

ABC Limited 2014 Organization Summary Report

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Our people make the difference!

Provided by:



Introduction

Engagement Makes a Difference

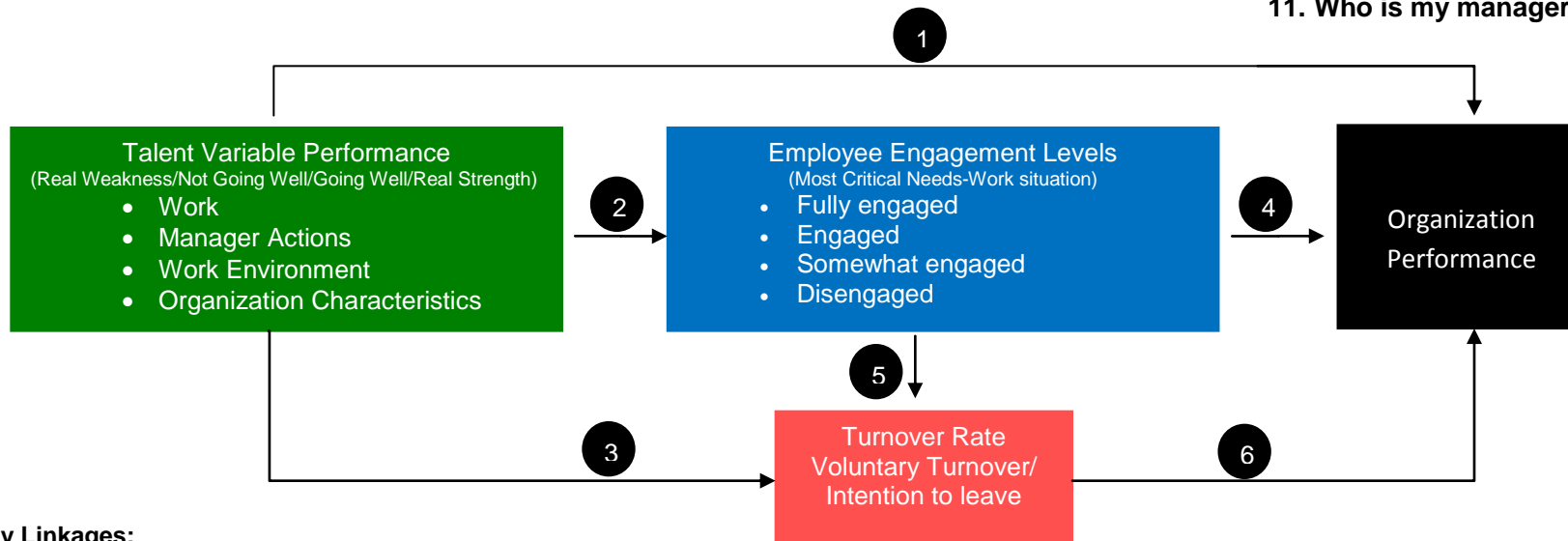
Engagement makes a real difference within organizations. As employees engage in their work, performance increases and people are more likely to stay in their job and with the organization.

To achieve short and long-term success, organizations must engage talent.

The Engagement Survey results will highlight the current areas driving and limiting results, as well as, show what's behind the desire to change jobs or leave the organization.

Report Sections

1. Introduction (pg 2)
2. Overview (pg 3)
3. Overall Engagement Distribution (pg 5)
4. Top 11 Most Critical Needs (pg 17)
5. Talent Variables by Category (pg 21)
6. Additional Survey Questions (pg 27)
7. STAY Decision Drivers (pg 28)
8. Organization priority grid (pg 39)
9. Data summary & Highlights (pg 40)
10. Recommendations (pg 41)
11. Who is my manager question (pg 42)



Key Linkages:

1. Talent Variable Performance ("Positive Response" OR "Strength") impacts Organization Performance.
2. Talent Variable Performance impacts Engagement Levels.
3. Talent Variable Performance impacts Turnover Rate or Intention to Leave.
4. Level of Engagement (Percent Fully Engaged, Engaged, Somewhat Engaged, or Disengaged) impacts Organization Results.
5. Employee Engagement impacts Turnover Rate.
6. Turnover Rate or Length of Service Intentions impacts (Operational Metrics).

Please Note: Rounding may cause some totals not to equal 100%.

Overview

Survey Process Overview:

Participant Experience:

A secure link or paper and pen questionnaires were emailed / given to each employee. The survey began by choosing a number of talent variables that are critical to “engaging you to perform at your best and create a place you want to stay”. Individuals then selected their “TOP 15” most critical needs. Following the selection of their personal engagement drivers, they then rated all 50 talent variables for their current work situation as either a “Real Strengths”, “Going Well”, “Not Going Well”, or a “Real Weakness”. The survey process then provided an opportunity to write about “one great achievement” they or the team has recently accomplished. We then provided a voluntary input section (length of service intentions) that provided an opportunity for each person to state their desire to “change jobs” or “leave the organization” The survey ended with a few open-ended response questions.

Survey Participation Results:

Category	#	%
Total Population for Survey	7131	100%
Participation	4612	65%
Total number of online surveys completed	4181	59%
Total number of paper and pen surveys completed	431	6%
In-Valid responses		
Paper and Pen invalid responses due to not marking 15 priorities	880	12%
Nil Variance data (no variance observed in response to 15 critical areas identified)	343	5%
Participants selected "Not Applicable" to 6 or more of their "Top 15 Most Critical Needs"	232	3%
Valid responses (NET)	3157	44%

Survey and Solutions Process Overview:

The key to success and making a sustainable impact on organization performance is FOCUS, OWNERSHIP, ACTION, and IMPACT. Leaders take the lead to make things happen... they pinpoint a few areas they own and show the organization through actions the information and effort to collect the data was important and will help focus improvements to impact long-term success.

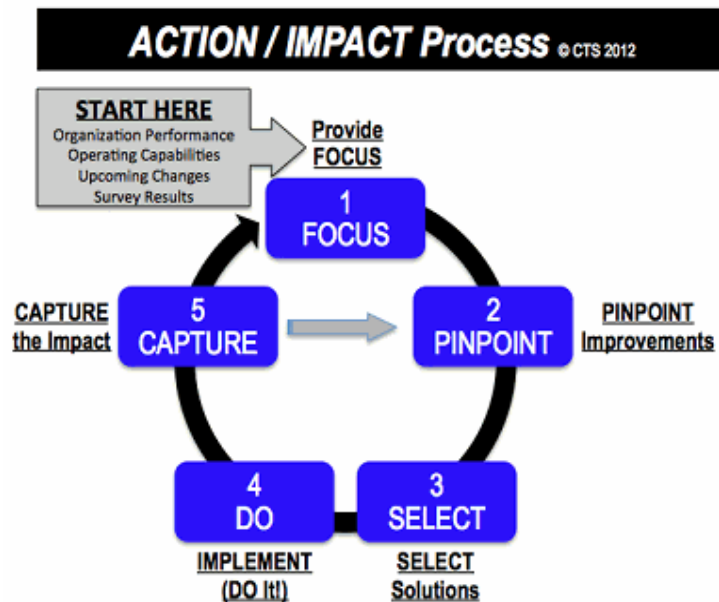
Leaders also need to reinforce what has been achieved so far and the progress made through targeted initiatives. Engaging talent is an on-going journey and requires continuous efforts to deal with emerging issues and ongoing organization changes.

