<Company Name> <year> Employee Survey

Improview Ltd was invited by <insert company name> to conduct their first employee survey, using Improview's *E-Cat* survey. On the next two pages is a brief overview of the survey.

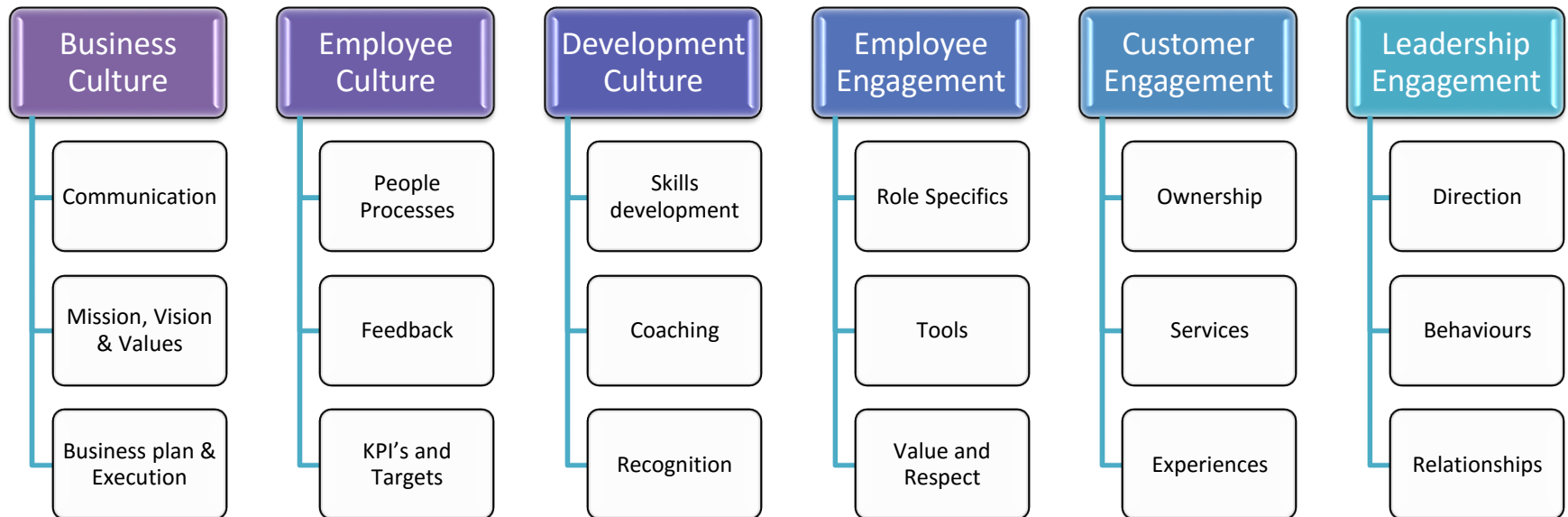|	
E-Cat	Emotional Connectivity Analysis Tool
2 Categories	Culture — Engagement
6 Dimensions	Business · Employee · Development — Employee · Customer · Leadership

The survey results give each department/team (as agreed at initial set-up) three scores:

- **An *E-Cat* score** – this is the score which is an overall % representation of how "emotionally connected" the employees are with the Business.

- Two Category Scores: a **Culture score** and an **Engagement score**, which enables a more targeted approach when making recommendations for improvements of emotional connectivity.

improview

E-Cat: 6 Dimensions (measured via 60 questions)

Under the two categories of Culture and Engagement are 6 dimensions. Shown below each dimension are the general topics of the questions used for the survey. This is only meant as a general overview and when making action plans you should use the *E-C*at dashboard, recommendation pages and focus questions.

Business Culture	Employee Culture	Development Culture	Employee Engagement	Customer Engagement	Leadership Engagement
Communication	People Processes	Skills development	Role Specifics	Ownership	Direction
Mission, Vision & Values	Feedback	Coaching	Tools	Services	Behaviours
Business plan & Execution	KPI's and Targets	Recognition	Value and Respect	Experiences	Relationships

improview

# Company Overall – Survey Results

Key Findings:

- The overall headcount invited to complete the survey was xxx. Completed responses where between xxx and xxx which gives an overall company completion rate of between xx% - xx%. Generally this is a good response rate for the first time completing an employee survey. For any subsequent survey a target of xx% should be aimed for although this could be lowered for your next survey.

