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
- Employees: 125,000+; 20,000 management, 105,000 hourly

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)
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.

**SAY**
- Consistently speak positively about the organization to coworkers, potential employees, and customers.

**STAY**
- Have an intense desire to be a member of the organization.

**STRIVE**
- Exert extra effort and engage in behaviors that contribute to business success.
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.iam sodexo.com](http://www.iam sodexo.com))
### Action Plans Summary for 2008

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

<table>
<thead>
<tr>
<th>Driver</th>
<th>Category</th>
<th>Action</th>
<th>1</th>
<th>2</th>
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<tr>
<td>Comm</td>
<td>Program Implement</td>
<td>Develop market-wide communications program</td>
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<td>Day in operations for corporate employees</td>
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<td>Rollout the EVP</td>
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<td>Provide Information</td>
<td>Print/bulletin board (e.g., newsletter, magazine)</td>
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<td>Electronic updates/intranet implementation</td>
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<td>Communication of policy updates/statements</td>
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<td>Weekly communications calls</td>
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<td>Tools</td>
<td>Train managers on consistent communication standards</td>
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<td>Pilot new internal and customer-facing employee communication tools</td>
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<td>Discipline-specific messages to facilitate networking</td>
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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:

- 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.)
For more information:

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