



## **Comprehensive Employee Survey Report Sample**

Prepared for:  
Your Company  
Month/Year

This sample is a condensed version showing selections from an actual 4Cs Comprehensive Employee Survey Analysis report and balloons explaining the main features of these reports

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## Background and Methodology

All 4Cs reports start with a brief orientation to the report, including identifying the industry norms used

This report presents the results of an organization-wide climate survey conducted on behalf of ABC, Inc. ABC commissioned Insightlink Communications to conduct an employee survey in order to gauge employees' satisfaction on a number of issues, with a particular emphasis on determining the overall climate of the organization, assessing which factors are contributing to employee satisfaction and which are detracting from their satisfaction.

To collect the information contained in this report, 2,400 ABC employees were invited to participate through the Insightlink online survey system and a total of 2,100 employees completed the survey, which represents a participation rate of 88%.

All Insightlink reports are structured on the basis of our "4Cs" model of Employee Satisfaction, which categorizes most survey results into one of four factors that influence and sustain employee involvement. These four factors are: Culture, Commitment, Communications and Compensation.

Key benchmark norms have been included in this report to give context for ABC's performance against a norm for all U.S. employees and against a representative norm for the [RELEVANT] industry.

These benchmark norms are derived from an independent Insightlink study conducted annually among employees in the U.S. This study is based on representative samples of employees that is rigorously designed to match the most recent U.S. Census demographics and the U.S. Bureau of Labor Statistics industry distribution.



Each Employee Survey Analysis report begins with an Executive Summary that highlights the key themes in a narrative format and lists distinct Areas of Opportunity

## **Executive Summary**

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## Executive Summary

This narrative summary describes the main themes of the employee survey findings, highlighting both strengths and areas where performance is weak

The ABC work environment is one in which some key strengths are counterbalanced by areas that are in definite need of improvement. With 53% of employees either extremely or very satisfied with their jobs, overall job satisfaction is near the benchmark levels for U.S. employees as a whole and the applicable industry. However, this result is significantly below Insightlink's recommended minimum target of 65%, at which point organizations really start to see the benefit of having an engaged and committed workforce.

It is clear that job satisfaction at ABC is being driven by a combination of some very positive and very negative ratings on more specific items. In many cases, both the high and low scores can be traced to the same sources – the company's presence in a new and growing industry and its business model, which includes hiring, managing and coordinating staff in far flung locations.

The positive side of ABC's work environment are apparent in the optimism that employees have about its future (75% are extremely/very optimistic) and the future of the industry (81% are extremely/very optimistic). Their optimism about the future of the company is matched by a sense that they will have long futures with the company. Even though most are relatively new to the organization (63% have 2 years or less experience with the company), more than half (55%) believe they will be with ABC at least 5 years and a substantial number envision 15 or more years with the company.

Employees are also quite positive about ABC's leadership and the company's overall direction. More than two-thirds (68%) feel they have seen the organization make progress in the past 12 months, a response much more positive than the U.S. and industry benchmark levels. Similarly, employees have more positive perceptions of every level of management – immediate supervisors, the Senior Management Team and the Executive Leadership Team – than the norms.

Perceptions of the company's mission, vision and values, however, are somewhat mixed. While most feel the company fulfills its stated vision (73%), only half feel employees embrace the stated values. There are also some doubts about how well leadership fulfills the values. Two-thirds feel their supervisor lives up to the values, while less than half feel this way about Executive Leadership and Senior Management.



## Executive Summary

At 41%, employee satisfaction with compensation is on a par with the industry and U.S. norms. However, the ratings fall sharply for the bonus program (only 17% are satisfied, far below the norm). Not surprisingly, these issues produce an imbalance in employee views of commitment. More than three-quarters (79%) consider themselves committed to ABC, but less than half (45%) feel ABC is committed to them as employees, leading to a large “commitment gap.”

ABC has an average distribution in terms of Insightlink’s Loyalty Matrix. Only half of ABC employees are *Committed Loyalists*, who are both highly satisfied and intend to stay at least 2 years with the company. These employees are the backbone of both productivity and morale. Increasing their numbers can boost operational efficiency and drive down turnover costs.

Nearly one-third of ABC employees (30%) are *Dissatisfied Compromisers*, unhappy with their work environment, but having no plans to leave. These employees can drag down morale and productivity. Addressing the issues that are causing their negative perceptions can be a worthwhile investment.

