USIQ
United States Institute for Quality



EMPLOYEE SURVEY & HR ASSESSMENT

Results Report

John & Jane Doe Inc.

Austin, TX · 118 employees in the United States

Assessment period	January 4–17, 2027 (14 calendar days)
Report date	January 21, 2027
Methodology	USIQ Top Employer Certification Criteria, version 2026-3.2
Result	**Gold** · 169.1 of 200 points

SAMPLE REPORT

Company, people and all figures are fictional and for illustration only. Your survey results are supplied as organized tables in Excel, together with explanatory information. This sample shows the same content in a readable layout.

1. Summary

Your result combines what your employees experience (employee survey) with what your company has in place and can document (HR assessment). Each part counts for up to 100 points.

EMPLOYEE SURVEY	HR ASSESSMENT	TOTAL SCORE	TIER AWARDED
82.8	86.2	169.1	Gold
of 100 points	of 100 points	of 200 points	★ ★ ★ ★ ★

Tier check

REQUIREMENT	YOUR RESULT	SILVER	GOLD	PLATINUM
Total score	169.1	≥ 140 ✓	≥ 160 ✓	≥ 180 ✗
Employee survey	82.8	≥ 60 ✓	≥ 70 ✓	≥ 80 ✓
HR assessment	86.2	≥ 60 ✓	≥ 70 ✓	≥ 80 ✓
Lowest survey dimension	76.0% (Learning and development)	≥ 50% ✓	≥ 60% ✓	≥ 70% ✓

All Gold requirements are met. Platinum was missed on the total score only: 10.9 more points would have been needed. The highest tier whose requirements are all met is awarded. Scores are calculated at full precision and rounded for display only, so displayed values may not add up exactly.

Participation

118
employees invited

79
valid responses

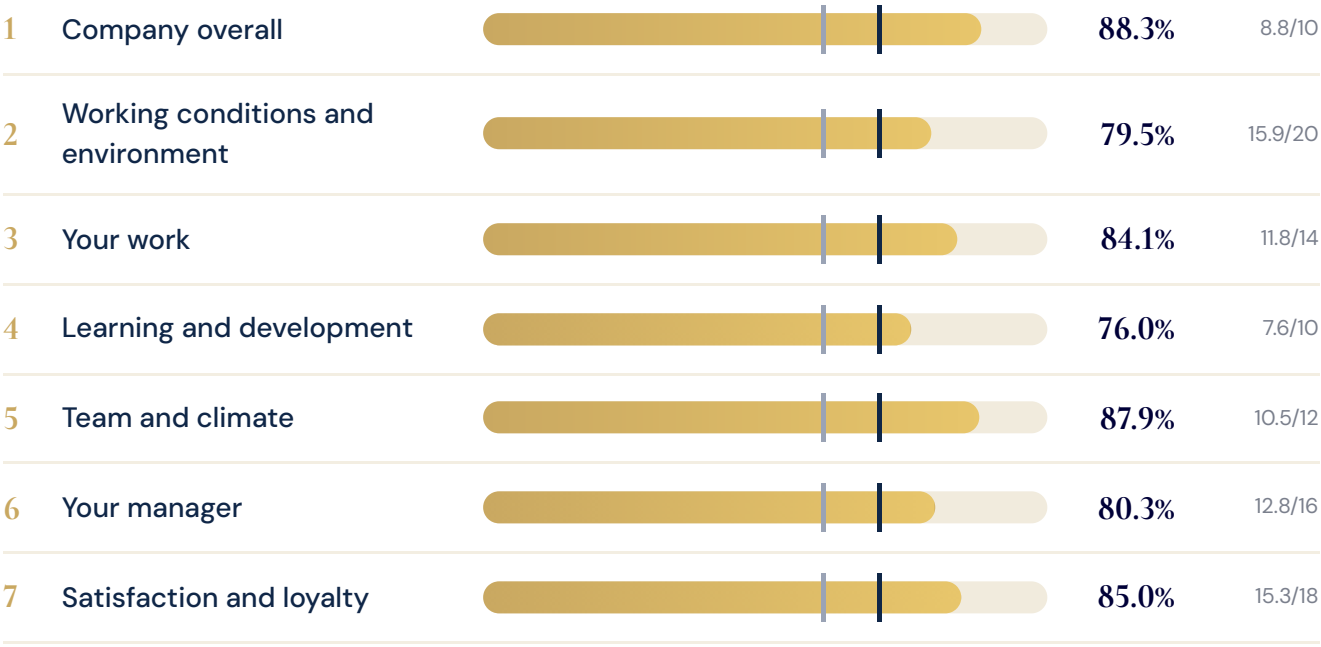
67%
response rate

36
responses required (30% of 118, rounded up; at least 12)

