



# Manager Training

Employee Survey – April 2017

# Objectives

Articulate your responsibility in employee engagement

Describe the purpose of the employee survey

Identify behaviors to involve your team in the process

Understand how to best take action on your results

# Purpose

Have you been asked your  
opinion and it was ignored?




apple.com

MaciPadiPhoneWatchTVMusicSupport

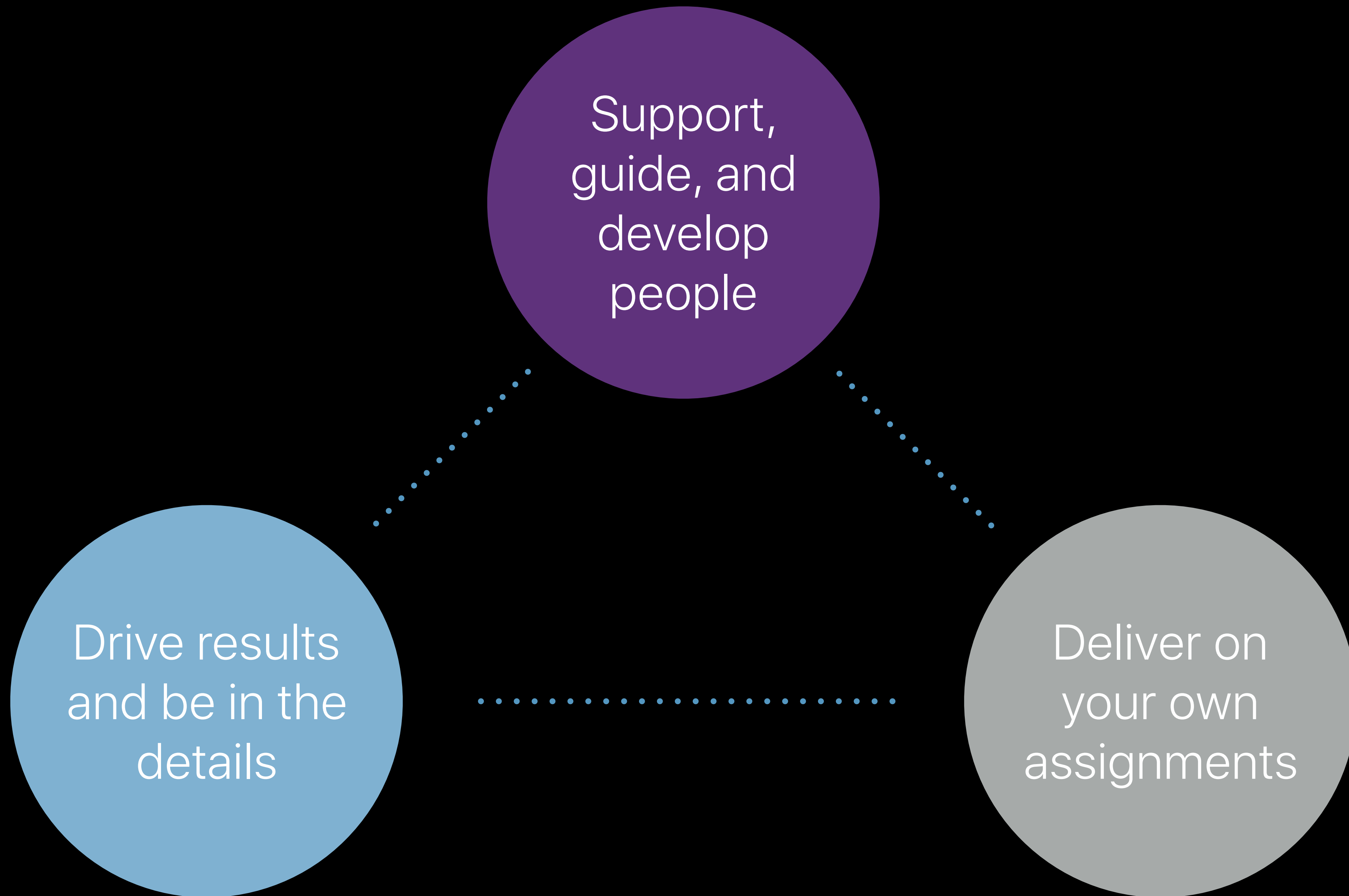
Jobs at Apple

CorporateApple StoreStudentsMy ProfileSearch Jobs

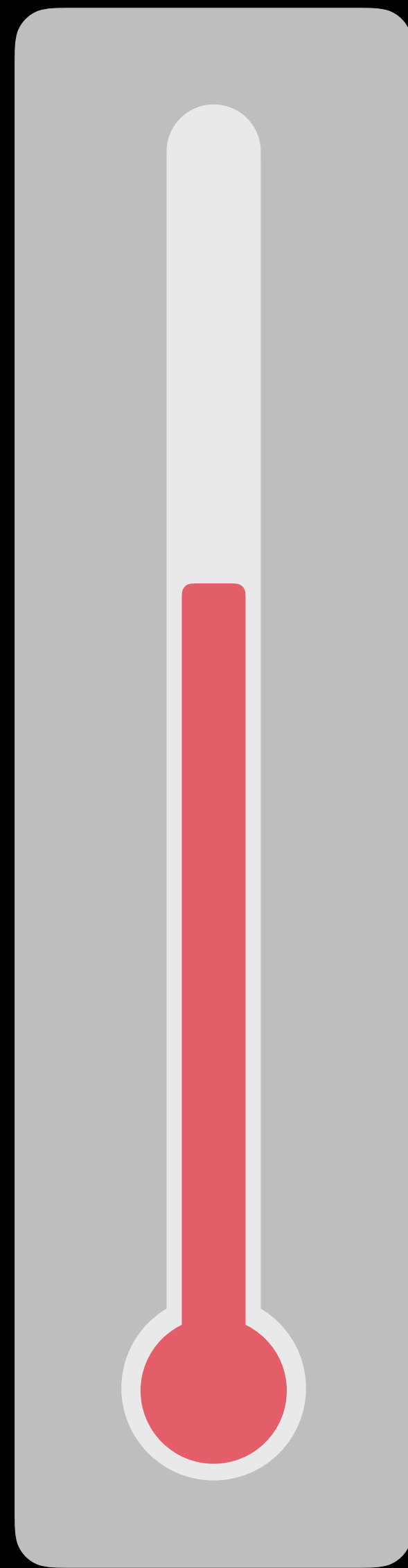
A photograph of four Apple employees (three men and one woman) gathered around a large wooden table in a modern office setting. They are all focused on a small object held by one of the men, possibly a prototype. There are notebooks, pens, and a pencil holder on the table. The background shows glass partitions and office equipment.

Do your life's best work here now.  
With the whole world watching.





# The Survey



Indicative of employee engagement

Insight into the working environment

Facilitates action

A moment in time



# Engagement

Extent to which employees are motivated to contribute to success

Willingness to apply discretionary effort towards goals



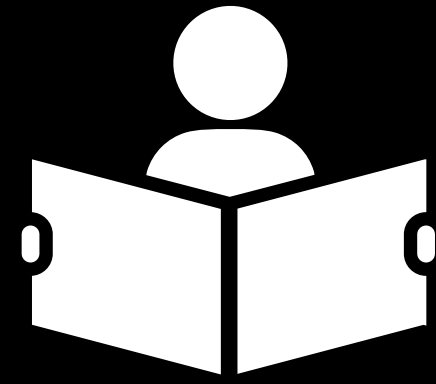
Results indicate  
what employees  
are experiencing

