

# Employee Engagement Survey



## SAMPLE Executive Summary

Presented by



# COMPANY Employee Engagement Survey SAMPLE Executive Summary

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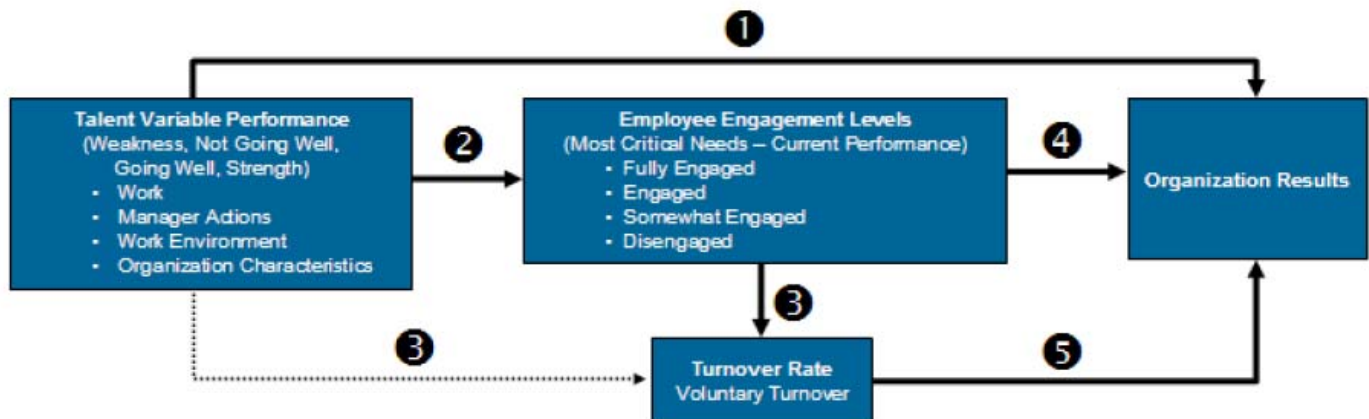
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# Overview

## Engagement Makes a Difference

Employee engagement makes a real difference in organizations. As employees engage in their work, employee performance increases and employees are more likely to stay in their job and with the organization.



## Achieving Success

Employee engagement impacts organization results. A highly engaged workforce will help COMPANY achieve its Critical Success Factors...

- Vision for home and community care
- Effective Governance Structure
- Enhanced recruitment and retention
- Effective and efficient IT/IS process
- System improvements
- Excellence in practice
- Superior financial performance
- Client and funder defined outcomes for care and service
- Effective and efficient business development
- Effective fund development structure

Results from the COMPANY Engagement Survey suggest that the organization is well on its way to meeting its Critical Success Factor - ***To enhance recruitment and retention strategies to recruit the best and brightest and become a magnet organization while reducing turnover.***

## COMPANY's Employee Engagement Survey

From August 21 through September 15 2075 employees completed the Employee Engagement Survey, a 44% completion rate. Compared to the COMPANY employee opinion survey done in June 2012 which showed a completion rate of 29%, this shows marked improvement. Factors such as early and frequent communication regarding the survey, a daily response update, encouragement from managers and the Employee Engagement Survey's unique approach in the questions asked all may have contributed to this higher rate.

# Overview

The Key Decisions, Actions and Recommendations contained in this report will provide *specific direction* to impact COMPANY Goals and Critical Success Factors. In reviewing this report, please consider...

- **One in four COMPANY employees is “Somewhat Engaged”** – there is a *strong* opportunity for improvement with this group if you take action.
- Of the recommended “Build with Speed” items, **three of the four are Work Environment items, which can be directly impacted by the manager and team.** On average 30% of all employees surveyed felt these items were “not going well” or a “weakness” in the organization.
- With regard to COMPANY specific items, **38% of survey respondents did NOT agree that they had “control over their practice/work environment.”** This is consistent with results on the survey item “*I have the necessary resources to do a good job,*” which showed a 31% rating as Not Going Well or a Weakness.

## Making an Impact on Talent Results – Key Questions:

- What talent variables will make a difference to drive organization results?
- What causes employees to engage or disengage?
- What causes employees to stay or stay longer?
- What do we need to DO as an organization, team, manager, or as an individual employee to improve employee engagement and increase organization results?
- What are we willing to do to create a place people want to stay or stay longer?



# Overview

## Key Decisions and Actions

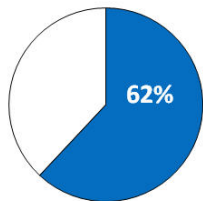
When reviewing the results from the COMPANY Employee Engagement Survey, a number of key decisions and actions are required of leaders to ensure COMPANY is able to achieve its Critical Success Factors and organization goals for 2012 and achieve long-term success.

These key decisions and actions are essential to consider when reviewing the survey results and creating an improvement strategy.