The best leaders use the data to create insights into what is causing people to engage or may be limiting engagement. They use the data to create real conversations and test whether current improvement plans are focused on the changes needed to increase engagement, drive performance and create a place people want to stay.

Overview

What you should do next

The next step is about taking actions and creating Impact. We would recommend the following framework to do the same



FOCUS - Review the data and create a rich dialogue to develop a shared view of the real strengths and areas needing improvement.

PINPOINT - Outline where the team wants to take action and select the 1st focus area for improvement.

SELECT - Review the targeted talent solutions and select a solution(s) to implement.

DO - Define WHO will do WHAT by WHEN and begin implementing.

CAPTURE - Outline actions taken AND results achieved for Employees,

Leadership Questions: Use the following questions as you talk through the data with your team whilst deciding on actions to be taken

- 1) *What are the surprises?*
- 2) *What information does not surprise you?*
- 3) *What are we doing well?*
- 4) *What do we (as leaders) need to change with speed?*
- 5) *What questions do we want the organization to talk further about?*
- 6) *What issues will be difficult to discuss with the organization?*
- 7) *What is our plan to discuss the survey data with the organization?*

Overall Engagement Distribution

Engagement Distribution - Organization

The following Engagement Distribution was created based upon an employee's "most critical" needs. Each employee's Engagement Level was calculated by examining the number of "most critical" talent variables that were seen as "Real Strengths," "Going Well," "Not Going Well," or "Real Weaknesses."

As employees identify a greater number of their "most critical" talent variables as "real strengths" or "going well," they are more likely to choose to be "Engaged" or "Fully Engaged." Conversely, employees who identify a significant number of "most critical" needs as "real weaknesses" or "not going well" will typically choose to be "Somewhat Engaged" or "Disengaged."

Engagement Level	Description	ABC 2014
Fully Engaged	<ul style="list-style-type: none"> - Passionate about their work and the organization - Will do whatever it takes to deliver results - Feels like a true owner - Delivers consistent, high quality results is their trademark - Finds innovative solutions to the toughest problems - Seen as a role model and leader 	8%
Engaged	<ul style="list-style-type: none"> - Focused on their deliverables, project, and individual Responsibilities - Delivers good, solid performance - Always does their fair share of work - Works well with others and will help out when asked 	62%
Somewhat Engaged	<ul style="list-style-type: none"> - Selective about where they put their energy - Spends a lot of time doing things that are not helping customers or the organization - Delivers when they have to, or when you are watching - Does what it takes to get by - A "Master" at distracting others 	17%
Disengaged	<ul style="list-style-type: none"> - Only works when they have to, they really want to be doing something else - Results are NOT meeting the standard - Has a "We" - "They" perspective - Negative about the organization, as well as in their interactions with coworkers and customers 	13%

The Overall engagement score at ABC is 70%

This is the sum of the scores achieved as percentage of population that are Fully engaged and engaged population

Highly engaged workforce means that the employees are ready to go the extra mile to service the business objectives

Best employer organizations would have an engagement score of greater than 80%. However, a **70% score at ABC**, would slot it as one of the organizations which can easily move on the highest level with small focused and targeted steps

Engagement Distribution by Demographic

Engagement Distribution - Detailed Breakdown – By Location

Different parts of the organization and different slices of the organization will have different levels of engagement. Begin to identify the operating areas or specific organization groups on which to focus efforts which will increase or maintain engagement levels.

- What actions must be taken to ensure our “Fully Engaged” and “Engaged” employees stay at their current level of engagement?
- What actions must be taken to move our “Engaged” employees to the “Fully Engaged” Level?
- 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?

	Overall	Loc 1	Loc 2	Loc 3	Loc 4	Loc 5
# of employees	3157	203	197	103	219	228
Fully Engaged	8%	6%	15%	10%	8%	11%
Engaged	62%	80%	65%	67%	69%	63%
Somewhat Engaged	17%	10%	11%	17%	16%	18%
Disengaged	13%	4%	9%	6%	7%	8%
Delivering Performance	70%	86%	80%	77%	77%	74%
Push Forward/Pull Back Ratio	7:3	9:1	8:2	8:2	8:2	7:3

Engagement Distribution - Detailed Breakdown – By Location (contd.)

Different parts of the organization and different slices of the organization will have different levels of engagement. Begin to identify the operating areas or specific organization groups on which to focus efforts which will increase or maintain engagement levels.

- What actions must be taken to ensure our “Fully Engaged” and “Engaged” employees stay at their current level of engagement?
- What actions must be taken to move our “Engaged” employees to the “Fully Engaged” Level?
- 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?

	Loc 6	Loc 7	Loc 8	Loc 9	Loc 10	Loc 11
# of employees	300	513	142	178	738	336
Fully Engaged	8%	9%	6%	8%	6%	4%
Engaged	66%	62%	64%	59%	58%	42%
Somewhat Engaged	17%	17%	14%	17%	22%	19%
Disengaged	9%	12%	16%	16%	14%	35%
Delivering Performance	74%	71%	70%	67%	64%	46%
Push Forward/Pull Back Ratio	7:3	7:3	7:3	7:3	6:4	5:5

Engagement Distribution - Detailed Breakdown – By Age

	Overall	18 - 26 years	26 - 33 years	33 - 40 years	40 - 47 years	47 - 53 years	53 + years
# of employees	3157	1105	1205	498	178	78	73
Fully Engaged	8%	8%	7%	9%	10%	18%	8%
Engaged	62%	60%	62%	59%	61%	72%	71%
Somewhat Engaged	17%	18%	18%	17%	16%	5%	14%
Disengaged	13%	14%	13%	15%	13%	5%	7%
Delivering Performance	70%	68%	69%	68%	71%	90%	79%
Push Forward/Pull Back Ratio	7:3	7:3	7:3	7:3	7:3	9:1	8:2

Engagement Distribution - Detailed Breakdown – By Employee Classification

	Overall	Dept 1	Dept 2	Dept 3	Dept 4	Dept 5	Dept 6
# of employees	3157	344	192	270	1139	441	771
Fully Engaged	8%	10%	10%	11%	4%	10%	9%
Engaged	62%	60%	63%	55%	62%	64%	61%
Somewhat Engaged	17%	22%	14%	16%	19%	17%	15%
Disengaged	13%	8%	13%	18%	15%	9%	15%
Delivering Performance	70%	70%	73%	66%	66%	74%	70%
Push Forward/Pull Back Ratio	7:3	7:3	7:3	7:3	7:3	7:3	7:3

Engagement Distribution - Detailed Breakdown – By Length of service

	Overall	Less than 6 months	6 - 12 months	1 - 2 years	3 - 5 years	6 - 10 years	11 - 15 years
# of employees	3157	595	558	853	785	304	35
Fully Engaged	8%	9%	8%	7%	7%	9%	9%
Engaged	62%	62%	59%	60%	66%	60%	66%
Somewhat Engaged	17%	17%	18%	18%	16%	17%	11%
Disengaged	13%	12%	15%	15%	11%	14%	14%
Delivering Performance	70%	71%	67%	67%	73%	69%	75%
Push Forward/Pull Back Ratio	7:3	7:3	7:3	7:3	7:3	7:3	8:2

Engagement Distribution - Detailed Breakdown – By Grade

	Overall	LL1	LL2	ML1	ML2	ML3	OL1	OL2
# of employees	3157	23	11	82	27	11	1810	365
Fully Engaged	8%	4%	9%	4%	7%	27%	7%	8%
Engaged	62%	57%	82%	59%	44%	46%	62%	62%
Somewhat Engaged	17%	22%	9%	21%	30%	9%	17%	16%
Disengaged	13%	17%	0%	16%	19%	18%	14%	14%
Delivering Performance	70%	61%	91%	63%	51%	73%	69%	70%
Push Forward/Pull Back Ratio	7:3	6:4	9:1	6:4	5:5	7:3	7:3	7:3

Engagement Distribution - Detailed Breakdown – By Grade (Contd.)

