



Part 03 of 05

GUIDE TO ACTION: INTERPRETING EMPLOYEE ENGAGEMENT SURVEY

FOR WORK ENVIRONMENT HYGIENE FACTORS



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GETTING STARTED

The Empuls Guide to Action for Hygiene Factors offers well laid out suggestions based on the engagement question scores. This guide will help HR and managers act on employee feedback about your Hygiene Factors effectively. You will now be able to effectively take action, since these results help with:

1. Identifying focus areas in Hygiene Factors efforts that are most impactful.
2. Narrow down on the onward action to improve these focus areas.
3. Identify various means - through industry best practices to pursue solving the top focus issues.
4. Independently take action using the Empuls engagement platform to improve the Hygiene Factors.
5. Actively receive feedback from the team after every action.

CHOOSING A FOCUS AREA

Once the engagement survey results are in, the most important step is to **select one or many focus areas** in Strategic Connect. For this, begin from selecting '**Strategic Connect**' from the drop down in **Questionnaire** tab to view the question scores. Key observations to be made:

QUESTION SCORE

Overall Score

- Lower the score, the more critical the focus area.

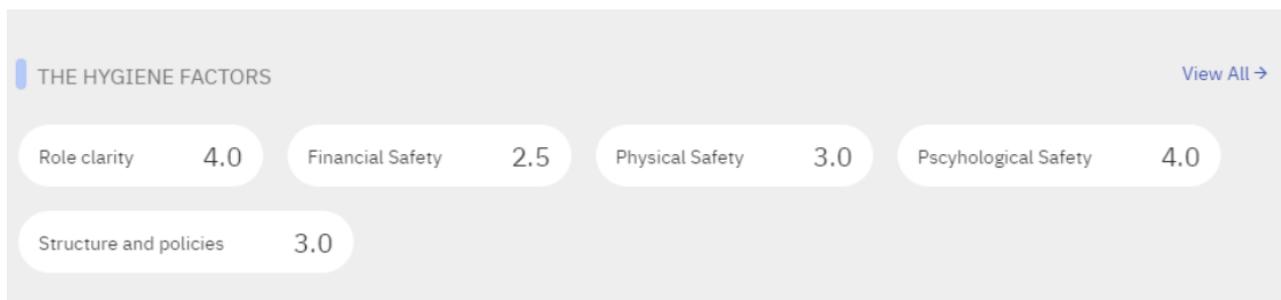
Score Variation

- A negative score variation indicates a focus area.
- A positive (while actioning upon focus areas) or a zero (for a non-focus area) score variation is ideal.

SELECTING THE FOCUS AREAS

The dash board visually indicates the focus areas with warmer colors.

For example, in the below report snapshot, 'Socially Responsible' within Brand Image needs to be the focus area.



NOTE

Remember that focus areas could either indicate a structural issue - like a new manager, new group of team members, change in policy or an internal promotion or a functional issue - projects, new processes, task reallocations, or change in workflows. Understanding the root cause helps prioritize focus areas, if there are many present.

DIAGNOSING HYGIENE FACTORS

The hygiene dimension takes into consideration how clear the workforce is with their roles, financial safety, ground rules of an organization and psychological safety. Employees are more engaged when they feel secure with their employer.

The hygiene factors are important determinants of the way the employee perceives their job role, how safe they are in the financial, physical and psychological spheres within the workplace.

The Hygiene Factor engagement dimension has the following sub-dimensions:

1. Role Clarity
2. Financial Safety
3. Physical safety
4. Psychological safety
5. Structure and Policies

ROLE CLARITY

The 'Role clarity' sub-dimension measures the clarity of the employee about their organisational and functional roles. A higher score of this dimension indicates that the employee has a very high clarity on their job roles while a low score indicates a lower understanding of their job roles.



NEEDS ATTENTION
SCORE: 1 TO <3



GOOD
SCORE: 3 TO <4



EXCELLENT
SCORE: 4 TO <5

ROLE CLARITY

If the total score for the 'Role clarity' dimension is from 1 to less than 3 for an organisation or a department, there is considerable work that needs to be done towards improving the Role clarity perceptions of the employees. It is highly probable that almost all the engagement questions too would be in the red zone. Drill down to the engagement questions to understand the issues further.