Meetings help clarify  
why they felt the way  
that they did

Requires data from both  
results and meetings for  
plans to be effective

# Your Role





## Learn

Understand and  
interpret your report



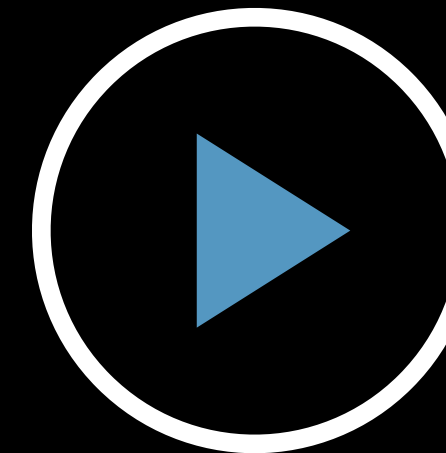
## Focus

Choose which items to  
focus on and prioritize



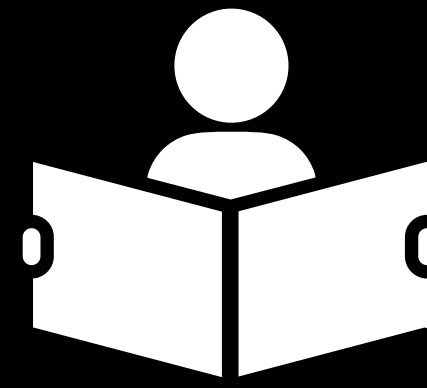
## Discuss

Share and talk about  
the results



## Act

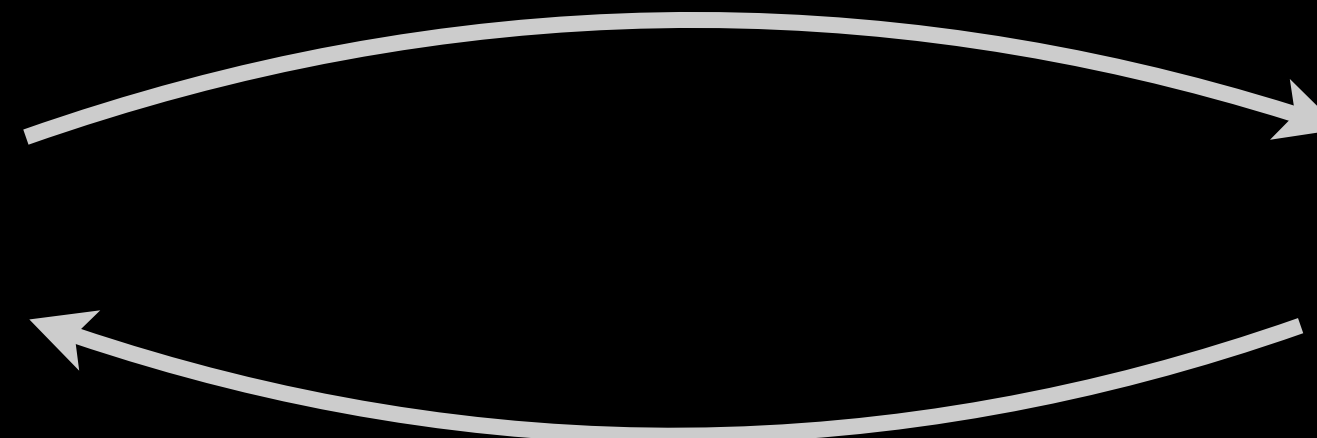
Plan and implement  
the ideas



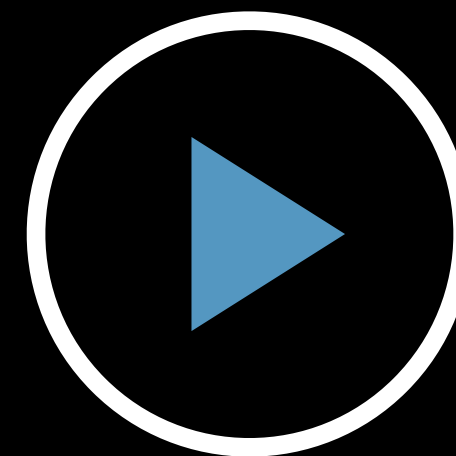
Learn



Focus



Discuss



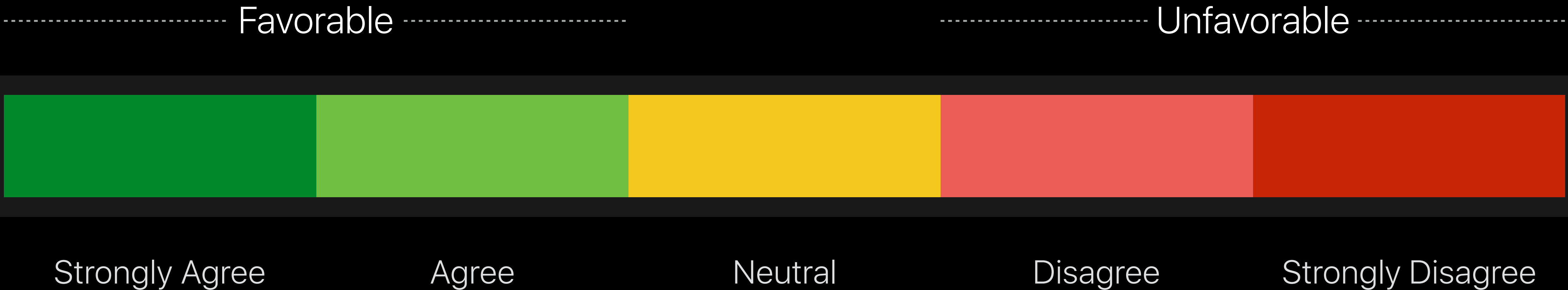
Act



Understand and interpret your report



# Understanding Results



# Evaluating Results

## 1 Absolute Rating

Strengths - favorable scores  $\geq 75\%$   
Opportunities - favorable scores  $\leq 60\%$

## 2 Relative Standing

100 + respondents - differences of 5% points or more  
50–99 respondents - differences of 10% points or more  
< 50 respondents - differences of 15% points or more