| Topic Area   | Key Decisions and Actions   |
|--|---|
| Engagement Level Distribution (page 7-9)                           | <ul style="list-style-type: none"><li>Identify the groups, departments and positions which must increase the percentage of its Fully Engaged and Engaged employees to ensure COMPANY is able to achieve its Critical Success Factors</li></ul>  |
| Most Critical Needs Profile (page 10-11)                           | <ul style="list-style-type: none"><li>It is important for leaders and managers to learn what is most critical and how it is going for each employee so they can decrease or eliminate the reasons why people disengage and leave.</li><li>Thirty-eight percent of all COMPANY employees are Somewhat Engaged or Disengaged – they have a work situation that needs improvement. Build the capability at COMPANY to create One-to-One Dialogues and Talent Plans to identify the actions required to positively impact an employee's current work situation.</li></ul> |
| Engaging and Retaining Talent Variables – COMPANY Top 10 (page 12) | <ul style="list-style-type: none"><li>Determine which variables must have a high level of performance to achieve COMPANY organization goals and Critical Success Factors</li><li>Hold leaders and supervisors accountable to take action using the COMPANY Take Action Solutions website, which provides targeted solutions to improve each of the 50 survey items</li><li>Identify the initiatives in place or planned for that will impact the current performance of key survey items</li></ul>  |
| COMPANY Priority Grid (page 13-15)                                 | <ul style="list-style-type: none"><li>Determine which actions are required to show off and promote (to current employees and candidates) COMPANY's ability to provide the opportunity for employees to do the work they love to do and continue making a positive impact.</li><li>Create accountabilities for leaders and supervisors to (1) understand what "appreciation and value" looks like for their employees, and (2) identify one to two actions to improve "appreciation and value" for their team.</li></ul>   |
| Organization Questions (page 16)                                   | <ul style="list-style-type: none"><li>Investigate ways to learn more about items #3 and #8, which center on resources and empowerment and have a higher percentage of negative responses; use the COMPANY Take Action Solutions to proactively improve these areas</li><li>Identify the actions required to maintain the current performance on the majority of organization questions.</li></ul>   |
| Length of Service Intentions (page 17-18)                          | <ul style="list-style-type: none"><li>Identify key employees or positions required to achieve COMPANY organization goals and Critical Success Factors, and determine what actions must be implemented to keep these employees or prolong their stay.</li><li>What current initiatives help create a high level of commitment between employees and COMPANY? What additional actions are required to increase the bond between employee, supervisor, and the organization?</li></ul>   |

## Key Findings

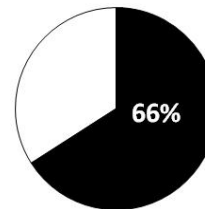
### Employee Engagement Levels



**62% Engaged and Fully Engaged Employees**

- 767 employees have an "ideal" work situation (all most critical needs are "strengths" or "going well,") whereas only 39 employees have a "Poor" work situation (almost all most critical needs are "weaknesses.")
- One in three employees is either "Somewhat Engaged" or "Disengaged"

### Top "Most Critical" Need



**#1 Most Critical Need  
I feel appreciated and valued.  
(Item #1)**

- The work environment is critical – six of the Top 10 are "work environment" items
- None of the Top 10 are "Organization Characteristics"

### Create \$14 Million Bottom Line Impact by TAKING ACTION!

| (A)                             |           |
|---------------------------------|-----------|
| Total Employees                 | 4688      |
| Average Salary and Benefit Cost | \$ 54,481 |

If we TAKE ACTION to impact employee engagement...  
what financial impact will be achieved?

|                           |                       | (B)  | (C)         | (A) x (B) x (C)  |  |                  |
|---------------------------|-----------------------|--|-------------|------------------|--|------------------|
| Engagement Level          | Performance Delivered | Bottom Line Impact   | % Employees | Financial Impact | ACTION: Increase bottom line results by increasing employee engagement | Financial Impact |
| Level 4: Fully Engaged    | 122%                  | Organization GAINS   | 16%         | \$ 8,990,258     | Keep 100% of our "Fully Engaged" Employees                             | \$ 14,159,656    |
| Level 3: Engaged          | 100%                  | Employee delivers an organization "value" equal to the costs (Salary + Benefits) | 46%         | \$ -             | Cause 1 of 5 "Engaged" Employees to "Fully Engaged"                    | \$ -             |
| Level 2: Somewhat Engaged | 75%                   | Organization LOSES   | 25%         | \$ (15,962,816)  | Cause 1 of 2 "Somewhat Engaged" Employees to "Engaged"                 | \$ (7,981,408)   |
| Level 1: Disengaged       | 55%                   | Organization LOSES   | 13%         | \$ (14,941,196)  | Cause 1 of 10 "Disengaged" Employees to "Engaged"                      | \$ (13,447,076)  |
| Current Financial Impact  |                       |  |             | \$ (21,913,754)  | Future Financial Impact  |                  |
|                           |                       |  |             |                  | \$ (7,268,828)   |                  |

\*Ratios based on actual CTR client results

**(CURRENT - FUTURE) = Financial GAIN from "Taking Action" to Increase Employee Engagement \$ 14,644,926**

**Build With Speed...**Top most critical items with a high negative evaluation.

- I feel appreciated and valued.** (Item #1)  
(66% Most Critical, 31% Negative Evaluation)
- I have the necessary resources to do a good job.** (Item #46)  
(57% Most Critical, 31% Negative Evaluation)

**Brand Internally and Externally...**Top most critical items with a high positive evaluation.

- I love to do what I'm doing.** (Item #50)  
(65% Most Critical, 88% Strength Evaluation)
- I can make a positive impact here.** (Item #24)  
(54% Most Critical, 88% Strength Evaluation)



# Data Analysis

## Employee Engagement Levels

Employee Engagement Levels were calculated for each employee by examining the employee's "most critical" needs and whether the need was seen as a "Strength," "Going Well," "Not Going Well" or a "Weakness" within the employee's current work situation. Based on this calculation, employees were assigned to one of four engagement levels: "Fully Engaged," "Engaged," "Somewhat Engaged," or "Disengaged."

Overall, COMPANY has a moderate to high level of employee engagement within the organization. Sixty-two percent (62%) of employees are either "Fully Engaged" or "Engaged." However, one in three employees at COMPANY is either "Somewhat Engaged" or "Disengaged."