If the total score for the 'Role clarity' dimension is from 3 to less than 4 for an organisation or a department, it means that many of the 'Role clarity' efforts are paying off. A few of the engagement questions might need attention and drill down to understand how you fare in these dimensions.

If the total score for the 'Role clarity' dimension is from 4 to 5 for an organisation or a department, it means that the efforts to provide role clarity are faring exceptionally well. You can further fine tune these results by evaluating the available second level data. (please note: you will have fewer drill down options since many seem to have chosen '5' for Role Clarity. engagement questions will be collected only when the employee scores less than a '5').

AWARENESS OF COMPETENCIES MAPPED (KSA)

The second level 'Awareness of Competencies mapped' dimension measures how the employee is aware of the knowledge and skills that he/she needs to perform effectively at their work.

There is considerable work that needs to be done towards improving the employee awareness of competencies mapped. The following suggestions should help improving this score.

Many of the employer's efforts of competencies mapping are paying off. The following suggestions should help further improve this score.

The current competencies mapping efforts are faring exceptionally well. The following suggestions should help sustain these scores.

RECOMMENDATIONS TO IMPROVE

1. Create a psychologically safe work environment that facilitates employees to work on their competencies.
2. Identify the and map the current competencies and develop a skill gap matrix.
3. Provide employee training to improve on the competency gaps.
4. Evaluate the learning process and give meaningful feedback to employees.
5. Track the effectiveness of competency mapping by measuring performance on the job..

1. Conduct competency-based interviews may be structured, semi-structured or unstructured.
2. Circulate competency mapping questionnaires consist of a list of questions to understand the employee competencies.
3. Create assessment centers that are processes (and not a location) that help to determine the suitability of employees to specific types of employment or job role.
4. Use the Critical Incidents Technique to involve direct observation of the employee in specific situations to determine to success and failure of a behaviour.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores.
3. Continue investing efforts on the social responsibility strategies that have yielded.
4. Be on a continuous look out for newer social responsibility opportunities.

POSSESSING THE RIGHT COMPETENCIES (KSA)

The second level 'Possessing the right competencies' dimension measures how the employee believes that he/she has requisite knowledge and skills to perform his/her work effectively.

There is considerable work that needs to be done towards improving the employee competencies or the awareness of it. The following suggestions should help improving this score.

Many of the employer's efforts of improving and validating employee competencies are paying off. The following suggestions should help further improve this score.

Current competencies mapping efforts are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Improve employee competencies through regular coaching sessions.
2. In order to improve competencies, employees need resources and motivation. Resources can come in any number of forms, such as learning seminars, e-learning programs, manuals, books or articles.
3. Shadowing is effective for veteran employees who wish to advance. The key here is to identify the top performers and have other employees observe them whenever possible.
4. Increased responsibility is both effective for morale and improving competencies. Adding an extra element of challenge will give employees something new to do, forcing them to sharpen their current skills while simultaneously building new ones..

1. Use Competency-Based Training (CBT) and create effective, tailored training.
2. Use Rapid Task Analysis (RTA) to help characterize the processes, tasks and steps for any CBT program.
3. Help your managers be better coaches.
4. Enhance cross-departmental collaboration.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores.
3. Continue investing efforts on the employee competence strategies that have yielded.
4. Be on a continuous look out for employee competency improvement opportunities.

ALIGNMENT TO COMPETENCY LEVEL

The second level 'Alignment to competency level' dimension measures how the employee believes that his/her job reflects their competency levels.

There is considerable work that needs to be done towards improving the employee competency - job alignment. The following suggestions should help improving this score.

Many of the employer's efforts towards improving the employee competency - job alignment are paying off. The following suggestions should help further improve this score.

