

# Case Study

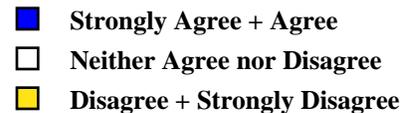
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Supervisor Effectiveness

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
<b>1. I have a very clear understanding of my job responsibilities. (B)</b>											
The Resort–Location	60%	38%	2%	1%	0%	163	98%				
The Resort–Pay	65%	29%	0%	5%	2%	66	94%				
The Resort–Good Benefits	79%	20%	0%	2%	0%	56	99%				
The Resort–Career Development	61%	34%	2%	2%	0%	205	95%				
The Resort–Friends	62%	31%	5%	2%	0%	103	93%				
The Resort	63%	33%	2%	2%	0%	670	96%				
External Norm						0	82% 8% 10%				
<b>2. My supervisor gives me feedback that helps me improve my performance. (I)</b>											
The Resort–Location	23%	53%	13%	8%	3%	163	76% 13% 11%				
The Resort–Pay	44%	35%	11%	6%	5%	66	79% 11% 11%				
The Resort–Good Benefits	47%	34%	8%	9%	2%	53	81% 8% 11%				
The Resort–Career Development	44%	40%	10%	5%	1%	202	84% 10%				
The Resort–Friends	39%	35%	14%	7%	6%	103	74% 14% 13%				
The Resort	38%	42%	11%	7%	3%	664	80% 11% 10%				
External Norm						0	63% 14% 23%				
<b>3. My supervisor recognizes me when I do a good job.(B)</b>											
The Resort–Location	30%	35%	15%	13%	7%	164	65% 15% 20%				
The Resort–Pay	45%	29%	15%	5%	6%	66	74% 15% 11%				
The Resort–Good Benefits	40%	43%	6%	6%	6%	53	83% 12%				
The Resort–Career Development	39%	34%	16%	7%	3%	203	73% 16% 10%				
The Resort–Friends	36%	29%	16%	13%	6%	102	65% 16% 19%				
The Resort	38%	34%	14%	9%	5%	664	72% 14% 14%				
External Norm						0	68% 9% 23%				
<b>4. My supervisor involves me in solving problems related to our group. (I)</b>											
The Resort–Location	24%	31%	25%	16%	4%	165	55% 25% 20%				
The Resort–Pay	35%	30%	15%	12%	8%	66	65% 15% 20%				
The Resort–Good Benefits	37%	33%	17%	8%	6%	52	70% 17% 14%				
The Resort–Career Development	39%	35%	17%	5%	4%	202	74% 17% 9%				
The Resort–Friends	29%	30%	21%	12%	8%	102	59% 21% 20%				
The Resort	32%	33%	19%	10%	6%	664	65% 19% 16%				
External Norm						0	62% 19% 19%				



# Case Study

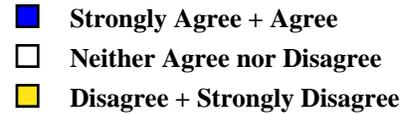
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

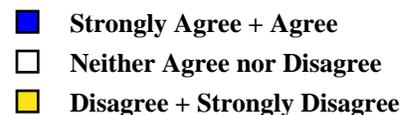
### Supervisor Effectiveness

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
5. My supervisor effectively communicates organizational goals and objectives. (I)											
The Resort–Location	24%	40%	21%	10%	4%	164					
The Resort–Pay	35%	38%	9%	12%	6%	66					
The Resort–Good Benefits	45%	40%	9%	4%	2%	53					
The Resort–Career Development	38%	39%	15%	5%	3%	203					
The Resort–Friends	37%	35%	14%	8%	7%	103					
The Resort	35%	39%	15%	8%	4%	666					
External Norm						0					



