

Employee Engagement Survey Interpretive Analysis Report




DECISIONWISE
Leadership Intelligence™

About the Survey

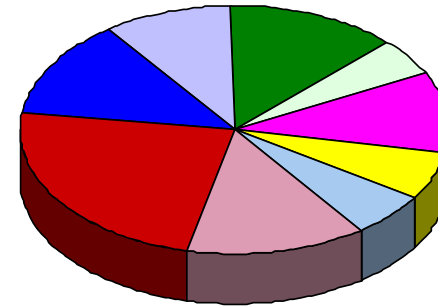
- The survey provides an assessment of specific areas of interest including:
 - My Job
 - My Co-workers
 - My Manager
 - My Department/Branch
 - Sample Company
- 520 Support Center employees and 5,502 Branch employees participated in the survey. This represents a participation of 80% from the Support Center, and 64% (estimated) from the Branches.
- Scores represent the percent of employees answering:
 - **Favorable:** Blue = % of 4s & 5s (Agree and Strongly Agree)
 - **Neutral:** White = % of 3s (Neutral)
 - **Unfavorable:** Red = % of 1s & 2s (Disagree and Strongly Disagree)



Participation from Support Center

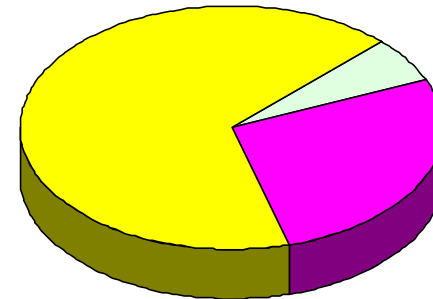
Department

- 5% Managing Committee
- 11 % Marketing
- 6% Training
- 6% Development
- 14% Finance & Accounting
- 24% Operations
- 13% Human Resources
- 10% I.T.
- 13% Other



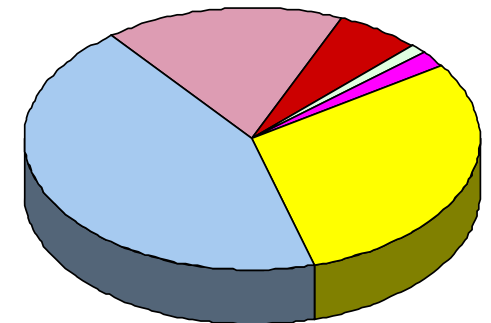
Education

- 6% High School graduate
- 27% Some College
- 67% College degree or more



Age

- 1% Under age 20
- 2% 20-29
- 30% 30-39
- 44% 40-49
- 17% 50-59
- 6% 60 or over

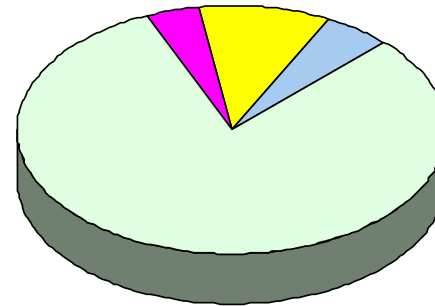


Numbers may not add to 100%, due to rounding.

Participation from the Branches

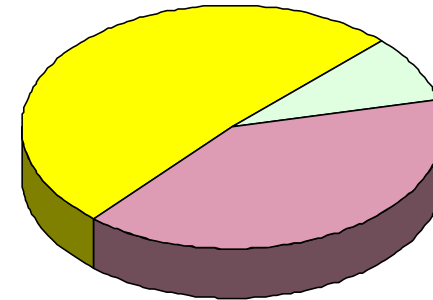
Job Title

- 81% Associate
- 4% Lead
- 10% Assistant Manager
- 5% General Manager



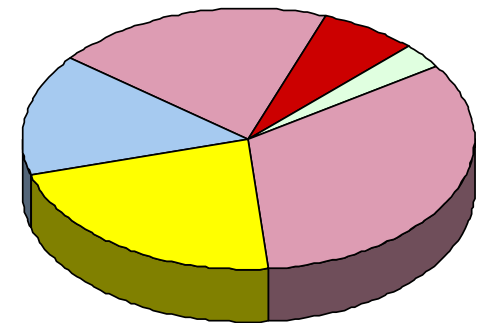
Education

- 9% High School Graduate
- 40% Some College
- 51% College Degree or More



Age

- 3% Under 20
- 33% 20-29
- 22% 30-39
- 15% 40-49
- 20% 50-59
- 7% 60 or Over

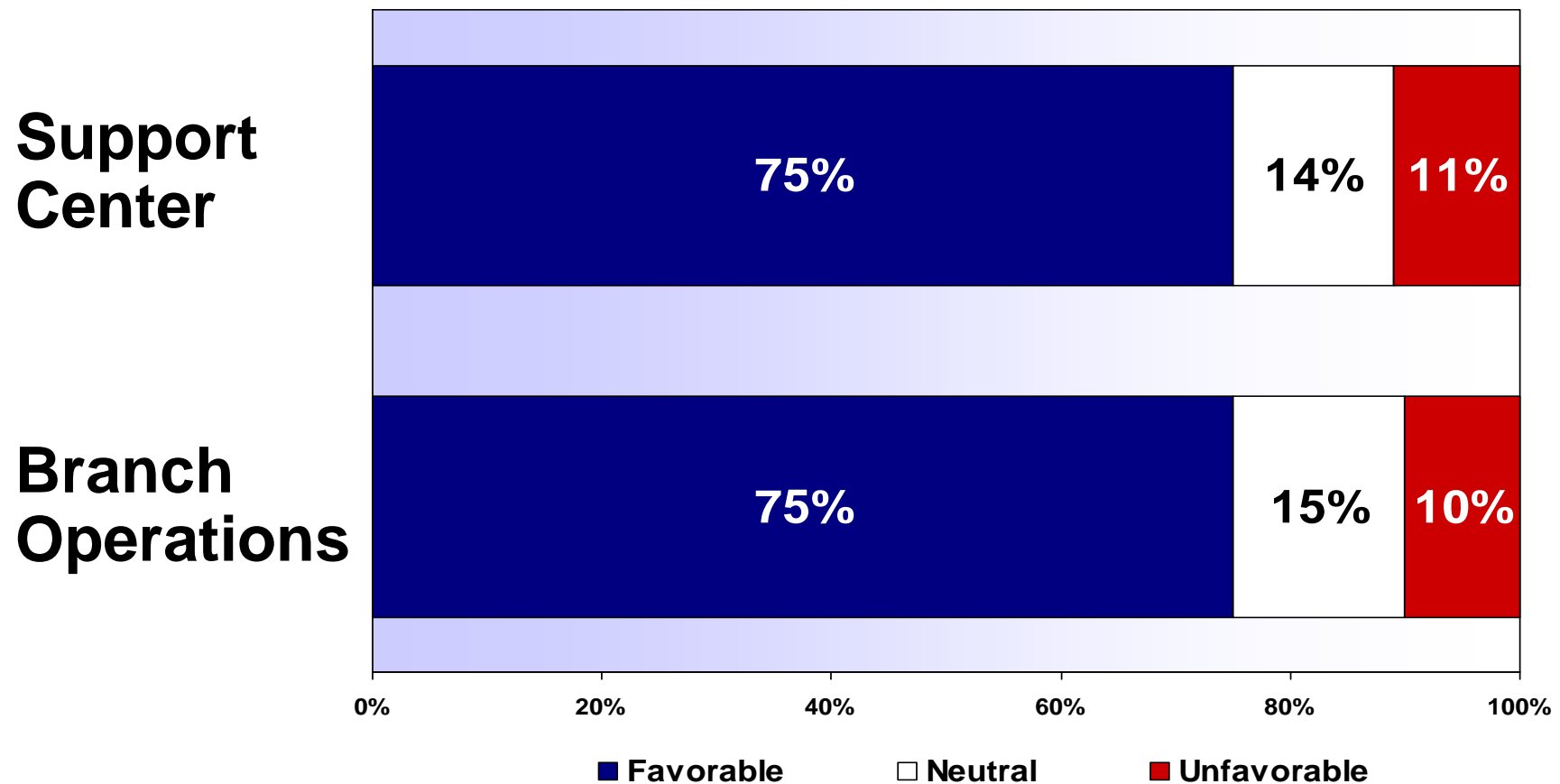


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Overall Engagement

Overall Engagement at Sample Company is “very good” with about three fourths of the employees (75%) answering favorable (Agree & Strongly Agree) across all questions. Both the Support Center and Branch Operations Overall Engagement scores are remarkably similar.

