



## **Preliminary Considerations Before Choosing Insightlink's 4Cs Employee Survey**

### **WHAT SHOULD I CONSIDER BEFORE STARTING AN EMPLOYEE SURVEY?**

There are many reasons why organizations decide to conduct an employee survey. Sometimes, the survey may be launched as result of a specific change – such as a merger recent growth or downsizing, a new corporate direction or a notable increase in turnover – or perhaps because of apparent problems with morale, a specific request from senior management or as part of an ongoing process of organizational development. Whatever the specific reasons at your organization, it is important to keep these objectives in mind when designing your survey to be sure that your survey meets these specific needs.

In addition to your organization's own reasons for conducting an employee survey, there are also some really critical advantages for measuring employee satisfaction that all organizations can benefit from. As organizations both understand and take action to improve employee satisfaction, they can also experience:

- Higher retention and lower turnover, as well as the cost savings that these changes bring.
- Greater productivity that results from employees who are more engaged with, and committed to, the work that they do.
- Increased customer satisfaction, since happier employees tend to deliver better customer service.
- Easier recruiting, since satisfied employees help organizations become known as preferred places to work.

Most importantly, these benefits can translate into higher value for an organization – in fact, between 1998 and 2005, the value of the "100 Best Companies to Work for in America" increased by 14%, as compared to 6% for the overall market, even after controlling for numerous external variables.

### **WHAT IF OUR ORGANIZATION HAS NEVER DONE AN EMPLOYEE SURVEY BEFORE?**

- 1) Clients tell us they receive unparalleled customer service, patience and flexibility, when they choose Insightlink, which gives them peace-of-mind and confidence in partnering with us.
- 2) We walk our clients through the advance planning stages, including giving them clear instructions on the steps needed to prepare their organizations to take the survey and the necessary materials to make the process easy and straightforward, including:
  - a. Templates for advance communications to send to employees about the upcoming survey.
  - b. Suggestions for communicating with managers about the survey process.
  - c. The steps your IT people need to take to ensure all employees receive their email invitations.

- d. A online link to your survey's real-time participation monitor, which is used to decide the timing of reminders.
- e. Our 4Cs Action Planning Workbook, which includes guidance on identifying issues and causes within your organization and a Solutions "Cheat Sheet."
- f. A template for sending a follow-up memo to your employees reporting the survey outcome and giving them some highlight results.
- g. A toll-free technical support for employees, a designated project manager and researcher to ensure your project runs smoothly.

## **WHAT'S INVOLVED IN DOING A 4CS EMPLOYEE SURVEY WITH INSIGHTLINK?**

When planning to conduct an Insightlink 4Cs survey, you'll need to answer each of the following questions:

- 1) Do all of your employees have their own work email addresses?
- 2) If not, do those without their own email addresses have access to the Internet and would they be comfortable completing an online survey if given a hardcopy invitation?
- 3) Do any of your employees need paper, hardcopy surveys?
- 4) Can all your employees complete the survey in English or do you have needs for Spanish or other languages?
- 5) Are there any factors on the horizon that may influence the results of the survey? Is it an unusually busy time in a seasonal business? An upcoming bonus distribution? Some situations may lead to reactions that warrant reviewing results in light of the timing of the survey.
- 6) Are there any internal deadlines that might dictate your timing needs? Do you have a Board meeting coming up and will need to present the results? Are you trying to meet the timing of your company announcements? If you answered "yes" to any of these questions, ask us about working with your specific timeline.

## **WHAT ARE THE BENEFITS OF INSIGHTLINK'S 4CS SURVEY APPROACH?**

The basis for all Insightlink 4Cs Employee studies is our standard 4Cs survey, which is also the survey used to create our annual Benchmark Norms. Using this survey as the foundation, we then customize it to meet your specific needs, including finding the ideal balance between survey content and the length of time required to complete the survey.

What makes Insightlink's 4Cs survey unique is that it uses four distinct elements – Commitment, Culture, Communications and Compensation – to effectively summarize the main drivers of job satisfaction at your organization. Combined, the 4Cs represent the fundamental structure for summarizing your organization's results.

## **HOW DOES INSIGHTLINK CUSTOMIZE EMPLOYEE SURVEYS TO MEET CLIENT NEEDS?**

To gain the most insights from your survey, Insightlink encourages you to think about the following general questions as they relate to your organization. Insightlink is committed to understanding your organization in additional context to help optimize the design of your 4Cs employee survey, subsequent analysis and reporting.

