



Employee Attachment Report

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This report has been prepared for

A Boss

of

ABC 123 Pty Ltd

relating to

A Sample

who has completed their 90 day Attachment Survey.

This report has been prepared by:

Anthony Sork on Tuesday, 3 February 2009.

Employee Attachment measures are very important for organisations to conduct.

There are 3 primary reasons for conducting these measures:

- ☑ To understand and manage the impact of individual managers on the achievement of Attachment that leads to increased retention, discretionary effort & performance.
- ☑ To create a window of opportunity to address any Attachment perceptions that are regarded as Moderate or Low before the end of the Critical Attachment Period.
- ☑ To better understand and then manage the patterns or trends associated with Attachment across the organisation.

The ultimate goal of increased understanding through this measure is to take targeted action to achieve:

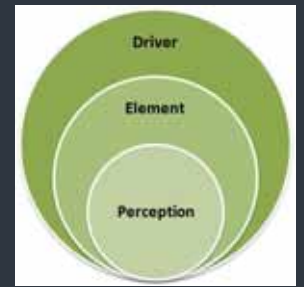
1. **Increased Retention**
2. **Increased Discretionary Effort & Performance**
3. **Return on Recruitment & On-Boarding investment**

This report is designed to assist line managers, Senior Managers and HR professionals in further understanding their workforce in order to implement effective Human Capital Strategies.



The **Sork HC Employee Attachment Report** has been designed using our framework of Attachment. This framework is composed of 3 primary levels.

- **Drivers** - 20 conscious and subconscious criteria of evaluation to determine Trust, Acceptance, Belonging & Security
- **Elements** - Structural make-up of each driver
- **Perceptions** - the measure of an individuals thinking and feeling at a specific point in time



In this report you will be able to identify the Attachment perceptions of your new employee. Each Driver will have an Attachment Score that is reflective of the total possible score for that Driver.

A fundamental principle of Attachment is that the perceptions formed within the Critical Attachment Period are influenced primarily by the immediate manager of the new employee. Therefore this report is principally about the manager and not the employee.

The report is structured to provide both a relative measure of Attachment for each Driver, together with an 'Observation' as to why this may be the case, and a 'Recommendation' as to what to do as a result.

The Critical Attachment Period is the first 120 days of employment. However this measure is taken at the 90th day which is the first valid measurement opportunity.

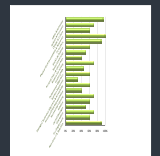
If the survey is completed and report received between the 90th and 120th day then a window of opportunity to adjust any Attachment perception that may not be at the desired level is available to the manager.

It is important to note that at no time has the employee been asked to evaluate the impact of their manager on their perceptions. Their perceptions are measured through a general survey about their experiences over the first 90 days and the report is generated based on the interpretation of these results.

This report is NOT to be used as a Performance Management Tool.

In this report you will find several different graphs and tables.

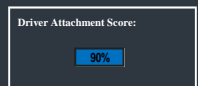
The **Summary Graph** shows the a view of all Attachment Drivers



The **Driver vs Total Attachment Graph** is indicated for every driver



The **Driver Attachment Score** indicates the % score relative to the total possible score. It is highlighted either **BLUE** for High, **GREEN** for Moderate or **RED** for Low Attachment.



The **Attachment Driver Dashboard** shows a summary of all Attachment Scores in one view.



The results in this report are based on the communicated perceptions of the individual completing the surveys. It is recommended that the report only be used to build awareness & understanding. Any decisions should not be made solely on individual results expressed in this report, but based on the interpretation of results in the context of the people and situation involved.

Observation =



Recommendation =



Employee Name:

A Sample

Department:

Human Resources

Position:

HR Officer

Survey Completed:

3/02/2009

Date Of Commencement:

3/11/2008

Manager's Name:

A Boss

HR Contact:

I Help

Total Attachment Score:

64%



Recruitment & Selection

90%

Pre-Employment

60%

Orientation

70%

Central Messages

50%

Rotation

60%

Incremental Learning

70%

Accuracy Of Job Rep.

40%

Mng Alignment & Accessibility

60%

Business Awareness

30%

Performance Objectives

60%

Learning Path

45%

Reasons For Joining

70%

Vision & Career Path

40%

Senior Leadership

50%

Work/Life Balance

60%

Co-Workers

90%

Work Env. & Resources

100%

Climate/Culture

60%

Systems & Processes

70%

Safety & Behaviour

95%

Employee Name:

A Sample

Total Attachment Score:

64%

The **Total Attachment Score** is a representation of the level of Attachment achieved relative to the highest possible level (100%).

During the **Critical Attachment Period** there are no significant differences in the perception weighting of any of the Attachment Drivers.

