



Employee Engagement Survey Results

Sample Company

All Respondents

Summary Results from 246 Respondents

February, 2009

1 Employee Engagement

Two-Factor Profile of Employee Engagement

The report begins with a high-level overview of employee engagement, based on the two primary factors of engagement. Take a moment to look at the distribution of responses on each of the two axes.

Engagement Breakdown

Breakdown of the two primary factors of employee engagement – percentage of engaged and disengaged employees and items that contribute to each factor. These pages allow you to dig deeper into the two factors of engagement.

Items Most Correlated with Employee Engagement

These are the items that drive engagement in *your organization*. This is perhaps the most important page of the entire report. If you are putting together a "to-do" list, most or all of your top priorities will come from this page.

The Two-Factor Profile looks at engagement as it relates to most organizations, but the specific issues and concerns differ from one organization to another. The items listed on this page are the ones that have been statistically determined to be most relevant to employees in your organization. You will probably see a lot of the same items listed here that you saw under the "Engagement Breakdown", but you will probably also see some differences.

Don't ignore any of the items that appear near the top of this list. If your scores are high, keep up the good work! Don't make any changes that will degrade your performance in these areas. For items with low or marginal scores, focus your efforts in these areas ahead of other areas, even if the scores in those other areas are lower.

2 Category and Item Scores

This section is sorted by category scores, from high to low. The color coding will help you quickly spot categories and items that are problems for your organization. Remember that every organization has its strengths and weaknesses. Very few companies get high scores in every area. As you look at the category and item scores in this section, be sure to refer back to the "Items Most Correlated with Employee Engagement" page to see whether items with low scores are flagged as "engagement" priorities for your organization. If your organization received low scores on items that are not highly correlated with engagement, you may want to place these items further down on your list of priorities.

3 Response Distribution Percentages

The items in this section are sorted from high to low, based on raw score. Refer to the top and bottom of this list to see the overall strengths and weaknesses of your organization.

The frequency distributions will give you a sense of the "texture" of responses to each item. Look for items with a high level of disagreement – where there is a broad spread in the response pattern or clusters of responses at the high and low ends of the scale with a dip in the middle. These patterns usually indicate that there are differing opinions from different demographic subgroups. Generate reports for the different key demographic subgroups in your organization to isolate these differences and to better understand the issues that are relevant in different parts of your organization.

4 Written Comments

Comments are often the most valuable part of the feedback process. They add depth and context to the numeric data. After reviewing the numeric data, read through all of the comments from start to finish. Look for themes that appear in several different comments. Don't place too much weight on a stand-alone comment that is not supported by other comments or the numeric data.

Work back and forth between the numeric results and the comments. Use them to support one another. If you see low scores in a particular category, find explanations and validation in the comments. If you see a large number of comments in a particular category, look at the numeric results to see if the issues raised in the comments are reflected in the numbers. If the numeric data do not reflect an issue that is evident in the comments, there may be disagreement from different demographic subgroups.

This report presents your results in two ways: as Raw Scores and as T-Scores. It is important that you take a moment to understand what these different scores represent.

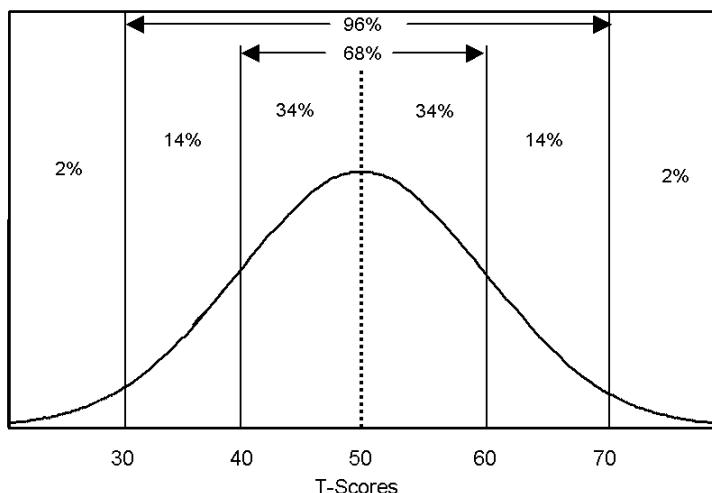
Raw Scores are simply an *average* of your feedback results on a 5-point scale. The lowest possible raw score is a 1, and the highest possible raw score is a 5.

