

Employee Engagement Survey

Results Report

Sample Organization



Summary of Results for Scaled Survey Data

Sample Organization is committed to creating a great place for employees to work and an environment for delivering excellent service to customers. To build on this commitment, the leadership of the organization gathers data on essential goals and measures. The organization's journey of excellence using measurable goals aligned to the Evidence-Based LeadershipSM framework focuses on the use of data to identify gaps, take action, and follow through to ensure continuous improvement in the organization.

The Employee Engagement Survey was administered to all employees to assess three areas: 1) Perceptions about immediate supervisors supporting a best place to work environment; 2) Perceptions of executive leadership supporting a best place to work environment; and 3) Perceptions about communication practices. Collecting these data allow leaders to recognize the good work that many in the organization accomplish every day, and to identify gaps in performance that should be addressed.

This report provides an overview of the findings for the current survey administration for the organization.

- ▼ A total of **3,339** employees provided feedback during the current survey administration.
- ▼ The organization's overall mean was **3.96**, using a scale of 1 to 5. About 38% of all response choices were in the "Strongly Agree" category or "Top Box."

The overall mean and top box percentage by survey administration is highlighted in Table 1.

Table 1. Overall Mean by Survey Administration

Fall N=3,339	
Overall Mean ¹	3.96
Top Box Percentage	38%

¹ Items 1-14 only

"Top Box Percentage" or "Top 1 Box" is the percentage of employees who select the "Strongly Agree" option indicating that they are *most positive*. Research suggests a difference in the loyalty of people who indicate that they are extremely satisfied (i.e., "Strongly Agree") compared to those who are just satisfied (i.e., "Agree") when rating their experience or engagement. In this way, top box scoring provides more focused data to better understand employee engagement and loyalty.

On the following pages, Tables 2A-2B provide the Supervisor category item means, frequency distribution, and top box percentage. The Supervisor category allows each employee to reflect on the work environment shaped by his/her supervisor.

