



WES

Report designed for

**WEC - WECTest**

# WorkPlace Engagement Survey

Survey Taken: 12/26/08 Printed: 7/20/09

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## Introduction

This report is based on the responses of your employees when they completed the WorkPlace Engagement Survey.

There are eight parts to this report. The information provided in each should be used in the development of your workforce.

- Employee Engagement Definition
- Employee Engagement Benefits
- Your Level of Participation
- Your Level of Engagement
- Engagement Level Comparisons
- Satisfaction with Employment
- Satisfaction with Manager
- Recommendations

The information contained in this report provides information about your organization from the perspective of your employees. This perspective should be considered in your strategic planning. Pay particular attention should your organization's levels of engagement and/or satisfaction fall into areas that are below your expectations. Use the recommendations presented to help guide your actions.

The engagement scores range from 0 to 100, where 100 represents very high engagement and 0 represents complete disengagement. Research shows that the national average engagement score for employees is 60. The results of this survey yielded an engagement score for each employee allowing the computation of averages for the company.



## Employee Engagement Definition

Engagement refers to the degree to which employees connect with their work and feel committed to their organization and its goals. People who are highly engaged in an activity:

- feel excited and enthused,
- are less aware of the passage of time,
- devote discretionary effort to the activity,
- identify with the task and describe themselves to others in the context of the task (“writer,” “runner,” “finance manager”),
- think about the questions or challenges posed by the activity during spare moments (for example, while driving home),
- resist distractions and find it easier to stay focused, and
- invite others into the activity (their enthusiasm is contagious).

## Employee Engagement Benefits

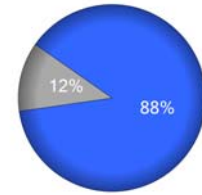
Many people feel this way about their favorite sports, hobbies, or leisure activities. People who feel this way about their work have been found to enjoy work more, to be more successful, and to contribute more to the organization. Engagement is a win/win for employee and employer, and you play a pivotal role in employee engagement. Research has shown that people who are engaged in their work are also more productive. Benefits of an engaged workforce include:

- retention rates increase,
- innovation and collaboration are enhanced,
- customer satisfaction levels increase, and
- over time, the results are reflected in concrete bottom line results, share value, and return on investment.



## Your Level of Participation

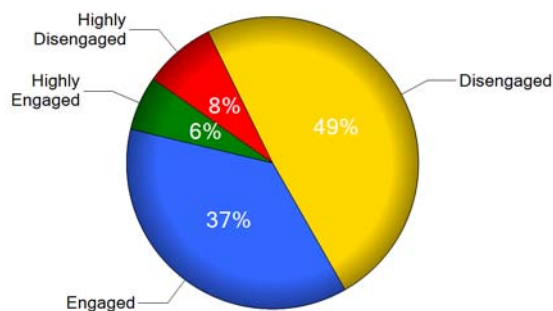
Your company's survey was offered to 168 employees of whom 148 participated. This represents an 88% participation rate. This report is based on input from your participants.



## Your Level of Engagement

The pie chart below shows a summary of the distribution of engagement scores for your surveyed participants. The scores are presented as the percent of the total number of your participants. The bar graph below shows a breakdown of your Engagement Scores compared to the National Engagement Score.

Your average Engagement Score is 54.  
This is 6 points below the National Average 60.

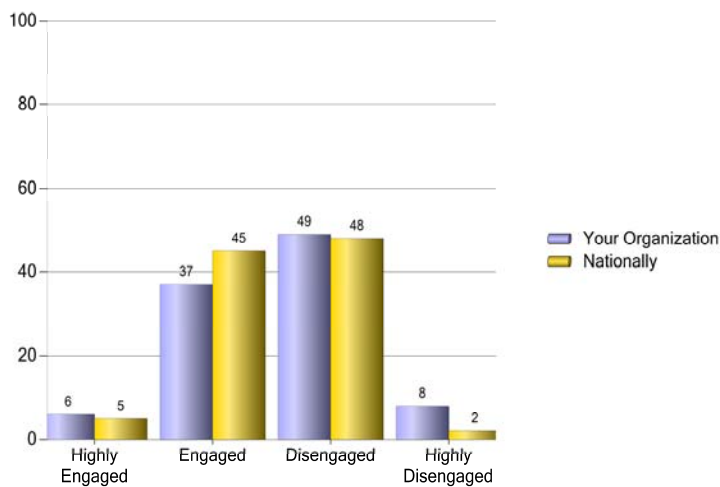


Engagement			Participants	
Level	Definition	Range	%	#
Highly Engaged	Knows expectations; personally and professionally secure; committed to excellence	81 – 100	6%	10
Engaged	Often understands expectations; somewhat secure; easily motivated	60 – 80	37%	63
Disengaged	Questions expectations; insecure; dissatisfied	41 – 59	49%	82
Highly Disengaged	Does not know expectations; fearful; very bitter	0 – 40	8%	13

