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Introduction

Thank you for your participation in the HR Acuity Employee Relations Benchmark Study.

Below is some information about the study that will be helpful to review before you begin:

- **Your responses will not save if you quit out of the survey**, and you may find that you need to gather information from several resources within your organization. To streamline the process, you can use this hard copy of the survey to compile the data you'll need before completing the survey online.
- The primary focus of this study is on practices within the US. **Unless specifically noted otherwise, please use US-only data to answer the questions in this survey.**
- When filling out this survey, **please use data from the 2020 calendar year only.**
- Please coordinate with your team as **only one survey per organization will be accepted.**
- All responses are anonymous. No attribution to any organization or participant will be included in the study results.

Responses must be submitted by **Wednesday, March 31, 2021** to be included in the study. As a thank you for your participation, you will gain access to the results prior to their broad release. If you have any questions about the study, please email us at benchmark@hracuity.com or call 888-598-0161.

Participant and organization information

1. First name: _____
2. Last name: _____
3. Email address: _____
4. Which best describes the scope of your responsibilities as it relates to employee relations?
 - I work on the employee relations team at my organization but am not a manager (e.g. individual contributor or specialist)
 - I am the sole employee relations professional in my organization
 - I manage a team of employee relations specialists within my organization
 - I lead employee relations for a specific geographic region for my organization
 - I lead employee relations globally for my organization
 - I am the Chief HR Officer (or equivalent) of my organization
 - Other (please specify): _____
5. What is the name of the organization where you work? _____
6. Please select the industry that best describes the organization where you work.
 - Consumer services
 - Education (higher education)
 - Education (K-12)
 - Energy or utilities
 - Financial services or insurance
 - Government or public sector
 - Health care or hospitals
 - Hospitality or food and beverage
 - Manufacturing, distribution or construction
 - Media or entertainment
 - Pharmaceuticals or medical devices
 - Professional or business services
 - Retail or wholesale
 - Technology
 - Other (please specify): _____

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7. Is your organization considered to be a Fortune 1000 company?
- Yes
 No
8. What is your organization's annual revenue? If your organization is a non-profit, please indicate your yearly budget.
- \$100 million or less
 \$101 million to \$999 million
 \$1 billion - \$5 billion
 \$5.1 billion - \$10 billion
 More than \$10 billion
9. How large is your organization **Globally** (number of employees)? _____
10. How large is your organization **IN THE US** (number of employees)? _____

Employee relations and HR overview

11. How many **employee relations professionals** are employed full time or full time equivalent (FTE) by your organization **JUST IN THE US**? For the purposes of this study, employee relations professionals should refer to those individuals who are dedicated to managing or working on employee relations matters. _____
12. Over the course of 2021, do you expect the number of **employee relations professionals** employed at your company in the US to increase, decrease, or remain the same?
- Increase
 Decrease
 Remain the same
13. How many **human resources business partners or generalists** are employed full time or full time equivalent (FTE) by your organization **JUST IN THE US**? For the purposes of this study, human resources business partners or generalists should refer to those individuals who provide strategic or operational human resources support to the business or functional areas. Employee relations may be part of their responsibilities. _____
14. Over the course of 2021, do you expect the number of **human resources business partners or generalists** employed at your company in the US to increase, decrease, or remain the same?
- Increase
 Decrease
 Remain the same
15. How many **in-house lawyers** are dedicated to labor and employment matters in your organization full time or full time equivalent (FTE) **JUST IN THE US**? Do not include employee relations professionals who may have a legal background but are not practicing as such for your organization. _____
16. Over the course of 2021, do you expect the number of **in-house lawyers** employed at your company in the US to increase, decrease, or remain the same?
- Increase
 Decrease
 Remain the same

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Your organizational model for managing employee relations