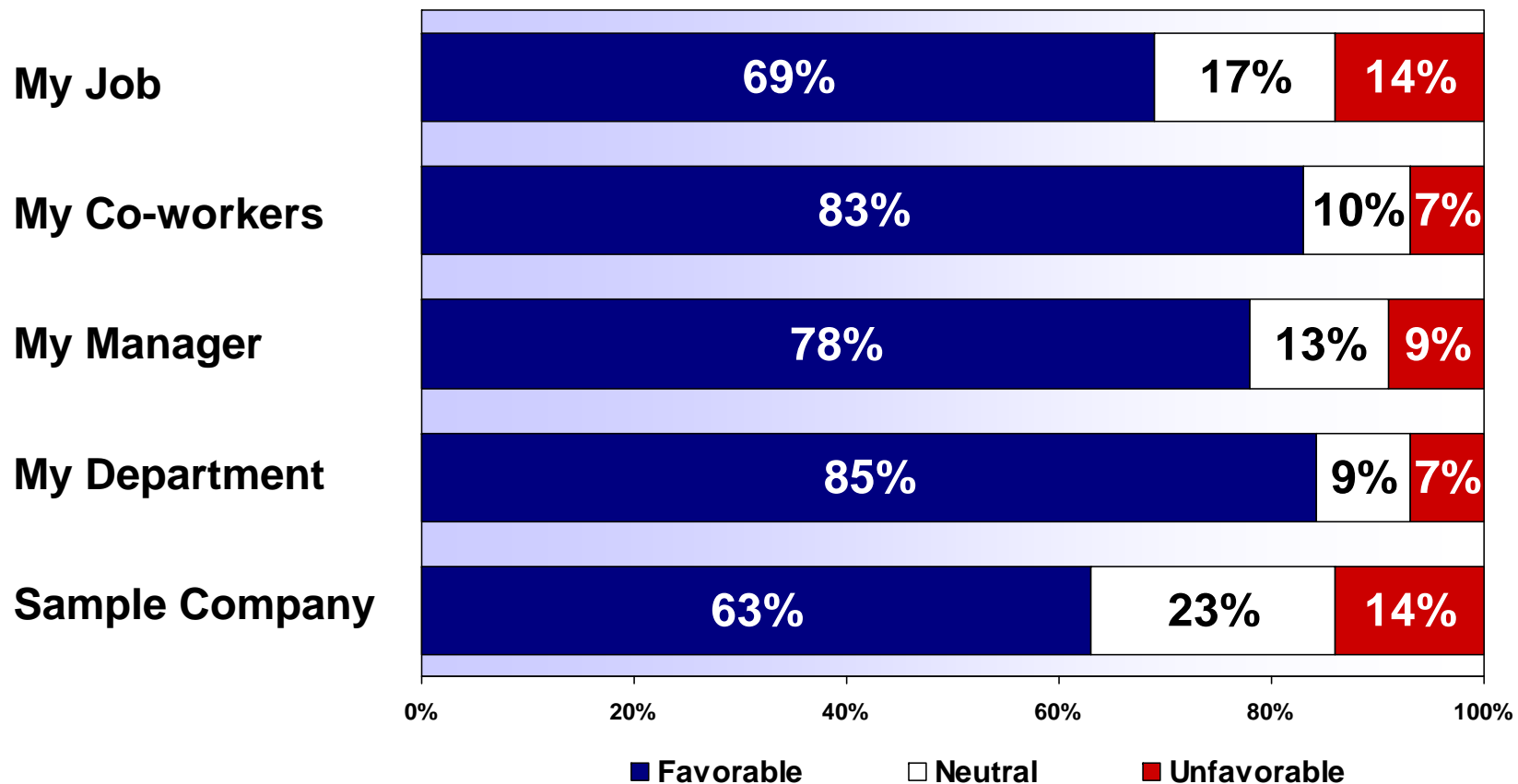
Typically, favorable scores between 60% and 70% are considered “good” scores. Favorable scores above 70% are considered “very good” and clearly above the norm according to benchmark standards.



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Support Center by Category

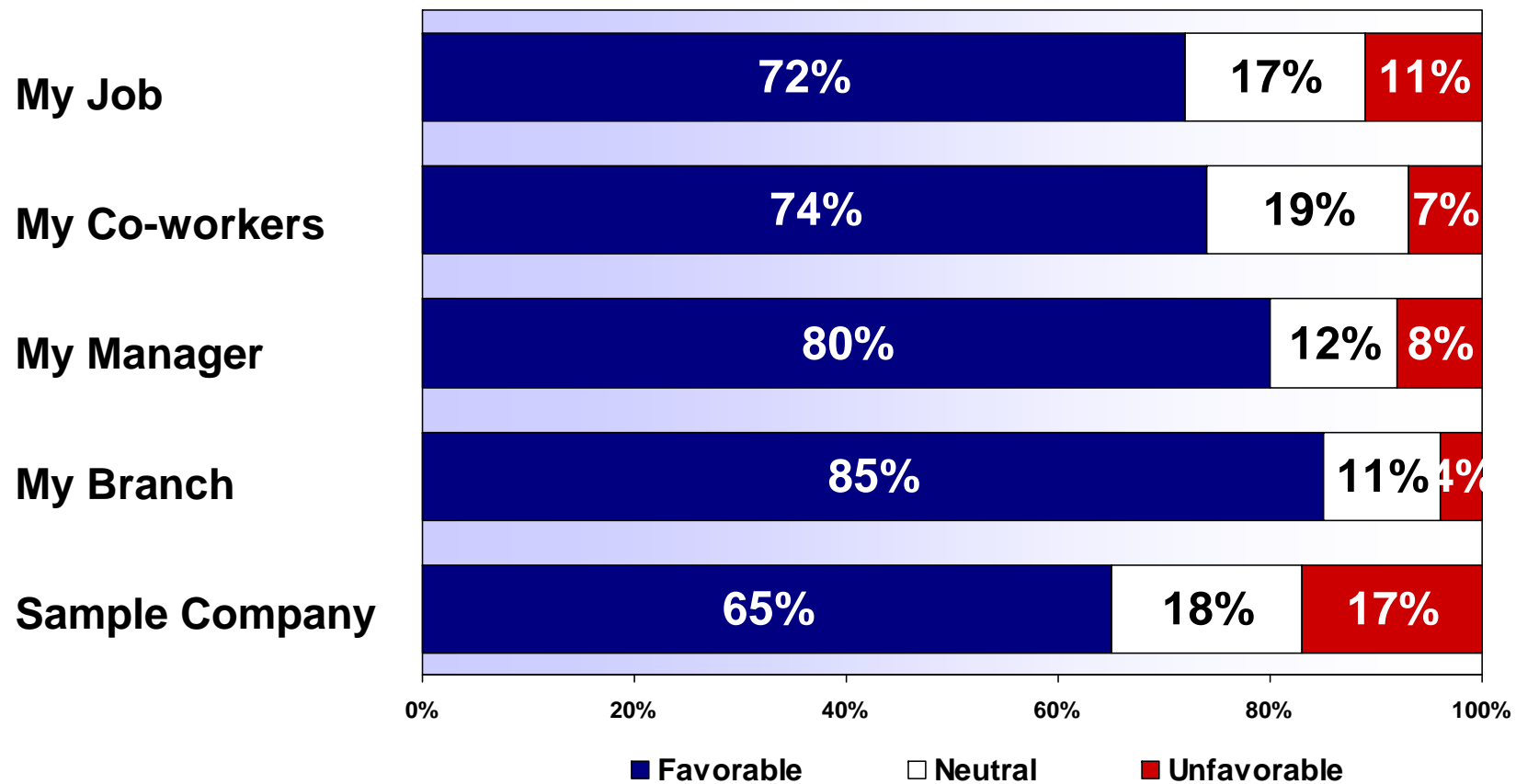
My Department (85%) and My Co-workers (83%) are the highest scoring categories for Support Center employees. Employees feel less favorable towards My Job (due to workload) and towards Sample Company (due to openness and communications).



Numbers may not add to 100%, due to rounding.

Branch Operations by Category

My Branch (85%) and My Manager (80%) are the highest scoring categories for Branch employees. Employees feel less favorable towards Sample Company (due to available tools and resources).