T-Scores show how your scores compare to the scores received by others. They are simply a transformation of your raw scores into a different type of measurement system (like converting Fahrenheit degrees to Celsius degrees).

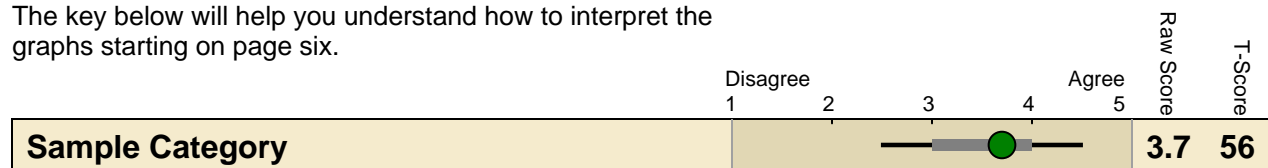
The T-Scores on this report show how your organization scored versus other organizations.

When using T-Scores, the mean (average) is always 50, and the standard deviation is 10. If your T-Score is above 50, then it is above average. If your score is less than 50, it is below average.

T-Scores are distributed in a bell-shaped curve, as illustrated in the diagram to the right. 68% of T-Scores fall between 40 and 60. 96% of scores fall between 30 and 70. Only 4% of scores fall below 30 or above 70.



The key below will help you understand how to interpret the graphs starting on page six.



The gray and black bars represent the benchmarked normative data. The gray bar is centered over the average score received by all other organizations and extends to one standard deviation above and below this mean score. The black bar extends to two standard deviations above and below the mean. In the example above, the average score for all organizations is 3.5 and the standard deviation is 0.5.

The colored dot is your organization's score. In the example, the colored dot is at 3.7. Compared to the normative data (gray and black bars), you can see that this score is slightly above average.

Color Coding

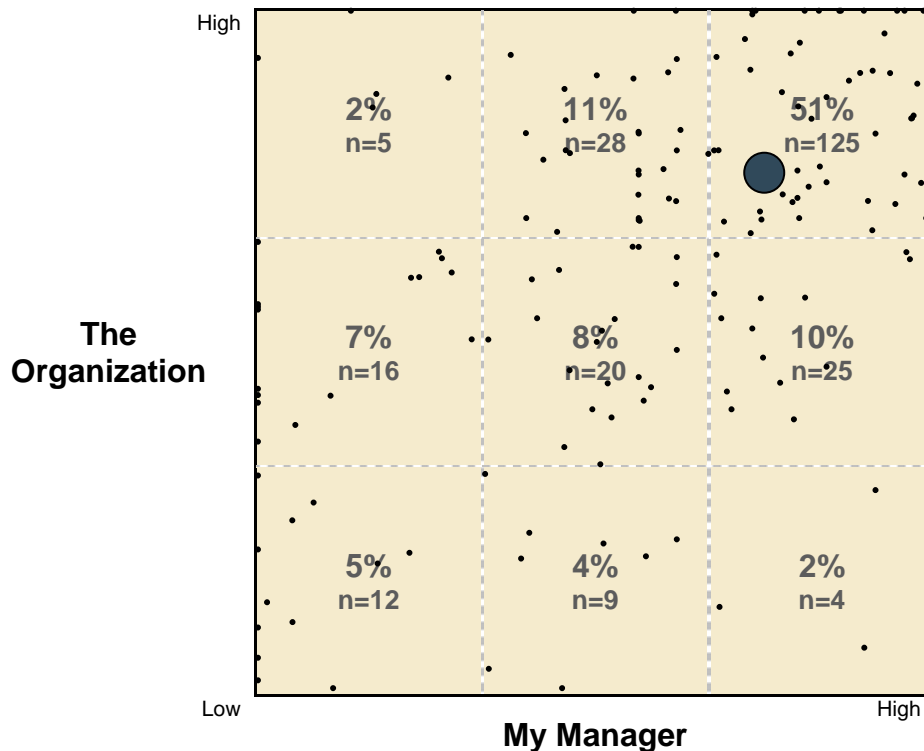
Raw Mean Score is 3.5 or higher and T-Score* is 50 or higher. A green dot indicates that things are probably OK and you don't need to do anything differently.