Table 2A. Supervisor Items: Total Responses, Item Mean, Top Box Percentage

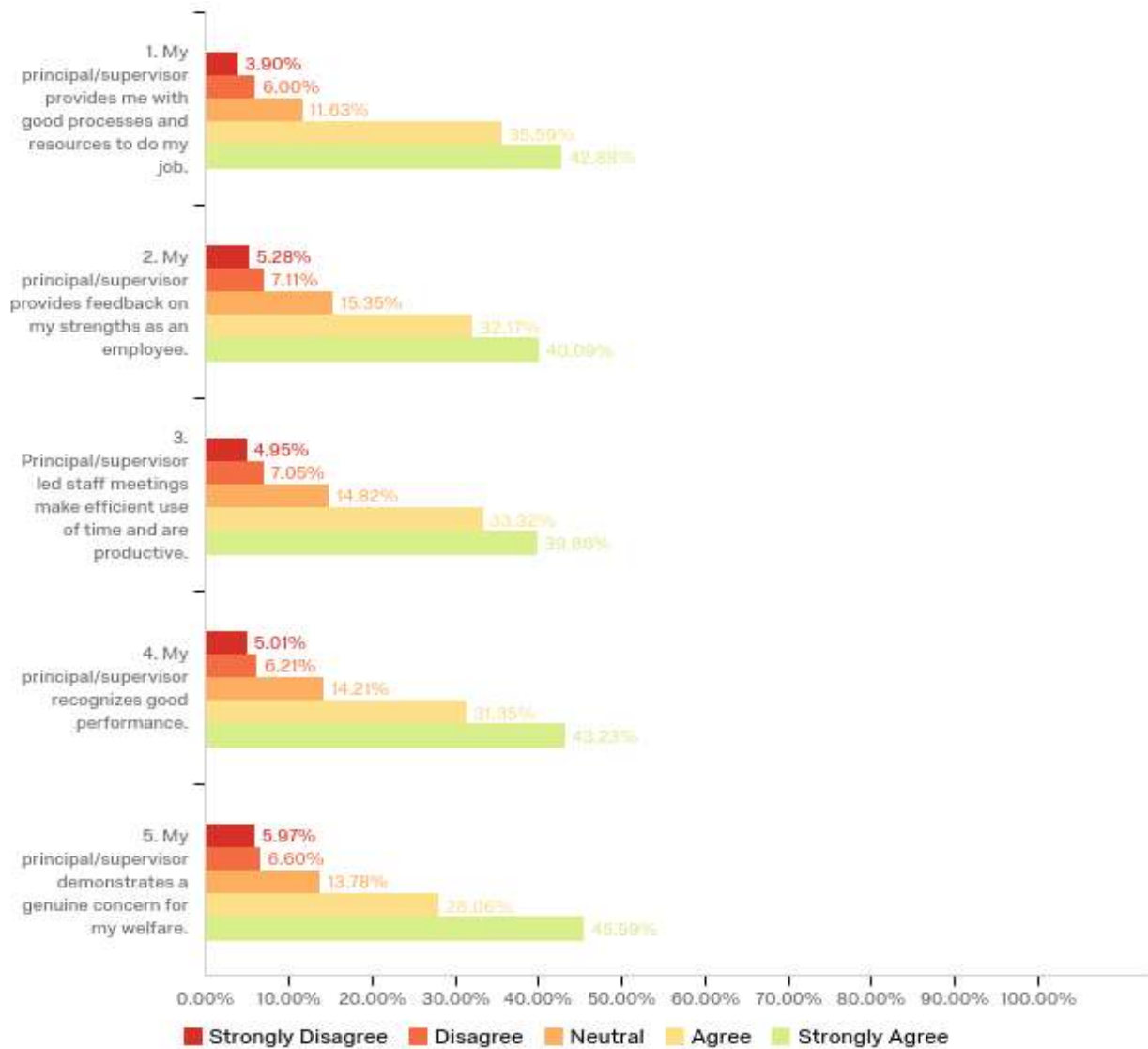
	Mean	Count	Top 1 Box
1. My supervisor provides me with good processes and resources to do my job.	4.08	3335	42.88%
2. My supervisor provides feedback on my strengths as an employee.	3.95	3335	40.09%
3. Supervisor led staff meetings make efficient use of time and are productive.	3.96	3334	39.86%
4. My supervisor recognizes good performance.	4.02	3336	43.23%
5. My supervisor demonstrates a genuine concern for my welfare.	4.01	3332	45.59%
6. My supervisor makes the best use of available funds.	3.98	3331	41.28%
7. My supervisor consults me on the decisions that affect my job.	3.82	3331	38.07%
8. My supervisor sets clear expectations to judge my performance.	4.07	3332	43.07%
9. My supervisor provides the support needed to accomplish my work objectives.	3.99	3329	41.90%
10. My supervisor provides feedback concerning areas for improving my performance.	4.01	3333	40.35%

