communication and action-planning toolkit
using surveys to achieve change in organisations
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credits

We have used a combination of our own and client-developed materials, and would like to thank all those clients who have submitted material.
**introduction**

In early 2008, 298 organisations participated in a teaching and research project run by Voice Project and Macquarie University. In total 3079 employees took part. This research showed that organisations that feedback and act on survey results have almost double the levels of engagement among employees. We cannot overemphasise that it’s what you do with the survey results that counts.
part one: feedback and action-planning process

1. feedback results

It is important to feedback survey results to staff as a sign of respect for staff and acknowledgement of their efforts to improve the organisation. It demonstrates a desire to involve staff in understanding and using the results.

Tips

- Feedback sessions should be scheduled as soon as possible after receiving results, and a maximum of 3 months from the close of the survey. Ideally, your feedback and action-planning steps can be included in your survey timeline and your pre-survey communications to staff and management.
- Feedback is best cascaded in a top-down manner so that each level management has time to understand and absorb results, and can facilitate feedback at the lower levels.
- Have senior management present at the feedback sessions to acknowledge and own the results.
- Use multiple communication channels to reach the maximum number of staff.
- The focus should be on understanding the results, identifying issues and possibly identifying gaps where further investigation is needed. This allows time for staff to understand, accept and digest results. If you plan to use the feedback sessions for problem-solving or action-planning then you will need to schedule adequate time.
- Remember to thank staff for their participation in the survey process and recognise those who made a particular contribution.
- Include information about the decision-making and action-planning process, and the role of managers and employees in this process.
- Be constructive and positive. Make sure you highlight and celebrate your strengths. Assure staff and managers that they will not be punished for poor results, but they will be held accountable for taking action on issues that the survey raises.
What is the best way to feedback results?

- The most effective way to feedback results in face-to-face communication. Schedule small departmental meetings, in which results for that work unit are discussed in the context of broader organisational results. Encourage staff to participate in the interpretation and analysis of the findings, and so help management understand what the quantitative results mean in the context of their particular work unit.
- Have the CEO present the overall survey results to employees in large ‘town hall’ meetings or ‘road show’ to different organisation sites.
- Distribute a written or video summary of results on the intranet, online interactive presentations, organisation newsletter or booklet. You can use the results as highlighted in Voice Project’s Executive Summary, or create your own summary framed by your organisation’s strategy and priorities. An organisation wide web cast can feature either the CEO, or CEO and Voice Project consultant talking about the results.

Who should feedback results?

Generally feedback is most effective when given by line managers rather than HR or Voice consultant. Most managers will need the support of HR/Voice to equip them for this task. Work through the results for the work group with the manager to ensure they understand how to interpret the results, can ask questions, and have time to absorb the issues. Help them select the data to be presented, and develop an agenda.

There are some exceptions when it will be more appropriate for HR or a Voice Project consultant to run the feedback sessions. In organisations where there is a low level of trust, having an external person feedback results maintains the credibility of the results. Also, there may be particular work groups who have low scores for Supervision or Diversity (e.g., bullying issues). Having an independent person deliver results can lead to a more constructive meeting.

See templates and examples of feedback to staff in part two.
2. understand issues

Dig deep for underlying root causes – solutions will only be effective if they are targeted at the real problem, not superficial issues. Keep asking ‘why’ this problem exists, and then ‘why’ again. For example, if there were significant negative responses to the statement, "My organisation is good at selecting the right people for the right jobs," managers should explore with employees why they think that, and what gets in the way of making better decisions.

