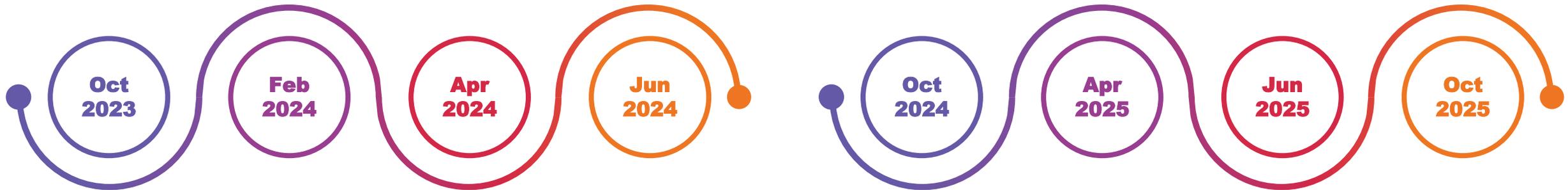


4 Steps to Employee Engagement

How to effectively respond to employee engagement feedback

ENDEAVOUR CONTINUOUS LISTENING ROADMAP



ENGAGEMENT SURVEY

Survey to measure our people's connection, commitment and experience at Endeavour.

Standard set of questions that informs the creation of Action Plans for improvement.

ACTION PLANS ESTABLISHED

All leaders who received an Engagement Survey Report to finalise action plans in Culture Amp.

Action Champions identified and connected to broader Network of Champions.

CULTURE & WELLBEING SURVEY

New survey to measure our Culture (the way we do things around here), wellbeing and psychosocial safety.

Feedback received will inform and measure impact of our People & Wellbeing Programs

REPORTING ON ACTION PLAN STATUS

Reporting compiled from Culture Amp on action planning status across the organisation.

Identification of common themes that may inform further strategies to accelerate improvements.

PULSE SURVEY

Condensed engagement survey to measure progress and impact of action plans.

Questions reflect organisational themes and can change from pulse survey to pulse survey.

ENGAGEMENT SURVEY

Survey to measure our people's connection, commitment and experience at Endeavour.

Standard set of questions that informs the creation of Action Plans for improvement.

ACTION PLANS ESTABLISHED

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CULTURE & WELLBEING SURVEY

Survey to measure our Culture (the way we do things around here), wellbeing and psychosocial safety.

Feedback received will inform and measure impact of our People & Wellbeing Programs

Additional ongoing feedback captured through onboarding and exit surveys

Leader Guide

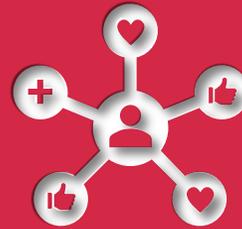
4 Steps to Employee Engagement



Receive Feedback

An employee engagement survey is the beginning of a conversation, not the end...

1



Understand & Reflect

What do I look for? It's important to understand before acting...

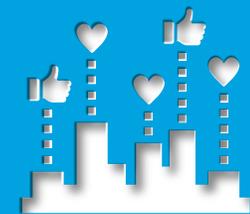
2



Select Focus Area

How to create actions with the greatest impact...

3



Measure & Communicate Progress

Engagement is ongoing, not just a one off task or project...

4



Receive Feedback

1

Why measure employee engagement?

An Engagement Survey is the opportunity to receive valuable feedback on how our people feel about their experience working at Endeavour.

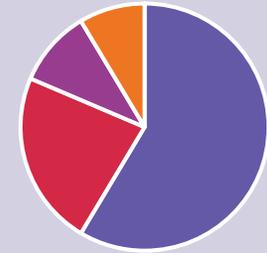
Most leaders will be familiar with measures such as turnover, absenteeism, workplace health and safety incidents and recruitment. These measures tell us **WHAT** is happening, but they don't inform us **WHY**? When we measure Engagement, we are looking to close the gap between what we think is driving or impacting our people's experience and what is actually.

The measure of engagement is the outcome of our employee experience, a measure of people's connection and commitment to a company and its goals. Or simply put, whether they are willing to go above and beyond, stay and recommend Endeavour as a great place to work.