17. Now think specifically about the professionals at your organization who **only conduct investigations**. On average, how many investigations are conducted at any given time by each professional at your organization who **only conducts investigations**?
- 1-5
 - 6-10
 - 11-25
 - 26-35
 - 36 or more
 - No professionals are limited to only conducting investigations
 - Don't know
18. Now think specifically about the professionals at your organization who **manage employee relations issues but do not conduct investigations**. On average, how many employee relations cases are managed at any given time by each professional at your organization who **manages employee relations issues but does not conduct investigations**?
- 1-5
 - 6-10
 - 11-25
 - 26-35
 - 36 or more
 - No professionals manage employee relations issues but do not conduct investigations
 - Don't know
19. Now think specifically about the professionals at your organization who **handle employee relations issues and conduct investigations**. On average, how many employee relations cases and investigations are managed at any given time by each professional at your organization who **handles employee relations issues and conducts investigations**?
- 1-5
 - 6-10
 - 11-25
 - 26-35
 - 36 or more
 - No professionals handle all employee relations issues *and* conduct investigations
 - Don't know
20. What is the primary method used for assigning cases within the employee relations team?
- By case type (investigations, performance, etc.)
 - By subject matter (harassment, Americans with Disabilities Act, etc.)
 - By line of business
 - By complexity
 - Auto-assigned
 - By geography
 - First in, first out Other (please specify): _____
21. To whom does the employee relations team report?
- Chief Human Resources Officer (CHRO), or Head of Human Resources
 - Shared services
 - Vice President of Human Resources (Director level)
 - Legal
 - Compliance
 - Other (please specify): _____

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22. Which statement best describes your current employee relations model?
- CENTRALIZED:** There is a centralized team of employee relations professionals or a “Center of Excellence (COE)” responsible for managing employee relations issues and conducting investigations across the organization (this group does not have to be geographically centralized).
 - MIXED:** There is a centralized group for managing some or most of the employee relations cases and investigations but field resources (HR generalists, business partners and/or managers) still manage some employee relations issues.
 - DECENTRALIZED:** Employee relations issues are managed within the specific lines of business by HR generalists, business partners or employee relations professionals. Employee relations matters are not centralized.
23. If your organization uses a **decentralized** employee relations model, is your organization considering moving to a **mixed or centralized model** in the future?
- Yes, definitely within the next 12 months
 - Yes, under consideration for the future
 - No current plans to change model
 - Don’t know
 - Not applicable, my organization does not use a decentralized employee relations model
24. If your organization uses a **centralized or mixed** employee relations model, please indicate which of the following types of cases generally fall within the scope of your employee relations team as a whole. Select all that apply.
- Policy violations (such as potential or actual violations or infractions of company policies like code of conduct, conflict of interest, inappropriate use of social media, theft, fraud, substance abuse, etc.)
 - Performance (such as performance counseling, coaching, or documentation, performance plan, performance rebuttal, etc.)
 - Behavioral issues (such as issues or allegations related to unprofessional conduct, inappropriate behavior, bullying, insubordination, conflicts between co-workers, etc.)
 - Time and attendance (such as time and attendance violations, infractions, etc.)
 - Wage and hours (such as overtime, commission, tips, rest and meal breaks, etc.)
 - Retaliation (such as allegations of retaliation for employee asserting rights related to protected activity in the workplace, etc.)
 - Leave management (such as documentation or issues related to family leave, medical leave, disability, jury duty, military leave, etc.)
 - Accommodations (such as accommodations related to disability, religion, etc.)
 - Sexual harassment allegations (such as unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. It may also include offensive remarks about a person’s gender, etc.)
 - Non-sexual harassment allegations (such as harassment related to a protected category other than sex or gender like offensive language and actions regarding race, religion, disability, age, or ethnicity, etc.)
 - Discrimination (such as allegations of being treated unfavorably because of race, sexual orientation, skin color, national origin, gender, disability, region, age, pay equity, etc.)
 - Response to EEOC or other federal, state, or local administrative agency
 - Other (please specify): _____
 - Not applicable, my organization does not use a centralized or mixed employee relations model

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If your organization uses a **centralized or mixed** employee relations model, for each type of employee relations case listed below please indicate the length of time cases are typically open for (in other words, “time to close”). You can write the number of the corresponding code below in the blank space following each type of employee relations case.

