

Company Background

is one of the top 5 Insurance companies in the U.S. This Company has many different departments that work together for a common goal to provide the best customer experience.

has a specialized department that primarily interacts with other departments within and customers about Insurance Verification and Credit Information. Every member of this department has two roles in providing information about how credit is used to determine Insurance Premium and how Insurance verification is sent to each state to ensure proper reporting is conducted.

The scope of the communication audit was designed to analyze the Communication within the department and to see if there were any isolates in the group. Major concerns by Management of this department were that only certain people received updated information regarding processes instead of everyone. Major concerns by the employees were that everyone was not getting all of the information that they needed from management or from other departments to provide the best customer experience.

Analysis

The survey Results were entered into SPSS where each question was analyzed to determine where (if any) communication problems were. Overall, the survey results revealed that members of the department felt neutral about the communication in the department. One question fell slightly out of the normal range which dealt with members of the Insurance Verification Team receiving enough information from other departments to do their job effectively. This is important because 29% felt that they received a moderate amount of information from other departments that they interact with and 25% felt that they needed more than an average amount of information from other departments that they interact with. The remainder of the responses fell within the full range of the scale.

Another main concern was that everyone was not getting the same amount of information. Out of the open comment section, 30% felt that important communication is only shared with certain people within the department and not everyone, and the rest of the open comments were left blank. We also asked about the amount of communication that employees were receiving in the department. The mean showed that employees felt that they were getting a moderate amount of information from co workers in their department.

The last area that was a primary concern was the chain of communication. The mean described the majority as being neutral however no one strongly agreed that they were pleased with the chain of communication.

Method

A survey and a network analysis were given to the Insurance Verification Team at [redacted] Insurance Verification team consists of 37 members. Out of the 37 members, there were 23 that chose to participate in the communication survey. Each member was instructed to complete the survey and network analysis and turn in each into separate envelopes to ensure confidentiality and anonymity. We as an audit team felt that a five point likert scale would best describe and measure how each employee felt about his/her job and co-workers.

Our communication survey consisted of three sections. The first section of the survey mainly focused on how the individual employee feels about his/her relationships with co-workers and job atmosphere. To show how employees perceived this we used a five point likert scale of (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree. The second part of the survey was divided up into two parts. There were nine statement presented in this section. Each statement required two answers. The first answer was rating how the employee feels about the amount of information they are currently receiving. Then the same statement was presented again and the employee had to rate how much information that they need to receive. To gather this information we used another five point likert scale but this time it consisted of (1) None- No

information at all, (2) Only a little information, (3) Some – a moderate amount of information, (4) More than average and (5) Quite a lot of information. The last section was an open ended question asking employees to describe his/hers thoughts on the overall communication within the department. This information was then analyzed through SPSS to see patterns trends, and mean of each question.

After the insurance verification team completed the survey we then had them complete a network analysis survey. The network analysis survey is also referred to as a level of communication survey. The purpose of the level of communication survey was a find out how much work related communication was taking place between employees. In order to this we made a 0 to 10 scale where “0” is no communication and “10” is a great amount of communication. This information was analyzed through UCINET and reciprocated data for those who did not complete this portion of the survey.

Management requested an open comment section to be added to this survey. Many employees gave open anonymous comments to convey their opinions about the communication within the department.

Findings and Conclusions

The data collected shows the members of the Insurance Verification Team were neutral about the communication that takes place on a daily basis. This is a relatively small group of workers so communication should be very meaningful. A majority of the workers felt neutral about the amount of information that they were getting from co-workers. Because there could be more communication, this can lead to major difficulties and malfunctions within the company. Members of the company felt they needed a lot of information from their co-workers in order to complete their tasks to the best of their ability.

The data also shows that workers feel important communication is only taking place between certain members of the company. Therefore, most of the meaningful information is not communicated to employees that could benefit from the information being given. When important information is only shared with certain people there are more mistakes made. Meaningful information needs to be shared with everyone in the company in order to achieve cohesion.

The majority of the employees felt neutral about the communication chain. There were no members of the organization who strongly agreed that they were pleased with the chain of communication. This means that there is room for improvement to make communication successful and meaningful to all members of the organization. There were only a few members who were strongly pleased with the communication efforts as the majority felt neutral. This shows that there is also room to improve the

communication efforts within the department. Perhaps the members who are pleased with the communication efforts are those who are communicating with each other but not with the rest of their department. Members need to work together to improve communication and make that communication meaningful by communicating complete ideas and thoughts to one another.

