

2020 Survey of Employee Engagement

Example Company





Workplace Surveys company is a division of Surveys for Education, providing psychological and mental health services to organizations, schools and individuals.

Our reliable and valid surveys are leading the way in assisting organizations to facilitate improvement.

We can also create custom surveys for your organization. We work with you to find the best solutions for your organization.

**Workplace Surveys
109 E. Balboa Blvd., Suite A,
Newport Beach, CA, 92661**

Email: info@surveysforeducation.com

Web: www.surveysforeducation.com

2020 Survey of Employee Engagement Key Areas

1. Remote Working

This area measures whether staff members feel comfortable working from home, and whether their organization has provided enough support and communication while they have been working remotely. It also assesses whether staff members are able to learn new skills, and take part in the decision-making process, despite not being in the workplace.

2. Guidance and Support

This area measures whether staff members feel that they have access to support services within their organization, and whether they feel that they are being supported in their role. In addition, this area assesses staff members' opinions of whether they are provided with sufficient guidance when engaging in unfamiliar tasks.

3. Personal Development

This area measures whether staff members feel that the organization focusses on their personal development. It assesses whether staff members believe that they have enough opportunities to participate in personal development activities, and whether the activities are enriching and worthwhile.

4. Morale

This area measures staff members' perceptions of the organizational atmosphere. It assesses whether staff members believe that there is a level of respect between managers and general staff members, whether there are high levels of energy within the organization, and whether there is a sense of organizational spirit.

5. Goal Congruence

This area measures whether staff members feel that their values are in line with the organization's values, and whether their workplace encourages them to meet their career goals. It also assesses whether staff look forward to continuing their work at the organization.

6. Work Conditions

This area measures whether staff members feel that the organization's environment is comfortable and inviting. It also assesses staff members' perceptions of their organization's cleanliness, safety, equality, and flexibility.

2020 Survey of Employee Engagement Key Areas

7. Communication

This area measures staff members' perceptions of the organization's communications. It assesses whether staff members feel that they are informed about workplace matters, whether their concerns are taken seriously, and whether there are opportunities for staff to become involved in the decision-making processes.

8. Technology and Resources

This area measures staff members' perceptions of technology and resources. It assesses whether staff members believe that the organization is keeping up-to-date with advancements in technology, whether the resources are accessible and whether there are effective policies in place regarding appropriate use of technology.

9. Leadership and Management

This area measures staff members' perceptions of the organization's leadership and management. It assesses whether staff members believe that there is openness between organization administrators and staff, whether there is effective leadership and direction, and whether issues are dealt with properly. It also considers the moral, ethical and civic values of the organization.

10. Staff Relationships

This area measures staff members' professional relationships. It assesses whether staff members feel that there are other staff that they can turn to when in need, and whether staff members feel that their colleagues are caring and supportive.

11. Direct Supervisor

This area measures staff members' perceptions of their direct supervisor. It assesses whether staff members feel that their supervisor is understanding, easy to talk to, treats people with respect, and communicates effectively.

Introduction

Research indicates a strong positive correlation between staff satisfaction and a company's operations. Staff members' perceptions of organizational climate are important in understanding ways to improve morale, reputation, productivity and the overall atmosphere.

A positive work environment empowers members of the workplace to contribute to the ongoing improvement of the organization. The Survey of Employee Engagement is designed to provide organizations with data useful for fostering a learning and working environment that promotes success among employees. Initial assessment provides a baseline, and ongoing assessment helps to determine whether programs are effective at improving the organizational climate, and whether they continue to be relevant for organizations over time.

Aims of Survey

The Survey of Employee Engagement aims to:

- Demonstrate areas in your organization where there are high levels of satisfaction, and areas that are in need of improvement
- Report on your organization's satisfaction for marketing and other purposes
- Conduct 'like' comparisons of your organization to similar organizations (e.g., company size, vicinity, sector)
- Conduct year comparisons – compare one year to the next to identify improvements and changes
- Make comparisons across employee type (e.g., full-time, part-time, contract).

Our Survey of Employee Engagement is designed to assess the key areas of your organization, review the findings, and make recommendations that will aim to improve the performance within your organization.

Survey Development

The Survey of Employee Engagement has been developed by a team of professionals at Workplace Surveys. The development process included conducting focus groups, discussions with employees and Board Members, distribution of written questions with text analysis of responses to open-ended questions, and the identification of common themes. A pilot survey was then conducted, followed by statistical analyses that were then performed to ensure reliability and validity of questions, and to develop a set of factors. Our work over the years with organizations has highlighted the varying views and perceptions among different employees about what the organization's priorities should be.

Methodology

Staff members were provided with access to the Survey of Employee Engagement. Once the staff completed the survey, the data were sent directly to Workplace Surveys for collation and analysis. Data were collated by researchers via a statistical package for social sciences (SPSS). Following this, the data were converted to a more meaningful form represented by tables and charts, and analyzed by educational psychologists.

Statistical Analyses

The numerical data from the completed surveys were entered into SPSS. A preliminary inspection was conducted for pattern-marking as an indicator of non-genuine responses. Data were examined for normality, univariate and multivariate outliers, and multicollinearity. There were outliers for every scale and subscale; however, outliers were kept in the data file for analysis. Descriptive statistics of subscales and total scores were obtained. Following this, correlation coefficients between selected variables were calculated and analyzed. Mean scores were then converted to percentages and calculated according to each key area as well as each item. Furthermore, these mean scores were analyzed according to demographic variables.

2020 Benchmark Data

Your organization has been compared with the overall Workplace Surveys data, which consists of a representative sample of staff members within similar organizations in the country who have completed the Survey of Employee Engagement. This sample has been selected based on demographical variables to ensure that it is representative of the general population of staff in similar organizations.

Example Company's Summary

The table below presents demographic information about Example Company.

	Percent of respondents	Number of respondents
All respondents	100%	140
Full-time	75%	105
Part-time	22%	31
Contract	3%	4
Leader	70%	98
Non-leader	30%	42
>5 years at company	44%	62
<5 years at company	56%	78



Example Company's Results (N=140) compared with Overall Sample

Your organization has been compared with the following benchmark:

- National Benchmark

The following tables display your organization compared with the selected Workplace Surveys benchmark data. The following table presents the mean levels of satisfaction (as percentages) for your organization according to the selected data. The final column identifies the difference in percentage between your organization and the National Benchmark. Green percentage scores indicate that your organization is higher than the benchmark and red percentage scores indicate that your organization's results are lower than the benchmark.

Please note that all data are fabricated in this Example Report.

Key Area	Full-time staff (n=38)	Part-time staff (n=82)	Contract staff (n=20)	Example Company Overall (N=140)	Benchmark	% Difference between Example Company and Benchmark
Remote Working	79%	73%	67%	77%	72%	+5%
Guidance and Support	66%	74%	60%	70%	68%	+2%
Personal Development	74%	89%	72%	76%	80%	-4%
Morale	85%	77%	78%	78%	79%	-1%
Goal Congruence	80%	73%	72%	79%	80%	-1%
Work Conditions	81%	77%	80%	80%	77%	+3%
Communication	80%	71%	69%	72%	71%	+1%
Technology and Resources	78%	69%	68%	66%	73%	-7%
Leadership and Management	80%	56%	65%	63%	68%	-5%
Staff Relationships	78%	65%	67%	68%	73%	-5%
Direct Supervisor	74%	55%	64%	62%	73%	-11%
OVERALL	78%	71%	69%	72%	74%	-2%



Example Company's Results (N=140) compared with Selected Sample (N=5,000)

Your organization has been compared with the following benchmark:

- All organizations with 100-200 employees

The following tables display your organization compared with the selected Workplace Surveys benchmark data. The following table presents the mean levels of satisfaction (as percentages) for your organization according to the selected data. The final the difference in percentage between your organization and the selected benchmark. Green percentage scores indicate that your organization is higher than the benchmark and red percentage scores indicate that your organization's results are lower than the benchmark.

Please note that all data are fabricated in this Example Report.

Key Area	Full-time staff (n=38)	Part-time staff (n=82)	Contract staff (n=20)	Example Company Overall (N=140)	Organizations with 100-200 employees	% Difference between Example Company and Benchmark
Remote Working	79%	73%	67%	77%	70%	+7%
Guidance and Support	66%	74%	60%	70%	67%	+3%
Personal Development	74%	89%	72%	76%	75%	+1%
Morale	85%	77%	78%	78%	79%	-1%
Goal Congruence	80%	73%	72%	79%	76%	+3%
Work Conditions	81%	77%	80%	80%	75%	+5%
Communication	80%	71%	69%	72%	70%	+2%
Technology and Resources	78%	69%	68%	66%	69%	-3%
Leadership and Management	80%	56%	65%	63%	62%	+1%
Staff Relationships	78%	65%	67%	68%	70%	-2%
Direct Supervisor	74%	55%	64%	62%	61%	+1%
OVERALL	78%	71%	69%	72%	71%	+1%



Executive Summary

Staff at Example Company showed the highest levels of satisfaction with the areas of *Work Conditions* and *Goal Congruence*, and the lowest levels with the areas of *Direct Supervisor* and *Leadership and Management*.

