



Comfort Hotel (Housekeeping) Survey Report

January 2019

This sample sub-unit report is based on the results of a single department in comparison to the organization total. Sub-unit reports can contain all the questions in the survey or just a relevant sample.

These reports are especially useful when line managers are responsible for action planning.

For more information, please call Insightlink Communications at 866-802-8095 x705 or email us at information@insightlink.com or online at www.insightlink.com

Insightlink Communications: 777 E. Tahquitz Canyon Way Palm Springs, CA 92262

Action Planning Tips: Interpreting and Using Your Employee Survey Results

The guidelines for survey analysis are designed to help you and your hotel utilize your employee survey findings to build on your hotel's specific strengths and to assist you in identifying and addressing your areas for improvement. We have created a four-stage process of (1) Understanding, (2) Interpreting, (3) Planning and (4) Taking Action to help you get the most value from your employee survey

Stage 1 - Understanding

As a first step, carefully review this report to get an overall understanding of your survey results and their meaning. The goal of this step is to get a balanced and complete view of what your employees are telling you. This is the "Just the facts" stage of the process. Tips for gaining a good understanding of your results include:

Read through the report with an open mind. Try to avoid over-reacting to the results - whether they are positive or negative - or leaping immediately to conclusions or solutions.

Pay close attention to each of the following as you review the report:

"Big picture" measurements such as your level of overall job satisfaction, where your employees fall in the Loyalty Matrix and your hotel's performance on the Engagement Index - these are broad measures of your workplace environment. Note that, on the Engagement Index, the average of all hotels in the USA is 70 so see where you stand on this important score. If you fall below 70, you should look for opportunities focused on the engagement related questions and the actions you as leaders should consider moving forward.

On the 5-point scale questions - look at the overall distribution of responses, the top 2 score for each and how your organization compares to the Survey total. These scaled questions provide the specific details that produce the "big picture" scores.

Particular measures to examine include your Work Profile scores, including job definition and workload, where your hotel stands on the Satisfaction Profile and Communications.

Read the open-end (write-in) comments, which are distributed throughout your report. Try to get a sense of the themes and issues that employees mention and see how these comments relate to the numerical results. It is important, though, to avoid obsessing over any comments that are hyper-critical, factually inaccurate, mean-spirited or unfair. When reading the comments, remember that some employees' perceptions and attitudes can be quite different from that of other employees but this difference doesn't make those comments less valid or meaningful. The key is to use the comments as "colour commentary" to help you understand the numeric results and to pay close attention to the issues or concerns that keep coming up.

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Step 2 - Interpreting

Once you have a solid general understanding of your results, you need to identify the key issues that will guide your action planning. This is the "What does it mean?" stage of the process. Tips for interpreting your findings include:

Categorize the findings. A useful way to organize the findings is to identify:

Strengths - your organization's top scores overall and top comparative scores against the benchmarks

Areas for improvement - your organization's lowest scores and lowest comparative scores against the benchmarks

Find recurring themes. Look for patterns in the strengths, areas for improvement and open-ended comments. If there are high scores/praise surrounding a topic, it is probably a key strength and a foundation on which your hotel can build. In contrast, if an issue/problem comes up again and again in a negative light, it is probably something that needs to be addressed.

When interpreting your survey findings, also keep in mind what other factors may be impacting your results. These can include both internal factors such as recent leadership changes or one-off situations in your hotel (like a negotiation year) and external influences such as your local economic conditions or recent events in your area.

Step 3 - Planning

Once you have identified your hotel's strengths and areas for improvement you need to plan how you are going to respond to this information. This is the "What are we going to do about it?" stage of the process. Tips for successful planning include:

Prioritize which of the areas for improvement you plan to target. It is generally best to choose a few key things to fix (3-4 items) rather than trying to tackle too many issues at once.

Decide on the process. Will the items on the improvement list be handled from the GM level or through task forces/committees or some combination of these? It is important to match the approach you take to both the culture of your hotel and the type of change that needs to be made.