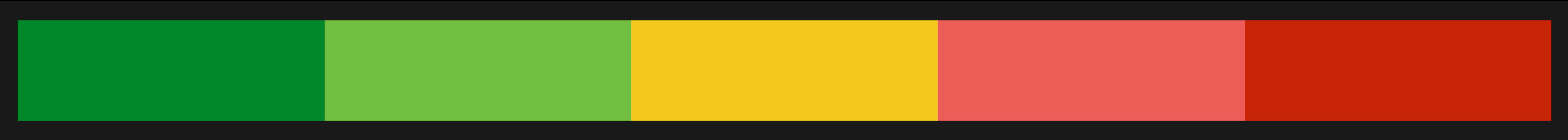
## 3 Importance

A judgment call

# Unfavorable and Neutral

Should be less than 15%  
25% or more is an absolute concern

----- Unfavorable -----



----- Neutral -----

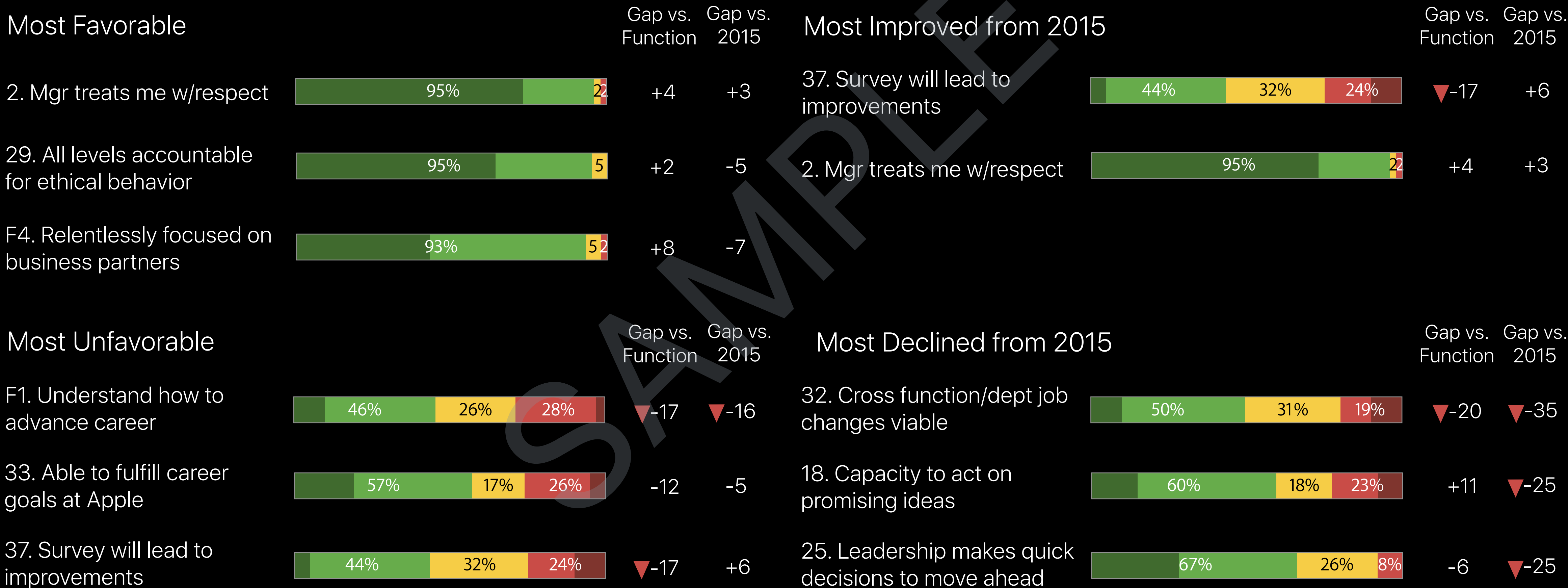
Normally not more than 15–20%  
Greater than 20% calls for attention