- There is a definite distinction between the results of "operations" and "non-operations" departments. Question: How often do the Senior Leaders visit and engage with, in a planned and meaningful way, sites other than head office?

- Some excellent results, across all sites and departments, with regard to "Customer Engagement" this is great for customer focused behaviours and customer retention. There was only a x% overall negative response to all 10 customer questions, which means a xx% positive or somewhat positive response.

- More than xx% of respondents do not believe any actions will be taken on the back of this survey. Please note: this is key driver to a positive improvement being made on the results of subsequent surveys and therefore the emotional connection of your employees with your business.

- The key strengths appear to be within the three engagement dimensions, which generally means employees know what is expected of them & they have the tools to do that job. They know who the customer is and how to serve them and the feel that the leadership at xxxxxxxxxxx is leading in the right way.

- The three culture dimensions are where some key attention should be focused. This should especially be around what is the mission/business plan, how is it being executed and how this is communicated (multiple channels). How employees are doing at their job, feedback and coaching and having review processes. Finally clear career opportunities with added reward and recognition.
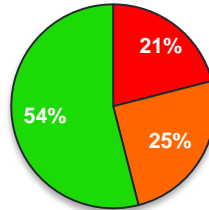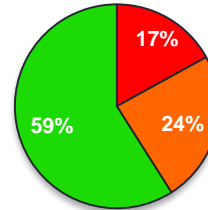
improview

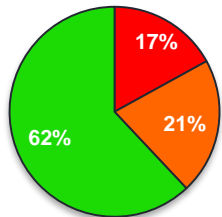# E-*Cat* Dashboard – Company overall

Business Culture
14%
31%
55%
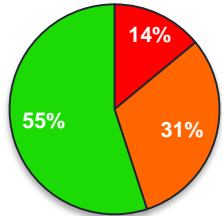
Employee Culture
21%
25%
54%

Development Culture
17%
24%
59%

Culture Score

65%

Employee Engagement
17%
21%
62%
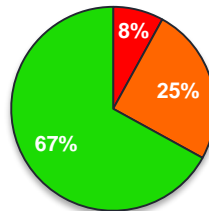
Customer Engagement
8%
25%
67%

Leadership Engagement
13%
19%
68%

Engagement Score

73%

Disconnected
Employees

Rationally Connected
Employees

Emotionally Connected
Employees

E-*Cat* Score

69%

improview
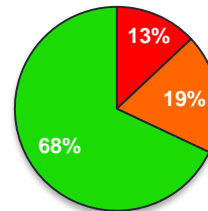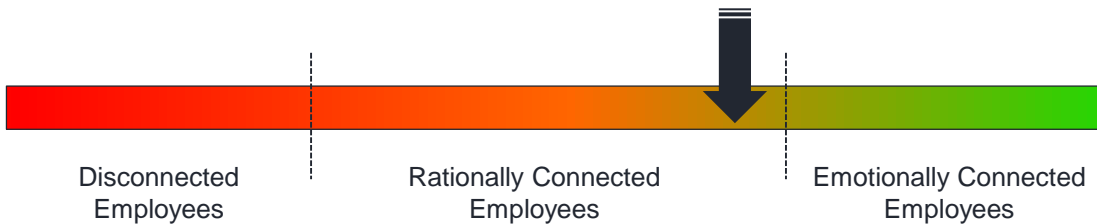
Company Overall - Recommendations

These are the company overall recommendations, these should be used in conjunction with departmental/team recommendations.

- **Increasing Response Rate**: There must be clear action plans from this survey that are communicated to the employees as this is a key driver of improving the response rates of the 2017 employee survey (A target of xx% would be good but at this time a recommended target would be a xx% response rate – an increase of between xx% - xx% or xx - xx employees)

- **Listening Groups**: Within weeks xxxxxxxxxxx should run small listening groups (conducted by non xxxxxxxxxx associates) to gather the rational behind those that completed and those that did not complete the survey. (this can be done site specific rather than department specific or other agreed ways)

- **Management Development**: There needs to be some work conducted around performance management and this needs to be a formal development activity that is high profile. It would be based around three key elements (1) what/who is an xxxxxxxxxxx manager and how should they behave (2) What is the xxxxxxxxxx performance management process, procedure and practices and how is this actioned (3) Simple on the job tools to aid points (1) and (2) such as, how to constructed and give feedback, how to have a performance conversation and have to have formal reviews. Starting with Op's but non ops should also be considered so that there is a consistency of performance management across the company.

