

Organization Climate Surveys

Listen. Respond. Transform... *and* Thrive!



A Fresh Approach to Employee Engagement



Climate Surveys Initiate Dialogue and Provide Focus. While Edge Learning has been a leading provider of cultural competency curricula for almost 40 years, we know that an investment in training without direction is not the best use of precious resources. For this reason, a key component of our work with clients is to conduct short, frequent employee engagement surveys as a vehicle for both initiating dialogue and for identifying what educational components (or other interventions) would be most impactful at driving improvement. Our proprietary survey tools create access to unfiltered opinions and represent an unusually candid source of information.

Keep it Short and Frequent. For surveys that give you the most usable information possible, our goal is to survey frequently and focus on a narrow set of actionable items that offer insights into the strengths and improvement areas of your organization. With the myriad of environmental factors that can influence organizational climate, bi-annual or even annual surveys are insufficient. Our methodology is based on cultural wellness and provides real-time insight into the impact of your organization's specific initiatives and interventions.

A Fresh Approach for a New Generation. In 2009, in collaboration with a leading national research university, Edge Learning of Ohio constructed a highly targeted assessment instrument that measures both the state of employee engagement in an organization and a highly predictive set of variables that can raise the overall level of engagement. Opting for a hybrid approach, we blended the two most prevalent survey styles found in the market today: employee engagement as a "construct" (concept), and the "antecedent-focused" (predictor variable) approach. The items we've selected have exceeded the standards for satisfactory reliability and validity coefficients, and have been vetted in extensive organizational research.

Information that Drives Improvement. By comparing scores using correlation and regression techniques, we isolate the most important factors that contribute to your organization's level of engagement. Research and experience have confirmed that employee engagement level impacts critical outcomes, from job satisfaction to organizational commitment, lowered intentions to quit, to increased incidents of discretionary effort & organizational citizenship behaviors. Ultimately, an engaged workforce contributes to higher organizational productivity and resiliency. Further, these outcomes are strengthened by their association and consistency with our training content.



“Let the engagement begin!”



Sample Employee Engagement Survey

DIRECTIONS:

Please indicate how much you either agree or disagree with each statement by circling the number that most closely matches your opinion. In this survey, the word “organization” refers specifically to the facility in which you work. Please do NOT skip any questions, sign your name or put any other information on this page that is personally identifiable. All individual responses will be kept strictly confidential.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. When I get up in the morning, I feel like going to work	1	2	3	4	5
2. I know what is expected of me to perform my job well	1	2	3	4	5
3. At my work, I feel very energetic	1	2	3	4	5
4. My organization cares about my opinions	1	2	3	4	5
5. I receive timely feedback about the quality of my work	1	2	3	4	5
6. At my work, I always stick with it, even when things do not go well	1	2	3	4	5
7. I am able to maintain a healthy balance between my work and personal commitments	1	2	3	4	5
8. I am regularly given opportunities to improve my skills in this organization	1	2	3	4	5
9. My organization really cares about my personal well-being	1	2	3	4	5
10. My organization would forgive an honest mistake on my part	1	2	3	4	5
11. I am proud of the work that I do	1	2	3	4	5
12. I am enthusiastic about my job	1	2	3	4	5
13. My organization takes time to explain how changes will affect me	1	2	3	4	5
14. I am treated fairly by my organization	1	2	3	4	5
15. I feel happy when I am working intensely	1	2	3	4	5
16. I am treated with respect at work	1	2	3	4	5
17. My job inspires me	1	2	3	4	5
18. I get absorbed in my work	1	2	3	4	5
19. It's easy for me to get important information about what's going on in my organization	1	2	3	4	5
20. I get along well with my co-workers	1	2	3	4	5
21. I get carried away when I am working	1	2	3	4	5
22. I regularly feel that I'm making progress in my daily work	1	2	3	4	5
23. I understand how my efforts contribute to the success of our organization	1	2	3	4	5
24. I feel valued by my organization	1	2	3	4	5

