

Survey Key Metrics – Manager Guide

Engagement Indicator (EI) Score: The *Engagement Indicator Score* reveals the level of engagement your employees feel with the workplace. These six (6) items measure your employees' degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction. The *Engagement Indicator* items reflect individual feelings and are not easily – or effectively – addressed directly. In other words, work units should not create improvement plans based on the Engagement Indicator Items. Instead, the items in the Organization, Manager and Employee Domains (as described below) should be used for improvement planning.

Domain Scores: *Domain Scores* show performance on areas that influence engagement. (Organization, Manager, and Employee). Domain scores are an average of the responses to all items in a domain.

- **HINT:** Examine the Domain Scores for consistency or variation in comparison to one another as well as to your Organization's Overall Averages. First, look at consistency across domains within your work unit. Are there major differences in how your employees scored the Organization Domain as compared to the Employee Domain or Manager Domain? Second, compare how your work unit is scoring compared to the Overall score on all three domains. Is your work unit scoring consistently higher/lower/similar to the rest of the organization?

Power Items and Team Index: Each work unit is assigned to Team Index 1 (TI1), Team Index 2, (TI2) or Team Index 3 (TI3) based on performance on fifteen (15) core survey items known as ***Power Items***. Power Items come from all three survey domains: Organization, Manager and Employee, and are based on the items most predictive of engagement in healthcare ***nationally***. The purpose of the Team Index is to help organizations determine which teams need more/or less support in their improvement journey. As well, the Team Index denotes the level of improvement planning that may be required. Work Units in Team Index 1 require minimal improvement planning. Team Index 2 work units need some improvement planning. Work Units in Team Index 3 need significant improvement planning and perhaps additional training or support in getting improvement planning started.

- **HINT:** The team index assignment is an indication of ***overall*** work unit performance; it is not solely about the manager. There are Team Index 1, 2, and 3 teams, **not** Team Index 1, 2, and 3 Managers!

Leader Index (LI): The Leader Index score is based on six (6) items from the Manager Domain and indicates how your leadership style and behavior affect work unit openness, trust, candor, and creativity. The purpose of the Leader Index is to help organizations determine which leaders need more/or less support in their personal improvement journey. As well, the Leader Index helps individual leaders understand the degree of improvement needed in specific leader behaviors. A review of your high- and low-scoring LI items gives you a good indication of how your group thinks you are performing in several significant leadership areas. If your scores are low, you can analyze the causes and identify immediate steps to improve them before engaging in improvement planning and/or address those causes as part of your improvement planning.

Work Unit Strengths: The online reporting tool (called the Workforce Engagement Solution) will calculate up to a maximum of ten (10) Work Unit Strengths. Some work units will have less than ten (10) strengths; only genuine and significant strengths are indicated. A work unit with many opportunities may have no items showing as *Strengths*. Work Unit Strengths are items on which the work unit has scored notably well, and are determined through an analysis of the performance score, the difference in performance from the Press Ganey National Average, and the percentage of favorable responses.

Work Unit Concerns: The online reporting tool (called the Workforce Engagement Solution) will also calculate and determine up to a maximum of ten (10) Work Unit Concerns. Some work units will have less than ten (10) concerns; only genuine and significant concerns are indicated. Some very high performing work units may have no items showing on the *Concerns* section of the report. Work Unit Concerns are items on which the work unit has scored less well, and are determined through an analysis of the performance score, the difference in performance from the Press Ganey National Average, and the percentage of unfavorable responses. Concerns are most often used in determining where to focus improvement planning efforts at the work unit level.

Item Details: The online reporting tool (called the Workforce Engagement Solution) also provides details for all survey items, including response distribution and comparison to all National, organizational and historical benchmarks provided to the organization. This allows you to further research items for any group to which you have access.

As you review results, ask yourself these questions:

1. “Is this generally what I was expecting?”
 - a. If not, what is different?
 - b. Do you have any ideas why this might be the case?
2. What in the results surprised me, either pleasantly or otherwise?”
 - a. What is most surprising?
 - b. What do you need to further investigate to more fully understand?
3. “Are there items that scored higher than I expected?”
 - a. If so, which items are outperforming your expectations?
 - b. How will you communicate this information to your team?
 - c. How will you solicit the teams’ feedback to ensure this item remains higher performing?
4. “Are there items that scored lower than I expected?”
 - a. If so, which items are underperforming your expectations?
 - b. How will you communicate this information to your team?
 - c. How will you solicit the teams’ feedback to better understand the issues and create a meaningful improvement plan?
5. “How does the Leader Index (LI) score compare to my own perception of my leadership?”
 - a. Are there specific Leader Index items that are scoring particularly higher/lower than others?
 - b. For higher scoring Leader Index items, what are your commitments to maintain, refine and enhance your skills in this area?
 - c. For lower scoring Leader Index items, what are some recent examples in your interactions with your team that might help you better understand the reasons for these lower scores.
 - i. What are some adjustments you may need to make going forward to enhance and improve these interactions to improve perceptions?