Set goals for each change that you intend to make. Setting appropriate goals maximizes the chance of success and enables you to determine if progress is being made. A good general goal-setting framework is the **SMART** acronym, in which each goal is:

Specific
Measurable
Attainable
Relevant
Time Bound

Step 4 - Taking Action

Once your priorities have been set and your plans for improvement are in place, you are ready to take action. This is the "Getting results" stage of the process. Tips for successfully carrying out your change initiatives include:

Communicate with your employees on a regular basis to let people know what is going on. This can include sharing the results of the survey, alerting employees to planned changes and soliciting input/feedback from them when needed. Move the change initiatives forward. This usually means that the individuals and committees tasked with making changes have meetings/deadlines to help things from bogging down and allow any needed course corrections as the changes are implemented.

Monitor progress. The "M" and "T" parts of the SMART goals are critical here. Be sure you have decided how you are going to measure progress toward each goal, when the measurements will occur and when you expect the overall goal (and any sub-goals along the way) to be achieved. Keep in mind that you should also monitor measures outside of your survey scores for evidence of improvement. These can include your hotel's overall occupancy, your guest satisfaction scores (GSS) and your employee turnover rate.

Celebrate success. Both when sharing the initial survey results and when reporting on change initiatives, do not focus solely on problems and challenges. Also highlight the strengths, progress and improvements that your hotel has achieved, even if there is still further work to be done.

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JOB SATISFACTION AND LOYALTY

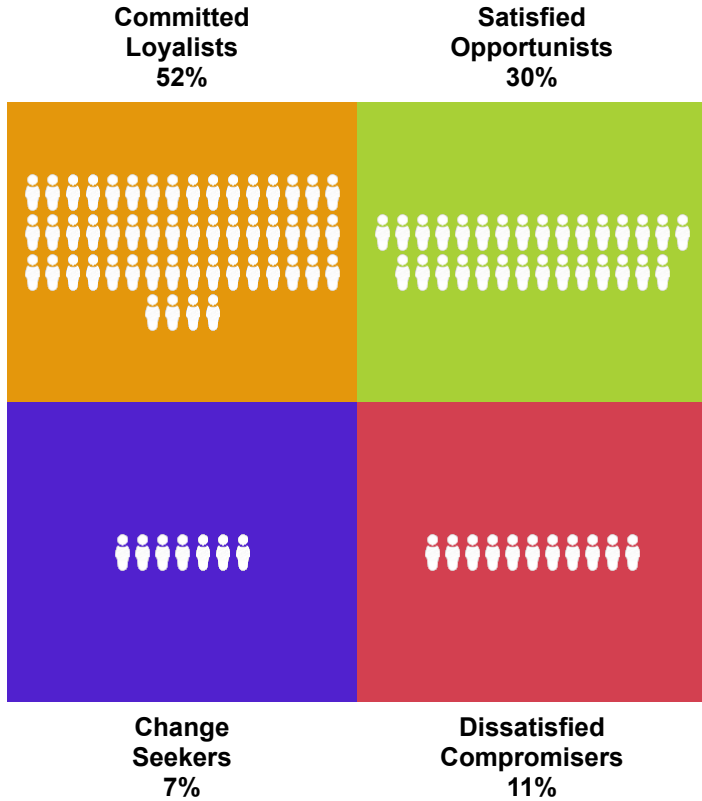
5. Overall, how would you rate your satisfaction with your job at this time?



Your Group 2018	Hotel Total 2018	US Hotels	US Employees
82%	68%	67%	56%

Percentages above represent **top 2 box scores** which are "Extremely satisfied" and "Very satisfied" combined

■ Extremely satisfied
 ■ Very satisfied
 ■ Somewhat satisfied
 ■ Not very satisfied
 ■ Not at all satisfied



	Your Group 2018	Hotel Total 2018	US Hotels	US Employees
Committed Loyalists <i>Extremely/Very satisfied and plan to stay more than 2 years</i>	52%	54%	56%	50%
Satisfied Opportunists <i>Extremely/Very satisfied and plan to stay less than 2 years</i>	30%	15%	10%	7%
Change Seekers <i>Somewhat/Not very/Not at all satisfied and plan to stay less than 2 years</i>	7%	15%	19%	15%
Dissatisfied Compromisers <i>Somewhat/Not very/Not at all satisfied and plan to stay more than 2 years</i>	11%	16%	15%	28%

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ENGAGEMENT & PROGRESS

U.S. HOTEL ENGAGEMENT BENCHMARK = 70



Your Group 2018	Hotel Total 2018	US Hotels	US Employees
86	78	70	65

This Engagement Index is an aggregated result on a 0-100 scale based on our norms that match to these 20 hotel survey questions

Your Hotel's average score (0-100) for all survey questions

Your Group 2018	Hotel 2018
85	78

26. How much do you agree or disagree that, in the past 12 months, your experience of working at this hotel has improved and that the hotel is moving in a positive direction overall?