### Supervisor Style

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
6. My supervisor listens to my ideas and concerns. (I)											
The Resort–Location	28%	41%	16%	8%	7%	165					
The Resort–Pay	56%	18%	12%	6%	8%	66					
The Resort–Good Benefits	42%	27%	22%	5%	4%	55					
The Resort–Career Development	44%	35%	15%	2%	3%	206					
The Resort–Friends	37%	38%	16%	2%	7%	104					
The Resort	40%	35%	16%	5%	5%	673					
External Norm						0					
7. My supervisor treats me fairly.(B)											
The Resort–Location	33%	40%	13%	5%	8%	165					
The Resort–Pay	58%	23%	12%	3%	5%	66					
The Resort–Good Benefits	43%	35%	11%	9%	2%	54					
The Resort–Career Development	48%	36%	10%	2%	3%	204					
The Resort–Friends	52%	27%	11%	3%	8%	104					
The Resort	46%	34%	11%	4%	5%	670					
External Norm						0					



# Case Study

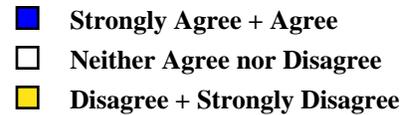
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Senior Management Practices

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
<b>8. I feel valued as an employee of The Resort.(B)</b>											
The Resort–Location	16%	30%	24%	20%	11%	164	46%	24%	31%		
The Resort–Pay	30%	30%	24%	12%	3%	66	60%	24%	15%		
The Resort–Good Benefits	36%	39%	11%	11%	4%	56	75%	11%	15%		
The Resort–Career Development	25%	42%	21%	7%	4%	204	67%	21%	11%		
The Resort–Friends	29%	32%	17%	17%	5%	103	61%	17%	22%		
The Resort	25%	35%	21%	12%	6%	668	60%	21%	18%		
External Norm						0	51%	24%	25%		
<b>9. Sufficient effort is made to get the opinions and thoughts of the people who work here. (I)</b>											
The Resort–Location	11%	39%	24%	16%	10%	164	50%	24%	26%		
The Resort–Pay	17%	45%	18%	14%	6%	65	62%	18%	20%		
The Resort–Good Benefits	31%	44%	18%	7%	0%	55	75%	18%			
The Resort–Career Development	22%	46%	20%	9%	3%	203	68%	20%	12%		
The Resort–Friends	17%	27%	29%	20%	6%	103	44%	29%	26%		
The Resort	18%	40%	22%	14%	5%	665	58%	22%	19%		
External Norm						0	47%	23%	30%		
<b>10. Senior Management gives us a clear picture of the direction we are headed. (A)</b>											
The Resort–Location	10%	44%	21%	16%	9%	164	54%	21%	25%		
The Resort–Pay	26%	45%	17%	11%	2%	65	71%	17%	13%		
The Resort–Good Benefits	41%	41%	14%	4%	0%	56	82%	14%			
The Resort–Career Development	25%	47%	18%	7%	3%	204	72%	18%	10%		
The Resort–Friends	19%	43%	18%	13%	7%	104	62%	18%	20%		
The Resort	21%	45%	19%	10%	5%	668	66%	19%	15%		
External Norm						0	43%	23%	34%		



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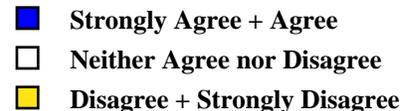
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Overall Company and Job Satisfaction

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
<b>11. My job makes good use of my skills and abilities. (B)</b>											
The Resort–Location	28%	48%	12%	9%	3%	165					
The Resort–Pay	38%	40%	9%	11%	2%	65					
The Resort–Good Benefits	51%	38%	4%	5%	2%	55					
The Resort–Career Development	44%	42%	7%	3%	3%	205					
The Resort–Friends	39%	43%	11%	5%	3%	103					
The Resort	39%	43%	9%	6%	3%	670					
External Norm						0					
<b>12. My work gives me a feeling of personal accomplishment. (B)</b>											
The Resort–Location	25%	41%	21%	7%	5%	164					
The Resort–Pay	30%	39%	12%	14%	5%	66					
The Resort–Good Benefits	40%	40%	13%	7%	0%	55					
The Resort–Career Development	41%	43%	11%	3%	2%	204					
The Resort–Friends	31%	37%	21%	9%	3%	104					
The Resort	33%	41%	16%	7%	3%	670					
External Norm						0					
<b>13. I would recommend The Resort as a good place to work. (B)</b>											
The Resort–Location	24%	40%	23%	5%	8%	164					
The Resort–Pay	48%	35%	8%	6%	3%	66					
The Resort–Good Benefits	55%	36%	7%	0%	2%	55					
The Resort–Career Development	41%	40%	15%	2%	2%	205					
The Resort–Friends	43%	28%	20%	7%	2%	104					
The Resort	40%	36%	16%	4%	3%	671					
External Norm						0					
<b>14. My job is fun and enjoyable. (I)</b>											
The Resort–Location	24%	36%	24%	9%	7%	164					
The Resort–Pay	38%	39%	12%	8%	3%	66					
The Resort–Good Benefits	45%	36%	15%	4%	0%	55					
The Resort–Career Development	33%	45%	15%	4%	2%	205					
The Resort–Friends	38%	36%	16%	5%	5%	104					
The Resort	34%	39%	18%	6%	4%	670					
External Norm						0					