Raw Mean Score is between 2.5 and 3.5 or a T-Score between 42 and 50. A yellow dot indicates that there might be problems that need addressing and further investigation into the nature and severity of the problems is warranted.

Raw Mean Score is below 2.5 or T-Score is below 42. A red dot indicates that there is probably a problem that needs addressing and action or further investigation is required.

Displayed below is a statistically derived overview of your employee survey results based on the two primary factors that drive employee engagement. The vertical (y) axis shows how employees feel about the organization as a whole, and by extension, the senior leaders of the organization. The horizontal (x) axis shows how employees feel about their direct supervisors/managers.

Each small dot on the chart represents one respondent. The larger circle is the average score from all respondents.



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

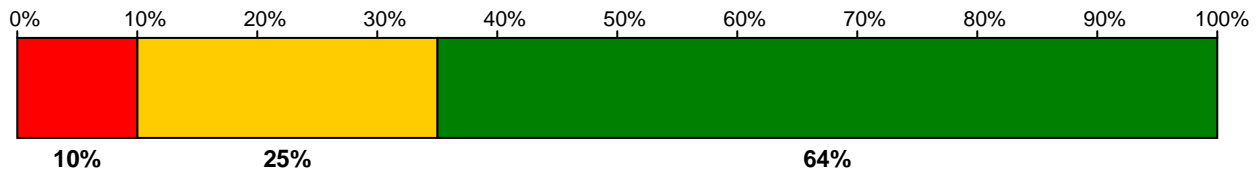
- Employees feel respected
- Employees respect senior management
- Senior leaders demonstrates strong leadership skills
- Senior management communicates with the organization
- People cooperate with one another and feel like they are on the same team
- The organization understand and listens to customer needs
- High standards of quality are maintained throughout the organization
- Motivate and inspire those around them

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 receive praise and recognition when deserved

The information on this page pertains to the vertical axis of the two-factor profile - "The Organization".

■ = Engaged
■ = In Between
■ = Disengaged



10% of employees are disengaged with the organization. This is defined as employees whose responses are in the bottom quartile (25%) of all responses in our database. This percentage indicates that you have a low number of disengaged employees, relative to other organizations.

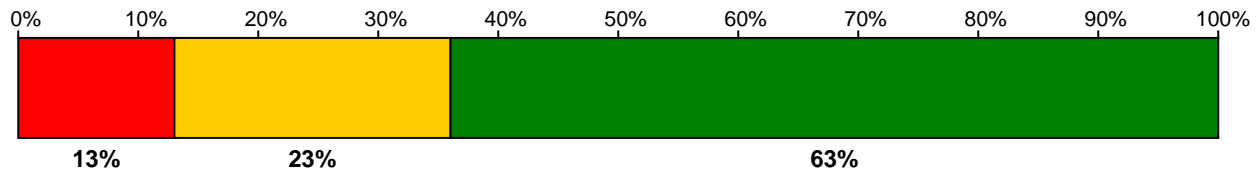
64% of employees are engaged with the organization. This is defined as employees whose responses are in the top quartile (25%) of all responses in our database. This percentage indicates that you have a high number of engaged employees, relative to other organizations.