# Results Snapshot

## Johnny Appleseed

Total responses: 44

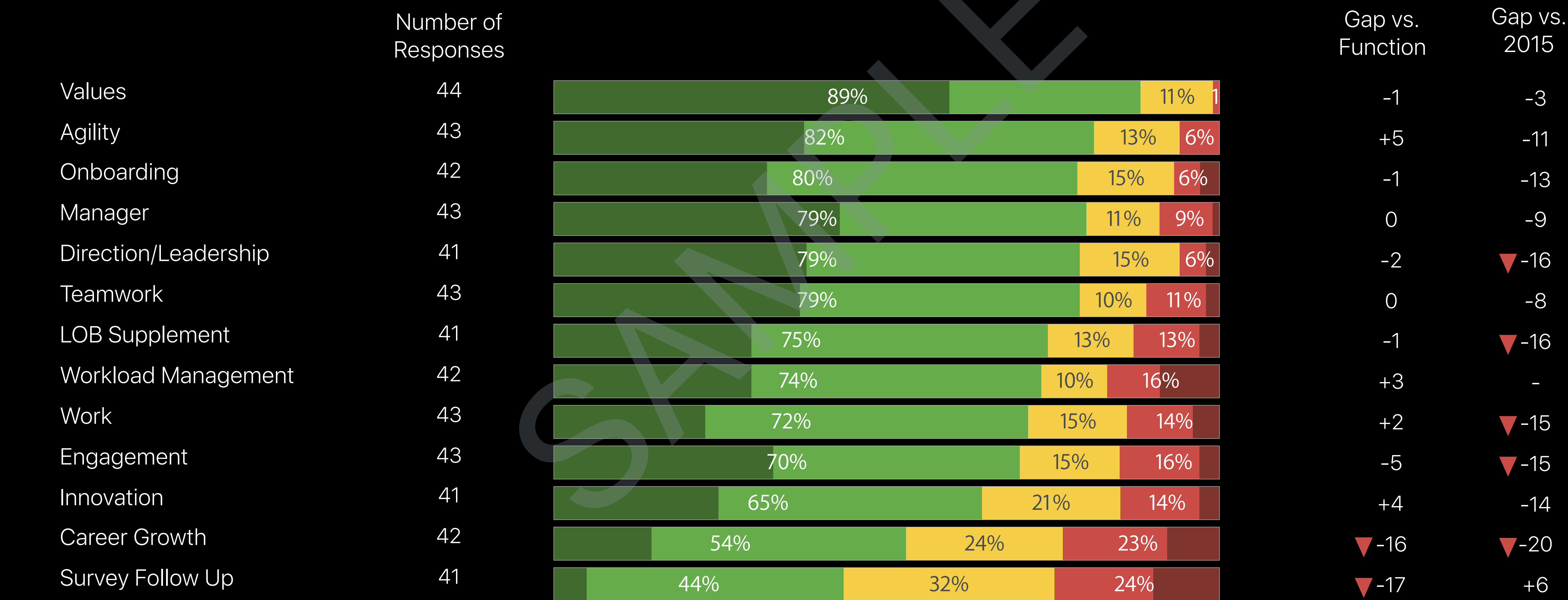


▲ ▼ Indicates a meaningful difference compared to the overall function

# Dimensions

## Johnny Appleseed

Total responses: 44



▲ ▼ Indicates a meaningful difference compared to the overall function

# Engagement

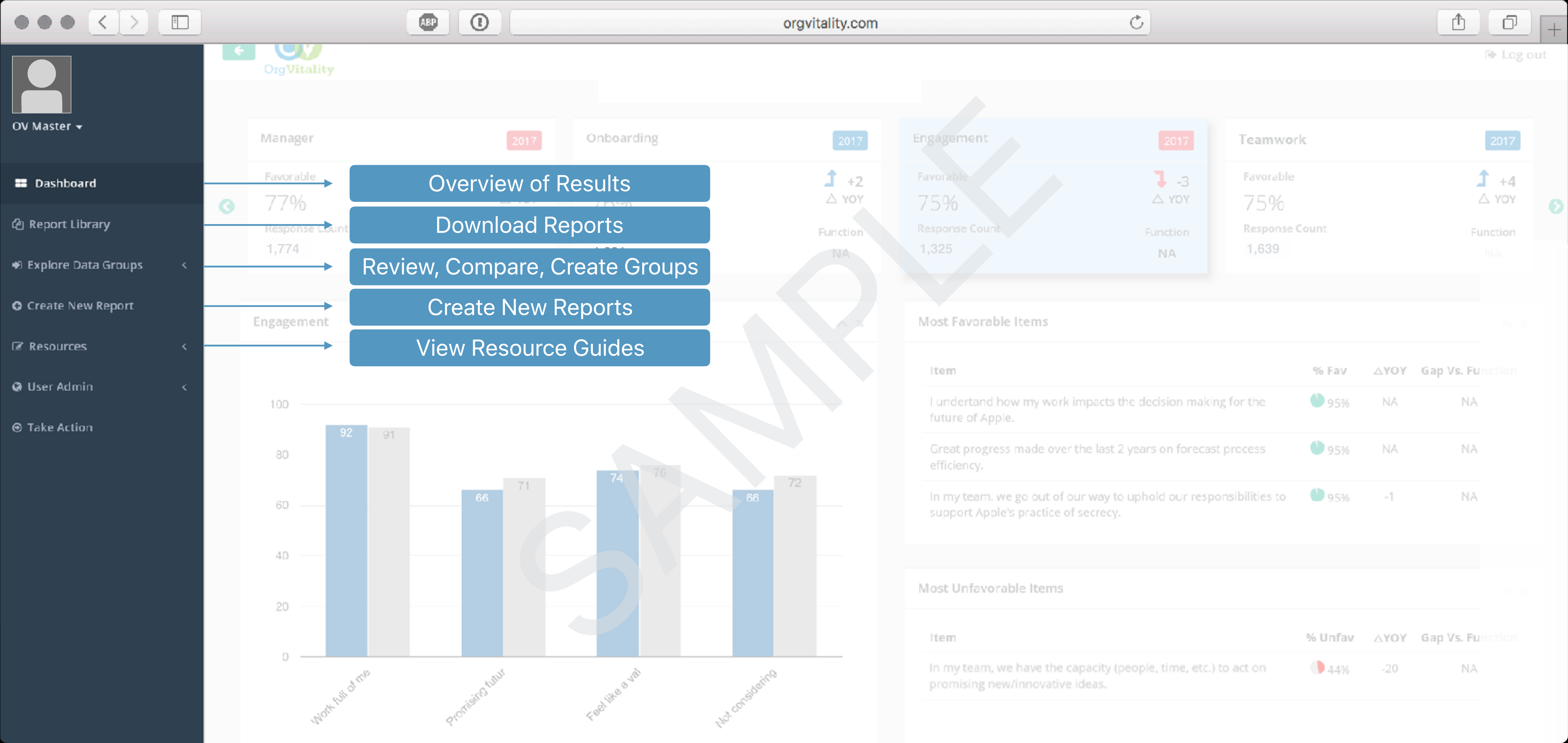
## Johnny Appleseed

Total responses: 44

	Number of Responses		Delta vs Function	Delta vs 2015
Function Name	1212	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
My Org	44	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
1. My work is full of meaning and has an impact on Apple's success.				
Function Name	1212	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
My Org	44	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
36. There is a promising future for me at Apple.				
Function Name	1212	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
My Org	44	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
37. I feel like a valued Apple employee.				
Function Name	1212	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7
My Org	44	<div><div>25%</div><div>26%</div><div>50%</div></div>	-3	+7

  Indicates a meaningful difference.





# Consider

What are the key findings?