At 17%, ABC has about the typical level of *Change Seekers*, who are not satisfied and plan to leave the organization. While this is not an unusual number, it is higher than desirable. Steps taken to increase the number of *Committed Loyalists* and to reduce the number of *Dissatisfied Compromisers* should also help to reduce this group. Just 2% of ABC employees are *Satisfied Opportunists*, employees who like their work environment but who plan to leave in the next 2 years. No action is needed to address this small group.

Going forward, ABC should build on its strengths of having a group of client-focused employees with a high level of commitment to the organization, who are proud of the work they do and feel motivated to do it well, while taking action on the key areas of concern and improvement. The improvements that will have the strongest impact include training and development opportunities, more clearly defined roles and responsibilities, reward and recognition and opportunities for advancement. On the following pages, we provide specific recommendations for each of the 4Cs of employee engagement: Culture, Commitment, Communications and Compensation



## Executive Summary

The narrative summary is then followed by specific recommendations and suggestions within each of the 4Cs: Commitment, Culture, Communications and Compensation

### Areas of Opportunities—Culture: Leadership

#### *Executive Leadership Team*

- Be more accessible and visible to employees at all locations and levels within the organization.
- Consider greater use of technology to increase visibility and to communicate effectively with far flung employees.

#### *Senior Management Team*

- Be more accessible and visible to employees at all locations and levels within the organization.
- Consider greater use of technology to increase visibility and to communicate effectively with employees.
- Where needed, develop greater “hands-on” knowledge of the work done by staff.
- Be proactive about soliciting, listening to and responding to employee feedback and suggestions.
- Make sure there is a clear and open two-way path for communications.

#### *Immediate Supervisors*

- Provide regular performance reviews to all employees.
- Provide regular feedback and praise for work well done.
- Make sure all performances reviews include meaningful coaching and training and development plans.
- Ensure all company policies are applied in a fair and just manner and that employees are treated with respect and dignity.



## Executive Summary

### **Areas of Opportunities—Culture**

#### *Work Environment*

- Consider updating laptops and other electronics systems to increase speed, connectivity, staff convenience and data security.

#### *Workload Distribution*

- Many employees are concerned about inconsistent workloads that make it difficult for them to plan their work, organize their personal lives and to have a secure and predictable income. Work assignments and the associated communications should be examined to see if it is possible to make work more predictable or to provide employees with greater warning of changes in their hours.

#### *Performance Review*

- A large number of employees report not having had a performance review and/or getting little or no feedback about their work. Steps should be taken to make sure every employee has timely and comprehensive review of their work.

### **Areas of Opportunities—Commitment**

#### *Training and Development*

- Many employees report they have had limited opportunities for training and development. In conjunction with improved/regularized performance reviews, each employee should be given the opportunity, in conjunction with their supervisor/manager, to lay out an appropriate training and development plan.
- The need for cross-training of employees to additional roles was mentioned repeatedly in employee write-in comments and appears to be an area in which the company could increase the value of its human capital for a relatively modest investment.



Our 4Cs Employee Survey analysis usually begins with overall satisfaction, since this is used as a basis for all further analysis