Tips

- Feedback sessions in small work groups provide the opportunity to understand results in greater depth and in context. Staff can explain any ambiguous results, provide specific examples of issues around particular management practices or systems, and help prioritise the most important issues to be resolved in their area.
- While line managers and teams can look at group results by department, HR managers need to examine the results for other groups of employees e.g., by age group, critical roles, or tenure. There may be particular issues that can be tackled in a strategic and targeted way with specific groups.
- If necessary, identify volunteers to gather further information around survey-identified issues before the action-planning meetings.
- Some issues are too sensitive for staff to discuss in front of managers. In these cases it may be helpful for a Voice consultant or another external party to run focus groups. As the name suggests, these sessions are targeted to one specific area and conducted in an open, safe, and comfortable environment in which employees candidly discuss their experiences and perceptions of the workplace.
Questions to help interpret and understand results

1. What are the group’s strengths and areas for improvement based on Percentage Favourable ratings? Look at both the broader survey areas (such as Purpose and Property in the standard Voice Climate survey) and individual practice areas.
2. How do these results fit with your own perceptions of the group?
3. Where are the group’s results different to the organisation as a whole and/or industry benchmarks?
4. If there has been some time between survey administration and reporting, have there been any changes in these areas since the survey was run?
5. Which areas are having the biggest impact on staff Passion and perceptions of Progress?
6. What conclusions can be drawn from the results in relation to the group’s core mission or strategic goals?
3. **prioritise issues**

In order to focus efforts we recommend organisations choose only 3 areas for improvement at each level or work area. According to the Pareto Principle, 80% of an organisation’s problems stem from 20% of the causes. Focusing effective change in a few areas will most likely have a flow-on effect to other areas as well.

**Tips**

- Some Voice survey reports include information to help prioritise issues, such as a “gap analysis” and “blue bars” which measure the impact of issues on employee engagement (Passion) or client satisfaction and bottom-line results (Progress). However, it is important to explicitly agree on criteria for prioritising, including organisation purpose and values, and factors such as cost, speed of implementation, health and safety, legal or other risk.
- Other sources of data should also be included in decision-making, such as internal audits or client feedback.

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For example, in one of our client organisations, Technology did not emerge as an area for attention in the survey analysis – staff’s experience of technology was largely problem-free and it was not significantly impacting on their ability to perform their jobs. However, IT experts had identified critical issues with their aging technology that would soon impact performance if not addressed immediately.

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- Improvement action planning should combine both "top down" and “bottom up” processes. The priorities for the organisation can be identified, communicated and acted upon at the senior management level, then local units should tackle the things that they have direct control over and escalate anything else back upwards. They should also have some scope to identify additional team-level priorities.
- Don’t forget to identify opportunities to leverage your strengths, as well as work on improvements.
4. plan actions

There are four simple steps in action-planning:

1. Clearly define the problem to be addressed. This may have already been started in the feedback sessions.
2. Identify potential root causes to the problem. Try to encourage staff to look at the problem from different perspectives such as resources, systems, processes, people, or environment.
3. Generate and agree on possible solutions to the problem. Use brainstorming or some other non-judgmental activity to generate as many ideas as possible. Then reach group consensus or use other decision-making processes to agree on solutions. This can be as simple as recording ideas on flip charts, and then giving each employee three stickers to "vote" for the ideas they feel will be of greatest benefit.
4. Develop the action-plan steps and follow-up procedures. Be sure to implement some ‘quick wins’ for immediate impact, as well as planning for the longer term.

Tips for conducting an action planning meeting

- Start action planning with a review or exploration of the mission, vision, values, guiding principles, higher-order goals, etc in order to focus the action planning upon what’s most important to the individual or group
- Plan to address only one or two issues, or break into smaller groups to focus on one issue each.
- Action-plan the high-priority items first
- Focus on issues as they relate to the group so they are directly actionable by the staff in the room (what can we do, rather than what we want management to do) . However, make recommendations for action even if the issue is beyond the group's direct control. These can be passed on appropriately, and they may even identify ways the issue can be partially addressed at a local level.
- Record discussion and decisions and keep with any formal survey action plans; they can then be communicated to senior managers and the CEO. Use a simple template for designing and documenting a good action plan (see the Voice Action Planner in part two).
• Have a variety of methods for people to bring forward issues or ideas – some less threatening than others. For example, using post-it notes or discussing ideas in pairs or small groups first.
• Clarify administrative procedures for tracking implementation and progress.
• Consider using an external facilitator (from Voice Project or other service providers) who will bring objectivity, experience and skills to run a psychologically safe and productive meeting.

