EMPLOYEE ENGAGEMENT SAMPLE SURVEY REPORT



YOUR CITY, YOUR STATE (BRANCH/REGION)





INTRODUCTION

In February of 2014 Company ABC engaged James Bird Guess Success Academy to assist in growing its high performance service culture. Before conducting a series of senior leadership and staff training sessions, the James Bird Guess Success Academy Employee Engagement Survey was administered as a bottom-up approach to obtain staff feedback.

The engagement survey statements measure the most critical areas of employee engagement — those areas highly correlated to organizational and business outcomes including: profitability, productivity, turnover, safety and workplace accidents, customer satisfaction, absenteeism, and work environment.

Employee engagement is defined as "the strength of emotional connection and devotion people have to an organization." An engaged employee is one who is fully committed and enthusiastic about investing his or her full and best effort at work. Being fully engaged means physically energized, emotionally connected, mentally focused, and spiritually aligned with the organizational purpose beyond immediate self-interest.





EXECUTIVE SUMMARY

Between March 26th and April 8th 2012, a total of 44 employees participated (80 percent response rate) in the Company ABC Employee Engagement Survey administered by James Bird Guess Success Academy.

Assessed were the engagement levels of employees through 11 statements that measured the strength of emotional commitment to day-to-day work, direct manager/supervisor, team, and organization, along with the level of discretionary effort and intent to stay.

Below are the findings from the survey:

- Approximately 14 percent of the overall team is disengaged and highly uncommitted.
- 77 percent are **satisfied** and neither fully committed or uncommitted.
- Roughly 9 percent are fully engaged and highly committed.

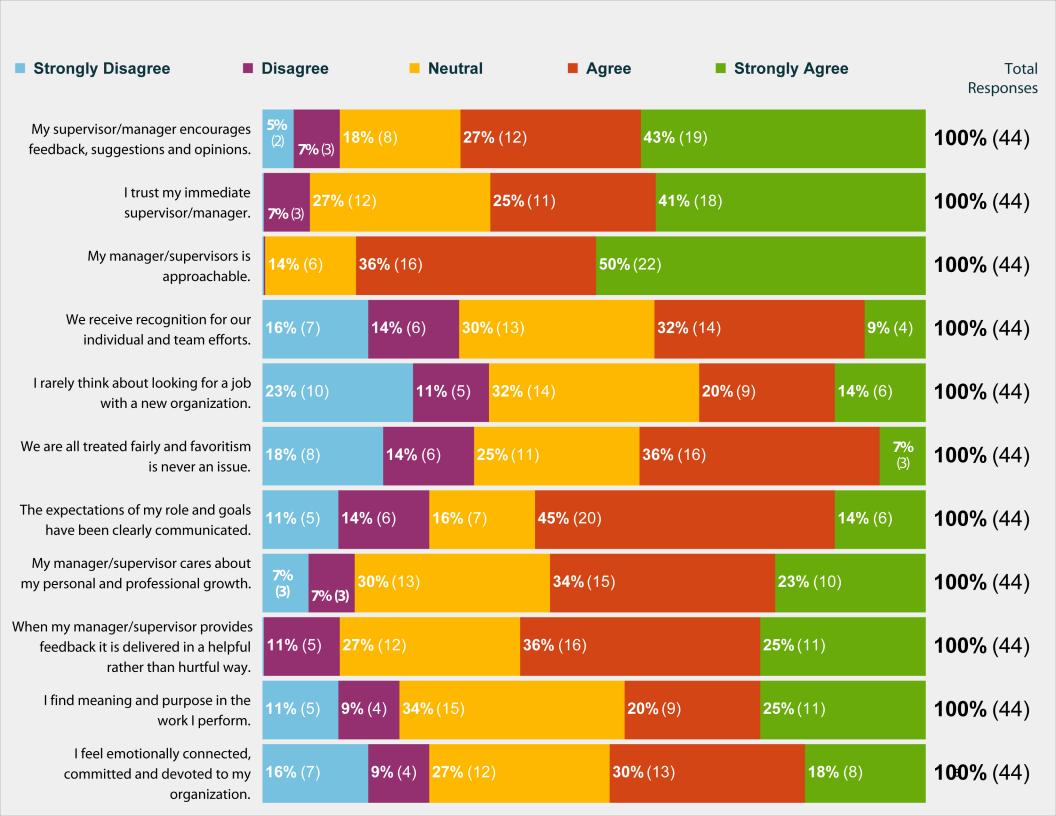




Summary of Survey Results

Grand Mean	3.48*
1. My supervisor/manager encourages feedback, suggestions and opinions	3.97
2. I trust my immediate supervisor/manager	3.97
3. My manager/supervisors is approachable	4.34
4. We receive recognition for our individual and team efforts	3.02
5. I rarely think about looking for a job with a new organization	2.81
6. We are all treated fairly and favoritism is never an issue	3.00
7. The expectations of my role and goals have been clearly communicated	3.36
8. My manager/supervisor cares about my personal and professional growth	3.59
9. When my manager/supervisor provides feedback it's delivered in a helpful rather than hurtful way	3.75
10. I find meaning and purpose in the work I perform	3.29
11. I feel emotionally connected, committed and devoted to my organization	3.25







EXECUTIVE SUMMARY (cont.)