	Overall	OL3	PL1	PL2	PL3	PL4	PL
# of employees	3157	133	312	103	60	15	198
Fully Engaged	8%	11%	9%	13%	8%	0%	11%
Engaged	62%	57%	62%	54%	69%	40%	64%
Somewhat Engaged	17%	20%	16%	22%	15%	40%	14%
Disengaged	13%	12%	13%	11%	8%	20%	11%
Delivering Performance	70%	68%	71%	67%	77%	40%	75%
Push Forward/Pull Back Ratio	7:3	7:3	7:3	7:3	8:2	4:6	8:2

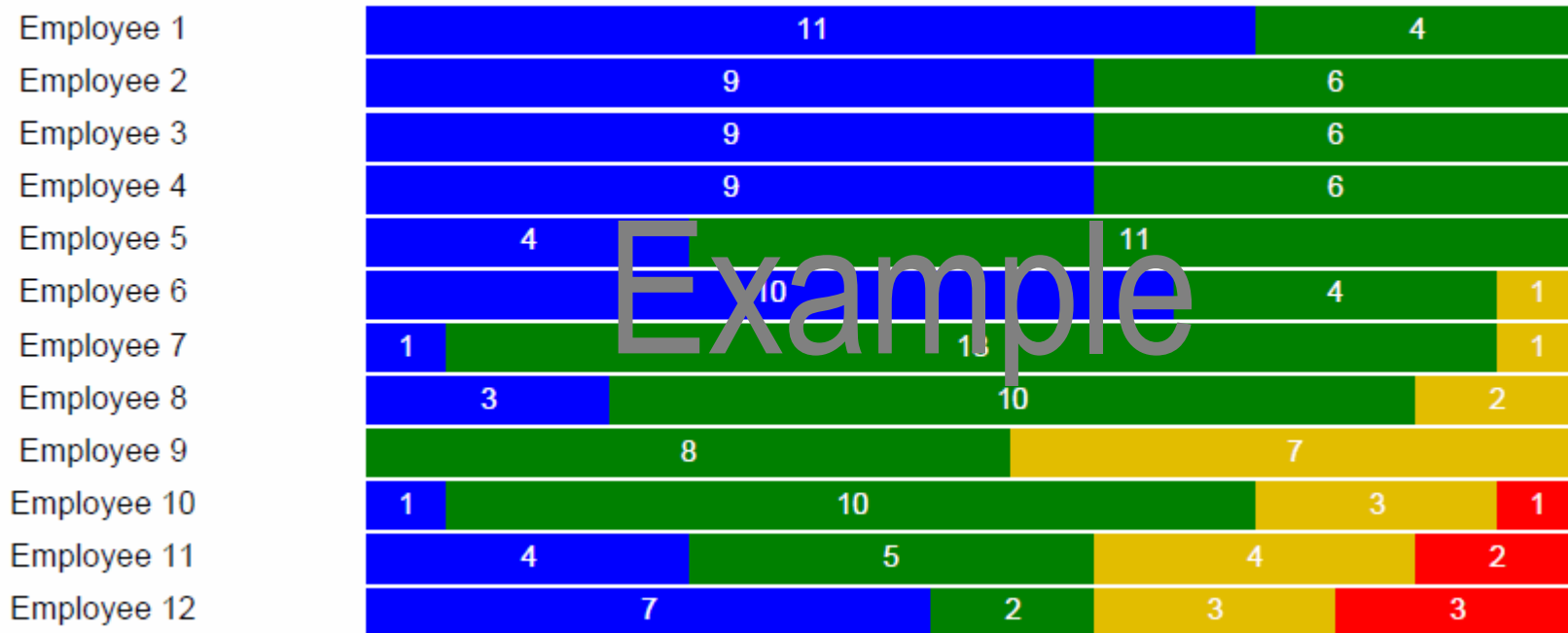
Most Critical Needs Profiling

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 Real Strengths, Going Well, Not Going Well and Real 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.

Key: ■ Real Strength ■ Going Well ■ Not Going Well ■ Real Weakness ■ Not Applicable

Current Work Situation %



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.

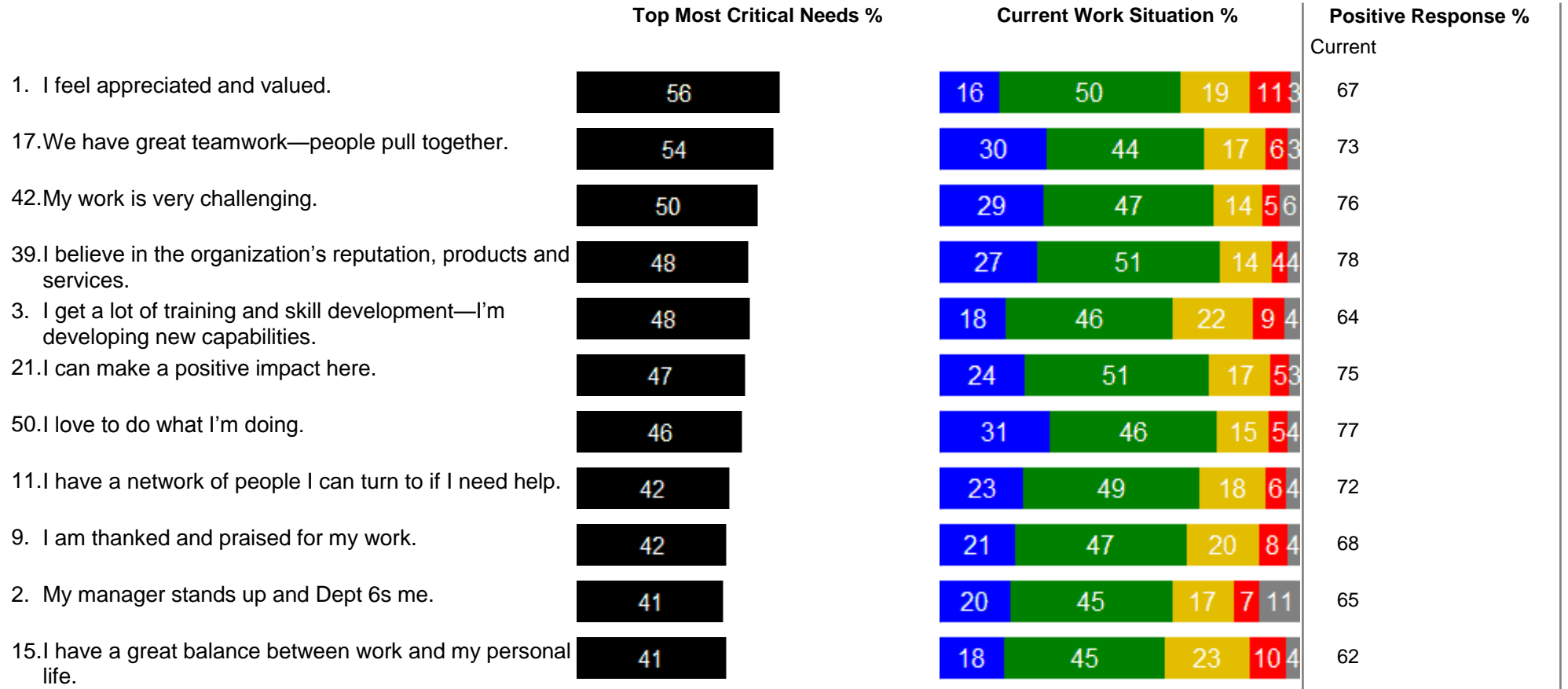
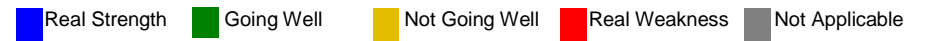
Top 11 Most Critical Needs

