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## Post-Survey Announcements [sent by your organization]

### Intranet Post

Listening to our colleagues’ feedback is an important part of our culture. Employee feedback is solicited regularly, both formally and informally, with an eye toward understanding how policies and processes can be improved as they affect customers, clients, and colleagues. Various channels exist for colleagues to provide feedback, including our annual employee engagement survey.

**Employee Engagement Survey**

Just as feedback from clients and customers helps us refine our approach to great customer service, our employee engagement survey shows us how we’re doing from the perspective of our colleagues. It is critically important that our colleagues understand our company Vision, Mission and Values and that they understand how they and their teams can impact our success. Higher levels of engagement are associated with increased productivity, longer retention rates and a better customer experience – all factors that contribute to our long-term growth and success.

We use the survey results to understand what colleagues value most in their workplace, to identify opportunities for improvement and to track our progress over time.

In 2019, to tap into the expertise and perspectives of our colleagues nationwide, we conducted our first company-wide survey. In 2020, we saw employee participation increase, with approximately [#] percent of our total workforce providing their feedback. Overall, the results of the 2020 survey found that:

* [#] percent of colleagues say they are proud to work for MarbleSpark.
* [#] percent of colleagues are willing to give extra effort to help MarbleSpark succeed.
* [#] percent of colleagues feel they have sufficient access to career-development opportunities.

The survey results are shared internally. To ensure anonymity, tailored results are only provided to managers with five or more direct reports. Managers then develop a customized action plan for their specific store or department to address key focus areas uncovered by the survey.

**Moving Ahead**

In 2020, we will continue to expand our employee engagement efforts by:

* Creating additional opportunities for our colleagues to provide constructive feedback.
* Conducting employee focus groups to further identify what a best place to work means to our colleagues and how we can achieve it.

### Basic Memo

DATE

In \_\_\_\_\_\_\_ of this year Quantum Workplace distributed to employees of \_\_\_\_\_\_ an email with a link to complete an employee engagement survey via their confidential, online survey portal. The survey offered opportunities to rate statements in different dimensions of employee engagement, such as team effectiveness, job satisfaction and perceptions of management. There were also opportunities to provide comments.

A total of \_\_\_ employees were invited to complete the survey, and \_\_\_\_ employees did so. This represents a \_\_\_% completion rate, which is outstanding. This gives us the confidence that the overall results are an accurate representation of the attitudes of employees of all our team. We thank you for taking time to complete the survey.

As a leadership team we’ve met and been given a full briefing on the results. Here’s a quick summary of what we’ve learned. To begin, Quantum Workplace calculates an overall average score of all responses to the survey. They take that average and convert into an index score that can range from a low of zero to a high of 100, and for us the score for this year is **\_\_\_\_**. In the future, if this score increases or decreases by more than three percent, Quantum Workplace tells us that something significant has changed in how you and the rest of our employees feel about the work experience here.

The three survey items you rated highest:

The three survey items you rated lowest:

We are in the process of reviewing the results and will be discussing steps to increase engagement. We look forward to working with you to build an ever better place to work.

### Detailed Memo

All Employees:

This is to update you on the initial results of our Employee Engagement Survey 2020.

**Employee Engagement Survey 2020 Results Update**

Thanks to all of our employees who participated in the Employee Engagement Survey 2020 that closed in January. This year's survey provided us with a great deal of information that is taking time to review and process. Since everyone is curious about the results, I want to give you an update with some high-level results and our next steps.

In January of this year Quantum Workplace, our third-party survey vendor, distributed survey invitations to all eligible employees. Eligible employees included all full- and part-time regular employees (not contractors). Each e-mail contained a customized link for our employees to complete the survey via Quantum’s confidential, online survey portal.

We had a very good response with [####] employees, or [##.#]% of eligible participants, completing the survey. This gives us the confidence that the overall results are an accurate representation of the attitudes of all our team.

The number of responses this year almost equaled MarbleSpark’s total population when we performed our last survey in 2019.

**MarbleSpark Survey Results**

Overall, our survey responses were very positive and are in line with our survey results from 2019 and 2018. Positive or neutral responses outweighed negative responses to every question.

In analyzing the overall company results and implementing solutions, we will focus on key areas, both positive and negative, to ensure that we continue to make MarbleSpark a great place to work.

The three key areas you rated highest:

* ***Teamwork***. [#]% of you stated that you can depend on the other members of your team and believe that the way we work is driven by our core values.
* ***Trust in and respect for managers***. The answers relating to confidence in your supervisor and senior management demonstrate that there is trust and respect between our employees and their managers.
* ***Quality of our products and level of customer service***. Your responses overwhelmingly reflect that you are committed to delivering quality products and a high level of customer service. Our employees also recognize that the people they work most closely with are also committed to delivering high quality products and services.

