



Employee Opinion Research and Consulting

4Cs Employee Surveys



Results

Getting the Most Out of Employee Surveys

“Loyal employees in any company create loyal customers, who in turn create happy shareholders.” – Sir Richard Branson, Chairman, Virgin Group.

You know and recognize that your employees are one of your most important assets, but are you doing everything you can to maximize the potential of this asset? Based on our experience at Insightlink, the best employee surveys explore all aspects of an employee’s working life with an employer, covering not only what they do but also what employees think and feel about the organization. An effectively implemented program of employee research can become one of the most powerful strategic tools in helping your company achieve its long-term corporate goals by maximizing the value of your human capital investment. To achieve this goal, Insightlink is dedicated to assisting HR managers fully understand the concerns, attitudes and motivators of their employees.

How Can Employee Research Help?

A comprehensive evaluation of employee engagement and satisfaction can best be seen as a “check-up” on the internal health of your organization. Like any check-up, you learn both what is working well and where there are areas needing improvement.

When conducted on a regular basis, Insightlink’s 4Cs method for assessing employee engagement will let you identify key trends and patterns among employee attitudes and behavior, thereby enabling you and your company to anticipate and act on upcoming problems and issues. As a result, a 4Cs employee survey conducted by Insightlink will enable you to use the information from your employees as a tool for change within your organization.

At Insightlink, we strongly believe that employee surveys should represent a mutual exchange of information between employees and management. To fulfill this simple

principle, there is a critical need to make employees feel that they are part of the research process. For maximum effectiveness, employees must believe that the survey process has value to them and not just to the organization. Insightlink believes in clearly demonstrating to employees that a 4Cs survey is an opportunity for them to be heard and to directly influence company policies. This approach not only has a positive impact on participation rates but also affects the degree to which employees trust the outcome when the findings are reported back to them. For these reasons, all Insightlink 4Cs surveys are carefully designed for ease of use, including straightforward wording, a clean layout and simple navigation. Our standard Employee Opinion Survey has also undergone rigorous cognitive and field testing to ensure that all questions fulfill the meaning that is intended.

With all Insightlink 4Cs employee studies, employees are also assured of **confidentiality** and **anonymity**. These guiding principles have benefits to both the organization and its employees – in addition to gaining valid information for making knowledgeable business decisions, your organization is clearly demonstrating that it is reaching out to employees by asking them what they think and showing them that their opinions are appreciated. Equally important, these results give the organization a critical opportunity to take action based specifically on the feedback from employees. It is very powerful when senior management can honestly say that “we heard you and have implemented this [policy/change] as a direct result.”

How is Insightlink Different?

Above all else, employees want employers to treat them fairly, to show a sense of concern for them and to trust them to do their jobs – in other words, they are looking for an indicator of commitment from employers. In return, committed employees are not only less likely to leave but are also highly engaged, productive and effective employees. An assessment of employee engagement in all of its various forms represents the foundation of the Insightlink 4Cs approach.



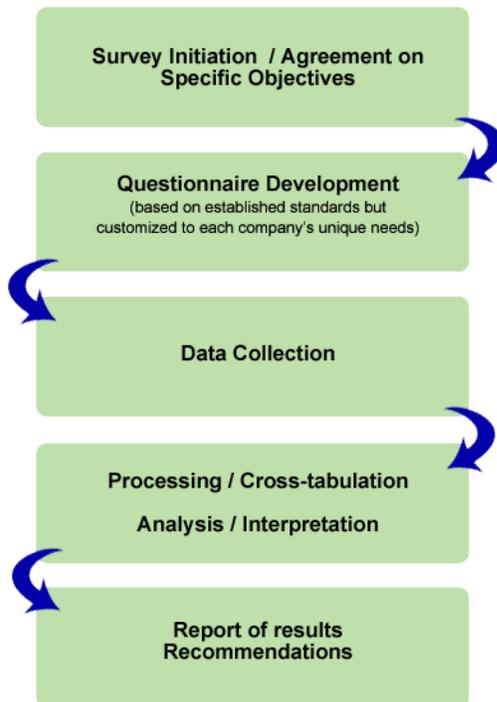
The 4Cs consist of **Commitment, Culture, Communications** and **Compensation**. Together, the Insightlink 4Cs are designed to provide you with a comprehensive and in-depth analysis of the internal health of your organization.