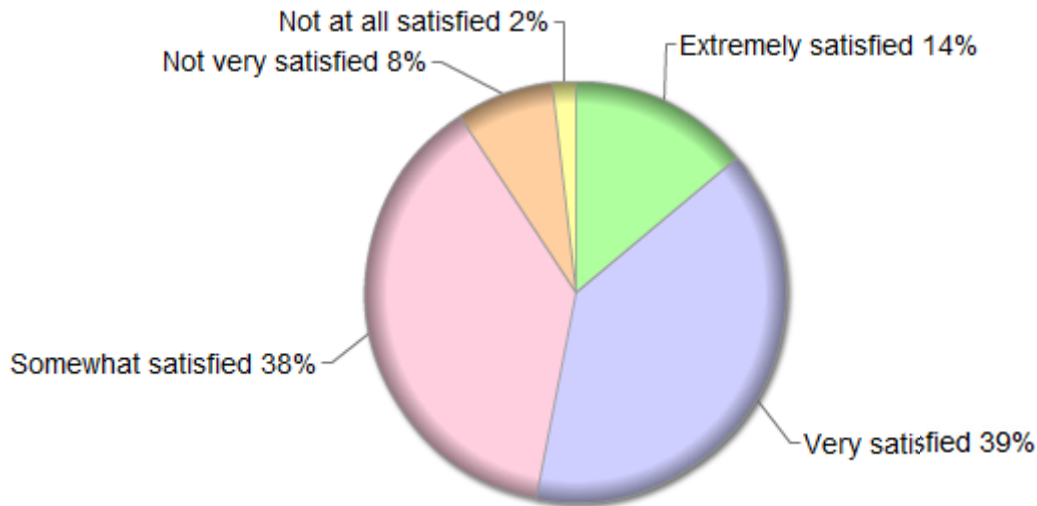
## **Overall Satisfaction**

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# Overall Job Satisfaction

With just over half extremely or very satisfied (53%), job satisfaction at ABC is just below the industry and U.S. norms and well below the recommended target level of 65%. The gap appears to come from a sizable proportion of employees feeling only somewhat satisfied with their jobs rather than a high group of seriously dissatisfied employees.



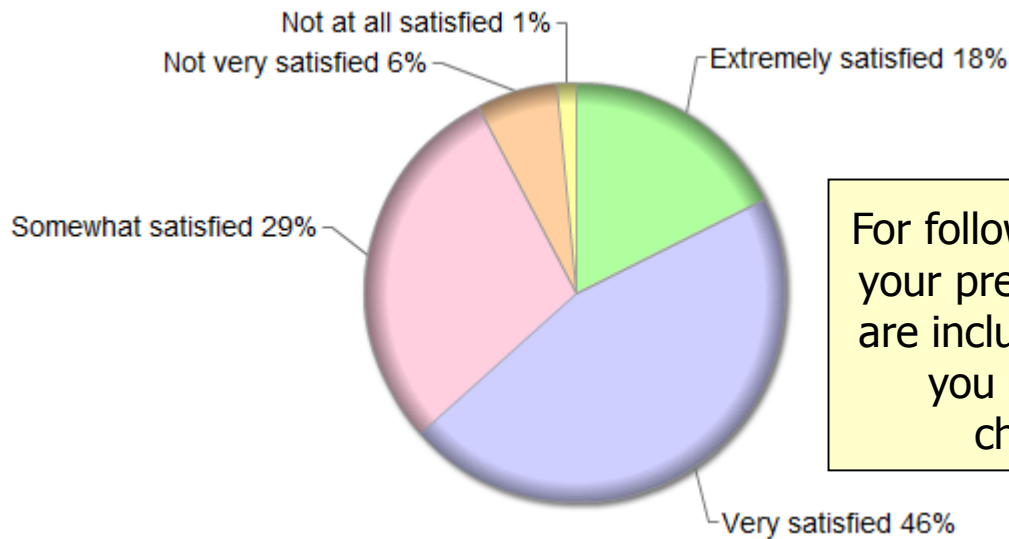
**Recommended Minimum Target for Employee Satisfaction**  
**65%**

| Benchmark  |            |
|------------|------------|
| IND. NORM  | US NORM    |
| <b>55%</b> | <b>57%</b> |
| 15%        | 17%        |
| 40%        | 40%        |
| 33%        | 32%        |
| 9%         | 9%         |
| 3%         | 3%         |

|                           | Top 2/Favorable: | 53% |
|---------------------------|------------------|-----|
| Extremely satisfied (297) | 14%              |     |
| Very satisfied (828)      | 39%              |     |
| Somewhat satisfied (802)  | 38%              |     |
| Not very satisfied (160)  | 8%               |     |
| Not at all satisfied (36) | 2%               |     |

# Overall Job Satisfaction

This year, more than six-in-ten employees (64%) are either extremely or very satisfied with their jobs. This overall level of job satisfaction is 6 percentage points higher than the 2009 result of 58% and is also 7 points above the industry benchmark norm for the industry. This much improved result falls just one percentage point short of Insightlink’s recommended minimum of 65%, which suggests that the action taken since the 2009 study has had a beneficial impact on ABC’s work environment.