Items included in the calculation
for "The Organization"

	30	40	50	60	70	Raw Score	T-Score
Trust – There is an atmosphere of trust at SampleCo.						4.2	68
Values – The actions of senior management support SampleCo's mission and values.						4.4	66
Respect for Management – Our senior leaders demonstrate strong leadership skills.						4.4	64
Overall Engagement – I would recommend SampleCo to friends and family.						4.7	63
Overall Engagement – I am extremely proud to tell people that I work for SampleCo.						4.6	62
Respect for Management – The leaders of SampleCo really know what they are doing.						4.4	61
Teamwork and Cooperation – It really feels like everybody is on the same team at SampleCo.						3.8	61
Respect for Management – The senior leaders at SampleCo are highly ethical.						4.3	60
Quality and Customer Focus – High ethical standards are always maintained throughout SampleCo.						4.2	59
Respect for Employees – SampleCo respects its employees.						4.2	58
Employee Involvement – My opinion counts at SampleCo.						3.8	58
Personal Expression/ Diversity – People with different ideas are valued at SampleCo.						4.0	58
Personal Expression/ Diversity – My ideas and opinions count at work.						4.1	58
Employee Involvement – Senior management is genuinely interested in the opinions of all employees.						3.8	58
Fairness – SampleCo's policies for promotion and advancement are always fair.						3.5	56
Fairness – Everybody is treated fairly at SampleCo.						3.6	55

The information on this page pertains to the vertical axis of the two-factor profile - "My Manager".

■ = Engaged
■ = In Between
■ = Disengaged



13% of employees are disengaged with their managers. This is defined as employees whose responses are in the bottom quartile (25%) of all responses in our database. This percentage indicates that you have a low number of disengaged employees, relative to other organizations.

63% of employees are engaged with their managers. This is defined as employees whose responses are in the top quartile (25%) of all responses in our database. This percentage indicates that you have a high number of engaged employees, relative to other organizations.

Items included in the calculation
for "My Manager"

	30	40	50	60	70	Raw Score	T-Score
Opportunities for Growth – My manager plays an active role in my professional development and advancement.						4.2	64
Values – My manager always acts in a way that is consistent with SampleCo's values.						4.3	63
Purpose and Direction – My manager clearly defines goals and expectations.						4.3	62
Teamwork and Cooperation – My manager emphasizes cooperation and teamwork among members of my workgroup.						4.4	62
Communication – My manager always makes sure I am informed about decisions or changes that will affect me.						4.1	62
Respect for Management – I am very satisfied with my manager.						4.4	60
Respect for Management – I respect my manager as a competent professional.						4.6	59
Respect for Employees – I am always treated fairly by my manager.						4.4	58
Feedback – I receive useful and constructive feedback from my manager.						4.1	58
Feedback – I am given adequate feedback about my performance.						4.0	58
Respect for Employees – My manager values my talents and the contribution I make.						4.3	57
Personal Expression/ Diversity – I can disagree with my manager without fear of getting in trouble.						4.1	55

The specific issues that drive employee engagement vary from organization to organization, and from group to group within a single organization. The items listed below are based on correlations specific to "All Respondents" from your organization.

Look for items with a high correlation but a low raw score or a low T-Score. These indicate potentially critical areas of employee dissatisfaction.

	r	Disagree	1	2	3	4	Agree	5	Raw Score	T-Score
Respect for Employees – SampleCo respects its employees.	.78								4.2	58
Fairness – Everybody is treated fairly at SampleCo.	.76								3.6	55
Respect for Management – I have a great deal of respect for the senior leaders of SampleCo.	.75								4.5	62
Trust – People at SampleCo trust one another.	.74								3.8	62
Employee Involvement – Employees are encouraged to participate in the decision-making process.	.73								3.6	56
Respect for Management – The senior leaders at SampleCo are highly ethical.	.72								4.3	60
Respect for Management – The leaders of SampleCo really know what they are doing.	.72								4.4	61
Employee Involvement – My opinion counts at SampleCo.	.72								3.8	58
Respect for Employees – Employee needs are the top priority at SampleCo.	.72								3.7	61
Fairness – Favoritism is not an issue in raises or promotions.	.72								3.4	50
Organizational Effectiveness – SampleCo retains its most talented employees.	.71								3.9	62
Values – The actions of senior management support SampleCo's mission and values.	.71								4.4	66
Employee Involvement – Senior management is genuinely interested in the opinions of all employees.	.71								3.8	58
Respect for Management – Our senior leaders demonstrate strong leadership skills.	.70								4.4	64
Trust – There is an atmosphere of trust at SampleCo.	.70								4.2	68