Company Overall - Recommendations

- **Management Forums**: There is a definite distinction between the survey results of "operations" and "non-operations" departments. A suggestion would be to run some open forum workshops with managers from both ops/non-ops and ask them to define why this might be, what could they change to create improvements and finally how would they suggest progressing.

- **Site Visits**: As there is a definite distinction between the results of "operations" and "non-operations" departments. Question: How often to the Senior Leaders at xxxxxxxxxx visit and engage with, in a planned and meaningful way, with sites other than head office? This could be an area of leverage to make the operations employees more emotionally connected.

- **Recruitment**: If not already in place, define clear recruitment processes, procedure and practices that not only looks at the required skills to do a role, but identifies the behaviors and values that align new employees directly to the culture of xxxxxxxxxx. This will aid the emotional connection of new employees with the business from day one of employment.

- **Induction**: Due to the business culture scores, you must ensure that the company mission, vision, values and current business plans and achievements are included in all induction activity, whether that induction is formal, virtual or manager led. It has been found that to create higher levels of emotional connectivity, and reduce first 6 month labour turnover rates, an awesome induction is paramount.

- **Communication**: Communication appears to be a key attention area, in that is the right "message" being communicated and is it communicated in the right way. Spend time looking at what is communicated, do managers have the skills to show ownership when delivering business messages, do the communication channels and mediums you use suit all employees. Consider having communication champions that are not managers. To aid communication of the business messages and to leverage great leadership, consider running town halls on a quarterly basis at each site.

improview

Company Overall – "At a glance"

Department	Response Rate (average)	Culture %	Engagement %	E-Cat Score	Ranking
Company Overall	56.5%	65%	73%	69%	–
Department 1 & 2 Overall	50.5%	45%	54%	49.5%	10
Department 1 overall	51.5%	44%	52%	48%	11
Dept 1 – Team A	48%	56%	59%	57.5%	6
Dept 1 – Team B	28%	53%	58%	55.5%	7
Dept 1 – Team c	100%	29%	44%	36.5%	15
Dept 1 – Team D	75%	36%	50%	43%	13
Department 2 overall	50%	45%	55%	50%	9
Dept 2 – Team A	48%	48%	55	51.5%	8
Dept 2 – Team B	46%	39%	40%	39.5%	14
Dept 2 – Team c	47%	42%	51%	46.5%	12
Dept 2 – Team D	66.5%	48%	63%	55.5%	7
Department 3	65.5%	73%	84%	78.5%	2
Department 4	93%	61%	67%	64%	5
Department 5	66.5%	77%	81%	77%	3
Department 5	79%	74%	75%	74.5%	4
Department 7	64%	84%	94%	89%	1

improview

Departments 1 & 2 Overall

Response Rates:

- Department 1 & 2 Overall: 105 – 92 out of 195 completed = 54%-47% respondents

Key Observations:

- On average only half the department 1 employees completed the survey. Work should be conducted to find out why, this needs to be done before the next survey. This will give valuable data but also engage employees with the process and give them an emotional connection.

- There are some good indications that these department 1 & 2 employees are focused on customer service, which is a key strength considering your business.

- Some key indications are that there needs to be more "performance management" within department 1 and 2, in that; feedback & Coaching, both formal (appraisal) and informal (daily/on the job) needs to be increased and this needs to be a focus for the supervisors/managers.

- Supervisors and Managers need to ensure that core communication of the company's information is delivered (achievements/business plans etc.) by multiple communication channels

improview

E-*Cat* Dashboard – Departments 1 & 2 overall

Business Culture

33% 37% 30%

Employee Culture

26% 48% 26%

Development Culture

46% 30% 24%
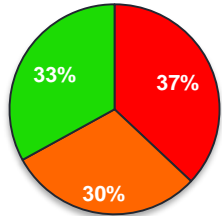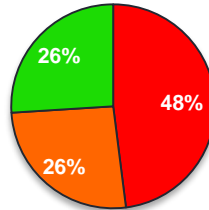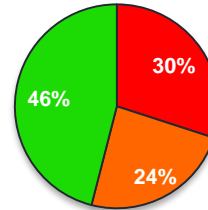
Culture Score

