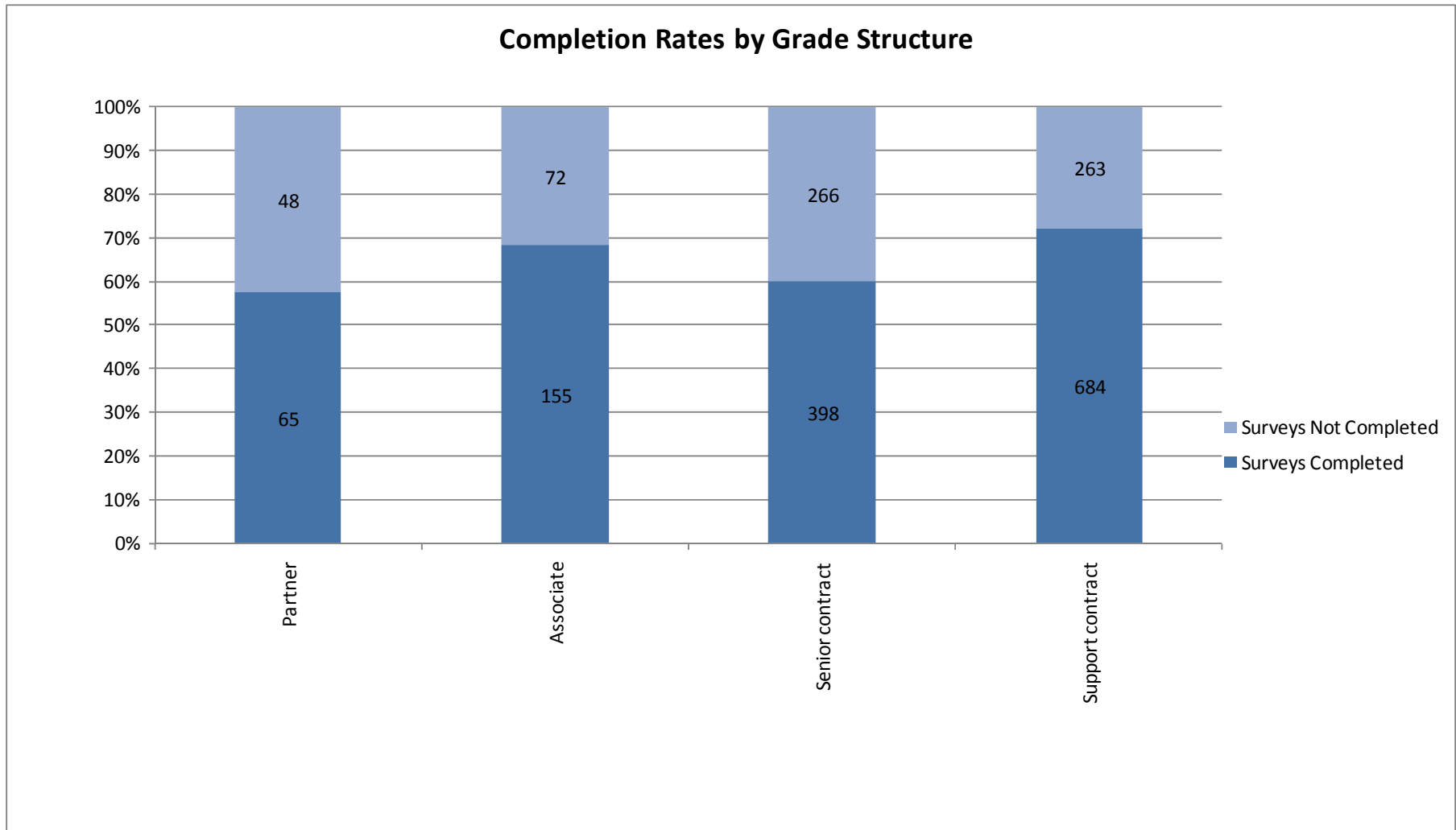
2.2 Non-Completed Surveys Breakdown



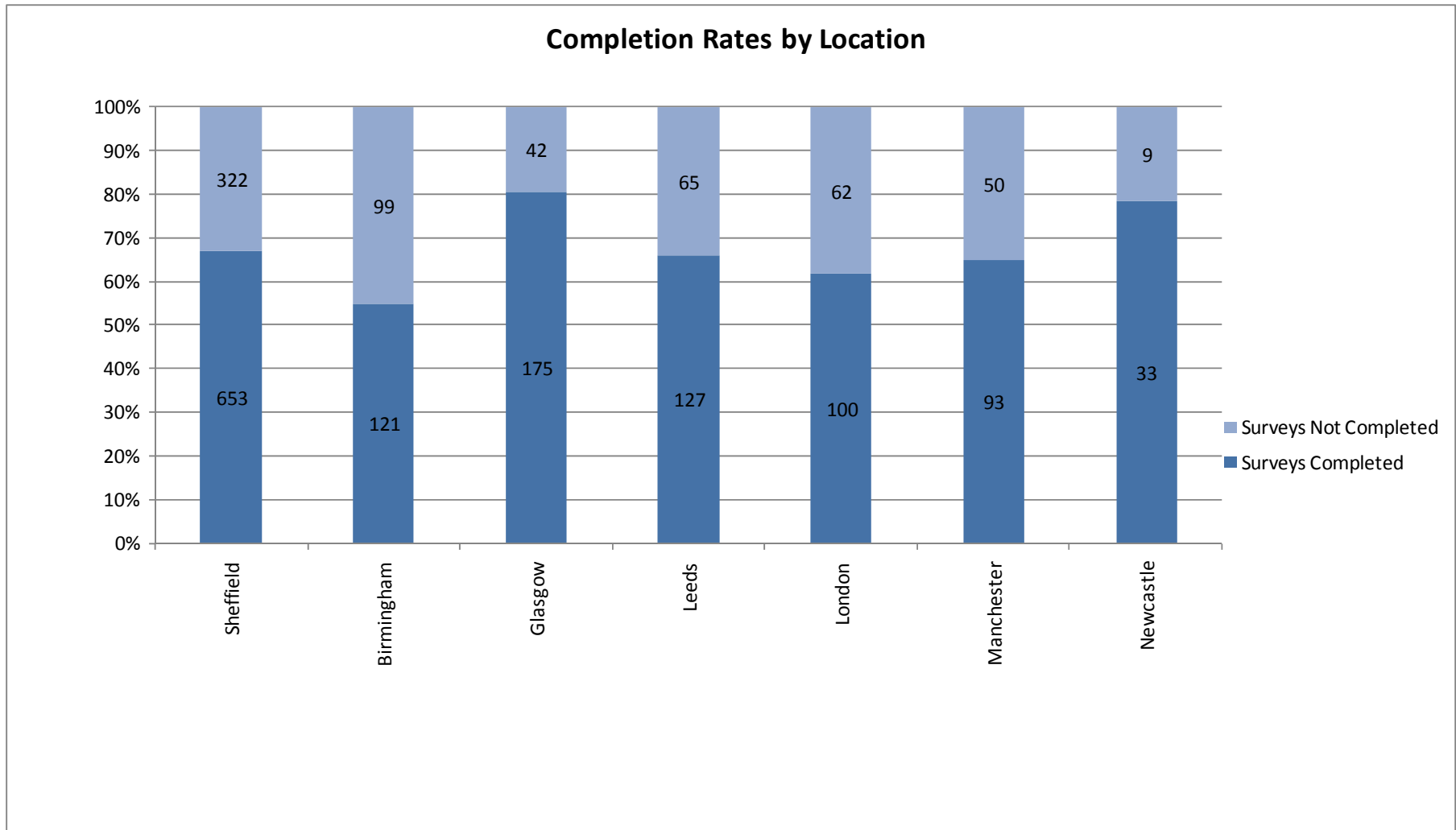
2.3 Completion Rates by Practice Area



2.4 Completion Rates by Grade Structure



2.5 Completion Rates by Location



3 RATINGS

3.1 Distribution and Average by Category

Category	Rating						Firmwide Average
	0 (N/A)	1 (strongly disagree)	2 (disagree)	3 (neutral)	4 (agree)	5 (strongly agree)	
Quality & Compliance Focus	1%	2%	7%	20%	52%	17%	3.72
Working at Irwin Mitchell	1%	3%	10%	19%	48%	19%	3.67
My Manager	1%	4%	11%	19%	43%	21%	3.62
Customer Focus	2%	2%	9%	22%	51%	14%	3.61
Performance Management	1%	3%	11%	19%	50%	15%	3.60
General	1%	4%	10%	25%	45%	15%	3.54
Management discipline	2%	3%	9%	27%	45%	14%	3.53
Valuing people	1%	5%	14%	22%	46%	12%	3.45
Communication & Organisation	1%	5%	15%	24%	44%	12%	3.42
Training & Development	1%	5%	15%	24%	44%	10%	3.35
Pay and Benefits	1%	17%	26%	26%	25%	4%	2.68
Grand Total	1%	5%	12%	22%	45%	14%	3.49