- 1) What are your organization's biggest management challenges?
- 2) What are your organization's biggest operational challenges?
- 3) From the employees' perspective, what are some of the positive aspects of working at this organization?
- 4) On the other hand, what might employees say about what needs to be changed at your organization?
- 5) What would you say are the primary leadership challenges in your organization? What about the challenges facing individual teams or departments?
- 6) How is change perceived within your organization? Is your organization truly committed to taking action on the results on the survey? (If not, do not choose to launch an Insightlink 4Cs survey until you are ready to hear from employees and show willingness to address employee concerns and work toward change.)
- 7) Have there been any recent developments or policy changes at the organization that might be affecting employee morale and impact the results of your survey?

## **WHAT IS INSIGHTLINK'S SURVEY PROCESS?**

The key steps to conducting a 4Cs survey are for you to:

- 1) Review the "Email Invitation" that will be sent via email to all employees by Insightlink.
- 2) Review the "Online Welcome Page" that will appear online at the URL supplied by Insightlink. It explains the purpose of survey and gives instructions to employee participants.
- 3) Review the "Master" questionnaire.
  - a. The survey, including "Importance and Performance" ratings have been especially designed to reflect the "4Cs" of Employee Satisfaction – Commitment, Corporate Culture, Communications and Compensation.
  - b. Indicate edits to the questionnaire by typing your requested change in a different color or using the track changes function in Word.
  - c. You may also add new questions and can ask for our assistance in creating the appropriate wording.
- 4) Supply lists for your departments/teams, mission statements/vision and the benefits you offer your employees.
- 5) Tell us which industry norm, if any, to include in your reporting.
- 6) Send a high resolution logo.
- 7) Provide a file with email addresses and other key information.

## WHAT ACTION SHOULD I TAKE BASED ON MY 4CS SURVEY RESULTS?

Insightlink has designed the 4Cs Action Planning Workbook to give you insights into causes and proposed solutions based on your results and the recommendations provided. Use of the Workbook will let you carefully examine your organization's current state, your desired/future state and what you need to do to close the gap. The Workbook will also give you a wealth of information and tools to help you understand your results, to plan effective action based on the results and to clearly communicate your Action Plan to your employees.

Here are some examples from the Workbook for you to review:

4Cs Finding	Possible Causes	Potential Solutions and Actions to Consider
Dissatisfaction with performance appraisal or performance appraisal methods	<ul style="list-style-type: none"> <li>A. Evaluations are not administered regularly</li> <li>B. Evaluations are unfairly or unevenly administered</li> <li>C. Rater is not competent to rate the employee</li> <li>D. Employees are not recognized for their contributions/others take or are given credit for their contributions</li> <li>E. There is insufficient performance feedback</li> </ul>	<ul style="list-style-type: none"> <li>a. Redesign the performance appraisal system</li> <li>b. Improve training for those administering the evaluations</li> <li>c. Improve the level of formal employee recognition activities/events</li> <li>d. Set an objective to start preparing performance appraisals one month before they are due</li> </ul>
Lack of advancement opportunities	<ul style="list-style-type: none"> <li>A. No opportunities in employee's area of expertise</li> <li>B. Believe that advancement is available only by leaving the organization</li> <li>C. Employee did not receive expected promotion</li> </ul>	<ul style="list-style-type: none"> <li>a. Implement policies of job rotation/job enrichment</li> <li>b. Formalize career development opportunities and clearly define career paths, expectations, timeline</li> <li>c. Develop clear career ladders and pathways when possible</li> <li>d. Include peers in promotional decision making</li> <li>e. Share information about educational opportunities</li> <li>f. Be aware of organizational jobs above entry level</li> <li>g. Include career development conversation in annual performance check and year-end review</li> </ul>
Dissatisfaction with senior management	<ul style="list-style-type: none"> <li>A. Lack of clearly defined vision/direction for the organization</li> <li>B. Perceived conflict with core values</li> <li>C. Poor leadership style</li> <li>D. Lack of contact/accessibility with employees</li> <li>E. Show little interest in duties/work/contributions of employees</li> <li>F. Leadership not seen as supporting employees' needs</li> </ul>	<ul style="list-style-type: none"> <li>a. Conduct/share long range planning goals with employees</li> <li>b. Clearly align the organization's and employees' values</li> <li>c. Set departmental objectives and connect departmental accomplishments to the organization's overall mission and objective</li> <li>d. Expand the level of leadership/employee interaction</li> <li>e. Share strategic planning outcomes with employees</li> <li>f. Provide meaningful recognition of employees, including visits from senior management over coffee to tie the big picture, mission and objectives to their work and the accomplishments of employees themselves</li> </ul>