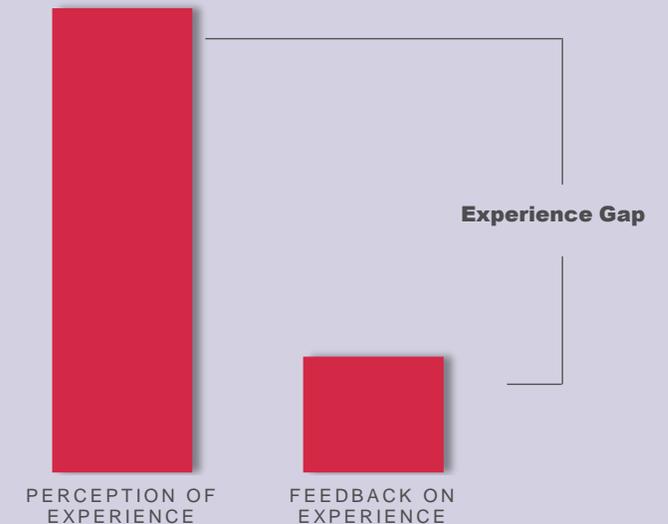
We can make assumptions but without understanding how our employees experience our workplace, we can continue to create an employee experience gap. Closing the gap and taking action has a positive impact on performance, innovation, retention and attraction of talent.

WHAT

- Turnover
- Absenteeism
- WHS Incidents
- Recruitment



WHY





Receive Feedback

Receiving feedback gracefully

Your reaction to feedback is important. Keep in mind that individuals who give constructive feedback are going out on a limb and typically don't want to hurt anyone's feelings. Offering up what could be construed as 'confronting news' can be scary, especially if the recipient on the other end isn't prepared to receive it. It also involves a significant degree of trust that the person receiving will act on it in the spirit with which it was given, without fear of retribution.

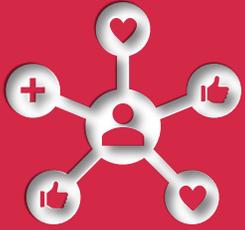
Viewing feedback as constructive

Feedback typically represents either the reality of the situation, or an individual perception of reality. Whether the recipient agrees with the feedback or not is irrelevant. If you agree that something is broken, then you can start to work on fixing it. On the other hand, if you don't agree with the feedback, then there's work to be done to change the perception of the person or people around them - because in the feedback giver's experience, the situation is real enough to bring it forward. Either way, feedback represents information to work constructively with.

Approaching feedback with empathy

To the organisation, being clear that you as a leader will receive feedback gracefully and view it as constructive feedback is important. It serves to not only recognise the effort by employees to provide constructive feedback but also helps you frame whatever you're hearing by stepping into the shoes of the individual who is giving the feedback.





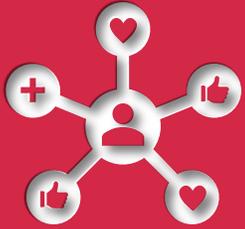
Understand & Reflect

Feedback is a gift

When we know how our people are feeling whether it is positive or negative, it presents the opportunity to do something about it. Before jumping into action though, it is important to allow time for reflection.

What are the results telling us?

Participation	Are we hearing majority of voices? If the answer is no, what are the barriers to participation? How you respond to the results plays an important role.
If we did nothing, what would happen?	Your engagement score
What are we doing well?	High scores – what is having a positive impact. It's important not to lose sight of what is working well just as much as what we need to improve.
What are we doing not so well?	Low scores
What is important to our people?	Top drivers of engagement
Are there different experiences for different groups?	For larger teams, are there different experiences for different demographics i.e. tenure, location
How are we tracking?	Benchmarks are important to track progress over time (comparison to previous surveys) or how we are creating experiences to our competitors (Non-Profits). Tracking your neutral and unfavourable scores overtime will indicate the degree of impact and your ability to make the most impact (i.e. it is easier to shift neutral perceptions than unfavourable).