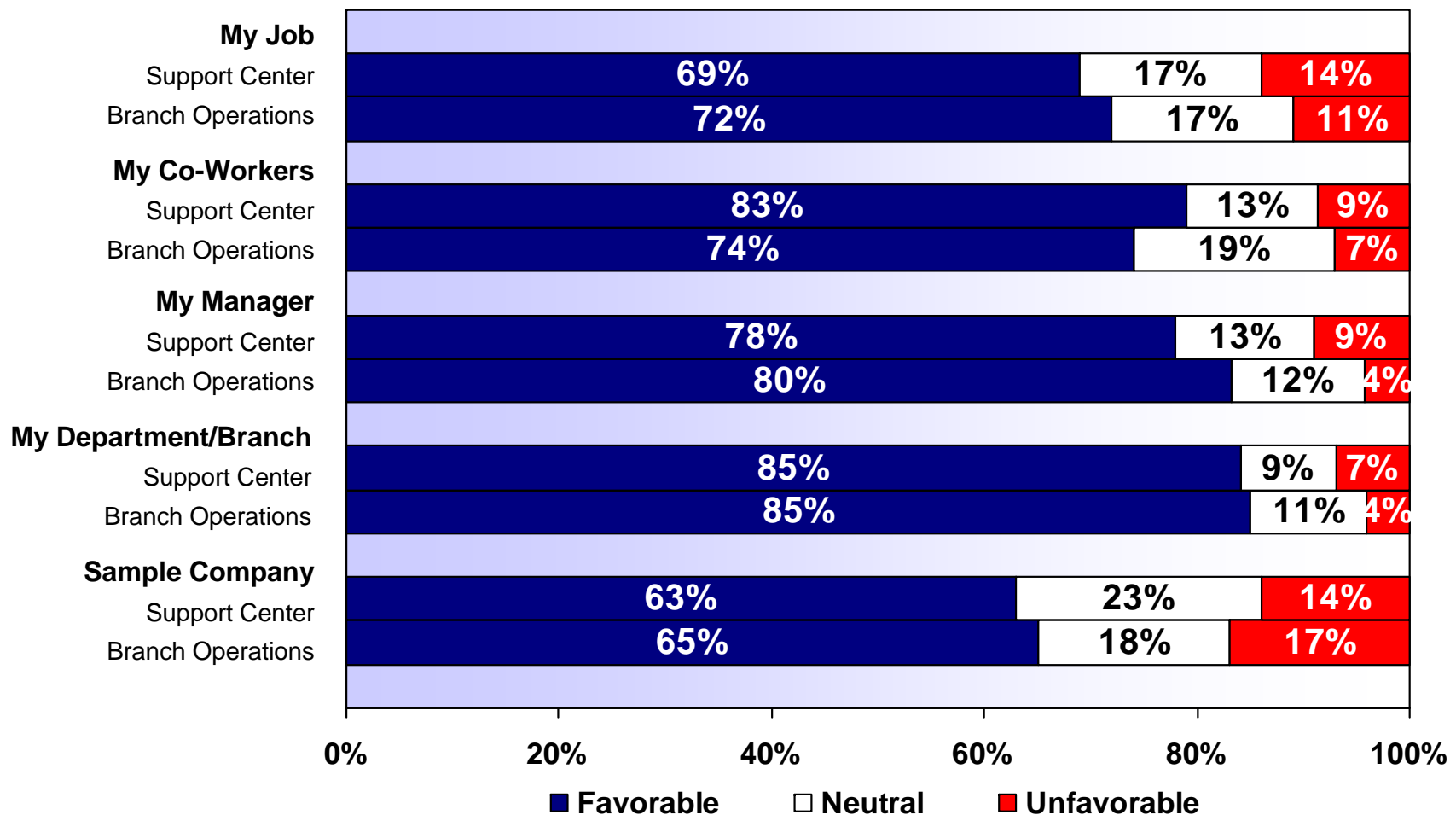


Numbers may not add to 100%, due to rounding.

Category Comparison

Both Support Center and Branch employees feel very similar towards their manager, their Department/Branch and the company.

Support Center employees feel significantly more favorable towards their co-workers, while Branch employees feel significantly more favorable towards their job.



Numbers may not add to 100%, due to rounding.

Highest Scores at the Support Center

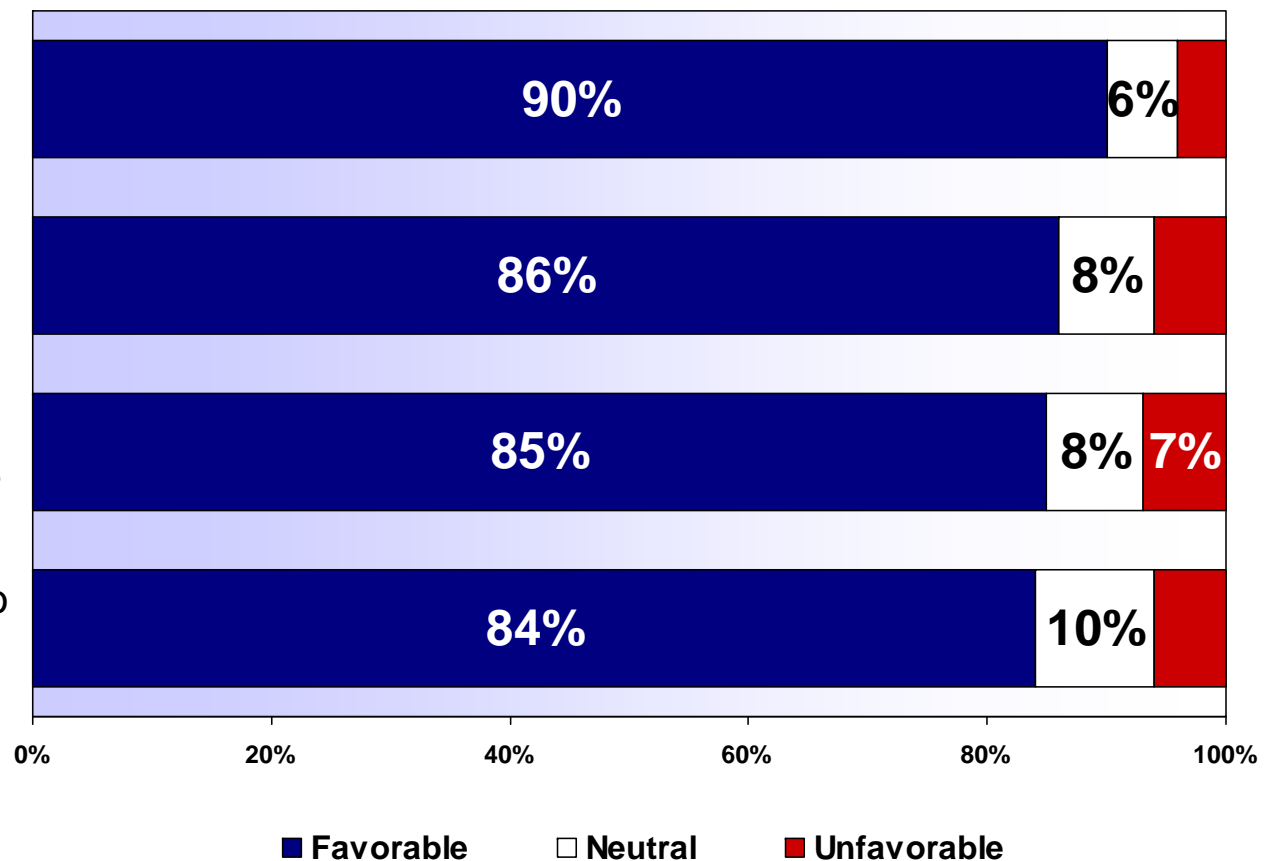
The Support Center employees feel most favorable about their immediate co-workers. The highest scores are in the areas listed below...

Q8. Those in my group listen to my ideas and value my opinions.

Q13. My manager maintains a friendly and professional relationship with all team members.

Q16. People in my department have the authority to do their jobs to the best of their abilities.

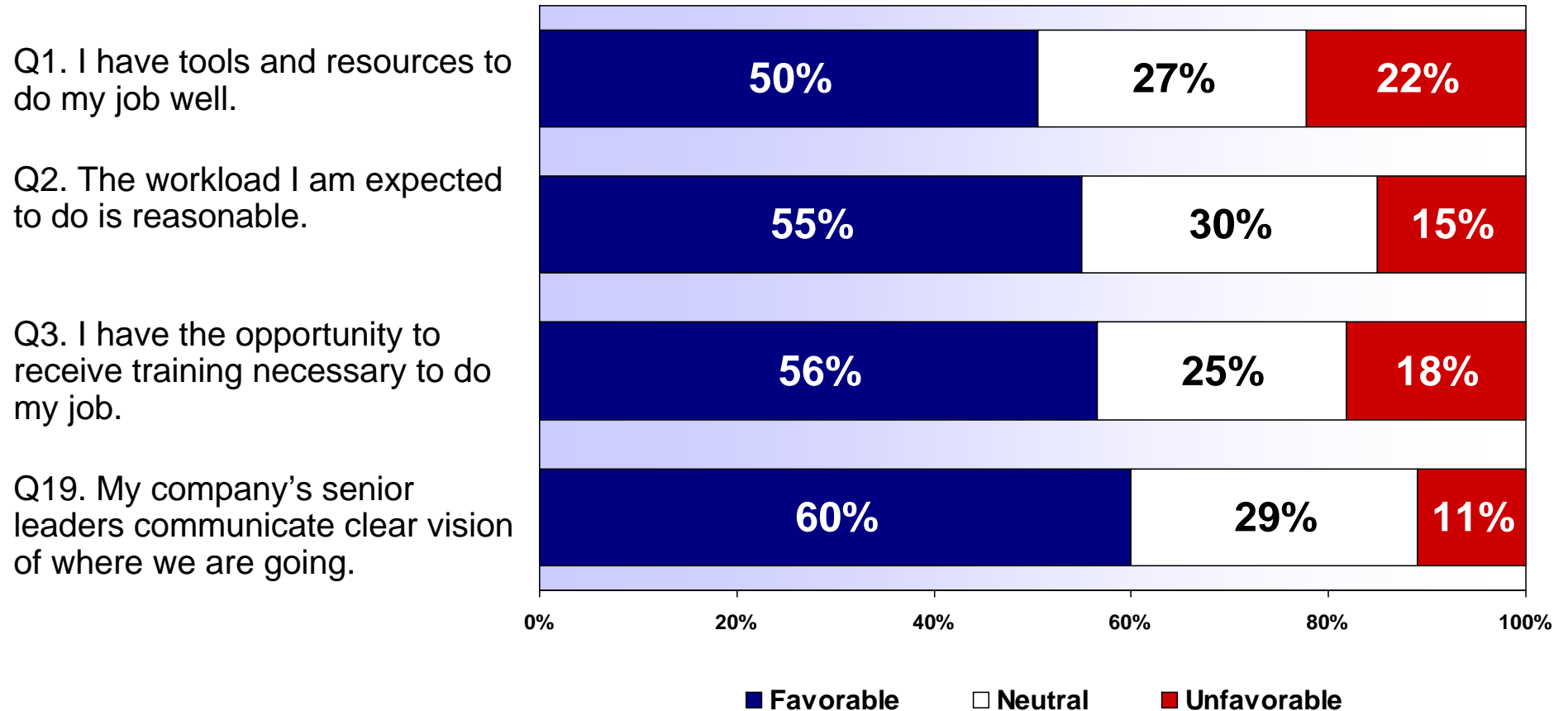
Q18. People in my department do what they say they will do.