What were the biggest differences between my team and the overall function?

What is important to my team right now?



Choose which items to focus on and prioritize

Less is more.



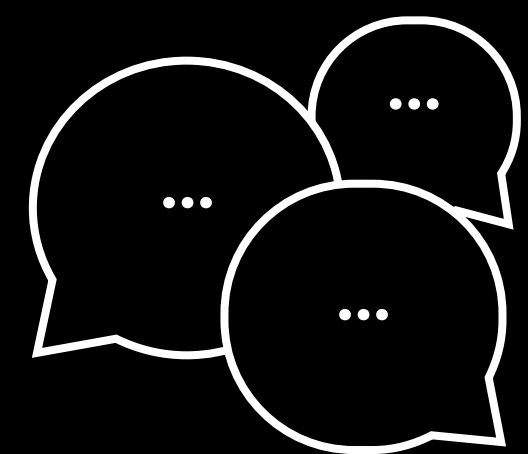
# Identifying Focus Areas

What area is most critical to your team's success?

What will most impact future business outcomes?

What do we own and control?

What is the impact if no action is taken in an area?



# Discuss

Share and talk about the results

Be Prepared

Be Open

Be Solution Oriented

# Prepared

Know your results  
Select focus areas  
Anticipate questions

# Open

Share favorable and  
unfavorable scores  
It's not personal  
Respect confidentiality

# Solution Oriented

Ask open ended  
questions  
Ideas for positive change  
Involve the team



Plan and implement the ideas



○ You receive your results

Two Weeks ○ Discuss results with your manager

Four Weeks ○ Engage your team

Ongoing ○ Implement, monitor, adjust and communicate



# Example Action Plan

Focus Area	Objective	Action & Timelines	Tools & Resources	Success Criteria
<i>What's the problem you're trying to solve?</i>	<i>What do you want to achieve?</i>	<i>What are the actions and timings?</i>	<i>What support do you need?</i>	<i>How will you know if you're successful?</i>
Employees have expressed concerns around lack of growth opportunities.	Everyone has a development plan in place and regular discussions with their manager about development.  Managers have ongoing career conversations.  Create visibility to opportunities outside our function.	<i>Check in with your org's leadership to make sure your plan aligns with any similar actions being taken at the org level.</i>  Schedule manager training on career conversations by October 21.  Discuss aspirations with each employee, and complete development plans by November 28.	Efficient system for talent planning.  Visibility to applicable job openings.	Regular 1:1s with employees discussing their growth opportunities.  Regular talent and succession planning sessions.  Employee's being promoted into other lines of business.

To record an action plan, click the dimension you would like to work on. Then, use the drop down to select the specific item you would like to work on. Once an item is selected, click 'Take Action' to record specific action steps. Here, you can enter details about your action plan, timeline for completion, and status. As you work on your action planning, remember to log in and mark actions complete!