## Employee Engagement Levels

| Engagement Level        | Description   | All COMPANY |
|-------------------------|---|-------------|
| <b>Fully Engaged</b>    | <ul style="list-style-type: none"><li>• Passionate about their work and the organization</li><li>• Will do what ever it takes to deliver results</li><li>• Feels like a true owner</li><li>• Delivers consistent, high quality results is their trademark</li><li>• Finds innovative solutions to the toughest problems</li><li>• Seen as a role model and leader</li></ul> | <b>16%</b>  |
| <b>Engaged</b>          | <ul style="list-style-type: none"><li>• Focused on their deliverables, project, and individual responsibilities</li><li>• Delivers good, solid performance</li><li>• Always does their fair share of work</li><li>• Works well with others and will help out when asked</li></ul>   | <b>46%</b>  |
| <b>Somewhat Engaged</b> | <ul style="list-style-type: none"><li>• Selective about where they put their energy</li><li>• Spends a lot of time doing things that are not helping customers or the organization</li><li>• Delivers when they have to, or when you are watching</li><li>• Does what it takes to get by</li><li>• A "Master" at distracting others</li></ul>                               | <b>25%</b>  |
| <b>Disengaged</b>       | <ul style="list-style-type: none"><li>• Only works when they have to, they really want to be doing something else</li><li>• Results are NOT meeting the standard</li><li>• Has a "We"—"They" perspective</li><li>• Negative about the organization, as well as in their interactions with coworkers and customers</li></ul>   | <b>13%</b>  |

## Key Decisions and Actions

- What actions must be taken to ensure our "Fully Engaged" employees stay "Fully Engaged"?
- What actions must be taken to either move our "Engaged" employees to the "Fully Engaged" level or maintain their current level of engagement?
- How can we move our "Somewhat Engaged" employees to the "Engaged" level?
- What can we do to decrease the level of "Disengaged" employees within the organization?

## Regional Engagement Level Distribution

Below is a summary of the engagement distribution for the Central, Eastern and Western COMPANY Regions overall, Role A and Role B.

| Engagement Level               | All Central Region | Central Region Role A | Central Region Role B |
|--------------------------------|--------------------|-----------------------|-----------------------|
| # of participants              | 1133               | 380                   | 181                   |
| Fully Engaged                  | 14%                | 11%                   | 23%                   |
| Engaged                        | 42%                | 39%                   | 48%                   |
| Somewhat Engaged               | 30%                | 30%                   | 20%                   |
| Disengaged                     | 15%                | 20%                   | 9%                    |
| <b>Fully Engaged + Engaged</b> | <b>56%</b>         | <b>50%</b>            | <b>71%</b>            |

| Engagement Level               | All Eastern Region | Eastern Region Role A | Eastern Region Role B |
|--------------------------------|--------------------|-----------------------|-----------------------|
| # of participants              | 855                | 374                   | 276                   |
| Fully Engaged                  | 20%                | 16%                   | 28%                   |
| Engaged                        | 51%                | 55%                   | 53%                   |
| Somewhat Engaged               | 20%                | 20%                   | 14%                   |
| Disengaged                     | 9%                 | 9%                    | 6%                    |
| <b>Fully Engaged + Engaged</b> | <b>71%</b>         | <b>71%</b>            | <b>81%</b>            |

| Engagement Level               | All Western Region | Western Region Role A | Western Region Role B |
|--------------------------------|--------------------|-----------------------|-----------------------|
| # of participants              | 87                 | 40                    | 18                    |
| Fully Engaged                  | 14%                | 13%                   | 22%                   |
| Engaged                        | 46%                | 48%                   | 39%                   |
| Somewhat Engaged               | 26%                | 25%                   | 33%                   |
| Disengaged                     | 14%                | 15%                   | 6%                    |
| <b>Fully Engaged + Engaged</b> | <b>60%</b>         | <b>61%</b>            | <b>61%</b>            |

### Data Highlights

- Role B across all three regions show high levels of engagement, with 22-28% Fully Engaged. On the other hand, Role A groups range from 11-16% Fully Engaged.
- One-half of all Central Region Role A is either Somewhat Engaged or Disengaged.



## Engagement Level Distribution by Department and Position

Below is a summary of the engagement distribution for COMPANY by **department**

| Engagement Level        | Service | Finance | People & Organization | Public Affairs & Community Engagement | Site Operations | Business Development | Office of CEO | IT  |
|-------------------------|---------|---------|-----------------------|---------------------------------------|-----------------|----------------------|---------------|-----|
| # of employees          | 702     | 90      | 105                   | 25                                    | 1113            | 14                   | 9             | 17  |
| Fully Engaged           | 19%     | 22%     | 13%                   | 16%                                   | 15%             | 14%                  | 22%           | 0%  |
| Engaged                 | 49%     | 43%     | 51%                   | 48%                                   | 44%             | 43%                  | 33%           | 35% |
| Somewhat Engaged        | 23%     | 20%     | 24%                   | 24%                                   | 27%             | 43%                  | 44%           | 41% |
| Disengaged              | 9%      | 14%     | 11%                   | 12%                                   | 15%             | 0%                   | 0%            | 24% |
| Fully Engaged + Engaged | 68%     | 65%     | 64%                   | 64%                                   | 59%             | 57%                  | 55%           | 35% |

Below is a summary of the engagement distribution for COMPANY by **position**

| Engagement Level        | Executive | Role B | Community Program Coordinator | Role A | Administration | Director/Manager | Client Services |
|-------------------------|-----------|--------|-------------------------------|--------|----------------|------------------|-----------------|
| # of employees          | 14        | 475    | 141                           | 794    | 197            | 193              | 126             |
| Fully Engaged           | 29%       | 25%    | 18%                           | 13%    | 15%            | 14%              | 7%              |
| Engaged                 | 50%       | 50%    | 47%                           | 47%    | 44%            | 35%              | 40%             |
| Somewhat Engaged        | 14%       | 17%    | 31%                           | 25%    | 25%            | 40%              | 28%             |
| Disengaged              | 7%        | 7%     | 4%                            | 14%    | 16%            | 11%              | 25%             |
| Fully Engaged + Engaged | 79%       | 75%    | 65%                           | 60%    | 59%            | 49%              | 47%             |