Feedback summaries and action plans should be reported back up the organisation to higher levels, and communicated to staff.

See “Voice Bites” for suggestions interventions, case studies and resources on particular issues.
5. Implement plans and monitor progress

It is important that Human Resource staff are perceived as facilitators not ‘owners’ of the change process. Senior management must set a sincere expectation that plans will be developed, implemented and reported. They can hold managers and teams accountable for planning and taking actions, providing all the authority and resources they need.

**Tips**

- Actions emerging from the survey process can be built into team and manager KPIs, reviewed regularly, and linked to rewards and recognition systems.
- Responsibility of ensuring the change takes place must rest with an individual staff member (not the team as a whole as there is a tendency to assume that the task ‘has been done’).
- People with responsibility for achieving goals should be required to regularly review progress and report back to a more senior manager.
- Consider posting all action plans developed for addressing issues raised in the survey process onto a public website. This provides incentives and accountability for action, as well as serving as communication tool to view other plans to spark ideas across the organisation.
- The Voice Action Planner (see part two) help managers set targets and measure improvement in subsequent staff surveys or other relevant performance indicators.
- Monitor and evaluate strategies through small ‘pulse’ surveys. These can be run around just a few target issues to measure progress between larger scale surveys. Adjustments to initiatives can be made according to feedback. In tailored surveys, you can also add Voice Project’s “Survey Response” items: *I received feedback about the results of the last Voice Climate Survey*; *I have seen improvements in this organisation/work group resulting from the last Voice Climate Survey.*
6. communicate actions taken

Often organisations can implement many changes after the survey but these are not recognised in the follow up survey results. Unless staff are aware of actions that have resulted from the survey they perceive it to be ineffective. Regular communications linking change and improvements (small and large) to the survey initiative will enhance the credibility of and commitment to the survey process. Take advantage of the multiple communication channels at your disposal (eg. email, newsletter, meetings, intranet, forums, bulletin boards etc) and say “Remember this is what you said in the survey, and this is the action we have taken as a result”.

Tips

- Add a “Survey Update” column to your employee newsletter/publication. The column’s consistent theme should be “Here’s what you said, here’s what we did.”
- Add a set item in every supervisor’s staff meeting agenda to discuss updates to the Voice Action Planner. By involving and continually communicating information to the employees, it will help ensure that the action plans that management established are meaningful, accountable, and successful.
- At senior reporting meetings, ask senior leaders to share their thoughts on staff actions that have been particularly effective and then publicise these actions to all teams. Encourage teams to consider these successes and adapt them, if needed, to create similar results in their own teams.
- Tailor your messages to the different audiences (eg. leadership team, managers and staff) – see part two for ideas
- Ensure your leadership team reinforce consistent messages about the actions that will be taken as a result of the feedback
- Develop a communication plan
part two: tools and templates

7. guideline for running a business unit feedback session

preparing the session

1. The business unit manager should review all the survey results documents. These may include:
   - Overall results – from the organisation as a whole and/or the broader function that this business unit belongs to. What are the key strengths and development areas?
   - Business unit quantitative results (the report with the traffic light colours).
     - Where are these results the same or different to the overall themes?
     - What are the strongest rated scales and items?
     - What are the lowest rated scales and items?
   - Interpretation guidelines – these provide an explanation for the different numbers and statistics used in the quantitative results.
   - Business unit open-ended responses - Identify some comments which may help illustrate the overall results.

2. Identify who will facilitate the session. Typically the business unit manager is best-placed to facilitate the session. However, an independent facilitator (e.g. HR or a consultant) can be useful if there are concerns about the willingness of staff to directly discuss issues with the manager.