Compared with the overall benchmark, which consisted of a representative sample of staff members' responses across the country, Example Company was:

- Higher than the benchmark for *Remote Working*, *Work Conditions*, *Guidance and Support*, and *Communication*, and lower for the remaining key areas
- 2% lower than the overall benchmark of organizations across the country

Example Company was compared with specific benchmarks, which were those from organizations with 100-200 employees, Example Company was:

- Higher than the benchmark for each of the key areas, except for *Staff Relationships* and *Morale*
- 1% higher than the overall benchmark of organizations with 100-200 employees

The greatest sources of stress reported by staff at Example Company were balancing family and work commitments (46% reported this as a main source of stress), and lack of consultation about decisions (32% reported this as a main source of stress). Overall, males and females displayed very similar ratings, whilst contract employees displayed higher ratings than full-time employees (+4%).

The highest rated items were for: '*I am satisfied with my non-monetary employment conditions*' (91%) and '*I enjoy working with other staff members*' (89%). The lowest rated items were for: '*I rarely have to bring work home to keep up with my responsibilities*' (56%) and '*This organization enables me to take part in the decision-making processes*' (52%).

The largest positive differences between Example Company and organizations with 100-200 employees were for: '*Staff support services are accessible and helpful.*' (+16%) and '*In times of uncertainty, there are staff members that I feel I can turn to*' (+12%). The largest negative differences between Example Company and organizations with 100-200 employees were for: '*Excellent opportunities are provided for staff to develop their skills*' (-18%) and '*This organization offers opportunities for me to become involved in the decision-making processes*' (-15%).

Open-ended comments related to the following themes: communication between management and staff; professional development opportunities for staff members; lack of recognition and support shown towards staff; and unrealistic expectations that the organization places on them. Suggestions for improvement include: reviewing communication strategies within the organization; providing support from management to improve work/life balance; enabling staff to become more involved in the decision-making process; and reviewing professional development opportunities to ensure they are meeting staff members' needs.

Example Company's Results

Please note that all data are fabricated in this Example Report.

Example Company's results according to benchmarks are presented on the following pages for each of the key areas. In addition, the results from 'overall' questions are presented below. These questions aim to provide an overall snapshot of how staff members feel about their organization.

The table below each chart shows the number of respondents who answered the following: Strongly disagree, Disagree, Slightly disagree, Slightly agree, Agree, Strongly agree

Overall

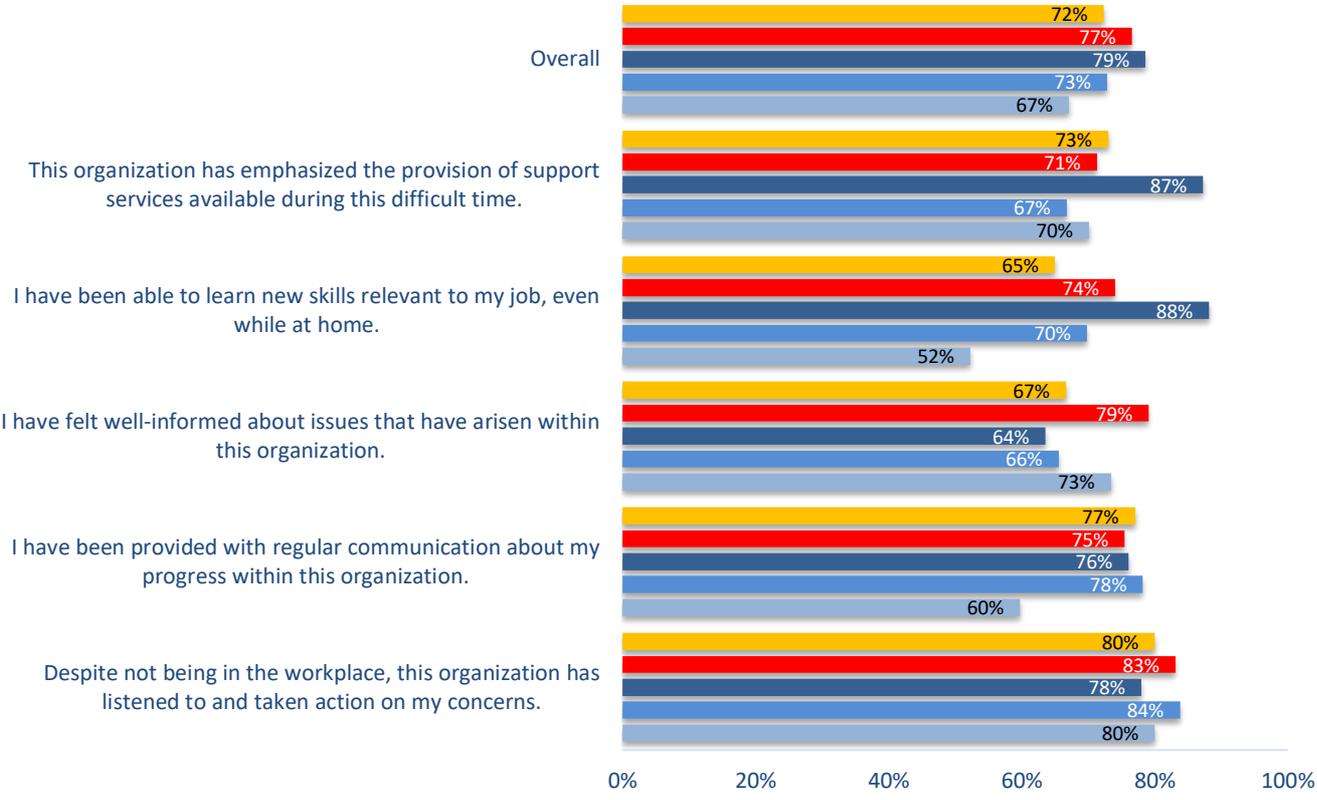


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Overall, I am satisfied with my job.	0	2	2	1	7	20
I am a valued employee at this organization.	1	2	2	3	12	10



Remote Working

■ Benchmark
■ Full-time staff (n=38)
■ Casual staff (n=20)
 ■ Example Company Overall (N=140)
■ Part-time staff (n=82)