Your Group 2018	Hotel Total 2018	US Hotels	US Employees
92%	76%	63%	47%

Percentages above represent top 2 box scores which are "Agree strongly" and "Agree somewhat" combined

■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

Comfort Hotel (Housekeeping) Survey Summary Report

CULTURE: WORK PROFILE

4. How well defined are the requirements and responsibilities of your job?



■ Extremely well defined
 ■ Very well defined
 ■ Somewhat well defined
 ■ Not very well defined
 ■ Not at all well defined

22. Which of the following statements best describes your workload at this hotel?

This is a negative measure, so you want a low score



■ More work than you can finish
 ■ Unable to complete your work
 ■ Challenging but fair
 ■ Can handle comfortably
 ■ Not enough to do

10. How much do you agree or disagree that each of the following describes the work that you do?

Interesting



Challenging



Stressful



Enjoyable



Repetitive



Respected



Makes good use of your abilities and skills



Contributes to the success of the hotel



■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

	Your Group 2018	Hotel Total 2018	US Hotels	US Employees
4. How well defined are the requirements and responsibilities of your job?	93%	81%	74%	66%

Percentages above represent **top 2 box scores** which are "Extremely well defined" and "Very well defined" combined

	Your Group 2018	Hotel Total 2018	US Hotels	US Employees
22. Which of the following statements best describes your workload at this hotel?	18%	21%	28%	37%

Percentages above represent **top 2 box scores** which are "More work than you can finish" and "Unable to complete your work" combined

	Your Group 2018	Hotel Total 2018	US Hotels	US Employees
10. How much do you agree or disagree that each of the following describes the work that you do?				
Interesting	81%	82%	84%	80%
Challenging	92%	80%	77%	76%
Stressful	67%	66%	63%	66%
Enjoyable	92%	83%	79%	69%
Repetitive	78%	77%	55%	51%
Respected	93%	77%	60%	60%
Makes good use of your abilities and skills	92%	81%	69%	66%
Contributes to the success of the hotel	92%	92%	83%	77%

Percentages above represent **top 2 box scores** which are "Agree strongly" and "Agree somewhat" combined

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CULTURE: SATISFACTION PROFILE

8. How satisfied are you with each of the following aspects of your job?

		Your Group 2018	Hotel Total 2018	US Hotels	US Employees
Senior management (GM/Executive Committee members)		85%	73%	50%	38%
Your immediate supervisor - this is the person who supervises your work on a daily basis		92%	75%	60%	53%
The overall work environment/culture at this hotel		85%	69%	61%	46%
Your physical working conditions		74%	69%	64%	58%
Your opportunities for advancement		77%	54%	44%	36%
The amount of ongoing training and development you receive		77%	59%	46%	39%
The level of reward and recognition at this hotel		66%	55%	38%	32%
This hotel's IT services and support		69%	52%	N/A	N/A
This hotel's commitment to the local community		81%	66%	N/A	N/A
The tools/equipment/resources available to you		85%	62%	48%	43%
Your opportunity to make suggestions and be involved in your work		85%	67%	62%	50%
This hotel's attention to safety		82%	73%	61%	64%
The division of work within your department/hotel		85%	66%	51%	45%
This hotel's commitment to customer/client service		96%	81%	71%	57%
Your work schedule		88%	72%	71%	61%
The people you work with/your co-workers		93%	77%	73%	64%
Your opportunity to learn new skills and grow		81%	65%	51%	48%
This hotel's commitment to environmental/green practices		85%	63%	N/A	N/A

Percentages above represent **top 2 box scores** which are "Extremely satisfied" and "Very satisfied" combined

■ Extremely satisfied
 ■ Very satisfied
 ■ Somewhat satisfied
 ■ Not very satisfied
 ■ Not at all satisfied

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CULTURE: LEADERSHIP EVALUATION

16. In your judgment, how good a job is SENIOR MANAGEMENT (GM/Executive Committee members) doing in each of the following aspects of this hotel?

