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**ACTION PLANING LETTER [SAMPLE]**

After the survey had been administered and the leadership had prioritized the findings, we developed high level action plans that we reported to the company in this email.

Dear Team,

As a follow up on the companywide meeting, I wanted to provide a more detailed update on the Employee Engagement Survey (EES). As you may recall, upon reviewing the results, we identified three company-wide areas of focus for improving over the next year. In partnership with department heads, we selected dimensions that met three criteria:

1. Issues important to employees
2. Issues that are realistic and achievable
3. Areas relevant to our vision and strategic objectives

**Least Favorable Dimensions:**

The three dimensions below met the above criteria:

|  |  |
| --- | --- |
| **Career Paths** | **Scores** |
| *I have a good idea of possible career paths available to me* | **48%** |
| **Barriers** |  |
| *There are no significant barriers to doing my job well* | **48%** |
| **Communication** |  |
| *When changes are made where I work, communications are usually well handled* | **42%** |

**Departmental Action Plans**

As promised in our last update, over the past two months we have met with each department to go through the specific department results and uncover unique challenges and identify ways each department can improve as well as ways the ELT can support them.

Each department has prepared specific departmental action plans designed to address relevant areas of concern for their teams. Specific tasks, owners, and timelines have been established. Each department head will share these with their teams, and ***we will follow up on progress over the next 90 days.***

**Leadership Action Plan**

In addition to departmental plans, the ELT has developed their action plan designed to address the larger issues. These initiatives are broadly outlined below:

|  |  |  |  |
| --- | --- | --- | --- |
| EES DIMENSION | **INITIATIVE** | **OWNER** | **TIMING** |
| Career Paths | * A companywide initiative is underway to address these concerns. HR, Recruiting, and Training teams are developing a succession planning protocol | COO | Q4 |
| Barriers | * “Barriers” are unique to each department and require tailored solutions, which are detailed in departmental action plans. * The Leadership is focused on being front-line responsive to the regular feedback from the Advisory Council. | COO/CFO  Leadership Team | Q3  Ongoing |
| Communication | * Create communication vehicles. (i.e. monthly company meeting and newsletter, departmental meetings scheduled to ensure proper cascading of information, etc.) * Execute RACI Charts (*A document that details responsibilities and approval authorities*) for areas where inter-departmental tensions exist. * Require department heads to have monthly 1:1’s with direct reports | COO/CFO | Q1 & 2  Q3  Ongoing |
| Compensation | * Benchmark pay and benefits to like-sized companies * Communicate total comp package to employees annually * Explore 401K match in lieu of profit share | COO  COO/CFO  COO/CFO | July 31st  Q1  Q3 |

We will look forward to following up with each department and the entire company as we make progress on these and other initiatives.