3. Book the session. Typically, 1-2 hours is needed for the results to be explored and clearly understood.

4. Prepare materials needed for session
   - Projector (optional)
   - Copies of business unit reports – quantitative and open-ended responses. If the open-ended response report is lengthy (4 or more pages), it is often useful to send this out before the session to all staff members as pre-reading.
during the session

1. Purpose:
   - Communicate the purpose of the session (e.g. to communicate and explore the feedback given by staff in the recent employee survey).
   - Ask if anyone has any other expectations of the session

2. Session parameters:
   - Time available
   - The focus is on exploring issues and not discussing specific individuals

3. Communicate Quantitative Results:
   - Refresh staff about the survey itself (e.g. when it was conducted, who was invited to complete it, anonymous nature of survey, and the minimum number of people needed before a business unit report was generated)
   - If this was part of a broader organisational survey, highlight the overall organisation results (response rate, key strengths, likely action areas)
   - Review the business unit quantitative results as a group (either with handouts or projector)
     - Explain how to read the high level results (using the interpretation guidelines as a reference):
       - the overall outcome measures (e.g., Passion, Progress)
       - the different management practices and systems where staff provided feedback (e.g. Learning & Development)
       - Statistics (e.g. Subunit % Fav, traffic light colours, % NA, distribution bar chart, organisation % fav, all industry %ile rank)
     - Review feedback to specific questions/’items’

4. Explore results – the following questions can be used at any point to facilitate the group in reviewing the information:
   - What are the strengths for the business unit? What is being done well in this business unit which makes XX a strength? How can this team/business unit maintain or improve on this strength?
   - What are the weaker areas for the business unit? Why has area YYY been identified as a weakness for our business unit? What has to change before YYY can become a strength?
   - How similar are the business unit results to the overall results?
   - Which areas have the most impact on outcomes (e.g., staff passion or progress) in this business unit? (if blue bars are available)
   - Which areas does the team feel are the most important to focus on?
5. Communicate Open-Ended Results
   - Highlight the key themes from the organisation as a whole
   - Review business unit feedback.
     - If the report is 3 pages or under, provide enough time for staff to read responses.
     - For longer reports, seek feedback on themes identified in pre-reading for session.
   - Questions to consider
     - How similar are the business unit results to the overall results?
     - To what extent do the comments fit with the quantitative feedback?

6. Confirm next steps
   - What are the 2-3 priorities that need to be addressed?
   - When & how will action planning occur for these issues?

7. Thank staff for their contributions to the survey and the discussion.

after the session

1. Circulate to the team a summary of the discussion
2. Confirm how action planning will occur on the identified issues
3. Is there a need to communicate to HR or senior managers about the outcomes of this session?
8. examples of survey feedback

In July 2007, the XYZ Employee Opinion Survey was sent to all XYZ employees. This report gives you a summary of the main findings from the survey, to which XXXX employees, XX% of you, responded. The consultants, Voice Project from Macquarie University, considered this response a tremendous effort. Your feedback and continued support is important to us and the responses you provided will assist us all to improve our systems and the way we work.

Please take a few minutes to look through the survey results, and again, thank you for your participation.

There were 31 different management and human resources practices scored in the survey. There were some pleasing and some not-so-pleasing performances in how we scored ourselves, however, I want to stress that all of this feedback is appreciated.

Our top three performing management practices, and the percentage of employees who rated them favourably, were:

1. XXXXXXXXXXXXXXXXXXXX (88%),
2. XXXXXXXXXXXXX (82%), and
3. XXXXXXXXXXXXXXXXXXXXX (77%).

Our bottom three performing management practices were:

1. XXXXXXXXXXXXXXXXXXXX (16%),
2. XXXXXXXXXXXXXXXXXXXXX (19%), and
3. XXXXXXXXXXXXXXXXXXXXX (24%)

[Description here of what are the next steps (e.g., action planning)]

[Perhaps place signature down the bottom of this page]
The top items from the survey, with the percentage of employees who rated them favourably were:

- [question] (91%)
- xxxxxxxxxxxxxxxx (89%)
- xxxxxxxxxxxxxxxxxxxxx (88%)
- xxxxxxxxxxxxxxxxxxxxxxxx (88%)
- xxxxxxxxxxxxxxxxxxxxxxxx (88%)
- xxxxxxxxxxxxxxxxxxxxxxxxxxxxx (87%)
- xxxxxxxxxxxxxxxxxxxxxxxxxxxxx (87%)
- xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx (86%)
- xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx (85%)
- xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx (83%)

Thank you giving us your opinions, advice, and ideas from the open ended questions. Here are some of the themes and your comments from the question “List the three greatest strengths of XYZ”.

