

# fmg support<sup>™</sup> - An outstanding story of how employee surveys have helped build a leading business...

FMG Support employ nearly 400 people and are considered to be the UK's leading incident management and roadside assistance provider. Impressively, they are currently ranked number 40 in The Times 100 Best Companies to Work for guide. They have been running annual employee surveys to check the health of their business since 2006 and the story told by the results of these surveys is nothing short of inspiring.

Back in 2006, whilst there were some positive survey results there were also a number of key areas that required attention. Immediately after their first survey completed, the board members reviewed the results. A communication document was created which made a commitment to improving seven key areas of the business, along with a clear action plan where senior management were held accountable. The areas tackled were quality and working practices, pay and performance, communication, recruitment, training, leadership and finally, taking the survey results seriously. It is clear from this list, that hard work was not something that those at the top of FMG shied away from – some big issues were being tackled which they were not afraid to face.

In the subsequent months, lots of change was implemented – the employee voice had been heard and as a result things were being improved. In the initial survey just 60% of respondents felt that FMG Support would act on the findings of the survey, but with continued hard work throughout the year, this rose to 85% in the following survey. The Senior Team's commitment to change had been noted and the momentum began – survey after survey showed a number of key improvements.

*“All in a day's work”*

At the start, pay was one of the key issues; just 21% felt that pay compared well with similar organisations. As a result of this, performance management processes were applied equally and fairly across the whole business and a simple framework for reward was introduced based on market-competitive salaries. As a result, 68% of employees now feel that pay compares well with similar organisations, according to the 2011 survey.

*“Communications are an essential part of the way we work.”*

One of the key things committed to in all the surveys was clear communication, not just regarding survey results but also communication more generally. ‘Question Time’ sessions were introduced with the Directors running a series of sessions every six months where business news and updates could be shared and opportunities were provided for employees to discuss matters important to them. In addition, ‘Team Talks’ were introduced to get managers cascading information to their team members on a regular basis and regular internal communication emails were established. In 2006, just 50% of employees felt that FMG Support kept them well informed with what was happening. A dramatic change can be seen across the years, with this increasing to 77% in 2007 continuing to increase further in 2011 where 89% felt well informed. In addition to this, 94% in 2011 trust the information they receive from FMG Support, testament to the underlying open and honest culture that has been created and reinforced via consistent behaviours across the years.

*“Because we recognise that...our people are our single most important asset, we have already made a major commitment by putting people and human resource issues at the top of our priorities.”*

Quote from 2007 Post Survey Communication



*"We're never complacent about the satisfaction of each and every one of you, just like we aren't about the customers you support."*

Quote from 2009 Post Survey Communication



### *"The Customer is King"*

Throughout all the surveys, one of the focal points was customer service. FMG Support is clear that they need to provide their employees with everything they need to deliver an outstanding experience to their customers; they commit to delivering world-class service.

Therefore, unsurprisingly, survey items across the years have weighed heavily on gathering information on what employees need to help customers further. Initially, in 2006, 65% felt that FMG Support gave them the support needed to serve their customers well. With a clear focus on improving support generally and providing opportunity to 'go the extra mile' to help clients, this increased to 80% in 2011.

### *"Live and Learn"*

FMG Support is showing a clear commitment to developing the skills of their employees, at all levels. Much effort has gone into effective training programmes to ensure that talent is harnessed. Back in 2006, just 55% of employees felt that FMG Support gave them the training to do their job well, but in 2011 it is a very different story with 84% in agreement that they receive the training they need. The introduction of a Coaching Academy has helped to improve individual performance and more development opportunities are planned ahead of the next annual survey.

### **The Bottom Line**

It is clear that FMG Support at the start of this survey process showed some positive results, but through commitment to action and utilising the survey as a focus for where action was most needed, they have become a leading company. In 2006, comparative norms were used, simply comparing FMG Support to the average company. By 2010, results were so high that

upper quartile norms were used, comparing FMG Support to the top 25% of companies. In relatively little time, significant changes have been seen in the survey results, which are reflected in the bottom line too. Increased levels of business and the ability to attract customers from new areas such as the Government, Police and vehicle manufacturers show that an engaged workforce is able to embrace new challenges. In turn, revenue has increased year on year, going from £46million in 2006 to £84million in 2010, and employee metrics such as decreasing absence and attrition rates also provide further evidence of employee engagement.

### **Summary**

It is clear that FMG Support employees are engaged in the workplace: 90% feel positive about working for the company, 89% are proud to work there and 85% would recommend it as a good place to work to family and friends. This is a marked improvement from the results of the survey back in 2006. As a result of continued commitment to the survey process and to follow-up action, the results show significant improvements, year on year. FMG Support can show that all of the effort around running regular annual surveys and subsequently implementing required actions reinforces that the employee voice matters; it is important to the future of the business and the cornerstone of great service for the customer.

*Employee Feedback has worked closely with FMG Support to ensure that their surveys provide them with the data they need to help them take the business forward.*

*For more information on how we can help you with your employee surveys, please contact us:*

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