



BLESSINGWHITE
A Division of GP Strategies



EMPLOYEE ENGAGEMENT SURVEY



Employee Engagement Survey

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A Comprehensive Employee Engagement Survey Process

Engagement has been hailed as the secret ingredient in competitive advantage and organizational success. It is an intuitive concept: Committed, aligned, and passionate employees are good for the business. We're believers. Our firm was founded 40+ years ago on this principle.

Measurement Alone Won't Move The Needle

If your organization is like many, you might be survey-fatigued, frustrated that your annual survey process loses steam during action planning, and does little to inspire the discretionary effort and bottom-line results that high engagement promises. That's because surveys alone don't change anything. People — and sound workplace practices — do.

BlessingWhite's approach, therefore, is designed to provide practical, actionable insights and a framework for driving shared accountability and action to increase engagement every day.

An effective measurement strategy must deliver the right information with the right frequency to the right people equipped with the right tools to take the right actions. Your measurement strategy must fit your organization and progress over time.



X Model

The core model of our Engagement Survey is our X Model of Engagement. Full engagement occurs when an individual is at a point of maximum satisfaction and is also providing maximum contribution. We have 5 Levels of Engagement: Engaged, Almost Engaged, Satisfied & Not Contributing, Contributing & Not Satisfied, and Disengaged. Through our survey, we ask questions that will plot workgroups and your organization on the X Model of Engagement.

Visit <http://blessingwhite.com/video/2016/01/04/employee-engagement-survey-x-model/> to see a video of the X model of employee engagement.

Shared Responsibility

We believe that each level in the organization has an accountability to employee engagement. To support accountability, our core survey construct is structured by individual, manager, and executive items and indices.

- Individuals own their own engagement, as they know what drives their satisfaction and contribution.
- Managers must build trust and relationships with their teams, know what motivates each of their employees, and align those drivers with the goals and strategy of the team and the organization as a whole. Managers have an impact on their team and need to be engaged themselves.
- Executive leaders play an important role in building your organization's culture – only they can make engagement a daily priority and an integral part of the organization's strategy. Leaders are also individuals and managers themselves and need to be aware of their own engagement in order to stay focused and inspire others.
- Organization – Organization refers to aspects that are unique to your culture such as your values, mission, and current strategic priorities. These factors impact how your employees feel about the organization as well as the Individual, Manager and Executive dimensions.



Visit <http://blessingwhite.com/video/2015/12/28/shared-responsibility-of-employee-engagement/> to see a video of the Shared Responsibility model.



Best Practices

Our most successful employee engagement initiatives use a multi-faceted approach:

- Demonstrate Senior Team commitment – in deeds and in words – to building a culture of engagement.
- Provide a clear and practical working definition of employee engagement (not to be confused with mere job satisfaction).
- Establish roles for executives, managers, and individuals in making the engagement of each employee a daily priority.
- Run an engagement survey on a regular cycle with a focus on continuous improvement of internal results (not a report card against external benchmarks) and achievement of strategic priorities.
- Develop Engagement Champions throughout the organization to support the initiative during and in between survey cycles.
- Communicate findings and organization-wide action plans in an open and honest fashion.
- Equip managers to involve their teams in understanding and taking action on the findings within their control and influence.
- Have a well-planned organizational cascade strategy.
- Use pulse surveys (full census or target population) to measure strategic items and actions in between full engagement surveys..

Differentiating Features of Our Approach

- Short, focused, actionable survey (27–40 items for full engagement survey, 7–12 items for pulse survey).
- An intuitive engagement definition and framework.
- Summative indices that reflect our exclusive model of shared responsibilities (executive, manager, and individual).
- High-touch, consultative scoping and reporting process.
- Customizable to focus on specific organizational concerns.
- Cascade strategy – after presentations to senior leadership, BlessingWhite recommends cascading results down to each manager team to drive local understanding and action. The ultimate goal is to have managers communicating the survey results to their team and working with employees to decide on actions for increasing engagement.
- An online dynamic portal to download reports, support local communications and hold managers accountable for working with their teams to increase engagement.
- Write-in categorization.
- Robust normative database with over 1.2 million responses collected from over 400 companies. The following benchmarks are available: high-performing, global, professional services, financial services, insurance, technology, manufacturing, energy, retail, healthcare, distribution, government, nonprofit, higher education.

