



Client Spotlight: The Breakers, Palm Beach, FL *Turning Data Into Action, How The Breakers Maximized Their Employee Survey Results*

In September 2005, The Breakers, located in Palm Beach, Florida, asked HR Solutions, Inc. to administer their repeat Employee Opinion Survey. Participation reached 76%, a slight increase from the 74% they achieved in 2004. The Breakers placed in the 93rd percentile (top five percent) of all hospitality organizations surveyed by HR Solutions. This ranking represents a marked improvement from 2004 survey results, when they placed in the 53rd percentile.

The survey data analysis revealed commendable improvements. In fact, The Breakers turned what were once opportunities for improvement into highlights. Their scores significantly increased in the following dimensions: Pay Satisfaction, Supervisory Consideration, Communication and Productivity/Efficiency.

The Breakers placed a significant importance on the Pay Satisfaction dimension and created effective action plans at the departmental level and communicated regularly with employees to maximize satisfaction in this area. Two survey items results within the dimension contributed to this outcome:

- *"I am satisfied that my pay reflects the effort that I put into doing my work."* Employees responded 31% more favorably.
- *"I am satisfied with the difference in pay between new and experienced employees doing the same job."* Employees responded 26% more favorably.

On the Supervisory Consideration dimension, the organization achieved a score of 74% favorable, which was eight percentage points above the hospitality norm and 23 percent higher than in 2004. During the feedback sessions conducted by HR Solutions, the employees explained the actions supervisors had taken.

- Supervisors demonstrated more fairness and consideration in the scheduling and performance evaluation processes.
- Supervisors spent more time with their staff (s).
- Supervisors increased the recognition of employee efforts.

The Breakers' Communication dimension score was 23 percent higher than 2004 survey results, and 11 percentage points above the hospitality norm. The following survey item strongly influenced this score: "I am satisfied with the communication I receive throughout the year from my supervisor about my performance (i.e., before my performance evaluation.)" Employees scored 40% more favorably.

The Breakers responded to employees' feedback by implementing the following:

- More effectively used its supervisory staff as a communication vehicle within the organization.
- Increased the usage of e-mails and number of meetings scheduled.
- Supervisors provided more regular feedback on employees' work performance.
- Supervisors encouraged cross-training programs and transfers.

The Productivity/Efficiency dimension was also an opportunity for improvement that became a highlight. Indeed, their score improved by 21 percent and was 11 percentage points above the norm. Employees explained that the organization had taken great strides since 2004 in providing its various departments with the necessary supplies and equipment. Listed below are the top three survey items that influenced the dimension score:

- Availability of equipment: Percent Change +47%
- Maintenance of equipment: Percent Change +33%
- Availability of supplies: Percent Change +30%

HR Solutions would like to commend The Breakers on their results! The Breakers have set an example on how to effectively engage its employees in the action planning process. A legendary resort looks ahead to an exiting future.