

Employee Engagement Survey

(SAMPLE EXTENDED REPORT)

Presented by:

Atlantic Consultants

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Introduction

As a result of a strategic planning initiative, (SAMPLE COMPANY) committed to assessing the employee morale and engagement and to take action to address concerns. To that end, YOUR CEO contacted Atlantic Consultants to create an assessment. The results are within this report. The timeframe was Q1, 2008.

A total of 28 employees responded to the survey, and 6 of these respondents are managers. The majority of the respondents (15) have been employed at (SAMPLE COMPANY) for 5 years or less, while 10 employees have been employed for a period of 6 to 10 years. There were 3 other respondents who have worked with the company for at least 11 years. The results of the survey are divided into three areas: company strengths, areas for improvement, and areas of critical concern.

The Strengths of the company are identified quantitatively by survey questions that resulted in a score of **4.0 or higher** (on a scale of 1.0-5.0) as well as qualitative questions around strengths or what people would never change and adjectives that connote positive response. These results show which areas the company is succeeding in most.

The Opportunities for Improvement, are identified quantitatively by a **score of 3.1-3.9**. These are areas that should be leveraged. Attention to these areas of opportunity will certainly develop more strength for the company in the future.

Areas of Critical Concern identified with a **score of 3.0 or below** as well as qualitative answers on weaknesses, what they would change and adjectives that connote a negative response. This area indicates issues which can be considered to be a “red flag” for management. These concerns should be addressed immediately to prevent major erosion within the company.

As further requested, results have been organized and presented in a manner which allows for comparison and analysis of responses from both managers and employees. The first set of quantitative results for each question includes the responses from both the managers and the employees, and they are then ranked by the weighted average of these two figures (pages 5-8). It is necessary to take a weighted average in order to show the correct proportion of input from each party as 77.77% of respondents are employees and 22.22% are managers. Here is an example of how the weighted average was calculated:

Question #	Managers	Employees	Average (weighted)
23 Our company's products and services are top quality.	3.5	3.8	3.7
	3.5(22.22%) + 3.8(77.78%) = 3.7		



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Introduction (cont'd)

The second set of quantitative results is ranked by the amount of discrepancy between manager and employee responses (pages 9-11). This is calculated simply by taking the absolute value of the difference between the scores for each group.

Qualitative results (12) are first shown in the report by comparing the perception of managers and employees with regards to the company atmosphere and attitude, which is followed by additional qualitative insight for employees (13) and managers (15) individually. We then offer our summary (17) and recommendations (19) as well as an action planner (21).

As a background to this report we present 2 slides which are part of a larger workshop we do, called the “EFACTOR- Creating a culture of Employee Engagement.” Each chart pinpoints what they consider to be critical factors in engagement. While there are many similarities, we think the differences in terms of “Bread and Butter” and quality of life issues are worth noting.



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12 Elements of Worker Engagement

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my job right.
3. At work I have the opportunity to do what I do best everyday.
4. In the last seven days I have received recognition or praise for doing good work.
5. My supervisor is someone at work seems to care about me as a person and focuses on my strengths.
6. There is someone at work who encourages my development.
7. At work my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months someone at work has talked to me about my progress.
12. This last year I have had opportunities at work to learn and grow.

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(Gallup)

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Society of Human Resource Management

'Very Important' Aspects of Employee Job Satisfaction



(Source: SHRM's 2005 Job Satisfaction Survey Report)



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Quantitative Results – Averages

(SAMPLE COMPANY) Employee Assessment

STRENGTHS – score of 4.0 or above

The following are the areas of strength as determined by the employee survey results. Manager and other employee results are separated to show how each group responded to a particular question. A weighted average of the two values is taken so that the employee score represents 77.78% of the final average (21 employees out of 27 responders), and the manager score represents 22.22% of the final average (6 managers out of 27 responders). A strength is identified as having an average (weighted) score of 4.0 or above.

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Average (weighted)</u>
32	This company cares about my safety.	4.5	4.5	4.5
18	I like and respect my co workers.	4.3	4.4	4.4
11	I understand the vision and values of the company.	4.7	4.0	4.2
27	I trust and respect most of my co-workers.	3.7	4.1	4.0
5	I am proud to be an employee of (SAMPLE COMPANY).	4.3	3.9	4.0
29	I know my contribution makes a difference.	4.2	3.9	4.0

Summary:

This shows that the strengths touch many factors of engagement and job satisfaction (see page 4), safety, overall contribution, trust, respect and caring for co-workers, values and vision clarity, and pride. This shows strength in leadership and corporate culture.



