



SURVEY PROCESS

Survey participation is just one step in the survey process. You should also include:

Survey Results Review and Feedback Meeting:

- Review and analyze survey results
- Identify 1-3 topics for action planning

Action Plan Development:

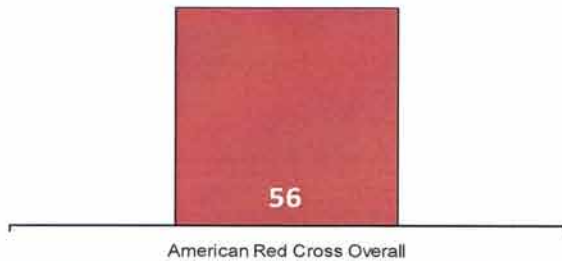
- Discuss identified topics and brainstorm ideas for action
- Develop a group action plan
- Implement the group action plan

Action Plan Follow-up:

- Ongoing follow-up with employees; monitor progress
- Include action plans as a regular part of staff meetings



EMPLOYEE ENGAGEMENT INDEX



PARTICIPATION RATES

	Surveys Completed	Response Rate
American Red Cross Overall	14,172	56%

EMPLOYEE ENGAGEMENT

The extent to which **employees are motivated to contribute to organizational success**, and are willing to apply **discretionary effort to accomplishing tasks important to the achievement of organizational goals**. The table below reflects the **current percent favorable scores** of the American Red Cross on the overall Employee Engagement Index and the individual Engagement index items.

	Red Cross Overall % Favorable	Red Cross Most Engaged	Kenexa Norm
Engagement	56%	77%	69%
Overall, I am extremely satisfied with the American Red Cross as a place to work.	55%	80%	71%
I rarely think about looking for a new job with another organization.	40%	63%	58%
I am proud to work for the American Red Cross.	83%	96%	79%
I would recommend the American Red Cross as a great place to work.	44%	69%	69%



Engagement Priority Items

Based on the organization's results, the items below have the biggest impact on improving Engagement on a daily basis.

	Red Cross Overall % Favorable	Red Cross Most Engaged**	Kenexa Norm
I believe the American Red Cross has an outstanding future. (Future/Vision)	42%	64%	76%
I trust the senior leadership of the American Red Cross. (Trust)	39%	60%	64%
The American Red Cross values my contribution. (Recognition)	46%	65%	64%
At the American Red Cross, there is open and honest two-way communication. (Communication)	34%	54%	59%
The senior leadership of the American Red Cross has communicated a vision of the future that motivates me. (Future/Vision)	39%	60%	61%
I feel supported during organizational change at the American Red Cross. (Involvement and Belonging)	35%	53%	50%
I am satisfied with my opportunities for advancement. (Growth & Development)	35%	51%	51%
My ideas and suggestions count. (Recognition)	42%	59%	64%
The American Red Cross shows a commitment to ethical business decisions and conduct. (Trust)	61%	80%	78%
The American Red Cross provides me with the opportunity for learning and development. (Growth & Development)	52%	68%	69%

NEXT STEPS

Review results and determine key areas for discussion:

- Look for strengths
- Identify key opportunities
- Consider where greater focus will strengthen team

Hold a feedback meeting:

- Clarify and validate interpretations
- Identify group energy
- Set priorities
- Discuss potential action plans

Select up to 3 items for action plans:

- Can be new initiatives or enrichments
- Document actions for team to see
- Determine follow-up schedule

Follow-up:

- Follow up often
- Course correct where necessary
- Tie actions back to survey feedback
- Celebrate successes

**The Red Cross Most Engaged score is the average score for each survey item for the teams who rank in the top 25% within the Red Cross based on their Engagement Index scores. A team (or workgroup) is defined as any manager who has direct reports. Every manager with direct reports who responded to the survey makes up a team.