By evaluating your company’s culture and work environment from the employees’ perspective, you can determine to what degree your organizational values and mission statement are being communicated to, and understood by, employees and to what extent your employees believe that the company operates ethically, openly and with a concern for their well-being. Another critical component of each Insightlink 4Cs study is a measure of internal communications, including how well employees are kept informed about issues and changes within the company and

how information flows through the organization so employees can work most efficiently.

Finally, all Insightlink 4Cs studies focus on the important issue of compensation, examining satisfaction with compensation and benefits overall and comparatively both inside and outside of the organization. In our experience, perceptions of fairness in compensation policies can have more of an impact on engagement than the level of pay itself.

Our Survey Process



All 4Cs studies start with a “core” standard survey that is then customized to meet your specific needs – this initial consulting is part of our competitive advantage. Our core questionnaire was developed through an extensive review of current employee engagement and satisfaction studies, including an analysis of recent research on the primary drivers of employee retention. From these sources, we developed an extensive battery of questions, which are stored in a relational database accessible by our own proprietary questionnaire-building software.

Using this software, we can produce a fully-functional online version of your survey within minutes of approval of the final question set, meaning that the timeline for implementation is not bogged down by the logistics of traditional survey programming.

To conduct our online surveys, we use a powerful database-driven system and, because our software is directly linked with our platform for online data analysis, no subsequent programming is required. These technological strengths are an important demonstration of our specialization in employee studies and our dedication to streamlining all aspects of study development.

When a survey is launched, each of your employees receives a unique access code that allows them to begin answering the questionnaire. The access code is a “one-use” code

Insightlink Survey Processor - Microsoft Internet Explorer

Insightlink

your opinion counts!

To begin, please enter the following:

Survey Number:

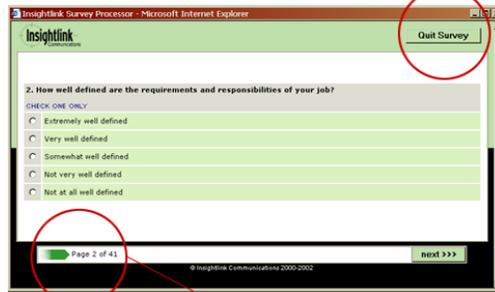
Access Code: -

Note: The above code ensures the security and confidentiality of your responses. It is a "one-use" Access Code which is deleted immediately after the survey is completed. There is no way to identify your responses with this code or with you.

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that is discarded once the survey is complete. This ensures the anonymity of the responses and prevents any employee from answering multiple surveys.

Option to suspend and continue at a later time



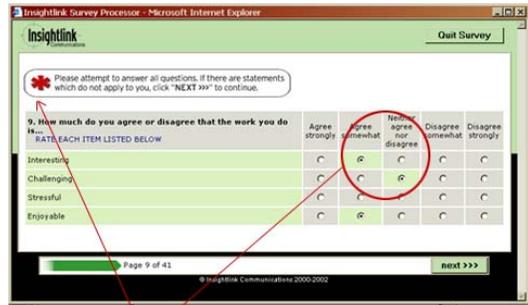
Visual progress indicator

All question screens are designed for ease of reading and comprehension. Our strong attention to usability contributes to higher response rates and more accurate data collection.

Our survey system is highly scalable and can support several thousand users connecting to the system simultaneously with no discernible impact on performance or speed. Servers are housed in a secure data center with all access being restricted to the appropriate Insightlink staff. We also have the ability to execute studies by paper or by IVR, depending on your needs.

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Technical Details: We do not set “cookies,” require plug-ins, Java applets or ActiveX controls which may be denied by corporate firewalls. Insightlink’s online surveys will run on any JavaScript-enabled browser at or above version 4.0 on both Mac and PC platforms.