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Quantitative Results – Averages

(SAMPLE COMPANY) Employee Assessment

OPPORTUNITIES FOR IMPROVEMENT – score of 3.1-3.9

The following are the opportunities for improvement as determined by the employee survey results. Manager and other employee results are separated to show how each group responded to a particular question. A weighted average of the two values is taken so that the employee score represents 77.78% of the final average (21 employees out of 27 responders), and the manager score represents 22.22% of the final average (6 managers out of 27 responders). An opportunity for improvement is identified as having an average (weighted) score of 3.1-3.9.

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Average (weighted)</u>
3	I enjoy working for this company.	4.0	3.9	3.9
33	This company has adequate benefits.	4.0	3.9	3.9
16	I am confident that customer concerns are addressed.	3.5	4.0	3.9
22	I trust my supervisor/manager.	4.2	3.7	3.8
17	I am confident about my direct reports (managers only- others skip to question 16)	3.8	n/a	3.8
7	I am concerned about the upcoming changes.	1.5	2.4	2.2 *
10	Our company has high ethical standards.	3.3	3.9	3.8
4	I have considered working elsewhere.	1.7	2.4	2.2 **
23	Our company's products and services are top quality.	3.5	3.8	3.7
6	I would recommend (SAMPLE COMPANY) as a good place to work.	3.7	3.7	3.7

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* Translates to a comparable score of 3.8 due to necessary conversion

** Translates to a comparable score of 3.8 due to necessary conversion



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OPPORTUNITIES FOR IMPROVEMENT (cont'd)

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Average (weighted)</u>
12	I have confidence in the leadership of our company.	4.0	3.5	3.6
19	My roles and responsibilities are clear.	4.2	3.4	3.6
13	I have confidence in my direct supervisor/manager.	4.0	3.4	3.5
14	There is good communication between my direct supervisor/manager and me.	4.0	3.3	3.5
24	Our company provides the support I need to do my job effectively and efficiently.	4.0	3.3	3.5
28	My ideas are welcomed and acknowledged	3.5	3.4	3.4
25	Our company provides recognition for jobs well done.	4.0	3.2	3.4
35	Conflicts are addressed and resolved without impacting productivity.	3.5	3.3	3.3
20	Policies and procedures are clear.	3.5	3.2	3.3
30	Our company works well together as a team.	3.0	3.3	3.2
34	This company has adequate compensation.	3.8	3.0	3.2

Summary:

In this area, issues begin to emerge about disgruntlements in many areas: communication including listening; motivating behaviors like recognition; and bread and butter, quality of life issues like compensation. These are issues that both managers and leaders could address and improve.



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Quantitative Results – Averages

(SAMPLE COMPANY) Employee Assessment

AREAS OF CRITICAL CONCERN – score of 3.0 or below

The following are areas of critical concern as determined by the employee survey results. Manager and other employee results are separated to show how each group responded to a particular question. A weighted average of the two values is taken so that the employee score represents 77.78% of the final average (21 employees out of 27 responders), and the manager score represents 22.22% of the final average (6 managers out of 27 responders). An area of critical concern is identified as having an average (weighted) score of 3.0 or below.

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Average (weighted)</u>
15	I am satisfied with how the company listens to and acts on my concerns.	3.5	2.9	3.0
31	Our company provides adequate mentoring, coaching and training.	3.5	2.8	3.0
21	Policies and procedures are enforced.	2.8	3.0	3.0
8	The communication in our company is clear.	3.5	2.6	2.8
26	Our company provides opportunity for career advancement.	2.7	2.5	2.5
7	I am not concerned about the upcoming changes.	1.5	2.4	2.2

Summary:

Here we see the impact of issues that have gone unaddressed. Particularly there is dissatisfaction around company-wide communication, self improvement, having openness to listen and respond to concerns and change, as well as accountability and fairness when policies are not consistently enforced. If people feel it is too difficult to communicate (8, 15,7) and that the company is not committed to improving an employee's capability and therefore future compensation (26, 31) and accountability is inconsistent (21) the work environment is at risk incubating future disengagement.



