



Employee Engagement Survey Results

SampleCo International

Executive Summary

Sample Report

custom  insight

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This sample report was produced directly from the Focal EE Engagement Dashboard.

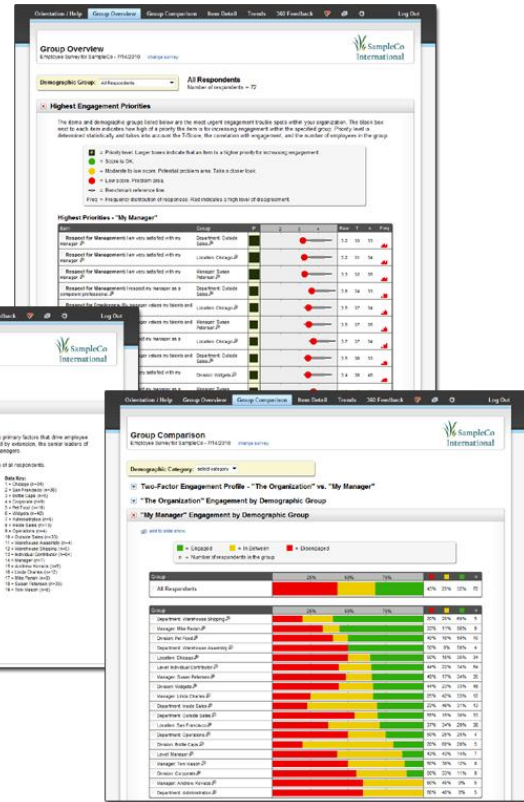
The dashboard is an interactive online analysis tool that enables you to quickly identify not only global engagement themes and issues within your organization, but more importantly, what parts of your organization are "at risk" due to specific, localized engagement problems.

If you would like to view a live demo of the engagement dashboard, please contact us.

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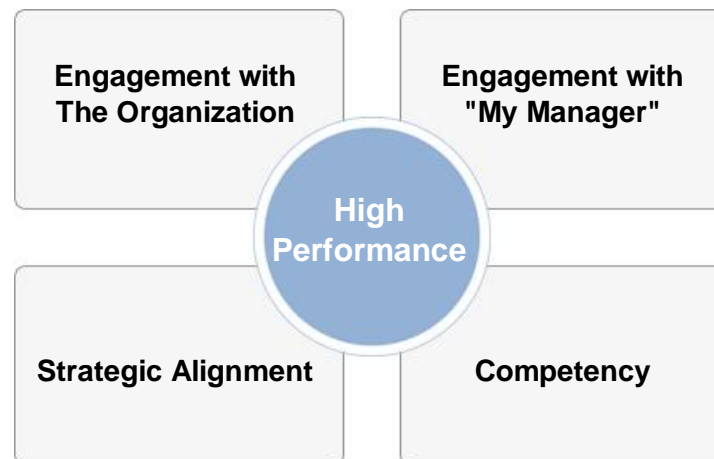
What is "Employee Engagement"?

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

There are two primary factors that drive employee engagement. These factors are based on statistical analysis and widely supported by industry research.

Engagement with "The Organization" measures how engaged employees are with the organization as a whole, and by extension, how they feel about senior management. This factor has to do with trust, fairness, values, respect, and confidence in organizational leadership.

Engagement with "My Manager" is a more specific measure of how employees feel about their direct supervisors. Topics include feeling valued, being treated fairly, receiving feedback and direction, and generally, having a strong working relationship between employee and manager based on mutual respect.



Beyond Engagement

An organization needs more than just engaged employees in order to succeed. This report also includes two additional measures that relate to performance and that are closely linked to engagement.

Strategic Alignment: Does the organization have a clear strategy and set of goals? Do employees understand the strategy and goals? Do employees understand how the work they do contributes to the organization's success? Strategic Alignment ensures that employee effort is focused in the right direction.

Competency: Do managers have the skills needed to get the job done? Do they display the behaviors needed to motivate employees?

