



Employee Engagement Assessment

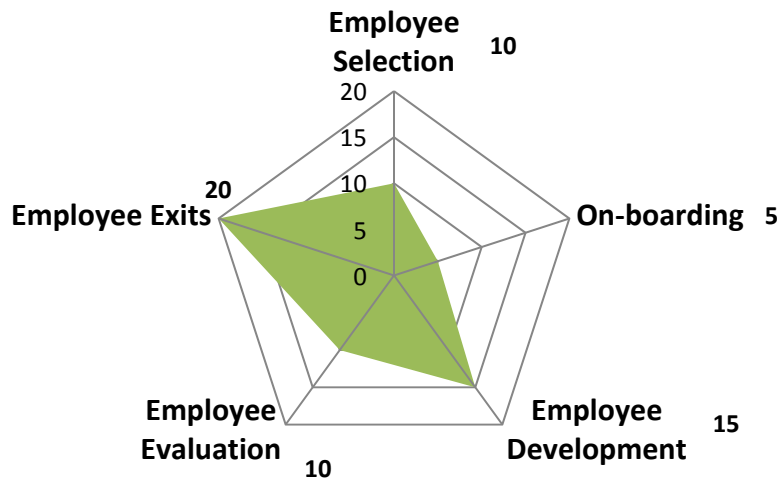
Sample Report

Overview

Acme Corporation's mission is to provide the best possible service to its clients. A key strategy to achieving this mission is to be an employer of choice for employees who are passionate about Acme Corporation's mission and actively work to help the organization succeed. This assessment measures the alignment between your employer of choice vision and your employee-related activities.

Assessment Summary

Acme Corporation's alignment score is **60 out of 100** possible points. The chart below highlights Acme Corporation's scores in each category.



Prioritized Recommendations

Below are the top three recommendations to improve employee engagement. Additional suggestions and in-depth analysis for each area evaluated on highlighted on pages 3 – 7.

1. Implement a process to screen job applicants for their ability to relate to and embody the Acme Corporation's mission, vision, and values. (Page 3)
2. Add a component to the on-boarding process that helps new employees understand how their role impacts the organization's mission. (Page 4)
3. Add a component to the performance evaluation that assesses how well an employee's behaviors contribute to Acme Corporation's mission, vision, and values. (Page 6)



Employee Selection Results

	Points
Employee Selection	
1. Job applicants are screened for their ability to relate to and embody organizational culture (mission, vision, and values)	0
2. Job applicants are screened for the knowledge, skills, and abilities they need to be successful	5
3. An assessment or interviewer other than the hiring manager is utilized as part of the hiring process	5
4. Job placement searches continue until a candidate is found that strongly fits both the job requirements and the organizational culture	0
Total Score (20 possible):	10

Results:

Acme Corporation has some good processes in place to select employees that have the potential to be high performers. There is a complete job description available for each position and applicants are screened for their ability to fulfill job expectations. Acme Corporation utilizes a team approach to interviews which ensures every candidate is evaluated by multiple people.

Candidates are asked some questions that are related to organizational culture issues (ex: diversity, conflict, etc.), but there is no universal description of an ideal applicant from an organizational culture perspective. Acme Corporation does generally continue a selection process until the right candidate is found, but a partially qualified adequate candidate is sometimes selected when a position has been open for a long time.

Recommendations:

Acme Corporation will improve the likelihood that a new employee becomes engaged with the organization by evaluating “organizational fit” as part of the employee selection process.

1. Incorporate interview questions or other screening instruments into the employee selection process that specifically evaluate a candidate’s ability to relate to and embody organizational culture.
2. Continue all job searches until a candidate is found that strongly fits both the job requires and organizational culture. You may consider continuously recruiting for certain positions, even when those positions are not vacant, so you can reduce the time to hire.

Resources:

The simple competency model worksheet can help you achieve the desired results: www.toistersolutions.com/competency



On-boarding Results

	Points
On-boarding	
1. Each employees' first day of work is planned out in advance to ensure a positive and productive introduction to their new company	0
2. Organizational culture (mission, vision, and values) are introduced and discussed in new hire training and/or new hire orientation	0
3. The knowledge, skills, and abilities a new hire needs to be successful are clearly identified for each position.	5
4. A new hire training program exists and participants must demonstrate the ability to meet minimum performance standards before they complete the program	0
Total Score (20 possible)	5

Results:

Acme Corporation has some elements of an effective on-boarding process, but would benefit from greater consistency throughout the organization. Every employee goes through a new hire orientation provided by the Human Resources department, but what happens next varies from department to department. Some department leaders do a great job of training and engaging their employees while others take a more haphazard approach to on-boarding. This means that some new employees may have a poor initial experience working at Acme Corporation and may not become engaged.