Numbers may not add to 100%, due to rounding.

Lowest Scores at the Support Center

Support Center employees feel least favorably about issues dealing with their own job and the company's lack of clear vision from senior leaders.



Differences by Age—Support Center

Employees in the Under 20 age category feel significantly less favorable than any other age group at the Support Center. Overall Engagement as well as the lowest scoring questions are significantly more unfavorable for these employees at the Support Center.

Age Group: Under 20, N = 156

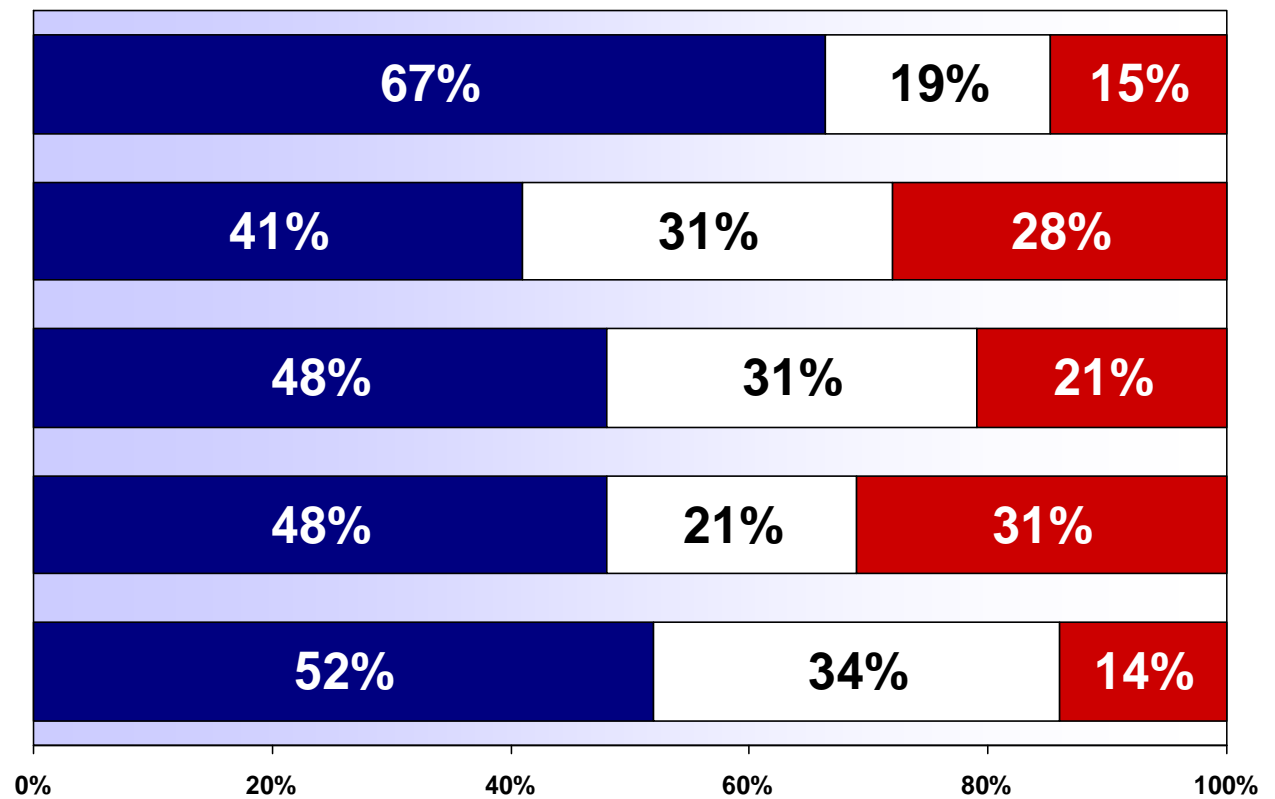
Overall Engagement

Q1. I have tools and resources to do my job well.

Q2. The workload I am expected to do is reasonable.

Q3. I have the opportunity to receive training necessary to do my job.

Q19. My company's senior leaders communicate clear vision of where we are going.



■ Favorable □ Neutral ■ Unfavorable

Numbers may not add to 100%, due to rounding.

Differences by Education—Support Center

Employees in the High School Graduate category feel significantly less favorable than any other education group at the Support Center. Overall Engagement as well as the lowest scoring questions are significantly more unfavorable.

Education Group: High School, N = 96

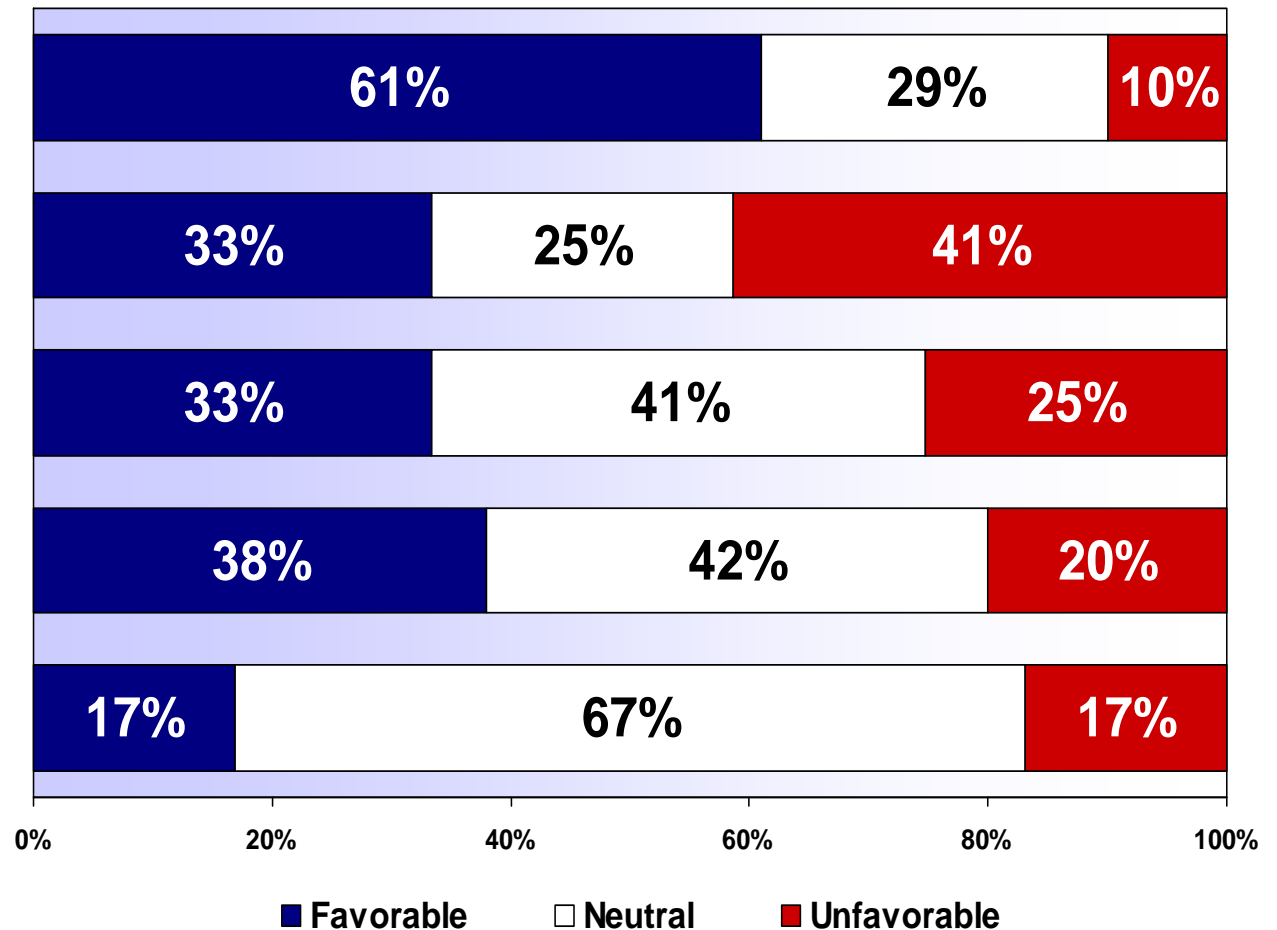
Overall Engagement

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Q19. My company's senior leaders communicate clear vision of where we are going.



0% 20% 40% 60% 80% 100%

■ Favorable □ Neutral ■ Unfavorable

Numbers may not add to 100%, due to rounding.

Key Drivers of Tools and Resources- Support Center

This slide shows the amount of correlation between Q.1 (tools and resources) and other questions. Those with the highest correlation coefficients are key drivers to the how participants responded to Q.1

Q2. The workload I am expected to do is reasonable.

Q3. I have the opportunity to receive training necessary to do my job.

Q16. People in my department have the authority to do their jobs to the best of their abilities.

Q19. My company's senior leaders communicate clear vision of where we are going.

Q3. I have the opportunity to learn new things and develop my talents.