Both minimums were met: response rate and number of responses. A valid survey counts once per eligible employee and contains at least one valid scored answer. All 32 scored items had at least five valid answers, so no item was excluded and no weights were adjusted.

2. Employee survey by dimension

Share of the maximum points reached in each of the seven dimensions. The lines mark the dimension minimums for Gold (60%) and Platinum (70%).



Strengths

Highest-rated scored statements (mean on a 1–6 scale)

5.68	People here are valued for their competence, regardless of age, gender, race, ethnicity, disability, or background.
5.64	I would recommend our products or services to friends and family.
5.56	The working atmosphere in my team is positive.
5.50	Overall, I am satisfied with my employer.

Room to improve

Lowest-rated scored statements (mean on a 1–6 scale)

4.50	I have enough time to keep my knowledge up to date.
4.56	My pay is fair for the work I do.
4.69	I am satisfied with my opportunities for career growth and advancement here.
4.75	My manager accepts feedback about their own behavior.

3. Results by statement

All answers are aggregated. Six-point agreement scale from 1 = strongly disagree to 6 = strongly agree. n = valid answers; skipped and "Not applicable / Prefer not to answer" are excluded from the mean. Points = (mean − 1) ÷ 5 × item points.

1. Company overall

8.8 of 10 points · 88.3%

#	STATEMENT	N	MEAN	AGREE*	POINTS
1	Overall, I am satisfied with my employer.	79	5.50	90%	2.70 / 3
2	I would recommend our products or services to friends and family.	77	5.64	92%	1.86 / 2
3	I am proud to work for this company.	78	5.46	90%	2.68 / 3
4	This company uses feedback from employees to improve.	76	5.00	76%	1.60 / 2

2. Working conditions and environment

15.9 of 20 points · 79.5%

#	STATEMENT	N	MEAN	AGREE*	POINTS
5	I am satisfied with my opportunities for career growth and advancement here.	77	4.69	62%	2.21 / 3
6	I can balance my work with my personal life and family or caregiving responsibilities.	78	5.36	87%	2.62 / 3
7	I have the flexibility in my working hours that I need.	78	5.43	88%	2.66 / 3
8	My pay is fair for the work I do.	75	4.56	56%	2.14 / 3
9	Good performance and achievements are recognized here.	77	4.85	70%	2.31 / 3
10	I am kept informed about the company's strategy and direction.	76	4.74	64%	*not scored*
11	I am encouraged to contribute my own ideas.	77	5.26	84%	*not scored*
12	Suggestions for improvement are taken seriously and, where possible, implemented.	75	4.80	68%	1.52 / 2
13	I am satisfied with my physical working conditions (workspace, equipment, safety).	78	5.59	91%	*not scored*
14	Feedback is welcome here regardless of level or position.	76	5.09	79%	2.45 / 3

3. Your work

11.8 of 14 points · 84.1%

#	STATEMENT	N	MEAN	AGREE*	POINTS
17	I have enough latitude to decide how I do my work.	78	5.40	88%	2.64 / 3
18	My work is varied and interesting.	78	5.32	86%	1.73 / 2
19	My performance is reviewed regularly and fairly.	76	4.77	66%	2.26 / 3
20	I understand the internal processes that affect my work.	75	5.21	83%	*not scored*
21	My work goals are realistic and achievable.	77	5.14	81%	2.48 / 3
22	Overall, I am satisfied with my job.	79	5.44	89%	2.66 / 3
23	Information flows well within my team.	77	5.07	79%	*not scored*

*Agree = share of answers 5 or 6.