* Correlations (r) significant at $p < 0.05$. This is a customary indication of the likelihood that the observed correlations are a result of chance. For our purposes, we have set this probability (p) threshold to be no more than 0.05 or 5%. There is less than a 5% likelihood that the correlations listed here are a result of chance.

Correlations are based on the "Organization" Engagement Index. Corrected Item-Total correlations were used for items that are part of this index.

Raw Mean and Standardized Scores.
Sorted by Raw Category Score.

	Disagree	1	2	3	4	Agree	5	Raw Score	T-Score
Quality and Customer Focus								4.4	60
The quality of our products and services are very important to SampleCo.								4.6	58
Customer needs are the top priority at SampleCo.								4.6	60
At SampleCo, we maintain very high standards of quality in everything we do.								4.6	64
High ethical standards are always maintained throughout SampleCo.								4.2	59
Senior management really understands our customers' needs.								4.2	57
Respect for Management								4.4	61
I respect my manager as a competent professional.								4.6	59
I have a great deal of respect for the senior leaders of SampleCo.								4.5	62
Our senior leaders demonstrate strong leadership skills.								4.4	64
I am very satisfied with my manager.								4.4	60
The leaders of SampleCo really know what they are doing.								4.4	61
The senior leaders at SampleCo are highly ethical.								4.3	60
Purpose and Direction								4.3	58
I understand how my work directly contributes to the overall success of SampleCo.								4.4	57
I know what is expected of me.								4.4	61
The work I do makes a difference to the organization.								4.3	52
My manager clearly defines goals and expectations.								4.3	62
I know what I need to do to succeed at SampleCo.								4.1	57
Trust								4.0	66
I could report unethical activities without fear of reprisal.								4.2	67
There is an atmosphere of trust at SampleCo.								4.2	68
Senior management will take action based on the results of this survey.								4.0	66
People at SampleCo trust one another.								3.8	62

Raw Mean and Standardized Scores.
Sorted by Raw Category Score.

	Disagree	1	2	3	4	Agree	5	Raw Score	T-Score
Teamwork and Cooperation								4.0	60
My manager emphasizes cooperation and teamwork among members of my workgroup.								4.4	62
There is a strong spirit of teamwork and cooperation among employees.								4.1	60
It really feels like everybody is on the same team at SampleCo.								3.8	61
People throughout SampleCo cooperate effectively with one another.								3.8	57
Communication								3.9	58
I have a clear understanding of SampleCo's strategic goals.								4.2	59
My manager always makes sure I am informed about decisions or changes that will affect me.								4.1	62
Senior management communicates well with the rest of the organization.								3.7	57
Information and knowledge are shared openly within SampleCo.								3.6	54
Compensation								3.9	61
The benefits I receive are comparable to those offered by other organizations.								4.2	63
My salary is competitive with similar jobs I might find elsewhere.								3.7	61
I am paid fairly for the work I do.								3.7	59
Stress and Workload								3.8	59
The amount of work I am asked to do is always reasonable.								4.1	60
The pace of the work at SampleCo enables me to do a good job.								4.0	58
My job does not cause stress or anxiety in my life.								3.3	60
Employee Involvement								3.6	57
My opinion counts at SampleCo.								3.8	58
Employees are encouraged to participate in the decision-making process.								3.6	56
I am always involved in important decisions that affect my work.								3.6	58
Employee input is considered before important decisions or changes are made.								3.3	55
Fairness								3.5	53
Everybody is treated fairly at SampleCo.								3.6	55
SampleCo's policies for promotion and advancement are always fair.								3.5	56
Favoritism is not an issue in raises or promotions.								3.4	50

Response Distribution Percentages

Items sorted by average raw score from most positive to least positive.