## Engagement

-- Please Select Question --

## Take Action

## Work

In my team, we are able to quickly integrate new approaches into the way

## Take Action

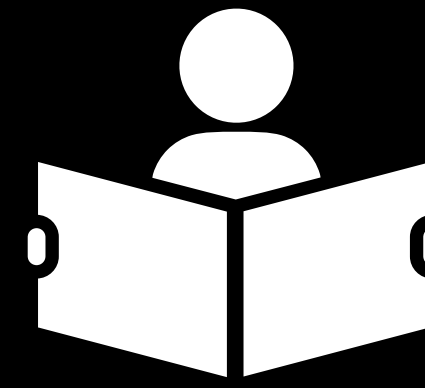
Action	Status	Target Completion	Completed
Integrate new processes within 30 days	In Progress	03/28/2017	No

### LOB Specific

-- Please Select Question --

## Take Action

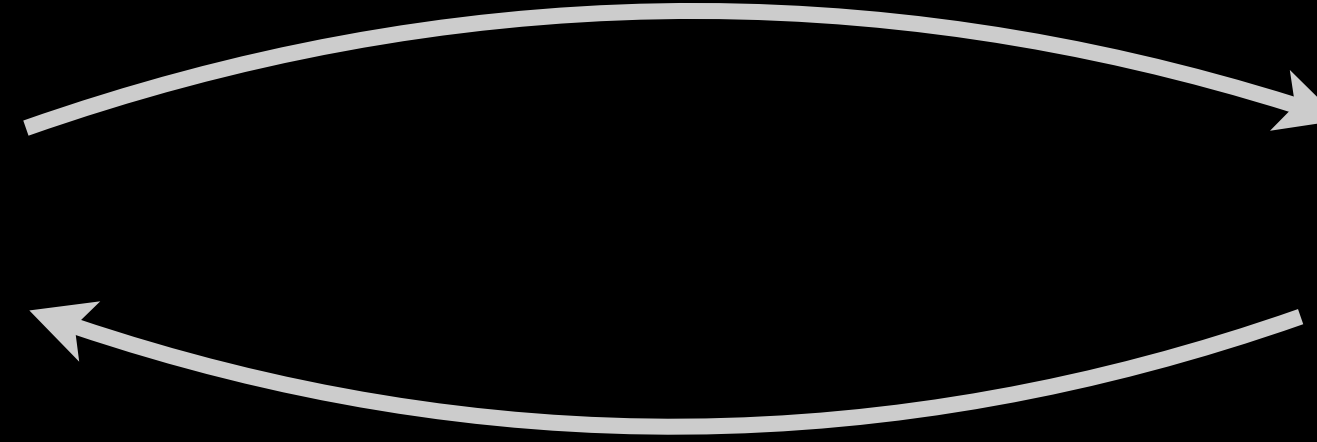
# Next Steps



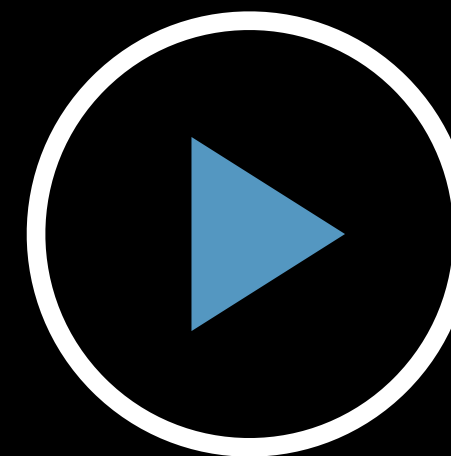
Learn



Focus



Discuss



Act

# Resources

Recorded training sessions

Manager communication Keynote template

OrgVitality portal

HR Business Partners

Q&A



# Additional Questions

Training materials & soft skills – [surveytraining@group.apple.com](mailto:surveytraining@group.apple.com)

All other questions – Your Manager or HR Business Partner