3. Results by statement *(continued)*

4. Learning and development

7.6 of 10 points · 76.0%

#	STATEMENT	N	MEAN	AGREE*	POINTS
24	I have the knowledge and skills I need to do my job well.	78	5.65	92%	*not scored*
25	This company actively supports my continued learning and development.	77	4.96	74%	3.17 / 4
26	I have enough time to keep my knowledge up to date.	76	4.50	53%	2.10 / 3
27	I receive support when my role requires new skills.	74	4.89	72%	2.33 / 3

5. Team and climate

10.5 of 12 points · 87.9%

#	STATEMENT	N	MEAN	AGREE*	POINTS
28	The working atmosphere in my team is positive.	78	5.56	91%	2.74 / 3
29	Mistakes are handled constructively and used to improve.	76	5.04	78%	2.42 / 3
30	People here are valued for their competence, regardless of age, gender, race, ethnicity, disability, or background.	75	5.68	93%	2.81 / 3
31	Initiative and taking responsibility are valued here.	77	5.47	90%	*not scored*
32	Problems can be discussed openly in my team.	77	5.30	86%	2.58 / 3

6. Your manager

12.8 of 16 points · 80.3%

#	STATEMENT	N	MEAN	AGREE*	POINTS
33	Information flows well between employees and management.	76	4.59	58%	*not scored*
34	My manager's actions match their words.	77	5.11	81%	2.47 / 3
35	My manager is open to my ideas.	77	5.26	84%	2.56 / 3
36	My manager encourages me to work independently.	76	5.52	91%	*not scored*
37	My manager sets clear and realistic goals and priorities.	77	4.82	69%	3.06 / 4
38	My manager shows appreciation for good work.	78	5.19	82%	2.51 / 3
39	My manager accepts feedback about their own behavior.	75	4.75	65%	2.25 / 3

7. Satisfaction and loyalty

15.3 of 18 points · 85.0%

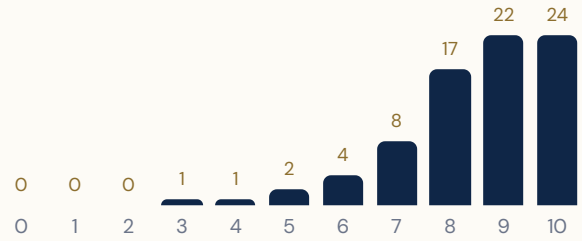
#	STATEMENT	N	MEAN	AGREE*	POINTS
40	How likely are you to recommend this company as an employer to a friend? (0–10)	79	8.49 (0–10)	—	5.10 / 6
41	I enjoy working at this company.	78	5.42	88%	3.54 / 4
42	I put real effort into my work because I want this company to succeed.	78	5.70	94%	*not scored*
43	If I had to decide again, I would apply to this company.	77	5.24	84%	3.39 / 4
44	I intend to still be working here in two years.	76	5.10	80%	3.28 / 4

*Agree = share of answers 5 or 6. Item 40 = mean ÷ 10 × 6 points, shown as a mean, not as a Net Promoter Score.

4. Further survey insights

Would you recommend us as an employer?

Item 40 · 0 = not at all likely, 10 = extremely likely · mean 8.49 · n = 79



Change since joining

Item 16 · "Compared with when I started, my overall satisfaction has …"



9% declined · n = 77

Item 15 · "Is there anything about your employer that bothers you?" Yes: **24%** · No: **76%** · n = 76

Results by location

GROUP	RESPONSES	SURVEY SCORE	LOWEST DIMENSION
Austin headquarters	52	84.0	Learning and development (76.9%)
Dallas office and remote employees (combined)	27	80.5	Your manager (73.9%)

No group result is shown with fewer than five valid responses. Remote employees fell below that limit and were combined with the Dallas office, so their results cannot be worked out from the totals.

What employees said, in themes

Open comments are reviewed by USIQ and summarized into themes. Employers never receive verbatim comments.

Doing particularly well (item 46)

Supportive, helpful colleagues	34 mentions
Flexible working hours	21
Respectful, fair culture	14

Should change or improve (item 45)

Clearer career paths and promotion criteria	17 mentions
More time for training	13
More transparency on bonus payouts	8

5. HR assessment

An authorized representative answered all 39 criteria in eight areas (Yes / No / In progress / Not applicable) with a short explanation and supporting documents. USIQ reviewers then assigned an evidence level from 0 to 5 to each criterion, checked against public sources and the aggregate survey results. Area points = average level ÷ 5 × area points.