The three key areas you rated lowest:

* ***Pay***. As expected in a difficult economy and after two years of pay freezes, you let us know that you are concerned about your pay. At MarbleSpark, we are a "pay for performance" company. We also place value on "total compensation" which includes your pay and other benefits such as healthcare and retirement programs. As the economy improves and as performance warrants, we hope to return to our normal performance-based compensation practices.
* ***Career Path***. As you’ve seen in recent promotion announcements, MarbleSpark promotes from within whenever possible. Prior to the survey rollout, our HR team purchased a new succession planning tool and had already begun its implementation. In the survey, you told us you want better-defined career paths and this tool will help us to outline individual career paths and better communicate them to employees.
* ***Recognition***. Despite the improvements we have made in providing structured recognition programs, you let us know that you are not receiving satisfactory recognition and we still have work to do in this area.

**Written Comments**

Quantum Workplace collected over 21,000 written comments (in English, French and Spanish) provided by our participating employees. These comments are being reviewed and translated so that we can include your comments in the main areas on which we need to focus our attention. This is a lengthy process so we can’t provide results of the written comments yet.

**Next Steps**

Beginning next week, an online reporting and action planning tool provided by Quantum Workplace will be rolled out to managers with five or more employees who completed the survey. Results from teams with fewer than five respondents are rolled up to the next manager’s level to protect confidentiality. The reporting tool will allow managers to compare their team’s results to the rest of MarbleSpark. Your manager will communicate your individual team’s responses to you.

To help us improve on the areas you have identified that need attention, we will create focus groups, beginning in February, comprised of employees representing all levels and functional areas of the company. As our focus group implementation plan becomes available in the next few weeks, we will share this information with you.

Thank you for your participation and we look forward to working with you to build an ever better place to work.

CEO

### Sharing the Executive Summary with Top Level Employees

All,

Attached, please find a deck containing the high level results of the employee engagement survey.

One thing that we are emphasizing in the survey follow-up process is a leadership component. As part of our continued organizational focus on engagement, you and your leader should schedule a specific conversation to go over your team’s results and discuss what you plan to do in order to leverage the strengths and address some of the areas for opportunity. We have also developed an engagement tool that will be available to the Directors that helps address some of the more important drivers of employee engagement. Please work with your HR Business Partner and, if you’d like additional perspective or support, please consider the Organizational Development team as a resource to help you with your engagement activities.

Early next week, we will be sending an email to directors with a summary of the results as well as the engagement tool mentioned above. Additionally, a modified version of this deck will be posted on our intranet.

With all of the short-term uncertainty facing the business, engaging employees is more challenging than normal. However, there are some things we can do – specifically in terms of how we communicate, how we reward and recognize behavior (and behavior change), and how we conceptualize and communicate the future of the organization. We will be sure to keep employee engagement top of mind as much as possible with all of the ongoing organizational work occurring in the near term.

If you have any questions about the results, the process or the next steps, please contact [contact name]. Thank you.

### Participation Announcement

Engagement Survey: Next Steps

To all employees invited to complete the engagement survey:

Last month, we invited all [organization name] employees to complete an engagement survey through a confidential, online survey portal. The survey offered opportunities to rate statements in different dimensions of employee engagement, such as team effectiveness, job satisfaction and perceptions of management. There were also opportunities to provide comments.

More than 5,000 employees were invited to participate, and approximately 3,700 employees completed the survey. This represents a nearly 74-percent completion rate, which is outstanding. This great participation gives us confidence that the overall results accurately represent our employee attitudes. We thank you for taking time to complete the survey.

Now that you have provided valuable feedback, we will meet as a leadership team and receive a full briefing on the survey results. We will discuss next steps and action items to best use this data to address issues as well as better leverage our strengths.

Thank you once again and we look forward to working with you as we continue the drive to make this organization an even better place to work.

Best regards,

## Manager Accountability

### Email Example

Good afternoon:

I have done an audit of the Action Plans submitted, as of today at noon.

Please review the “total” column for the unit(s) you trained. If a “0” appears next to the supervisor’s name, it is indicating that these supervisors have not (yet) gone into the database to submit a plan.

Please inform the specific supervisor, and please copy his/her unit head.

If you require any assistance from me, I would be happy to help you navigate the QW database site.

I will be checking again in about one week and will provide you with updates. I would like to send a report to John Smith, Jane Doe, and Chris Thomas about compliance with this initiative on or about April 15.

Thanks!