Section 1. Communication Survey

Please circle only one answer that best describes how you feel by using the following scale.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Example Question:

1. Breakfast is the most important meal of the day. 1 2 3 4 5

Survey Questions:

- | | | | | | |
|--|---|---|---|---|---|
| 1. People I work with function as a team. | 1 | 2 | 3 | 4 | 5 |
| 2. People I work with are good listeners. | 1 | 2 | 3 | 4 | 5 |
| 3. I get enough information to understand the big picture here. | 1 | 2 | 3 | 4 | 5 |
| 4. Reasons for changes are made clear. | 1 | 2 | 3 | 4 | 5 |
| 5. I get the information I need to do my job well. | 1 | 2 | 3 | 4 | 5 |
| 6. I have a say in decisions that affect my work. | 1 | 2 | 3 | 4 | 5 |
| 7. I am asked to make suggestions about how to do my job better. | 1 | 2 | 3 | 4 | 5 |
| 8. Decisions made at meetings get put into action | 1 | 2 | 3 | 4 | 5 |
| 9. Everyone takes part in discussions at meetings. | 1 | 2 | 3 | 4 | 5 |
| 10. Our discussions at meetings stay on track. | 1 | 2 | 3 | 4 | 5 |
| 11. Time in meetings is time well spent | 1 | 2 | 3 | 4 | 5 |

- | | | | | | |
|--|---|---|---|---|---|
| 12. Meetings tap the creative potential of the people present. | 1 | 2 | 3 | 4 | 5 |
| 13. I frequently exchange ideas with my colleagues. | 1 | 2 | 3 | 4 | 5 |
| 14. I am pleased with my present job duties. | 1 | 2 | 3 | 4 | 5 |
| 15. I am please with my work objectives. | 1 | 2 | 3 | 4 | 5 |
| 16. I am please with the amount of training that I receive. | 1 | 2 | 3 | 4 | 5 |
| 17. I am please with the communication efforts. | 1 | 2 | 3 | 4 | 5 |
| 18. I am pleased with the communication chain. | 1 | 2 | 3 | 4 | 5 |
| 19. I am well informed of all new products and developments. | 1 | 2 | 3 | 4 | 5 |
| 20. All personnel receive information that enhances their ability to coordinate their work with other departments. | 1 | 2 | 3 | 4 | 5 |

Section 2.

For each topic listed below, please give a score to indicate the amount of information that you currently receive about your job, AND the amount of information you feel that you need to receive about your job. Circle the number that best fits your answer using the following scale.

1. None- No information at all.
2. Only a little information
3. Some- a moderate amount of information
4. More than average
5. Quite a lot of information

Survey Questions:

Receiving information from others.	Amount of information I currently receive					Amount of Information I need to receive				
21. How technical changes effect my job.	1	2	3	4	5	1	2	3	4	5
22. Information from my coach about my job.	1	2	3	4	5	1	2	3	4	5
23. Information from my manager about my job.	1	2	3	4	5	1	2	3	4	5
24. Email messages about my job.	1	2	3	4	5	1	2	3	4	5
25. Information about my my job duties.	1	2	3	4	5	1	2	3	4	5
26. Information from co- workers in my department.	1	2	3	4	5	1	2	3	4	5
27. Important new product, service, or program developments.	1	2	3	4	5	1	2	3	4	5
28. Information necessary to do my job.	1	2	3	4	5	1	2	3	4	5
29. Information from other departments that I interact with.	1	2	3	4	5	1	2	3	4	5

Section 3

Please describe your thoughts on the communication within the department.

Recommendations

Management Email Campaign to Employees

All email communication containing imperative information regarding process updates, process changes, issues, concerns, system issues, guideline updates, and changes must be communicated to the entire department and not to just one team within the department from management. This will ensure a cohesive unit. Employees with cohesive connections are more likely to have the same levels of commitment to the organization. Department Emails should also be coming from one source to avoid confusion and errors. If information is coming from alternative sources, it must be clarified, confirmed, or denied to clear up any misconceptions. This information must then be communicated to the entire department.

Secondly, a weekly email should be sent to employees encouraging them to discuss employee ideas for process improvement, discussing changes, and to simply state that management is available to hear concerns. This process will help foster a culture of openness as well as to focus management in a more centralized role within the communication network.

A Mandatory Monthly Department Meeting

Full department meetings with all teams will also avoid miscommunication to avoid errors, or problems. This meeting should follow a clear agenda to go over all updates since the prior meeting. These should be addressed in a way to discover how recent changes have impacted the employees in the department. Management should encourage communication between managers, assistant managers, and all employees to ensure that everyone is receiving all of the required information.

If time allows, and if feasible from work load, a recommendation to have the monthly meeting take place prior to a company sponsored lunch, would help to increase communication flow about new process and ideas while topics are fresh at hand.

A Mentorship Program

A Mentorship Program where managers spend time with assistant managers, in a mentoring environment will bolster communication between management. Likewise, a mentorship program for all employees will help to maintain an inclusive environment to ensure that no employee becomes an isolate.

Training

Employees in the Insurance Verification Department should all receive the same initial training and receive the same training for new systems and processes. Other Departments that interact with the Insurance Verification Department, should be properly trained to provide correct information in a warm transfer environment to resolve issues more efficiently. Training others as

to why certain information may be important to have, will bring another level of commitment other employees. This should also be monitored to ensure that other departments are not having conversations with customers that they are not fully trained in. Management should review the training that other departments are taking to assure there is a good communication flow between departments. Training for other departments should also include suggestions from Insurance Verification Department Employees.

Follow-up Survey

It is recommended that after 6 months, and after 12 months of adhering to feedback, that employees in the Insurance Verification Department be surveyed to see if communication has improved within the department and to see if enhanced communication efforts have been consistent.