Competency is measured with the Upward Feedback Module or via 360 Degree Feedback.

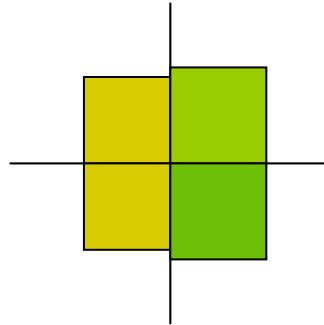
The chart below provides a high-level overview of engagement, alignment, and competency. Engagement tells you whether employees are motivated to put discretionary effort into their work. Alignment tells you whether employee effort is focused in the right direction, and competency tells you whether managers have the necessary skills and display the necessary behaviors. Together, these are the critical workforce-related elements that determine whether your organization is performing effectively.

Engagement with "The Organization"

ENGAGED	IN BETWEEN	DISENGAGED
31% (average)	47%	22% (average)

Strategic Alignment

ALIGNED	IN BETWEEN	NOT ALIGNED
33% (average)	43%	25% (average)



Engagement with "My Manager"

ENGAGED	IN BETWEEN	DISENGAGED
42% (high)	34%	23% (average)

Competency (Upward Feedback)

MOTIVATE	RELATE	EXECUTE
62nd %ile	61st %ile	67th %ile

Engagement versus Disengagement

It is important to look at and think about engagement and disengagement separately since the dynamics and challenges associated with each are often quite different.

The changes needed to move employees from "disengaged" to "in between" are often quite different from the changes needed to move employees from "in between" to "engaged".

Average/typical levels of **engagement** are in the range of 25% - 35%.

- If your percent engaged is above 35%, you have a high level of engagement. (this is good)
- If your percent engaged is below 25%, you have a low level of engagement. (this is bad)

Average/typical levels of **disengagement** are in the range of 20% - 30%.

- If your percent disengaged is above 30%, you have a high level of disengagement. (this is bad)
- If your percent disengaged is below 20%, you have a low level of disengagement. (this is good)

The items and demographic groups listed below are the most urgent engagement trouble spots within your organization. The black box next to each item indicates how high of a priority the item is for increasing engagement within the specified group. Priority level is determined statistically and takes into account the benchmark score, the correlation with engagement, and the number of employees in the group.

P = Priority level. Larger boxes indicate that an item is a higher priority for increasing engagement.
 ● = Score is OK
 ● = Moderate to low score. Potential problem area. Take a closer look.
 ● = Low score. Problem area.
 — = Benchmark reference line.
 FREQ = Frequency distribution of responses. Red indicates a high level of disagreement.

Highest Priorities - "The Organization"

		P	2	3	4	AVG	%ILE	FREQ
Communication: Information and knowledge are shared openly within SampleCo.	Function: Operations Support	■		●	—	2.6	5	■ ■ ■
Communication: Information and knowledge are shared openly within SampleCo.	Mgr name: Peters	■		●	—	2.5	4	■ ■ ■
Fairness: Everybody is treated fairly at SampleCo.	Function: Operations Support	■		●	—	2.7	13	■ ■ ■
Respect for Management: The leaders of SampleCo really know what they are doing.	Function: Marketing	■		●	—	3.1	10	■ ■ ■
Teamwork and Cooperation: There is a strong spirit of teamwork and cooperation among employees.	Function: Operations Support	■		●	—	2.9	12	■ ■ ■
Teamwork and Cooperation: There is a strong spirit of teamwork and cooperation among employees.	Mgr name: Lopez	■		●	—	2.8	7	■ ■ ■
Fairness: Everybody is treated fairly at SampleCo.	Mgr name: Bower	■		●	—	2.1	1	■ ■ ■
Teamwork and Cooperation: It really feels like everybody is on the same team at SampleCo.	Function: Operations Support	■		●	—	2.8	21	■ ■ ■
Personal Expression: Our senior leaders are genuinely interested in the opinions of all employees.	Function: Operations Support	■		●	—	3.0	11	■ ■ ■
Personal Expression: Our senior leaders are genuinely interested in the opinions of all employees.	Tenure: More than 10 years	■		●	—	3.0	15	■ ■ ■

