

Employee Engagement: From
Survey to Action

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Overview

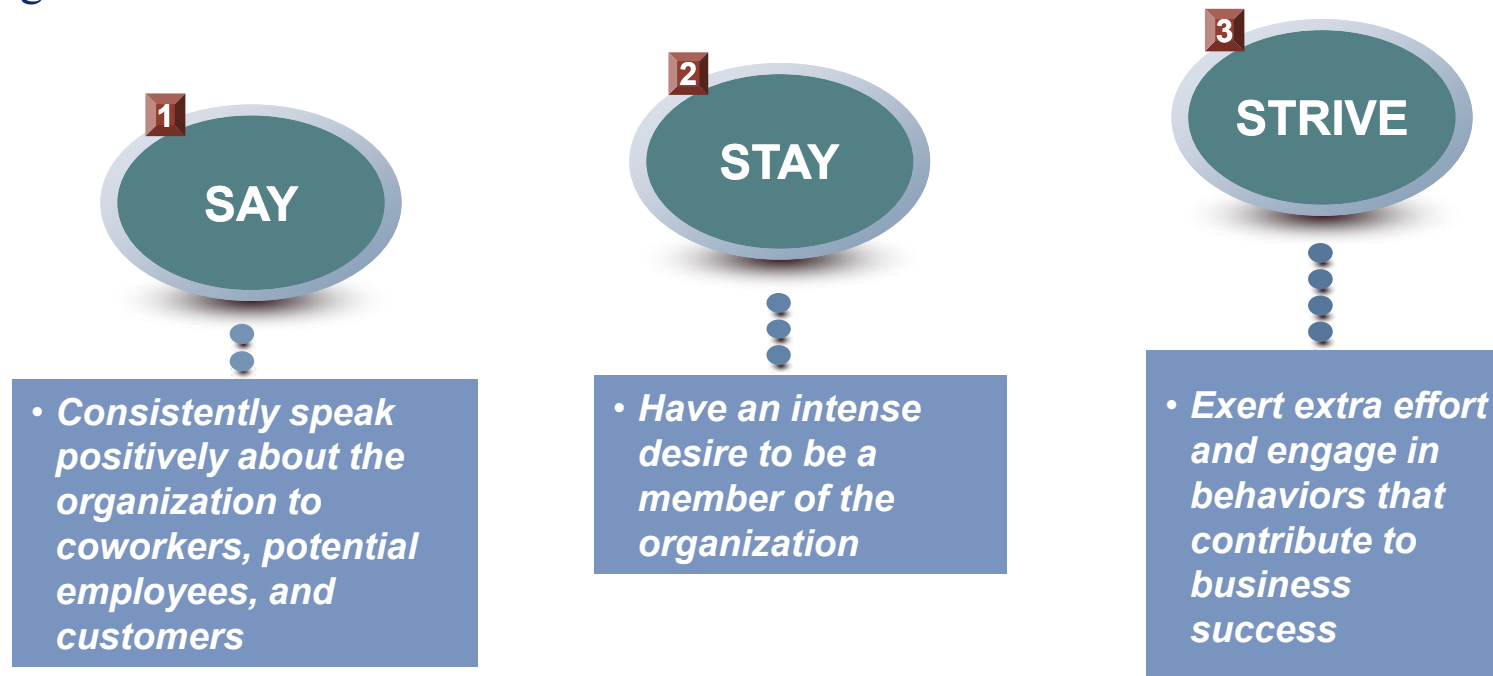
- **Sodexo – Who Are We?**
- **Engagement at Sodexo**
- **Engagement Survey 2006 and 2008 Results**
- **Using the Results**
 - Process for action planning
 - Action plans from 2008 - summary
 - Results of actions taken
- **Recommendations and Future Directions**
 - Recommendations for engagement efforts
 - Continued implementation of action plans
 - Preparation for 2010 survey administration
 - Research on relationship between engagement and other outcomes

Sodexo – Who Are We?