For follow-up studies, your previous results are included to show you what has changed

**Recommended Minimum Target for Employee Satisfaction**  
65%

|                          | 2012         | 2009       | Benchmark  |            |
|--------------------------|--------------|------------|------------|------------|
|                          |              |            | IND. NORM  | US NORM    |
| <b>Top 2/Favorable:</b>  | <b>64%</b> ↑ | <b>58%</b> | <b>57%</b> | <b>58%</b> |
| Extremely satisfied (62) | 18%          | 18%        | 20%        | 18%        |
| Very satisfied (161)     | 46%          | 40%        | 37%        | 40%        |
| Somewhat satisfied (102) | 29%          | 31%        | 32%        | 31%        |
| Not very satisfied (22)  | 6%           | 10%        | 9%         | 8%         |
| Not at all satisfied (5) | 1%           | 0%         | 2%         | 3%         |

Arrows show difference of +/- 5 points from industry norm

## Most Satisfying Aspect

Examples of verbatim comments from employees are used to further illustrate the report findings

Employees' comments about the most satisfying aspects of working at ABC focus on flexible work schedules, autonomy, contact with colleagues and members, and the company's innovation and growth potential.

*"It is a pleasure to work with the people here and I find that they are always there to answer questions and help out. I like not being in a typical job with all the constraints with a fair amount of independence that field work gives me."*

*"I find the autonomy and flexibility given to us is very satisfying. I find that the training is also very good which helps us do our jobs well. I love the people in all the departments and how well they do their jobs and how they help us get our job done well."*

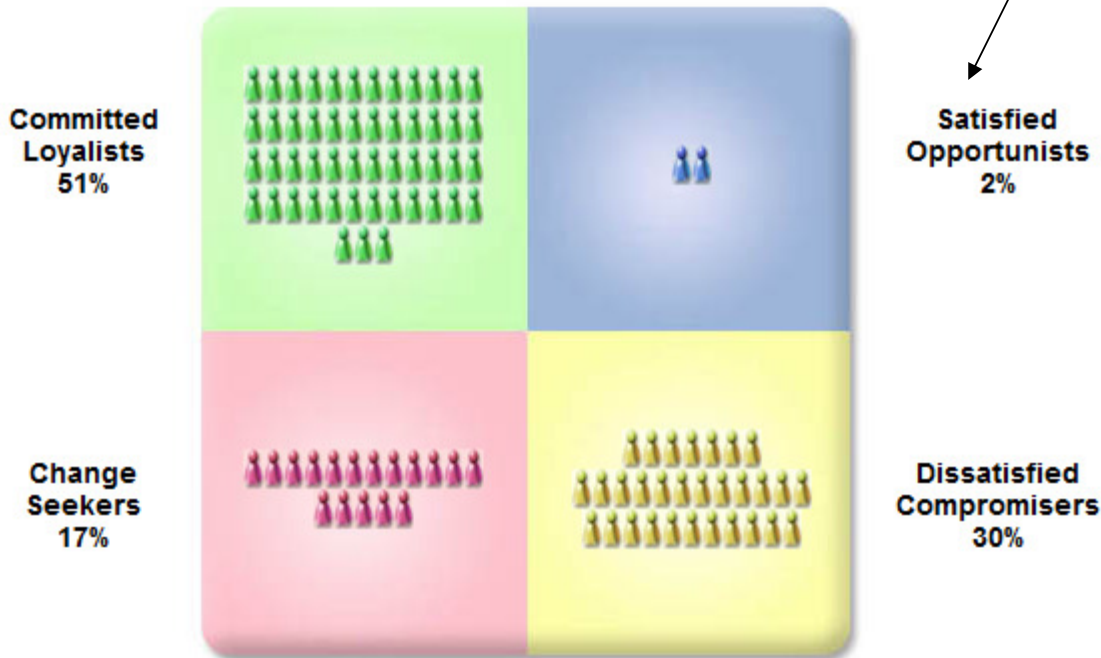
*"I am able to utilize the knowledge and interpersonal skills I have learned and acquired over the years in a somewhat independent work setting, with the realization that the company I work for recognizes these qualities and promotes them in a way that together we can get the job done in an efficient and effective manner."*

*"I find that the people I work with satisfying because I work with a great group of people who take their work serious and act efficient in that manner as well as the types of services and work that we do that contributes to the bigger picture. It's very gratifying that we're helping our clients and their customers out."*

*"The most satisfying part about working with ABC is having the opportunity to speak with members with whom you can make a difference in their lives with just a simple phone call."*

*"Working in an innovative company."*

# Employee Loyalty Matrix



Insightlink's Loyalty Matrix is a distinguishing feature of all 4Cs reports that groups employees into four distinct and meaningful segments

|                           |     | IND. NORM | US NORM |
|---------------------------|-----|-----------|---------|
| Committed Loyalists       | 51% | 50%       | 51%     |
| Satisfied Opportunists    | 2%  | 5%        | 6%      |
| Change Seekers            | 17% | 19%       | 16%     |
| Dissatisfied Compromisers | 30% | 26%       | 27%     |