3.2 Average Ratings by Practice Area

Firmwide	Personal Injury	Insurance Lending and Recoveries	Business and Private Client	Business Support	Business Support Operations	Asset Management	CORIS	Cost Drafting
Quality & Compliance Focus 3.72	Quality & Compliance Focus 3.85	Quality & Compliance Focus 3.54	Quality & Compliance Focus 3.90	Quality & Compliance Focus 3.76	Working at Irw in Mitchell 3.77	Quality & Compliance Focus 3.70	Management discipline 3.58	Performance Management 3.73
Working at Irw in Mitchell 3.67	Customer Focus 3.72	My Manager 3.54	Working at Irw in Mitchell 3.79	Working at Irw in Mitchell 3.74	Quality & Compliance Focus 3.71	My Manager 3.54	Working at Irw in Mitchell 3.55	Customer Focus 3.66
My Manager 3.62	Working at Irw in Mitchell 3.71	Working at Irw in Mitchell 3.53	Customer Focus 3.74	My Manager 3.71	My Manager 3.69	Performance Management 3.52	Valuing people 3.53	Quality & Compliance Focus 3.63
Customer Focus 3.61	General 3.65	Performance Management 3.50	My Manager 3.74	General 3.67	Performance Management 3.63	General 3.50	Performance Management 3.50	General 3.60
Performance Management 3.60	Performance Management 3.65	Customer Focus 3.48	Performance Management 3.68	Performance Management 3.61	Management discipline 3.59	Customer Focus 3.47	General 3.40	Working at Irw in Mitchell 3.58
General 3.54	Training & Development 3.61	Management discipline 3.44	General 3.65	Management discipline 3.60	Customer Focus 3.58	Working at Irw in Mitchell 3.45	My Manager 3.35	Management discipline 3.54
Management discipline 3.53	Valuing people 3.56	General 3.36	Management discipline 3.61	Valuing people 3.56	General 3.54	Valuing people 3.39	Customer Focus 3.27	My Manager 3.52
Valuing people 3.45	My Manager 3.56	Communication & Organisation 3.24	Valuing people 3.61	Communication & Organisation 3.55	Valuing people 3.50	Management discipline 3.34	Training & Development 3.25	Training & Development 3.50
Communication & Organisation 3.42	Management discipline 3.54	Valuing people 3.21	Training & Development 3.58	Customer Focus 3.54	Communication & Organisation 3.40	Communication & Organisation 3.26	Quality & Compliance Focus 3.22	Valuing people 3.47
Training & Development 3.35	Communication & Organisation 3.53	Training & Development 3.04	Communication & Organisation 3.56	Training & Development 3.31	Training & Development 3.32	Training & Development 3.21	Communication & Organisation 3.18	Communication & Organisation 3.46
Pay and Benefits 2.68	Pay and Benefits 2.66	Pay and Benefits 2.57	Pay and Benefits 2.77	Pay and Benefits 2.76	Pay and Benefits 2.90	Pay and Benefits 2.72	Pay and Benefits 2.15	Pay and Benefits 2.53
Average 3.49	3.57	3.34	3.62	3.55	3.53	3.38	3.30	3.49