Table 2B. Supervisor Items: Frequency Distribution of Response Category

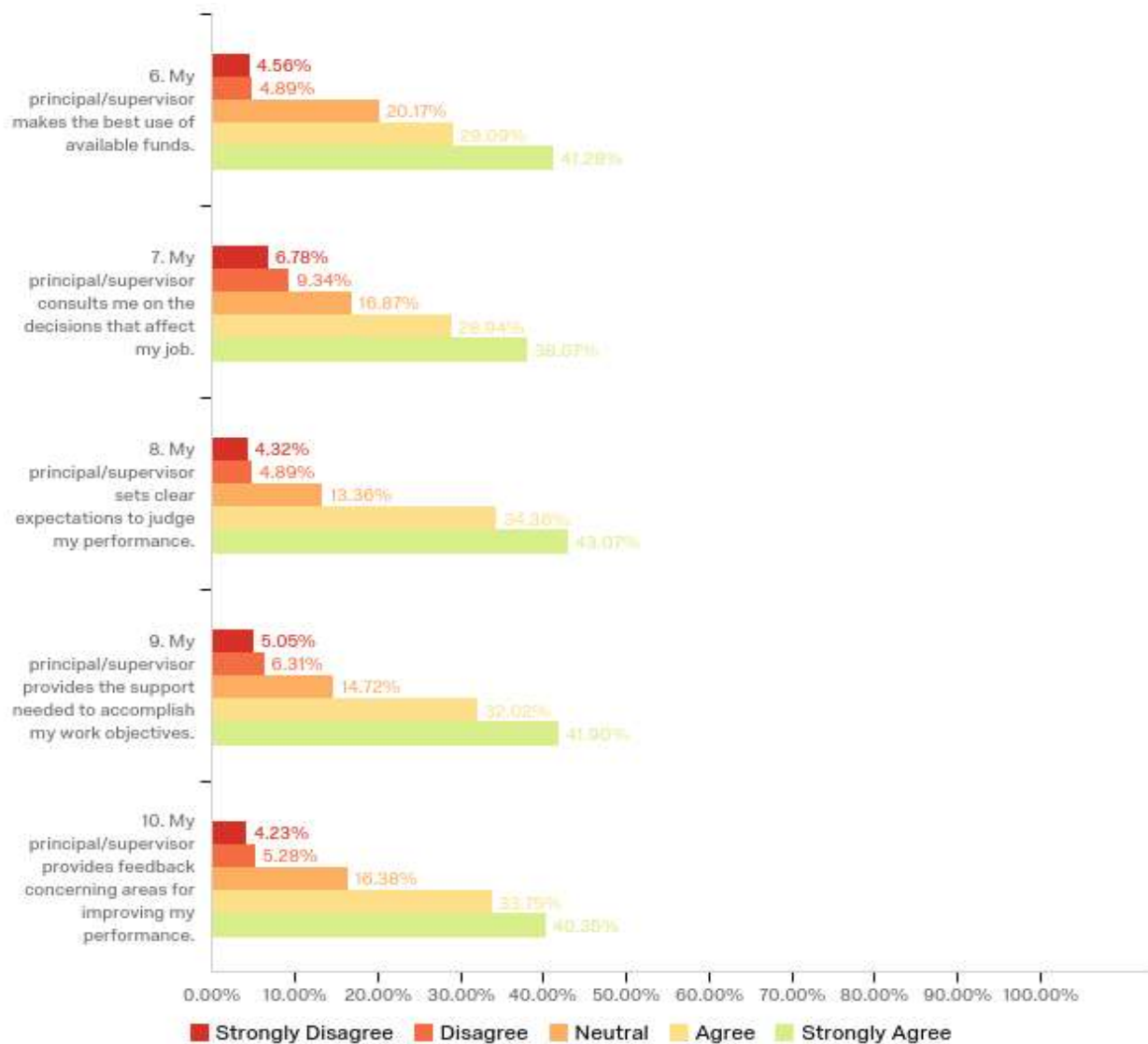
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. My supervisor provides me with good processes and resources to do my job.	130	200	388	1187	1430	3335
2. My supervisor provides feedback on my strengths as an employee.	176	237	512	1073	1337	3335
3. Supervisor led staff meetings make efficient use of time and are productive.	165	235	494	1111	1329	3334
4. My supervisor recognizes good performance.	167	207	474	1046	1442	3336
5. My supervisor demonstrates a genuine concern for my welfare.	199	220	459	935	1519	3332
6. My supervisor makes the best use of available funds.	152	163	672	969	1375	3331
7. My supervisor consults me on the decisions that affect my job.	226	311	562	964	1268	3331
8. My supervisor sets clear expectations to judge my performance.	144	163	445	1145	1435	3332
9. My supervisor provides the support needed to accomplish my work objectives.	168	210	490	1066	1395	3329
10. My supervisor provides feedback concerning areas for improving my performance.	141	176	546	1125	1345	3333

As a complement to Table 2B, the percent distribution of response categories is highlighted in Figure 1 below and Figure 2 on the following page.

Figures 1 and 2. Supervisor Items: Percent Distribution of Response Category



Figures 1 and 2. Supervisor Items: Percent Distribution of Response Category



Tables 3A-3B provide the Executive Leader / Organization category item means, frequency distribution, and top box percentage.