## CLASSIFICATIONS

- **Committed Loyalists:**
- **Satisfied Opportunists:**
- **Change Seekers:**
- **Dissatisfied Compromisers:**

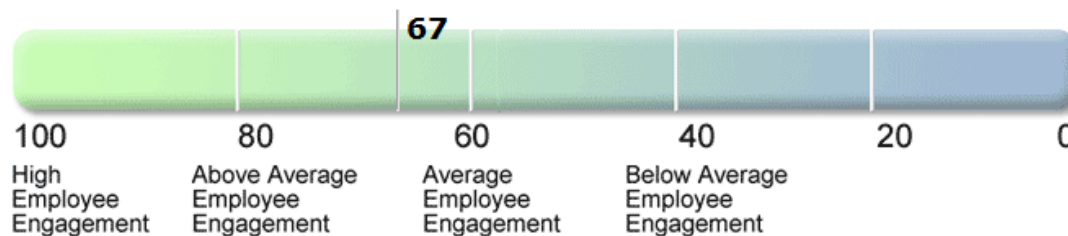
## DEFINITIONS

- Extremely/very satisfied and plan to stay 2+ years
- Extremely/very satisfied and plan to stay < 2 years
- Somewhat/not very/not at all satisfied and plan to stay < 2 years
- Somewhat/not very/not at all satisfied and plan to stay 2+ years

## Employee Engagement Index

Employee engagement can best be summarized as a dynamic partnership in which employees bond with their organization and with one another through shared understanding and common purpose. Engagement is a state in which employees are fully involved in their job roles – physically, cognitively, and emotionally. In a highly engaged workplace, employees understand and agree with the company’s strategic goals, are clear about how their work fits into making those goals a reality, are motivated to go beyond narrow job definitions to meet those goals and are confident that their efforts will be recognized and rewarded by their peers, managers and the organization as a whole. By combining these multiple components into a single Employee Engagement Index, an organization can both assess its current level of engagement and then track its success at improving that level.

ABC’s employee engagement is at 67, which is on par with the average level of engagement among employees in the U.S. (67). Taking action on the issues identified by ABC employees will help drive this Engagement Index higher.



Insightlink’s Engagement Index is a straightforward single-number score that reflects an organization’s success at engaging their workforce. The benefits of increasing the Engagement Index include improved morale and job satisfaction, enhanced productivity, greater competitiveness and higher revenues, as well as decreased employee stress, less absenteeism, reduced turnover and fewer costs related to turnover.



## Top Drivers of Job Satisfaction

A correlation analysis reveals which aspects of ABC's work environment tend to drive overall employee satisfaction. Changes in these areas have the greatest potential to alter overall satisfaction:

1. Feeling that employees embrace the stated values
2. Having well defined job requirements and responsibilities
3. Having the tools, equipment and resources to do your job
4. Having enjoyable work
5. Feeling employees are treated better at ABC than at other employers
6. Feeling that ABC fulfills its stated vision
7. Feeling that employees and the work they do are respected
8. Believing there is an appropriate level of reward and recognition
9. Satisfaction with the overall effectiveness of communications
10. Feeling there are adequate training and development opportunities
11. Being able to make suggestions
12. Feeling the overall culture and work environment are good
13. Having a satisfactory work schedule
14. Having the opportunity to learn new skills and grow

The Motivations & Drivers Analysis is divided into two parts: (1) those elements that are most highly correlated with job satisfaction, as shown here, and (2) the organization's performance on each element, as shown on the following page



## Driver Analysis

The Driver Analysis points to the primary opportunities for improvement, represented by those factors classified as "Weaknesses"

Classification of those drivers:

### **EQUITIES**

(High contribution and high performance)

Having enjoyable work

Having the tools, equipment and resources to do your job

Work is respected

ABC fulfills its stated vision

Overall culture and work environment

### **OPPORTUNITIES**

(High contribution and moderate performance)

Well defined job requirements

Training and development opportunities

Opportunity to learn new skills and grow

Embracing the stated values

Being able to make suggestions

### **WEAKNESSES**

(High contribution and low performance)

Good overall communications

Satisfactory work schedules

Employees treated better than elsewhere

Pay/compensation

Level of reward and recognition

Taking action on the factors classified as weaknesses will have the most positive impact on job satisfaction moving forward.