### Data Highlights

- One of the largest departments, Service, shows the highest percentage of Engaged and Fully Engaged employees – 68%!
- Business Development and the Office of the CEO have zero Disengaged employees
- No employees within the IT department are Fully Engaged
- Four of every five Executives at COMPANY is Engaged or Fully Engaged; whereas only one in two Directors or Managers is Engaged or Fully Engaged
- One in every four Client Services employees is Disengaged

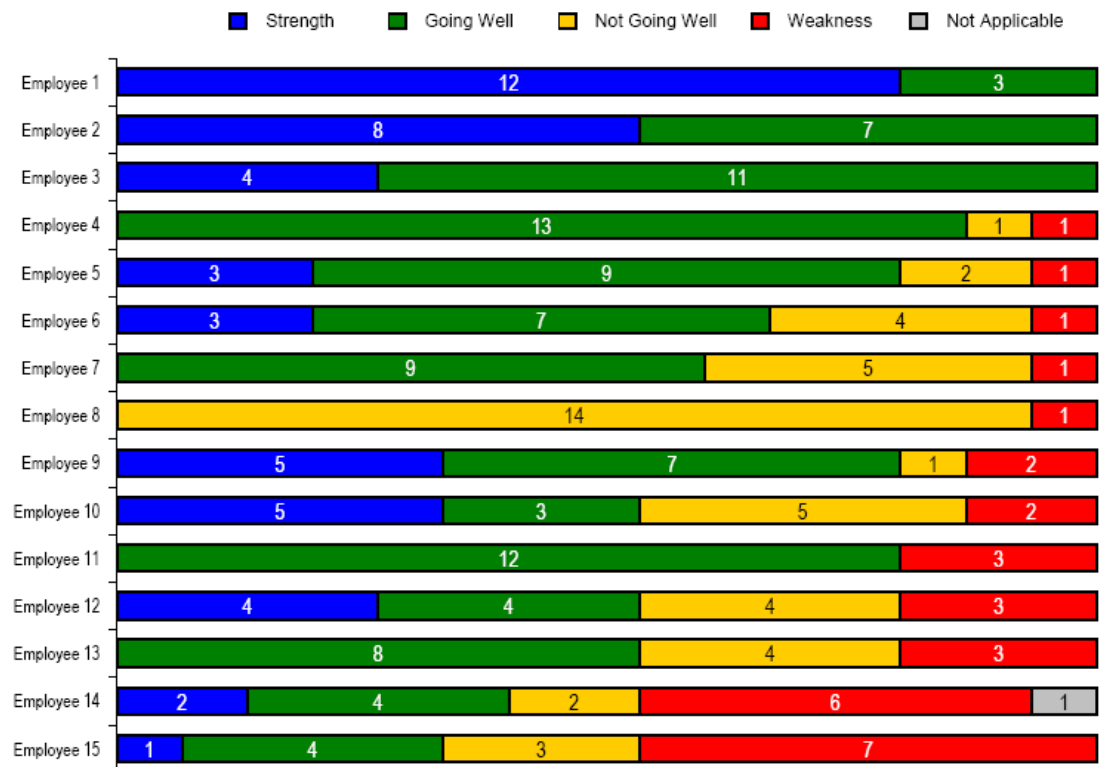
### Key Decisions and Actions

- Identify the groups, departments and positions which must increase the percentage of its Fully Engaged and Engaged employees to ensure COMPANY is able to achieve its Critical Success Factors

## Most Critical Needs Profile Description

A Most Critical Needs Profile was created for each survey participant. This profile shows the current performance of each employee's 15 "Most Critical" needs and is based on the number of Strengths, Going Well, Not Going Well and Weaknesses. The Most Critical Needs Profile provides leaders with a more in-depth understanding of their employee's current situation, thus giving insight into how the employees' "most critical" needs may be impacting engagement and the desire to stay.

### COMPANY Department Most Critical Needs Profile (15 employees)



To cause employees to perform at their highest level and create a place they want to stay, employees' "most critical" needs must be going well or must be a current strength in their work-world. As the number of "most critical" needs that are not going well or are weaknesses increases, the probability an employee will disengage and leave increases.

### Key Decisions and Actions

- It is important for leaders and managers to learn what is most critical and how it is going for each employee so they can decrease or eliminate the reasons why people disengage and leave.
- Thirty-eight percent of all COMPANY employees are Somewhat Engaged or Disengaged – they have a work situation that needs improvement. Build the capability at COMPANY to create One-on-One Dialogues and Talent Plans to identify the actions required to positively impact an employee's current work situation.

## Most Critical Needs Profile Summary

Below is an *overall summary* of the individual Most Critical Needs Profiles for all of COMPANY.

The Most Critical Needs Profile provides a picture of employee work situations which provides leaders and supervisors a more in-depth understanding of their employee's current situation, thus giving insight into how the employee's "most critical" needs may be impacting engagement and the desire to stay.

