Employee Engagement Survey Results

The results of the Employee Engagement Survey are back.

Eighty-one per cent of employees responded to the survey – a significant number that is well above the average, according to Talent Map, the survey management team contracted to undertake our survey. It’s great to see how committed RPL employees are to improving our workplace, and we appreciate your contributions.

What is employee engagement?

Employee engagement is the emotional and intellectual connection employees have with their jobs, the organization, their managers and their co-workers. The degree of engagement employees have with each of these factors influences the degree to which employees are committed to job performance.

People perform at their best when they are engaged, attentive to a goal, are motivated, and taking concentrated and focused action – they’re “in the zone” of their jobs, to use a sports analogy. A highly-engaged workforce can increase innovation, productivity, and overall performance while increasing efficiency and reducing costs related to employee sick leave and turnover.

Rationale for surveying

Conducting an employee engagement survey is the first step to identifying and addressing overarching concerns and issues that affect engagement in the workplace. “A survey acts as a catalyst to begin conversations with employees to learn more,” Norm Baillie-David, Senior Vice President, Employee Engagement at Talent Map, said.

What RPL’s employees said

Following are the results from the RPL Employee Engagement Survey, conducted by Talent Map. As context for these results, 10 per cent of respondents equals roughly 16 employees.

In terms of overall engagement in the workplace, we were pleased to learn that over half the workforce feels engaged at work. Almost three quarters of the workforce is proud to tell others they work for RPL. Over half of RPL employees believe their jobs provide them with a sense of accomplishment, and over half are optimistic about the future.

RPL senior leaders were concerned to see that only 41 per cent of employees would recommend RPL as a great place to work, and would like to learn more about how we can improve that number. We also would like to work on improving the number of employees who see a clear link between their work and RPL’s long-term objectives.
To better assist us in understanding what was said, Talent Map collected the results of the survey in 12 Workplace Dimensions representing standard drivers of engagement in any workplace. Results from the RPL survey were measured in each dimension to provide an understanding of where the organization should focus to make improvements.

The following provides a brief explanation of what each dimension measures, followed by a graphical representation of RPL’s result in that dimension.

**Dimension One: Work Environment**
The Work Environment Dimension reflects the degree to which employees responded favourably when asked about their ability to perform their roles, as well as to determine whether they feel enabled to do their work by the organization providing the necessary tools, equipment, training and environment.
Dimension Two: Immediate Management
This dimension demonstrates the degree to which employees responded favourably when considering how they feel about the behaviours of and relationship with their immediate supervisor.

Dimension Three: Professional Growth
The Professional Growth dimension demonstrates the degree to which employees responded favourably when considering the attitudes they have with regard to their personal growth, development and career at the organization.

Dimension Four: Work/Life Balance
This dimension demonstrates the degree to which employees responded favourably when considering whether they feel they have an appropriate balance between work responsibilities and personal life, and whether they feel they have control over their workload.
Dimension Five: Innovation
This dimension demonstrates the degree to which employees responded favourably when considering whether they believe their ideas are accepted and considered, as well as the degree to which they feel they can either learn from mistakes, or conversely, if they are afraid of trying something new for fear of being blamed for mistakes.

![Dimension Five: Innovation Chart](chart1)

**Source:** Talent Map

Dimension Six: Patron Focus
This dimension demonstrates the degree to which employees responded favourably when considering whether they feel the organization places importance on meeting patron needs.

![Dimension Six: Patron Focus Chart](chart2)

**Source:** Talent Map

Dimension Seven: Teamwork
This dimension demonstrates the degree to which employees responded favourably when considering whether they feel there is adequate cooperation, collaboration, and team spirit in the organization. This should be interpreted to mean the organization as a whole.

![Dimension Seven: Teamwork Chart](chart3)

**Source:** Talent Map

Dimension Eight: Compensation
This dimension demonstrates the degree to which employees responded favourably when considering whether they feel satisfied with different components of their compensation, as well as whether or not they feel this is equitable given market conditions.

![Dimension Eight: Compensation Chart](chart4)

**Source:** Talent Map
Dimension Nine: Performance Feedback
This dimension demonstrates the degree to which employees responded favourably when considering whether they feel their expectations as to how they will be measured and evaluated, and the degree to which they feel they receive fair and regular feedback, have been met.

Dimension Ten: Senior Leadership
This dimension demonstrates the degree to which employees responded favourably when considering whether they respect the behaviours of, and have confidence in, the executive leadership of the organization.

Dimension Eleven: Information and Communication
This dimension demonstrates the degree to which employees responded favourably when considering whether they feel that information necessary to do one’s job is readily available and shared in an open and uninhibited manner.
**Dimension Twelve: Organizational Vision**

This dimension demonstrates the degree to which employees responded favourably when considering whether they feel a sense of common purpose with the organization. Do employees understand the aspirational goals of the organization (e.g. what will it look like in five years?), and to what degree do they share and feel they contribute to that vision?

![Organizational Vision Chart]

*Source: Talent Map*

**Top Drivers**

Talent Map analyzed all 12 Dimensions and correlated the results to identify the three top drivers that represent RPL’s greatest opportunity to improve employee engagement. These top drivers are the areas in which Talent Map recommends time and energy be spent, as they will drive positive change throughout all of the dimensions listed.

According to the results received in RPL’s employee engagement survey, the top three drivers we should focus on are:

- Organizational Vision
- Innovation
- Senior Leadership

Threaded throughout these top three drivers is a concern about effective communication in the workplace. These are the areas in which RPL will be focusing its efforts in the year ahead.

**Next steps**

The employee engagement survey is the first step toward improving employee engagement in the workplace. Our next step is to engage in further discussion with you, to learn more about the issues you raised in the survey, and your ideas and suggestions for changes you’d like to see.

Starting immediately, Jeff, Kevin and Julie will be meeting with groups of employees to learn more about survey results and engage in face-to-face discussion to hear more directly from you about the feedback you provided, and your ideas and suggestions for making improvements.

We will also be introducing tools via the Intranet with questions and requests for further information about survey results, in order to more fully understand your concerns. There will also be a dedicated space on Ripple to provide further information about actions being taken to address issues raised.

Following this information gathering, the committee and the senior leadership team will work together to develop an action plan to make changes to improve engagement in the workplace. We will measure
engagement again in the future, to see how far we’ve come, and to continuously improve our workplace.

**What can you do?**
As Talent Map points out, engagement is not a management issue, it’s an organizational issue. Employee participation and assistance in determining how best to respond to issues is essential to creating positive change. To help introduce change at RPL, employees can:

- Provide suggestions and ideas via the face-to-face discussions, and through the online feedback loops being set up on Ripple; and
- Think about ways in which you can initiate change in the workplace – large or small – to improve your workplace.