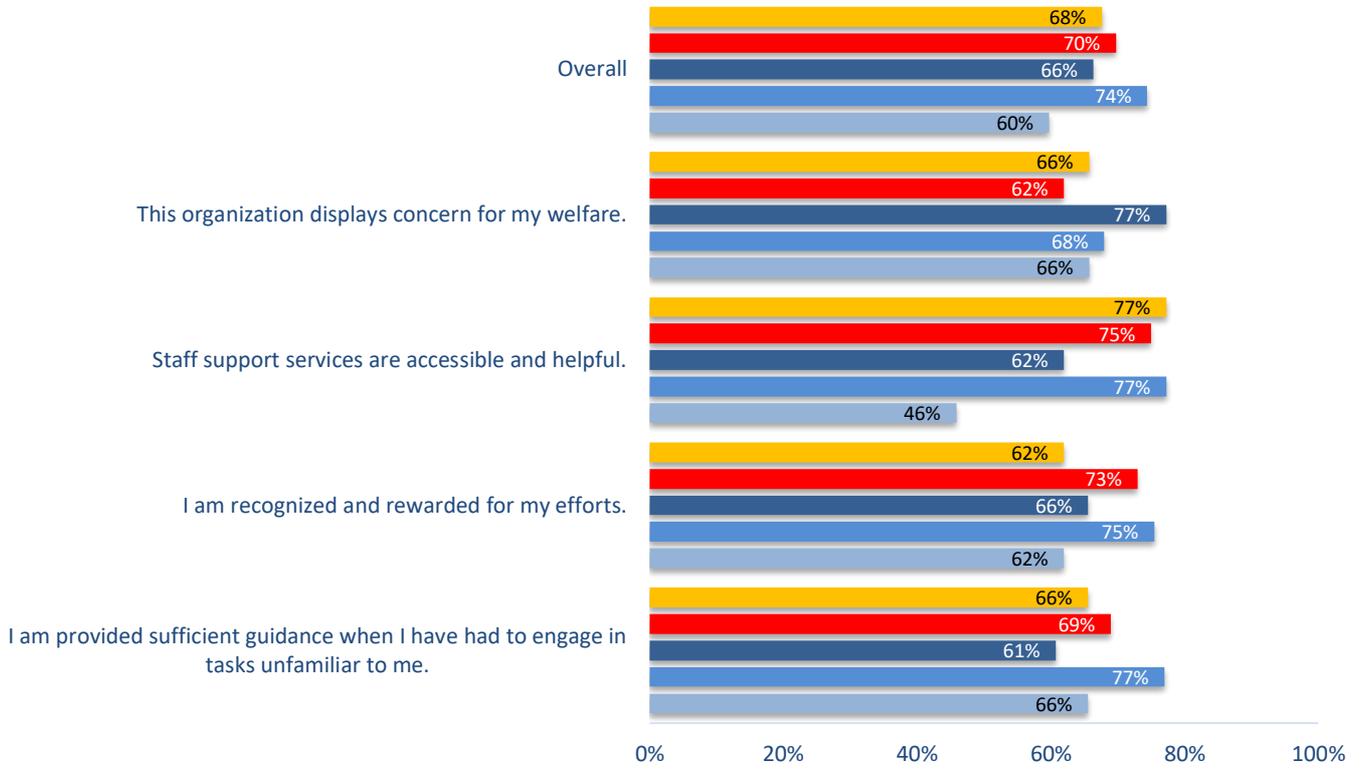


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
This organization has emphasized the provision of support services available during this difficult time.	0	21	30	46	38	17
I have been able to learn new skills relevant to my job, even while at home.	6	35	27	30	34	14
I have felt well-informed about issues that have arisen within this organization.	5	23	19	36	56	15
I have been provided with regular communication about my progress within this organization.	8	20	8	30	61	27
Despite not being in the workplace, this organization has listened to and taken action on my concerns.	5	23	19	36	56	15



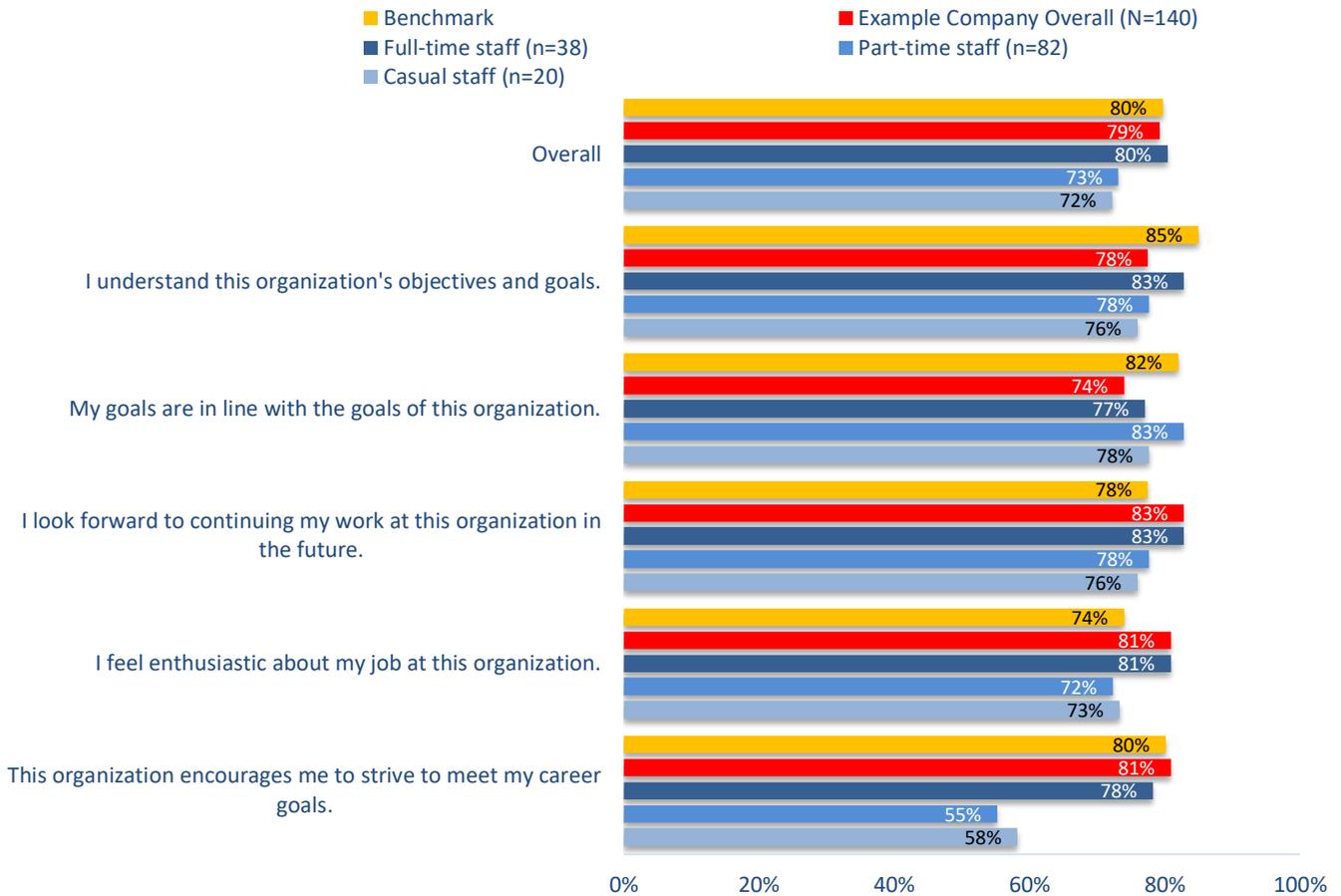
Guidance and Support

■ Benchmark
■ Part-time staff (n=82)
■ Casual staff (n=20)
 ■ Example Company Overall (N=140)
■ Full-time staff (n=38)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
This organization displays concern for my welfare.	0	21	30	46	38	17
Staff support services are accessible and helpful.	6	35	27	30	34	14
I am recognized and rewarded for my efforts.	5	23	19	36	56	15
I am provided sufficient guidance when I have had to engage in tasks unfamiliar to me.	8	20	8	30	61	27

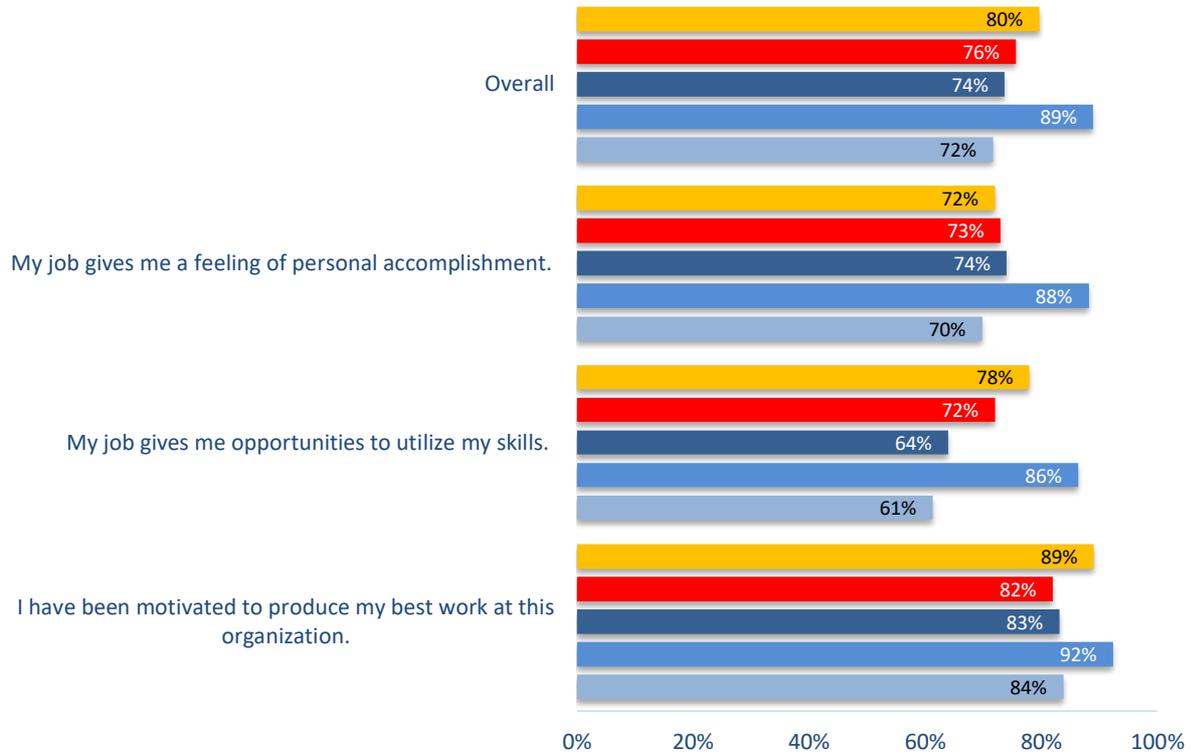
Goal Congruence



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I understand this organization's objectives and goals.	1	7	9	14	93	37
My goals are in line with the goals of this organization.	3	6	14	27	73	37
I look forward to continuing my work at this organization in the future.	3	6	7	20	60	65
I feel enthusiastic about my job at this organization.	2	7	6	14	54	57
This organization encourages me to strive to meet my career goals.	8	24	21	38	51	17