Table 3A. Executive Leader / Organization Items: Total Responses, Item Mean, Top Box Percentage

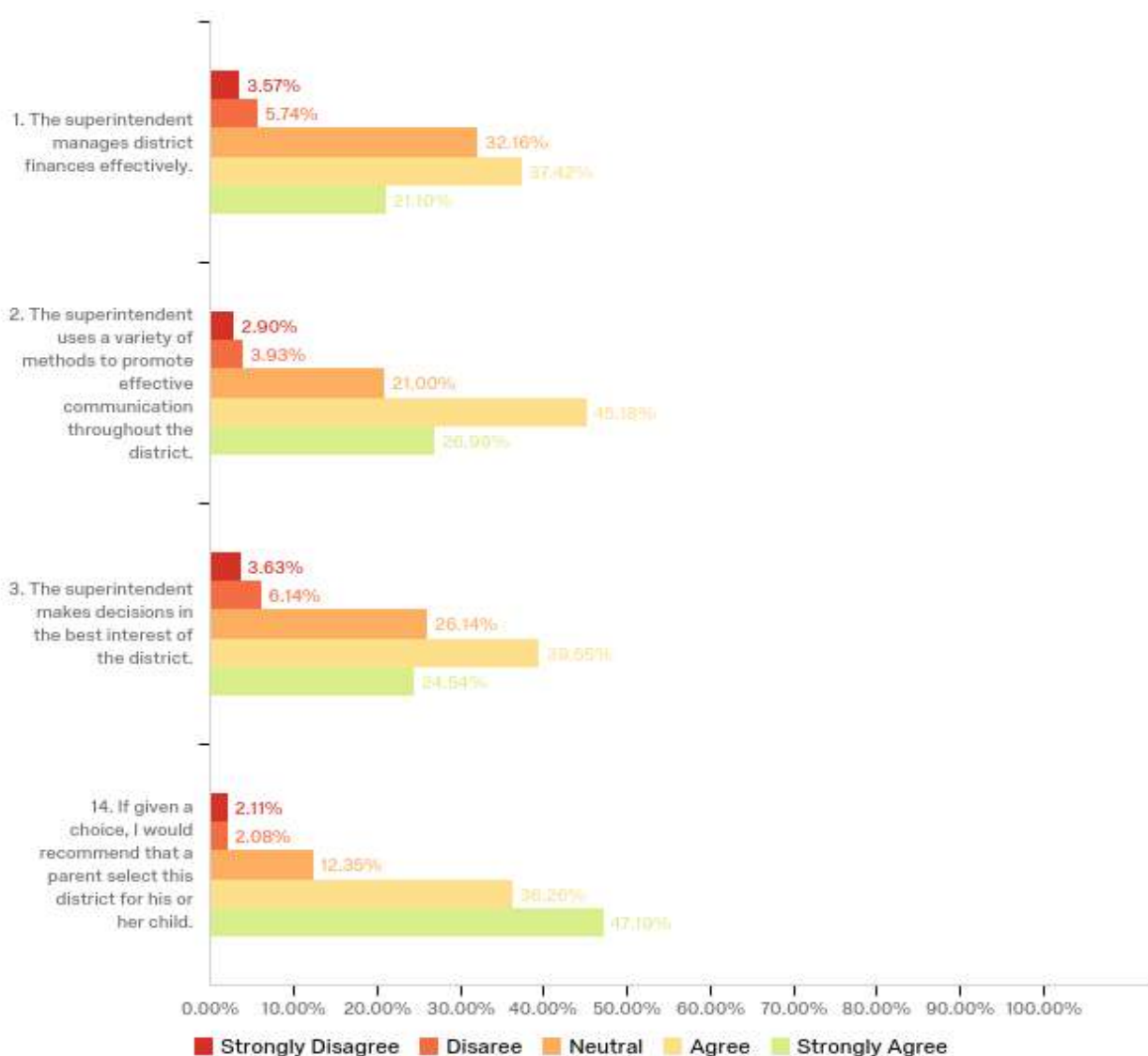
	Mean	Count	Top 1 Box
11. The executive leader manages organization finances effectively.	3.67	3308	21.10%
12. The executive leader uses a variety of methods to promote effective communication throughout the organization.	3.89	3309	26.99%
13. The executive leader makes decisions in the best interest of the organization.	3.75	3305	24.54%
14. I recommend my organization as a best place to work.	4.24	3312	47.19%

Table 3B. Executive Leader / Organization Items: Frequency Distribution of Response Category

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
11. The executive leader manages organization finances effectively.	118	190	1064	1238	698	3308
12. The executive leader uses a variety of methods to promote effective communication throughout the organization.	96	130	695	1495	893	3309
13. The executive leader makes decisions in the best interest of the organization.	120	203	864	1307	811	3305
14. I recommend my organization as a best place to work.	70	69	409	1201	1563	3312

As a complement to Table 3B, the percent distribution of response categories for the Executive Leader / Organization items is highlighted in the bar chart on the following page.

