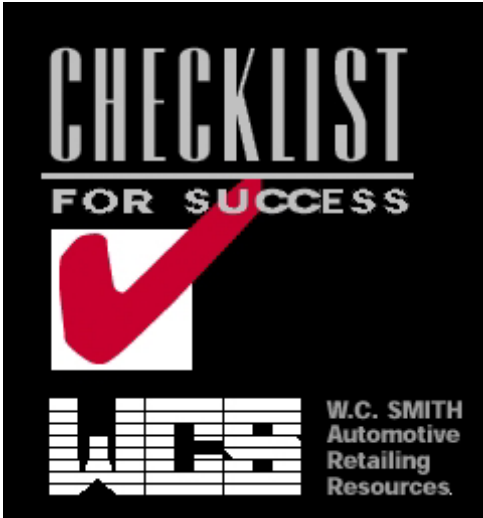


PULSE – Employee Satisfaction Index (ESI)



- ✓ **What is your rate of employee turnover?**
- ✓ **Do you really listen to your employees?**
- ✓ **Do you frequently mediate employee-management disputes?**
- ✓ **If your ESI is not over "80", you have employee problems.**
- ✓ **Is your ESI affecting your CSI? (Happy employees generate happy customers!)**

What is the dealership ESI? Yes, "ESI" - Employee Satisfaction Index. An internal attitude survey to measure how dealership employees really feel about management, company policies, procedures, benefits, working conditions, etc. For best results, this type of employee survey should be conducted at least annually by an outside agency in order to get an objective reading from employees on their employment satisfaction.

Employee turnover is expensive, and it threatens the competitive market advantage. There is a direct correlation between high ESI (morale), CSI, dealer profitability and employer reputation. Employee surveys conducted by Wally Smith/ARR can tell dealership senior management exactly how employees feel about the company and what to do to create a positive human resource environment before problems develop. Here's how it works:

- 🚗 One or two days are spent in the dealership by Wally Smith, meeting with employees in small groups, without disrupting the normal business operation, to gather written, anonymous, candid employee feedback.
- 🚗 A formal Summary Report is provided to recap for management the details of the Employee Attitude Survey. A myriad of employee positive and negative concerns and suggestions will surface. Management must be receptive, keep an open mind, and not become defensive over any issue, especially those which may be aimed directly at management.
- 🚗 **ARR can provide expert human resource consulting advice to stimulate an immediate positive staff attitude** for better productivity, morale and loyalty to the dealership.
- 🚗 Semi-annual, or at least annual, follow-up ESI surveys are recommended for monitoring changes, morale and to demonstrate management's true concern for employee on-the-job satisfaction.

- **Find out what employees think about management, working conditions and company policies.**
- **Build employee morale and company loyalty.**
- **Improve operating efficiency and workplace harmony.**

- 🚗 Special surveys can be customized to the dealer's needs such as an "Employee Survey of Management" whereby the employee evaluates the effectiveness of department management relations.

Employee satisfaction on the job is the foundation for improved CSI. Management must learn to listen to employees and respect their feelings on minor and major issues affecting employee morale, motivation, productivity, company loyalty and on suggestions to improve the Company and CSI. Most employees really do care and want to make things better within the company.

The Employee Attitude Survey administered by ARR is conducted on an anonymous basis, and will not violate employee trust and confidentiality. With no fear of management retaliation, reprisals or intimidation, employees are usually eager to share their ideas and concerns.

ESI is also an excellent first step toward developing a company policy handbook for employees, finding hidden CSI problems, conducting an employee turnover analysis, or simply demonstrating to employees that management cares.



**W.C. SMITH
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PULSE – Employee Satisfaction Index (ESI)

SATISFIED ESI CLIENT TESTIMONIALS

"Listening to our people is the most important thing we do. We have realized extremely valuable and useful management information through the surveys conducted by Wally Smith in all 17 of our stores and will continue to do so."

**Mr. Dick Patterson, Chief Operating Officer,
Rosenthal Automotive Organization.**

*"Wally Smith has a unique preliminary approach to formulating written dealership policies. He recommended surveying our employees to gather their input before publishing our **Company Policy and Employee Handbook**. This enabled employees to voice their feelings anonymously about existing dealership policies and benefits and got them involved in helping us develop formal company policy. The technique was a tremendous element to boost our employee morale, establish consistent operating sales and service procedures and ultimately increased our customer satisfaction rating."*

**Mr. Mandell J. Ourisman, Chairman,
Ourisman Automotive Enterprises, Marlow Heights,
Maryland.**

**Call (301) 498-5075 to see how our
checklist can deliver solutions for you.**



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