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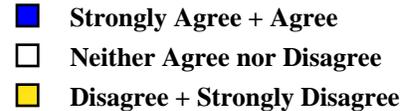
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Total Quality, Continuous Improvement Strategy

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
<b>15. Day to day decisions and activities in my work group demonstrate that quality is a top priority. (B)</b>											
The Resort–Location	23%	45%	20%	7%	5%	164					
The Resort–Pay	33%	39%	23%	5%	0%	66					
The Resort–Good Benefits	55%	31%	15%	0%	0%	55					
The Resort–Career Development	37%	49%	8%	2%	3%	203					
The Resort–Friends	27%	47%	14%	10%	2%	104					
The Resort	34%	45%	14%	5%	3%	668					
External Norm						0					
<b>16. Senior Management shows by its actions that total quality and continuous improvement are top priority at The Resort. (A)</b>											
The Resort–Location	24%	38%	23%	10%	5%	164					
The Resort–Pay	27%	44%	21%	8%	0%	66					
The Resort–Good Benefits	45%	40%	13%	2%	0%	55					
The Resort–Career Development	34%	44%	14%	5%	3%	206					
The Resort–Friends	33%	40%	13%	12%	2%	104					
The Resort	32%	41%	17%	7%	3%	672					
External Norm						0					



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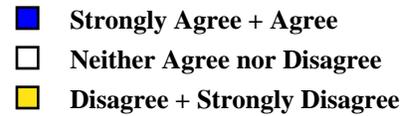
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Customer Focus

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding										
							0%	20	40	60	80	100%					
<b>17. My work group has a clear understanding of our customers' needs. (I)</b>																	
The Resort–Location	40%	48%	7%	3%	1%	163	88%										
The Resort–Pay	50%	39%	5%	6%	0%	66	89%										
The Resort–Good Benefits	64%	33%	4%	0%	0%	55	97%										
The Resort–Career Development	54%	37%	7%	2%	1%	205	91%										
The Resort–Friends	43%	49%	6%	1%	1%	104	92%										
The Resort	50%	41%	6%	2%	1%	669	91%										
External Norm						0	69%					18%		13%			
<b>18. I believe friendly employees create loyal customers. (I)</b>																	
The Resort–Location	68%	29%	2%	0%	1%	164	97%										
The Resort–Pay	76%	21%	3%	0%	0%	66	97%										
The Resort–Good Benefits	85%	15%	0%	0%	0%	55	100%										
The Resort–Career Development	80%	20%	0%	0%	0%	206	100%										
The Resort–Friends	79%	19%	1%	1%	0%	104	98%										
The Resort	76%	23%	1%	0%	0%	672	99%										
External Norm						0											



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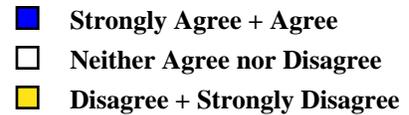
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Learning and Development