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Quantitative Results – Discrepancies

(SAMPLE COMPANY) Employee Assessment

The following breakdown of the survey results shows the discrepancy in scores between managers and employers. The third column shows the amount of discrepancy between the two groups. Discrepancies are listed in descending order. A higher discrepancy indicates a greater gap between manager and employee perception for that particular question topic. **Yellow highlighted** designates where managers rated lower than the employees **Green highlight** designates where employees rated lower than managers

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Discrepancy</u>
8	The communication in our company is clear.	3.5	2.6	0.9
7	I am concerned about the upcoming changes.	1.5	2.4	0.9
19	My roles and responsibilities are clear.	4.2	3.4	0.8
25	Our company provides recognition for jobs well done.	4.0	3.2	0.8
34	This company has adequate compensation.	3.8	3.0	0.8
11	I understand the vision and values of the company.	4.7	4.0	0.7
14	There is good communication between my direct supervisor/manager and me.	4.0	3.3	0.7
24	Our company provides the support I need to do my job effectively and efficiently.	4.0	3.3	0.7
31	Our company provides adequate mentoring, coaching and training.	3.5	2.8	0.7
9	Meetings are efficient and effective	2.5	3.2	0.7
4	I have considered working elsewhere.	1.7	2.4	0.7
13	I have confidence in my direct supervisor/manager.	4.0	3.4	0.6
15	I am satisfied with how the company listens to and acts on my concerns.	3.5	2.9	0.6
10	Our company has high ethical standards.	3.3	3.9	0.6

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Quantitative Results – Discrepancies (cont'd)

(SAMPLE COMPANY) Employee Assessment

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Discrepancy</u>
22	I trust my supervisor/manager.	4.2	3.7	0.5
12	I have confidence in the leadership of our company.	4.0	3.5	0.5
16	I am confident that customer concerns are addressed.	3.5	4.0	0.5
5	I am proud to be an employee of (SAMPLE COMPANY).	4.3	3.9	0.4
27	I trust and respect most of my co-workers.	3.7	4.1	0.4
29	I know my contribution makes a difference.	4.2	3.9	0.3
20	Policies and procedures are clear.	3.5	3.2	0.3
23	Our company's products and services are top quality.	3.5	3.8	0.3
30	Our company works well together as a team.	3.0	3.3	0.3
35	Conflicts are addressed and resolved without impacting productivity.	3.5	3.3	0.2
26	Our company provides opportunity for career advancement.	2.7	2.5	0.2
21	Policies and procedures are enforced.	2.8	3.0	0.2

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Quantitative Results – Discrepancies (cont'd)

(SAMPLE COMPANY) Employee Assessment

<u>Question #</u>		<u>MANAGER</u>	<u>EMPLOYEE</u>	<u>Discrepancy</u>
18	I like and respect my co workers.	4.3	4.4	0.1
3	I enjoy working for this company.	4.0	3.9	0.1
33	This company has adequate benefits.	4.0	3.9	0.1
28	My ideas are welcomed and acknowledged	3.5	3.4	0.1
6	I would recommend (SAMPLE COMPANY) as a good place to work.	3.7	3.7	0.0
32	This company cares about my safety.	4.5	4.5	0.0



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Qualitative Results – Company Atmosphere and Overall Attitude

(SAMPLE COMPANY) Employee Assessment

The following shows the survey results that describe the manager and employee perspective of the company's atmosphere and overall attitude. The percentages indicate how many individuals of each group responded a certain way. For instance, 6 out of 6 (100%) of managers described the atmosphere as 'friendly', while 14 out of 21 employees (67%) responded the same way. Responses are ranked by the average (weighted) percentages.

Words used to describe the work atmosphere:

	Managers (6 total)	Employees (21 total)	Average (weighted)
<i>Positive</i>			
Friendly	100%	67%	74%
Challenging	100%	48%	59%
Supportive	83%	48%	56%
Appreciative	83%	48%	56%
Cooperative	67%	48%	52%
Respectful	67%	48%	52%
Secure	50%	43%	44%
Comfortable	33%	38%	37%
Caring	83%	19%	33%
Open	50%	19%	26%
Flexible	0%	29%	22%
Motivating	17%	10%	11%
<i>Negative</i>			
Stressful	83%	48%	56%
Demanding	67%	43%	48%
Chaotic	17%	48%	41%
Competitive	33%	33%	33%
Confusing	17%	29%	26%
Negative	17%	24%	22%
Rigid	17%	5%	7%

Words used to describe employee's overall attitude about the company:

	Managers (6 total)	Employees (21 total)	Average (weighted)
<i>Positive</i>			
Positive	83%	57%	63%
Hopeful	67%	57%	59%
Proud	83%	43%	52%
Excited	50%	33%	37%
<i>Negative</i>			
Apprehensive	17%	38%	33%
Indifferent	0%	10%	7%
Negative	0%	10%	7%
Fearful	0%	5%	4%



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Qualitative Results – Employees

(SAMPLE COMPANY) Employee Assessment

The following shows the qualitative results for employees, broken into strengths, weaknesses, and neutral categories. The percentage associated with each response indicates the number of individuals that had a similar response. For instance, 38% of employees agreed that the people that work for (SAMPLE COMPANY) are the company's greatest strength.