The Total Attachment Score therefore represents the average of the total of all of the individual Driver Scores.

Because of this it is important that for any individual driver score of less than 80%, you should take action to discuss and address the employee's perceptions prior to the end of the Critical Attachment Period (120th Day).

Remember that the total Attachment Score is what will ultimately impact:

- **Risk Of Attrition**
- **Discretionary Effort & Performance**

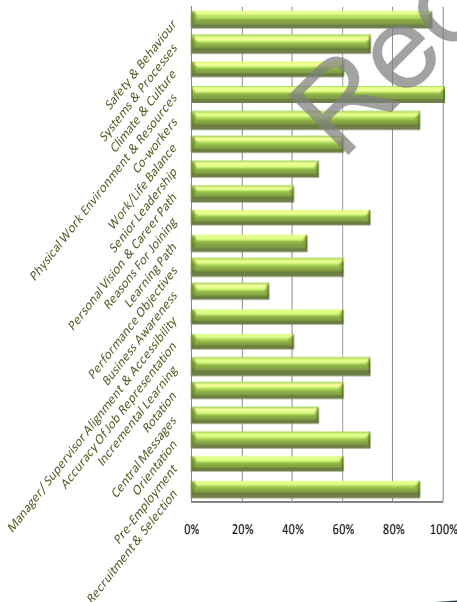


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You have achieved a moderate to low level of attachment for your new employee which places you in a weakened position to retain them and/or gain strong levels of effort and performance over the first 18 months of employment with you. There is a need for you to address the attachment drivers that are showing moderate or low levels of attachment in this report.

R

Review the drivers in this report to understand more about the way in which you have created a moderate attachment, moderate risk environment. Use this information to address any moderate or high risk drivers with this employee that will also impact the experience of future employees entering your business. If you can improve these results with future new employees then you will be on the way to becoming a best employer workplace and will significantly impact the performance of your business.



Employee Name:

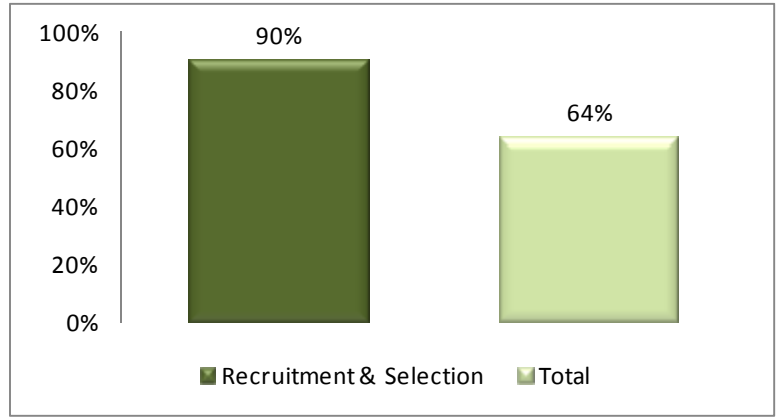
A Sample

Driver Attachment Score:

90%

RECRUITMENT & SELECTION

“The level of efficiency and professionalism associated with the recruitment and selection process impacting the perception of operating standards and the value the new employer places on employees.”

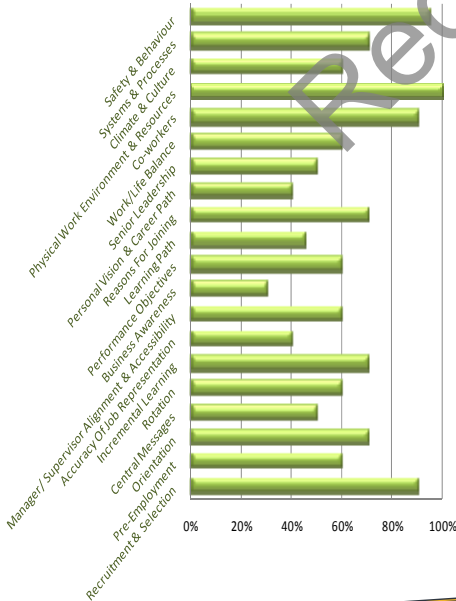


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The recruitment and selection process has led to a high level of attachment. It is likely that a strong perception of confidence in the company and the people associated with the recruitment process has been achieved. There are though, a few improvements the new employee most likely believes could be achieved in the recruitment and selection process.

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Encourage advocacy of the company to their personal and professional network. Highlight any employee referral program benefits that the company may have in place for successful referrals and placements. Encourage feedback regarding any elements of the process that could have been improved.