Personal Development

■ Benchmark
■ Full-time staff (n=38)
■ Casual staff (n=20)
■ Example Company Overall (N=140)
■ Part-time staff (n=82)

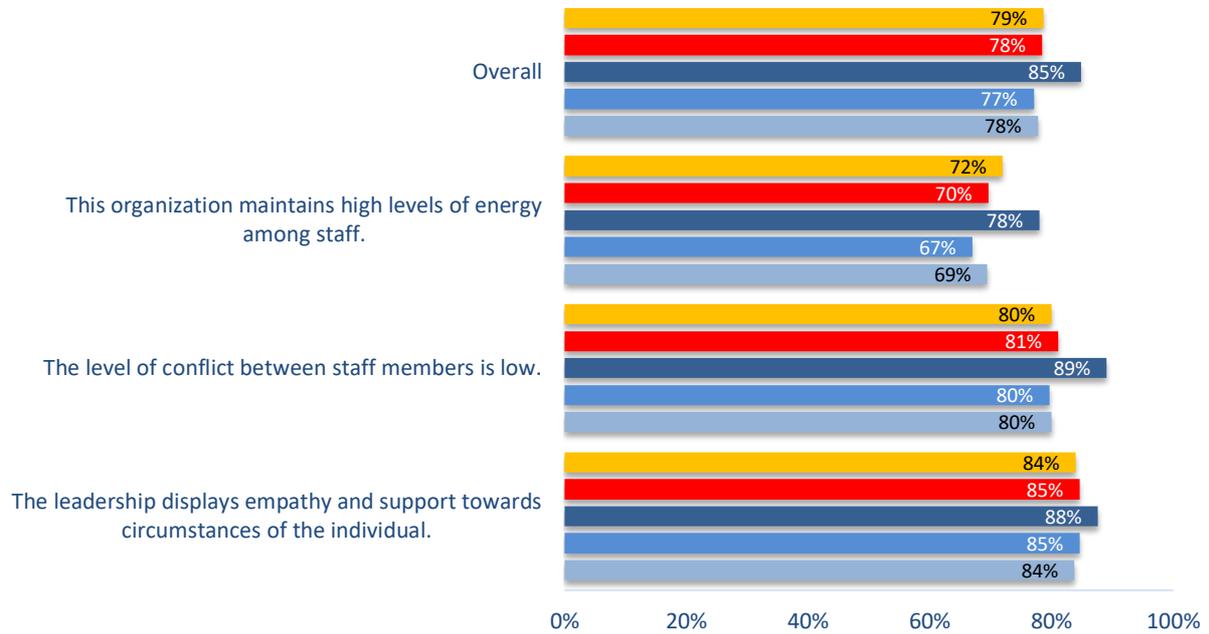


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
My job gives me a feeling of personal accomplishment.	20	24	22	38	42	12
My job gives me opportunities to utilize my skills.	17	23	29	32	51	10
I have been motivated to produce my best work at this organization.	10	22	24	41	30	24



Morale

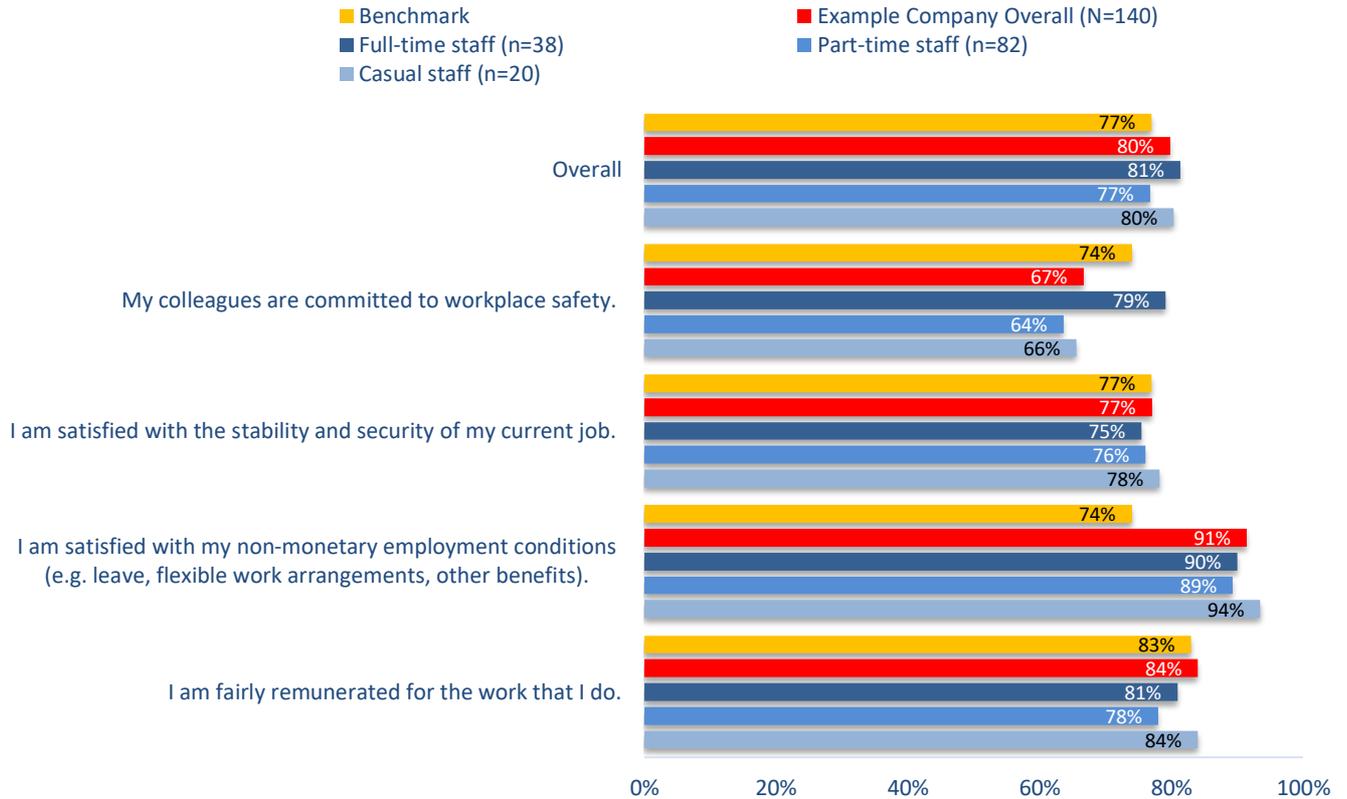
- Benchmark
- Full-time staff (n=38)
- Casual staff (n=20)
- Example Company Overall (N=140)
- Part-time staff (n=82)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
This organization maintains high levels of energy among staff.	6	14	28	55	46	12
The level of conflict between staff members is low.	1	5	22	29	72	25
The leadership displays empathy and support towards circumstances of the individual.	13	22	22	48	40	7