CODES

1. Less than 1 week
 2. 1-2 weeks
 3. 3-4 weeks
 4. 5-8 weeks
 5. More than 8 weeks
 6. Not applicable
 7. Don't know
 8. Not applicable, my organization does not use a centralized or mixed employee relations model
25. Policy violations (such as potential or actual violations or infractions of company policies like code of conduct, conflict of interest, inappropriate use of social media, theft, fraud, substance abuse, etc.) _____
 26. Performance (such as performance counseling, coaching, or documentation, performance plan, performance rebuttal, etc.) _____
 27. Behavioral issues (such as issues or allegations related to unprofessional conduct, inappropriate behavior, bullying, insubordination, conflicts between co-workers, etc.) _____
 28. Time and attendance (such as time and attendance violations and infractions) _____
 29. Wage and hours (such as overtime, commission, tips, rest and meal breaks, etc.) _____
 30. Retaliation (such as allegations of retaliation for employee asserting rights related to protected activity in the workplace) _____
 31. Leave management (such as documentation or issues related to family leave, medical leave, disability, jury duty, military leave, etc.) _____
 32. Accommodations (such as accommodations related to disability, religion, etc.) _____
 33. Sexual harassment allegations (such as unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. It may also include offensive remarks about a person's gender, etc.) _____
 34. Non-sexual harassment allegations (such as harassment related to a protected category other than sex or gender like offensive language and actions regarding race, religion, disability, age, or ethnicity, etc.) _____
 35. Discrimination (such as allegations of being treated unfavorably because of race, sexual orientation, skin color, national origin, gender, disability, region, age, pay equity etc.) _____
 36. Response to EEOC or other federal, state, or local administrative agency _____

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37. If your organization uses a **centralized or mixed** employee relations model, what additional functions are managed by the employee relations team, if any? Select all that apply.

- Affirmative Action
- Alternative dispute resolution
- Employee relations analytics
- Engagement initiatives
- Exit surveys
- OSHA
- Policy development or benchmarking
- Policy oversight/governance
- Proactive employee relations training
- Required employee relations training (around harassment, code of conduct, etc.)
- Union avoidance activities
- Labor negotiations
- Other (please specify): _____
- None of the above
- Not applicable, my organization does not use a centralized or mixed employee relations model

Issue trends and volume

Since the start of 2020, how would you describe the volume of each of the following types of employee-related issues or allegations made by employees within your organization? You can write the number of the corresponding code below in the blank space following each type of employee relations issue.

CODE

- 1. Significant increase in volume
- 2. Some increase in volume
- 3. About the same as at the start of 2020
- 4. Some decrease in volume
- 5. Significant decrease in volume
- 6. Don't know

- 38. Job performance _____
- 39. Unprofessional conduct/policy violations _____
- 40. Discrimination (around age, disability, gender, race, religion, etc.) _____
- 41. Retaliation _____
- 42. Workplace bullying _____
- 43. Theft/fraud _____
- 44. Social media issues _____
- 45. Wage and hour disputes _____
- 46. Substance abuse _____
- 47. Workplace violence _____
- 48. Union organizing _____
- 49. Accommodation requests _____
- 50. Sexual harassment allegations _____

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51. Non-sexual harassment allegations _____
52. Charges by EEOC or other federal, state, or local administrative agencies _____
53. To what would you attribute any increase in employee-related events/issues over the last year? Select all that apply.

- Organizational changes
- The economy
- The political environment
- Social movements like #MeToo or Black Lives Matter
- Increased awareness of regulations
- Increased awareness of perceived rights
- Increased business expectations
- Broader use of and/or availability of technology
- Increased activism in the workplace
- COVID-19 related changes (such as accommodations, working remotely, vaccines, etc.)
- Other (please specify): _____
- Not applicable, there has been no increase in any type of employee-related events/issues over the past year

54. How many total employee relations cases did your organization manage in the US in 2020? _____

For each of the following types of employee relations issues, please indicate the number of cases your organization managed in the US in 2020.

55. Policy violations (such as potential or actual violations or infraction of company policies like code of conduct, conflict of interest, inappropriate use of social media, theft, fraud, substance abuse, etc.) _____
56. Performance issues (such as performance counseling, coaching, or documentation, performance plan, performance rebuttal, etc.) _____
57. Behavioral issues (such as issues or allegations related to unprofessional conduct, inappropriate behavior, bullying, insubordination, conflicts between co-workers, etc.) _____
58. Discrimination, harassment, or retaliation allegations _____
59. EEOC or other federal/state/local agency charges _____
60. Did you gather the issue volume data you entered for the last few questions from your organization's system of record, or do these numbers represent your best estimates?

- Gathered from organization's system of record
- Estimates

61. And how confident are you that the data you provided about the volume of each case type is accurate?

- Very confident
- Somewhat confident
- Not that confident
- Not confident at all

Metrics and analytics

62. Does your organization track employee relations and investigation data?

- Yes
- No
- Don't know

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63. If you track employee relations data, please indicate what types of employee relations data your organization currently tracks. Select all that apply.