## Framework for 4Cs Comprehensive Employee Survey Reporting

In addition to overall satisfaction, each Insightlink 4Cs report includes a summary of your organization's:

1. Culture (sample on pages 19-24)
2. Commitment
3. Communications
4. Compensation







## CULTURE

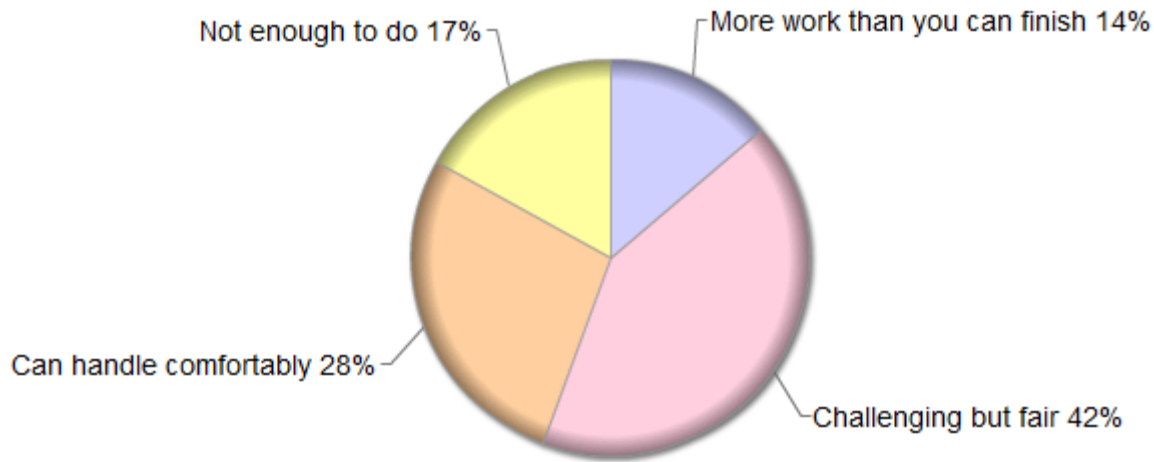
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“Culture” is one of the critical sections of the 4Cs report since it covers so many important elements of the work experience

## Perceived Workload

Each topic within Culture is analyzed individually, such as the Workload example shown here

Workloads at ABC appear to be reasonably comfortable for most employees. Only 14% have more work than they can finish, a number well below the US and industry benchmarks. A substantial number (17%) feel they often do not have enough to do.



|  |     |
|--|-----|
|  You continually have more work than you can finish (260)                 | 14% |
|  You find your workload to be challenging but fair (786)                  | 42% |
|  You find your workload to be about what you can handle comfortably (520) | 28% |
|  You often find that you do not have enough to do (319)                   | 17% |

| Benchmark |         |
|-----------|---------|
| IND. NORM | US NORM |
| 29%       | 27%     |
| 48%       | 48%     |
| 17%       | 19%     |
| 6%        | 7%      |



## Culture Evaluator

This summary focuses on the largest gaps between what is important to employees and how they rate your organization

Almost nine-in-ten employees agree that the culture at ABC is one where employees are treated with respect by their peers (86% agreement), they are able to find a satisfactory balance between personal/family obligations and career responsibilities (86% agreement) and the organization has established a culture that communicates high integrity and ethical values (82% agreement). ABC employees have identified being treated by respect by their peers as a key motivator, so this element of the culture should be supported and encouraged.

However, a number of significant gaps have been identified between what employees believe are important elements of an organization's culture and the extent to which these elements are present in their current work environment at ABC. These factors are consistent with the concerns raised by employees in their written comments, so these gaps represent the issues most in need of attention. The top five importance/performance gaps are the same as identified in 2009 and are as follows:

- All employees are accountable for their conduct and performance (97% vs. 54%, a 43-percentage point gap\*);
- Corrective actions are taken when employees do not meet performance standards (84% vs. 42%, a 42-percentage point gap\*);
- There is collaboration between divisions without excessive competition (85% vs. 44%, a 41-percentage point gap\*);
- People get ahead primarily on the merits of their work (93% vs. 53%, a 40-percentage point gap\*); and
- Conflict is usually resolved in a timely way (91% vs. 54%, a 37-percentage point gap\*).