## Engagement Level Comparisons

From the 148 employees who participated in this survey an average Engagement Score of 54 was obtained. The National Engagement Score Average is 60 which makes your organization’s Engagement Score 6 points below the National Average. The engagement level of your employees is indicative of their commitment to the organization and their probable level of “happiness” working in your company. Knowing these engagement scores is an important step toward developing strategies for increasing their commitment.

**Your Engagement Levels Compared to the National Average**



The levels of engagement are defined as follows:

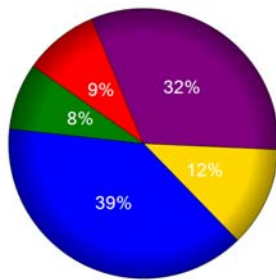
- Highly Engaged** Knows expectations; personally and professionally secure; committed to excellence
- Engaged** Often understands expectations; somewhat secure; easily motivated
- Disengaged** Questions expectations; insecure; dissatisfied
- Highly Disengaged** Does not know expectations; fearful; very bitter



The relationship with a manager and overall satisfaction with employment are two of the greatest contributors to employee job satisfaction. The following two charts summarize these important measures for the participants.

### Satisfaction with Employment

This chart demonstrates participants' satisfaction with their jobs at the time of this survey. Forty-seven percent (47%) of your participants are "Satisfied" or "Extremely Satisfied." The combined percentage of participants who are "Dissatisfied" or "Extremely Dissatisfied" equals 41%.

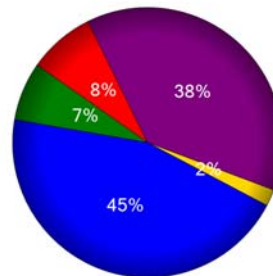


- Extremely Satisfied - 8%
- Satisfied - 39%
- Neutral - 12%
- Dissatisfied - 32%
- Extremely Dissatisfied - 9%

### Satisfaction with Manager

This chart demonstrates participants' satisfaction with the level of support, guidance, and overall supervision they receive from their managers. Fifty-two percent (52%) of participants are "Satisfied" or "Extremely Satisfied." The combined percentage of participants who are "Dissatisfied" or "Extremely Dissatisfied" equals 46%.

- Extremely Satisfied - 7%
- Satisfied - 45%
- Neutral - 2%
- Dissatisfied - 38%
- Extremely Dissatisfied - 8%



## Recommendations

Having an engagement score below the national average suggests a need for improvement and a need for you to focus on that improvement. It takes 12 engaged people to overcome just one highly disengaged person. With a low engagement score, you should look for some of these symptoms:

- lack of commitment to the organization
- low levels of enthusiasm
- higher than desired turnover
- low levels of customer satisfaction
- possible discipline problems
- lower than desired levels of productivity

As your interventions increase the level of engagement of your employees you should see greater levels of employee involvement and creative input, greater retention and productivity, a more pleasant work environment, and a more enthusiastic workforce.

Here you will find ideas and action steps that will facilitate improving both the productivity and engagement levels of your employees. Read the content in each of the nine areas as you formulate the specific action steps that will help you achieve these improvements.



## 1 Take a good look at your culture.

Are you fostering a “people culture”? Do you believe your people are your greatest asset? If no, why not?

If you do, take a close look at your vision, values, and strategy to make sure there is alignment between how you want to shape your company and how in fact your company is being shaped. Communicate a clear vision of the future.

## 2 Commit to developing people.

Your results are achieved through the actions of each employee working individually, in teams, across functions. Talent will be your competitive advantage for the future.

Are your employees appreciating in value or are they depreciating in value?

Develop your employees by first making sure they are the right employee in the right seat on your bus. You can do that through the use of **Predictive Performance** or **Job Matching Technology**. This allows you to strategically invest in your people so that they first are fully developed for their current job, but more so that you have laid the foundation so they can see a clear path for career advancement.