	Your Group 2018	Hotel Total 2018	US Hotels	US Employees
Managing the hotel for profitability and growth	89%	76%	47%	39%
Conducting business in an open and honest manner	85%	73%	49%	38%
Treating employees with respect and dignity	85%	71%	44%	38%
Promoting strong customer/client relations	89%	75%	58%	43%
Encouraging opportunities for career growth among employees	74%	59%	41%	30%
Having a clear vision of the hotel's future	85%	68%	50%	39%
Supporting the necessary investment in renovations and/or product development	82%	63%	45%	36%
Being accessible to employees	85%	67%	48%	30%
Understanding the need for employees to balance their personal/family responsibilities with their work	78%	66%	37%	33%
Clearly recognizing excellent performance by employees	81%	61%	39%	28%
Caring about what is on employees' minds	77%	58%	34%	24%
<i>Percentages above represent top 2 box scores which are "Excellent" and "Very good" combined</i>				















17. Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas:

	Your Group 2018	Hotel Total 2018	US Hotels	US Employees
Treating employees with respect and dignity	86%	73%	52%	46%
Developing a cohesive team environment	85%	68%	49%	40%
Encouraging opportunities for career growth among employees	85%	61%	44%	38%
Implementing programs and processes to achieve continuous improvement	85%	61%	44%	38%
Conducting business in an open and honest manner	85%	70%	55%	43%
Promoting strong customer/client relations	89%	73%	57%	46%
Being accessible to employees	85%	74%	57%	48%
Understanding the need for employees to balance their personal/family responsibilities with their work	85%	73%	51%	45%
Resolving employee problems, complaints and grievances	78%	66%	47%	39%
Clearly recognizing excellent performance by employees	77%	65%	49%	39%
Providing clear direction, coaching and feedback	85%	65%	46%	39%
Assigning work fairly	77%	65%	48%	40%
<i>Percentages above represent top 2 box scores which are "Excellent" and "Very good" combined</i>				

Comfort Hotel (Housekeeping) Survey Summary Report

CULTURE EVALUATOR

18./19./20. Please rate this hotel's performance based on your own personal experience at this hotel.

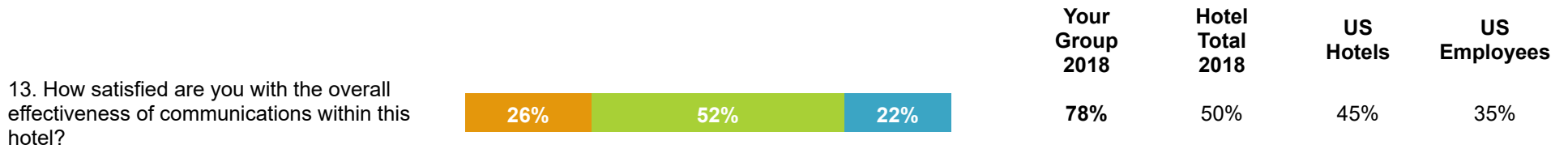
		Your Group 2018	Hotel Total 2018	US Hotels	US Employees
There is a good sense of morale among the people you work with		96%	79%	65%	53%
Hotel policies are carried out in a fair and just manner		100%	80%	57%	53%
Recognition and rewards are based on merit at this hotel		89%	70%	56%	44%
Conflicts at this hotel are resolved effectively		97%	73%	54%	46%
You understand what it takes to advance your career at this hotel		97%	73%	59%	55%
Employees are encouraged to learn from their mistakes rather than being reprimanded for them		96%	79%	63%	53%
Employees at this hotel trust and respect each other		100%	77%	65%	55%
All employees are accountable for their conduct and performance		100%	81%	64%	58%
Employee loyalty is both valued and rewarded at this hotel		96%	74%	59%	46%
This hotel has established a culture that communicates high integrity and ethical values		96%	81%	60%	54%
You feel that people primarily get ahead in this hotel based on the merits of their work		89%	69%	50%	48%
You are able to find a satisfactory balance between personal/family obligations and career responsibilities at this hotel		93%	82%	62%	64%
Corrective actions are taken when employees do not meet performance standards		89%	72%	52%	48%
Assignments are fairly distributed at this hotel		89%	76%	58%	51%