- Theme A
  [Quote(s) and/or paraphrasing of a couple responses].
- Theme B
  “... etc.”
- xxxxxxxxx
  xxxxxxxxxxxxxxxxxxxxx.
- xxxxxxxxx
  xxxxxxxxxxxxxxxxxxxxx.
- xxxxxxxxx
  xxxxxxxxxxxxxxxxxxxxx.
- xxxxxxxxx
  xxxxxxxxxxxxxxxxxxxxx.
Again your feedback from the open ended questions was much appreciated.

When you were asked to “List three ways XYZ could be improved” your comments included:

- **Theme A**
  [Quote(s) and/or paraphrasing of a couple responses].

- **Theme B**
  “... etc.”

- XXXXXXXX
  XXXXXXXXXXXXXXXx.

- XXXXXXXX
  XXXXXXXXXXXXXXXx.

- XXXXXXXX
  XXXXXXXXXXXXXXXx.

- XXXXXXXX
  XXXXXXXXXXXXXXXx.
More detailed results are currently being communicated to Division and Business Managers throughout XYZ and can be accessed by [source of information].

For all further information about the survey and results please contact [person] on [contact details]
What we did following the results from our 2005 Voice Climate Survey

(a) Thanked the staff for their participation – each staff member

(b) Recognised and rewarded staff groups for their participation

(c) Road show across all work places with results of the survey

(d) Developed action plan to address areas where staff told us we needed to improve

7. Continued to reward & recognise staff

Specific Action to improve Communication and Co-operation

1. **Focus groups with staff in the Region asking**
   - What do you want to know?
   - What don’t you want to know?
   - What is the best way for us to communicate with you?

2. Regular communication & teamwork education and workshops
   Commencing at orientation

3. Increased our organisation orientation from 1 day to 2 days

We Celebrate
9. **action-planning template**

**voice action planner**

<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Definition of problem at work-group level</th>
<th>Action(s)</th>
<th>Implementation Steps</th>
<th>Support needed</th>
<th>Who accountable</th>
<th>When specific and realistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. e.g., career opportunities</td>
<td>Some staff believe that there is a lack of career opportunities and effort spent on career development</td>
<td>1. Incorporate career planning into the performance review cycle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. put into place processes to ensure that all jobs are advertised internally first before looking for external applicants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. restructure organisation into a smaller number of divisions to improve the cross-department cooperation and manage the growth of the organisation. This will also enhance the awareness of job opportunities across the organisation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. **example action plans**

**(Organisation C’s) Plan for Change!**

**What changes do we plan to make?**

In the survey you told us you were dissatisfied with communication across Organisation C while also being dissatisfied with leadership. We plan to improve these scores by following the attached plan.

**How will we make changes?**

The senior leaders and myself (Organisation C, CEO) plan to make changes that will directly improve things for each staff member, i.e. changes in your workplace. We will do this firstly by consulting with you on what you need and how you would like us to action changes and then by you taking action. As regards communication we will ask you, through local forums and workshops, what you want to know about it, how it’s best to tell you what you want to know and how often you want us to communicate. As regards leaderships we will ask you if you have ideas on how myself and the senior leaders can spend more time communicating what you want to know about, how we can do this more effectively and how often you would like us to keep in touch. We also want to know how you can better communicate with us. We value your contribution to this discussion and hope you are looking forward to this joint venture of improving our organisation.
What and where things will happen