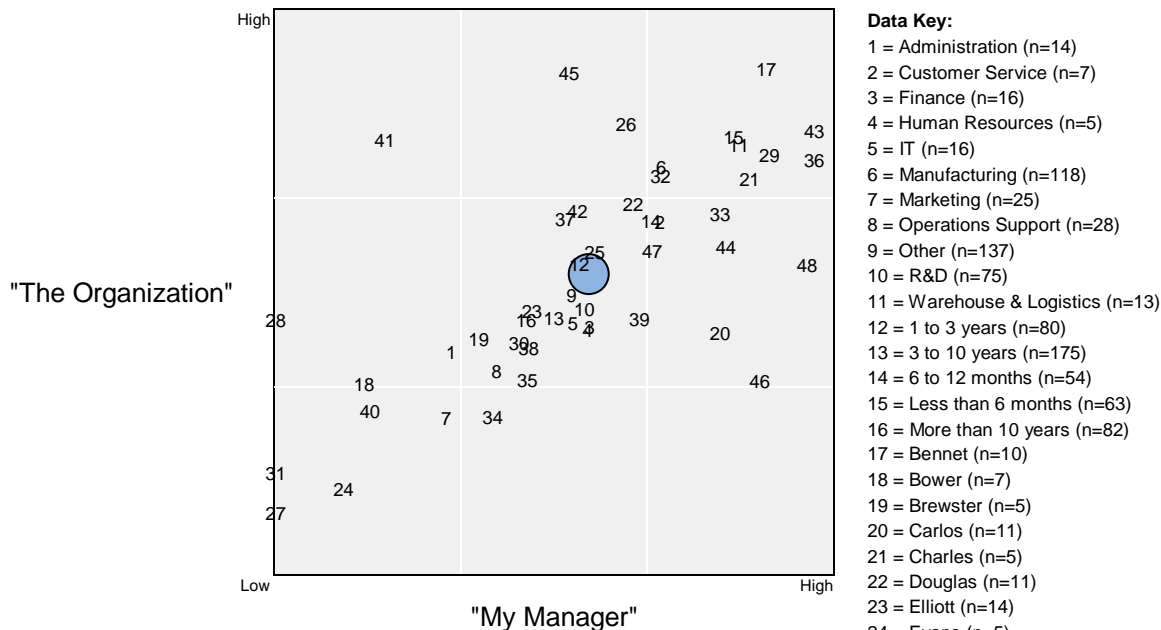
The items and demographic groups listed below are the most urgent engagement trouble spots within your organization. The black box next to each item indicates how high of a priority the item is for increasing engagement within the specified group. Priority level is determined statistically and takes into account the benchmark score, the correlation with engagement, and the number of employees in the group.

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Highest Priorities - "My Manager"

	P	2	3	4	AVG	%ILE	FREQ
Purpose and Direction: I receive useful and constructive feedback from my manager. Mgr name: Kelvin					2.2	1	
Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup. Mgr name: Kelvin					3.2	1	
Respect for Management: I am very satisfied with my manager. Mgr name: Salvo					3.3	4	
Respect for Management: I am very satisfied with my manager. Mgr name: Kelvin					2.9	1	
Values: My manager always acts in a way that is consistent with SampleCo's values. Mgr name: Salvo					3.5	6	
Personal Expression: I can disagree with my manager without fear of getting in trouble. Mgr name: Salvo					3.3	5	
Respect for Employees: I am always treated fairly by my manager. Mgr name: Peters					3.5	4	
Purpose and Direction: I receive useful and constructive feedback from my manager. Mgr name: Peters					3.1	4	
Respect for Management: I am very satisfied with my manager. Mgr name: Peters					3.5	12	
Respect for Employees: I am always treated fairly by my manager. Function: Administration					3.5	4	

Displayed below is a statistically derived overview of your employee survey results based on the two key components (factors) of employee engagement. The vertical axis shows how employees feel about the organization as a whole. The horizontal axis shows how employees feel about their direct supervisors/managers.