Strengths

Employees perceive the company's greatest strengths to be:

The people (employees)	38%
Overall quality (product and customer service)	24%
Teamwork	14%
Atmosphere	10%

Some things that employees would never want to change about the company are:

The people (employees)	19%
Founder	14%
Customer service	10%
Values	10%
Benefits	5%
CEO	5%

Weaknesses

Employees perceive the company's greatest weaknesses to be:

Communication	24%
Lack of growth for employees	10%
Bread and butter issues	10%

Some things that employees would want to change about the company are:

Hours	33%
Management	14%
Enforcing policy/procedures	10%
More opportunities for advancement	10%

Employee's greatest concerns for the company are:

Goals not met	19%
Software	14%
Losing employees	10%

To make the company a success, employees feel that the company needs:

Better communication	33%
More support (training, equipment)	29%
Improved teamwork	29%

If you could make any change in the company, it would be:

Improve salaries and benefits	14%
Hours	14%

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Qualitative Results – Employees (cont'd)

(SAMPLE COMPANY) Employee Assessment

Neutral

Employee's greatest hopes for the company are:

Growth	43%
Major issues are addressed	19%
Better hours	10%
Professional growth	10%



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Qualitative Results – Managers

(SAMPLE COMPANY) Employee Assessment

The following shows the qualitative results for managers, broken into strengths, weaknesses, and neutral categories. The percentage associated with each response indicates how many individuals had the same response. For instance, 83% of employees agreed that the people that work for (SAMPLE COMPANY) are the company's greatest strength.

Strengths

Managers perceive the company's greatest strengths to be:

The people (employees) 83%
The CEO 17%

Some things that managers would *never* want to change about the company are:

"Culture" (including teamwork, camaraderie, entrepreneurial spirit) 67%
The people 17%

Weaknesses

Managers perceive the company's greatest weaknesses to be:

Accountability (including process and procedure) 33%
Employee satisfaction 33%
Lack of teamwork 17%
Pricing model 17%

Some things that managers would want to change about the company are:

Policy, procedure, accountability 33%
Risk aversion 17%
Hours 17%
Ownership for employees 17%

Manager's greatest concerns for the company are:

Not growing enough or adhering to change that supports growth 33%
Implementing change 17%
Inability to follow through 17%
Selling the company 17%

To make the company a success, managers feel that the company needs:

Focus on making and implementing goals 50%
Accountability and procedures 33%
Listening, teamwork, flexibility 17%

If you could make any change in the company, it would:

Creating and implementing change 33%
Compensation 17%
Ownership 17%
Ability to address root cause of a problem 17%

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Qualitative Results – Managers (cont'd)

(SAMPLE COMPANY) Employee Assessment

Neutral

Employee's greatest hopes for the company are:

Growth	67%
Creation of infrastructure with accountability	17%
Adhering to change	17%



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Report Summary

The completion of this survey by 28 employees of (SAMPLE COMPANY) yielded results that have been separated into strengths, areas of critical concern, and opportunities for improvement,

Strengths

(SAMPLE COMPANY) strengths touch many factors of engagement and job satisfaction (see page 4), safety, overall contribution, trust, respect and caring for co-workers, values and vision clarity, and pride. This shows strength in leadership and corporate culture. This is an excellent beginning as it shows the breadth of the strength. That breadth creates “mojo” as well as Velcro for the people. People want to see the company grow.

The 6 greatest strengths include feeling like the company cares about their safety, they like, trust and respect their coworkers, they know they make a difference, they understand the vision and values of the company and they are proud to be an employee of (SAMPLE COMPANY). People at (SAMPLE COMPANY) are looking forward to continued growth and want to maintain the family values and people that connect them to the enterprise. These are all key issues in engagement and employee satisfaction. These are also building blocks for converting weaknesses and opportunities to improve. For example, if people already feel positive about the people that can help people stay connected while (SAMPLE COMPANY) improves some other areas like communication and management effectiveness.