<table>
<thead>
<tr>
<th>Organisation Level</th>
<th>Communication Plan</th>
<th>Action Plan</th>
</tr>
</thead>
</table>
| The Coal Face      | At team level we will be asking managers to present the overall organisation results as well as results for each team | All actions will be focused on the coal face. We will be asking managers to run their own focus groups to decide on:  
  - What to work on (considering senior leader requests)  
  - How to work on it  
  - When to know it’s been achieved |
| Team Managers      | In the weeks following creation of the final survey results. HR will be sending out and helping team managers to read and understand their reports | Team managers are expected to show team results to their staff and collaborate on actions as per the square above. Team managers are also required to report on progress on actions in March, June, September and December until the next survey is run. |
| Mid Managers       | In the weeks following creation of the final survey results. HR will be sending out and helping mid managers to read and understand their reports | Mid managers are expected to assist team managers in creating and taking action on their survey results. Mid managers are also required to compile team reports on actions for submission to senior managers and myself (CEO) |
| Senior Managers and CEO | As soon as the final report of the survey results is completed, Voice Project will be presenting results to the leaderships team | Senior leaders are expected to assist all other managers in ensuring that change takes plan and is encouraged at the coal face. We have also made our own decision as to what we want to improve (communication and leadership) and we will be looking for managers down the chain to provide us with potential solutions and actions we can take. We will also monitor actions plans and action results. We will also be asking managers to invite senior managers and myself into their areas to discuss action decision in an effort to gain further insight in what we can do.  

Seniors leaders will also be required to combine mid manager action plans into division action plans and to comment on progress at the end of the months of March June, September and December |
Example Reporting Format for Team Managers/Mid Managers and Senior Managers

<table>
<thead>
<tr>
<th>Division</th>
<th>Area</th>
<th>Team</th>
<th>Issue from survey</th>
<th>Summary of discussion with staff</th>
<th>Actions to be taken</th>
<th>Individual taking responsibility for action</th>
<th>Progress report on action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>Marketing &amp; Fundraising</td>
<td>Fundraising</td>
<td>Communication</td>
<td>Staff feel out of touch with other sections of Organisation C and often find deadlines compressed as they were unable to consult on marketing initiatives before they took place</td>
<td>Staff at Fundraising will attend each marketing team meeting on a regular basis. One person in Fundraising is responsible for organising and monitoring this. Person who attends the meeting will then report back on timelines and initiatives occurring in Marketing.</td>
<td>Xxxx is responsible for organising attendees for each marketing meeting</td>
<td>Staff from marketing now attend fundraising meetings too. Both groups are finding that knowing what each other is doing allows them to be more considerate. Several deadlines have been extended to accommodate the needs of one or the other group. Overall, staff consider this successful, they feel it has improved their issues around communication and plan to respond more positively in the next survey</td>
</tr>
<tr>
<td>Operations</td>
<td>Marketing &amp; Fundraising</td>
<td>Fundraising</td>
<td>Issue 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Marketing &amp; Fundraising</td>
<td>Fundraising</td>
<td>Issue 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Climate Survey Response Plan

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 August XXXX</td>
<td>Climate survey results received from the consultant</td>
</tr>
<tr>
<td>2 September XXXX</td>
<td>Consultant from Voice Project presents to the Division of Human Resources about results pertaining to their areas of responsibility. Division begins to consider how to respond in planning for XXXX.</td>
</tr>
<tr>
<td>22 September XXXX</td>
<td>VP consultant presents to Senior Executive Group (SEG) The SEG commences development of communication plan and response plan.</td>
</tr>
<tr>
<td>Week Commencing 13 October XXXX</td>
<td>Memo to go to Senior Management – Deans, Executive Directors, Directors, Heads of School – with a copy of the report advising that:</td>
</tr>
<tr>
<td></td>
<td>a) A report will be placed on What’s New &amp; News with a web link to Organisational Development – Reports and Publications.</td>
</tr>
<tr>
<td></td>
<td>b) A meeting will be organised with their Senior Management to look at the more detailed analysis of the area and consider issues that need to be addressed and how.</td>
</tr>
<tr>
<td></td>
<td>c) Director, Organisational Development to ensure that the SEG have received information related to their reporting areas, e.g. DVC (Academic) – Faculties/Schools etc.</td>
</tr>
<tr>
<td>Week Commencing 20 October</td>
<td>What’s New &amp; News message and report on web.</td>
</tr>
<tr>
<td>Week Commencing 20 October</td>
<td>Director, Organisational Development to liaise with individual SEG members to discuss how to respond to particular areas of the report – meetings with Heads of School etc.</td>
</tr>
</tbody>
</table>
Organisation xx Climate Survey: Building High Performance Cultures