Recommendations:

Acme Corporation would benefit from a structured on-boarding and new hire training process that helped every employee become fully engaged with the organization.

1. Ask each supervisor or department leader to create an agenda for each new employee's first day at work.
2. Incorporate a discussion of Acme Corporation's mission, vision, and values in the on-boarding process. Emphasis should be placed on helping new employees understand how their actions contribute to organizational success.
3. Create a structured on-the-job training program for every position that ensured each employee was fully trained. Several programs currently exist within Acme Corporation that could serve as a model for others.

Resources:

Toister Performance Solutions, Inc. can help you develop a new hire training program if you would like assistance.



Employee Development Results

	Points
Employee Development	
1. The talent needed to execute organizational strategy is evaluated at least once per year.	0
2. Individual and organizational learning needs are assessed at least once per year	5
3. Career advancement and enrichment opportunities for frontline, supervisory, and middle management employees are identified and communicated	5
4. Training and development is provided to employees to allow them to develop the competencies necessary to assume new or expanded roles within the organization. This may include traditional instructor-led classroom training as well as on-the-job training, internal certification programs, mentoring, coaching, e-learning, and other learning methodologies	5
Total Score (20 possible)	15

Results:

Acme Corporation is doing a good job of assessing individual and organizational learning needs, charting potential career paths, and offering employee development opportunities. These factors are all likely contributing to positive employee engagement.

Recommendations:

Acme Corporation would benefit from additional assessments in this area.

1. Identify the talented needed to execute its organizational strategy. This would allow the organization to identify future hiring needs, anticipate talent gaps, and provide new growth opportunities for employees who are willing to be a part of new initiatives.
2. Identify the reason for the gap between management's perception of training opportunities offered (they are plentiful and widely communicated) and employees' perceptions (67% positive rating on the Best Companies Group survey, the lowest of all categories surveyed).



Employee Evaluation Results

Employee Evaluation	Points
1. Goals, job expectations, and performance requirements are clearly communicated to employees at the start of the review period (ex: beginning of the year)	5
2. Employees are routinely given feedback (both formally and informally) on their performance	5
3. Good performance is recognized and rewarded.	0
4. Performance reviews are based upon achievement of goals, fulfillment of expectations, on-the-job performance, and alignment with organizational culture	0
Total Score (20 possible):	10

Results:

Acme Corporation has a solid process in place that provides employees with regular formal feedback on their individual performance.

Recommendations:

The current evaluation process can be leveraged to create an even more robust suite of evaluation tools to recognize and reward performance that is in line with Acme Corporation’s mission, vision, and values.

1. Provide training for your managers to help them effectively identify and recognize positive performance.
2. Add a component to the current performance evaluation that assesses how well employees align themselves with organizational culture. This will effectively make employee engagement a specific expectation for every position.

Resources:

The two books listed below are outstanding, easy to read guides that can be used as references or a checklist for implementing rewards and recognition programs.

- Kaye, Beverly and Sharon Jordan-Evans. *Love ‘Em or Lose ‘Em: Getting Good People to Stay*. San Francisco: Berrett-Koehler Publishers, Inc., 1999.
- Nelson, Bob. *1001 Ways to Reward Employees*. New York: Workman Publishing, 1994.



Employee Exits Results

	Points
Employee Exits	
1. Performance improvement plans are implemented with underperforming employees	5
2. Employee performance, both exceptional and poor, is routinely and consistently documented	5
3. Underperforming employees who cannot or will not improve are moved into new, better-fitting roles within the organization or removed from the organization	5
4. Exit interviews are routinely conducted with employees who voluntarily terminate. The results of these exit interviews are shared with organizational stakeholders and used to improve employee engagement.	5
Total Score (20 possible):	20

Results:

Acme Corporation has very good organizational alignment in this area and received a maximum score of 20 out of 20 points.

Recommendations:

There are no recommendations for improvement in this area.