	AREA	CRITERIA	AVERAGE LEVEL	POINTS
A	Work organization and processes	5	22 ÷ 5 = 4.40	10.56 / 12
B	Leadership and direction	6	26 ÷ 6 = 4.33	13.00 / 15
C	People development	6	25 ÷ 6 = 4.17	12.50 / 15
D	Flexibility and work-life integration	5	22 ÷ 5 = 4.40	10.56 / 12
E	Compensation, benefits, and security	6	28 ÷ 6 = 4.67	16.80 / 18
F	Culture, fairness, and inclusion	5	22 ÷ 5 = 4.40	10.56 / 12
G	Employer branding and candidate experience	3	11 ÷ 3 = 3.67	5.87 / 8
H	Transitions and separations	3	12 ÷ 3 = 4.00	6.40 / 8
	Total	**39**	**168 ÷ 39 = 4.31**	**86.25 / 100**

Evidence levels assigned

5	4	3	2	1	0
Verified	Largely verified	Stated and consistent	Partially in place	Stated, not substantiated	Not in place
14	23	2	0	0	0

Number of criteria per level. No criterion was marked “Not applicable”, so all 39 criteria count. All Area E benefits are available to at least 80% of the covered workforce and exceed the applicable legal minimums. The declaration by an authorized officer was signed on January 5, 2027; it is required but not scored.

Fully verified (level 5)

- Written flexible and hybrid work policy at both locations
- Pay ranges visible to employees; annual market benchmark
- Health, 401(k) and paid time off well above the criteria minimums
- Structured 90-day onboarding with completion records

Evidence gaps

- Written career paths exist for two job families only (C3)
- Offer acceptance not tracked; no documented management review (G3)
- Exit interviews held, results not yet analyzed (H1)
- Promotion criteria for senior roles not documented (F3)

6. HR assessment by criterion

Criteria as published in Part 3 of the Certification Criteria, with the employer's answer, the evidence level assigned by USIQ and a short reviewer note. Documents were submitted in redacted form; no personnel files or medical information were requested.

A · Work organization and processes

10.56 of 12 points · average level 4.40

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
A1	Work processes and responsibilities are defined, documented, and communicated to employees.	Yes	5	Process handbook (rev. Nov 2026), org chart and intranet pages; owners confirmed for a sample of six processes.
A2	Goals are agreed on in writing using SMART criteria (specific, measurable, achievable, relevant, time-bound).	Yes	4	SMART goal template in the HR system; 88% of 2026 goal forms complete, some without target dates.
A3	Current job descriptions exist for all roles and are accessible to the employees concerned.	Yes	5	Job descriptions for all 41 roles, each reviewed within the last 12 months and posted in the HR portal.
A4	Employees have defined decision-making latitude in their daily work.	Yes	4	Written approval matrix with decision and spending limits; not yet rolled out at the Dallas office.
A5	Regular team meetings cover project status and the way the team works together, including how conflicts are addressed.	Yes	4	Weekly team meetings with agendas; a retrospective on collaboration is used by 7 of 9 teams.

B · Leadership and direction

13.00 of 15 points · average level 4.33

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
B1	Company goals and their meaning for individual roles are communicated regularly.	Yes	5	Quarterly all-hands meetings, strategy deck and goal cascade by role; 2026 attendance records provided.
B2	Employees know how their work contributes to team and company goals.	Yes	4	Individual goals linked to team goals in the HR system; two teams had no written team goals in 2026.
B3	Individual achievements are recognized in a consistent way.	Yes	4	Recognition program with written criteria and quarterly awards; use varies from manager to manager.
B4	Employees are involved in designing changes, improvements, and processes.	Yes	4	Improvement board and project minutes show employee working groups on three 2026 changes.
B5	Performance conversations take place in a confidential setting and consider the employee's own expectations.	Yes	5	Review guideline requires a one-on-one setting and a self-assessment section; sample of redacted forms checked.
B6	Managers receive training on leadership, feedback, and legally compliant people management.	Yes	4	2026 leadership curriculum covers feedback and lawful people management; 14 of 17 managers completed it.