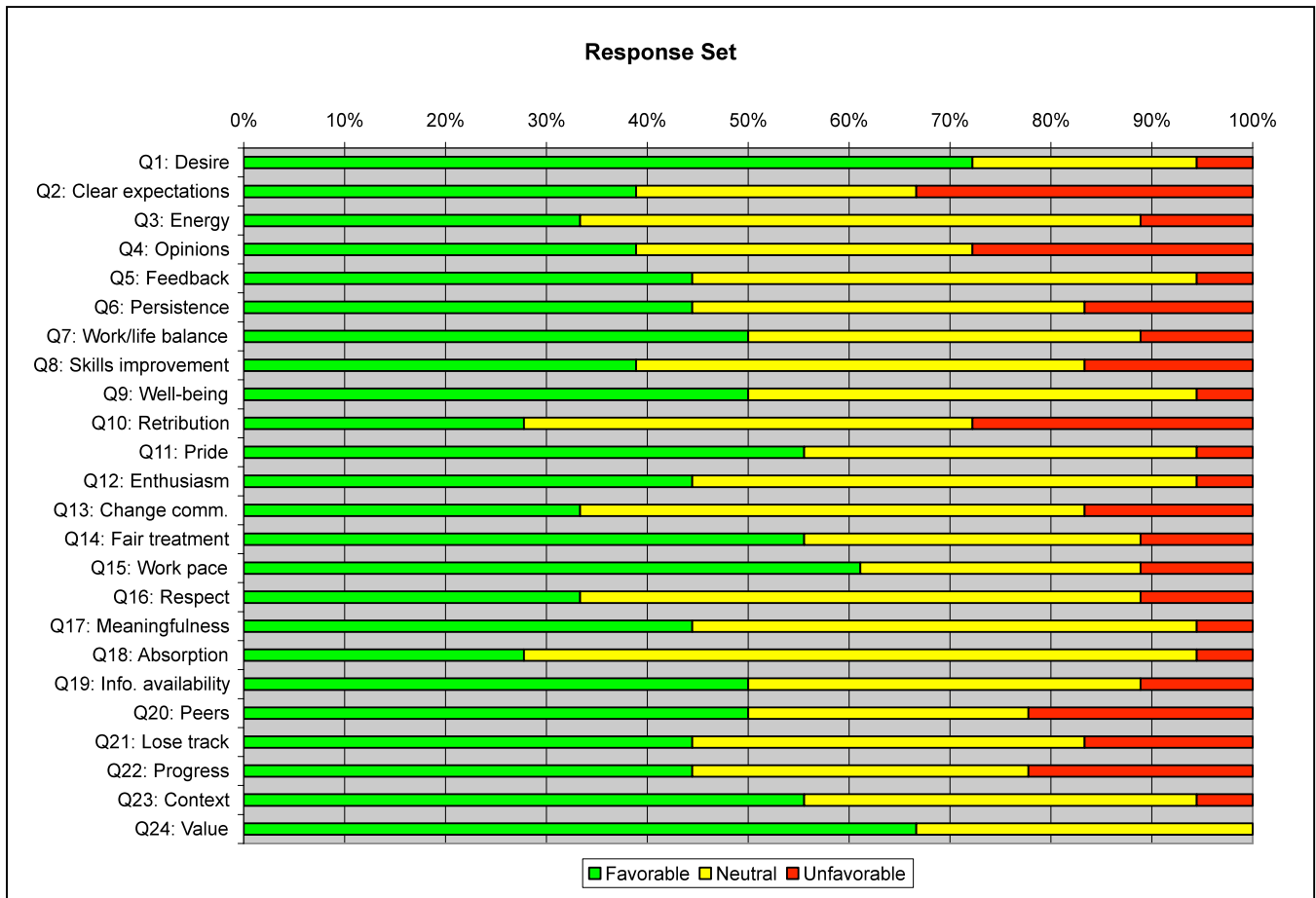
Customer: XYZ Corporation	Facility: Smithfield, RI
Gender: Male <input type="checkbox"/> Female <input type="checkbox"/>	Shift: First <input type="checkbox"/> Second <input type="checkbox"/> Third <input type="checkbox"/>
Status: Hourly <input type="checkbox"/> Salaried <input type="checkbox"/>	Survey Round: #3