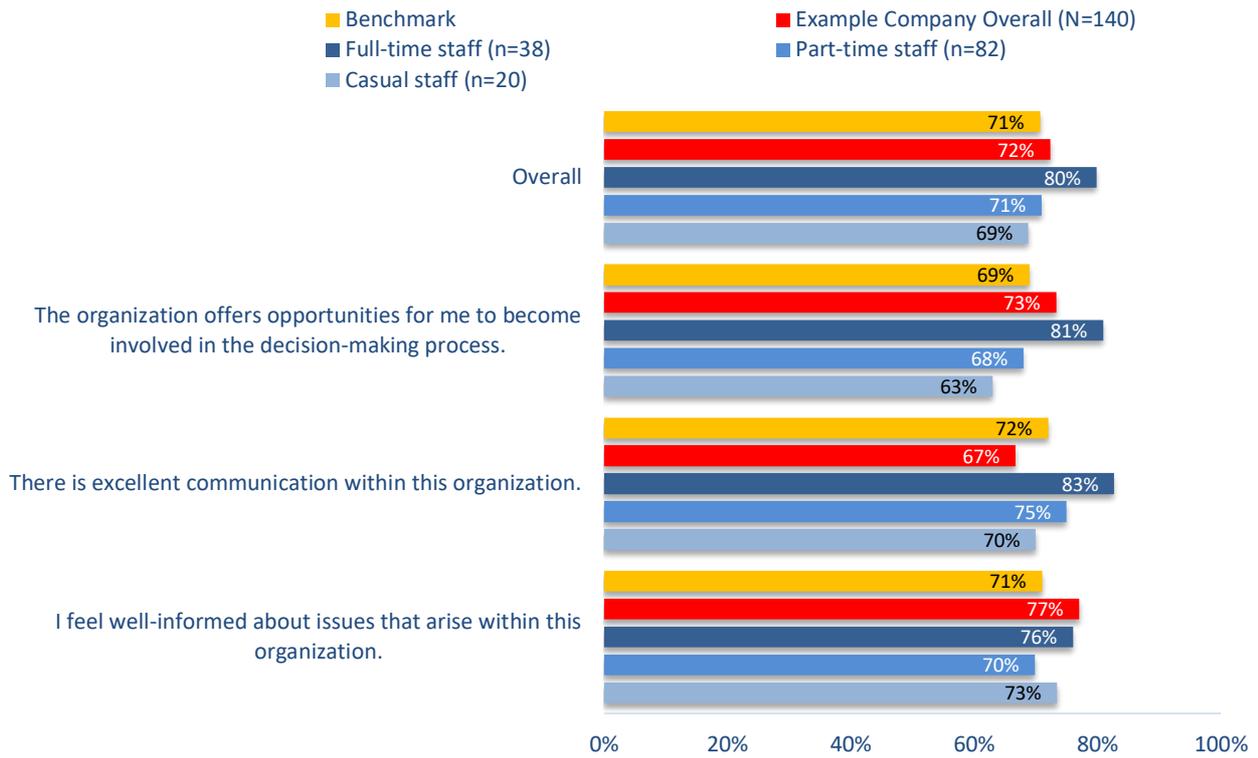


Work Conditions



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
My colleagues are committed to workplace safety.	7	4	15	23	87	19
I am satisfied with the stability and security of my current job.	20	13	27	39	50	10
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits).	5	11	23	31	70	22
I am fairly remunerated for the work that I do.	2	6	9	30	65	50

Communication

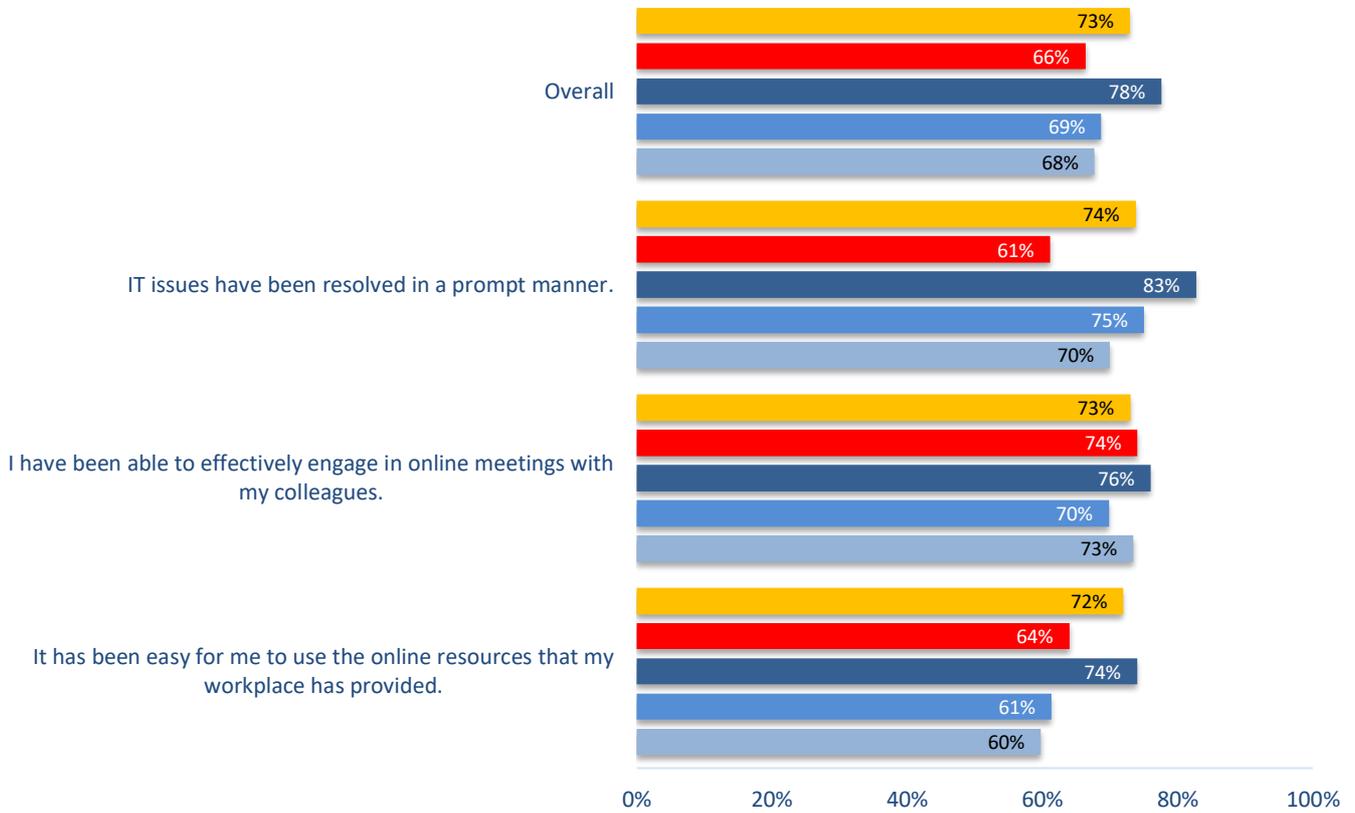


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The organization offers opportunities for me to become involved in the decision-making process.	23	32	25	34	29	7
There is excellent communication within this organization.	18	31	26	40	38	6
I feel well-informed about issues that arise within this organization.	23	32	25	34	29	7

Technology and Resources

■ Benchmark
■ Full-time staff (n=38)
■ Casual staff (n=20)

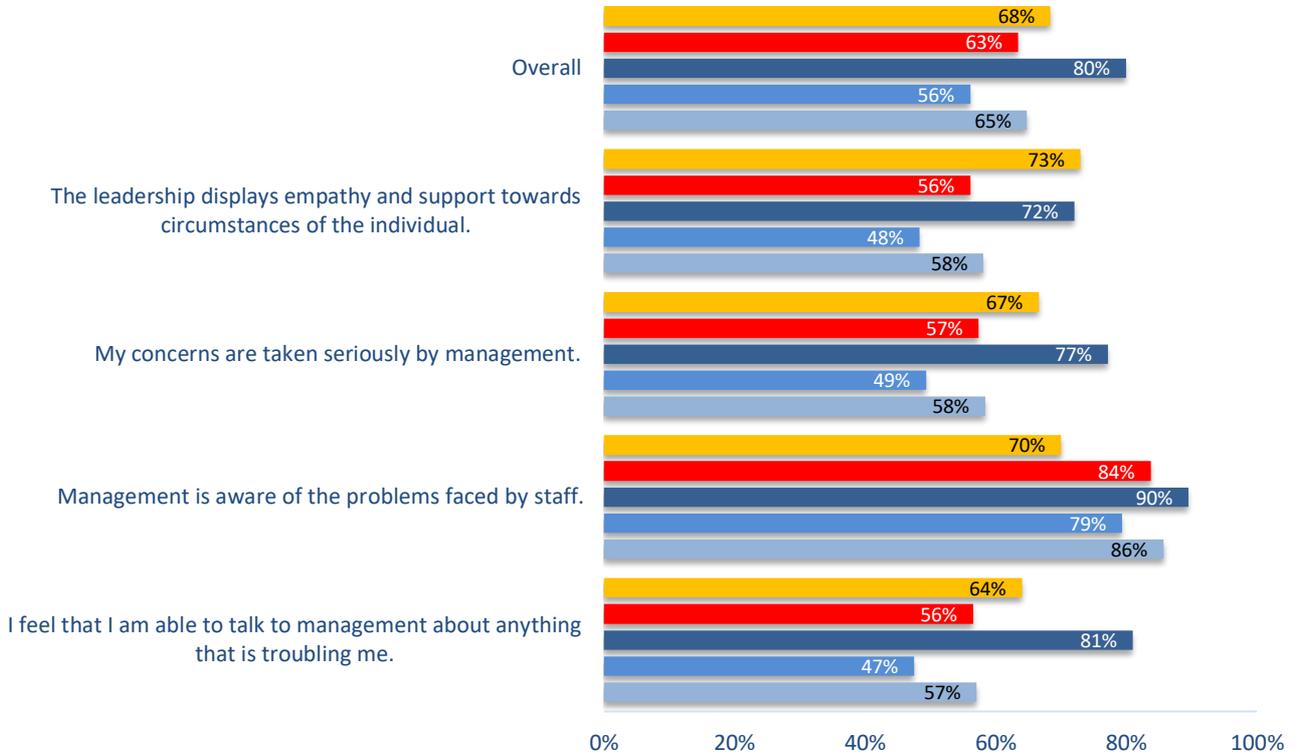
■ Example Company Overall (N=140)
■ Part-time staff (n=82)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
IT issues have been resolved in a prompt manner.	3	2	9	28	82	29
I have been able to effectively engage in online meetings with my colleagues.	4	3	13	35	71	18
It has been easy for me to use the online resources that my workplace has provided.	11	16	23	29	32	7

