

CASE STUDY

## LeasePlan benchmarks performance for over ten years using Insync Surveys' Employee Opinion Survey

### About LeasePlan

LeasePlan is the world's leading vehicle and fleet management company, with more than 85,000 assets under finance and management and over \$1.8 billion in assets under contract in Australia.

### The challenge

A wholly-owned subsidiary of LeasePlan Corporation, the company strives for continual improvement for its 1250 customers. To achieve that, it relies on the knowledge and opinions its 400 staff spread across six offices around the nation.

Every year the company surveys its employees, a practice it has undertaken since its relationship with Insync Surveys (then known as Rodski Survey Research) began way back in 1995.

### The solution

According to LeasePlan Australia's director of people and business excellence, Di Dale, the tool, called the Employee Opinion Survey, appealed to her because of its simplicity.

"It looks at what's important, how we are performing, and what the gap is between those two things," Dale says. "It guides me to priorities just by the structure of the survey. We work with Insync Surveys because the results are benchmarked against business excellence criteria and against about 100 of their other clients."

### The results

Since 1995 LeasePlan's use of Insync Surveys' Employee Opinion Survey has remained essentially the same, utilising a similar set of around 40 benchmarked variables, plus 10 discretionary questions of LeasePlan's

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choosing. But over that time LeasePlan has been able to use the data to significantly improve its performance.

“The number of statistically significant issues has declined as we have improved and worked on the issues that come out of the survey each year. In the very first year we did the survey, in 1995, we had nineteen gaps above the statistically significant score of 2.0. And in August last year we had just three.

“Clear organisational structure was one where we scored badly way back, and now it is one of the best.”

One area that LeasePlan has altered over the years is how it distributes and utilises the results once they have been gathered. The company used to send out a written communication to every employee, but these were not always read.

“Now what we do is have briefing discussions with all employees, and invite them to cross-functional briefing sessions,” Dale says. “We spend an hour going through the specific results in all of the different areas, and then ask them to look at just the top three or four gap issues and come up with some ideas in that session of what we might do about them.”

Each staff member is asked to write down at the end of the survey what the most-needed improvements are in the workplace in terms of what they would like to see implemented over the next 12 months.

“We cut up the free text comments that came back as part of our survey results on slips of paper so no one can tell who wrote them. We use these pages and pages of comments to fuel each brainstorming session. I personally run all of the sessions in all of the state offices, so there’s no filtering of the results and communication is consistent. The leadership team actions the changes we want to make within the six months immediately following the survey.”

Examples include introducing new benefits such as recreational leave days, paid parental leave, environmental subsidies and fitness subsidies.

The results are reported by Insync Surveys with various dissections by division, location, and department, and so on.

“The rest of the LeasePlan leadership team gets involved with the survey results by discussing them in their department meeting, and understanding the issues and potential initiatives they can action locally. It may relate to the amount a supervisor “listens and responds to their team members” which is a local manager performance issue.”

LeasePlan has also taken advantage of Insync Surveys’ online surveys, and now involves other offices around the world in the survey activity.

“We now have LeasePlan US, LeasePlan Arab Emirates and LeasePlan India doing the survey concurrently with LeasePlan Australia. All of the data is collected in that one week, and then each country gets their own separate report back in four weeks time.”

There are seven employee engagement questions that are benchmarked among other LeasePlan entities around the globe, but as this is a recent initiative Dale says that it has not led to any fresh ideas being introduced in LeasePlan Australia, but the potential is there.

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## Survey overview

Dale says LeasePlan has looked at other products in the marketplace, particularly relating to the topic of employee engagement, but has seen nothing compelling that would make the company wish to change.

“I’m not spending a lot of time looking at anything else, because I want it to be benchmarked over the years.

“I love the way that Insync Surveys do the analysis and their speediness. I also like the fact that they have organisational psychologists employed who know how to analyse the data. Insync Surveys can also ensure the anonymity, confidentiality and integrity of the survey data is retained.”

Dale says that the consistency and seriousness with which the survey process is undertaken is appreciated by staff, as they are witnessing the results over time through improvements in the organisation.

“The feedback we get at the briefings from new employees who have been through similar processes at other organisation is that they’ve never seen a survey taken so seriously. They have never seen such timeliness of the turnaround of filling out the survey to delivering the results, and have never had such a full and detailed briefing session where they’ve been able to have a say and talk about the results.”

## About Insync Surveys

Insync Surveys is a 2009 *BRW* Fast 100 company. With offices in Melbourne, Sydney and Perth, we deliver customer, employee, board and other stakeholder surveys for some of the largest organisations in Asia Pacific, including: Cathay Pacific, Foster’s, Toll, AXA, Medibank Private, WorleyParsons, the New South Wales Department of Community Services, the Victorian Department of Primary Industries, Tourism Western Australia, iiNet, Fairfax Digital, QLD Department of Emergency Services, TT-Line (Spirit of Tasmania), Melbourne Cricket Club, many local councils, most university libraries and Mission Australia. This experience allows us to benchmark your results. Insync Surveys’ organisational psychologists help your organisation to improve performance and the working lives of your people.

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