- Issue type (for example, harassment, discrimination, policy violations, etc.)
- Issues by department/function
- Issues by location
- Cases by manager or leadership level
- Issue disposition (for example, substantiated, unsubstantiated, etc.)
- Remedial action taken
- Case aging/Time to close (for example, average number of days, etc.)
- Trends over time
- Method of notification
- Associated expenses (for example, accommodations, legal fees, severance, etc.)
- Employee history
- Time to conduct investigation/time spent by HR
- Associated savings/cost avoidance (for example, reduction in legal or litigation fees, reduction in time spent, reduction in severance, etc.)
- Performance management turnaround stories (for example, employees moving from a performance improvement plan to a reasonable evaluation score, etc.)
- Substantiation rate
- Anonymity rate
- Equity of cases, disposition, or remediation by demographics (for example, by race, age, gender, etc.)
- Predictive analytics
- Other (please specify): _____
- None of the above
- Don't know
- Not applicable, my organization does not track employee relations data

64. Below is the same list you just saw. If you track employee relations data, please indicate what types of employee relations data your organization **does not** currently track, but that you would be interested in tracking in the future. Select all that apply.

- Issue type (for example, harassment, discrimination, policy violations, etc.)
- Issues by department/function
- Issues by location
- Cases by manager or leadership level
- Issue disposition (for example, substantiated, unsubstantiated, etc.)
- Remedial action taken
- Case aging/Time to close (for example, average number of days, etc.)
- Trends over time
- Method of notification
- Associated expenses (for example, accommodations, legal fees, severance, etc.)
- Employee history
- Time to conduct investigation/time spent by HR
- Associated savings/cost avoidance (for example, reduction in legal or litigation fees, reduction in time spent, reduction in severance, etc.)
- Performance management turnaround stories (for example, employees moving from a performance improvement plan to a reasonable evaluation score, etc.)
- Substantiation rate
- Anonymity rate
- Equity of cases, disposition, or remediation by demographics (for example, by race, age, gender, etc.)
- Predictive analytics
- Other (please specify): _____
- None of the above
- Don't know
- Not applicable, my organization does not track employee relations data

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65. If you track employee relations data, to whom in your organization do you report metrics related to employee relations activities directly? Select all that apply.
- Board
 - Senior leadership (C-Suite)
 - Managers
 - Human Resources
 - Legal
 - Compliance
 - Diversity and Inclusion
 - Other (please specify): _____
 - None of the above
 - Don't know
 - Not applicable, my organization does not track employee relations data
66. If you track employee relations data, do you share aggregated, anonymous investigation or employee relations data with employees in any format?
- Yes
 - No
 - Don't know
 - Not applicable, my organization does not track employee relations data
67. If you share investigation or employee relations data with employees, in what format do you share this data with employees?
- Aggregated information as part of a human resources or employee relations update
 - Aggregated information as part of a broader company update
 - Aggregated information only upon request
 - Employee specific information only upon request
 - Other (please specify): _____
 - Don't know
 - Not applicable, my organization does not share investigation or employee relations data with employees
68. If you share investigation or employee relations data with employees, how often do you share this data with employees?
- More than once per year
 - Once a year
 - Once every two years
 - Less than every two years
 - As needed, not according to any formal schedule
 - Only upon request
 - Don't know
 - Not applicable, my organization does not share investigation or employee relations data with employees

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69. If you track employee relations data, what other data, if any, do you integrate with that employee relations investigation data for further analysis? Select all that apply.

- Employee demographics (e.g. gender, age, race, etc.)
- Performance ratings
- Turnover
- Business performance
- Compensation
- Engagement scores/Employee survey data
- Other (please specify): _____
- None of the above
- Don't know
- Not applicable, my organization does not track employee relations data

70. If you track employee relations data, how are metrics and data gathered currently used within your organization? Select all that apply.

- To construct predictive models of employee behavior
- To develop more data-driven employee insights and initiatives
- To create better employee relations policies
- To identify staffing needs
- To identify training needs
- To identify at risk populations
- To identify potential issues related to inclusion and equity
- Gathered, but not really used
- Other (please specify): _____
- Don't know
- Not applicable, my organization does not track employee relations data

71. In a few words, please share examples and best practices of how you are **currently** using employee relations analytics. If your organization does not track employee relations data, please write N/A.