45%

Employee Engagement
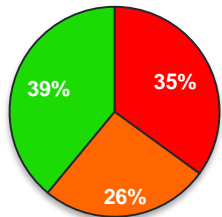
39% 35% 26%

Customer Engagement

14% 55% 31%

Leadership Engagement

38% 32% 30%

Engagement Score

54%

Disconnected
Employees

Rationally Connected
Employees

Emotionally Connected
Employees

E-*Cat* Score

49.5%

improview
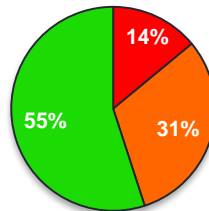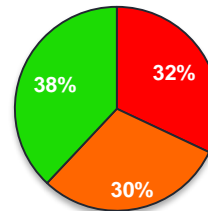
Department 1

Response Rates:
- Dept 1 Overall: 46 - 40 out of 84 completed = 55%-48% respondents
- Team A: 26 - 22 out of 50 completed = 52%-44% respondents
- Team B: 5 out of 18 completed = 28% respondents
- Team C: 9 - 7 out of 8 completed = 112%-88% respondents **(number 1 response rate for company)
- Team D: 6 out of 8 completed = 75%

Strengths:

- Many respondents stated that they have the skills required to do the job they are employed for and that they know what to do in role. Many may even have more skills that are not known about or indeed used by their supervisor/manager.

- The dimension of Customer Engagement appears as a key strength, in that there is a good knowledge of who the customer is and treating them with respect and empathy is key to delivering great customer service.

E-*Cat* Dashboard – Department 1 overall

Business Culture

- 39%
- 30%
- 31%

Employee Culture

- 46%
- 25%
- 29%

Development Culture

- 28%
- 28%
- 44%

Culture Score

44%

Employee Engagement

- 34%
- 30%
- 36%

Customer Engagement

- 12%
- 33%
- 55%

Leadership Engagement

- 32%
- 32%
- 36%
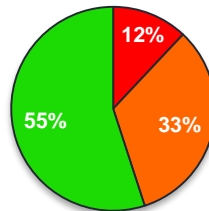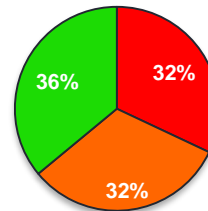
Engagement Score

52%

E-*Cat* Score

48%

Disconnected Employees

Rationally Connected Employees

Emotionally Connected Employees

improview
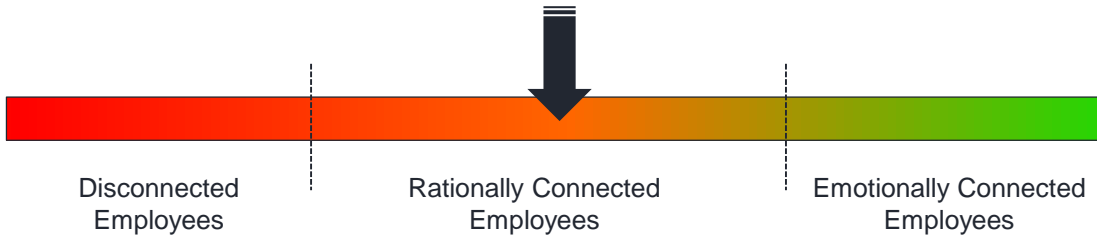
Dept 1 – Team A - E-*Cat* Dashboard

Business Culture

- 24%
- 29%
- 47%

Employee Culture

- 29%
- 29%
- 42%

Development Culture

- 23%
- 26%
- 51%
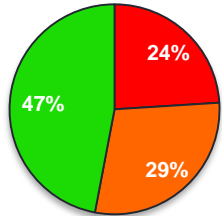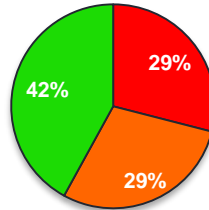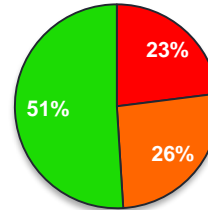
Culture Score