Figure 3. Executive Leader / Organization Items: Percent Distribution of Response Category



Tables 4A-4B provide the Communication category item means, frequency distribution, and top box percentage.

Table 4A. Communication: Total Responses, Item Mean, Top Box Percentage

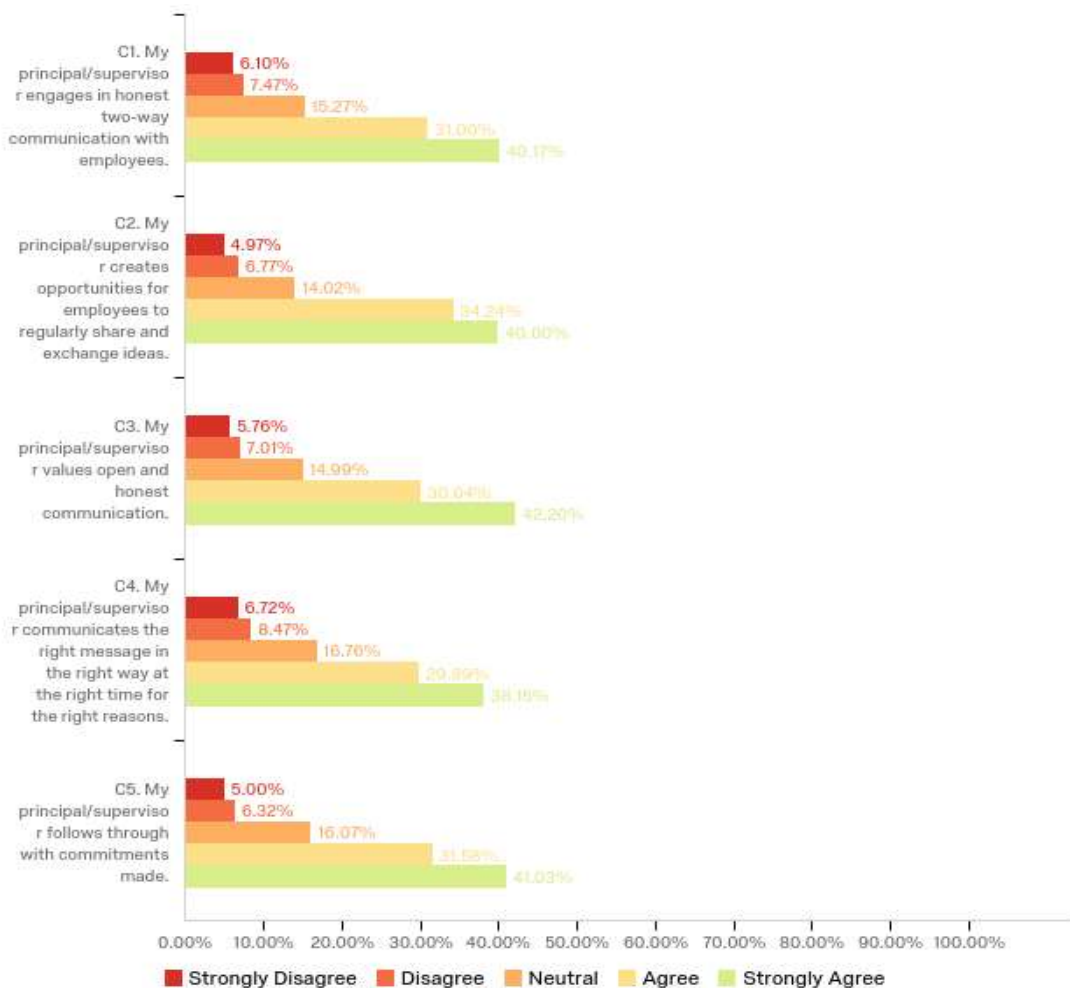
	Mean	Count	Top 1 Box
C1. My supervisor engages in honest two-way communication with employees.	3.92	3281	40.17%
C2. My supervisor creates opportunities for employees to regularly share and exchange ideas.	3.98	3280	40.00%
C3. My supervisor values open and honest communication.	3.96	3282	42.20%
C4. My supervisor communicates the right message in the right way at the right time for the right reasons.	3.84	3198	38.15%
C5. My supervisor follows through with commitments made.	3.97	3198	41.03%