Leadership and Management

■ Benchmark
■ Example Company Overall (N=140)
■ Full-time staff (n=38)
■ Casual staff (n=20)

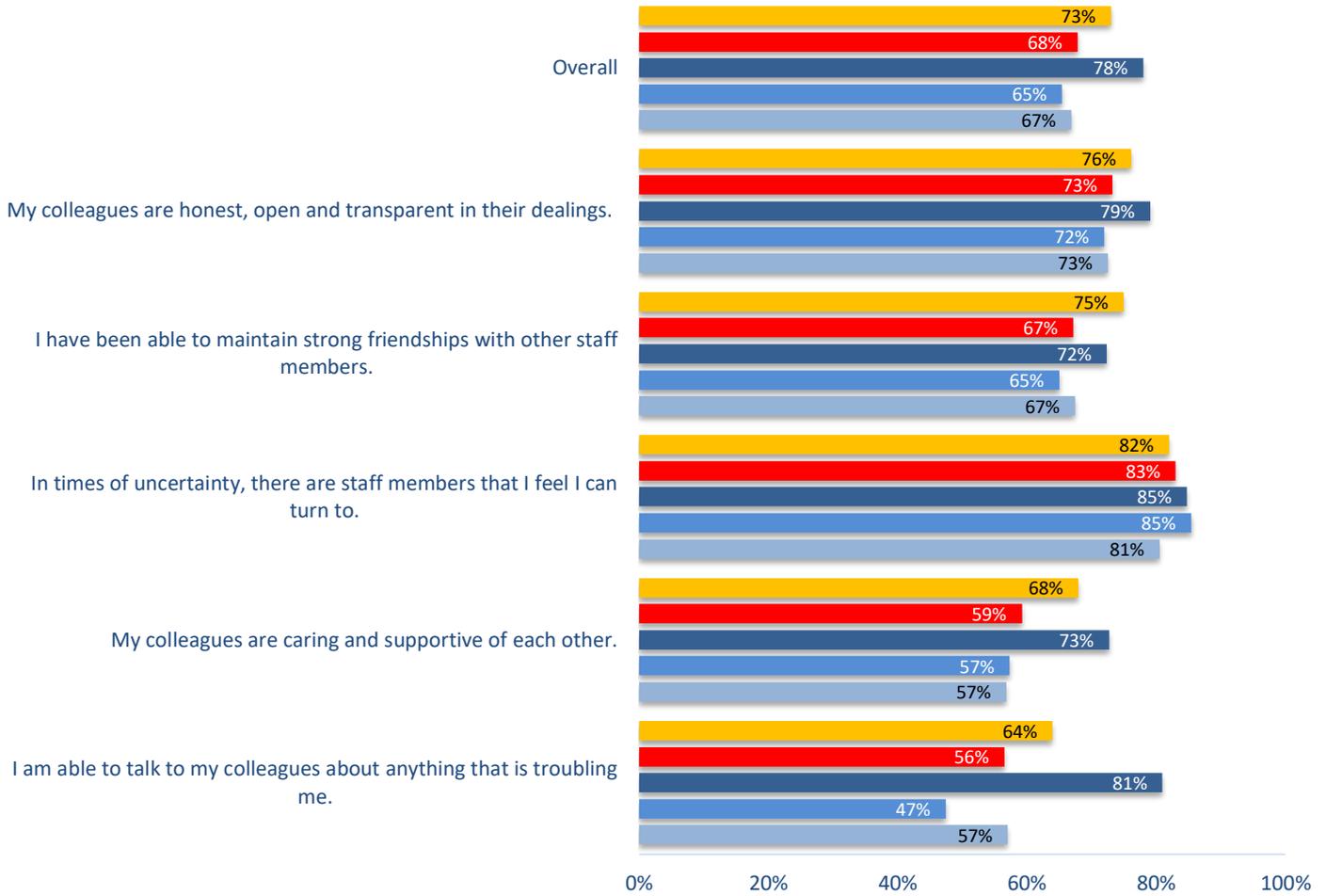


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The leadership displays empathy and support towards circumstances of the individual.	0	2	9	26	79	38
My concerns are taken seriously by management.	14	22	29	31	36	11
Management is aware of the problems faced by staff.	14	18	22	29	56	17
I feel that I am able to talk to management about anything that is troubling me.	14	12	23	29	56	21



Staff Relationships

- Benchmark
- Full-time staff (n=38)
- Casual staff (n=20)
- Example Company Overall (N=140)
- Part-time staff (n=82)

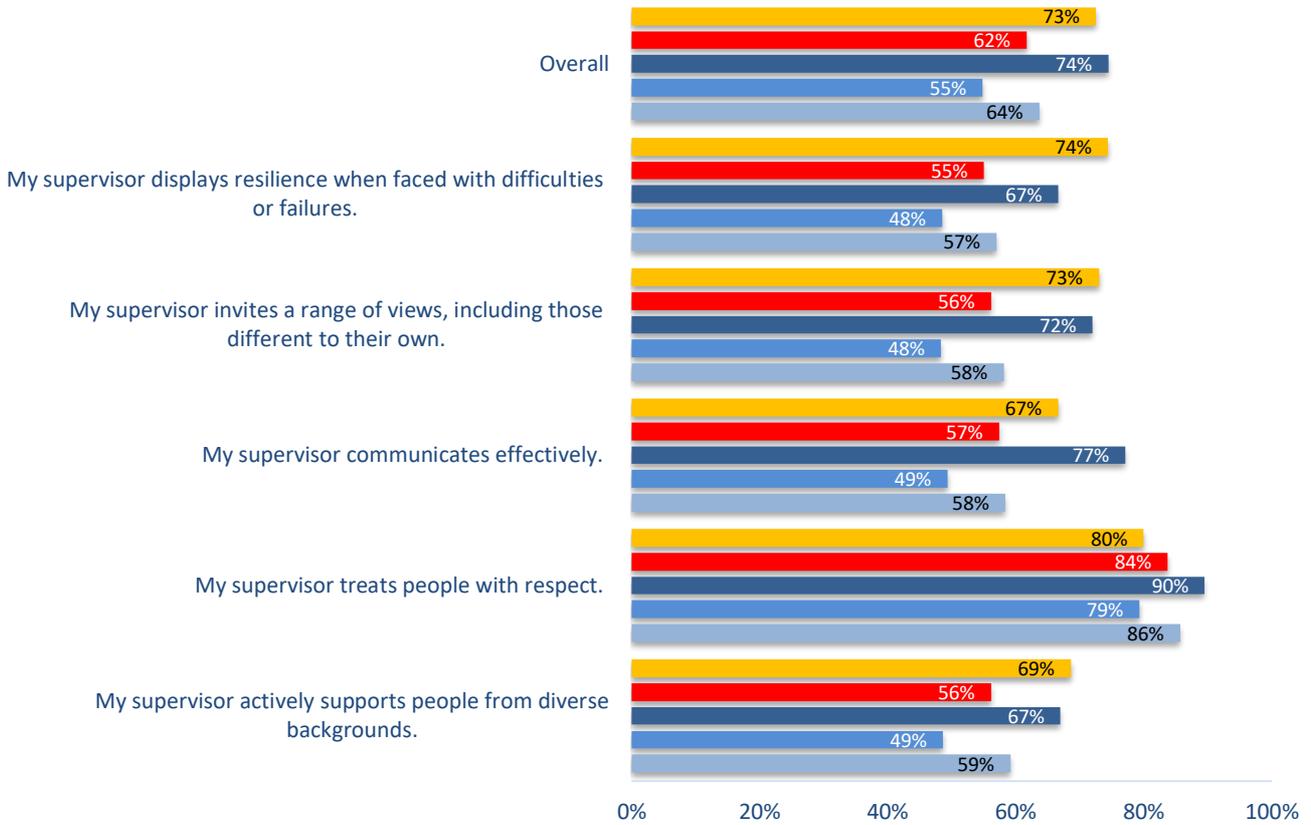


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
My colleagues are honest, open and transparent in their dealings.	4	8	16	15	56	55
I have been able to maintain strong friendships with other staff members.	19	19	16	10	51	39
In times of uncertainty, there are staff members that I feel I can turn to.	11	31	22	39	39	5
My colleagues are caring and supportive of each other.	14	28	21	51	30	6
I am able to talk to my colleagues about anything that is troubling me.	6	11	13	22	59	16



Direct Supervisor

- Benchmark
- Full-time staff (n=38)
- Casual staff (n=20)
- Example Company Overall (N=140)
- Part-time staff (n=82)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
My supervisor displays resilience when faced with difficulties or failures.	1	2	17	18	45	71
My supervisor invites a range of views, including those different to their own.	1	1	7	9	61	74
My supervisor communicates effectively.	0	1	3	14	65	39
My supervisor treats people with respect.	1	3	2	6	48	56
My supervisor actively supports people from diverse backgrounds.	2	0	1	4	62	35



Strengths and Areas for Improvement

Please note that all data are fabricated in this Example Report.