Visual feedback prevents errors and encourages response.

Insightlink Analysis

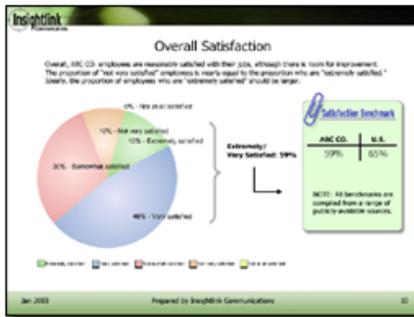
At Insightlink, we recognize that even well-executed studies have little value without meaningful interpretation and direction for improving employee satisfaction. As a result, we offer extensive experience in strategic analysis and reporting to ensure that your 4Cs study will reach its maximum potential. If you wish, we can include a comprehensive analysis of the **4Cs (Commitment, Culture, Communications, Compensation)** as well as a review of issues specific to your organization, such as determining what factors are driving recent changes in employee satisfaction or looking

in detail at perceptions of leadership by senior management.



For all of our clients, we create an Employee Loyalty Matrix of four distinct quadrants – **Committed Loyalists, Satisfied Opportunists, Change Seekers and Dissatisfied Compromisers.** This matrix analysis is a very powerful tool for providing clear strategic direction and actionable results.

The analysis we undertake not only includes our Employee Loyalty Matrix but also features a “gap analysis” of stated importance versus your organization’s performance on all of the key attribute ratings and a summary analysis of all open-ended responses. For the purposes of ongoing data tracking, subsequent studies can be used to highlight trends and changes in key measures from the initial benchmark study, which can be extremely useful in determining the effectiveness of new programs designed to increase employee satisfaction.

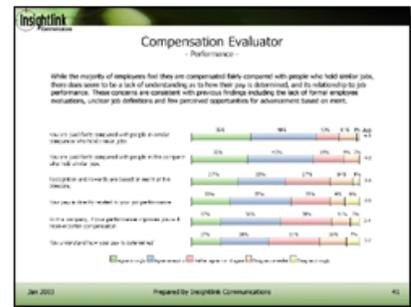


At Insightlink, we believe that normative benchmarks are useful mainly to help set the context of the findings, with the primary analytical focus needing to be on the client’s own results and the inter-relationships of the findings. To be useful, norms must provide a true picture of employee opinions. Insightlink does not create its comparative database by simply amalgamating scores from its clients’ surveys, as is sometimes done by other employee survey companies. Instead, Insightlink

norms are developed via a specially-commissioned, representative survey of employees conducted annually in North America. The sample for this survey is balanced against Bureau of Labor Statistics and Statistics Canada figures in terms of such key factors as company size, range of industry types, geography and employee demographics. The result of this balanced sampling is a rigorously scientific, fully accurate view that provides real benchmarks against which to judge your organization’s scores.

Survey results are summarized in a final report, including comparative benchmarks, with a focus on strategic analysis and clear communication of the findings. Our emphasis on up-front consulting helps to ensure that the final report addresses your organization’s primary concerns and issues.

Our usual reporting format is to provide the appropriate charts, graphs and written summary analysis in a Microsoft PowerPoint or Adobe PDF document – examples of our reports are available online. Following preparation of the final report, we will work with you to design any follow-up reporting or analyses that will best meet your needs.



Through use of the Employee Loyalty Matrix, all studies determine the degree to which employees are entrenched, engaged and committed to the organization on the one hand and vulnerable to leaving on the other. This means that the findings of each

Insightlink 4Cs study not only measures the impact of current programs, policies and procedures in your organization, but can also be used as catalysts for improved communication with your employees and increased job morale. Even further value can be gained from regularly repeating the Insightlink 4Cs study so that your organization can build up a comprehensive understanding of trends, especially in relation to the important indicators of teamwork, company values and leadership.

Insightlink's 4Cs Action Planning Workbook

In addition to providing graphical summary reports and analysis of the main themes and findings, we have also designed an Action Planning Workbook to help organizations create the change required to improve employee engagement and satisfaction.

