



Focus. Insight. Action.

Company ABC

Employee Survey Report  
Sample Pages

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## Executive Summary

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Employees at Company ABC are proud to work for an organization that is an industry leader in alternative energy. Employees describe Company ABC as a place that is professional, values work/life balance, and respects diversity.

In fact, these are among the key factors that attract employees to work here: company reputation, excellent benefits, and working for a fast growing industry. However, what motivates employees to continue working for Company ABC are their relationships with their coworkers, interesting and challenging job assignments, and meaningful work that makes a positive impact on the environment.

The overall employee engagement score for ABC is 72%, which is above average. Employees in the Corporate Office and Sales and Marketing are the most engaged, while employees in Warehouse are the least engaged.

The top five strengths of Company ABC are:

- Senior management has a clear vision of the company's future, 85%
- Employees are able to enjoy a satisfactory work/life balance, 82%
- Company ABC is committed to excellent customer service, 78%
- Managers listen to employees' suggestion for improvement, 74%
- Employees are able to make full use of their skills and knowledge at work, 70%

The five areas that need the most improvement include:

- Employees have access to technology and resources for employees to do their best work, 56%
- Company provided dental benefits, 42%
- Employees are held accountable for their performance, 38%
- There are processes that enable employees to collaborate across departments, 32%
- Employees are encouraged to contribute to the company wiki or blog, 22%

Company ABC can build on its strengths of having an engaged workforce, clear company vision, and its commitment to providing excellent customer service while addressing areas that need improvement. These include improving collaboration across departments, providing access to training and technology for employees to do their best work, and growing its wiki and blog to capture institutional knowledge.

## Survey Objectives and Methodology

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### Objectives

The senior leadership at Company ABC wanted to conduct an employee engagement survey to collect baseline measures of its employees' engagement with their work and their perceptions of the company's climate and culture.

This survey was designed to gather employee feedback on their experience at Company ABC. The survey results reveal areas of unique value and areas that require both short-term and long-term focus to ensure execution on critical business objectives.

### Methodology

Three hundred and forty employees were invited to participate in the online survey. The survey was available in English and Spanish.

Employees received a survey invitation email from the Director of HR three days prior to the survey launch. Employees who did not complete the survey within the first week received a survey reminder to complete the survey before it closed.

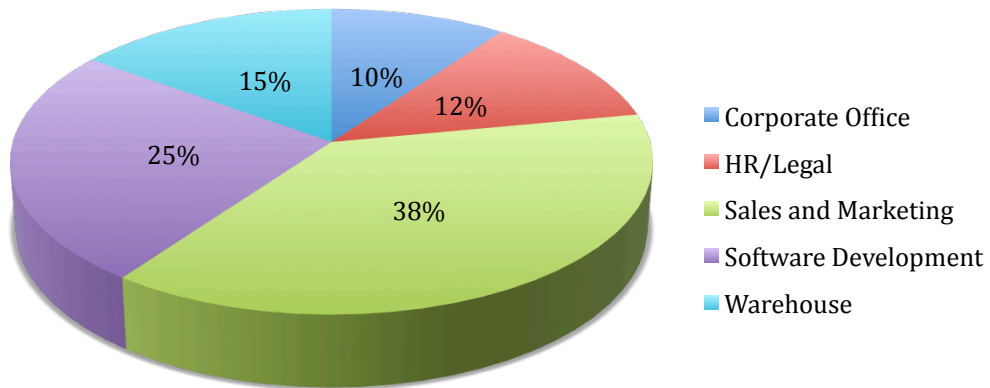
A total of 294 employees completed the survey between May 18 and June 1, representing an 84% response rate.

# Demographics

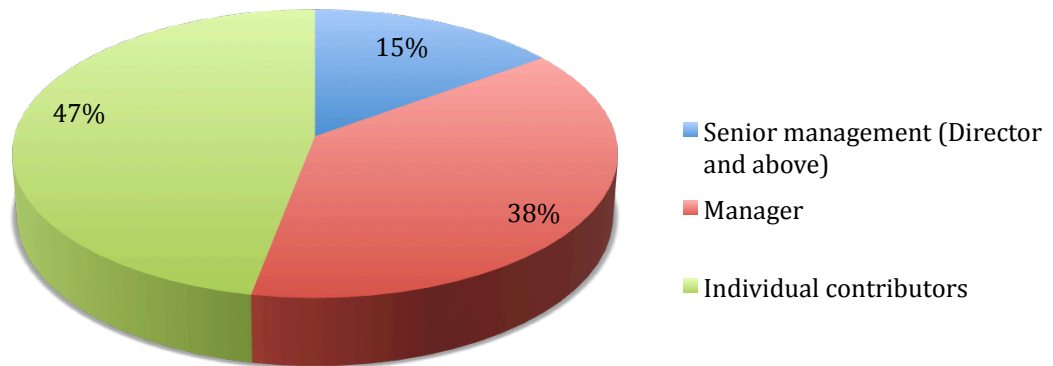
## Demographics

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### Employee distribution by department:



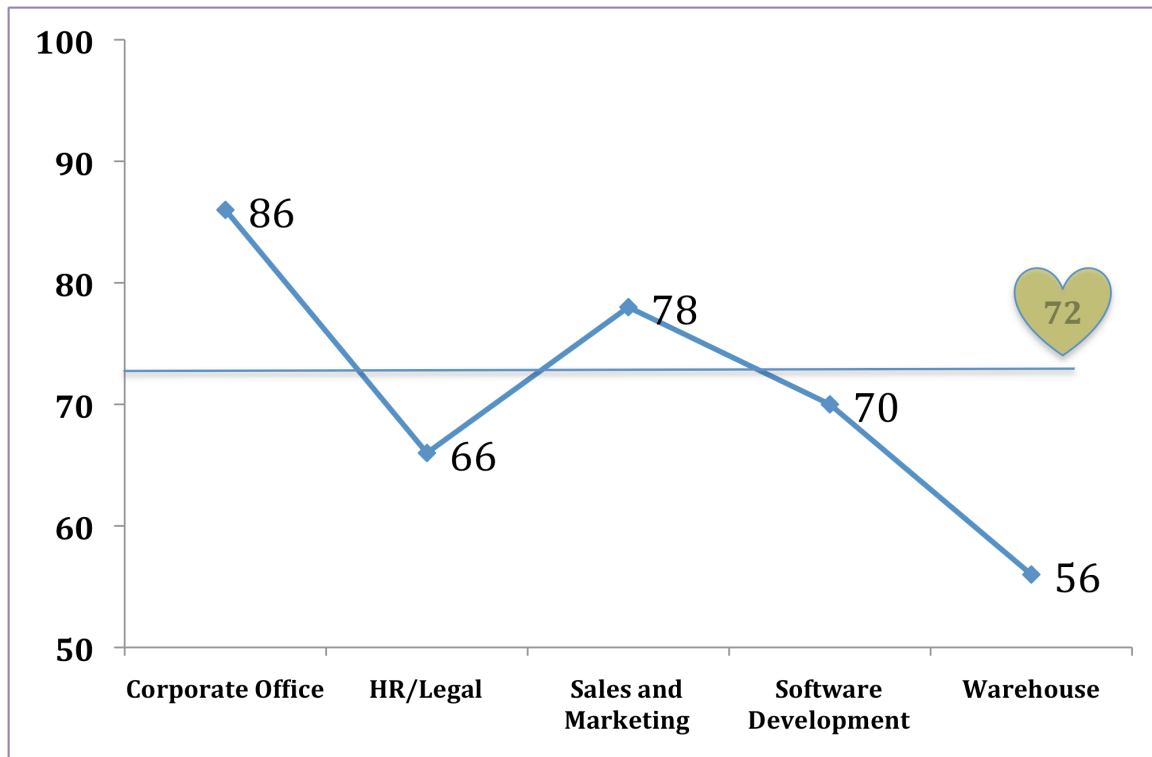
### Employee distribution by role:



# Survey Results

## Employee Engagement

The overall employee engagement score at Company ABC is 72%, which represents an above average level of employee engagement.



Employee engagement differs by department. In addition, employees are driven by different factors:

|                      | Engagement Score | Top Three Drivers of Engagement   |
|----------------------|------------------|---|
| Corporate Office     | 86%              | <ul style="list-style-type: none"> <li>• Having an impact on business performance</li> <li>• Developing talent</li> <li>• Growing the business</li> </ul> |
| HR/Legal             | 66%              | <ul style="list-style-type: none"> <li>• Coworkers</li> <li>• Challenging job</li> <li>• Company reputation</li> </ul>                                    |
| Sales and Marketing  | 78%              | <ul style="list-style-type: none"> <li>• Helping customers</li> <li>• Quality products and services</li> <li>• Company reputation</li> </ul>              |
| Software Development | 70%              | <ul style="list-style-type: none"> <li>• Interesting job</li> <li>• Opportunities to learn the latest technology</li> <li>• Flexible schedules</li> </ul> |
| Warehouse            | 56%              | <ul style="list-style-type: none"> <li>• Coworkers</li> <li>• Flexible schedules</li> <li>• Company reputation</li> </ul>                                 |

## Attraction and Retention Factors

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The company's reputation in the industry, excellent benefits, and working for a fast growing industry round up the top three reasons employees are attracted to Company ABC.