	Strongly Disagree	Moderately Disagree	Neutral	Moderately Agree	Strongly Agree	Unable to Rate	Raw Score	T-Score
Quality and Customer Focus – The quality of our products and services are very important to SampleCo.	-	-	2%	34%	63%	1%	4.6	58
Quality and Customer Focus – Customer needs are the top priority at SampleCo.	-	1%	3%	32%	63%	0%	4.6	60
Respect for Management – I respect my manager as a competent professional.	0%	1%	4%	30%	65%	-	4.6	59
Quality and Customer Focus – At SampleCo, we maintain very high standards of quality in everything we do.	0%	0%	4%	34%	61%	-	4.6	64
Workplace and Resources – My workplace is safe.	1%	1%	1%	38%	59%	-	4.5	56
Organizational Effectiveness – SampleCo has high performance standards.	-	-	4%	40%	56%	-	4.5	65
Respect for Employees – My manager always treats me with respect.	0%	3%	7%	27%	62%	0%	4.5	57
Values – I have a clear understanding of SampleCo's values and behavioral standards.	-	0%	2%	46%	50%	0%	4.5	65
Respect for Management – I have a great deal of respect for the senior leaders of SampleCo.	-	2%	6%	36%	55%	1%	4.5	62
Respect for Employees – I am always treated fairly by my manager.	-	3%	8%	31%	57%	2%	4.4	58
Organizational Effectiveness – SampleCo has a clear set of priorities and objectives.	-	2%	4%	43%	51%	0%	4.4	69
Empowerment/ Autonomy – My manager gives me the freedom I need to do my job effectively.	-	2%	4%	43%	50%	0%	4.4	57
Teamwork and Cooperation – My manager emphasizes cooperation and teamwork among members of my workgroup.	-	2%	6%	39%	52%	2%	4.4	62
Purpose and Direction – I understand how my work directly contributes to the overall success of SampleCo.	-	0%	4%	48%	48%	0%	4.4	57
Purpose and Direction – I know what is expected of me.	-	1%	5%	44%	49%	1%	4.4	61
Organizational Effectiveness – SampleCo is willing to make changes when necessary in order to remain competitive.	-	0%	4%	48%	45%	2%	4.4	64
Respect for Management – Our senior leaders demonstrate strong leadership skills.	-	0%	9%	39%	49%	2%	4.4	64
Overall Engagement – SampleCo is socially responsible.	0%	0%	6%	46%	45%	2%	4.4	61
Opportunities for Growth – I am encouraged to learn from my mistakes.	-	1%	6%	47%	45%	2%	4.4	60
Values – The actions of senior management support SampleCo's mission and values.	-	1%	6%	47%	44%	2%	4.4	66
Organizational Effectiveness – SampleCo retains its most talented employees.	-	6%	21%	49%	21%	3%	3.9	62
Feedback – Feedback, good or bad, is provided regularly, not only during formal performance reviews.	1%	6%	18%	51%	21%	2%	3.9	56
Feedback – When I do a good job, I receive the praise and recognition I deserve.	1%	7%	17%	56%	18%	2%	3.9	57
Empowerment/ Autonomy – Unnecessary bureaucratic procedures and delays are minimal at SampleCo.	2%	5%	16%	54%	16%	8%	3.8	64
Empowerment/ Autonomy – Employees are given the freedom and authority they need to make necessary decisions.	0%	2%	26%	52%	15%	4%	3.8	59
Employee Involvement – My opinion counts at SampleCo.	1%	7%	26%	43%	22%	2%	3.8	58

Response Distribution Percentages

Items sorted by average raw score from most positive to least positive.