Percentages above represent **top 2 box scores** which are "Agree strongly" and "Agree somewhat" combined

■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

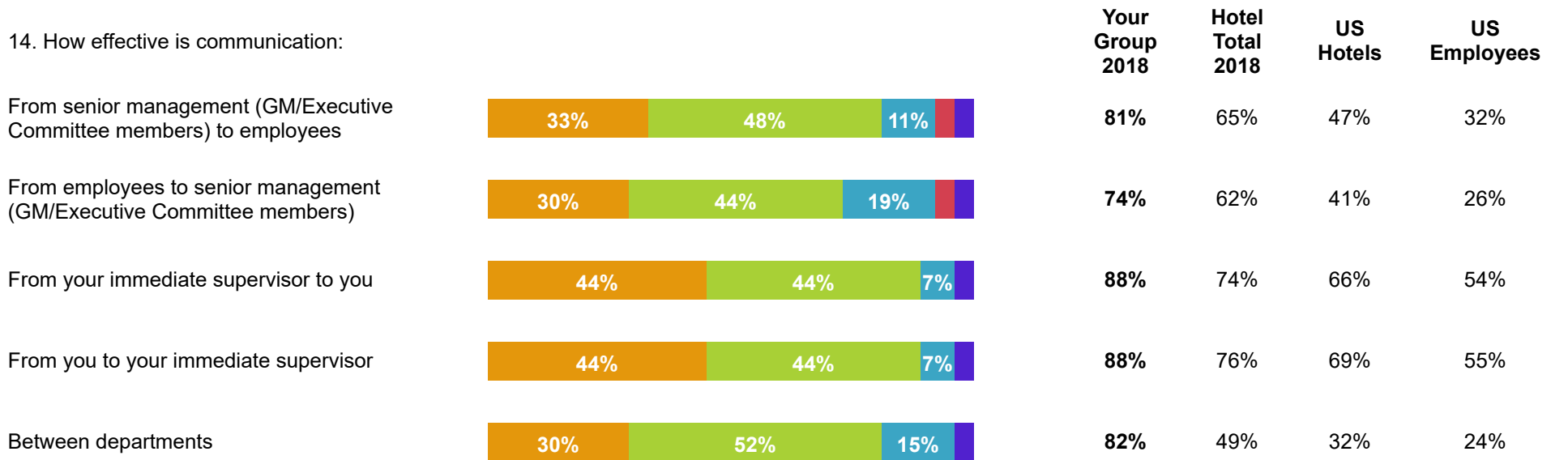
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COMMUNICATIONS



Percentages above represent **top 2 box scores** which are "Extremely satisfied" and "Very satisfied" combined

■ Extremely satisfied
 ■ Very satisfied
 ■ Somewhat satisfied
 ■ Not very satisfied
 ■ Not at all satisfied





Percentages above represent **top 2 box scores** which are "Extremely effective" and "Very effective" combined

■ Extremely effective
 ■ Very effective
 ■ Somewhat effective
 ■ Not very effective
 ■ Not at all effective

Comfort Hotel (Housekeeping) Survey Summary Report

COMMUNICATIONS EVALUATOR

18./19./20. Please rate this hotel's performance based on your own personal experience at this hotel.

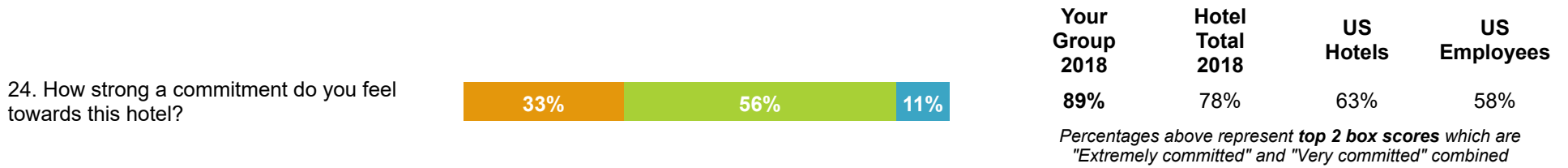
		Your Group 2018	Hotel Total 2018	US Hotels	US Employees
Senior management (GM/Executive Committee members) communicates decisions that affect employees effectively and efficiently		96%	78%	62%	48%
Employees feel free to voice their opinions openly at work		92%	77%	62%	51%
Senior management (GM/Executive Committee members) listens and responds to employee ideas		89%	75%	58%	46%
You know what is expected of you at work		96%	92%	77%	72%