Employee Name:

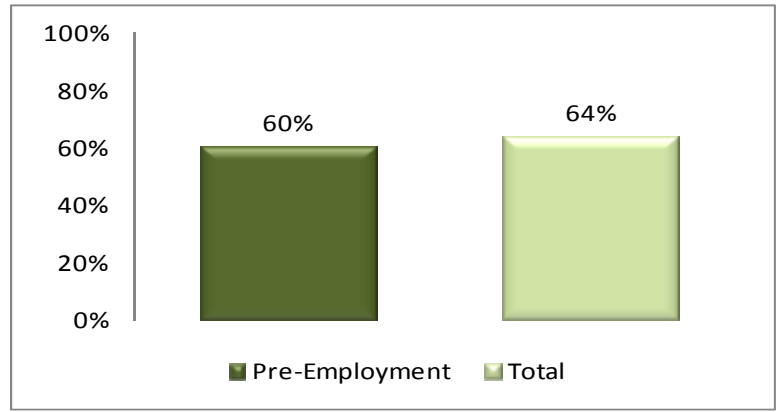
A Sample

Driver Attachment Score:

60%

PRE-EMPLOYMENT

“The way the new employee was encouraged to feel secure and excited about their new position and the strength of bond achieved between the moment of being offered the position and the date of commencement.”

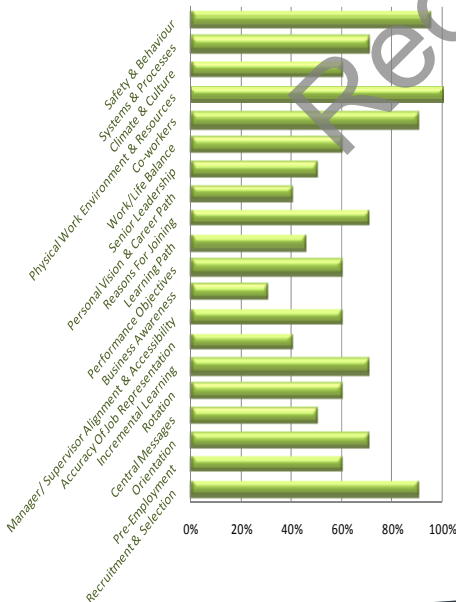


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Between acceptance of the position and commencing on their first day of work the employee felt poorly communicated with by the company and the hiring manager. This employee may hold concerns that not all the necessary formal administration associated with commencement was completed. They likely hold the view that this phase fell below the professional standards they expected.

R

Seek feedback from the employee regarding the phase between the employment offer and their commencement date. Get insight into the process and how they believe it should be improved. Specifically try to understand the communication between the key stakeholders – hiring manager, HR and the new employee. Invite them to be involved in a project of improving this phase to ensure future employee's have a better experience than they did.



Employee Name:

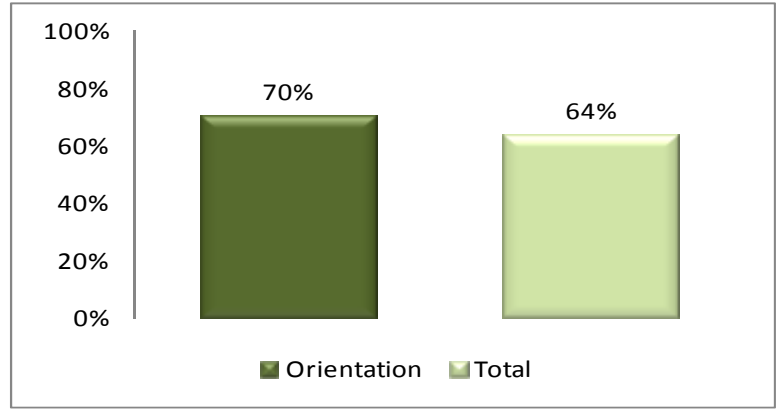
A Sample

Driver Attachment Score:

70%

ORIENTATION

“The way the organisation welcomes the new employee for their first day or days of employment. Associated specifically with the initiation of key interpersonal relationships with their immediate team and where possible senior leaders. The way the organisation establishes the perception of personal space for the new employee and has prepared and issues agreed business tools and access. The orientation to the physical workplace and immediate surrounding environment.”