The current competencies mapping efforts are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Take a key role in communicating company strategy
2. Connect every day tasks and efforts to long term goals
3. Encourage all employees to commit to your strategies
4. Recognize and reward your employees' strengths that contribute to company objectives.
5. Maintaining a sense of transparency throughout your entire organization

1. Values trade-offs often happen in the context of your people's relationships as they navigate their work. Understand how values actually work in your organization.
2. Reinforce values in areas that have a higher probability of value conflict.
3. Use engagement tools and channels to honor your values and stay aligned around them.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on the employee alignment to competencies that have yielded
4. Be on a continuous look out for employee alignment to competency improvement opportunities

CLEAR SENSE OF PURPOSE

The second level 'Clear sense of purpose' dimension measures how the employee is aware of how his/her role contributes to the overall success of the organization.

There is considerable work that needs to be done towards improving the employee sense of purpose. The following suggestions should help improving this score.

Many of the employer's efforts towards improving the employee's clear sense of purpose are paying off. The following suggestions should help further improve this score.

The efforts of improving the employee's sense of purpose are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Employers can help to foster a sense of purpose in their employees by helping "connect the dots" to understand how what they do makes an impact.
2. Invests in employee training, education, and professional future with the company
3. For Simon Sinek, the author of Start With Why, more companies should focus on why they do what they do. By defining your company's purpose, you can communicate this higher calling to your employees and use it as a guidepost for everything you do.
4. Create opportunities for employees to collaborate or mentor

1. Implement Dan Pontefract's 6 C model to improve employee's sense of purpose- Connect, Consider, Communicate, Create, Confirm and Congratulate.
2. Organizations should encourage their employees to pursue their passions outside of work, and give them both the time and resources to do so.
3. Increasingly companies are adding a social purpose to their bottom line. Research has shown workers who believe they're having a social impact are twice as satisfied with their jobs as those that don't.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that have improved overall employee sense of purpose.
4. Be on a continuous look out for employee sense of purpose improvement opportunities

LONG TERM CAREER

The second level 'Long Term Career' dimension measures how the employee intends to make his/her long term career with the organization.

There is considerable work that needs to be done towards improving the employee perceptions of long term career opportunities. The following suggestions should help improving this score.

Many of the employer's efforts towards improving the employee perceptions of long term career opportunities are paying off. The following suggestions should help further improve this score.

The efforts to improve the employee perceptions of long term career opportunities are faring exceptionally well. The following suggestions should help sustain these scores.

RECOMMENDATIONS TO IMPROVE

1. Your company culture should match the type of employee you want to employ, whether you opt for a by-the-book, strict workplace or a more casual, laid-back atmosphere.
2. Whether you send employees to a learning center or you provide membership to one of the many e-learning sites available, when you take your employees' education seriously,
3. Have a job plan in place for every employee and provide regular feedback on an employee's performance.
4. Managers must make an effort to let top performers know their hard work isn't going unnoticed.

1. Be more flexible. Workers have expressed a preference for flexible working conditions.
2. Offer employees unique benefits that fit your business - such as the ability to work from home, more flexible vacation offerings, and performance bonuses.
3. Re-frame total rewards taking the employee separation opportunity cost
4. Offer employees unique perks and privileges that they otherwise wouldn't have access to

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve employees' long term career
4. Be on a continuous look out for employee long term career improvement opportunities

TECHNOLOGY AND TOOLS

The second level 'Technology and tools' dimension measures how the employee perceives that he/she has requisite technology and tools to perform his/her job effectively.

There is considerable work that needs to be done towards improving technology and tools at the disposal of the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards improving technology and tools at the disposal of the employee are paying off. The following suggestions should help further improve this score.

The current efforts towards improving technology and tools at the disposal of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Choose tools that bring employees together ; no matter where they work
2. Take work/life balance seriously and take steps to back up your commitment. Set clear, consistent, and fairly applied policies.
3. Collect employees' feedback on your current business technology, make a list of the capabilities – rather than specific applications – that you need.
4. Seek out integrated, cloud-based solutions, and consider their benefits
5. Consider mobility and the software being functional offline as it is online

1. Perform a business data-security audit and use device management to consider how many employees have devices holding business data; how those devices are updated for new security threats; and whether any special considerations (such as regulatory compliance issues) apply to your business.
2. Incorporate gamification, as it makes practical day-to-day activities (like training) more compelling - using it appropriately can boost participation rates in eLearning courses.
3. Choose technology that helps with providing employees with customised value offerings that fit their job requirement.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve technology and tools availability for employees
4. Be on a continuous look out for improvement opportunities for employee tools and technology.

