

Avatar Solutions'

PROVEN FOUR-STEP PROCESS

For Successfully Conducting Employee
Engagement Surveys

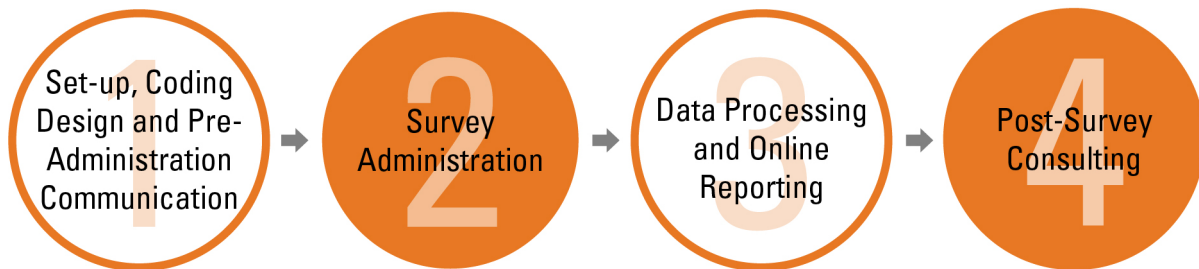




Avatar Solutions is a leading Human Capital Management Firm and provider of Employee Engagement, Physician Engagement, Exit, New Hire, and Patient Experience Surveys. Avatar's comprehensive suite of healthcare survey tools has received the **exclusive endorsement** of the **American Hospital Association**. We have a proven survey process for successfully conducting an employee engagement survey that will deliver actionable data you can use to create positive change. Rigorous quality control procedures are in place during all phases of the process to yield the best outcomes every step of the way.



Avatar's Four-Step Proven Survey Process



Survey Timeframe

Our recommended best practice is to complete the survey process within a two-month timeframe. If your organization wishes to accelerate the process, Avatar can be flexible to accommodate this need.

Step 1 – Set-up, Coding Design, and Pre-Administration Communication (5-9 weeks)

The beginning of our survey process includes an initial conference call or site visit to finalize your survey design, coding, pre-administration communication campaign, and project timeline. During the initial set-up, your Project Manager will provide our First-Time Client Guide to familiarize you with the tasks and terminology associated with conducting an employee survey. This guide saves you time by clearly outlining all of the key components of the process.



Management Kick-Off Meeting

As a best practice for survey administration, we strongly recommend scheduling a Management Kick-Off Meeting to introduce your upcoming survey process. During this meeting, your leadership team will become aware of the goals and objectives of the survey, get acquainted with the Avatar survey process, and learn how to champion the survey as an important strategic initiative and outcome-based endeavor to increase participation.

Step 2 – Survey Administration (1-2 weeks)

Avatar's clients have an average participation rate of 76%, whereas the industry average is 60%. We will administer your survey online (Web), offline (paper/pencil), or over the telephone (via Interactive Voice Response). If you prefer, a hybrid approach can be utilized as well. During administration, survey participants can also opt for their own confidential and individualized Personal Employee Engagement Report, PEER.



Survey Administration Options – Any Combination of the Following



Paper



Telephone

Interactive Voice Response



Internet

Step 3 – Data Processing and Online Reporting (2 weeks after survey close)

Avatar offers users access to multiple types of data analyses to fit your needs, all presented in an intuitive format. Within 10 business days of the survey close, your managers can receive access to our online reporting and action-planning system, *ActionPro*®, to view reports and create action plans.



Robust Online Reporting and Post-Survey Action-Planning Solution



Avatar offers organizations an innovative and flexible online reporting and action-planning solution all available at the click of a button. *ActionPro*, being an eco-friendly system, eliminates the need for paper reports. The system also frees users from static “PDF jail” where managers are confined to stagnant, pre-determined reports.

ActionPro allows users to slice and dice their data into numerous reports up, down, and across the organization, generating as many as needed while displaying only the information they require.

Built with client input, *ActionPro* transforms post-survey action planning by simplifying and automating it. The system populates items for managers to build action plans around and monitor their effectiveness. The result: action planning that frees managers from what has traditionally been a time-consuming, manual process, ensuring effective action plans are developed and implemented – the point in the survey process where the “ball is dropped” most often by organizations.

Hosted by Avatar and accessed securely over the Internet via web browser, *ActionPro* requires no additional hardware, connection with other local applications, or software installation for users to benefit from its features.