Levels: 5 Verified · 4 Largely verified · 3 Stated and consistent · 2 Partially in place · 1 Stated, not substantiated · 0 Not in place. "Verified" means documentary corroboration within this assessment, not a legal audit or guarantee.

6. HR assessment by criterion *(continued)*

C · People development

12.50 of 15 points · average level 4.17

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
C1	New hires and employees changing roles go through a structured onboarding program.	Yes	5	90-day onboarding plan, buddy program and role-change checklist; completion records for 2026 hires.
C2	Every employee has at least one documented development conversation per year.	Yes	4	Development conversations recorded in the HR system for 93% of eligible employees in 2026.
C3	Employees are supported in career planning, including internal moves and promotions.	Yes	3	Internal postings and promotions documented; written career paths exist in draft for two job families only.
C4	Training needs are analyzed and addressed through a development plan or budget.	Yes	4	Annual needs analysis and a training budget of $1,400 per employee; plan not yet broken down by team.
C5	Employees have access to training, continuing education, or tuition support.	Yes	5	Learning platform for all employees and tuition support of up to $5,250 per year; 2026 usage report provided.
C6	Employees can take on more demanding tasks or rotate roles where feasible.	Yes	4	Stretch-assignment and rotation program with nine placements in 2026; limited in customer support.

D · Flexibility and work-life integration

10.56 of 12 points · average level 4.40

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
D1	Flexible working arrangements (flexible hours, remote or hybrid work, compressed schedules) are offered where the role allows, under a written policy.	Yes	5	Written flexible and hybrid work policy covering all eligible roles at both locations; usage data provided.
D2	Employees are offered a voluntary opportunity to discuss work-life balance and scheduling needs in development conversations, without requiring medical, family, or other sensitive disclosures.	Yes	5	Development form has an optional work-life section; form and manager guidance reviewed, no sensitive data requested.
D3	Paid parental leave is offered beyond legal requirements, and return to work is actively supported.	Yes	4	12 weeks of fully paid parental leave for all parents, with a return-to-work plan; few cases on record so far.
D4	Employees with caregiving responsibilities have access to support (backup-care subsidy, dependent-care FSA, EAP, schedule adjustments).	Yes	4	Dependent-care FSA, EAP and a backup-care subsidy; the subsidy requires 90 days of service.
D5	Part-time, phased-return, or temporary reduced-hour arrangements are available after leave.	Yes	4	Phased return of up to eight weeks at reduced hours under written policy; three cases in 2026.

Levels: 5 Verified · 4 Largely verified · 3 Stated and consistent · 2 Partially in place · 1 Stated, not substantiated · 0 Not in place. "Verified" means documentary corroboration within this assessment, not a legal audit or guarantee.

6. HR assessment by criterion *(continued)*

E · Compensation, benefits, and security

16.80 of 18 points · average level 4.67

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
E1	Base pay is set against documented market data and reviewed at least annually; pay ranges are communicated to employees.	Yes	5	Annual benchmark against two salary surveys; pay ranges for every role visible to employees in the HR portal.
E2	Variable pay or profit sharing, where used, follows transparent and documented criteria.	Yes	4	Written bonus plan with documented criteria; the payout formula is not yet shared with all eligible staff.
E3	Health coverage: employer-sponsored medical plan with an employer contribution of at least 50% of the employee premium; dental and vision as additional evidence.	Yes	5	Employer pays 80% of the employee premium; dental and vision offered. Available to 92% of the covered workforce.
E4	Retirement: 401(k) or equivalent plan with employer match or contribution.	Yes	5	401(k) with a 100% match on the first 4% of pay and immediate vesting; open to all employees after 30 days.
E5	Paid time off: at least 15 days of vacation/personal time per year plus paid sick leave; paid holidays.	Yes	5	18 days of PTO, 6 paid sick days and 10 paid holidays per year, above the legal minimum at both locations.
E6	Income protection and other benefits: employer-paid life and disability coverage; wellness or mental-health support; commuter, childcare, or education benefits; employee discounts; equity participation.	Yes	4	Employer-paid life and long-term disability coverage, EAP and commuter benefit; no equity participation.