FINANCIAL SAFETY

The 'Financial Safety' sub-dimension measures how financially secure the employee feels in the organization. A higher score of this dimension indicates that the employee feels highly secure of their financial wellbeing while a low score indicates a lower sense of security about their finances.



FINANCIAL SAFETY

There is considerable work that needs to be done towards improving the Financial Safety perceptions of the employees. It is highly probable that almost all the engagement questions too would be in the red zone. Drill down to the engagement questions to understand the issues further.

If the total score for the 'Financial Safety' dimension is from 3 to less than 4 for an organisation or a department, it means that many of the 'Financial Safety' efforts are paying off. A few of the engagement questions might need attention and drill down to understand how you fare in these dimensions.

The efforts to provide financial safety are faring exceptionally well. You can further fine tune these results by evaluating the available second level data. (please note: you will have fewer drill down options since many seem to have chosen '5' for Financial Safety. engagement questions will be collected only when the employee scores less than a '5').

COMPENSATION

The second level 'compensation' dimension measures how the employee perceives the fairness of his/her pay with respect to his/her performance at work.

There is considerable work that needs to be done towards improving the compensation of the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards the compensation of the employee are paying off. The following suggestions should help further improve this score.

The current efforts towards improving compensation of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Re-conduct job analysis to scrutinise the job descriptions through the use of interviews, questionnaires, and observation.
2. Re-conduct job evaluation, for comparing jobs for the purpose of determining appropriate compensation levels for individual jobs or job elements. Use one of four renowned techniques: Ranking, Classification, Factor Comparison, and Point Method.
3. Evaluate Pay Structures that are useful for standardizing compensation practices. Good pay structures include several grades with a minimum salary/wage, step increments or wage range within these grades.
4. Evaluate salary benchmarks of your industry

1. Use perks and privileges that improve the Employee Value Proposition.
2. Invest in incentives like promotions, non-monetary public recognition, awards and recognition and career development along with having more types of variable pay mechanisms like goal-based, commissions and equity.
3. Improve transparency about pay : typically share the compensation plan and pay ranges with individual employees
4. Evaluate Perception Of Your Organization's Current Pay Brand

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve compensation perceptions
4. Be on a continuous look out for new opportunities to improving employee compensation

BENEFITS

The second level 'benefits' dimension measures how attractive and employee friendly the benefits provided to him/her are.

There is considerable work that needs to be done towards improving benefits of the employee. The following suggestions should help improving this score.

It means that many of the employer's Leadership fairness and integrity efforts are paying off. The following suggestions should help further improve this score.

The current efforts towards improving benefits of the employee are faring exceptionally well. The following suggestions should help sustain these scores.

RECOMMENDATIONS TO IMPROVE

1. Review your goals and budget to know why you're offering employee benefits and how much you can spend.
2. Know the mandated employee benefits - those required by federal, state and local laws.
3. Pick optional benefits that fit the specific nature of your organisation and industry.
4. Additionally offer unique perks and highlight these.

1. To help your employees fully appreciate any optional benefits you provide, give each employee an annual statement of total benefits. This statement should show all of their wages plus any other benefits translated into a dollar amount.
2. Evaluate Which benefit Provider Offers the Mix of Benefits You Want
3. Calculate the cost-benefits of the "alternative benefits" category to demonstrate and communicate its value to your employees.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve employee benefits perceptions
4. Be on a continuous look out for new opportunities to improve quality and perceptions of employee benefits

PHYSICAL SAFETY

The 'Physical Safety' sub-dimension measures how physically secure the employee feels in the organization. A higher score in this dimension indicates that the employee feels highly secure of their physical well being in the organisation while a low score indicates a lower sense of physical security.