Your organization's results have been analyzed for each question and compared to the national benchmark. The percentage difference between your organization's 2020 results and the national benchmark were sorted, and your organization's top 10 results and bottom 10 results are presented below, with reference to the benchmark.

Key Area	Question	National Benchmark	Example Company Mean	% Difference
Work Conditions	I am satisfied with my non-monetary employment conditions.	74%	91%	+17%
Leadership and Management	Management is aware of the problems faced by staff.	70%	84%	+14%
Remote Working	I have felt well-informed about issues that have arisen within this organization.	67%	79%	+12%
Guidance and Support	I am recognized and rewarded for my efforts.	62%	73%	+11%
Remote Working	I have been able to learn new skills relevant to my job, even while at home.	65%	74%	+9%
Goal Congruence	I feel enthusiastic about my job at this organization.	74%	81%	+7%
Communication	I feel well-informed about issues that arise within this organization.	71%	77%	+6%
Goal Congruence	I look forward to continuing my work at this organization in the future.	78%	83%	+5%
Communication	The organization offers opportunities for me to become involved in the decision-making process.	69%	73%	+4%
Direct Supervisor	My supervisor treats people with respect.	80%	84%	+4%



Strengths and Areas for Improvement

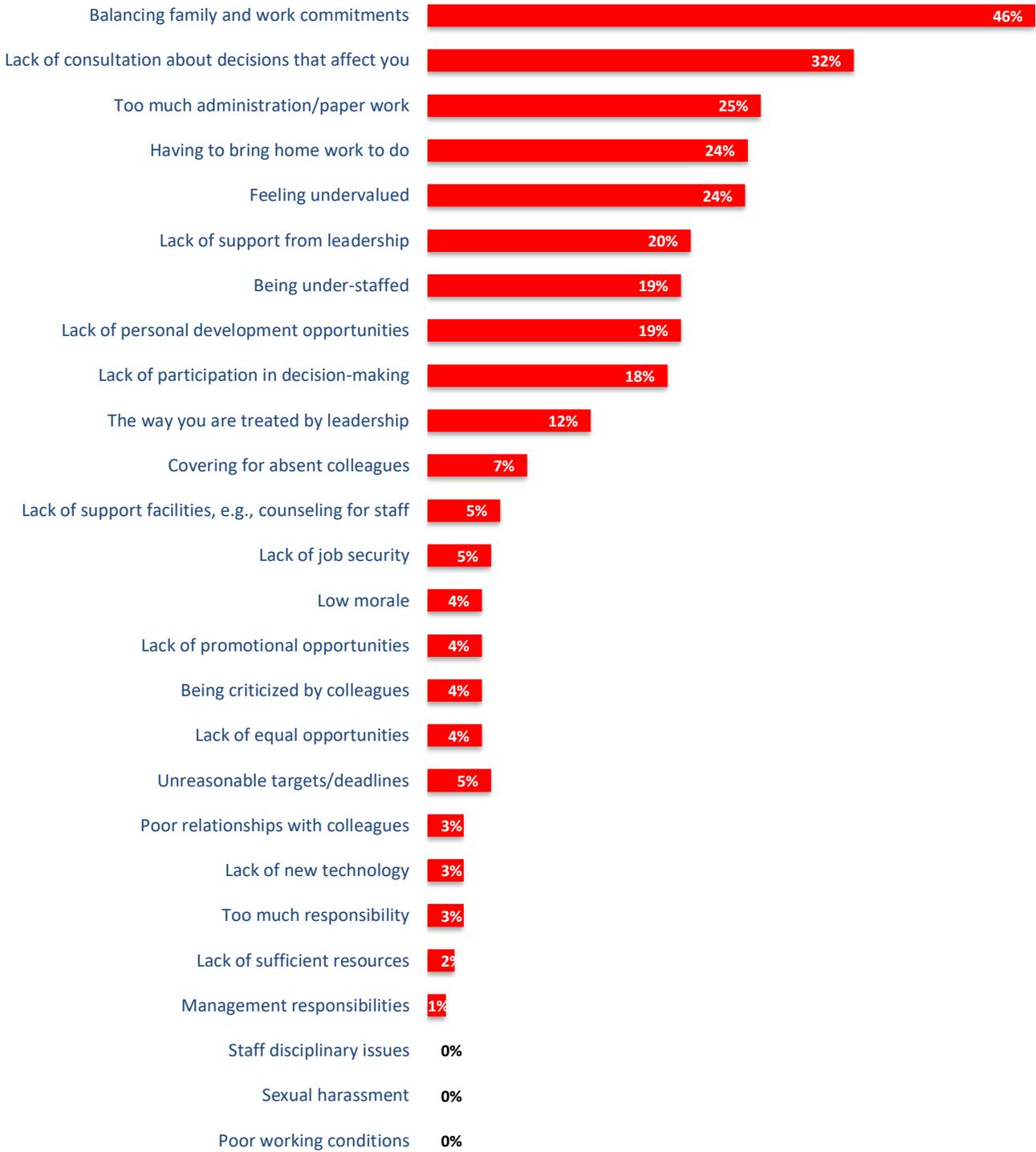
Your organization's Top 10 Areas for Improvement (compared with benchmark)

Please note that all data are fabricated in this Example Report.

Key Area	Question	National Benchmark	Example Company Mean	% Difference
Direct Supervisor	My supervisor displays resilience when faced with difficulties or failures.	74%	55%	-19%
Leadership and Management	The leadership displays empathy and support towards circumstances of the individual.	73%	56%	-17%
Direct Supervisor	My supervisor invites a range of views, including those different to their own.	73%	56%	-17%
Technology and Resources	IT issues have been resolved in a prompt manner.	74%	61%	-13%
Direct Supervisor	My supervisor actively supports people from diverse backgrounds.	69%	56%	-12%
Technology and Resources	It has been easy for me to use the online resources that my workplace has provided.	73%	64%	-9%
Leadership and Management	My concerns are taken seriously by management.	67%	57%	-9%
Direct Supervisor	My supervisor communicates effectively.	67%	57%	-9%
Staff Relationships	My colleagues are caring and supportive of each other.	68%	59%	-9%
Communication	I am provided with regular communication about my progress within this organization.	72%	64%	-8%

Sources of Stress

Staff members were asked to rate their greatest sources of stress at the organization. Staff members could choose more than one option.



Differences between General Staff and Managers

The percentage difference between general staff members and managers was calculated for each of the items and presented in the tables below. Green percentage scores indicate that managers rated the item higher and red percentage scores indicate that general staff members rated the item higher.

	General Staff (n=106)	Managers (n=34)	% Difference
Managers and general staff members have respect for one another.	67%	80%	+13%
There is effective communication between managers and general staff members.	56%	68%	+12%
Excellent opportunities are provided for staff to develop their skills.	65%	76%	+11%
Professional development programs are enriching and of great benefit to me.	63%	73%	+10%
This organization encourages participation in professional development activities.	76%	85%	+9%
Management respect all staff members.	63%	72%	+9%
I find my work to be challenging.	70%	79%	+9%
I can rely on my colleagues to help me out during difficult times.	77%	84%	+7%
I have strong friendships with other staff members.	75%	82%	+7%
I am encouraged to advance my career.	56%	63%	+7%
I am encouraged to keep up with advancing technology.	78%	84%	+6%
This organization provides me with the opportunity to reach my full potential.	66%	70%	+4%
This organization offers opportunities for me to become involved in the decision-making process.	56%	60%	+4%
I have a strong commitment to this organization.	89%	92%	+3%
The resources in this organization are of high quality.	83%	86%	+3%
I understand this organization's objectives and goals.	78%	81%	+3%
Staff are caring and supportive of each other.	79%	82%	+3%
This organization is kept clean and tidy.	78%	80%	+2%
This organization brings out my strengths.	77%	78%	+1%
The organization provides an inviting atmosphere to staff members.	81%	72%	-9%
The organization's leadership team is aware of the problems faced by staff.	75%	61%	-14%
I feel that I am able to cope with my workload.	62%	57%	-15%
Health and well-being measures for staff are integrated into the existing structures and processes of the organization.	69%	53%	-16%
I feel that I have work / life balance.	66%	50%	-16%

Differences between Employment type

The percentage difference between employment type was calculated for each of the items and presented in the tables below. Green percentage scores indicate that part-time staff members rated the item higher and red percentage scores indicate that full-time staff members rated the item higher.