Table 4B. Communication: Frequency Distribution of Response Category

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
C1. My supervisor engages in honest two-way communication with employees.	200	245	501	1017	1318	3281
C2. My supervisor creates opportunities for employees to regularly share and exchange ideas.	163	222	460	1123	1312	3280
C3. My supervisor values open and honest communication.	189	230	492	986	1385	3282
C4. My supervisor communicates the right message in the right way at the right time for the right reasons.	215	271	536	956	1220	3198
C5. My supervisor follows through with commitments made.	160	202	514	1010	1312	3198

As a complement to Table 4B, the percent distribution of response categories for Communication items is highlighted in the bar chart below, Figure 4.

Figure 4. Communication Items: Percent Distribution of Response Category



Tables 5 and 6 below provide the five¹ highest scored and lowest scored means, respectively, by category. The tables also include the top box percentage for the items.

Table 5. Areas Working Well: Five¹ Highest Item Means across All Survey Items

Category	Item (listed by high to low mean)	Mean	Top Box
Recommend Organization	14. I recommend my organization as a best place to work.	4.24	47.19%
Supervisor	1. My supervisor provides me with good processes and resources to do my job.	4.08	42.88%
Supervisor	8. My supervisor sets clear expectations to judge my performance.	4.07	43.07%
Supervisor	4. My supervisor recognizes good performance.	4.02	43.23%
Supervisor	5. My supervisor demonstrates a genuine concern for my welfare.	4.01	45.59%
Supervisor	10. My supervisor provides feedback concerning areas for improving my performance.	4.01	40.35%

¹ Highest six.

Table 6. Areas for Improvement: Five Lowest Item Means across All Survey Items

Category	Item (listed by high to low mean)	Mean	Top Box
Executive Leader	12. The executive leader uses a variety of methods to promote effective communication throughout the organization.	3.89	26.99%
Communication	C4. My supervisor communicates the right message in the right way at the right time for the right reasons.	3.84	38.15%
Supervisor	7. My supervisor consults me on the decisions that affect my job.	3.82	38.07%
Executive Leader	13. The executive leader makes decisions in the best interest of the organization.	3.75	24.54%
Executive Leader	11. The executive leader manages organization finances effectively.	3.67	21.10%

Participation (the “n” or “number of participants”) by unit across the organization is presented in Table 7.

Table 7. Participation by Unit

	Fall
Human Resources	675
Maintenance and Operations	2220
Executive Leader / CEO	37
Finance	49
Technology	60
Communication	128
Transportation	170

Overall Mean by Unit across the organization is presented in Table 8.

Table 8. Overall Mean by Unit

	Fall
Human Resources	4.08
Maintenance and Operations	3.95
Executive Leader / CEO	3.96
Finance	4.02
Technology	4.01
Communication	3.98
Transportation	3.51
Overall Mean	3.96

Appendix 1

See separate **Percentile Rank Ranges Document** for benchmark comparisons by:

- ▼ Overall Organization
- ▼ Units or Work Locations (Aggregate)
- ▼ School Level: High School; Middle School; and Elementary/Primary School [for School Systems only]

Percentile ranks provide a *normed* comparison for item means and the overall mean. This allows leaders across each level to consider benchmark results aligned to their respective area as they review their survey results report.

Appendix 3

See separate **Comments Report** for all related survey comments for the following open-ended items:

- ▼ What is working well in the organization?
- ▼ What areas in the organization could be improved?
- ▼ Is there anyone in the organization that you would like to recognize for good work?