3.3 Average Ratings by Location

Firmwide	Sheffield	Birmingham	Glasgow	Leeds	London	Manchester	Newcastle
Quality & Compliance Focus 3.72	Quality & Compliance Focus 3.75	Quality & Compliance Focus 3.74	My Manager 3.69	Quality & Compliance Focus 3.72	Quality & Compliance Focus 3.79	Quality & Compliance Focus 3.78	Quality & Compliance Focus 3.95
Working at Irw in Mitchell 3.67	Working at Irw in Mitchell 3.68	Customer Focus 3.62	Working at Irw in Mitchell 3.57	Working at Irw in Mitchell 3.64	Working at Irw in Mitchell 3.75	Customer Focus 3.78	Customer Focus 3.90
My Manager 3.62	My Manager 3.61	Working at Irw in Mitchell 3.61	Performance Management 3.57	Customer Focus 3.60	Performance Management 3.70	Working at Irw in Mitchell 3.75	Working at Irw in Mitchell 3.78
Customer Focus 3.61	Performance Management 3.60	Performance Management 3.55	Quality & Compliance Focus 3.53	My Manager 3.60	Customer Focus 3.68	General 3.73	My Manager 3.74
Performance Management 3.60	Customer Focus 3.59	General 3.52	Customer Focus 3.48	Performance Management 3.59	My Manager 3.66	My Manager 3.63	General 3.70
General 3.54	Management discipline 3.56	My Manager 3.50	Management discipline 3.44	General 3.49	General 3.64	Valuing people 3.59	Performance Management 3.66
Management discipline 3.53	General 3.54	Management discipline 3.49	General 3.41	Management discipline 3.47	Valuing people 3.62	Performance Management 3.56	Training & Development 3.65
Valuing people 3.45	Valuing people 3.44	Valuing people 3.41	Communication & Organisation 3.33	Communication & Organisation 3.46	Training & Development 3.58	Management discipline 3.55	Management discipline 3.61
Communication & Organisation 3.42	Communication & Organisation 3.42	Training & Development 3.40	Valuing people 3.33	Valuing people 3.39	Management discipline 3.57	Communication & Organisation 3.54	Valuing people 3.58
Training & Development 3.35	Training & Development 3.35	Communication & Organisation 3.34	Training & Development 3.05	Training & Development 3.33	Communication & Organisation 3.55	Training & Development 3.43	Communication & Organisation 3.44
Pay and Benefits 2.68	Pay and Benefits 2.70	Pay and Benefits 2.63	Pay and Benefits 2.64	Pay and Benefits 2.65	Pay and Benefits 2.63	Pay and Benefits 2.82	Pay and Benefits 2.63
Average 3.49	3.50	3.46	3.39	3.47	3.58	3.59	3.63

3.4 Average Ratings by Grade

Firmwide	Partner	Associate	Senior contract	Support contract
Quality & Compliance Focus 3.72	Quality & Compliance Focus 4.06	Quality & Compliance Focus 3.81	Quality & Compliance Focus 3.66	Quality & Compliance Focus 3.71
Working at Irw in Mitchell 3.67	General 4.03	Working at Irw in Mitchell 3.70	Working at Irw in Mitchell 3.63	Working at Irw in Mitchell 3.67
My Manager 3.62	Valuing people 3.95	My Manager 3.67	Customer Focus 3.58	My Manager 3.63
Customer Focus 3.61	Communication & Organisation 3.91	Customer Focus 3.64	My Manager 3.57	Performance Management 3.62
Performance Management 3.60	Working at Irw in Mitchell 3.88	General 3.63	Performance Management 3.54	Customer Focus 3.59
General 3.54	Customer Focus 3.86	Performance Management 3.60	General 3.46	Management discipline 3.55
Management discipline 3.53	Management discipline 3.80	Management discipline 3.54	Management discipline 3.45	General 3.52
Valuing people 3.45	Performance Management 3.72	Training & Development 3.53	Valuing people 3.37	Valuing people 3.42
Communication & Organisation 3.42	Training & Development 3.67	Valuing people 3.52	Communication & Organisation 3.37	Communication & Organisation 3.40
Training & Development 3.35	My Manager 3.65	Communication & Organisation 3.45	Training & Development 3.33	Training & Development 3.28
Pay and Benefits 2.68	Pay and Benefits 3.32	Pay and Benefits 2.69	Pay and Benefits 2.56	Pay and Benefits 2.69
Average 3.49	3.82	3.55	3.43	3.48

3.5 Top 10 (green) and Bottom 10 (red) Questions Scores – IM Firmwide

Categories and Questions	Average
I am happy to put in extra time when required	4.17
In my department we actively try to learn from our mistakes	4.12
My line manager is flexible in giving me time off to respond to personal / family emergencies	4.05
If I had a work related concern I would feel comfortable to discuss it with my line manager	4.04
Quality and compliance with regulations is a major priority at Irwin Mitchell	4.02
I am aware of Irwin Mitchell's diversity and equal opportunities policies	3.95
I intend to be still working for Irwin Mitchell in a year's time	3.92
My department has a strong reputation for quality	3.92
I feel comfortable communicating with people in all departments and in roles more senior to mine	3.92
I believe my immediate manager / supervisor has a good understanding of my job	3.90