- Sodexo is the leading food and facilities management services company in North America
- Revenues: \$7.2 billion USD, including approximately \$1 billion in facilities management
- Where we are:
 - Schools: 500
 - Universities & colleges: 1,000
 - Senior Services: 500
 - Hospitals: 1,800
 - Corporate Services: 2,000
 - Government and Defense: 70
 - Remote sites: 50 (Alaska, Canada and Mexico)
- Employees: 125,000+; 20,000 management, 105,000 hourly

Engagement at Sodexo

- In April 2002, Sodexo Leadership made the decision to initiate employee opinion surveys on a regular basis with common features in 14 countries
- In 2006 and in 2008, two global surveys were conducted with one single provider
- Employee opinion surveys are essential to understanding our employees' expectations and in helping us attract, develop and retain the best talent we need to succeed as an organization



Engagement Survey – Worldwide Methodology

- Surveyed populations:
 - 20% frontline employees for countries with more than 800 frontline employees
 - 100% management employees
- Logistics:
 - Online for management and administrative employees
 - Paper forms for frontline employees
- Questionnaire:
 - 53 standard questions in local languages
 - 6 Engagement Questions
 - 14 Drivers
 - Demographic Questions

Engagement Drivers

- **Senior Leadership**
- **Recognition**
- **Work Activities**
- **Physical Work Environment**
- **Coworkers**
- **Immediate Manager**
- **Pay**
- **Benefits**
- **Communication**
- **Customer**
- **Work/Life Balance**
- **Diversity**
- **Learning and Development**
- **Resources**

Engagement Survey Results

- Results analyzed to identify drivers that pose biggest threats to and opportunities for improving overall engagement
- 2006 Key Drivers
 - Communication, Recognition, Senior Leadership
 - Variations by region, country, market segment, division
- 2008 Key Drivers
 - Communication, Recognition, Senior Leadership, Pay
 - Variations by region, country, market segment, division
- Same basic drivers identified, but improvements seen in all drivers from 2006 to 2008

Action Planning Process

- Each market segment, country, and region tasked with creating an action plan around key drivers:
 - Actions to be taken
 - Deadline
 - Accountability
 - Link to engagement driver
 - Anticipated impact
 - Progress toward goal
- Examples: Based on our 2006 survey results we took measures to ensure:
 - Access to Sodexo's intranet for all managers automatically upon hire
 - Creation of website designed to provide resources and information to frontline staff (www.iamsodexo.com)

Action Plans Summary for 2008

● Action plans summarized by driver, type of action, and market (1-8):

Driver	Category	Action	1	2	3	4	5	6	7	8	
Comm	Program Implem.	Develop market-wide communications program		x	x	x					
		Orientation package			x					x	
		Day in operations for corporate employees				x				x	
		Rollout the EVP	x		x			x			
	Provide Information	Print/bulletin board (e.g., newsletter, magazine)		x		x					x
		Electronic updates/intranet implementation	x	x	x		x	x			x
		Communication of policy updates/statements					x				x
		Weekly communications calls							x		
	Tools	Train managers on consistent communication standards				x				x	x
		Pilot new internal and customer-facing employee communication tools								x	
Discipline-specific messages to facilitate networking				x							

Results of Actions Taken

● Impact of Actions (not just surveying, not just planning, but ACTION!):

- Streamlined and standardized communications regarding survey results and action planning
- Feedback to all employees on results from all market segments
- Capitalization on best practices – team meeting model in one market being used in other markets; use of high potential data in one market being used in another
- Learning what employees meant by their feedback:
 - What, specifically, is meant by “senior leadership”
 - What can senior leaders DO differently to encourage engagement
 - What aspects of recognition are of interest/concern
- Connections among the drivers:
 - Example: Managers are not necessarily aware of all of the recognition tools available to them; addressing this issue has impact on Communication, Recognition, and Senior Leadership

Recommendations and Future Directions

○ Recommendations:

- Ease of use – survey itself, how findings are presented, translation into action plans, monitoring progress
- Consistency – language used in administration, results, follow up
- Multimedia – communicate in a variety of ways to a variety of audiences
- Sharing results – capitalize on best practices, use what works and what doesn't to streamline, improve, learn

○ Future Directions

- Continued implementation of action plans and monitoring of progress on plan goals
- Communication to all employees regarding actions taken and progress
- Preparation for 2010 survey administration
- Research on link between engagement and other organizational outcomes (retention, leadership performance, etc.)

Questions and Contact Information

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