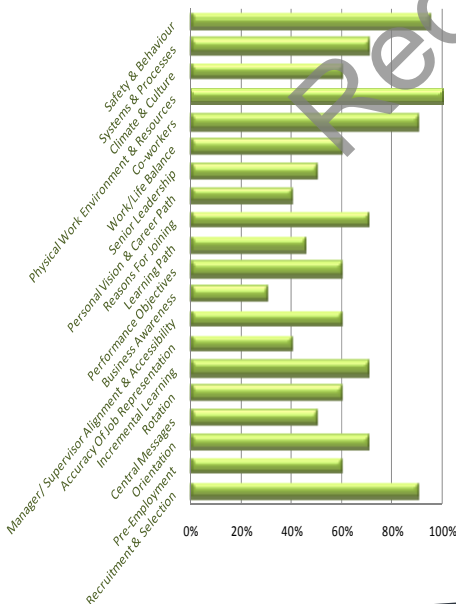


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It is likely that the organisation has done an effective job of welcoming and settling in their new employee and that the new employee and their family network are all satisfied with the way the company has conducted itself during this critical phase. It is likely that the new employee feels happy with the choice they made to join the company and feels well settled in as part of the team.

R

Check in with the new employee to ensure they feel settled and have had the chance to raise and address any concerns that are lingering. Use the goodwill associated with the way the new employee feels to encourage them to be an advocate of the way the company welcomes new employees. Ensure the new employee is aware of any employee referral program offered by the organisation and encourage them to refer people from their social and family network for positions with the business. Check in with them as to their thoughts as to how the orientation phase could be improved for future new employees. Assess their internal relationship network is solid and is growing and that they are participating in activities that will help to grow this.



Employee Name:

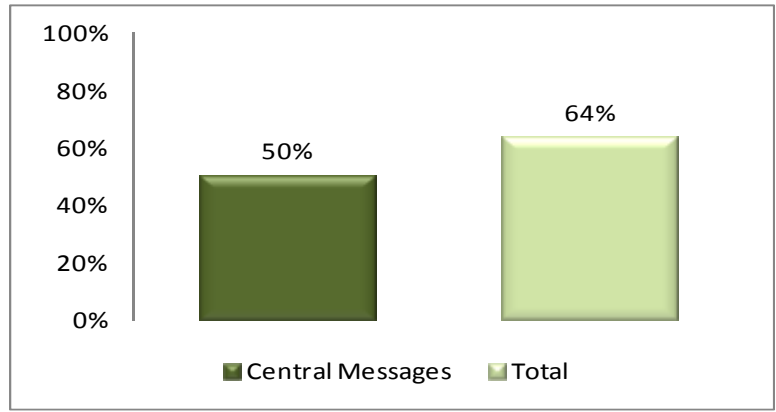
A Sample

Driver Attachment Score:

50%

CENTRAL MESSAGES

“The core common messages associated with the company’s structure, mission, vision, direction, philosophy, values, and behaviours. The collective understanding of who the business is, where it is going and how it is to collectively behave and perform.”

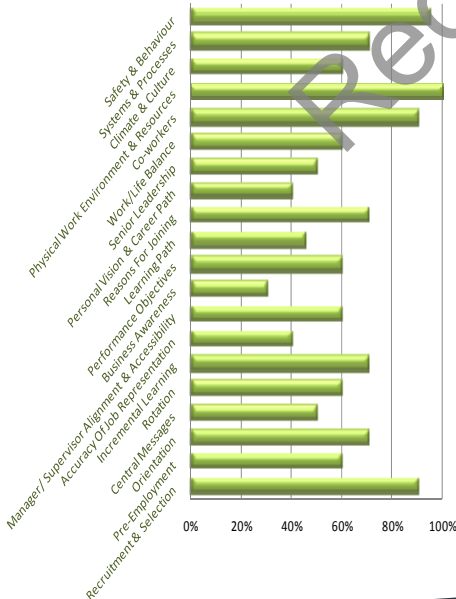


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As a manager you have not been role-modelling the behaviours you expect of your employees consistently which has led to a perception of uncertainty for the new employee. Along with your leaders you are not likely to have been very visible nor behaviourally consistent. There is likely a perception that you are out of alignment with the organisations values. It is also likely that there has been inconsistent or low levels of communication from you and the business leaders and because of this a perception of inaccessibility has been created. Little understanding has been achieved for the new employee of who the company is, its structure, where it is heading, what it does, and how it goes about operating. Finally the new employee is feeling confused and uncertain about the company's direction and their place in it going forward.

R

As quickly as possible create an opportunity for the new employee to hear consistent messages from the business leaders and managers. If they have not met with or listened to a member of the Leadership team relating to mission, vision, values and direction during the first 90 days then set up a time for them to do so now Review your own communication patterns with the new employee and make sure this is regular, consistent and includes clear messages about the company, its structure, direction and performance. Ensure you are role-modelling consistent and high standards of behaviour in line with the company values. Intervene and correct any behaviour you observe that is not in alignment with your expectations of the company's values but make sure you have not been behaving in that manner yourself of late first.





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Survey & Report**

Employee Engagement Survey & Report

Exit/Transition Survey & Report



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