Employees were asked to select the items that are "most critical" to engaging them to perform at their best and/or creating 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.

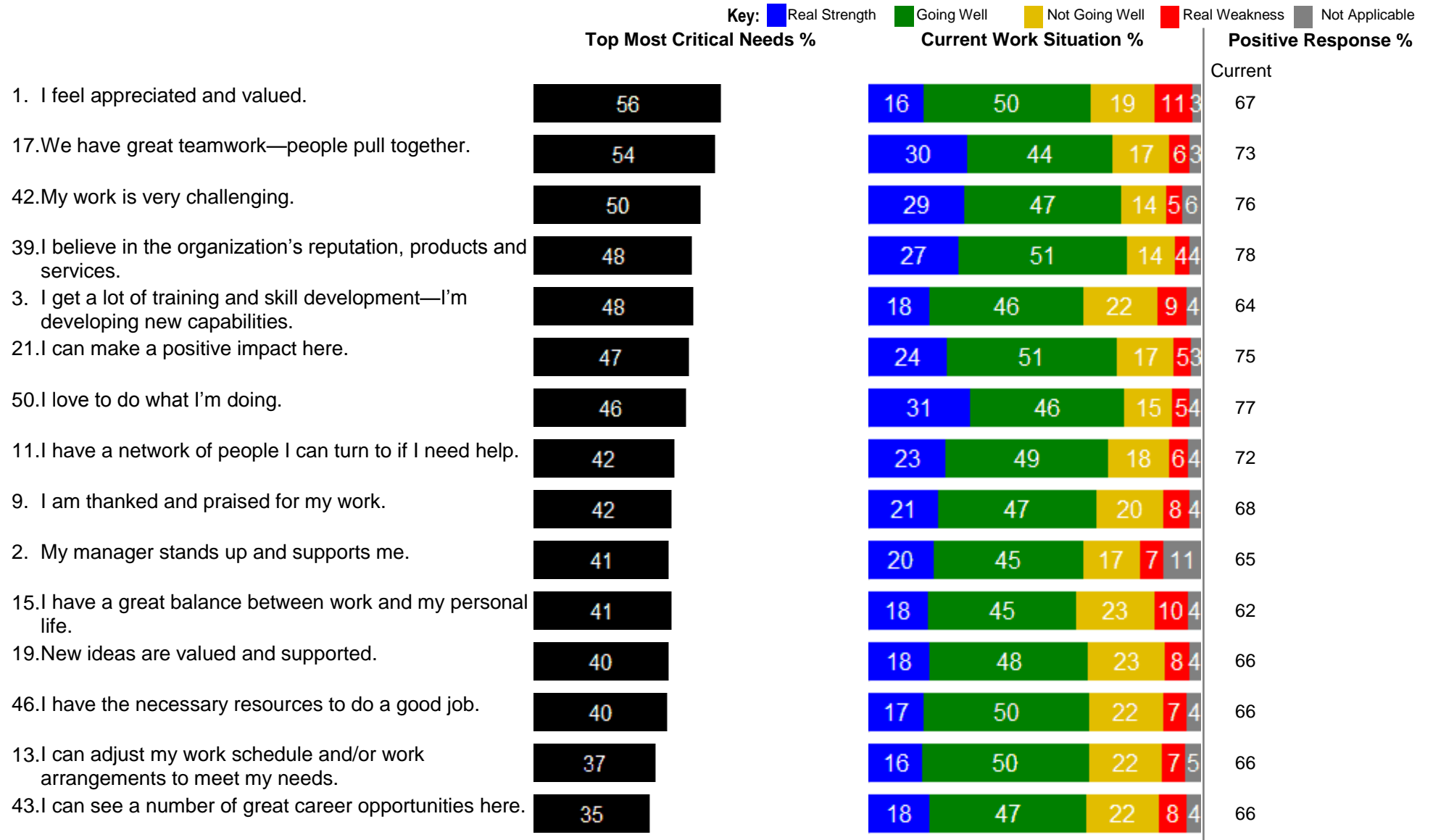
An organization can make an impact on engagement levels by taking action to make sure all individuals have a work situation which is "going well" or a current "strength" for the top "most critical" needs.