The Disengaged

- Typically poorer performers who frequently put in the least of amount effort
- Infect others with negativity, deliver poor customer service and become toxic to a team.
- Four times more likely to leave the organization than satisfied employees.

The Satisfied

- "Workplace zombies" doing just enough to get by, no ownership or vested interest.
- "Paycheck mentalities" who come to work, but have emotionally quit.
- Intent to stay varies significantly.

The Engaged

- High performers, passionate, innovative, aligned with the company vision and purpose.
- Frequently go the extra mile, wiling to do more work without more pay.
- Help with heavy workloads, volunteer for other tasks, constantly looking for ways to add value, nine times more likely to stay than disengaged employee.





FINANCIAL IMPACT OF ENGAGEMENT

Company ABC Turnover Rate: 37% (approximately)

Annual Estimated Turnover Costs: \$569,800 (very conservative estimate)
 (Costs to off-board employee, + Cost-per-hire for replacement, + Transition costs + Lost productivity costs)

- Engaged employees return 110% of their salary in value
- Satisfied employees return 85% of their salary in value
- Disengaged employees return only 65% of their salary in value





FINANCIAL IMPACT OF ENGAGEMENT

Total Employee	s 56						
Average Salar	\$ 55,000						
			Bottom Line				
Engagement Level	% of Employees	Performance Delivered	Financial Impact		Individual Financial Impact	Organizat	ional Financial Impact
Engaged	9%	110%	Organization GAINS	\$	5,500	\$	27,720
Satisfied	77%	85%	Organization LOSES	\$	(8,250)	\$	(355,740)
Disengaged	14%	65%	Organization LOSES	\$	(19,250)	\$	(150,920)
				Total Productivity LOSSES		\$	(478,940)
				Ar	nnual Estimated Turnover Costs	\$	(569,800)
				Current Financial Impact of			
					Employee Engagement	\$	(1,048,740)



To achieve a higher level of performance what should our team stop doing? What should we keep doing? And what should we start doing?	What type of support do you need from your manager/supervisor to take your performance to the next level?	How would you change the work load expectations if you could, while achieving high performance?	Additional comments
The team, our unit, works well together. We respect each other and care about each other. We communicate and help handle the other person's work when that person is out. Don't know anything we should stop doing.	We need to feel like upper management cares about the employees. Currently we really don't see that. It seems like nothing is ever good enough.	Very little authority is given. Upper management micro manages. We constantly report on the same thing. We need another person or two in each unit to do the amount of phone contact and reporting that is now required. Would eliminate the weekly large loss calls with the current call group. We could report to an in house group. Only a select group of severe claims would then be reported to the home office group.	We are constantly battling our computer system. It is slow, some programs work and other don't. The company will spend money on a program like this and we have to beg for supplies or buy our own. A parking pass is the high light of the office as a perk. Nothing is really done to show employee appreciation. There are no programs to help employees with classes for higher education.
Our team needs to be more responsive to technical issues. We have no one onsite who can help with computer/phone problems. This tends to slow individuals down. We are currently saffed at the minimum number of employees needed to do the job. If someone is out, this takes time away from other employee's own tasks and impacts their performance. We need to seriously consider that an investment in additional personell is what is is going to take to achieve a higher level of performance for this team.	Faster response. Management is in meetings too much.	We would be able to spend more time on each file to make sure it meets the highest quality if the volume of work was at a reasonable level. We understand the work load increases at certain times of the year but it has become too heavy to make sure every file is handled to the highest quality.	
Continue to work together and help each other when necessary.	I believe the current support from my supervisor is sufficient to take my performance to the next level	I would try to reduce each adjuster's pending so they could devote the appropriate amount of time to each claim and lessen their stress	
nothing	non	less	none
NO COMMENT	NO COMMENT	NO COMMENT	I WANT TO LEARN NEW THINGS AND HANDLE HIGHER LEVAL CLAIMS, BUT THE WORK LOAD DOESNT ALLOW THIS TO GET DONE WITHOUT A LOT OF STRESS
Stop constant change. Allow atmosphere of stability. People want to feel that what they do makes a difference and the company value them as a person and an employee. Create a family atmosphere	Clear concise goals that are attainable. We also need consideration of time it takes to perform task.	No change in the claim work load; but make sure staffing is proper to achieve the goals which renders no excuses.	
Stop POA after 60 days; start making meanful contact with claimants and attorney to obtain injury information etc.;	Do away with WIG; Correct the letters; stop having conference calls every Friday to go over same files over and over as it takes away time from our other works.	Reduce claim count; Better Communication between Management, superviors and adjuster.	Office Manager is not fair and shows favoritism, and does not communicate with supervisors and adjusters; and needs to learn what team work means. Our client needs to clearly and concisely communicate what their expectations are in writing. Need to set up training program for new employees which would include clerical.
Stop - Micromanaging, Stop expecting "perfection" and set realistic expectations. Keep - mutual support among peers, can do attitude Start-Allowing and expecting employees to succeed.	Clearly communicated and defined procedures, expectations and goals (from ONE Source), better teamwork, flatter organization, financial incentives/rewards for meeting performance goals	Define what tasks are done during the day and how long it takes to do them on the equipment we have, then set workload and staffing expectations accordingly. Limit interruptions that take away from basic claim tasks (claim set ups, too many screens, slow technology, slow technical support),	Define and simplify procedures Define and simplify expectations Define and simplify who we take directions from. (Are we GB, FGA?) We are stuck in the middle and get mixed messages and multiple expectations from both GB and FGA.
No comment	No comment	Explain in detail why the claims loads and expectations are not unrealistic.	