Survey Implementation

Set Up

- Creation of survey implementation and rollout timeline based on best practices and client needs.
- Assist the client team in senior leadership understanding and commitment.
- Consulting on survey construct and custom items.
- Provide templates to support client communications strategy.
- Consult on configuration of employee demographics file and assist in building of organizational hierarchy.
- Decide on appropriate benchmarks.
- Optional: Transition support from another vendor.

Data Collection

- BlessingWhite sends, via email, a unique survey link that ensures data accuracy and protects employee anonymity link.
- Mobile-enabled, multi-lingual platform.
- Optional: Generic link accessible to employee population without emails.
- Response rates are provided daily.
- BlessingWhite sends out 3-4 reminder emails to those who have not completed.

Analysis & Reporting

BlessingWhite provides a preliminary overview of the findings to you and confirms the focus and design of a presentation to your senior leaders. Together we identify elements to focus on as an organization and recommendations that suit your specific culture and strategic imperatives.

BlessingWhite senior consultants lead an interactive presentation of the findings and recommendations for the senior team, with the goal of creating organization-wide action and communications plans.

Data Reports Provided

- Organizational Summary Report and Presentation for senior leaders, which provides a comprehensive narrative and analysis of findings, insights and recommendations.
- High-Level Engagement Report (HER), which provides a summary of findings for the organization as a whole.
- Snapshot Analysis Reports for agreed-to demographics (e.g., departments) and for managers with a team of 6 or more direct reports. These reports include actionable insights, interpretation guidelines, and guidelines for conducting team meetings.
- Stoplight Reports, which provide favorability scores across demographics (e.g., departments), are color-coded to easily spot trends across items.
- Stoplight Drilldown Reports are identical in format to the standard Stoplight Reports. These reports are intended for manager of managers to explore trends within the workgroups below them through the organizational hierarchy.
- Write-in Reports show open-ended verbatim comments that are categorized by theme allowing you a quantitative view of your qualitative data.

NOTE: Data for demographic categories fewer than 6 will not be included in reports to protect employee anonymity.

Post Survey Actions

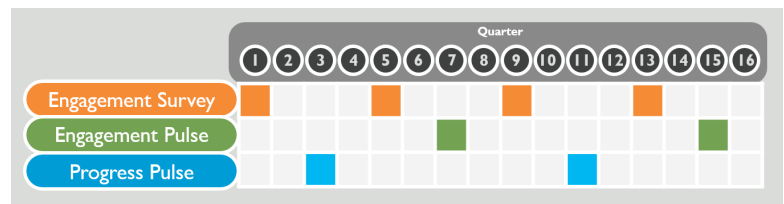
- Optional: online Engagement Portal that equips managers with their reports, micro-learning assets, and tools and resources to take action on results.



- Admin site will allow project owners to track team meetings to ensure accountability.
- Town Hall templates to assist in the cascading of results and next steps.
- Your managers conduct team meetings to drive local accountability and action using the Team Meeting Agenda provided by BlessingWhite.
- Managers summarize the outcomes of the meeting and provide feedback on their experience through the online Engagement Portal.
- Tools for managers to conduct one-on-one engagement conversations to identify individual drivers and obstacles.
- Individuals at all levels take identified action to maintain momentum in between measurement cycles.

Creating a Culture of Engagement

BlessingWhite can also help you chart a course of action to equip key members of your workforce to effectively own their pieces of the engagement equation. The plan is based on the survey's key findings, your strategic priorities, your other talent management initiatives, and any organizational constraints. We continue our support through an ongoing cycle of measurement (engagement surveys and strategic pulse surveys) and management (targeted solutions including programs and training based on your organization's data) to ensure a holistic impact to driving engagement within your organization.



Sample implementation flow that will be customized to meet your organization's needs.

For more information:

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Ref. Code: 04_Employee_Engagement_Survey_v3 Stand-alone print_01.16.2019.indd