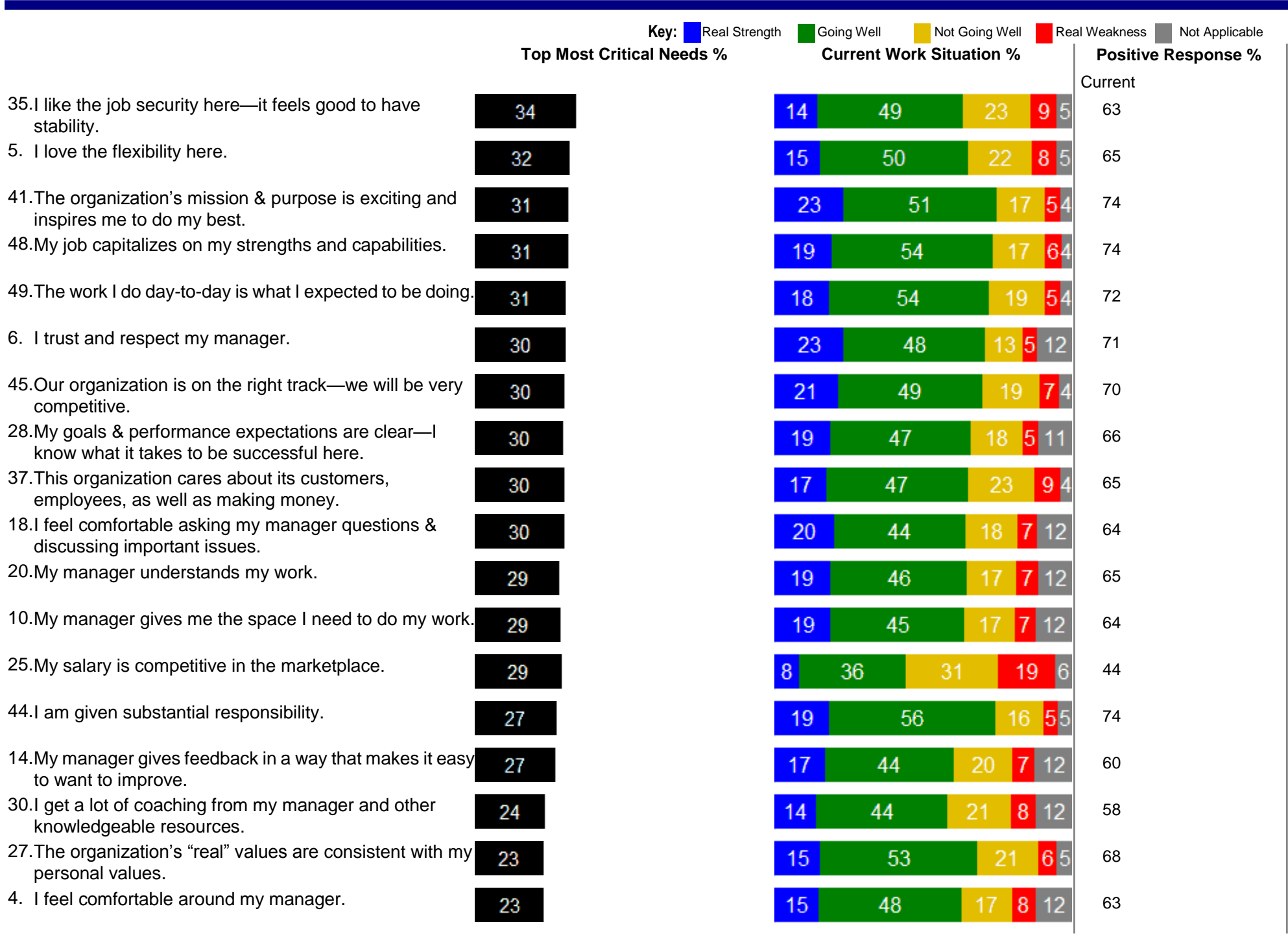
Key:



Engaging and Retaining Talent Variables

The data below presents the percentage of people who selected each item as “most critical” to engaging them to perform at their best and/or creating a place they want to stay, as well as how the participating employees evaluated each of the 50 talent variables.





Key: ■ Real Strength ■ Going Well ■ Not Going Well ■ Real Weakness ■ Not Applicable

	Top Most Critical Needs %	Current Work Situation %					Positive Response %
		Real Strength	Going Well	Not Going Well	Real Weakness	Not Applicable	Current
26. My manager actively listens to me and seeks to understand my point of view.	23	14	45	21	8	13	58
32. My manager often asks for my ideas.	23	13	42	23	9	13	55
24. My manager gives great feedback—I always know where I stand.	22	14	44	22	8	13	58
7. It's fun here.	22	13	40	25	11	11	52
31. We have great company benefits—my needs and/or my family needs are met.	21	12	41	28	14	6	53
47. My salary is fair compared to what others are paid within the organization.	21	10	39	28	18	6	49
29. I get to use the hottest technology—I'm on the cutting edge.	20	14	45	25	9	7	59
23. We laugh a lot around here.	20	13	40	25	10	12	53
8. My manager is highly qualified.	18	21	47	14	5	13	68
33. Working here has great financial payoffs.	18	9	39	31	15	6	48
36. I really like my manager.	17	17	45	16	8	13	63
22. My manager tells the truth no matter what.	17	16	43	19	7	15	59
38. My manager and I have values which allow us to work very well together.	16	16	48	19	5	12	64
40. My manager gets the facts before making judgments or taking action.	16	15	46	19	7	13	61
16. My manager knows how to handle his or her personal frustrations.	15	15	43	17	9	16	59
12. My manager genuinely cares about me as a person.	13	15	45	19	8	13	60
34. My manager "walks the talk".	12	11	46	20	8	16	56