Sample Executive Scorecard

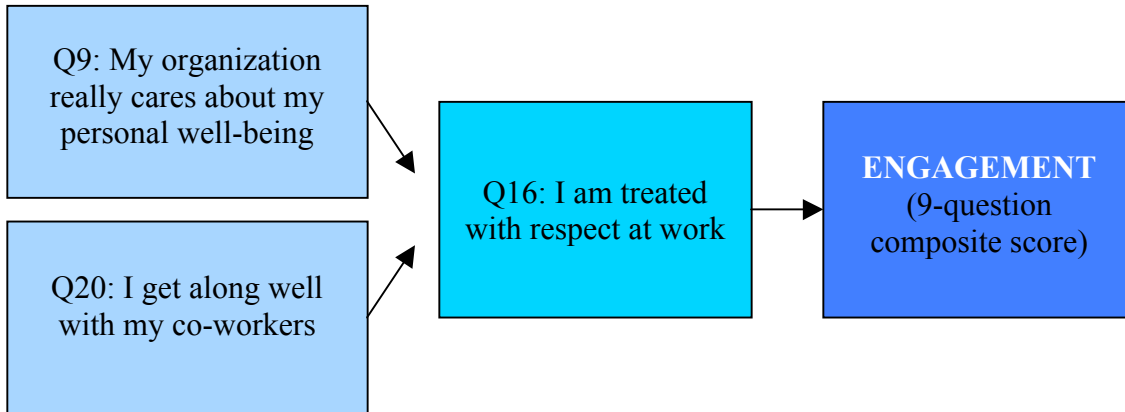
Highlights			
Average values	R1 Score	R2 Score	% Change
Q1: Desire	3.71	3.83	3%
Q9: Well-being	3.68	4.05	10%
Q16: Respect	4.22	4.39	4%
Q20: Peers	4.34	4.69	8%

SCORECARD	Round 1	Round 2	Δ
	May, 2009	Jan, 2010	
Drivers highlighted	% Favorable Scores		
Q1: Desire	61	63	2
Q2: Clear expectations	58	59	1
Q3: Energy	72	71	-1
Q4: Opinions	70	74	4
Q5: Feedback	69	72	3
Q6: Persistence	55	59	4
Q7: Work/life balance	73	77	4
Q8: Skills improvement	66	78	12
Q9: Well-being	50	56	6
Q10: Retribution	58	65	7
Q11: Pride	58	58	-
Q12: Enthusiasm	69	70	1
Q13: Change comm.	82	82	-
Q14: Fair treatment	59	62	3
Q15: Work pace	63	65	2
Q16: Respect	33	36	3
Q17: Meaningfulness	70	72	2
Q18: Absorption	64	67	3
Q19: Info. availability	77	78	1
Q20: Peers	50	56	6
Q21: Lose track	71	73	2
Q22: Progress	65	69	4
Q23: Context	60	63	3
Q24: Value	85	86	1
Overall average	64	67	3

Sample Summary Chart



Sample Statistical Analysis of Drivers



SAMPLE DRIVER ANALYSIS

What this illustration reveals is that, for this particular organization, the variable with the greatest direct impact on the combined engagement score is the sense of being treated with respect (Q16). In turn, the most prominent drivers of this perception are an established interest in employees' well-being (Q9) and self-reported relationship with peers (Q20).