NEEDS ATTENTION
SCORE: 1 TO <3



GOOD
SCORE: 3 TO <4



EXCELLENT
SCORE: 3 TO <4

PHYSICAL SAFETY

There is considerable work that needs to be done towards improving the Physical Safety perceptions of the employees. It is highly probable that almost all the engagement questions too would be in the red zone. Drill down to the engagement questions to understand the issues further.

Many of the 'Physical Safety' efforts are paying off. A few of the engagement questions might need attention and drill down to understand how you fare in these dimensions.

The efforts to provide Physical safety are faring exceptionally well. You can further fine tune these results by evaluating the available second level data. (please note: you will have fewer drill down options since many seem to have chosen '5' for Physical Safety. Engagement questions will be collected only when the employee scores less than a '5').

WORKPLACE BULLYING AND HARASSMENT PREVENTION

The second level 'workplace bullying and harassment prevention' dimension measures how physically safe the employee feels working in the organization

There is considerable work that needs to be done towards preventing workplace bullying and harassment. The following suggestions should help improving this score.

Many of the employer's efforts towards preventing workplace bullying and harassment of the employee are paying off. The following suggestions should help further improve this score.

The current efforts towards preventing workplace bullying and harassment of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Establish a clear-cut, zero-tolerance, anti-harassment policy.
2. Institute training and awareness programs for your employees
3. Create specialized training for managers and supervisors on the nuances of bullying and harassment
4. Ensure everyone understands the process for reporting a complaint.

1. Use strong top-down communications for setting the strong tone of prevention
2. Re-evaluate and update the anti-bullying and harassment policy - seek legal advice
3. Have a diversity and inclusion committee with ambitious initiatives and communication around it.
4. Have a dedicated core committee with internal and external members and multiple channels to report a workplace harassment issue.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that prevent workplace harassment
4. Be on a continuous look out for improving quality of employee experience

FACILITIES

The second level 'facilities' dimension measures what the employees feel about how the organisation's facilities contribute to a good working environment.

There is considerable work that needs to be done towards improving the facilities at the disposal of the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards improving the facilities at the disposal of the employee are paying off. The following suggestions should help further improve this score.

Current efforts towards improving the facilities at the disposal of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Understand the risks your work environment poses on the employees (especially applicable for manufacturing firms) and take measures to pre-empt any hazards.
2. Work towards reducing workplace stress that are caused by long hours, heavy workload, insufficient breaks and conflicts.
3. Ensure all furniture, workstations and equipment are ergonomically designed.
4. Ensure mechanical aids are available to reduce the physical strain of the employees
5. Conduct on-going safety training for employees.

1. Create a workplace safety culture by conveying the importance of workplace safety to your employees and taking great care to ensure employee safety.
2. Reward employees for safe behaviour.
3. Partner with occupational clinicians for improving workplace design
4. Have labels and signs around the workplace to communicate important information
5. Have regular equipment inspections to make sure employees have the right tools
6. Run regular safety employee surveys to understand how well the employees understand the safety guidelines
7. Conduct regular meetings to review safety rules and discuss prevention to keep workplace safety top of mind.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve workplace facilities
4. Be on a continuous look out for new opportunities in improving quality of workplace facilities

PSYCHOLOGICAL SAFETY

The 'Psychological Safety' sub-dimension measures how psychologically secure the employee feels in the organization. A higher score in this dimension indicates that the employee feels highly secure of their emotional well being in the organisation while a low score indicates a lower sense of emotional security.



NEEDS ATTENTION
SCORE: 1 TO <3



GOOD
SCORE: 3 TO <4



EXCELLENT
SCORE: 3 TO <4

PSYCHOLOGICAL SAFETY

There is considerable work that needs to be done towards improving the Psychological Safety perceptions of the employees. It is highly probable that almost all the engagement questions too would be in the red zone. Drill down to the engagement questions to understand the issues further.

Many of the 'Psychological Safety' efforts are paying off. A few of the engagement questions might need attention and drill down to understand how you fare in these dimensions.