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
<b>19. I have the opportunity for personal development and growth at The Resort. (I)</b>											
The Resort–Location	16%	35%	24%	16%	9%	161	51%	24%	25%		
The Resort–Pay	24%	26%	32%	14%	5%	66	50%	32%	19%		
The Resort–Good Benefits	39%	39%	13%	6%	4%	54	78%	13%	10%		
The Resort–Career Development	30%	47%	12%	8%	3%	205	77%	12%	11%		
The Resort–Friends	23%	38%	22%	12%	5%	104	61%	22%	17%		
The Resort	25%	38%	20%	12%	6%	667	63%	20%	18%		
External Norm						0	64%	11%	25%		
<b>20. I have received the training I need to do a quality job. (B)</b>											
The Resort–Location	23%	51%	17%	7%	2%	163	74%	17%	9%		
The Resort–Pay	39%	30%	12%	14%	5%	66	69%	12%	19%		
The Resort–Good Benefits	36%	55%	7%	2%	0%	55	91%				
The Resort–Career Development	34%	46%	12%	6%	2%	205	80%	12%	8%		
The Resort–Friends	32%	46%	14%	8%	1%	103	78%	14%	9%		
The Resort	32%	45%	14%	7%	2%	668	77%	14%	9%		
External Norm						0	61%	18%	21%		
<b>21. Consistently strong performance at The Resort leads to opportunities for promotion. (I)</b>											
The Resort–Location	12%	33%	29%	16%	10%	163	45%	29%	26%		
The Resort–Pay	14%	30%	32%	18%	6%	66	44%	32%	24%		
The Resort–Good Benefits	31%	35%	20%	13%	0%	54	66%	20%	13%		
The Resort–Career Development	27%	41%	18%	9%	4%	204	68%	18%	13%		
The Resort–Friends	17%	29%	27%	16%	11%	102	46%	27%	27%		
The Resort	22%	33%	24%	14%	7%	666	55%	24%	21%		
External Norm						0	77%	13%	10%		



# Case Study

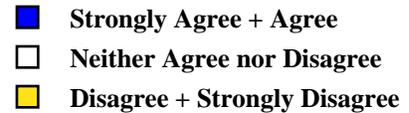
## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Innovation and Competitive Advantage

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding				
							0%	20	40	60	80
22. The Resort is making the changes necessary to compete effectively. (A)											
The Resort–Location	25%	45%	19%	7%	4%	163					
The Resort–Pay	36%	41%	15%	6%	2%	66					
The Resort–Good Benefits	46%	46%	5%	2%	0%	56					
The Resort–Career Development	39%	47%	9%	3%	0%	203					
The Resort–Friends	27%	43%	21%	8%	1%	104					
The Resort	34%	45%	14%	5%	2%	669					
External Norm						0					
23. Guests visit The Resort more often because we have an incentive program. (I)											
The Resort–Location	21%	41%	25%	9%	4%	164					
The Resort–Pay	27%	45%	18%	6%	3%	66					
The Resort–Good Benefits	60%	22%	15%	4%	0%	55					
The Resort–Career Development	35%	35%	24%	3%	2%	203					
The Resort–Friends	26%	42%	27%	2%	3%	104					
The Resort	31%	38%	22%	5%	2%	668					
External Norm						0					



# Case Study

## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Teamwork

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding									
							0%	20	40	60	80	100%				
24. My co-workers in my work group are dedicated to providing exceptional service/products to our customers.																
The Resort–Location	31%	47%	17%	4%	1%	164										
The Resort–Pay	45%	40%	11%	3%	2%	65										
The Resort–Good Benefits	45%	44%	9%	0%	2%	55										
The Resort–Career Development	50%	38%	8%	3%	0%	204										
The Resort–Friends	31%	53%	11%	5%	0%	103										
The Resort	41%	43%	11%	3%	1%	667										
External Norm						0										
25. At The Resort, there is teamwork between my work group and other work groups.(I)																
The Resort–Location	17%	41%	24%	10%	7%	164										
The Resort–Pay	34%	46%	12%	6%	2%	65										
The Resort–Good Benefits	34%	43%	21%	2%	0%	53										
The Resort–Career Development	29%	47%	16%	6%	2%	203										
The Resort–Friends	24%	33%	28%	10%	5%	103										
The Resort	27%	42%	20%	8%	3%	665										
External Norm						0										

■ Strongly Agree + Agree  
■ Neither Agree nor Disagree  
■ Disagree + Strongly Disagree