Percentages above represent **top 2 box scores** which are "Agree strongly" and "Agree somewhat" combined

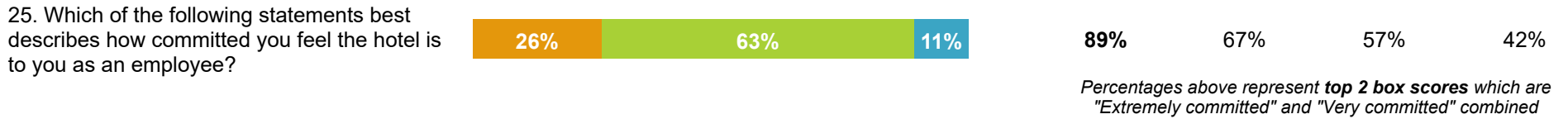
■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

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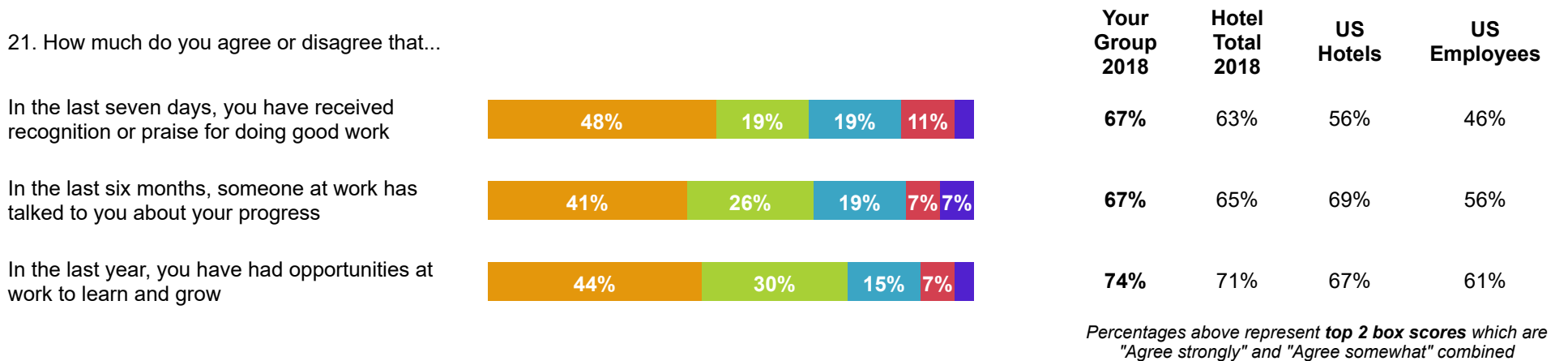
COMMITMENT



■ Extremely committed
 ■ Very committed
 ■ Somewhat committed
 ■ Not very committed
 ■ Not at all committed



■ Extremely committed
 ■ Very committed
 ■ Somewhat committed
 ■ Not very committed
 ■ Not at all committed



■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

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COMMITMENT EVALUATOR

18./19./20. Please rate this hotel's performance based on your own personal experience at this hotel.

		Your Group 2018	Hotel Total 2018	US Hotels	US Employees
You are given the chance to learn new skills at this hotel		92%	75%	63%	60%
You feel secure in your position at this hotel		96%	86%	68%	62%
You have the materials and equipment you need to do your work right		88%	82%	72%	66%
You have adequate authority to carry out your work		96%	87%	81%	71%
You feel proud to work at this hotel		100%	86%	67%	59%
At this hotel, you feel motivated to do your work well		89%	85%	58%	60%
You believe that your career goals are being satisfied at this hotel		85%	70%	58%	55%

Percentages above represent **top 2 box scores** which are "Agree strongly" and "Agree somewhat" combined

■ Agree strongly
 ■ Agree somewhat
 ■ Neither agree nor disagree
 ■ Disagree somewhat
 ■ Disagree strongly

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COMPENSATION