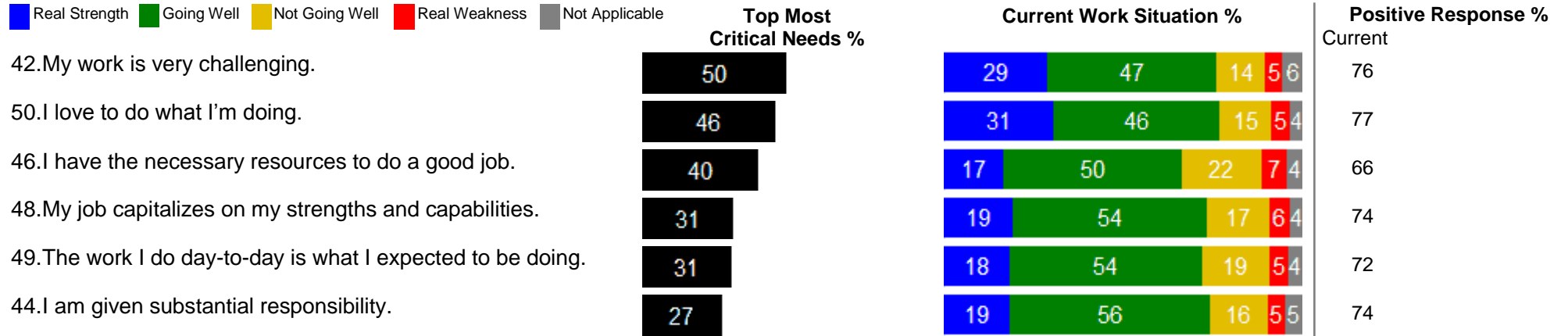
Talent Variables – By Category

Talent Variables by Category

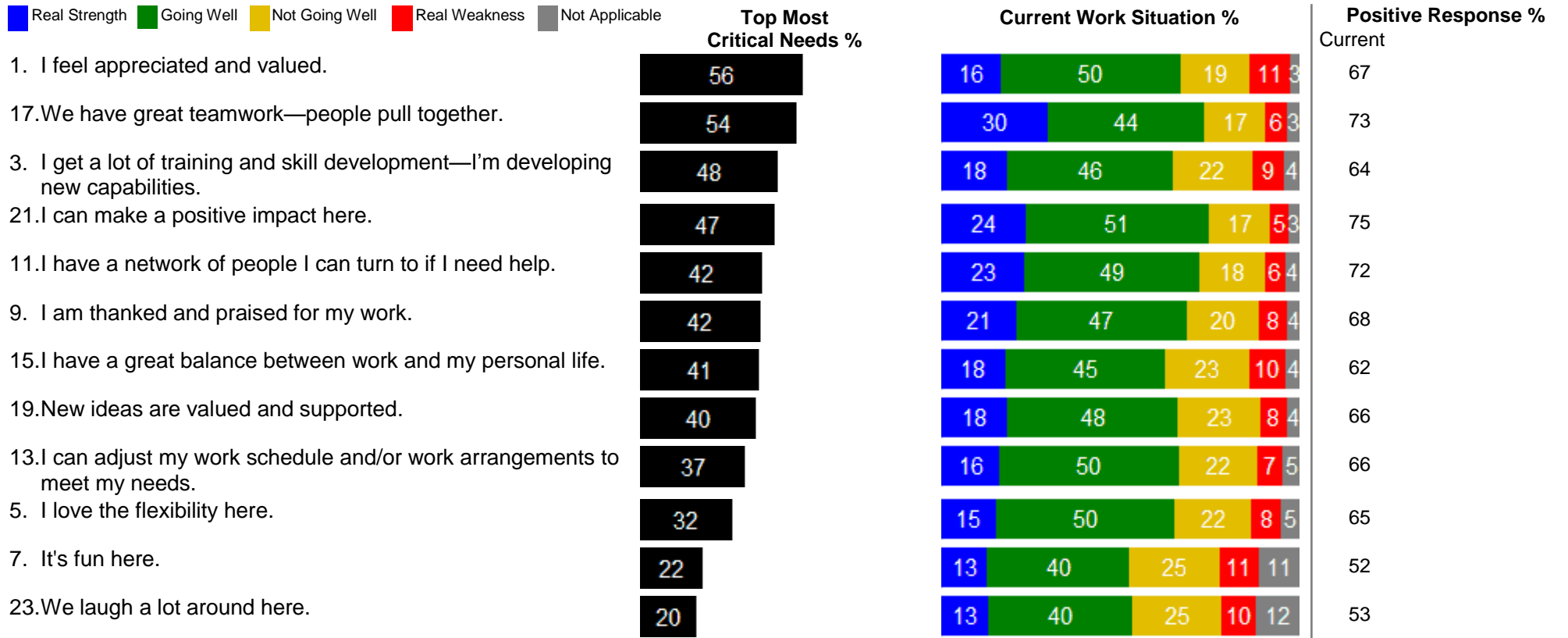
Work

The **WORK** talent variables represent the qualities and characteristics associated with the tasks, assignments, and projects an individual is responsible for in his or her role.

■ Real Strength
 ■ Going Well
 ■ Not Going Well
 ■ Real Weakness
 ■ Not Applicable



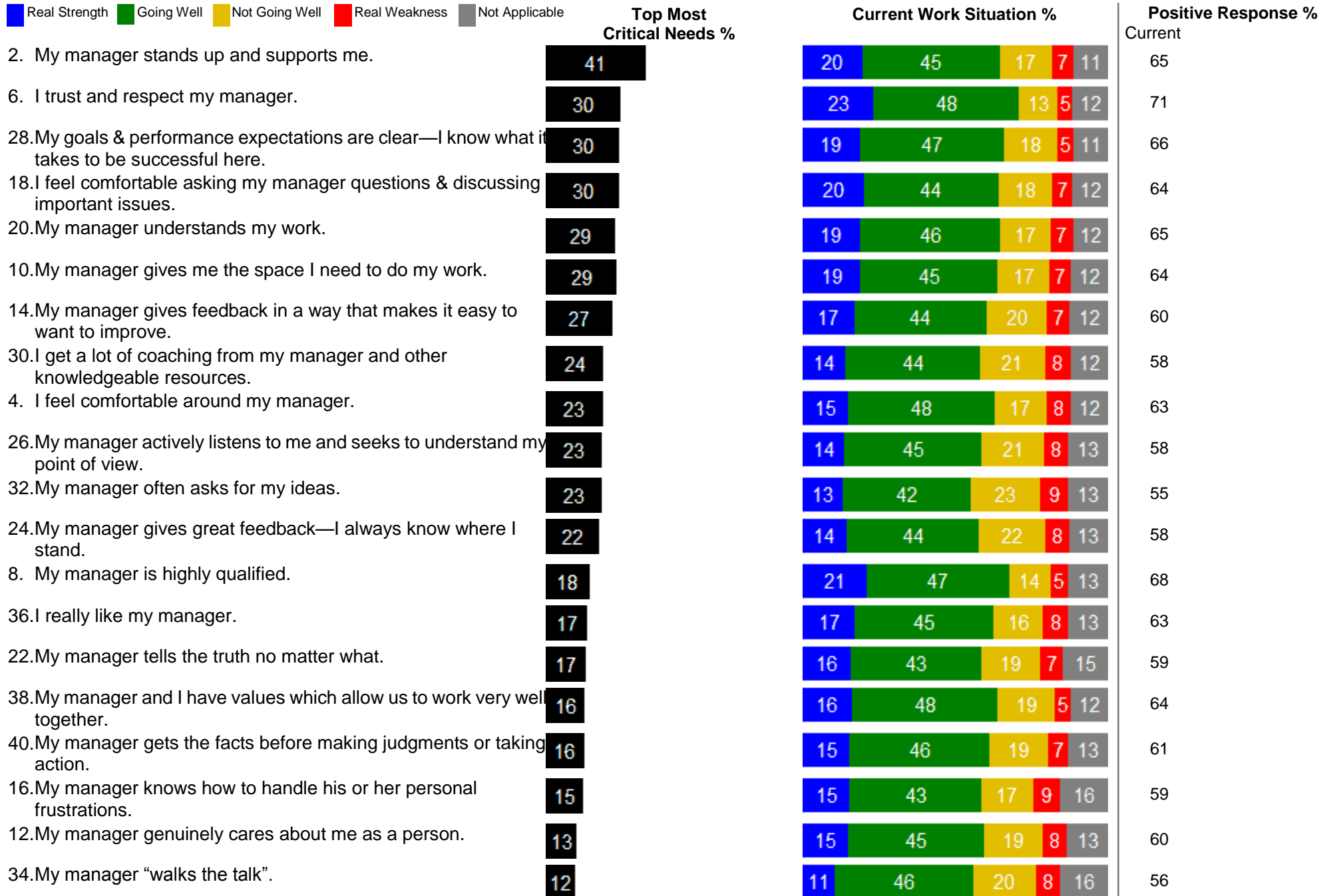
Work Environment The WORK ENVIRONMENT talent variables represent the qualities and characteristics associated with a person’s work surroundings, team environment, and how organization practices impact the work environment.



Manager Actions

The **MANAGER ACTIONS** talent variables represent the manager actions and qualities impacting a person's work situation.