### Health/Safety/Environment

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding									
							0%	20	40	60	80	100%				
26. I have the materials and equipment I need to do a good job.(I)																
The Resort–Location	19%	52%	13%	9%	7%	164										
The Resort–Pay	38%	48%	5%	9%	0%	66										
The Resort–Good Benefits	38%	45%	11%	4%	2%	55										
The Resort–Career Development	30%	54%	9%	6%	1%	203										
The Resort–Friends	29%	45%	12%	11%	4%	103										
The Resort	29%	50%	10%	7%	3%	668										
External Norm						0										

■ Strongly Agree + Agree  
■ Neither Agree nor Disagree  
■ Disagree + Strongly Disagree

# Case Study

## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Rewards and Recognition

ITEMS	Excellent	Very Good	Good	Fair	Poor	N Size	Percentage of People Responding								
							0%	20	40	60	80	100%			
27. In comparison with people in similar jobs in similar companies, I feel my pay is...															
The Resort–Location	2%	5%	19%	32%	41%	164									
The Resort–Pay	3%	20%	31%	28%	18%	65									
The Resort–Good Benefits	11%	13%	29%	25%	22%	55									
The Resort–Career Development	4%	19%	24%	30%	23%	203									
The Resort–Friends	3%	6%	20%	31%	40%	103									
The Resort	5%	13%	23%	30%	30%	665									
External Norm						0									

- Favorable
- Neutral
- Unfavorable

### Rewards and Recognition

ITEMS	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N Size	Percentage of People Responding								
							0%	20	40	60	80	100%			
28. In this company, people are rewarded according to their job performance. (B)															
The Resort–Location	4%	29%	26%	20%	20%	163									
The Resort–Pay	9%	32%	24%	21%	14%	66									
The Resort–Good Benefits	20%	43%	23%	9%	5%	56									
The Resort–Career Development	11%	38%	22%	21%	8%	205									
The Resort–Friends	8%	26%	26%	26%	14%	103									
The Resort	10%	33%	24%	21%	13%	668									
External Norm						0									

- Strongly Agree + Agree
- Neither Agree nor Disagree
- Disagree + Strongly Disagree

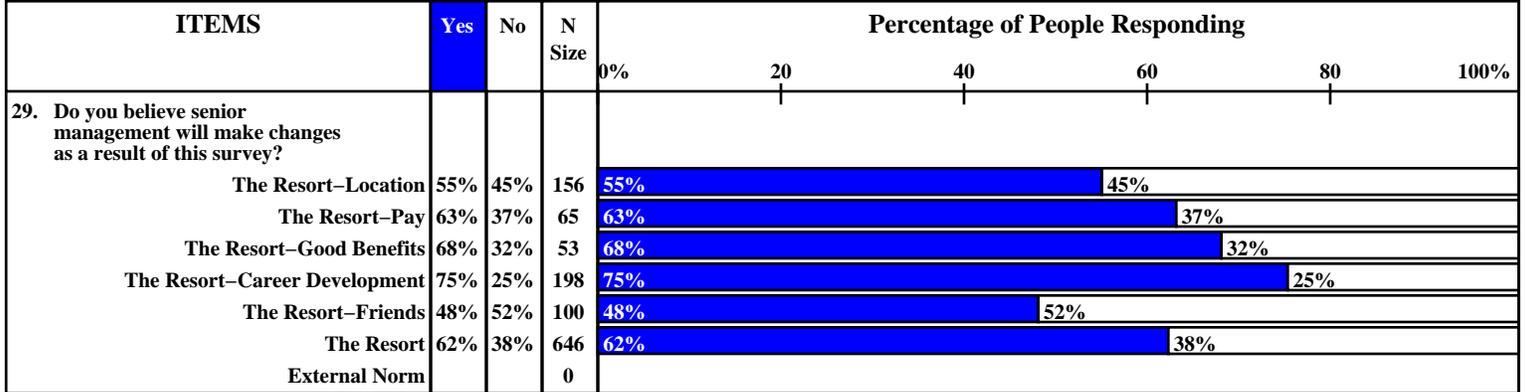
# Case Study

## Employee Engagement Survey Results

### Detailed Item Results

#### 2005

### Survey Action



Yes  
 No