### Reasons Employee Join Company ABC:



*Image: Ambro / FreeDigitalPhotos.net*

Here is a sample of employee comments about why they joined Company ABC:

*"My friend works here, and I know this is a well respected company."*

*"I am excited to work for a company that helps the environment."*

*"Company reputation, great benefits, and flexibility for me to work from home."*

*"I met them at campus recruiting, I was impressed by the range of projects I could work on as an engineer."*

*"Alternative energy is a fast growing industry, I see opportunities for growth here."*

## Attraction and Retention Factors

Unlike factors that attract employees to Company ABC, the top three reasons why employees continue to work at Company ABC are coworkers, interesting and challenging jobs, and meaningful work that makes a positive impact on the environment.



Image: Dan / FreeDigitalPhotos.net

Employees told us what makes them tick:

*"Teamwork, my colleagues are very helpful."*

*"Coworkers, it's like a family here. We have socials on Fridays and birthday celebrations."*

*"I like the challenge, everyday is different."*

*"Opportunity for training and learning new skills. Opportunities for career advancement."*

*"Company culture, and the respect we get from our manager."*

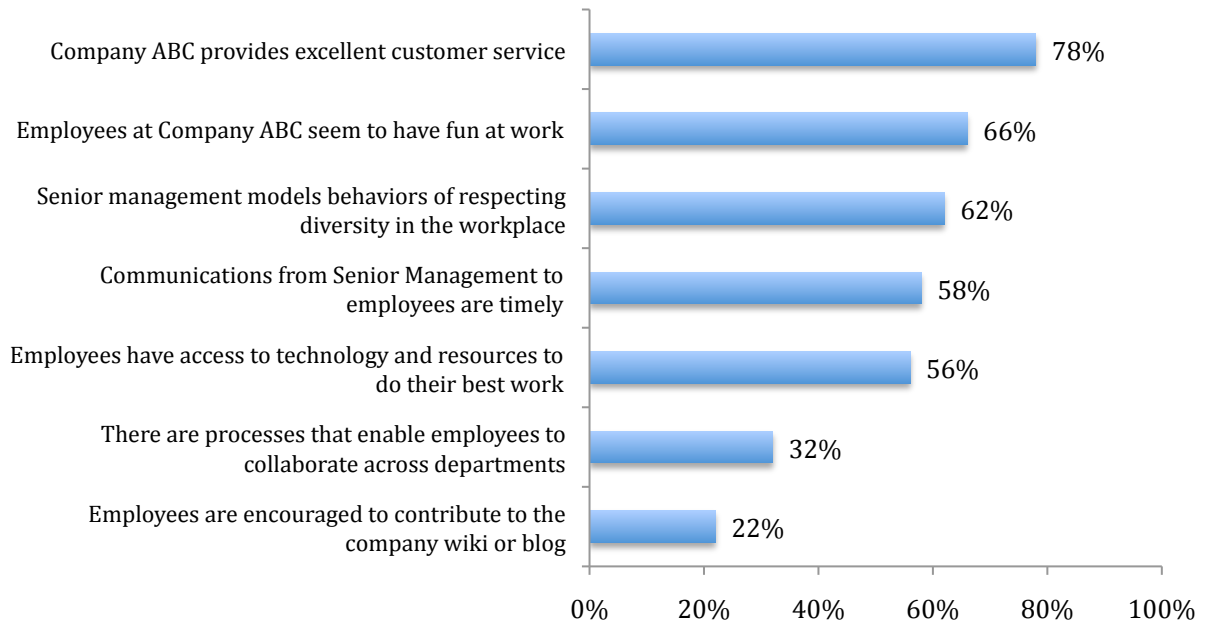
## Company Culture and Work Environment

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Employees believe that leaders at Company ABC are committed to excellent customer service and show respect for diversity at the workplace. In addition, two-thirds agree that employees at Company ABC seem to have fun at work.