56%

Employee Engagement
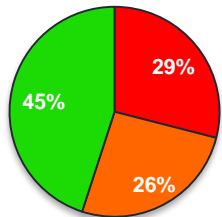
- 29%
- 26%
- 45%

Customer Engagement

- 4%
- 33%
- 63%

Leadership Engagement

- 32%
- 30%
- 38%

Engagement Score

59%

Disconnected
Employees

Rationally Connected
Employees

Emotionally Connected
Employees

E-*Cat* Score

57.5%

improview
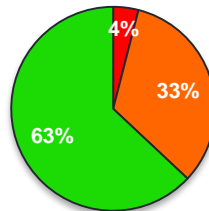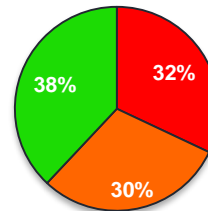
Dept 1 – Team A: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Business Culture	The mission and vision of the company is clear and understood by me	76	24	0
Development Culture	I know what is expected of me in the role I am employed to do	92	8	0
Development Culture	I have the skills to deliver in my role	92	8	0
Customer Engagement	It is very clear to me who the customer is	91	4.5	4.5
Customer Engagement	I am encouraged to ensure the service the customer receives is exceptional	78	22	0

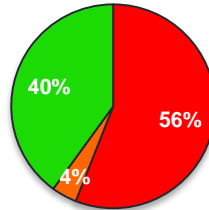| Survey Area	Question	Yes %	Somewhat %	No%
Employee Culture	Talented individuals are identified and developed in the company	36	24	40
Development Culture	Developing your skill set is rewarded in the company	21	25	54
Employee Engagement	When you exceed in the role you are given personal recognition	29	25	46
Employee Engagement	I have received actionable feedback in the last week	25	17	58
Leadership Engagement	Leaders treat all employees with respect	32	23	45

improview

Dept 1 – Team B - E-*Cat* Dashboard
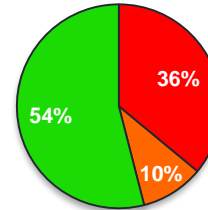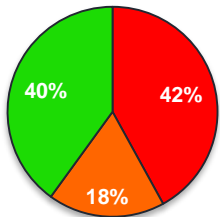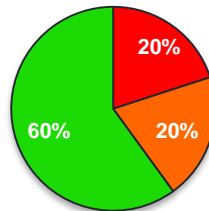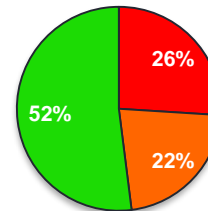
Dept 1 – Team B: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Business Culture	The business plan is communicated effectively using multiple communication methods	80	20	0
Development Culture	I have the skills to deliver in my role	100	0	0
Development Culture	I have more skills than I am able to use at work	80	20	0
Customer Engagement	It is very clear to me who the customer is	100	0	0
Customer Engagement	I am encouraged to ensure the service the customer receives is exceptional	80	20	0
Leadership Engagement	Leaders in the company give a clear picture of the direction the company is heading	80	20	0
Leadership Engagement	Through their behaviours, leaders in our company display the company values consistently	80	20	0
Leadership Engagement	Leaders display authenticity in who they are (I know the real person)		20	0

Dept 1 – Team B: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Employee Culture	Taking a lunch break is common practice	20	0	80
Employee Engagement	When you exceed in the role you are given personal recognition	0	40	60
Employee Engagement	I have received actionable feedback in the last week	20	0	80
Leadership Engagement	The company is seen as an employer that recruits talented individuals and then nurtures that talent	20	0	80

Additionally these questions, from two of the Dimensions had a 50/50% split between Yes/No responses:

Employee Culture:
• Strengths and development needs are told to me by my supervisor/manager
• My manager supports and assists me in my development plan
• I am given the support to achieve and exceed my targets
• The feedback on my job performance is specific, so that I know exactly how I can maintain or improve my performance
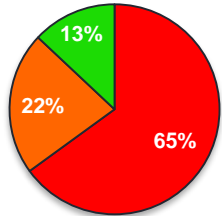
Development Culture:
• Developing your skill set is rewarded in the company
• Coaching is used, by supervisors/managers, to develop on the job skills
• The development of employee skills is a high priority in the company
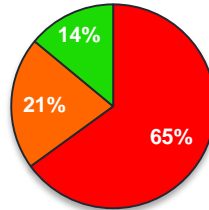• On the job opportunities are actively sought to develop employees
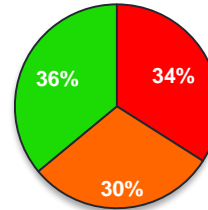
improview