The efforts to provide Psychological safety are faring exceptionally well. You can further fine tune these results by evaluating the available second level data. (please note: you will have fewer drill down options since many seem to have chosen '5' for Psychological Safety. engagement questions will be collected only when the employee scores less than a '5').

WORK LIFE BALANCE

The second level 'work life balance' dimension measures how the employee feels about the work life balance the organisation offers.

There is considerable work that needs to be done towards improving Work life balance of the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards improving Work life balance of the employee. The following suggestions should help further improve this score.

The current efforts towards improving Work life balance of the employee. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Provide flex hours including seasonal hours
2. Allow employees to work from home
3. Less rigid lunch schedules
4. Provide laptops and equipment to make working from anywhere possible
5. Have a conducive office setup to let employees make the best of their work hours

1. Offer perks that help employees enjoy their holidays or help them save time
2. Have an open door policy to help employees get more work done in a short time.
3. Encourage staff to take their annual leave
4. Encourage interest based activities and communities
5. Help staff look after their work-life balance through on-going interactions and understanding

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve employee work-life balance
4. Be on a continuous look out for improving quality of employee work-life

PROFESSIONAL ACCOMPLISHMENT

The second level 'professional accomplishment' dimension measures the employee's sense of accomplishment while doing the work he/she does.

There is considerable work that needs to be done towards improving Professional accomplishment opportunities for the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards improving Professional accomplishment opportunities for the employee are paying off. The following suggestions should help further improve this score.

The current efforts towards improving Professional accomplishment perceptions of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Set achievable targets for teams and its members
2. Offer support but don't micromanage
3. Look at failure constructively, not degradingly
4. Reward hard work properly
5. Create Opportunities for Employees to Grow and Develop

1. Make people feel important by having leaders conduct meaningful two-way communication and genuine interactions
2. Meet with employees in small groups to understand their concerns towards achieving their professional goals
3. Review your policies, processes and procedures to consider the personal perspective
4. Building a strong culture that centres around the emotional fulfilment of employees
5. Celebrating ideas, contributing services, and shared expertise reminds employees that there's a greater purpose to their work.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve employees' professional accomplishment perceptions
4. Be on a continuous look out for new opportunities to improving perceptions of employee personal accomplishments.

FEELS MOTIVATED

The second level 'feels motivated' dimension measures the employee's enthusiasm and motivation to come to work daily.

There is considerable work that needs to be done towards improving motivation of the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards improving motivation of the employees. The following suggestions should help further improve this score.

The current efforts towards improving motivation of the employee. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Ensure that managers are hands on, interested and welcoming to the employees
2. Listen to your employees' suggestions and ideas, employees will stop believing in the Us and Them divide.
3. Give your employees new responsibilities and opportunities to progress up into a different role
4. Organise work socials to acknowledge that having time to unwind after work is important and that employees should have a good balance.
5. Provide employee incentives in the form of social outings in addition to financial incentives

1. Introduce office perks to create a positive and exciting office to work in.
2. Discourage managers from "micromanaging" and encourage them to trust employees to make their own decisions and succeed in doing things differently.
3. Promising flextime allows employees to choose the hours that work best for them. Allowing employees to work at home, even just now and again or for a day a month will make them feel more motivated to work.
4. Encouraging employees to actively get involved in vital processes will show employees you value their opinions and ideas.

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve employee motivation
4. Be on a continuous look out for new strategies to improve employee motivation.

JOB SECURITY

The second level 'job security' dimension measures the employee's perceptions of job security at the organization.

There is considerable work that needs to be done towards improving Job security of the employee. The following suggestions should help improving this score.

Many of the employer's efforts towards improving Job security of the employee are paying off. The following suggestions should help further improve this score.

The current efforts towards improving Job security of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Provide your employee with benefits, which include the appropriate pay for her position.
2. Offer perks in all feasible ways - be it flexitimes or free lunches
3. Cultivate a secure work atmosphere and your employee will pick up on this feeling and run with it.
4. Raise the bar and provide employees with additional responsibilities like spearheading a special project..
5. Encourage honest communication with employees and keep the lines of communication open..