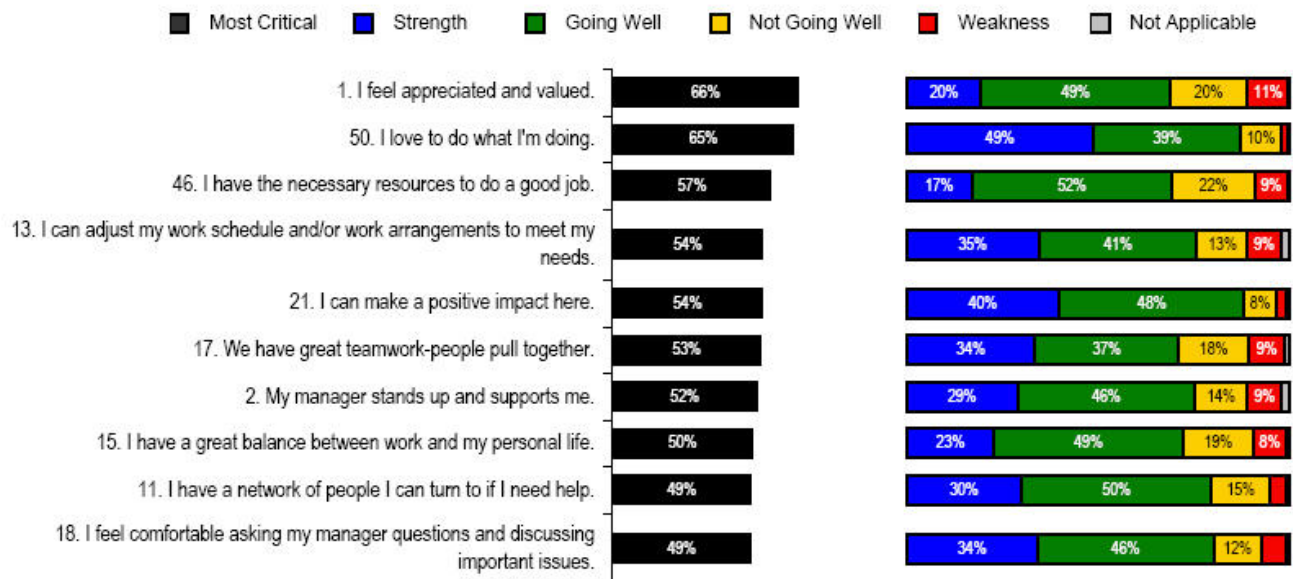
**Most Critical Needs Profile Evaluation Criteria**

| Work Situation   | Impact   | Percentage of COMPANY Employees |
|--|--|---------------------------------|
| <b>Ideal Work Situation</b><br>All critical needs are current "strengths" or "going well"                            | This is a fantastic situation... imagine if everything you had selected as "most critical" was a current strength or going well. Organizations usually have a few people with ideal work situations.   | 36.9%                           |
| <b>Solid Work Situation</b><br>The most critical needs are currently "going well"                                    | This is more typical of a work situation in which employees engage and stay. Most of us have a number of our "most critical" needs which are current strengths or going well, and have a few which may be "not going well."  | 20.1%                           |
| <b>Needs Improvement Work Situation</b><br>A number of the most critical needs must be improved.                     | This type of work situation happens. If the needs which are "not going well" are addressed and changed, employees usually don't disengage and leave. When issues are not addressed or changed, they can make a negative impact on engaging and keeping this talent.                          | 23.8%                           |
| <b>Strained Work Situation</b><br>A number of most critical needs are currently "not going well" or are "weaknesses" | Weaknesses make an impact. When an employee's "most critical" needs become weaknesses, the employee may either choose to work around it, focus on other areas, or feel the impact. The more needs which become "weaknesses" – the more impact you will see on engagement and desire to stay. | 17.3%                           |
| <b>Poor Work Situation</b><br>Almost all most critical needs are current "weaknesses"                                | It is possible to have almost all your "most critical" needs become weaknesses. This situation usually happens when an employee feels extremely negative about the organization, a manager, or the work he or she has to do.   | 1.9%                            |

## Top 10 Most Critical Needs

Employees were asked to select the items that are "most critical" to engaging them to perform at their best and/or creates a place they want to stay.

Below are the Top 10 items your employees selected as "most critical". The data below presents the percentage of employees who selected the item as "most critical", as well as how all participating employees evaluated each of the "Top 10" items.



### Key Decisions and Actions

- Determine which variables must have a high level of performance to achieve COMPANY organization goals and Critical Success Factors
- Hold leaders and supervisors accountable to take action using the COMPANY Take Action Solutions website, which provides targeted solutions to improve each of the 50 survey items
- Identify the initiatives in place or planned for that will impact the current performance of key survey items

## COMPANY Priority Grid

To help target improvement efforts the *COMPANY Priority Grid* on the following page presents each of the survey items according to how critical the variables are to engaging and retaining employees AND the current perceived performance level. Based on this data, you may choose to change your performance on a particular item(s) by either increasing or decreasing the resources dedicated to the variable and by implementing specific solutions or changes.

Review the relative picture of your items and select the appropriate strategy to maintain or improve selected variables impacting engaging and retaining employees. With a strain on current resources in most organizations, it is important to prioritize and implement targeted talent solutions with speed to make a noticeable impact.

Possible strategies include:

**Brand Internally and Externally:** Begin to talk about, share, promote the organization strengths to increase engagement of current employees and create a talent pool for future employees.

**Build With Speed:** These items make a difference with a number of employees and are probably at the root of a number of current issues. Take action as fast as possible to make improvements or manage expectations.

**Prioritize and Build:** Review this list and see what needs to be done to move the performance up for these variables. Pick a few and make changes happen. Do not attempt to address too many items at the same time.

**Maintain:** These variables may be at the right performance level now considering the changes which may have to happen in other areas.

**Determine Future Need:** These areas are performing well right now, Evaluate whether there is a good return (engagement and retention) on the investment (resources).

**Ignore:** As an organization, this is not the place to focus resources. However, it is true these variables may have a much higher impact on engaging and keeping talent when you look at specific operating areas or across specific demographics.

**Shift Resources Elsewhere:** You may be able to shift resources (time, focus, money, people) to other areas which need to be improved.

**Reduce Resources:** Being great at something that is not critical to engage and keep talent may be a waste of needed resources. Evaluate whether there is another need or reason to perform well on this item.

