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**SHARE FINDINGS LETTER [SAMPLE]**

Immediately after the survey results came in, we reported the high-level findings to the entire company in this letter and set their expectations about what comes next and when.

Dear Team,

Our survey results are here! In January, administered our first Employee Engagement Survey. This initial round is intended to help us establish a benchmark and help us measure our success as leaders and as a company over time.

We read these results first and foremost as the company’s report card to the Leadership Team.

**The Results**

The survey was comprehensive and gave us a host of scores across more than a dozen dimensions. We received a great deal of actionable and important information.

Four key scores summarize our overall performance. These scores represent a benchmark for us to improve upon year over year.

1. **Response Rate: 86%**

We are thrilled to celebrate we had a response rate of 86%. The average response rate nationwide is approximately 30%. This is exceptionally high. Thank you for caring enough about the company to participate.

1. **Engagement Score: 65%**

Employee Engagement measures how excited our team members are to work here, and how much they feel inspired to go above and beyond in their formal job description. According to Gallup, the national average for employee engagement is about 30%. The global average for Korn Ferry companies, which tend to be more engaged, is 60%. They informed us anything over 65% is considered a good score. While we appreciate that we exceeded the average, we also hold ourselves to a higher standard and intend to improve this score next year.

1. **Enablement Score: 63%**

Employee Enablement measures how supported our team members feel in order channel their enthusiasm in to productive action. Do they have the resources, training, and tools to do their job? Here again, Korn Ferry informed us any score over 65% is a good score. While 63% is still above the national average, this is an area we intend to improve upon.

1. **Effectiveness Score: 44%**

The Employee Effectiveness score is determined by calculating the combined individual scores for Employee Engagement and Enablement. Team members reporting both high engagement and high enablement, meaning they feel both excited and supported, are categorized as “Highly Effective.” Our score was 44%. For reference, the general industry has an average effectiveness score of 47%. Our goal is to improve this number for next year.

**Most Favorable Areas:**

We were pleased to see specific areas where the company is performing at or higher than the highest performing companies that Hay Group measures globally. According to Hay Group any score above 75% is clearly favorable.

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| --- | --- |
| **Area** | **Favorable Score** |
| I have a good understanding of my work group’s goals and objectives | **86%** |
| The people in my team are committed to delivering high quality products and services | **85%** |
| There is good cooperation and teamwork within my work group | **82%** |

We believe this says a lot about you as a team. It’s exciting to see and inspires us to keep working to improve your experience.

**Least Favorable Areas:**

There were also areas where we underperformed the benchmarks.

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| **Area** | **Favorable Score** |
| I have a good idea of possible career paths available to me | **48%** |
| There are no significant barriers to doing my job well | **48%** |
| When changes are made where I work, communications are usually well handled | **42%** |

We appreciate your honesty about these areas. It will be very helpful to us as we determine how best to address these.

**Next Steps**

This week we met with all of the key departmental leaders and HR team to review and discuss all the results in detail. Our objective was to understand and prioritize our issues. While the opportunities for improvement extend beyond those noted here, we knew it was critical to select a few areas and work them with focus over the next year.

Over the next 60 days department heads and Leadership Team will be working with different leaders and team members to verify, and understand more concretely what lead to the less than favorable scores in these areas. We will then develop action plans intended to help address the company’s concerns. At that time, we will send out another letter to communicate those plans to the company and follow up through out the year.

If you have any questions or concerns or would like to discuss the results in more detail, please contact your department leader or myself.

Thanks again for your work, participation, and honesty.

Shane Hipps

Chief Leadership Officer