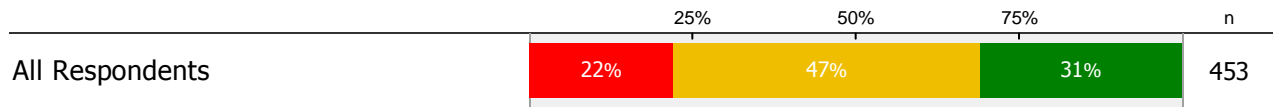
High scores on "The Organization" indicate that...

- There is an atmosphere of trust
- Employees respect senior management
- Senior leaders demonstrates strong leadership skills
- Senior management communicates with the organization
- People cooperate with one another and feel like they are on the same team
- High ethical standards are maintained throughout the organization
- Employees feel respected
- People are treated fairly

High scores on "My Manager" indicate that...

- Managers treat their employees with respect
- Managers value the contributions and talents of their employees
- Managers treat their employees fairly
- Managers provide constructive feedback to their employees
- Managers help their employees to grow and advance professionally
- Managers are viewed as competent professionals
- Employees feel comfortable expressing their ideas and opinions
- Employees feel comfortable expressing their ideas and opinions

Engagement with "The Organization" measures how engaged employees are with the organization and how they feel about senior management. This factor has to do with trust, fairness, values, respect, and confidence in organizational leadership.



The items listed below are the strongest drivers of engagement for this group. All items on this list are important, but items near the top have a stronger influence on engagement.

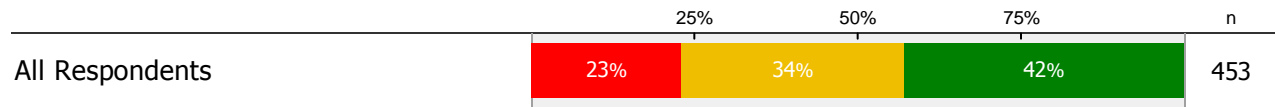
Items with high scores are having a positive impact on engagement. The message here is "keep up the good work" or even "build on your strengths and double down here". Just don't do anything to undermine these areas.

Items with low scores are having a negative impact on engagement. These are problem areas that need to be fixed.

= Driver of engagement. The number of bars indicates how strong the driver is.
 = Score is OK
 = Moderate to low score. Potential problem area. Take a closer look.
 = Low score. Problem area.
 = Benchmark reference line.
 FREQ = Frequency distribution of responses. Red indicates a high level of disagreement.

	DRIVER	2	3	4	AVG	%ILE	FREQ
Respect for Employees: SampleCo respects its employees.					3.7	48	
Teamwork and Cooperation: It really feels like everybody is on the same team at SampleCo.					3.3	58	
Trust: There is an atmosphere of trust at SampleCo.					3.5	65	
Values: The actions of our senior leaders support SampleCo's mission and values.					3.8	59	
Personal Expression: People with different ideas are valued at SampleCo.					3.6	44	
Communication: Information and knowledge are shared openly within SampleCo.					3.2	41	
Respect for Management: The leaders of SampleCo really know what they are doing.					3.7	48	
Personal Expression: Our senior leaders are genuinely interested in the opinions of all employees.					3.3	32	
Fairness: Everybody is treated fairly at SampleCo.					3.2	44	
Communication: Our senior leaders communicate well with the rest of the organization.					3.3	44	

Engagement with "My Manager" measures of how employees feel about their direct supervisors. Topics include feeling valued, being treated fairly, receiving feedback and direction, and generally, having a strong working relationship between employee and manager based on mutual respect.



The items listed below are the strongest drivers of engagement for this group. All items on this list are important, but items near the top have a stronger influence on engagement.