### NOTE:

All organizations have weaknesses. What is essential for organizations to understanding is how critical these items are to employees. Items showing a “less critical” rating for most employees do not significantly impact organization-wide engagement. Therefore, as current weaknesses these items will not significantly impact overall employee engagement at COMPANY.

It should be noted these “less critical” items did receive “most critical” votes from some employees. If these items are a weakness for these employees, they will impact the individual employee’s level of engagement. It is the supervisor’s role to identify these “most critical” needs on an individual employee level, learn how it’s really going for the employee, and select targeted actions to implement with the employee to improve these selected areas.

## COMPANY Priority Index (All Employees)

|  |  |   |  |
|--|--|---|--|
| <b>Most Critical</b><br>≥ 45% of employees selected item as “most critical”            | <b>Build with Speed</b> <ul style="list-style-type: none"> <li>I feel appreciated and valued. (1E)</li> <li>I have a great balance between work and my personal life. (15E)</li> <li>We have great teamwork—people pull together. (17E)</li> <li>I have the necessary resources to do a good job. (46W)</li> </ul>   | <b>Prioritize and Build</b> <ul style="list-style-type: none"> <li>My manager stands up and supports me. (2M)</li> <li>I have a network of people I can turn to if I need help. (11E)</li> <li>I can adjust my work schedule and/or work arrangements to meet my needs. (13E)</li> <li>I feel comfortable asking my manager questions &amp; discussing important issues. (18M)</li> <li>My job capitalizes on my strengths and capabilities. (48W)</li> </ul>   | <b>Share Internally and Externally</b> <ul style="list-style-type: none"> <li>I can make a positive impact here. (21E)</li> <li>I believe in the organization's reputation, products, and services. (39O)</li> <li>I love to do what I'm doing. (50W)</li> </ul> |
|  | <b>Prioritize and Build</b> <ul style="list-style-type: none"> <li>I get a lot of skill development and training—I'm developing new capabilities. (3E)</li> <li>I am thanked and praised for my work. (9E)</li> <li>New ideas are valued and supported. (19E)</li> <li>My salary is competitive in the marketplace. (25O)</li> <li>My manager actively listens to me and seeks to understand my point of view. (26M)</li> <li>I like the job security here—it feels good to have stability. (35O)</li> <li>Organization cares about its customers, employees, as well as making money. (37O)</li> <li>My manager gets the facts before making judgments or taking action. (40M)</li> <li>My salary is fair compared to what others are paid within the organization. (47O)</li> </ul>  | <b>Maintain</b> <ul style="list-style-type: none"> <li>I feel comfortable around my manager. (4M)</li> <li>I love the flexibility here. (5E)</li> <li>I trust and respect my manager. (6M)</li> <li>The organization's “real” values are consistent with my personal values. (27O)</li> <li>My goals &amp; performance expectations are clear—I know what success looks like. (28M)</li> </ul>  | <b>Consider Strength Application</b> <ul style="list-style-type: none"> <li>My work is very challenging. (42W)</li> <li>I am given substantial responsibility. (44W)</li> </ul>  |
| <b>Somewhat Critical</b><br>>25% to <45% of employees selected item as “most critical” | <b>Ignore</b> <ul style="list-style-type: none"> <li>It's fun here! (7E)</li> <li>My manager gives feedback in a way that makes it easy to want to improve. (14M)</li> <li>We laugh a lot around here. (23E)</li> <li>My manager gives great feedback—I always know where I stand. (24M)</li> <li>I get to use the hottest technology—I'm on the cutting edge. (29O)</li> <li>I get a lot of coaching from my manager and other knowledgeable resources. (30M)</li> <li>We have great company benefits—my needs and/or my family needs are met. (31O)</li> <li>My manager often asks for my ideas. (32M)</li> <li>Working here has great financial payoffs (bonus, stock options). (33O)</li> <li>My manager “walks-the-talk”. (34M)</li> <li>I can see a number of great career opportunities here. (43O)</li> <li>Our organization is on the right track—we will be very competitive. (45O)</li> </ul> | <b>Shift Resources Elsewhere</b> <ul style="list-style-type: none"> <li>My manager is highly qualified. (8M)</li> <li>My manager genuinely cares about me as a person. (12M)</li> <li>My manager knows how to handle his or her personal frustrations. (16M)</li> <li>My manager understands my work. (20M)</li> <li>My manager tells the truth no matter what. (22M)</li> <li>I really like my manager. (36M)</li> <li>My manager and I have values which allow us to work very well together. (38M)</li> <li>The organization's mission &amp; purpose is exciting &amp; inspires me to do my best. (41O)</li> <li>The work I do day-to-day is what I expected to be doing. (49W)</li> </ul> | <b>Reduce Resources</b> <ul style="list-style-type: none"> <li>My manager gives me the space I need to do my work. (10M)</li> </ul>  |
| <b>Less Critical</b><br>≤ 25% of employees selected item as “most critical”            | <b>Needs Improvement</b><br>≥ 25% of employees evaluated item as a “weakness” OR “not going well”  | <b>Solid Performance</b>  | <b>Strength</b><br>≥ 85% of employees evaluated item as a “strength” OR “going well”   |



## COMPANY Priority Grid Summary

### Data Highlights

- Item #1 *I feel appreciated and valued*, item #15 *I have a great balance between my work and personal life* and item #17 *We have great teamwork – people pull together* are all Build with Speed items.
  - These **work environment** items can be impacted in a number of ways, using solutions found in the COMPANY Take Action Solutions. Both managers and teams can have a hand in improving these critical areas.
- Item #21 *I can make a positive impact here* and item #50 *I love to do what I'm doing* are Share Internally and Externally items.
  - COMPANY employees love the work they do and feel they are making a positive impact, and it's important for them to do so. Take advantage of this strength and continue to brand and market the great work at COMPANY to both internal employees and potential candidates.
- About half of the items Needing Improvement were Less Critical to employees. This is positive from an overall organization strategy standpoint, however, it is important to note that many of these items were immediate supervisor items.
  - We know that immediate supervisors make the biggest impact on an employee's engagement and desire to stay. Therefore, these weaknesses may have a significant impact on individual employees, especially those who selected these items as most critical