Dept 1 – Team C - E-*Cat* Dashboard

Dept 1 – Team C: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Development Culture	I know what is expected of me in the role I am employed to do	100	0	0
Development Culture	I have the skills to deliver in my role	75	25	0
Customer Engagement	It is very clear to me who the customer is	87.5	12.5	0
Customer Engagement	I am encouraged to ensure the service the customer receives is exceptional	62.5	37.5	0
Customer Engagement	In my immediate team, we provide services and products that make our customers lives better/easier	75	0	25?
Customer Engagement	We show all our customers respect and empathy in all services interactions with them	75	12.5	12.5
Survey Area	Question	Yes %	Somewhat %	No%
Business Culture	We clearly recruit (using consistent processes) people who already display the values of the company	0	11	89
Business Culture	I know how I add value to the business plan, as my personal targets are set yearly via a discussion between myself and my supervisor/manager	11	0	89
Employee Culture	Taking a lunch break is common practice	0	12.5	87.5
Employee Culture	Formal feedback is given at least once a year to all employees on their previous years performance	12.5	0	87.5
Development Culture	On the job opportunities are actively sought to develop employees	0	37.5	62.5

improview®

Dept 1 – Team D - E-*Cat* Dashboard
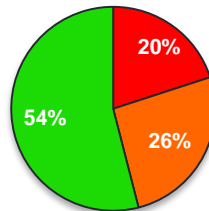

Business Culture
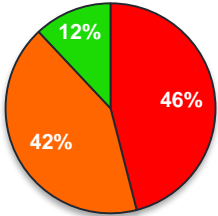
Employee Culture

Development Culture

Culture Score
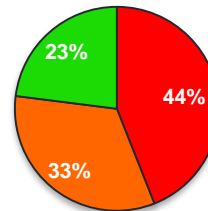
36%

Employee Engagement

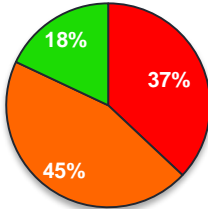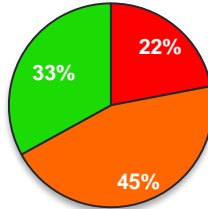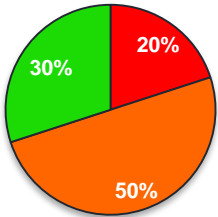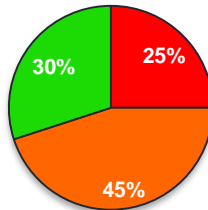Customer Engagement
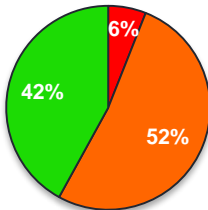
Leadership Engagement

Engagement Score

50%

Disconnected Employees

Rationally Connected Employees

Emotionally Connected Employees

E-*Cat* Score

43%

improview
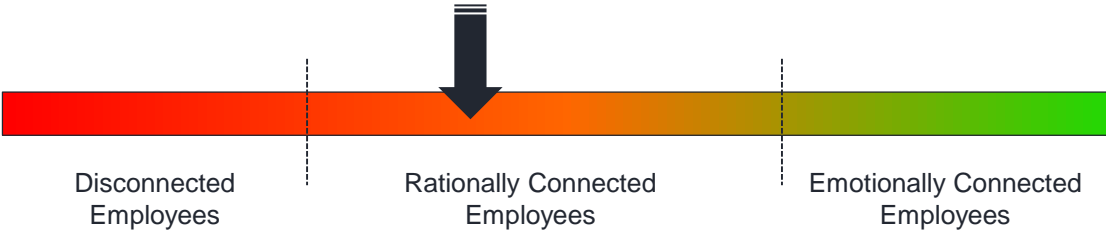
Dept 1 – Team D: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Development Culture	I know what is expected of me in the role I am employed to do	67	33	0
Development Culture	I have the skills to deliver in my role	83	17	0
Development Culture	I have more skills than I am able to use at work	67	33	0
Customer Engagement	It is very clear to me who the customer is	100	0	0
Customer Engagement	We show all our customers respect and empathy in all our service interactions with them	67	33	0
Survey Area	Question	Yes %	Somewhat %	No%
Business Culture	Regular communications and updates are given to the employees about the company mission	0	50	50
Business Culture	The business plan is communicated effectively using multiple methods	0	17	83
Business Culture	I know how to add value to the business plan, as my personal targets are set yearly via a discussion between myself and my supervisor/manager	0	33	67
Employee Culture	Formal feedback is given at least once a year to all employees on their previous years performance	0	50	50
Development Culture	On the job opportunities are actively sought to develop employees	0	50	50
Leadership Engagement	The company is seen as an employer that recruits talented individuals and then nurtures that talent	0	50	50

improview

Department 1 - Recommendations

- Run small listening groups (conducted by non company associates) to gather rational behind those that completed and those that did not complete the survey. (this can be done site specific rather than department specific)

- Improve communication of all company updates, and business plans etc. This is potentially around what is communicated and how it is communicated.