72. In a few words, what are some ways, if any, that you would ideally like to be using employee relations analytics but currently aren't able to? If your organization does not track employee relations data, please write N/A.

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73. In a few words, what are the biggest challenges you face with your current system of reporting employee relations analytics? What information or resources could help you overcome these challenges? If your organization does not track employee relations data, please write N/A.

74. If you track employee relations data, are you using, or do you have plans to use, employee relations data for predictive analytics or incorporate with some type of artificial intelligence (AI)?

- Yes, we are doing this currently
- Yes, we have plans to do this in the future
- No, we are not currently doing this and do not have plans to in the future
- Don't know
- Not applicable, my organization does not track employee relations data

75. If your organization does **not** track employee relations data, what are the reasons you are not using employee relations metrics and analytics? Select all that apply.

- Poor data quality
- Lack of skills/competencies in data and data platforms
- No investment from management
- No tracking mechanism
- No time/too busy
- Not requested from leadership
- Data platform is too advanced or not user friendly
- Other (please specify): _____
- Not applicable, my organization does track employee relations data

Case management and case management technology

76. What method best describes how employee relations investigations are conducted within your organization?

- The organization has a required, structured process for conducting investigations (for example, there are required forms and templates for conducting investigations)
- The organization provides a suggested process for conducting investigations, but it is not required (for example, there are sample forms and templates for conducting investigations, but they are optional resources)
- The organization has no specific guidelines or processes for conducting investigations

77. How often are investigators trained on proper investigation techniques?

- More than once per year
- Once a year
- Once every two years
- Less than every two years
- As needed, not according to any formal schedule
- No formal trainings are held

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78. How does your organization primarily store documentation created as a result of an employee relations issue or investigations?
- Human resources business partners and/or employee relations professionals maintain their own documentation
 - Documents are uploaded and stored on a shared drive
 - Documents are sent to a centralized HR team for filing
 - Documents are stored in a case management system
 - Mixed, some combination of personal storage, shared drive, central filing or case management system
79. Does your organization use any sort of employee relations and investigation technology platform to track employee relations issues and investigations?
- Yes
 - No
 - Don't know
80. How does your organization primarily track employee relations issues and investigations? Select all that apply.
- Spreadsheets or generic database (such as Excel, Access, SharePoint, etc.)
 - Employee relations technology platform (such as HR Acuity, i-Sight, etc.)
 - Ticketing system (such as Salesforce.com, ServiceNow, etc.)
 - Hotline (such as EthicsPoint, Navex, ComplianceLine, etc.)
 - Human Resources Information System (such as ADP, Oracle, Ultimate, Workday, etc.)
 - Other (please specify): _____
 - We don't track employee relations issues
81. If your organization uses any sort of employee relations and investigation technology platform to track employee relations issues and investigations, what specific technology platform do you use? If you use more than one platform, please select all that apply.
- HR Acuity
 - i-Sight
 - LaborSoft
 - Navex/EthicsPoint
 - SAI Global
 - Salesforce
 - ServiceNow
 - SharePoint
 - SugarCRM
 - D3
 - Infor
 - Compliance 360
 - ComplianceLine
 - Other (please specify): _____
 - Not applicable, my organization does not use any sort of employee relations and investigation technology platform

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82. In a few words, describe the biggest benefit of using the platform(s) that you use for employee relations management. If your organization does not use any sort of employee relations and investigation technology platform, please write N/A.

83. In a few words, describe the biggest downside or challenge of using the platform(s) that you use for employee relations management. If your organization does not use any sort of employee relations and investigation technology platform, please write N/A.

84. If your organization uses any sort of employee relations and investigation technology platform, does your organization plan on transitioning to a different employee relations and investigation technology platform within the next 12 months?

- Yes
- No
- Don't know
- Not applicable, my organization does not use any sort of employee relations and investigation technology platform

85. If your organization **does not** use any sort of employee relations and investigation technology platform, how likely is your organization to start using an employee relations and investigation technology platform within the next 12 months?

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Don't know
- Not applicable, my organization already uses an employee relations and investigation technology platform

Managing Issues Remotely and Manager Resources

86. Was your organization primarily working remotely in 2020, primarily working in-person in 2020, or engaging in a combination of remote and in-person work?