Categories and Questions	Average
I understand how the firm sets my pay level	2.47
I believe my salary is competitive compared to people at my level in other similar firms	2.50
I understand what performance levels I need to deliver to increase my pay level	2.62
I believe my pay is fair compared to people doing similar work in the firm	2.73
Managers usually consult team members before taking decisions affecting them	2.93
My department's objectives for the next year have been clearly communicated to me	3.07
I am kept regularly informed about how well we are satisfying our customers	3.08
I believe my benefits package (holidays, pensions etc) is competitive compared to people at my level in other firms	3.10
My immediate manager and I regularly review and agree my job responsibilities.	3.12
Managers at Irwin Mitchell regularly review their operational priorities	3.13

4 APPENDIX - DETAILED RESULTS BY QUESTION & CATEGORY

Rating Scale: 0 –N/A, 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree

Category and Questions	0	1	2	3	4	5	Average Score
Communication & Organisation	1%	5%	15%	24%	44%	12%	3.42
Change in Irwin Mitchell is generally for the better	1%	3%	8%	35%	45%	8%	3.44
I am kept well informed about the firms future direction and plans	0%	8%	20%	27%	37%	8%	3.16
I feel comfortable communicating with people in all departments and in roles more senior to mine	0%	2%	8%	11%	55%	24%	3.92
My department is well organised	0%	4%	13%	23%	47%	13%	3.52
My department's objectives for the next year have been clearly communicated to me	2%	7%	25%	24%	34%	8%	3.07
Customer Focus	2%	2%	9%	22%	51%	14%	3.61
Employees at Irwin Mitchell are happy to go the 'extra mile' to deliver great internal and external customer/client service	0%	1%	6%	21%	54%	17%	3.80
I am kept regularly informed about how well we are satisfying our customers	2%	6%	22%	30%	35%	6%	3.08
I believe there is sufficient training in client care	3%	1%	10%	25%	54%	8%	3.48
I know what internal and external customers want from my team	1%	1%	4%	15%	65%	14%	3.83
Management show by their actions that they put our customers first	2%	1%	7%	23%	53%	14%	3.66
My line manager gives me the support I need to provide great customer/client service	1%	3%	7%	18%	48%	23%	3.79
General	1%	4%	10%	25%	45%	15%	3.54
I am aware of Irwin Mitchell's diversity and equal opportunities policies	0%	1%	4%	13%	62%	19%	3.95
I am proud to work for Irwin Mitchell	0%	1%	3%	25%	49%	21%	3.85
I believe promotion decisions made reflect equal opportunities	5%	6%	7%	33%	38%	10%	3.24
I believe that management within the firm will take the results of this survey seriously and act on the results.	0%	9%	15%	34%	34%	8%	3.18
I believe that the results of this survey will be openly communicated to me	1%	5%	14%	29%	44%	7%	3.32
I feel that my job is secure	1%	5%	15%	29%	43%	8%	3.33
I intend to be still working for Irwin Mitchell in a year's time	1%	3%	5%	19%	42%	31%	3.92
Overall I am satisfied working for Irwin Mitchell	0%	2%	8%	18%	53%	18%	3.77
The firm's policies and rules are applied the same way to all employees.	1%	6%	16%	25%	44%	8%	3.30
Management discipline	2%	3%	9%	27%	45%	14%	3.53
I know what is expected of me to be successful in my role	0%	3%	8%	18%	58%	13%	3.69
In my department we actively try to learn from our mistakes	0%	1%	4%	10%	49%	35%	4.12
Managers at Irwin Mitchell regularly review their operational priorities	7%	2%	7%	45%	34%	5%	3.13
My Manager sets clear targets and objectives for me	1%	3%	13%	22%	47%	13%	3.51
There is disciplined follow-up on actions, projects and programmes at Irwin Mitchell	2%	3%	15%	40%	36%	5%	3.20