Manager’s Briefing Session

Contracted by the Vice-Chancellor and managed by Organisational Development in Division of Human Resources

Report of employee perceptions and views on issues at:

- the organisational level (such as strategic direction and cross-sectional communication and cooperation),
- workplace level (such as equal opportunity, safety and resources) and
- individual level (such as work/life balance, job satisfaction and organisational commitment).
- xx% response rate [xx% general staff and xx% academic staff]
- University received an overall performance rating of “good”

- The communication and response plan included:
  - Presentation to SEG to identify areas which required special consideration at the organisational level
  - Individual presentations to senior managers to consider their responses at the Faculty and Divisional Level and then the School/Section level
  - Presentations to schools and divisions as requested by managers
  - Presentation to University Council May xx of progress against results
  - Regular updates of progress at VCF from xx-xx
<table>
<thead>
<tr>
<th>Most Favourable Ratings</th>
<th>Teamwork – Customer Satisfaction – Ethics – Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least Favourable</td>
<td>Organisation xx response to survey findings since xx</td>
</tr>
<tr>
<td>Workload</td>
<td>Workloads Review</td>
</tr>
<tr>
<td>Communication and Cooperation</td>
<td>Corporate Communication and Media team Changes to terms of reference and format of the VCF</td>
</tr>
</tbody>
</table>

- Summary reports will be produced for head of individual work units where 10 responses are received
- Compare xx results and analyse in the context of the University Strategy 2007-2011
- Highlight improvements since xx
- Encourage participation from staff to identify areas which will require special consideration
- Ensure action is taken in response to the results as part of the planning and improvement process and review progress regularly.
**XXXX Employee Opinion Survey Action Plan**  
Year: xxxx  
Department: xxxx  

**SMART GOALS**

The xxxx Employee Opinion Survey is a strategic initiative designed to address the strategic objective of providing a work environment that highly engages staff. All departments are expected to work on at least one action from the survey over the coming year and are required to have a plan. All plans will be reported to the Managing Director at the end of January, March, June, and September. Goals are expected to reflect the **SMART** principles of being **Specific, Measurable, Achievable, Realistic and have a Targeted completion date.**

<table>
<thead>
<tr>
<th>XXXX Strategic Plan Goal</th>
<th>Current Situation (Data)</th>
<th>SMART Goal</th>
<th>Action Plan</th>
<th>Target Date</th>
<th>Progress (to date)</th>
<th>Progress (Assessed by Follow up Survey)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A high level of staff engagement in the organisation</td>
<td>Engagement score in survey = 55% favourable (low)</td>
<td>Improve engagement by improving staff perception of key factors as diagnosed by the staff survey</td>
<td>Managers and staff to review the staff survey results and discuss potential actions for key drivers</td>
<td>xx/xx/xx</td>
<td>Managers and staff reviewed the results in January department meeting, decisions made to improve staff perception of Communication</td>
<td>Engagement score has risen to 70% favourable in 200x survey</td>
</tr>
</tbody>
</table>

| Communication score in survey = 29% favourable (low)  
Staff are reporting a lack of communication in their work | Improve communication by forming a workgroup of staff to decide actions | Work group to review the detail of the results in the survey around communication, including open ended responses around communication | xx/xx/xx | Volunteer working group formed and have had first meeting reviewing the communication items and text responses, workgroup decided to generate a newsletter of our department’s activities to distribute to the rest of the organisation. Assigned newsletter person will be rotated by Head of Department | Communication has risen to 45% in follow up survey in 200x. |