### **3 Ensure the right person is in the right leadership position.**

“How would you know?” The answer is to assess them.

Appropriate assessments will tell you about the job fit of your existing leaders. By assessing each of your leaders and then identifying a group of your top performing leaders and lesser performing leaders, a proven predictive performance model can be developed. Think of the model as a means of identifying the seats on your bus.

Then the next step will be to compare your leader’s results to the appropriate predictive benchmark. Now you can accurately and reliably determine if your leaders are in the right seat on your bus and make the decision if this is a selection or development issue. If it is selection, you can redeploy to a more appropriate seat. If it is development, you will have the data and coaching tools to correct any gaps your leaders have in meeting your predictive performance benchmark.

### **4 Identify leadership issue.**

Are you like most organizations that recognize good job performance by promoting top performers to positions of leadership? Did the position of leadership require your top performer to use the skills they used to achieve previous success, or did they need to use new skills? If new skills were required, what did you do to identify those skills, and did you help your top performer fully develop in those skill areas? Were the new skills leadership skills? Many companies fall into this trap every day.

- If you want to help increase the effectiveness of your leaders you need to identify the leadership skills that are most commonly used when engaging employees.
- Then seek feedback on your leaders from their boss, peers, and direct reports.
- Next, align the leader’s behaviors and leadership skills to the expectations of the organization and of their boss.
- Then close leadership gaps through on-the-job performance, feedback, and coaching.



## 5 **Develop management styles to fit your people.**

In today's diverse workforce containing multiple generations and cultures you must rethink your workforce strategies and transform your management and human resource practices to attract, engage, and retain workers of all ages. This requires the use of more than one management style. It is a strong probability that what's worked in the past won't work in the future.

## 6 **Understand your target employees (current and future).**

It's time to apply what we learned about customers and customer segmentation to employees and employee segmentation. **Successful companies identify their target customer;** the time has come to use science, technology and data to identify who is our target employee.

The identification of target employees starts by knowing what makes an employee a "target employee." A target employee is one who has good fit to their current job, is fully engaged on the job, and whose performance exceeds your expectations. This type of employee not only achieves goals but has the ability to elevate the performance of other employees, teams, departments, and, yes, even divisions.

To identify your target employees (current and future) you must first assess all of your employees. Appropriate assessments will tell you about the employees' cognitive, job related behaviors, and occupational interest. You want to make sure you have the data to identify those target employees that stand out today, but also employees who are doing a good job but may not have emerged as target employees.



## **7 Develop employee people skills.**

Equip your managers with data so they know the basic behavioral tendencies that people have concerning productivity, quality of work, initiative, teamwork, and problem solving. Provide your managers with the information to understand how to deal with your employees and their different tolerance levels for stress, frustration, and conflict.

Help your managers learn how to motivate their employees. Motivation is an individual concept; empower your managers to maximize employee performance by understanding whether an employee is internally motivated or needs a little external inspiration.

There are effective assessments available for you to use to assess existing employees or team members. The resulting information will greatly increase the effectiveness of your managers. When the employee can see that their manager is working to learn more about them, satisfaction with the manager will increase.

## **8 Ensure that all your employees have a good solid job fit.**

The level of engagement is directly related to employee job fit, and job fit is the number one ingredient to the individual success of your employees. Research has shown that success on the job has little to do with experience, age, race, gender, or education, and everything to do with job fit.

Consider a quote from the article “Job Sculpting: The Art of Retaining Your Best People” from the Harvard Business Review. “... the best way to keep your stars is to know them better than they know themselves – and then use that information to customize the careers of their dreams.”

There are two ways to do this: The first is observation, which is time consuming, expensive, and highly subjective. The second approach is with assessments which take little time, are inexpensive, and are highly objective.

## 9 **Align all elements of the “Employee Experience.”**

You work hard to establish your company’s brand. Brand creates customer loyalty. You also have a “brand” where your employees are concerned. Your recruitment, selection, on-boarding, coaching, development, and succession planning process is part of your brand. Think of each of these processes as a means of retaining top performers and developing future performers. When you enhance your existing processes with the use of predictive performance models and job matching, and then empower your managers to use this data, you will accelerate performance and build your employee brand loyalty.

*“Employee engagement first.*

*It goes without saying that no company, small or large, can survive over the long run without energized employees who believe in the mission and understand how to achieve it”.*

Source: Business Week Online: May 8, 2006, How Healthy Is Your Company? By Jack and Susie Welch.