1. Know your employees through feedback and surveys : Showing interest helps instill confidence and shows your commitment.
2. Present a future timeline of goals for your company and your employee within the company.
3. Focus on your team's strengths collectively and individually
4. Encourage employees to participating in office team activities to help them build relationships
5. Implementing re-skilling programs to keep the employees relevant

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve perceptions of job security
4. Be on a continuous look out for new strategies to improve job security perceptions.

STRUCTURE AND POLICIES

The 'structure and policies' sub-dimension measures how satisfied the employees are with the policies and processes of the organisation . A higher score in this dimension indicates that the employee feels great about the policies and processes of the organisation while a low score indicates they feel that the prevailing policies and processes.



NEEDS ATTENTION
SCORE: 1 TO <3



GOOD
SCORE: 3 TO <4



EXCELLENT
SCORE: 3 TO <4

STRUCTURE AND POLICIES

There is considerable work that needs to be done towards improving the Structure and policies perceptions of the employees. It is highly probable that almost all the engagement questions too would be in the red zone. Drill down to the engagement questions to understand the issues further.

Many of the 'Structure and policies' efforts are paying off. A few of the engagement questions might need attention and drill down to understand how you fare in these dimensions.

The efforts to provide Structure and policies are faring exceptionally well. You can further fine tune these results by evaluating the available second level data. (please note: you will have fewer drill down options since many seem to have chosen '5' for Physical Safety. engagement questions will be collected only when the employee scores less than a '5').

POLICIES & PROCEDURES

The second level 'policies and procedures' dimension measures the employee's sense of satisfaction with policies and procedures in the way it enables the employee to perform his/her work effectively.

There is considerable work that needs to be done towards improving Policies and procedures of the employer. The following suggestions should help improving this score.

Many of the employer's efforts towards improving Policies and procedures of the organisation. The following suggestions should help further improve this score.

The efforts towards improving Policies and procedures at the disposal of the employee are faring exceptionally well. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

- 1.Ensure your policy and procedures follow a strict document management process
2. Log all the policy amendments and procedures
- 3.Evaluate each policy and procedure for its efficiency and relevance
- 4.Make amendments to the policy and procedure based on changing business demands.
5. Invest in a HR software that allows efficient implementation of policies and procedures

- 1.Ensure legality of the policies and procedures by seeking legal advice
- 2.Keep all employee communication centralized to dissipate information on policies and procedures
- 3.Ensure data protection and security while dealing with external solution providers
- 4.Create a policies and procedures Manual

- 1.Check for the number of responses received - a higher number of responses give better accuracy.
- 2.Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improve efficiencies of policies
- 4.Be on a continuous look out for new strategies to improve policies and procedures

ORGANIZATIONAL STRUCTURE

The second level 'organization structure' dimension measures the employee's sense of satisfaction with the organisational structure in the way it enables the employee to perform his/her work effectively.

There is considerable work that needs to be done towards improving Organization structure of the organisation. The following suggestions should help improving this score.

Many of the employer's efforts towards improving the Organisation structure are paying off. The following suggestions should help further improve this score.

The current efforts towards improving the Organisational structure of the company. The following suggestions should help sustain these scores

RECOMMENDATIONS TO IMPROVE

1. Create a blueprint of an ideal organization structure that fits your business needs. Tweak the structure then to fit it the realities in place.
2. Organize by function to bring in clarity to the organisational departments.
3. Combine Functions to reduce individual costs if individual functions are performing poorly.
4. Create a Chain of Command to clearly designate who each person's direct superior is.

1. Create a clear publicly available organisational structure chart.
2. Keep evolving the organisation structure to respond to market stimuli and demand conditions
3. Communicate Your Structure with employees thoroughly

1. Check for the number of responses received - a higher number of responses give better accuracy.
2. Benchmark the processes followed to achieve these exceptional scores
3. Continue investing efforts on strategies that improves the organisational structure
4. Be on a continuous look out for new strategies to improve the organisation structure