To achieve a higher level of performance what should our team stop doing? What should we keep doing? And what should we start doing?	What type of support do you need from your manager/supervisor to take your performance to the next level?	How would you change the work load expectations if you could, while achieving high performance?	Additional comments
STOP: - keeping employees in the dark about what's coming. Keep us apprised of pending developments (like when upcoming building repairs will begin). We need better communication. KEEP: - hiring great people! - the atmosphere positive and open. This is a great place to work overall; just a few improvements are needed. START: - hiring more quality people. The workload is too heavy training newcomers with documented training materials and reference information. Make this available on a shared drive or intranet for newcomers to access providing the equipment and supplies necessary to do our jobs developing a sense of pride in ourselves, our company and the jobs we do. Morale is low and needs enhancement so people feel good about coming to work every day.	We are in need of newer/faster computer equipment and scanners at our desks. We need supplies ordered in a timely fashion so we never run out and have to wait for a shipment to come in.	Divide it up between more adjusters. Time how long it takes to complete each portion of working a claim (first contact, initial correspondence, obtaining reports, etc.) and set realistic expectations based on an average of actual completion rates. This will help develop a reasonable expectation for the adjusters and determine how many are needed to work the current case load.	
No comment.	No comment.	No comment.	My supervisore and manager have completely different styles of managing and I could not answer the multiple choices correctly.
1.Stop expecting adjusters to absorb other adjuster's work load when they are on vacation or out sick. 2. If the switchboard can not contact an adjuster to take a telephone call then put it through to the voice mail. However if the caller refuses to be put on voice mail give the call to the adjuster's supervisor to be redirected. 3. If the switchboard knows that the caller is a driver then keep directing those calls to another adjuster to take the driver's recorded statement. 4. Stop saving New/Updated contracts to individual computers and start saving them to a location that can be accessed by everyone. 5. Keep making paper copies of New/Updated contracts for contract library.	I get the support I need from my supervisor.	All adjusters have a full work load and cannot absorb another adjuster's work when that adjuster goes on vacation or are on sick leave. Therefore, higher an adjuster to float from desk to desk to answer telephone calls and handle mail while adjusters are training, on vacation, or medical leave. This would help the adjuster that is on leave and the adjusters that are trying to work their own desk.	Keep employees informed about changes in personnel, working conditions and expectations. Provide a chain of command and an overview of what each persons responsibilities are.
We as a team needs to stop being afraid of talking to our supervisors. Because the supervisors are afraid to talk to the manager in regauards to our concerns on whats going on in the office to help us become more productive.	I would like for my supervisor to stand up for her employees instead of saying beacuse the manager said just do it and be thankful you have a job. When our supervisor feel the same as we do but afraid to voice her opinion	Being able assist the adjuster in a more productive way by letting them know our duties as to where and what I can do to help them become more productive in there adjusting claims.	It was hard for me to answer the question because I have two answers for the supervisor and manager. It would help you if you resend one with same question but one for supervisor annd one for Manager.



IMPROVING ENGAGEMENT

- Add leadership competencies that drive engagement to performance evaluations (what gets measured, gets done).
- Coach and train managers and supervisors and hold them accountable for their employees' engagement.
- Hire the best fit, not best resume (managers and supervisors).
- Create a formal employee recognition program (bonuses, incentives for performance and maintaining low turnover).
- Periodically monitor employee engagement levels.
- Conduct exit interviews to manage turnover goals.





Ask us about your free employee engagement survey customized for your organization!

Call toll free 888,369,1339

or email us info@internationalsuccessacademy.com

EMPLOYEE ENGAGEMENT | ON-SITE TRAINING | LEADERSHIP DEVELOPMENT | EXECUTIVE COACHING

LEADERS ARE NOT BORN... WE MAKE THEM.