This “mojo” is further supported by the words most people use to comment about the atmosphere and attitudes including; “friendly,” “supportive”, “appreciative,” “cooperative”, “respectful,” “hopeful,” and “positive.” It is worth noting, however that these words are felt much more strongly by the management than other employees. This might be further explored in some follow up work.

Areas of Critical Concern

The themes here seem to focus on overall communication, frustration at not being able to have more opportunities for professional development and the impact of managers and supervisors who may not effectively respond to concerns, connect with some of their employee issues, be consistent in policy enforcement and create an atmosphere that does not always feel open, flexible or caring.. If people feel it is too difficult to communicate (questions 8, 15,7) and that the company is not committed to improving an employee’s development (questions 26, 31) and accountability is inconsistent (quesetion21),the work environment is at risk incubating future disengagement.



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These themes are opportunities for leaders to create greater avenues for communication and for managers to listen better and find ways to help employees improve and advance professionally. This may help people feel their supervisors or managers are more responsive to some of the stress (hours comes up a great deal).

Many are looking to improve themselves and wish for more training, mentoring, coaching, and support and career advancement. Likewise there is concern about overall policy, procedure, accountability. If policies are randomly followed through there is often a resentment that emerges where people feel they are not treated fairly.

While the 6 greatest areas of greatest concern include communication (including listening to concerns), opportunity for professional development and advancement, policy and procedure enforcement and the upcoming changes there are also qualitative remarks that broaden the picture.

When you look at some of the qualitative comments around atmosphere as “stressful,” “chaotic”, “demanding” it is not at all confusing that one-third feel “apprehensive.” It is also of concern that only 11% feel (SAMPLE COMPANY) is “motivating.”

Managers seem concerned about growth, meeting goals, and accountability and employee satisfaction. Employees are more concerned about the time flexibility, company growth and employee growth in training and support and communication.

While (SAMPLE COMPANY) is a “friendly: and “challenging” place to work, it is not perceived as “caring, “flexible” or “open.” this can be directly connected to the both communication and the management issues. Communication issues, however, seem to have the highest concern both quantitatively and qualitatively include listening as well as clarifying, motivating, and inspiring buy-in to the changes. While many companies complain about communication, in our experience it is a lightning rod for disengagement and often the tip of the iceberg for root cause issues. It is also of note that the greatest discrepancies in perception is around communication and concern around changes. Keep in mind communication is not just what is said, it is what is not said or heard, or acknowledged or avoided. These are great opportunities for leadership and management. Strategies should be galvanized to address these concerns. Left unattended, they can impact productivity, quality and profits. If progress is made towards seizing these opportunities, the company will find itself with many more strengths contributing to its success.

Much of that speaks to opportunities for leadership to improve their message and responsiveness. Since there is a noticeable amount of discrepancies around employee and management perceptions we would like to caution that management may not be as aware of the concerns as employees might like. That can lead to a tendency to underestimate the employee concerns or hopes.



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Opportunities to Strengthen and Improve

This area is the wake up call. While not glowing accolades or growling complaints it is often the tip of the iceberg that can give you a heads up. Here issues begin to emerge about disgruntlements in many areas: communication including listening; motivating behaviors like recognition; and bread and butter, quality of life issues like compensation. These are issues that both managers and leaders could address and improve.

While not glaring and certainly holding the majority of responses, some of these issues could be easily addressed and corrected. There is again a dotted line between managers being more effective in their communication, expectations follow through and teambuilding and employees feeling like the supervisors care, and that, then can create greater trust in their supervisors. That may even increase employees feeling more motivated, supported and cared for. Only 11% describe the atmosphere as motivating

It is worthwhile to look at some of the discrepancies in perceptions between managers and employees. It would also be valuable to look at what are the highest scoring areas (like adequate benefits, customer concerns) and therefore could more easily be converted to strengths. As well it is helpful to look at areas that are closest to scores for critical concerns (compensation, teamwork) as they could convert to a weakness if not addressed.

Leaders have created the right culture that “velcros” people to YOUR COMPANY. However, they need to address some of the management concerns as well as the employee concerns with management to retain both levels of employees and be competitive in the market.