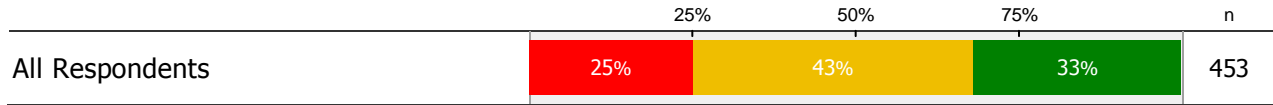
Items with high scores are having a positive impact on engagement. The message here is "keep up the good work" or even "build on your strengths and double down here". Just don't do anything to undermine these areas.

Items with low scores are having a negative impact on engagement. These are problem areas that need to be fixed.

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	DRIVER	2	3	4	AVG	%ILE	FREQ
Respect for Management: I am very satisfied with my manager.					4.1	70	
Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.					3.8	66	
Respect for Employees: I am always treated fairly by my manager.					4.1	52	
Opportunities for Growth: My manager plays an active role in my professional development and advancement.					3.6	52	
Execution: My manager follows through on commitments.					4.1	75	
Leadership and Motivation: My manager is sensitive to satisfaction and morale in our workgroup.					3.9	71	
Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.					4.0	57	
Purpose and Direction: I receive useful and constructive feedback from my manager.					3.7	50	
Values: My manager always acts in a way that is consistent with SampleCo's values.					4.1	77	
Communication: My manager always makes sure I am informed about decisions or changes that will affect me.					3.8	50	

The amount of effort employees put forth is a function of engagement. Strategic Alignment ensures that employee effort is focused in the right direction. If that effort is not focused in the right direction, it could be wasted.

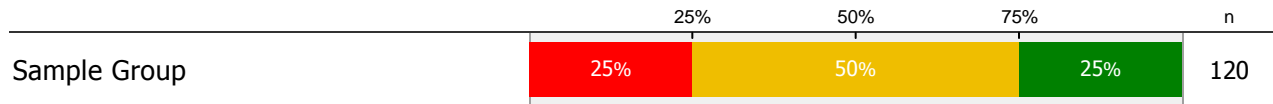


Aligning employees with the organization's strategy requires that you (a) have a clear strategy, (b) communicate that strategy, and (c) make sure that employees understand how that strategy relates to them. The items listed below address these topics.

= Driver of engagement. The number of bars indicates how strong the driver is.
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 = Low score. Problem area.
 = Benchmark reference line.
 FREQ = Frequency distribution of responses. Red indicates a high level of disagreement.

	DRIVER	2	3	4	AVG	%ILE	FREQ
SampleCo has a clear set of priorities and objectives.					3.8	50	
I have a clear understanding of SampleCo's strategic goals.					3.8	48	
I have a clear understanding of SampleCo's values and behavioral standards.					4.2	75	
I understand how my work directly contributes to the overall success of SampleCo.					4.2	51	
The work I do makes a difference to the organization.					4.2	59	
I know what I need to do to succeed at SampleCo.					3.9	43	
My manager clearly defines goals and expectations.					3.9	59	

Engagement and Alignment Percentages



Engagement and Strategic Alignment results in this report are shown as "percent engaged", "percent disengaged", and "percent in between". The percentages indicate the percent of employees who fall into each category.

- "Engaged" is defined as employees whose average score on items in the engagement factor are one standard deviation above the mean. Average/typical levels of engagement are in the range of 25% - 35%.
- "In Between" is everybody who does not fit into either the "engaged" or the "disengaged" category. These are people whose responses were about average compared to all responses in our database.
- "Disengaged" is defined as employees whose average score on items in the engagement factor are one standard deviation below the mean. Average/typical levels of disengagement are in the range of 20% - 30%.