Understand & Reflect

2

Sharing results with the team

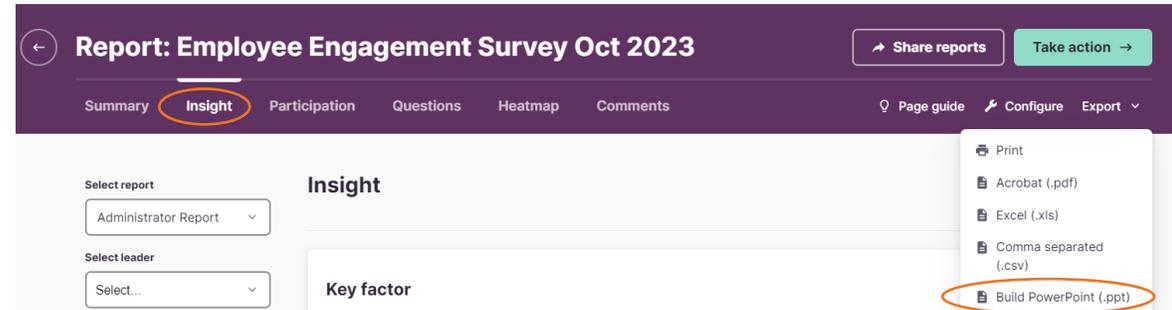
It's just as important to share results with your team and close the loop of receiving feedback. Understanding the collective view of the team will help position actions for greater impact.

For local teams, you can generate an Insights Report (PowerPoint) from within the Culture Amp Platform to share more broadly to employees who won't have access.

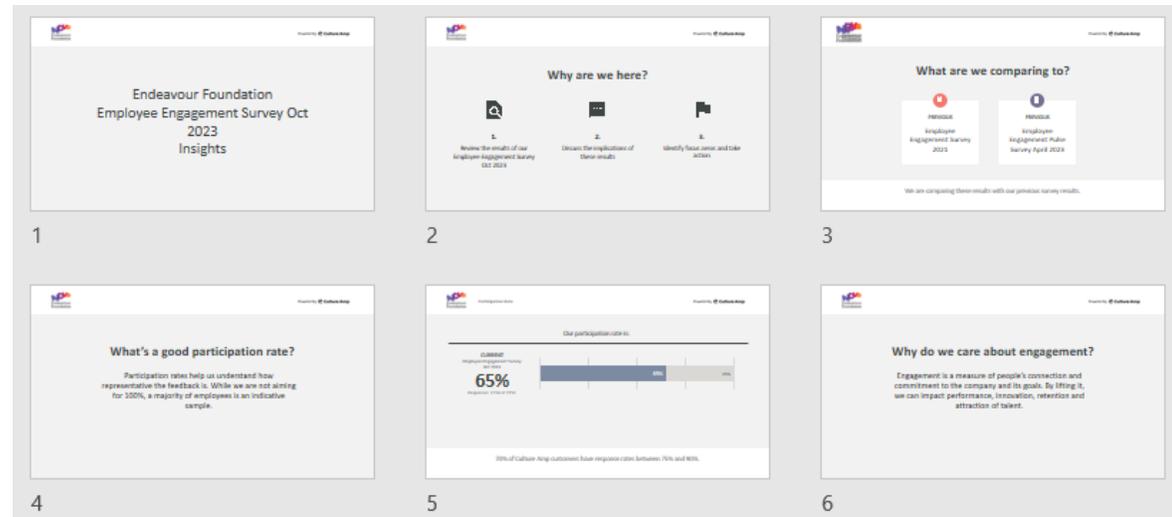
Key Tips

Focus on high level results only. Spending hours dissecting and digesting every possible number and comparison available will not be the most useful approach. Save more time for discussion and generating ideas for action at a separate session to delivering results.

Don't try to solve at this point, aim to share and reflect. You may want to ask teams to have a think about actions when you come together again.