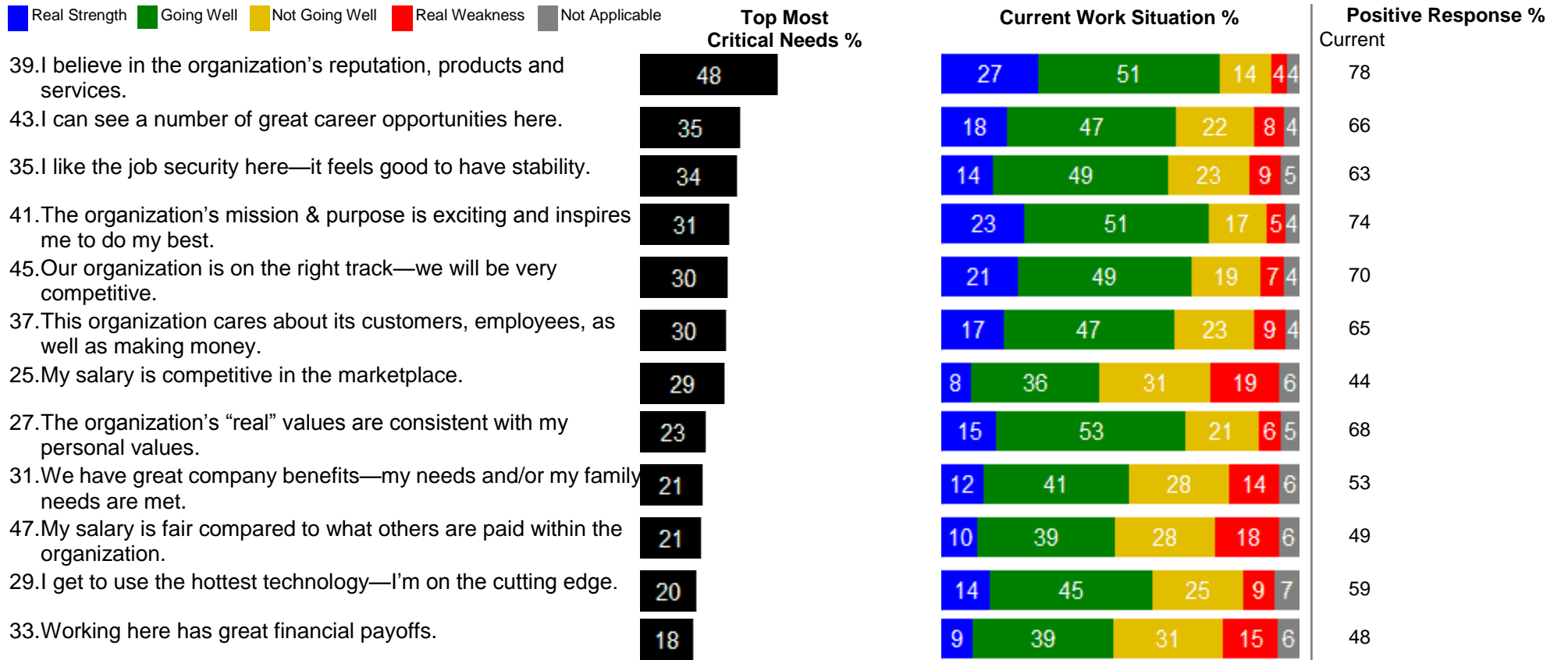
■ Real Strength
 ■ Going Well
 ■ Not Going Well
 ■ Real Weakness
 ■ Not Applicable



Organization Characteristics

The ORGANIZATION talent variables represent the qualities and characteristics associated with the organization's direction and the impact organization policies have on a person's work situation.

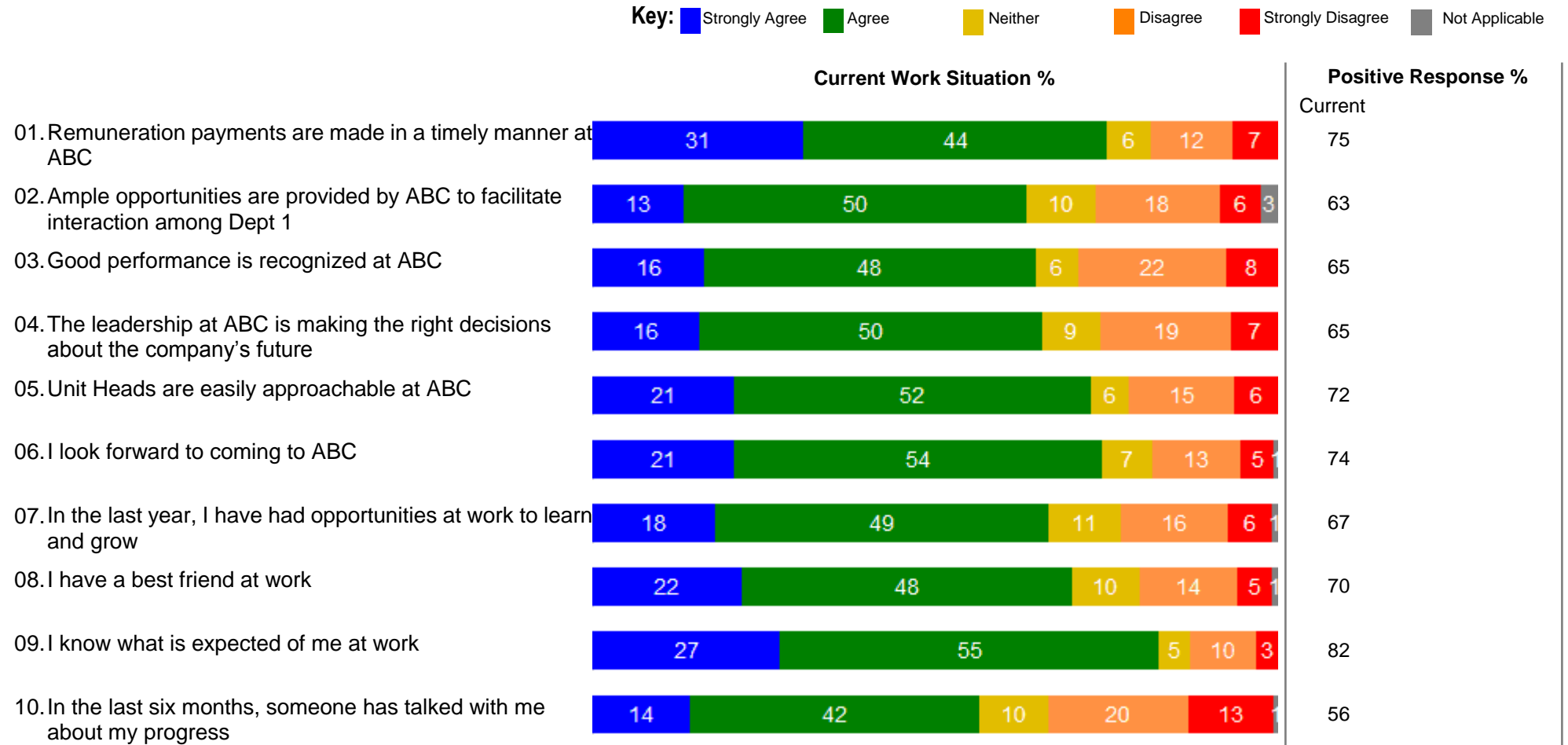
■ Real Strength
 ■ Going Well
 ■ Not Going Well
 ■ Real Weakness
 ■ Not Applicable