Other significant gaps include merit-based recognition and rewards, the fair application of policies, and the degree to which employee loyalty is valued and rewarded.

\* The first number represents the percentage of managers who believe the statement is "extremely important" or "very important." The second number represents the percentage of managers who "agree strongly" or "agree somewhat" to the statement.



## Culture

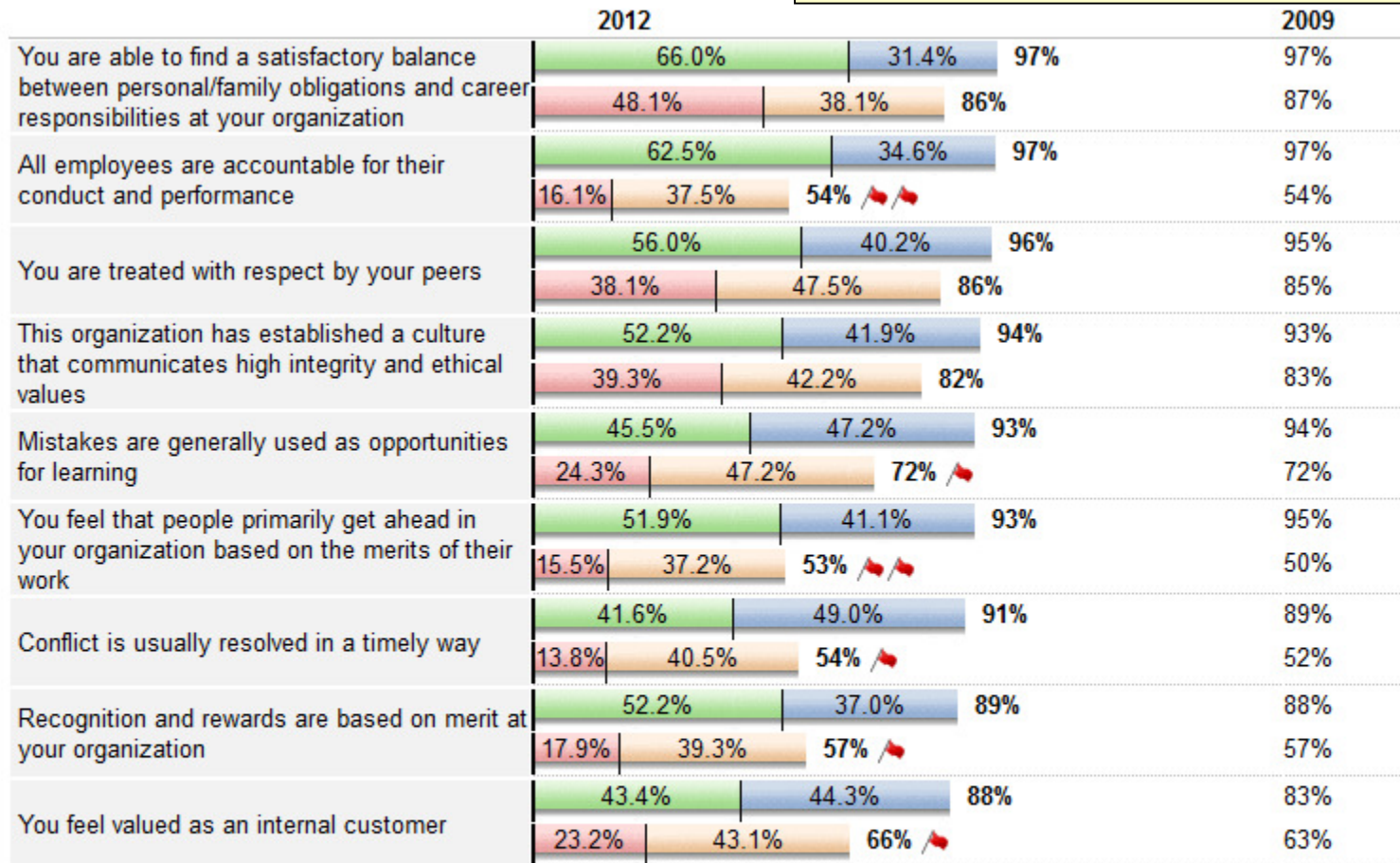
Showing the gaps in rank order by size is an easy way to see where the largest gaps exist and these are also the organization's biggest opportunities for improvement. The gaps can be trended over time to see where improvements are occurring.