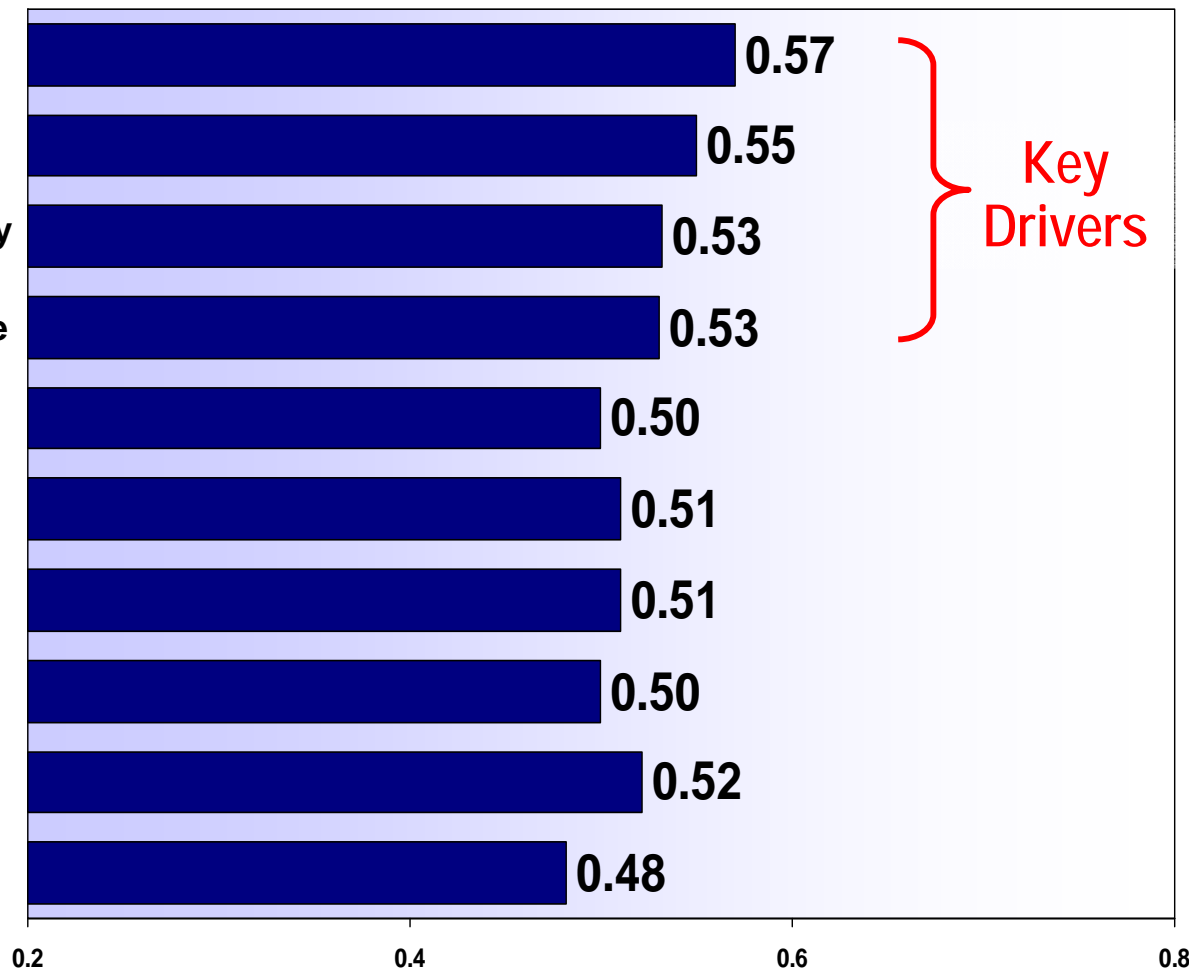
Q14. My manager regularly recognizes me when I do a great job.

Q18. People in my department consistently deliver superior quality products and services.

Q22. People at Sample Company are honest.

Q9. The people in other departments willingly share information with my department.

17. People in my department have the authority to do their jobs to the best of their abilities.

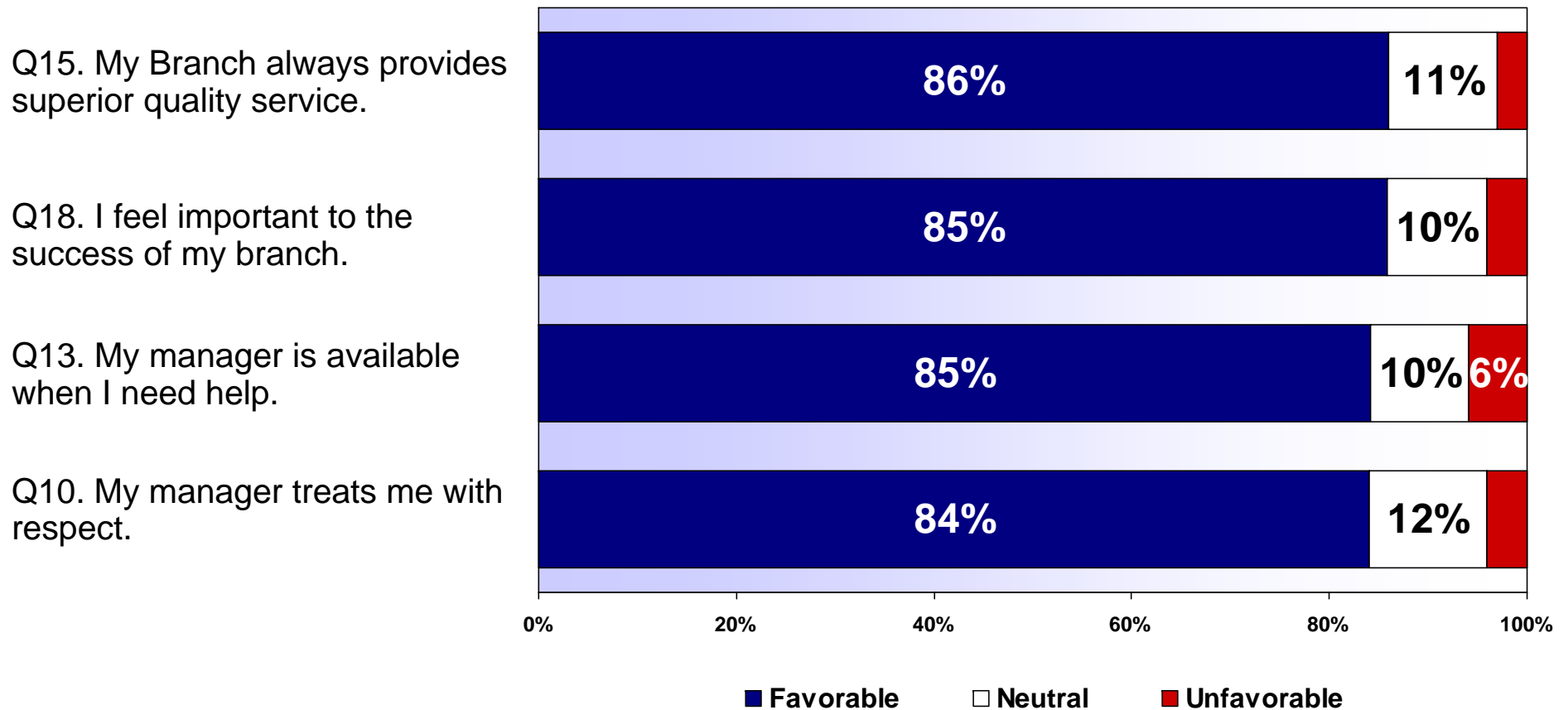


Scores represent correlation coefficients to amount of workload (Q. 2)



Highest Scores for the Branches

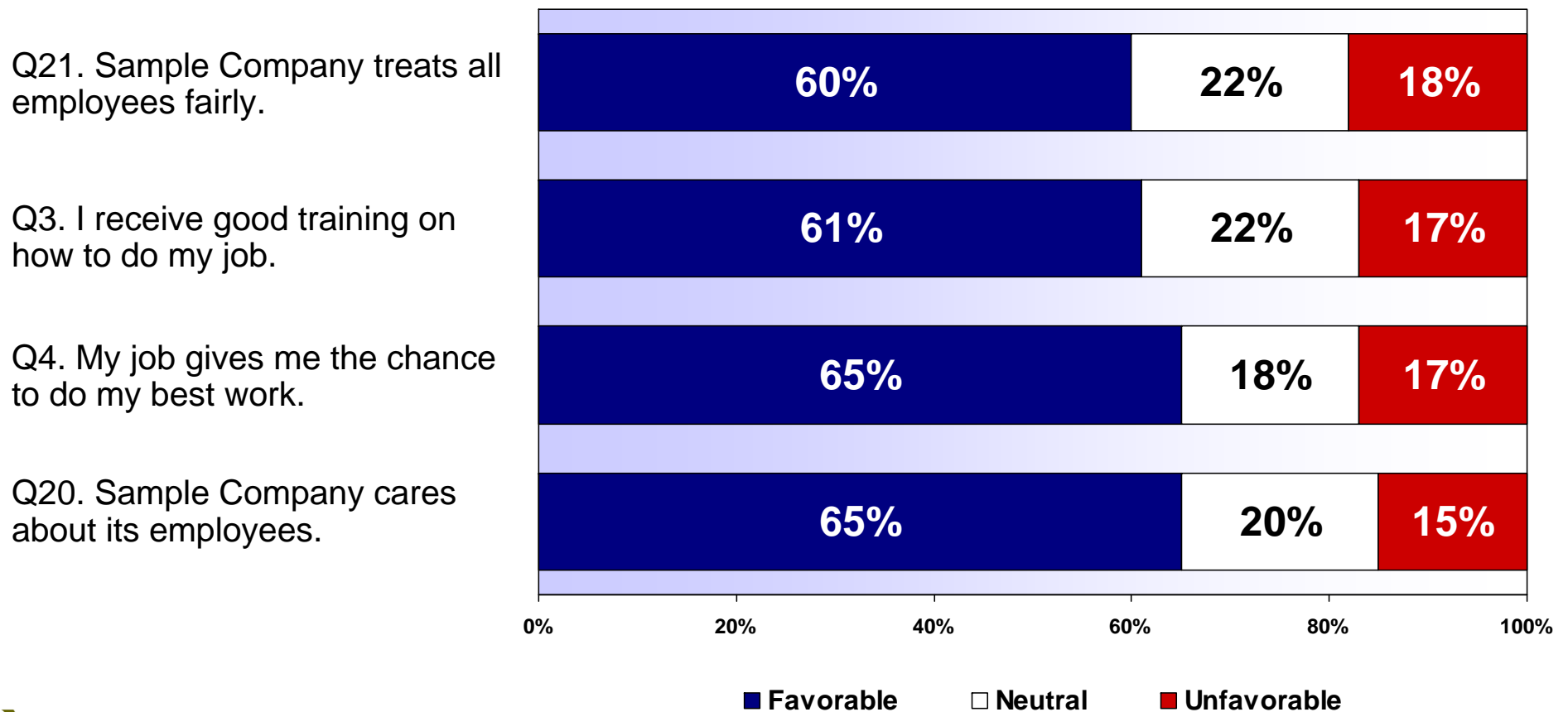
Branch employees provide great service and believe they are important to the success of the branch. Branch managers also receive high marks from employees.