F · Culture, fairness, and inclusion

10.56 of 12 points · average level 4.40

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
F1	Company values are defined in writing, communicated, and reflected in HR processes.	Yes	5	Written values used in interview guides, onboarding and the review form; documents provided.
F2	Written equal-opportunity and anti-harassment policies exist, with a reporting channel and training.	Yes	5	EEO and anti-harassment policies, a third-party reporting line and annual training with 97% completion.
F3	Hiring and promotion criteria are documented and applied consistently.	Yes	4	Structured interview scorecards and promotion criteria; criteria for senior roles not yet documented.
F4	Pay equity is reviewed at least every 24 months and findings are acted on.	Yes	4	External pay equity review in September 2025 led to three adjustments; follow-up review scheduled.
F5	Employee data are protected under a written privacy policy covering collection, access, and retention.	Yes	4	Written employee privacy policy; the retention schedule does not yet cover applicant data.

Levels: 5 Verified · 4 Largely verified · 3 Stated and consistent · 2 Partially in place · 1 Stated, not substantiated · 0 Not in place. "Verified" means documentary corroboration within this assessment, not a legal audit or guarantee.

6. HR assessment by criterion *(continued)*

G · Employer branding and candidate experience

5.87 of 8 points · average level 3.67

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
G1	The employer value proposition is defined and used consistently in internal and external communication.	Yes	4	EVP defined in 2025 and used on the careers page and in onboarding; internal use is still uneven.
G2	Candidates receive timely, reliable communication throughout the hiring process; job postings state pay ranges where required by law and preferably everywhere.	Yes	4	Five-business-day response standard and pay ranges in all postings; candidate feedback survey started in Q4 2026.
G3	Recruiting and retention are tracked with defined metrics (time to hire, offer acceptance, voluntary turnover) and reviewed by management.	Yes	3	Time to hire and voluntary turnover are tracked; offer acceptance is not, and no management review is documented.

H · Transitions and separations

6.40 of 8 points · average level 4.00

#	CRITERION	ANSWER	LEVEL	REVIEWER NOTE
H1	Separations follow documented, fair procedures (notice practices, severance guidelines, exit interviews), consistent with applicable law, including the WARN Act where relevant.	Yes	4	Separation guideline with severance rules, exit interviews and a WARN Act check step; exit results not yet analyzed.
H2	Departing employees receive support such as outplacement, references, or time for job search where reductions in force occur.	Yes	4	Written policy grants outplacement, references and paid job-search time; no reduction in force since 2023.
H3	Voluntary phased retirement, knowledge transfer, or flexible transition arrangements are available where feasible, using objective criteria consistent with age-discrimination and other applicable laws; no employee is pressured to retire.	Yes	4	Voluntary phased-retirement option with objective eligibility and a knowledge-transfer plan; two cases so far.

Levels: 5 Verified · 4 Largely verified · 3 Stated and consistent · 2 Partially in place · 1 Stated, not substantiated · 0 Not in place. "Verified" means documentary corroboration within this assessment, not a legal audit or guarantee.

7. Next steps

1. **Protect learning time.** "I have enough time to keep my knowledge up to date" is still the lowest-rated statement, and more time for training is a recurring comment theme.
2. **Write down career paths.** Career growth is among the lowest-rated statements, and criterion C3 is the only one in Area C below level 4.
3. **Close small documentation gaps.** Offer-acceptance tracking (G3), senior promotion criteria (F3) and an analysis of exit interviews (H1) can each raise a criterion by one level.
4. **Share the results with your teams** within four weeks, and agree on two or three concrete actions.

Platinum requires at least 180 points, at least 80 in each component and at least 70% in every survey dimension. The two component and dimension minimums are already met; the gap is 10.9 points on the total.

Limitations: this report describes the covered US workforce and one assessment period. Tiers are achievement against the published criteria, not a ranking against other employers. The certification is not a government designation, accreditation, legal opinion or assurance audit, and the HR assessment is not a legal-compliance audit. Results rely on voluntary participation and on documents provided by the employer.