Insightlink's 4Cs Action Planning Workbook is designed to help you transform your employee survey results into useful and effective strategic plans.

You will receive practical guides, tips, and forms to help you navigate, understand, and take action on your employee survey results. Many of the fields in the workbook are form-fillable, so the workbook itself becomes an effective tool for planning and collaboration. The workbook will specifically help you to:

- Identify the key strengths of your organization.
- Identify key areas for improvement.
- Facilitate sessions to share survey results with employees and solicit employee suggestions and feedback on how to improve areas of concerns.
- Develop action plans that are tailored to the specific needs of your organization.
- Prioritize key action steps and identify key stakeholders who will be accountable for rolling out the action plans.
- Identify realistic timeframes for implementing the action plans.
- Implement a communication strategy to keep employees updated amidst the changes being introduced as a result of your 4Cs survey.
- Develop metrics to measure progress as your plans are implemented.

By taking these steps, your organization will start to share in the benefits that come from having a motivated and engaged employee workforce.

Driving Employee Engagement

At Insightlink, we view employee engagement as a dynamic partnership in which employees bond with their organization and with one another through shared understanding and common purpose. In other words, engagement is a state in which employees are fully involved in their job roles, including being engaged 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. A workplace with engaged employees exhibits an "all for one, one for all" spirit that encompasses both their colleagues and customers – a place where employees do whatever is necessary to ensure the continuous high performance and success of their organization.

Through our survey instruments and general consulting approach, including our 4Cs model of Employee Engagement – Commitment, Culture, Communications and Compensation – we assess employees' level of dedication to the organization. We also summarize the level of positive intensity and quality of work effort the organization can expect by calculating our proprietary Employee Engagement Index and pinpointing areas where the company can take action to increase employee engagement.

Ten Reasons Why Clients Choose Insightlink's 4Cs Employee Survey

#1 – The 4Cs: With Insightlink's 4Cs, you will build a foundation of knowledge that goes beyond the numbers. To get your hands on the pulse of your workforce, let the 4Cs show you what is working well at your organization and identify opportunities for improvement. You'll literally "hear" what employees are saying about your organization.

#2 – Loyalty Matrix: Imagine seeing the Insightlink Loyalty Matrix for your organization. All Insightlink 4Cs surveys include concrete tools to give you a feel for where your organization stands so you and senior management can make better human capital decisions.

#3 – Motivation Index: Insightlink's Motivation Index is a straightforward single-number score that reflects an organization's success at motivating and engaging their workforce. The benefits of increasing your Motivation 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.

#4 – Consulting Advantage: Our clients will tell you that we take the time to fully understand their organizations. We design surveys to meet your specific needs while keeping in mind the need for questions that show your organization's performance against our norms.

#5 – Integrity in our norms: With Insightlink's up-to-date, independently-commissioned norms, your benchmark readings are accurate and you get a true industry perspective.

#6 – Data Collection Flexibility: Insightlink offers a choice of data collection methodologies, including online surveys, hardcopy surveys or a mix of the two.

#7 – Technical Advantage: Our online survey platform is reliable, secure, and scalable. Whether you have 50 employees or 50,000, your survey will run smoothly and your data will be in capable hands.

#8 – Reporting Advantage: When you choose Insightlink, you get a variety of reporting options and our extensive experience in analyzing survey data means that we highlight the information you need to see to make effective decisions. We give you a complete picture of employee engagement, so that you can determine the action needed to improve or maintain employee morale.

#9 – Cost and Timing Advantage: Our modular online system allows us to rapidly develop and execute your survey, making Insightlink the best online value in the industry. In most cases we can offer a 45-day turnaround from launch to full report.

#10 – Seamless Data Trending: After completing your first 4Cs Survey you'll be able to track the changes in your scores through Insightlink's effortless year-to-year trending capabilities.



Contact us

For more information, or to request a no-obligation bid for your employee satisfaction study, call us toll-free at 1-866-802-8095 or fill in a request on the Web at www.insightlink.com



Results

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