Numbers may not add to 100%, due to rounding.

Lowest Scores for the Branches

Equity was the lowest scoring question for Branch employees. Perceptions about Sample Company caring, fair treatment, and adequate training are likely related to the treatment of new hires.

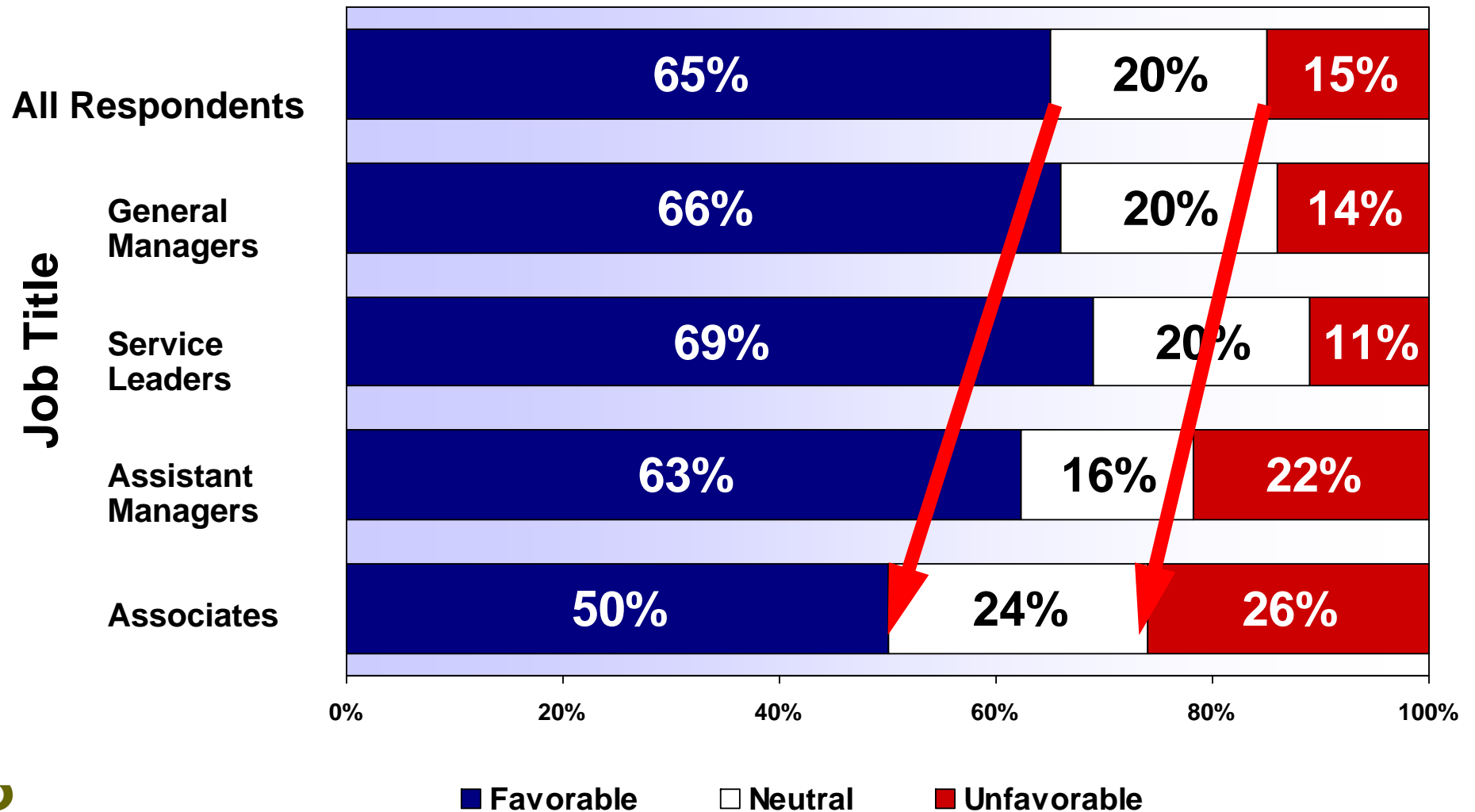


Numbers may not add to 100%, due to rounding.

Fair Treatment by Title at the Branches

Associates provide significantly more unfavorable scores about the fair treatment they have received.

Q21. Sample Company treats all employees fairly.



Numbers may not add to 100%, due to rounding.

Key Drivers of Fair Treatment - Branches

Receiving good training, and giving employees chance to do best work are the key drivers for how Branch employees feel about fair treatment in Sample Company (Q. 21).

Q3. I receive good training on how to do my job.

Q4. My job gives me the chance to do my best work.

Q13. My manager is available when I need help. employees.

Q20. Sample Company cares about its employees.

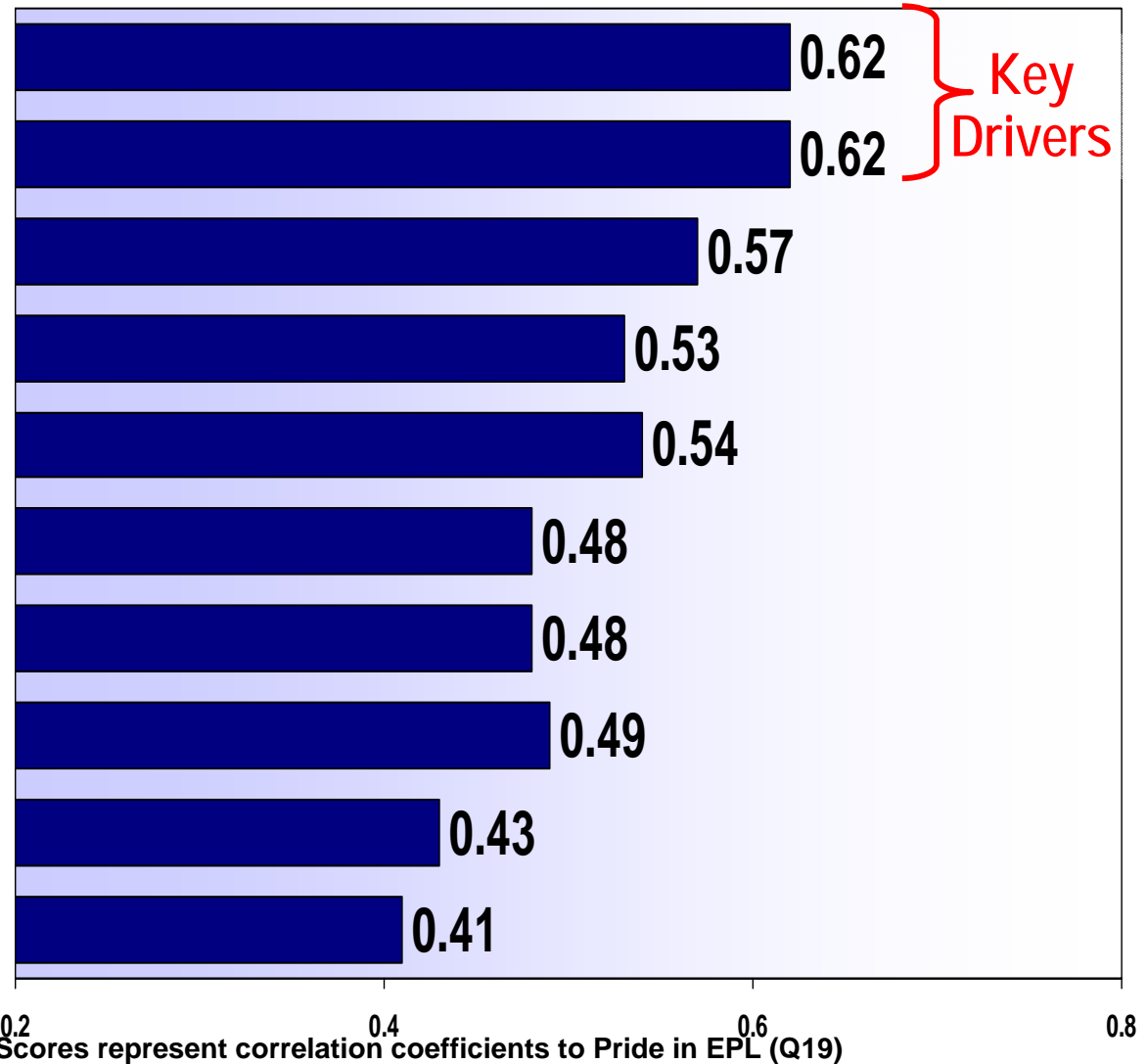
Q22. People at Sample Company are honest.