Build PowerPoint





Select Focus Area

Engagement is everyone's responsibility

Moving from results to action can be challenging. While there is often an inclination to jump to solutions when reviewing employee survey results, it's actually a great opportunity to re-engage employees in the process. Taking a more collaborative approach to acting on results by including employees in an ideation process creates a sense of ownership, enables creativity, develops trust and builds upon the momentum you've gained in sharing your results.

How employees are included will depend on the size and geographical spread of your team. All teams however will be faced with understanding what is in control and what is not in control. There will be some focus areas that will need to be actioned at an organisational level and others at a local level. No matter where you sit in the organisation, you should be involved or have visibility over a local action plan relevant to your team.

[Click here to access Action Champion Guide](#)

Identify Action Champions!

We are establishing an Action Champion network across Endeavour. Action Champions are volunteers from the team that work with leaders and advocate for improving engagement. **Action Champions are a key driver for progressing action, particularly for larger and more geographically spread teams who won't have opportunity for everyone to engage in action planning directly.** Action Champions will have access to the broader network of Action Champions across Endeavour to engage and hear from other teams who are leading action activities.

Local Level Action Plans





Select Focus Area

Selecting a Focus Areas

There is no “right” way to select a focus area. Although it is important to consider both your results and your unique context and business needs. Here are a couple of ways to narrow your focus...



Using Culture Amp to identify areas of focus

The Culture Amp Platform identifies areas of focus that have the biggest impact for positive change. Having a clear focus on just 1 or 2 areas differentiates organisations who are able to drive effective change.

- 1. Focus** The framework gives you three recommended areas of focus based on your results
- 2. Select** you have the flexibility to select your preferred focus/es
- 3. Define action** you can choose an existing action from the inspiration library, customise an existing action, or create your own custom action.
- 4. Act** Set a completion date, make progress notes, mark the action as completed and ask your team for feedback around the completeness.

[Click here for Culture Amp Support Guides](#)

Focus	Impact	Question	Factor
Focus 1	HIGH	My organisation is in a position to really succeed over the next three years	Company Confidence
Focus 2	VERY HIGH	I believe there are good career opportunities for me at my organisation	Learning & Development
Focus 3	VERY HIGH	Day-to-day decisions here demonstrate that quality and improvement are top priorities	Service & Quality Focus

Explore our inspirations

Make progress by taking action on your chosen focus area. Get a headstart with one of our inspirations, or write your own.

I am appropriately involved in decisions that affect... Alignment & Involvement

Recommended inspirations

- Accurately consulted decisions** Individual
Expertly consult others in your decision-making framework
Expertly consult others in your decision-making framework, to facilitate transparency and clarity. Share who has been consulted on a decision whenever a
- Sharing project feedback** Individual
Look back on projects to learn
Achieve role clarity through retrospectives and planning. Retrospective and planning meetings can be held by your manager or team leads to align and improve
- Empathetic Decision Making** Individual
Including others when decisions and authority change
Empathetic decision making includes others when decisions and authority change. As companies grow, the process and structure around decision making changes. As



Select Focus Area

Impact vs Effort

A common term you may hear with action planning is 'low hanging fruit' or 'easy wins.' The below method helps to identify what ideas are achievable (in the team's control) and what will make the most impact. Brainstorm ideas and categorise them into the below graph to help identify actions. You can repeat this process starting with Factors and/or Questions and then finally ideas generated to address feedback.

Impact



High effort ideas may be out of the team's control.

Record ideas for Leaders to take back and share for inclusion in high-level action plans or potential organisational wide actions

Effort



Select Focus Area

Brainstorming for solutions

There are several ways to brainstorm ideas once you have narrowed your focus. Here are a few tips to keep in mind so that everyone feels that they can contribute.

1. Guide your team to frame suggestions with a positive mindset - more on what we would like to see and less on what we don't. Ask, what does good look like, describe the steps, activity or process.
2. Another way to frame suggestions is using the phrase, 'how might we?'
 - *How might we better demonstrate our values on a day-to-day basis?*
 - *How might we improve collaboration across divisions?*
3. Create opportunities for all voices to be heard, create a safe place for people to submit ideas without being in the spotlight such as using post it notes, online tools, or Action Champions to receive anonymous suggestions.
4. Ask what can we start, stop and continue...
5. Our values demonstrate the behaviours that we want to see. Consider what our values look like in action in response to the feedback. Be prescriptive, what do our values look like at every step of the process. How do we want people to feel through our interactions?