Step 4 – Post-Survey Consulting (Variable)

At Avatar, we understand that improvement is predicated on the actions taken after the survey is complete. Given our flexibility, we offer two improvement consulting packages to our clients. Our recommended Avatar's Survey Package focuses on both statistical and qualitative data. This package offers a more complete picture of employee engagement at your organization and prepares your leaders to execute informed, effective action planning, guiding positive change. The second package focuses on the data alone. We encourage you to select the package that best meets your project needs.



Package 1 – Avatar's Survey Package

Data Summary – In conducting the analysis, we utilize normative data and history data (if applicable) to segment your survey results into highlights and opportunities for improvement. Avatar's normative data is updated on a daily basis to ensure the most fresh and accurate comparisons possible. The analysis also lists the work groups with significantly different scores (compared to the rest of the organization) to help prioritize the post-survey action planning process.

Actionable Open-Ended Comment Analysis – This report effectively summarizes open-ended commentary into actionable feedback by identifying all major themes, red flags, and Employee Suggestions. In addition, you will receive all comments in Excel organized by your hierarchical structure to easily sort and filter comments as you wish.

Statistical Results Presentation – Once the Data Summary is complete, survey results are introduced to senior leadership in the Statistical Results Presentation. The presentation provides a clear understanding of the statistical data and includes action planning and *ActionPro* training.

Feedback – We believe Feedback is the most important part of the survey process as it allows organizations to capture the why behind the numbers. After the Statistical Results Presentation, an Avatar Consultant meets with select groups of employees on a departmental basis and reviews their survey results with them. Employees are shown how they scored and how their work group compares to the total organization. Employees are then asked for their impressions/feedback regarding the survey results, thus providing the qualitative information needed to fully understand the statistical survey results before developing action plans.

Comprehensive Results Presentation – Once the qualitative data is collected and analyzed, the comprehensive survey results are delivered to senior leadership. This presentation provides a clear understanding of the statistical and qualitative data and includes action planning and *ActionPro* training.

Executive Roadmap – This report is a comprehensive, strategic plan containing detailed recommendations for increasing employee engagement at your organization. The report is comprised of both the statistical and qualitative data, identifying strengths your leadership team can leverage and areas for improvement.

Package 2 – Avatar’s Survey Package without Qualitative Consulting

Organizations opting for this package receive the Data Summary, Comment Analysis Report, Statistical Results Presentation, and Executive Roadmap included in the aforementioned consulting package.

Post-Survey Support

Beyond the consulting package you choose, we will provide continuous post-survey support to your organization by: training managers to design meaningful action plans; * assisting with the development of a post-survey communication campaign to employees summarizing your action-planning efforts; * reviewing action plans; * mentoring managers who are new to action planning or who have struggled with action planning in the past; * assisting with goal-setting and timeframe for goal completion; * providing access to a comprehensive and continually-updated knowledge library of more than 3,500 field-tested best practices for increasing engagement and retention; * and more.

Value-added Consulting Services

Cross-Correlation Analysis – As part of our analytic suite, Avatar can perform a cross-correlation analysis between an organization’s employee engagement survey data and any other existing survey data. A full analysis of the survey data can uncover previously unexpected relationships and actionable trends. For example, an analysis between employee and patient survey data will show whether or not there is a connection between employee engagement and patient experience.

Item Correlation Report - The Item Correlation Report helps organizations prioritize their action planning efforts by identifying the survey items that have the greatest impact on the outcome variable or any other survey item. The analysis assists individuals in determining how to best utilize their resources to address the key topics that will most likely have the biggest effect on employee engagement and customer loyalty.

Strategic Talent Management Map – The Strategic Talent Management Map helps organizations identify how managers are performing, who is helping to engage their staff, and who may need to be transitioned out of a managerial role. This scorecard report breaks managers into four quartiles based on their work group retention, engagement, and supervisory-related survey items aiding in succession planning and leadership coaching.

Business Impact Analysis – Research has proven that employee engagement impacts business outcomes. These impacts can be realized from a variety of measurements including, but not limited to: revenue, profitability, patient experience, turnover, absenteeism, etc. Avatar can provide organizations with a Business Impact Analysis, which identifies how engagement levels (by entity, location, and possibly by department) impact business outcomes. This analysis will compare engagement percentiles versus the business outcome. Organizations can utilize this informative data to make business decisions and develop action plans resulting from their employee survey.