Q17. My Branch provides a safe and clean working environment.

Q15. My Branch always provides superior quality service.

Q16. My Branch provides excellent service to the customer.

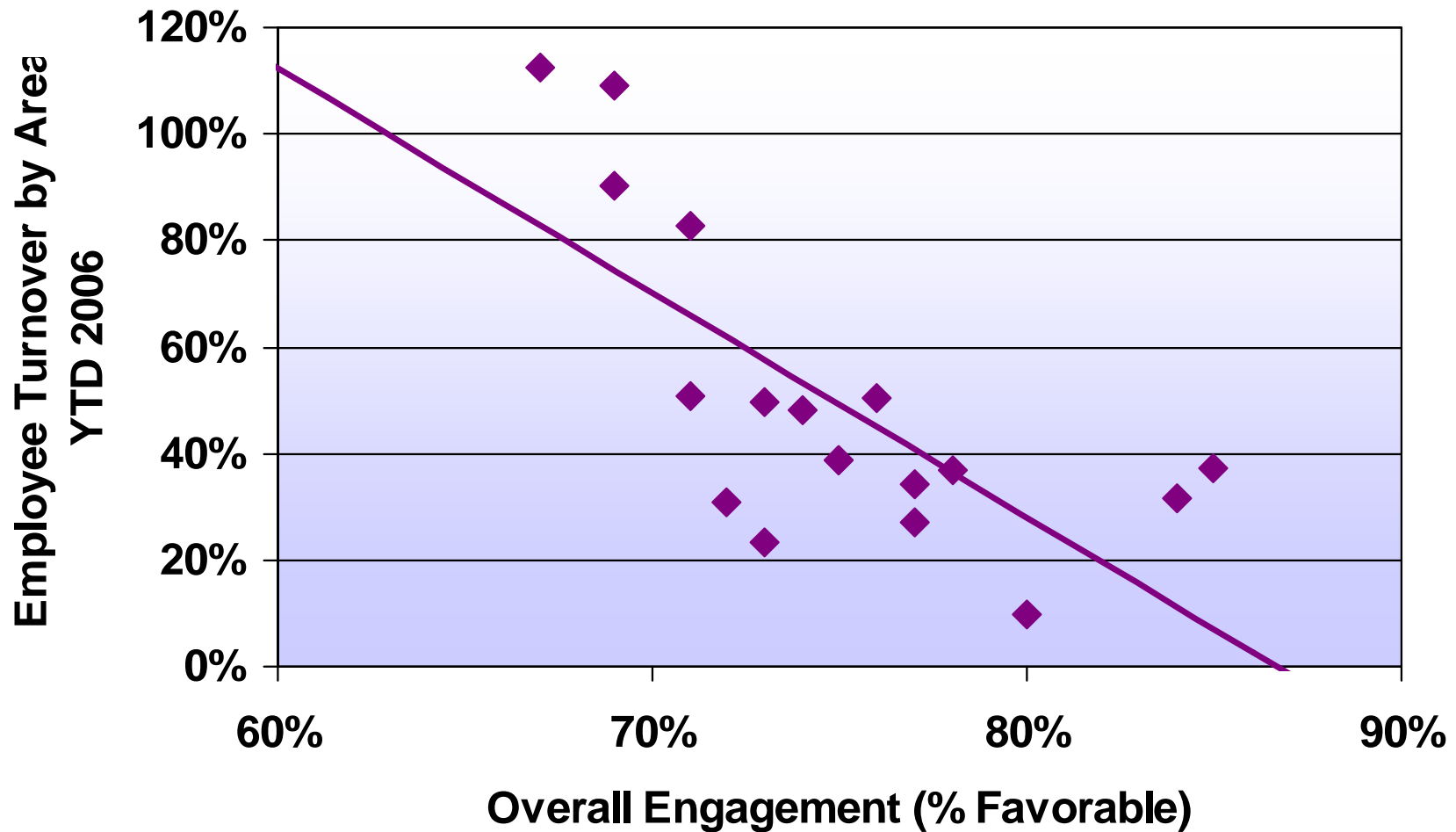
Q2. The amount of work I am expected to do is reasonable.



Engagement & Management Turnover

Higher Overall Engagement is related to lower Management Turnover.

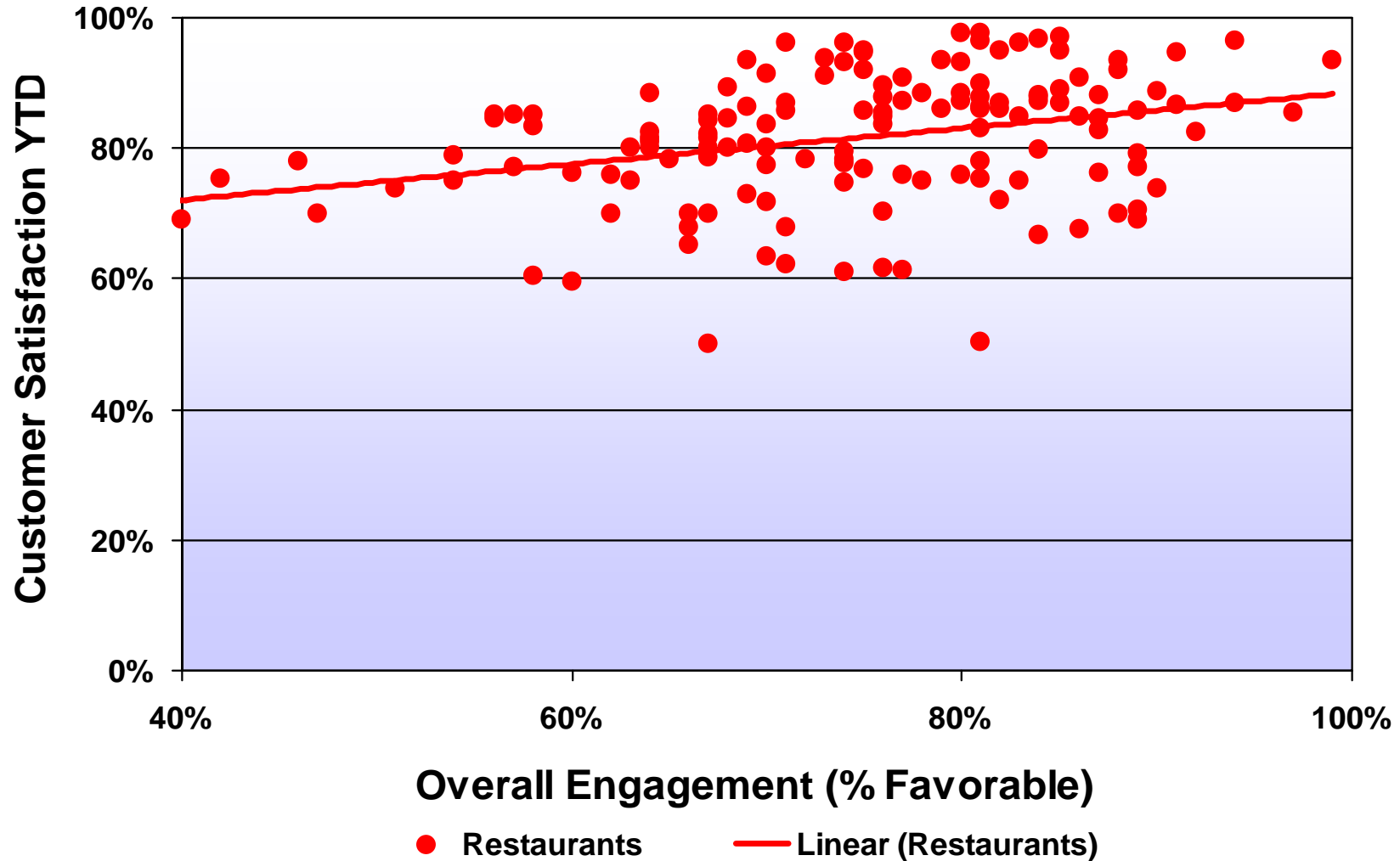
Management Turnover is more unpredictable with lower Overall Engagement.