While 58% of employees agree that communications from senior management to employees are timely, only about one-third (32%) agree that there are processes that enable employees to collaborate across departments. This result shows that there are opportunities for leaders and managers alike to facilitate conversations and activities across departments to improve cross-departmental collaboration.

Finally, just 22% agree that employees are encouraged to contribute to the company wiki or blog. This result is likely a reflection of the newly implemented company wiki and blog. The low score suggests that there may be a lack awareness of these communication tools, a lack of comfort level in using the wiki and blog, or a lack of time or recognition for contributing to the wiki and blog.



## Employee and Manager Perspectives

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### Communications

At Company ABC, three quarters of managers agree that they foster an environment where their employees can speak up openly. Indeed, many employees (66%) agree that they feel comfortable to speak openly without fear.

In addition, nearly three quarters of employees (74%) agree that their manager listens to employee suggestions. And 80% of managers encourage their employees to provide suggestions for improvement.

However, although 80% of managers believe that they follow up with their employees' suggestions or explain why no action is taken at this time, only 52% of employees believe that their manager follows up on their suggestions, resulting in a significant gap of 28 points.

This result suggests that when managers implement follow-up action, it is critical for managers to acknowledge that the changes are based on employee suggestions. This will help employees see that their feedback is valued.

*Percent of employees and managers who agree with the following statements:*

| Questions for Employees   | Employees | Managers | Matching Questions for Managers  |
|---|-----------|----------|--|
| At work, I feel comfortable to speak openly without fear.                                     | 66%       | 75%      | I foster an environment where my employees feel free to speak openly without fear.                 |
| My manager listens to employees' suggestions to improve our products, services, or processes. | 74%       | 80%      | I encourage my employees to provide suggestions to improve our products, services, or processes.   |
| My manager often follows up on employee suggestions or explains why no action is taken.       | 52%       | 80%      | I often follow up with my employees' suggestions or explain why I cannot take action at this time. |

## Employee and Manager Perspectives

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### Employee Development and Career Advancement

A majority of managers (70%) agree that they frequently provide stretch assignments for their employees to develop their skills and knowledge, but only 58% of employees believe they have opportunities to develop their knowledge and skills at work. This result suggests that some employees might not recognize that they were given opportunities at work to develop themselves. Some might even believe that the stretch assignments were simply extra work.

What managers can do to address this misperception is to reiterate the purpose of the stretch assignments and help employees recognize that Company ABC values employee development.

Meanwhile, 60% of managers know how to help their employees identify career opportunities at Company ABC. And 62% of employees also agree that their manager helps them identify career opportunities within the organization.

*Percent of employees and managers who agree with the following statements:*

| Questions for Employees  | Employees | Managers | Matching Questions for Managers  |
|--|-----------|----------|--|
| I have the opportunity to develop my skills and knowledge at work.         | 58%       | 70%      | I frequently provide stretch assignments for my employees to develop their skills and knowledge. |
| My manager helps me identify career opportunities within the organization. | 62%       | 60%      | I know how to help my employees identify career opportunities within the organization.           |

## Suggested Next Steps

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- Review survey results, share employee results with management and key stakeholders.
- Thank employees for participating in the survey.
- Share survey result highlights with employees in meetings or via internal communication channels, but *do not* overwhelm employees with emails.
  - Acknowledge areas of strengths and opportunities for improvement
  - Inform employees about your next steps
- Identify three to five areas of short-term and longer-term opportunities.
- Visualize how success looks like and identify metrics of success.
- Identify team members to work on these critical issues and hold them accountable.
- Draft follow-up action plans and allocate resources and budgets.
- Review your action plans on a regular basis and update employees on progress.
- Celebrate success when you reach a milestone.
- Assess employees' perceptions after they've had a chance to experience the changes from your follow-up actions.
- Measure metrics of success and determine the return on investment of your action plans.

## Contact Us

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This sample report is designed to show you the kind of charts, graphs, and analysis you can expect from working with us.

Our clients consistently tell us that by using our story-telling style of analysis, they can **see** the state of their organization from their employees' perspectives.

Further, our supportive charts and graphs make sharing survey results with employees **easy**. This is the key of conducting an employee survey—follow up with actions, build employee trust, and improve business performance.

We are here to help you achieve your goals. Contact us for a free 20-minute consultation and see if we are a good fit for each other.

## Contact Us

### **Novacrea Research Consulting**

Phone: (510) 926-2883

Email: [info@NovacreaResearch.com](mailto:info@NovacreaResearch.com)  
[www.NovacreaResearch.com](http://www.NovacreaResearch.com)