We suggest the following recommendations:

Overall:

(SAMPLE COMPANY) can feel confident that it has set a positive culture that creates “mojo” and Velcro for people. If it can address some of the chief concerns about communication, growth, goal achievement, improving management and supervisor effectiveness, policy enforcement and finding ways to help improve their employee’s lives through more flexibility or professional development or advancement it will make a difference. This report is rich in data that illuminates, contrasts and compares both employees and managers. (SAMPLE COMPANY) can now begin to address these systematically. Efforts to improve its employee engagement have shown positive impact on profits, productivity customer satisfaction. We follow with recommendations.



Recommendations

1.Management/Leadership Retreat

- Review and discuss report
- Read “Small Giants” Good to Great” and the BBJ report on 100 Best Companies to Work for to create a mindset for improving employee satisfaction and engagement at (SAMPLE COMPANY).
- Create a gap report between perceptions differences
- Develop plan to close gaps in perception
- Develop a plan to increase communication and have more open forums for discussion
- Develop plan to decrease weaknesses in quality of life, communication, managing accountability
- Develop a plan around weed and sow
 - Weed out negativity
 - Sow seeds of engagement
- Review job descriptions, roles, and responsibilities
- Create Change Management Teams to create a plan to address and implement the top priority changes.
- Commit to implementation recommendations
- Create a plan to improve management skills
- Address some of the perception discrepancies of managers especially around ethics and quality.
- The opportunity for leadership is to listen and address some the concerns and to help managers improve their ability to manage by providing adequate training, mentoring, coaching as well as discuss and set a course for career development.

2.Professional Development

- 360 Assessment for managers, supervisor s and leaders with a follow up plan to address
 - Understand how they are perceived by reports, peers and managers
- Creating a process and commitment to professional development at all levels
- Do a “needs assessment” to determine what people would like to learn:
 - Training Modules (might include):
 - Managing Self
 - Managing and Motivating Others
 - Managing Change
 - Team Building
 - Cross-Functional Team Building
 - Coaching and Mentoring
 - Skills for Managers
 - Communication Skills
 - Styles and Skills
 - Listening
 - Inspiring
 - Feedback
 - Impact vs. Intention
 - The “A” Factor - Accountability, Action, Attitude
 - The “E” Factor – Empower, Engage, Energize
 - Setting and Implementing Consistency (set standards; enforce; follow through)



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3.Change Management Teams

- Create teams that can help address the changes as well as some of the weaknesses and opportunities for improvement.
- Example: focus groups to create better recognition

4.Communication

- Increase communication between employees and leadership, management
- Example: Lunch with the leader, small groups or one to one to listen to concerns and for the employee to understand more about the values, vision and goals
- Focus Groups
 - Recognition and Contribution
 - Celebrate Success
 - Kudos awards
 - “Town Meetings” to hear concerns, ideas, etc.
 - Companies meeting with monthly kudos around behavior you are trying to reinforce or change.
 - Structure, Systems, Policy, etc.
 - Update or create accurate job descriptions
 - Set Standards and be consistent with all employees
 - Procedures and policies enforced
 - Process improvement based on input
- Workshops to teach Communication skills
 - Communicating Vision
 - Listening
 - Constructive Feedback
 - Communicating Expectations Around Roles, Responsibilities, Results
 - Running Effective Meetings

5.Bread and Butter - Quality of Life Issues Time, money, benefits,

- Different generations require different compensation.
- Review Salary.com to see how competitive you are
- Have managers or H.R. review each individual’s priorities to see how you may better adjust your overall compensation and benefit package
 - More flex time vs. more money
 - More money vs. more benefits
- Review policies of 100 Best Companies To Work For or Small Giants (author: Bo Burlingham) to get some other ideas

Create more opportunities to open discussion between managers and workers to discuss compensation. Sometimes it is just a matter of listening to concerns and then helping employees understand WHY



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Action Planner

Top 5 Areas of Critical Concern or Opportunities for Improvement

	<u>Challenge</u>	<u>Potential Impact</u>	<u>Cost of Impact</u>	<u>Investment to Change</u>	<u>Priority #</u>
<i>(sample)</i>	Salaries and benefits are not competitive	Turn over	10K per employee	Time - yearly review	
1)					
2)					
3)					
4)					
5)					

	<u>Priority Challenge</u>	<u>What</u>	<u>How</u>	<u>Who</u>	<u>When</u>
<i>(sample)</i>	Competitive salary	Compare competitiveness	Salary.com; brainstorm compensation/benefit options	Executive Team	3/9/2008
1)					
2)					
3)					
4)					
5)					



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