Survey Item Scores

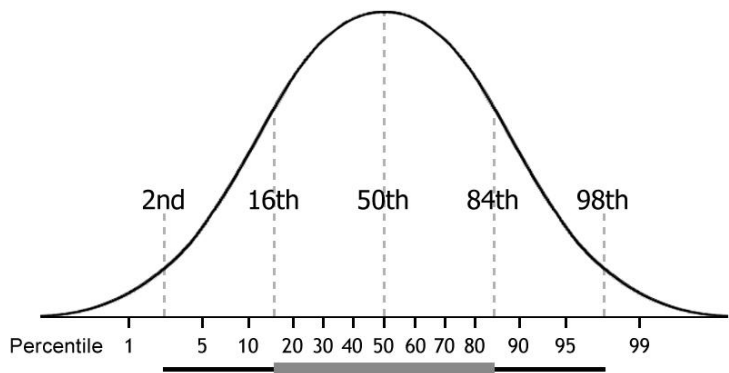


AVG is simply the average of all responses. The lowest possible score is a 1 (strongly disagree) and the highest possible score is a 5 (strongly agree). The position of the colored circle from left to right represents the AVG score.

Percentile Scores (%ILE) show how your scores compare to the scores received by other organizations. By themselves, raw scores do not give any indication of whether your scores are high or low. Percentiles make this possible by eliminating the natural variations between items and providing a benchmark to measure the raw scores by.

The percentiles on this report show how your organization scored versus a broad range of other organizations.

Percentiles indicate what percentage of organizations scored lower than your organization. For our purposes, the lowest possible score is a 1 (1st percentile) and the highest possible score is a 99 (99th percentile). The 50th percentile would be average.



Percentile scores in this report are distributed on a bell-shaped curve, as illustrated in the diagram to the right.

The position of the colored circle relative the black and gray bars represents the Percentile Score. The center of the black and gray bars is the benchmark average score. The black and gray bars extend one and two standard deviations above and below the mean. Think of them as a flattened out bell curve covering a range from the 2nd percentile to the 98th percentile.

Frequency Distributions

A frequency distribution is provided next to each item in the form of a small histogram. This provides an indication of how much agreement or disagreement there was among survey respondents.

A high level of agreement among respondents means you have a clear, consistent, and more reliable result.

A high level of disagreement, where responses are more spread out across the 5-point scale, can indicate that you need to dig deeper into the results for that item, or it can simply indicate an inconclusive finding. Items with especially high levels of disagreement are shown in red.

For groups with fewer than 10 respondents, a high level of disagreement usually means you have an inconclusive result. Because the group is so small, there is generally nothing more that can be concluded. The important point here is that you should not take action based on an inconclusive result before gathering more information to find out what is really happening.

For larger groups of respondents, a high level of disagreement is often an indication that there are differing opinions coming from different parts of the organization. When you encounter this situation, zoom into the "Item Detail" view for that item to compare results across all demographic subgroups.

Number of Respondents ("n")

It is easy to overlook the importance of the number of respondents, represented by the letter "n". As you dig into the data, be sure to always check the number of respondents and keep these general rules in mind:

- Data for groups with fewer than 4 respondents are not included in this report because they are too statistically unreliable.
- A smaller "n" will often yield more extreme results. Just one or two extreme responses can have a strong effect.
- When looking at groups with a small "n", look for extreme results and clear trends, not subtleties. Check the small frequency distribution chart to see how consistent or inconsistent the responses are.
- A larger "n" will often appear less extreme, but could be more relevant than a comparable score from a group with a small "n".
- When looking at groups with a large "n", focus on the most clear results and patterns, but keep in mind that more subtle results or patterns could also be relevant.
- When comparing two groups with similar scores, but vastly different numbers of respondents, the group with the larger "n" is usually the more meaningful result.

Drivers of Engagement

Drivers help you understand what matters most to your employees so you know which areas are most important to focus on. Fixing these areas when they are broken, or improving upon them when they are already strong, will have the biggest impact on engagement in your organization.

The strength of a driver is based on how highly an item is correlated with engagement. These correlations are specific to one of the two engagement factors - either engagement with the organization or engagement with "my manager".