- Primarily remote work
- Primarily in-person work
- A combination of remote and in-person work

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87. If you were working remotely for at least some of 2020, how challenging did you find it to manage and/or document employee issues in a remote environment compared to when you were working in an in-person environment?

- Much more challenging
- Somewhat more challenging
- Neither more nor less challenging
- Somewhat less challenging
- Much less challenging
- Not applicable, I was not working remotely in 2020

88. If you found it more challenging to manage and/or document employee issues in a remote environment, please explain what you found most challenging about this. If you did not work remotely for at least some of 2020 or did not find managing and/or documenting employee issues in a remote environment more challenging, please write N/A.

Last year, 99% of participants in this Study cited that additional tools and resources to better equip managers to handle employee issues would help make their jobs easier. These final few questions aim to dig more deeply into the processes, tools and resources available to help managers handle employee issues (such as attendance, behavioral concerns, ongoing performance management, etc.).

89. My organization's process for dealing with employee issues (such as ongoing performance management, attendance, behavioral concerns, etc.) can best be described as:

- A **formal structure or required process** in place for managers to handle employee issues when they arise
- An **informal structure or suggested process** for managers to handle employee issues when they arise, but there are no strict requirements
- We have **no specific guidelines or processes** in place for managers to handle employee issues when they arise
- Don't know

90. How confident are you that managers in your organization have the necessary skills to address employee issues?

- Very confident
- Somewhat confident
- Somewhat unconfident
- Very unconfident

91. How confident are you that managers in your organization document employee issues in an effective and compliant manner?

- Very confident
- Somewhat confident
- Somewhat unconfident
- Very unconfident

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92. How confident are you that managers in your organization have easy access to documents related to an employee's past issues, even if the employee reported to another manager at the time?

- Very confident
- Somewhat confident
- Somewhat unconfident
- Very unconfident

93. How confident are you that managers in your organization will have the necessary employee documentation when they want to move forward with a termination?

- Very confident
- Somewhat confident
- Somewhat unconfident
- Very unconfident

94. How confident are you that managers in your organization know when it is appropriate to escalate an employee issue raised by an employee to the employee relationsteam?

- Very confident
- Somewhat confident
- Somewhat unconfident
- Very unconfident

95. What tools are available through your organization to help managers handle employee issues? Please select all that apply. Select all that apply.

- Self-service manager portal
- On-demand training
- Live training
- Annual training
- Manager toolkit
- Pre-defined templates
- Other (please specify): _____
- None of the above
- Don't know

96. Which of the following methods do managers in your organization use to track employee issues? Please select all that apply. Select all that apply.

- Word processing document
- Spreadsheet
- Email
- An app or technology-based tool
- Other (please specify): _____
- Don't know

97. If managers use an app or technology-based tool to track employee issues, what app or technology-based tool do managers in your organization use to track employee issues? If you do not use an app or technology-based tool, please write N/A. _____

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98. Below are some ways that organizations benefit when managers handle employee issues and concerns in an appropriate manner. Which **THREE** do you think are the most important?

- It helps retain high performing employees
- It drives higher productivity
- It improves employee moral
- It makes it easier to remove underperforming employees
- It helps prevent lawsuits
- It helps protect the organization’s brand
- It helps reinforce the organization’s brand culture
- It helps support Diversity and Inclusion policies
- It improves the experiences the organization can deliver our customers
- Other (please specify): _____

Conclusion

99. Is there any additional information about how your organization manages employee relations that you would like to share?

100. Are there other questions you would like us to explore in future employee relations benchmark studies?

101. May we contact you to get additional information or clarification to your responses?

- Yes
- No

102. Would you like a copy of your responses to this survey emailed to you? If you select “yes,” we will send a copy of your responses to the email address you listed at the beginning of the survey.

- Yes
- No

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103. Please let us know of other leaders of employee relations within your professional network who may be interested in participating in our Employee Relations Roundtable Community initiatives (including the Benchmark Study, the online empower community, and the Employee Relations Roundtable). Please provide name, organization and email if available.

Thank you for taking the time to complete this study. We look forward to compiling and sharing the results with participating organizations. As a reminder, all responses will be aggregated to maintain the confidentiality of participating organizations.

Thank you again! If you have any questions, please contact us at benchmark@hracuity.com.