- What possibilities are there to improve Performance management procedures, such as: on the job feedback & support, target setting and review, yearly performance reviews.

- Do we recruit the right people, with the right values for the right role, using company processes, policies and procedures (whether external/internal recruitment/promotion)

General points:

- Overall to improve the E-Cat score an increase in overall response rate would be required
- Disappointing response rate from Dept 1 – Team B
- Overall there is a need for more engagement with the employees to assist their understanding of why companies run employee surveys. This will assist with increasing the response rate when re-running survey in 2017
- Consider ways of improving the perception of or action to "taking a lunch break"

improview

Department 3

Response Rate:

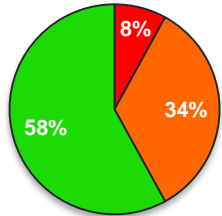- Overall: 13 – 12 out of 19 completed = 68% - 63% respondents

Strengths:

- A good response rate is normally >75%, so department 3 are just under this benchmark

- The dashboard will show high positive responses to most dimensions and questions.

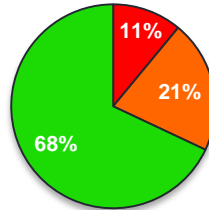- Great results with regards to Leadership within this area.

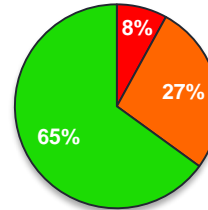improview

E-*Cat* Dashboard – Department 3

Business Culture

- 8%
- 34%
- 58%

Employee Culture

- 11%
- 21%
- 68%

Development Culture

- 8%
- 27%
- 65%

Culture Score

73%

Employee Engagement
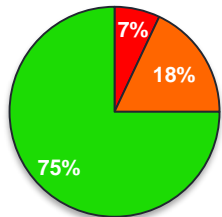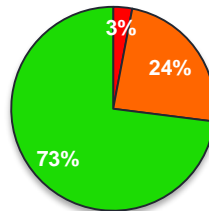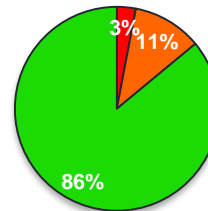
- 7%
- 18%
- 75%

Customer Engagement

- 3%
- 24%
- 73%

Leadership Engagement

- 3%
- 11%
- 86%

Engagement Score

84%
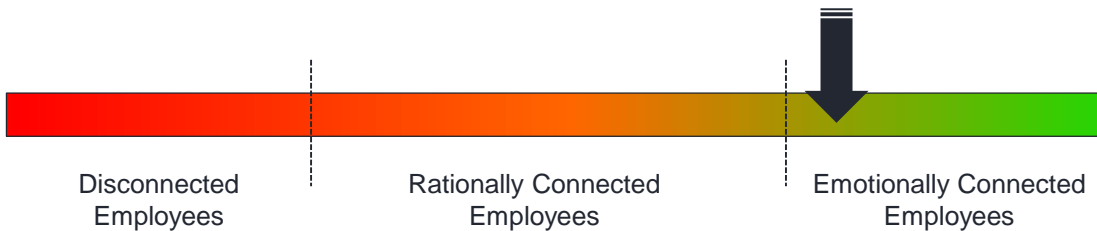
Disconnected Employees | Rationally Connected Employees | Emotionally Connected Employees

E-*Cat* Score

78.5%

improview

Department 3: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Engagement Culture	Talented individuals are identified and developed in the company	85	15	0
Engagement Culture	I am given the support to achieve and exceeds my targets	85	15	0
Development Culture	I have the skills to deliver in my role	100	0	0
Employee Engagement	My supervisor/manager treats me with genuine respect	92	8	0
Customer Engagement	I am encouraged to ensure the service the customer receives is exceptional	92	8	0
Leadership Engagement	Leaders display passion, on a regular basis, for their role and the company	92	8	0
Leadership Engagement	Leaders in our company are agile in their style, communicating and applying solutions timely across the whole business	92	8	0
Leadership Engagement	Leaders are passionate about supporting and leading change within our company	92	8	0
Leadership Engagement	Leaders encourage all employees to be respectful of each other, our customers and the business	100	0	0