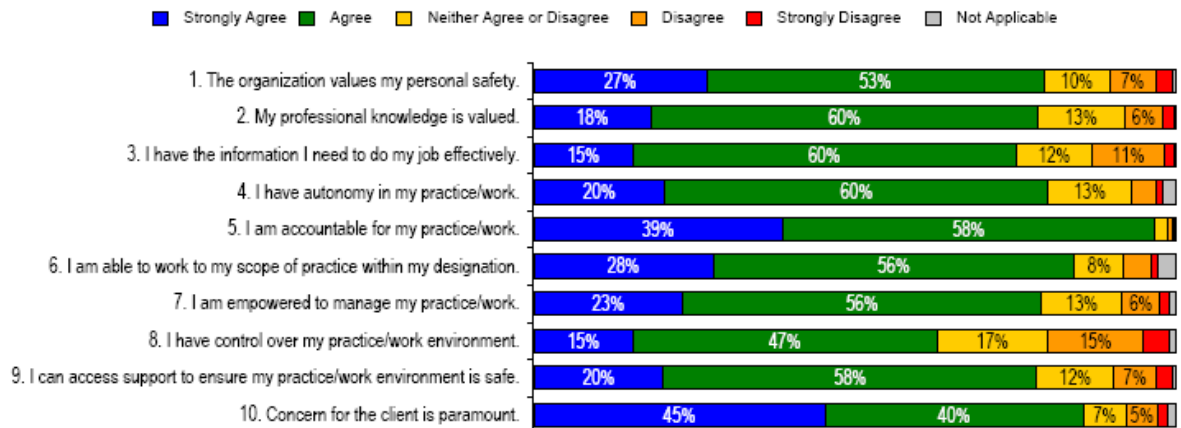
### Key Decisions and Actions

- Determine which actions are required to show off and promote (to current employees and candidates) COMPANY's ability to provide the opportunity for employees to do the work they love to do and continue making a positive impact.
- Create accountabilities for leaders and supervisors to (1) understand what "appreciation and value" looks like for their employees, and (2) identify one to two actions to improve "appreciation and value" for their team.

## Additional COMPANY Items

Employees reviewed the following company specific items and were asked to evaluate their level of agreement with each item.

The data below presents how employees evaluated each item.



### Key Decisions and Actions

- Investigate ways to learn more about items #3 and #8, which center on resources and empowerment and have a higher percentage of negative responses; use the COMPANY Take Action Solutions to proactively improve these areas
- Identify the actions required to maintain the current performance on the majority of organization questions.



## Length of Service Intentions

The Employee Engagement Survey presented three *Length of Service Intentions* questions.

Question #1

**From today forward, which of the statements best represents your “intention to stay” in your current job?**

|                       | # of employees | I have an intention to leave in < 6 months | I have an intention to leave in about 12 months | I have an intention to stay at least 2 years | I have an intention to stay for 3-5 years | I have an intention to stay for 5 to 10 years | I have an intention to stay for Over 10 years |
|-----------------------|----------------|--|---|--|---|---|---|
| Central Region Role B | 181            | 4%   | 6%  | 13%  | 22%                                       | 22%   | 33%   |
| Eastern Region Role B | 276            | 3%   | 3%  | 7%   | 17%                                       | 24%   | 46%   |
| Western Region Role B | 18             | 15%  | 15%   | 15%  | 0%  | 23%   | 31%   |
| All Role B            | 475            | 4%   | 5%  | 9%   | 19%                                       | 23%   | 41%   |
| Central Region Role A | 380            | 8%   | 11%   | 16%  | 25%                                       | 20%   | 20%   |
| Eastern Region Role A | 374            | 5%   | 7%  | 12%  | 17%                                       | 24%   | 36%   |
| Western Region Role A | 40             | 8%   | 22%   | 27%  | 27%                                       | 8%  | 8%  |
| All Role A            | 794            | 7%   | 9%  | 15%  | 21%                                       | 21%   | 27%   |
| All COMPANY           | 2075           | 9%   | 10%   | 16%  | 21%                                       | 19%   | 25%   |

Question #2

**From today forward, which of the statements best represents your “intention to stay” with COMPANY?**

|                       | # of employees | I have an intention to leave in < 6 months | I have an intention to leave in about 12 months | I have an intention to stay at least 2 years | I have an intention to stay for 3-5 years | I have an intention to stay for 5 to 10 years | I have an intention to stay for Over 10 years |
|-----------------------|----------------|--|---|--|---|---|---|
| Central Region Role B | 181            | 2%   | 4%  | 11%  | 17%                                       | 25%   | 41%   |
| Eastern Region Role B | 276            | 2%   | 3%  | 6%   | 14%                                       | 24%   | 51%   |
| Western Region Role B | 18             | 8%   | 8%  | 15%  | 0%  | 23%   | 46%   |
| All Role B            | 475            | 2%   | 4%  | 8%   | 15%                                       | 24%   | 47%   |
| Central Region Role A | 380            | 6%   | 8%  | 14%  | 26%                                       | 20%   | 25%   |
| Eastern Region Role A | 374            | 3%   | 6%  | 11%  | 17%                                       | 25%   | 38%   |
| Western Region Role A | 40             | 6%   | 17%   | 33%  | 22%                                       | 11%   | 11%   |
| All Role A            | 794            | 5%   | 8%  | 13%  | 21%                                       | 22%   | 31%   |
| All COMPANY           | 2075           | 6%   | 8%  | 12%  | 19%                                       | 21%   | 33%   |