◆ Area — Linear (Area)

Engagement & Customer Satisfaction

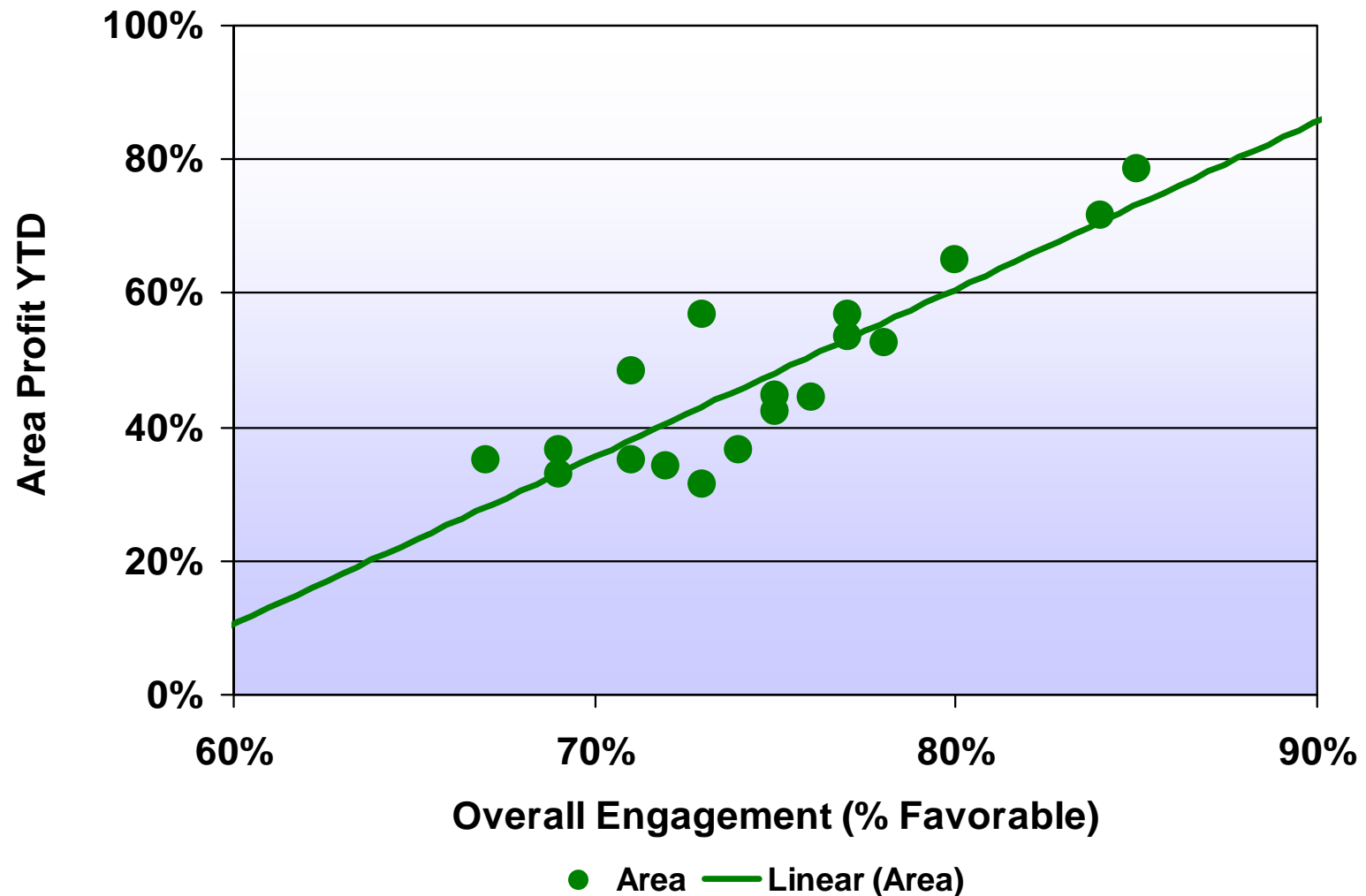
The level of Employee Engagement shows a bearing on Customer Satisfaction.



Engagement & Profit

Higher Overall Engagement is related to higher Branch Profit.

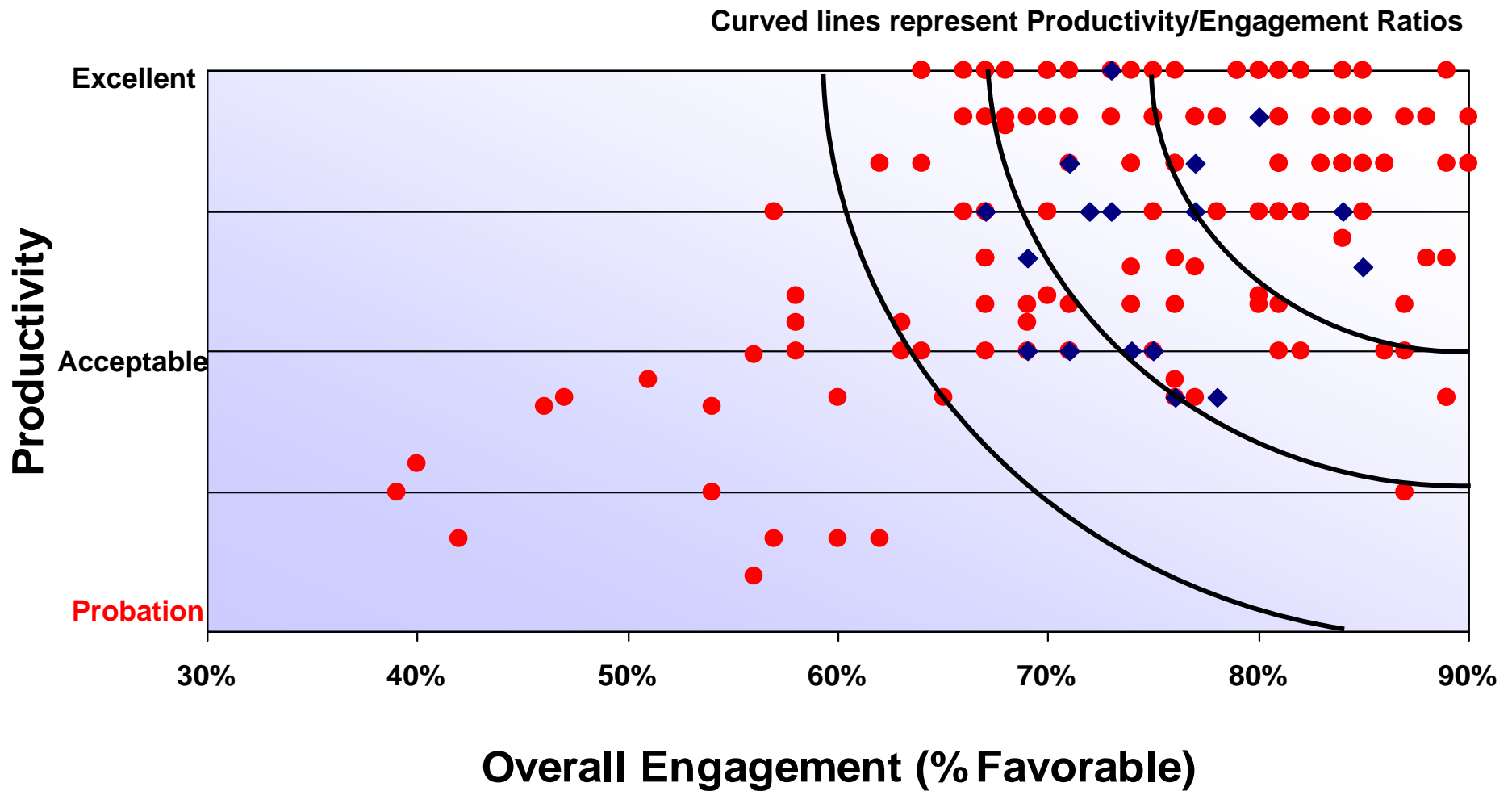
An increase in Engagement leads to a significant increase in Profit.



Engagement & Productivity

Higher Engagement is correlated with higher Productivity measures.

Productive Branches and Areas tend to be high on Employee Engagement.



● Branches ◆ Area

Branch Correlation = +0.156

Area Correlation = +0.161

Summary

- Overall Engagement at Sample Company is “very good” with about 75% of the employees answering favorable across all questions.
- Support Center employees feel most favorable about their immediate co-workers.
- Support Center employees feel least favorable about having the appropriate tools and resources to do their job. Workload is a real concern for Support Center employees. Having a reasonable workload, the opportunity to receive training, authority to do job well, and clear vision are the key drivers for how Support Center employees feel about the resources to do their job well.
- Branch employees like their managers and provide great service. The highest score for Branch employees is about the quality of their service. Other high scores are about managers treating employees with respect, manager availability, and the employee’s contribution to the success of the branch.
- The lowest scores for Branch employees are about their perception of Sample Company treating employees fairly, and the quality of training available to do their job. Employees also feel least favorable about the chance to do their best work.
- Associates feel the greatest impact from the perceived lack of fairness by Sample Company. Associates also score significantly more unfavorable about the amount of training they have received.
- Employee Engagement is correlated to lower Employee Turnover, increased Profit, increased Customer Satisfaction and higher Productivity measures.



Recommendations

- 1. Roll out Employee Engagement results to all employees through a process that promotes trust, confidence and improvement.**
- 2. Involve and train Function and Area Leaders in the engagement action planning process.**
- 3. Acknowledge impact of workload and provide tools and resources where they are most needed.**
- 4. Incorporate Engagement as a business metric for managing the human capital.**
- 5. Continue to focus on Sample Company strengths—the quality of service and its people.**