SAMPLE RECOMMENDATION

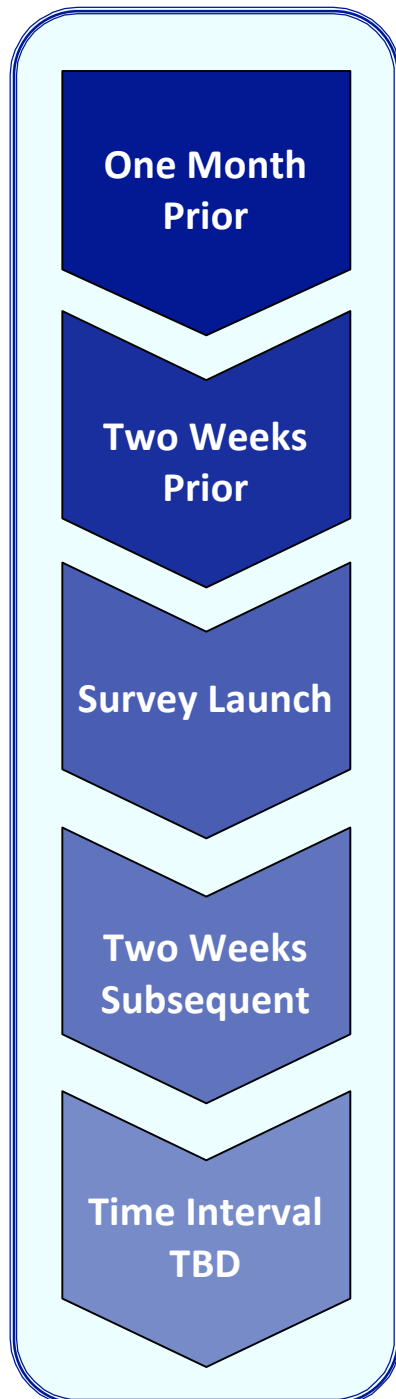
In order to affect change most directly, this company may want to examine relevant policies and other statements pertaining to behavioral norms/expectations and delve deeper (via focus group meetings) into what can be done to improve these outcomes. In this case, we suggest that *Respectful Workplace* training be considered for the entire staff, in order to reinforce: 1) that colleagues are expected to treat one another in an esteeming manner, 2) that supervisors role-model the appropriate "tone" with their subordinates, and 3) the commitment to a respectful and courteous workplace is supported by the appropriate training resources.

Sample Breakout Report

Division:	Sales	Operations	IT	Finance	Total
Surveys Returned:	42	73	45	38	198
<i>Cumulative Drivers Highlighted</i>	<i>Percentage Favorable Shown (Departmental Drivers Highlighted; Primary Driver in Bold)</i>				
Q1: Desire	79	72	59	71	70
Q2: Clear expectations	26	38	40	54	39
Q3: Energy	60	33	19	25	34
Q4: Opinions	28	38	49	40	39
Q5: Feedback	37	45	35	53	43
Q6: Persistence	71	45	15	46	44
Q7: Work/life balance	32	50	53	67	50
Q8: Skills improvement	41	39	48	30	40
Q9: Well-being	60	50	51	32	49
Q10: Retribution	64	27	11	17	29
Q11: Pride	62	55	41	58	54
Q12: Enthusiasm	48	43	33	46	42
Q13: Change comm.	30	32	35	33	32
Q14: Fair treatment	31	56	49	72	52
Q15: Work pace	55	61	53	66	59
Q16: Respect	41	30	28	33	33
Q17: Meaningfulness	35	42	37	40	39
Q18: Absorption	31	29	33	28	30
Q19: Info. Availability	44	50	54	56	51
Q20: Peers	36	51	55	66	52
Q21: Lose track	52	44	48	31	44
Q22: Progress	22	45	57	50	44
Q23: Context	43	53	46	69	52
Q24: Value	62	68	53	78	65
Average across all questions	45	46	42	48	45

- This sample examines the statistical variability among four different departments.
- Please note: some break-out reports (by division, shift, age bracket, etc.) may incur an additional cost, depending upon the scope of your agreement.

Survey Process Timeline



1 Survey Details

- Select format: electronic, paper/pencil?
- Discuss best timing (conflicts, vacation)
- Incorporate custom questions, demographics

2 Final Arrangements

- Final approval: logo/branding, question set
- Test survey link; collect sample responses
- Distribute printed paper surveys, if required

3 Hosting & Data Collection

- Dedicated, co-branded data collection site
- Real-time "response rate" feedback
- Phased input of returned paper surveys

4 Analysis & Reporting

- Both management and employee reports generated in two weeks, or less
- Breakouts and custom reporting options available

5 Later Survey Rounds

- Comprehensive guidance for communications roll-out and appropriate actions to be taken
- Discuss improvement goals for specific items
- Add additional custom questions or outcome measures