	Strongly Disagree	Moderately Disagree	Neutral	Moderately Agree	Strongly Agree	Unable to Rate	Raw Score	T-Score
Teamwork and Cooperation – It really feels like everybody is on the same team at SampleCo.	1%	12%	17%	44%	24%	1%	3.8	61
Teamwork and Cooperation – People throughout SampleCo cooperate effectively with one another.	0%	6%	22%	55%	15%	1%	3.8	57
Employee Involvement – Senior management is genuinely interested in the opinions of all employees.	1%	7%	25%	41%	20%	6%	3.8	58
Trust – People at SampleCo trust one another.	4%	6%	19%	50%	18%	3%	3.8	62
Communication – Senior management communicates well with the rest of the organization.	1%	9%	24%	47%	18%	2%	3.7	57
Compensation – My salary is competitive with similar jobs I might find elsewhere.	1%	12%	18%	35%	19%	14%	3.7	61
Compensation – I am paid fairly for the work I do.	1%	11%	22%	47%	17%	1%	3.7	59
Respect for Employees – Employee needs are the top priority at SampleCo.	1%	10%	26%	45%	16%	2%	3.7	61
Accountability – Poor performance is effectively addressed throughout this organization.	1%	8%	25%	44%	12%	9%	3.7	64
Employee Involvement – Employees are encouraged to participate in the decision-making process.	2%	9%	28%	37%	19%	5%	3.6	56
Employee Involvement – I am always involved in important decisions that affect my work.	1%	14%	24%	41%	18%	2%	3.6	58
Fairness – Everybody is treated fairly at SampleCo.	2%	11%	27%	45%	14%	2%	3.6	55
Communication – Information and knowledge are shared openly within SampleCo.	2%	13%	26%	40%	16%	3%	3.6	54
Fairness – SampleCo's policies for promotion and advancement are always fair.	2%	13%	24%	40%	14%	7%	3.5	56
Values – Everybody at SampleCo lives up to the organization's values.	1%	13%	30%	39%	11%	7%	3.5	59
Fairness – Favoritism is not an issue in raises or promotions.	4%	15%	25%	30%	14%	13%	3.4	50
Employee Involvement – Employee input is considered before important decisions or changes are made.	3%	15%	36%	28%	10%	7%	3.3	55
Stress and Workload – My job does not cause stress or anxiety in my life.	6%	21%	25%	35%	13%	1%	3.3	60
Overall Engagement – I am actively looking for a job outside SampleCo.	64%	21%	9%	2%	1%	3%	1.5	63

Sample comments. Additional comments omitted.

Trust – What undermines the level of trust at SampleCo?

- There is a lack of trust when some employees are treated or disciplined different from others. This is not the case with me but I have seen it within my area within the last few months. Because of this, there is a lack of trust with supervisors and employees.
- There is no confidential talking. If an employee has problems & the manager knows she talks this to whoever. If an employee confides in someone, the whole banking center knows.
- Hidden agendas
- Leadership lives by a different standard than what is expected of the average employee. Therefore, there is a lack of trust from employees for those in leadership because they are not held to the same standard as the average employee.

Teamwork and Cooperation – What gets in the way of teamwork and/or cooperation at SampleCo?

- I believe we lack strong leadership in other departments outside of the one I work in at our branch. There is a lot of finger pointing done because some see where others don't pull their load and nothing is said or done about it. Also, I see a lot of "pass the buck" attitude.
- Nothing major, little things like retail not getting credit for things they do for other departments, therefore they're not as willing to assist even though they are always short and we help them out on a daily basis.
- I do not feel that things are always communicated well from upper management to the appropriate employees or the employees that it may affect directly.

Teamwork and Cooperation – What could be done to improve teamwork and cooperation?

- I believe that teamwork could be improved by the branch manager calling attention from time to time to attitudes and work ethics. Monitoring employees goes a long way in determining what type of person is representing our bank. Also, continuing training employees in areas that they are not familiar with to get them out of their comfort zone.
- I feel that if things were communicated to the appropriate employees then the employees may feel more motivated to pitch in and cooperate in what is expected of them.
- communicate!! Let the appropriate parties (all involved) know about new things and upcoming changes. In certain cases, there are things that need to be ordered for certain projects, and when this is done, everything can run smoothly. (and on a timely schedule)