My Manager	1%	4%	11%	19%	43%	21%	3.62
If I had a work related concern I would feel comfortable to discuss it with my line manager	0%	3%	8%	10%	38%	40%	4.04
My immediate manager / supervisor plans work effectively	2%	4%	7%	23%	48%	17%	3.61
My immediate manager and I regularly review and agree my job responsibilities.	1%	7%	21%	26%	36%	8%	3.12
My line manager gives me constructive feedback on the work I do to let me know how I am performing	1%	4%	12%	19%	44%	20%	3.60
My line manager shows appreciation for the work I do	0%	3%	9%	19%	49%	19%	3.71
Pay and Benefits	1%	17%	26%	26%	25%	4%	2.68
I believe my benefits package (holidays, pensions etc) is competitive compared to people at my level in other firms	1%	9%	17%	29%	36%	7%	3.10
I believe my pay is fair compared to people doing similar work in the firm	1%	17%	23%	28%	27%	4%	2.73
I believe my salary is competitive compared to people at my level in other similar firms	1%	21%	28%	28%	19%	2%	2.50
I understand how the firm sets my pay level	1%	20%	35%	23%	18%	3%	2.47
I understand what performance levels I need to deliver to increase my pay level	2%	20%	27%	21%	25%	5%	2.62
Performance Management	1%	3%	11%	19%	50%	15%	3.60
I am clear about what is expected of me by the firm	0%	1%	8%	14%	59%	19%	3.85
I am happy with how often I have performance review meetings with my line manager	2%	6%	14%	19%	46%	12%	3.38
I am in no doubt as to how I could improve my performance	0%	2%	14%	30%	46%	8%	3.42
I believe my immediate manager / supervisor has a good understanding of my job	0%	2%	8%	12%	52%	26%	3.90
I believe the performance appraisal scheme is taken seriously by my manager / supervisor	3%	4%	11%	22%	48%	12%	3.44
Quality & Compliance Focus	1%	2%	7%	20%	52%	17%	3.72
I am appraised according to the quality of my work	2%	3%	11%	24%	51%	8%	3.41
I am encouraged to take part in quality improvement	2%	1%	10%	24%	53%	10%	3.54
My department has a strong reputation for quality	0%	1%	6%	19%	48%	26%	3.92
Quality and compliance with regulations is a major priority at Irwin Mitchell	1%	0%	3%	14%	56%	26%	4.02
Training & Development	1%	5%	15%	24%	44%	10%	3.35
I am satisfied with the training and development I have received from Irwin Mitchell	0%	4%	15%	24%	45%	12%	3.43
I have opportunity for personal growth & development at Irwin Mitchell	0%	8%	17%	24%	39%	11%	3.27
I know what training is available to me to help me improve in my role and I know how to obtain it	1%	4%	18%	25%	45%	7%	3.32
The training courses I have attended have helped me do a better job	5%	3%	9%	27%	46%	10%	3.35
There are sufficient opportunities for me to receive training to improve my job performance and skills	1%	5%	17%	22%	46%	9%	3.36
Valuing people	1%	5%	14%	22%	46%	12%	3.45
Irwin Mitchell regularly invests time and resources in developing employees	0%	4%	17%	24%	45%	10%	3.39
Managers usually consult team members before taking decisions affecting them	1%	10%	25%	26%	32%	5%	2.93
People are respected as individuals in my department	0%	3%	9%	17%	53%	18%	3.74
The firm is supportive of team members who have personal difficulties	2%	2%	7%	22%	47%	20%	3.69
The firm makes good use of my skills & abilities	0%	4%	14%	21%	52%	9%	3.48

Working at Irwin Mitchell	1%	3%	10%	19%	48%	19%	3.67
I am happy to put in extra time when required	0%	1%	4%	9%	47%	39%	4.17
I am happy with the actual hours I work	0%	2%	8%	10%	57%	22%	3.89
I am satisfied with the physical environment in which I work	0%	5%	15%	17%	52%	11%	3.50
I believe Irwin Mitchell is quick to adopt new ideas	1%	3%	11%	33%	44%	8%	3.40
I have the resources (e.g. tools, equipment, people) to do my job well	0%	3%	11%	14%	59%	12%	3.67
I think this firm is a good place to work	0%	2%	5%	21%	53%	19%	3.81
In the past six months I have not experienced or witnessed unacceptable behaviours (e.g. bullying or harassment) at work	1%	6%	15%	10%	31%	38%	3.76
Irwin Mitchell promotes a healthy work/life balance	1%	5%	15%	32%	40%	7%	3.27
Irwin Mitchell's procedures help me to do my work well	1%	3%	9%	33%	48%	6%	3.43
My job provides me with the right level of challenge	0%	7%	15%	19%	49%	10%	3.41
My line manager is flexible in giving me time off to respond to personal / family emergencies	3%	1%	2%	13%	42%	38%	4.05
Grand Total	1%	5%	12%	22%	45%	14%	3.49