	Full-time (n=95)	Part-time (n=45)	% Difference
Health and well-being measures for staff are integrated into the existing structures and processes of the organization.	48%	66%	+18%
There are support mechanisms in this organization for me if I have worries about issues.	62%	76%	+14%
I am provided with sufficient guidance if I am required to engage in tasks unfamiliar to me.	68%	82%	+14%
The organization actively supports health-related, social, culture and welfare initiatives for the staff.	61%	75%	+14%
I am a valued staff member at this organization.	71%	83%	+12%
This organization encourages me to strive to meet my career goals.	60%	72%	+12%
This organization has a sense of team spirit.	67%	79%	+12%
This organization provides me with the opportunity to reach my full potential.	67%	79%	+12%
If I have worries at this organization, I feel that I have ample support.	73%	84%	+11%
This organization respects staff members' opinions.	67%	78%	+11%
I feel that I have work / life balance.	65%	75%	+10%
I am supported through emotionally demanding work.	69%	79%	+10%
This organization provides an inviting atmosphere to staff members.	73%	83%	+10%
There is effective leadership in this organization.	70%	80%	+10%
Staff recognize and reward my personal improvement.	67%	77%	+10%
Staff are recognized and rewarded for their efforts.	57%	66%	+9%
My concerns are taken seriously by this organization.	69%	78%	+9%
Excellent opportunities are provided for staff to develop their skills.	91%	80%	+9%
I look forward to working at this organization each day.	78%	87%	+9%
I can rely on my colleagues to help me out during difficult times.	80%	89%	-9%
This organization encourages participation in professional development activities.	82%	78%	-4%
This organization brings out my strengths.	86%	83%	-3%

Additional Comments

To view all staff members' comments, please refer to Appendix A. Additional comments related to the following themes:

Communication

"We need to have more effective communication strategies between different areas, as well as admin staff. It seems that we are all on different pages." (Contract, general staff member)

Professional development

"The PD does not seem to be relevant to staff members and there appears to be a lack of engagement. Staff should be able to have input into these activities and management needs to understand what staff really require to help them flourish in their work." (Permanent - full time, manager)

Goal-setting

"I feel that there are different expectations from different managers. Goals need to be clear and well-defined. I would like to be able to have more input into my career goals. I feel that I am told what to do and how to do it, but it would be a lot more beneficial to the organization if staff members could have more input with goals and important decisions." (Permanent - full time, general staff member)

Interaction between contract staff members, and management

"I feel the staff relationships are good but relationships between management and part-time staff are not great, as management are often not aware of issues we face especially with workload." (Permanent - part time, general staff member)

Use of technology

"It is very difficult to use the technology and our web communications are inconsistent and frustrating. We need to have proper IT strategies put into place in order to remove the stress of having to deal with this." (Permanent - full time, manager)

Staff members' workload

"I am always having to take work home. I cannot keep up with the workload and it is affecting my health and well-being." (Permanent - full time, manager)

Professional relationships

"The lack of connection and consultation between myself and other members of staff where decisions directly and powerfully impact my day to day work has been distressing and isolating. At a personal level, I am treated with respect. Professionally, I am largely ignored." (Permanent - full time, general staff member)

Decision making process

"I would appreciate it I could be involved in making some decisions within the organization. It seems that contract staff members are forgotten about and we find out things through the grapevine, rather than being told by management." (Contract, general staff member)



Insights and Recommendations

Please note that all information is fabricated in this Example Report.

Overall, Example Company staff members displayed relatively high levels of satisfaction and engagement; Example Company was higher than the benchmarks for almost all of the key areas. Example Company's overall ratings (average of all key areas) were higher than the National and "like" benchmarks. Staff members reported the highest levels of satisfaction with *Technology and Resources* and *Staff Well-being*, which is a very positive sign, showing that Example Company is committed to providing up-to-date technology, and staff appear to be happy and display commitment and enthusiasm towards their role. Staff members reported to be very proud members of their organization.

There were however differences among managers and general staff members. The largest gap was for *Communication*, where general staff members reported significantly higher levels of dissatisfaction. Analysis of individual questions may provide further insight into the exact component of the key area where there is a level of dissatisfaction.

Highest ranked items were regarding meeting Example Company's expectations. Staff members also reported that they enjoy working with others and that they feel motivated in their job. The lowest ranked items for Example Company were regarding employees' workload outside of work hours, IT assistance, and involvement in the decision-making process. There were low levels of agreement with regard to Example Company encouraging staff to meet their career goals. These ratings were considerably lower than other organizations with less than 100 employees.

Overall, levels of satisfaction were highest among full time respondents and lowest levels were among part time and contract respondents.

With regard to a sample size of 140 staff members, there were several areas that have been identified as areas of concern. These include the following:

- *'I rarely have to bring work home to keep up with my duties.'* (56 Strongly Disagree, 28 Disagree)
- *'Outside of work hours, I find myself worrying about my job.'* (49 Strongly Agree, 33 Agree)
- *'Compared with previous jobs, I feel more stressed at this job.'* (48 Strongly Agree, 31 Agree)
- *'This organization respects staff members' opinions.'* (29 Strongly Disagree, 23 Disagree)

Some recommendations for improvements in **satisfaction** include:

Reviewing communication strategies within the organization. There appears to be a breakdown in communication among certain staff members, where there is a lack of consultation. It is important to ensure that staff feel that they are being included and have the opportunity to contribute to their role and decisions that need to be made.

Providing support from management to improve work/life balance. Many staff members stated their concerns with work/life balance and they are worrying about their job outside of work hours and feel that they need to bring work home with them. In addition, staff members feel that the organization places unrealistic expectations on them. It is suggested that staff are provided with opportunities where they can discuss their work with management, and receive specific guidance and support from leaders and mentors. It is important to understand that not one model fits all, and that staff members are motivated individually; every staff member's circumstances are different and therefore to promote staff members' growth, they should be taught how to effectively manage their time, set well-defined expectations, clearly, and implement a routine that is specific to their individual lifestyle.

Define goals in realistic and everyday terms. Staff members state that they are motivated and enthusiastic about their jobs and that their goals are aligned with those of the organization; therefore, providing them with the opportunity to have more autonomy, make their own decisions, and further contribute to the development of their role, may serve to increase their engagement. Goals must be meaningful to staff members' day-to-day experiences. It is suggested that leaders review goal setting strategies with staff members, and ensure that staff members are working towards career progression, and that they have the ability to meet achievable targets. It is also important to recognize staff members' value, and reward them when their targets are met or when they have gone above and beyond their duties.

Review professional development activities. Staff members provided low ratings with regard to being able to develop their skills and reach their full potential. Many staff commented that the professional development is not relevant. It is important for Example Company to provide professional development activities that are interesting and enable staff to further develop in their work. Staff members are requesting to contribute and voice their opinions regarding opportunities and organization events; it would be beneficial to further understand which specific PD programs staff members would like to engage in, as well as providing them with the opportunity to share their skills that may be outside of their regular line of work.

Acknowledgement for all staff members. Managers reported considerably higher ratings than general staff members for the majority of the items, and staff members felt that there is a divide between management and general staff members. It is suggested that Example Company creates opportunities outside of work hours for all staff members where they can collaborate as well as form stronger professional relationships and to build stronger ties between managers and general staff members. A stronger support network will serve to contribute to higher levels of engagement and well-being. The results suggest that some general staff members feel that managers receive preferential treatment; general staff members provided considerably lower ratings for respect in the workplace. It is important that general staff members are provided with acknowledgement and recognition for their efforts, and that they are given opportunities to voice their opinions and concerns.

It is important to understand that increases in satisfaction and engagement can take time and a considerable amount of planning and strategy. Improving staff members' well-being will enable staff members to think about and undertake their work in a more positive manner, improve their professional relationships with others, and have a higher regard for their role within Example Company. Improving staff climate will facilitate improved productivity in the workplace. For further information and assistance regarding the implementation of these recommendations, please contact Workplace Surveys on 714 394 9719.