improview

Department 3: Strengths and development focus questions

Survey Area	Question	Yes %	Somewhat %	No%
Business Culture	Regular communication and updates are given to the employees about the company mission	46	39	15
Business Culture	The company has a clear business plan that is understood by all employees	39	46	15
Business Culture	The business plan is communicated effectively using multiple communication methods	30.5	39	30.5
Employee Culture	Activities are in place, in the company, to support employee well being	39	39	22
Development Culture	I have more skills than I am able to use at work	30.5	61	8.5
Development Culture	I have skills that are not fully utilised by my supervisor/manager	30.5	39	30.5
Customer Engagement	All customer issues are solved expertly and timely and to customers satisfaction	33	58	9

❖ Please note: it was the "Somewhat + No" % that influenced some questions above being focus question.

improview

Department 3 - Recommendations

- Work on ways to engage a better response rate in 2017. There are potentially 27% of employees is this department that for whatever reason did not complete the survey. Running one listening group may help answer this and find solutions.

- The key activity for this department is to work on the "somewhat" respondents and create an emotional connection and engagement to ensure a positive response at the next survey.

- Improve clarity of the mission and business plan for xxxxxxxxxx and then Improve communication of all company updates, and business plans etc. This is potentially around what is communicated and how it is communicated.

General points:

- Really good positive results, the only watch out would be to ensure that those employees that responded "somewhat", especially in the Business Culture dimension should be engaged in the gathering information activity to assist with feeling more connected to the business culture etc. (see focus questions)

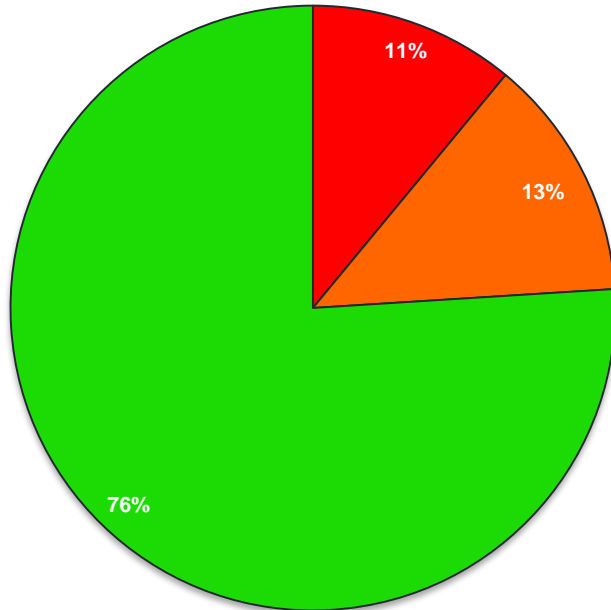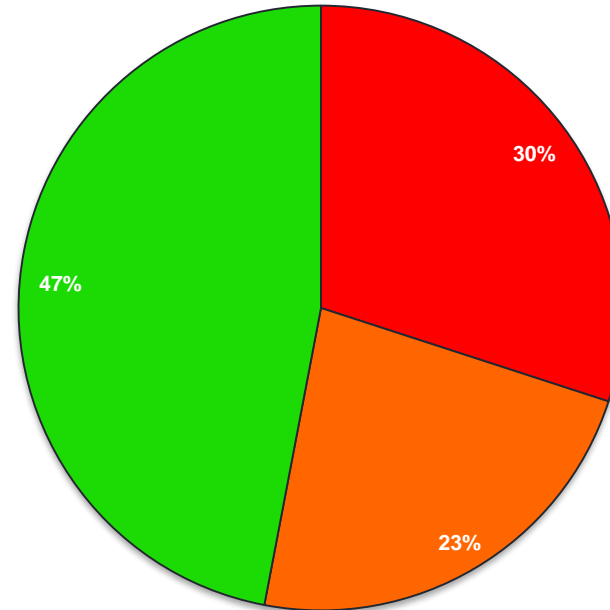- Don't lose the already positive engagement within this department and team.

improview

E-*Cat* Dashboard – Additional questions

Diversity

Taking Action

Additional Questions - Recommendations

- 139 respondents completed these two additional questions.

- 53% of respondents believe that none or little action will be taken by the company on the back of this survey.

- A key recommendation is that each department has a clear (SMART) action plan, that is developed from the recommendations in this document, and that these are communicated to the employees. These action plans must visible, be actioned and reviewed in a timely manner.

improview