| CULTURE   | 2012 Gap | 2009 Gap |
|---|----------|----------|
| All employees are accountable for their conduct and performance                                 | 43%      | 43%      |
| Corrective actions are taken when employees do not meet performance standards                   | 42%      | 39%      |
| There is collaboration between divisions without excessive competition                          | 41%      | 37%      |
| You feel that people primarily get ahead in your organization based on the merits of their work | 40%      | 45%      |
| Conflict is usually resolved in a timely way  | 37%      | 37%      |
| Recognition and rewards are based on merit at your organization                                 | 32%      | 31%      |
| There is fair application of organization-wide policies   | 28%      | 27%      |
| Employee loyalty is both valued and rewarded at this organization                               | 27%      | 29%      |



## Culture Evaluator - Importance vs. Performance -

The gaps are also displayed graphically, with red flags highlighting gaps of at least 20 points and two red flags showing gaps of at least 40 points

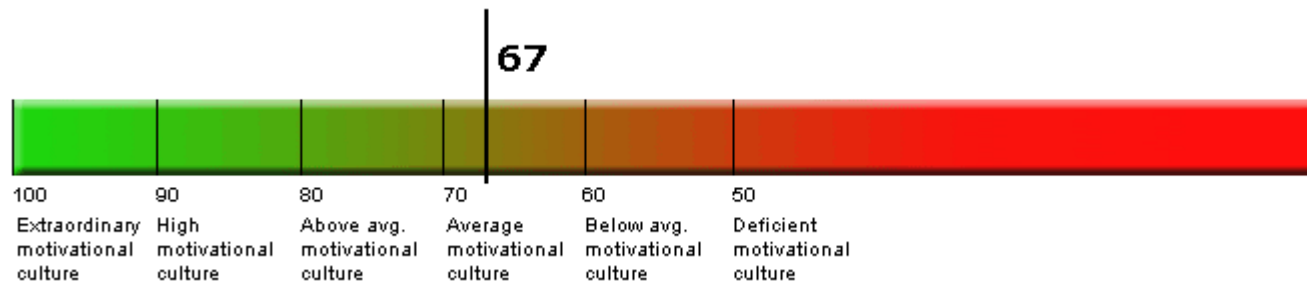


This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag indicates a gap of 20+ points.



## Motivation Index

The Motivation Index is a summary score of the “motivational culture” in an organization. At 67, ABC’s motivation index is below the average level. To further improve its motivation index, some areas of consideration include improving the overall work environment and culture, providing opportunities for career advancement, providing more informal recognition and training opportunities, improving communications between departments and between management and employees, as well as offering competitive compensation.



The Motivation Index is a summary of ratings relative to your organization’s culture surrounding reward and recognition



## Suggested Next Steps

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The last section of each Insightlink report includes a list of suggested next steps to help you make best use of your results



## Suggested Next Steps

Our analysis and recommendations along with the “Insightlink 4Cs Workbook” will help you develop your action plan

- ❖ Share employee survey results with executive leadership and key stakeholders.
- ❖ Identify three to five key critical issues to work on to improve employees’ work experience and the overall business process.
- ❖ Identify key personnel to work on critical issues and hold them accountable.
- ❖ Design a project plan with key dates and milestones and identify metrics of success.
- ❖ Share survey results with all employees.

*Thank employees for participating in the survey.*

*If appropriate, publish an article in the company newsletter or on the company intranet to acknowledge employee participation.*

- ❖ Announce employee meetings when the broader survey results will be shared.
- ❖ Review action plans regularly to ensure on-time completion.
- ❖ Conduct regular communications about the progress of action plans to keep employees informed and energized.
- ❖ Celebrate success when milestones are reached.
- ❖ Assess employees’ perceptions of the improvements made after employees have had a chance to experience the changes.
- ❖ Measure metrics of success to identify impact and return on investment of action plans.





This sample is a condensed version with only key selections from an actual 4Cs Comprehensive Analysis report.

Our clients consistently tell us that by using this report they can really see their organization through the eyes of their employees. That's our goal. To help you get a clear vision of both the positive and the negative and provide you with the tools to help you move your organization in the right direction.

[Read some of our client testimonials here.](#)

If you have additional questions, please call us at 866-802-8095 x705  
or email [information@insightlink.com](mailto:information@insightlink.com)