Voting tools

You may have a great list of suggestions but remember teams who focus well on one or two actions have greater impact to improving engagement. There are numerous voting methods to help identify actions for your team:

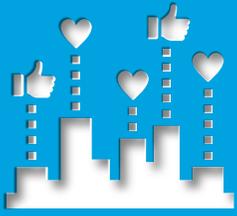
Microsoft Teams App -  **Forms**
Microsoft Corporation

Mentimeter -  Mentimeter
<https://www.mentimeter.com>

Direct Poll -  DirectPoll
<https://directpoll.com>

Post it Notes or Sticky Dots -





Measure & Communicate Progress

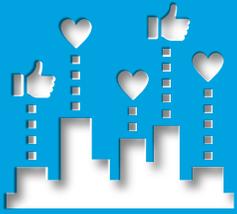
Do I need an Action Plan?

Leaders are responsible for creating action plans within the Culture Amp Platform to provide greater visibility overall and for the identification of potential strategies the drive engagement at an organisational level. **If you receive a report, you are responsible for an Action Plan.**

Action Plans occur at all levels and will be relevant to what is in control and what is not in control. Below is an example of how Action Plans apply across each of the levels.



Note: If the team's greatest impact for driving engagement is identified in a high-level action plan, document in your team's Action Plan how you are contributing at a team level to the high-level action plan.



Measure & Communicate Progress

4

Creating Actions in Culture Amp

1. Go to the Questions report
2. Click the empty focus flag next to the question. You can always remove this question as a focus by clicking it again on the selected focus flag.



Focus	Impact	Question	Factor	Favorable score	Trend	Comparison
	HIGH	Pied Piper is a great company for me to make a contribution to my development	Learning & Development	14		
	HIGH	I believe there are good career opportunities for me at Pied Piper <small>n = 148</small>	Learning & Development	18		
	HIGH	I have access to the things I need to do my job well	Enablement	10		
	HIGH	The leaders at Pied Piper have communicated a vision that motivates me	Leadership	15		

3. After selecting a focus area, leaders can review the Inspiration Engine to see what actions other companies have taken to address similar topics.
4. You can select an action from the list or enter your own.
5. Enter a due date

[Click here for Culture Amp Support Guides](#)

Example Action

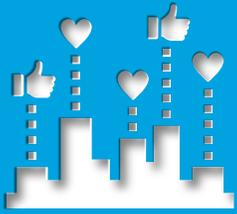
Focus Area – Innovation

Question – We are encouraged to be innovative even though some of our initiatives may not succeed.

Action Title – Innovation Hubs

Action Description – Meet monthly to workshop through innovative ideas to improve processes. Rotate Chair and agenda responsibilities so that everyone in the team is responsible for putting forward challenges to solve.

Due Date – 15 February 2023



Measure & Communicate Progress

Close the feedback loop through communication

An Engagement Survey at Endeavour is a comprehensive assessment of our employee's engagement and experience. Pulse Surveys are designed to track progress.

Employee engagement is not a one-off activity, it is a continuous process of receiving feedback, recognising opportunities for improvement and working towards closing the experience gap.

Actions should be regularly tracked against the commitments made in addressing employee feedback. Teams should be aware of progress made, as well as why progress has not been achieved through regular communication. Don't wait for a pulse survey to determine how you are going, use a pulse survey to track how you are closing the experience gap, being more in tune with how your people are feeling and what continues to drive their engagement.

Feedback received is a valuable leadership tool, giving insight into what is important to your people. Incorporating your team's feedback regularly into your communications will demonstrate that their voices have been heard and there is a continued commitment to make Endeavour a great place to work.

Need further support:

- [Culture Amp Support Guides](#)
- [Visit Employee Engagement Intranet Page](#)
- [Action Champion Guide](#)
- [Contact your People & Wellbeing Business Partner](#)