## Length of Service Intentions

Question #3

If I were offered a job in another organization with similar pay, doing the same type of work, I would take it.

|                       | # of employees | YES | NO  |
|-----------------------|----------------|-----|-----|
| Central Region Role B | 181            | 11% | 89% |
| Eastern Region Role B | 276            | 15% | 85% |
| Western Region Role B | 18             | 14% | 86% |
| All Role B            | 475            | 14% | 86% |
| Central Region Role A | 380            | 22% | 78% |
| Eastern Region Role A | 374            | 23% | 77% |
| Western Region Role A | 40             | 21% | 79% |
| All Role A            | 794            | 22% | 78% |
| All COMPANY           | 2075           | 21% | 79% |

### Data Highlights

- It is interesting to note that 21% of employees would accept an offer from another organization, yet only 14% of employees identified their plan to leave in the next 12 months (Length of Service Intentions Question #2).
  - The difference in the responses could indicate that 7% of employees are not actively looking for an opportunity; however, their commitment to COMPANY is not strong enough to keep from trying another healthcare organization if presented with an opportunity.
- While 35% of employees want to change jobs within the next two years, 26% say they will also *leave COMPANY* during that timeframe. This means that two of every three employees intending to change jobs will leave the organization altogether over the next two years.
- Length of Service Intentions varies significantly between all departments surveyed. The *range* for organization demographic groups of employees who would accept another position is *0% to 69%*.
  - Low end of range: Executives and CEO's Office which are both 0%.
  - High end of range: Information Technology at 69% and Public Affairs & Community Engagement at 32%.

### Key Decisions and Actions

- Identify key employees or positions required to achieve COMPANY organization goals and Critical Success Factors, and determine what actions must be implemented to keep these employees or prolong their stay.
- What current initiatives help create a high level of commitment between employees and COMPANY? What additional actions are required to increase the bond between employee, supervisor, and the organization?

# Recommendations

Based on the Employee Engagement Survey, the Center for Talent Solutions provides the following recommendations.

| Recommendation   | Actions  |
|--|--|
| <b>1. Maximize training and resources to build managers' capabilities to engage and retain employees</b> | <ul style="list-style-type: none"> <li>• Hold all managers accountable to share survey results and:               <ul style="list-style-type: none"> <li>• Know what is "most critical" to engage each person to perform at their best and which creates a place they want to stay</li> <li>• Have a solid understanding of how well each person's current work situation is meeting their needs</li> <li>• Identify at least one action the team can take to impact engagement and work with each employee to identify one action that will impact their personal engagement</li> </ul> </li> <li>• Ensure every manager completes the Engaging and Retaining Talent Workshop which equips participants to use the Retention Cards™, conduct a one-to-one dialogue, use a team member talent plan and develop seven core manager capabilities needed to engage and retain employees.</li> <li>• Consider offering a "Talent Coach" workshop to the P&amp;O organization which will build their capabilities to coach COMPANY managers in the effective use of the key manager practices.</li> </ul> |
| <b>2. Maximize the use of COMPANY's Take Action Solutions</b>  | <ul style="list-style-type: none"> <li>• Use the COMPANY Take Action Solutions to solve for selected performance areas identified by survey results. Support and encourage managers to share success stories.</li> <li>• Use Take Action Solutions reporting to track solutions selected and success stories created across departments and operating areas.</li> </ul>  |
| <b>3. Take action to understand what is causing employees to leave COMPANY</b>                           | <ul style="list-style-type: none"> <li>• Use the Length of Service Intentions practice to understand when employees plan to leave the organization.</li> <li>• Implement a robust Exit Interview process that is able to identify the key factors impacting employee turnover.</li> <li>• Create an initiative to identify employees' top 3 needs that if not a strength, would cause the employee to reduce his or her engagement and desire to stay at COMPANY.</li> </ul>   |
| <b>4. Initiate Engagement Planning</b>   | <ul style="list-style-type: none"> <li>• Provide the Engagement Planning practice to managers and leaders to enable them to assess engagement levels at an individual employee level and determine actions to maintain or improve engagement for each person.</li> </ul>   |
| <b>5. Equip Leaders to create Talent Accountability</b>  | <ul style="list-style-type: none"> <li>• Creating Talent Accountability is an absolute requirement for achieving and maintaining high levels of talent results. Determine what leaders must do to increase accountability for engaging and retaining talent.</li> <li>• Leaders and managers have a higher engagement level than the rest of the organization. Leverage your leaders' engagement level to drive key organization initiatives and to role model and lead others by example.</li> </ul>  |

## Recommendations continued

| Recommendation  | Actions   |
|---|---|
| <b>6. Brand and communicate the Strengths and what is Going Well at COMPANY</b> | <ul style="list-style-type: none"> <li>• Leverage the fact that employees love what they are doing and feel they are making a positive impact by branding internally to existing employees as well as externally to help in recruiting efforts. Share how the COMPANY Employee Value Proposition compares to other organizations.</li> </ul>  |
| <b>7. Take action on Work Environment items in COMPANY Top 10</b>               | <ul style="list-style-type: none"> <li>• The work environment is critical – six of the Top 10 “most critical” items fall into the work environment category. This area is not only influenced by managers and supervisors, but also by a team and other leaders within the organization. These results provide an opportunity to include others, beyond the supervisors, in taking action to make a positive impact at COMPANY.</li> <li>• Make sure that managers and supervisors take the lead to positively impact the work environment.</li> <li>• Involve teams in taking action to improve key variables by implementing “team solutions” from the COMPANY <i>Take Action Solutions</i> website.</li> </ul> |