Additional Survey Questions

Additional Survey Questions

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

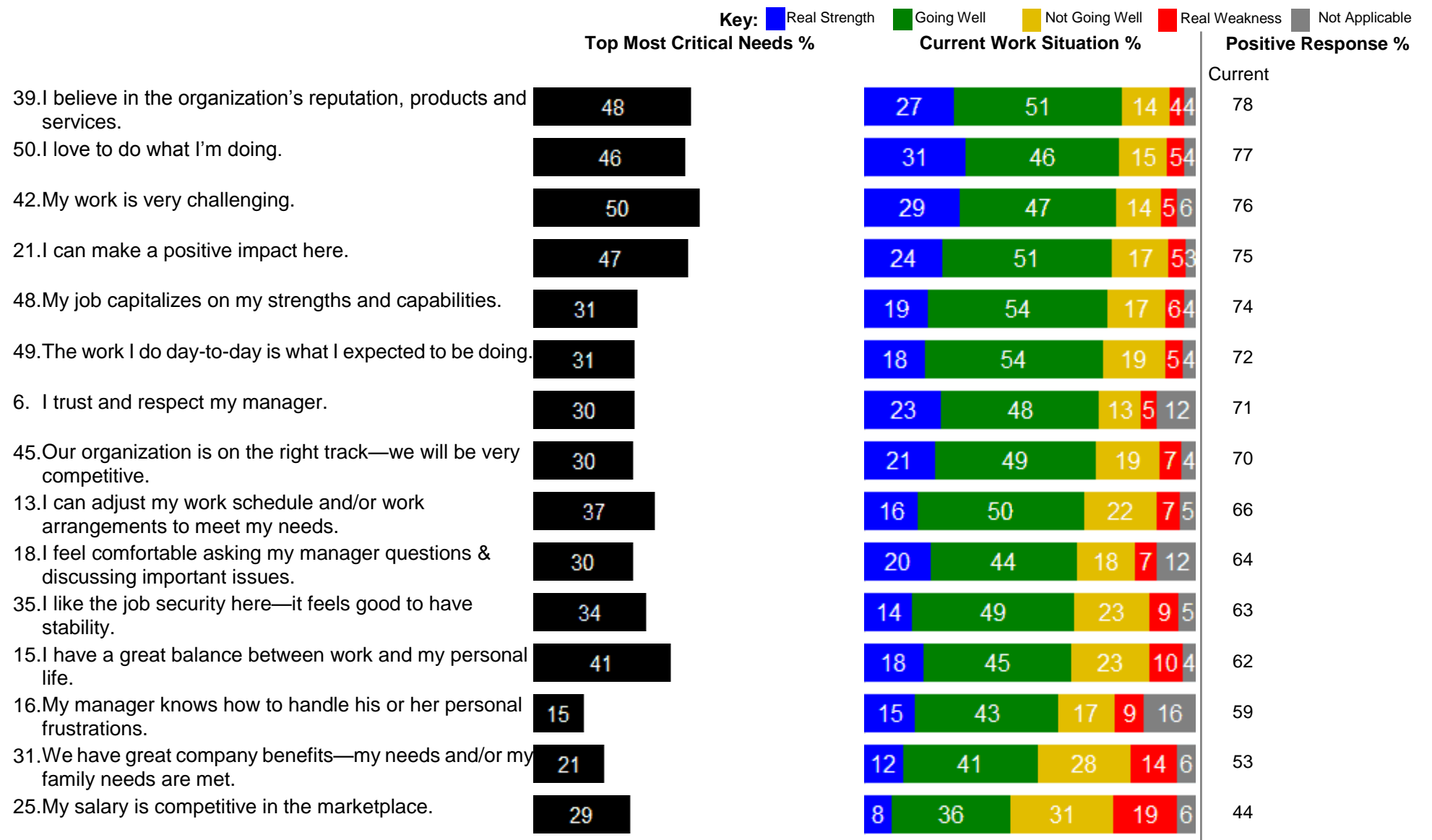


Stay Decision Drivers

STAY Decision Drivers

There are a number of talent variables that have a significant impact on the decisions to “stay,” “stay longer” and “leave” the organization. These talent variables are referred to as “Stay Decision Drivers.”

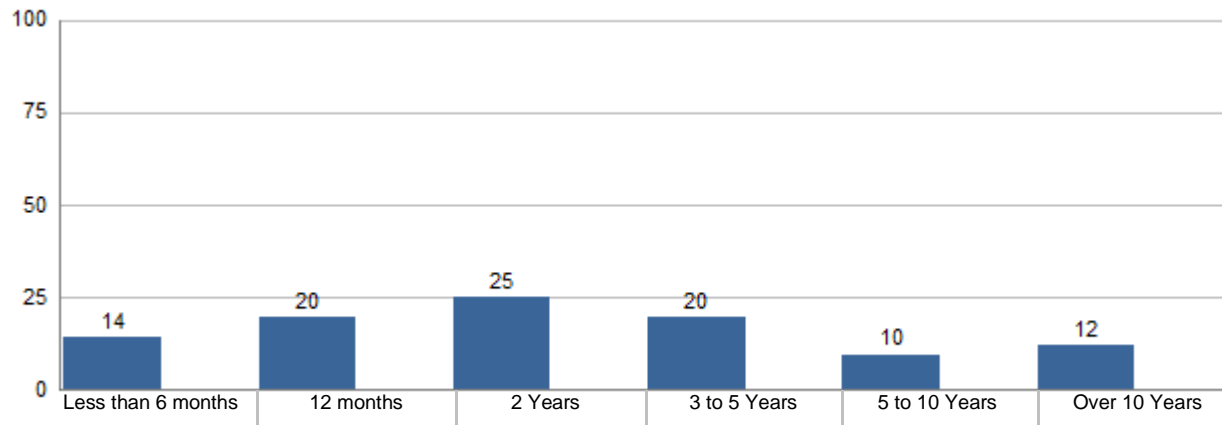
Listed below in rank order of “positive response” are the “Stay Decision Drivers.” If a person included any of these as a “most critical need” and the current work situation is “Not Going Well” or a “Real Weakness” - it makes the person question whether they should stay or leave.



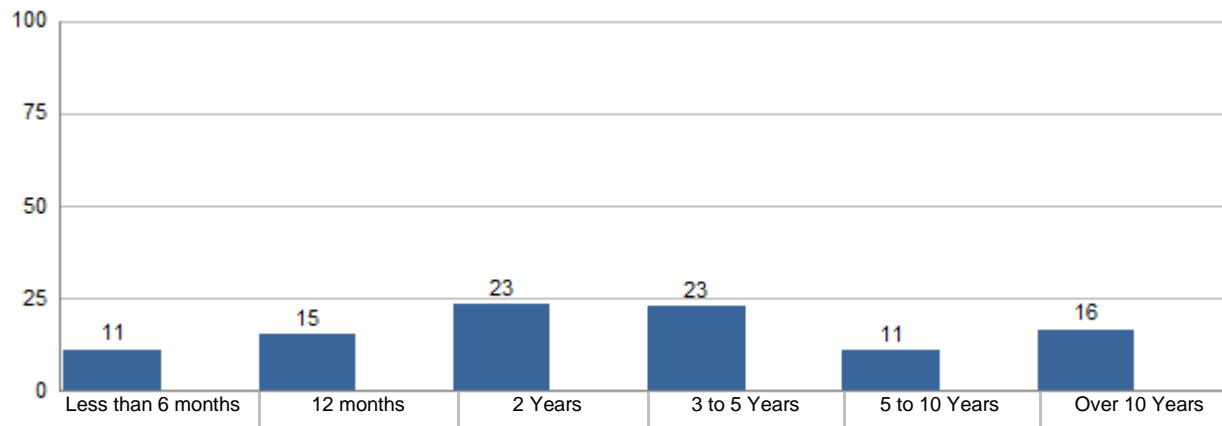
Length of Service Intentions

Employees selected the time frame that best represents their "intention to stay" in their current job and with the organization, as well as determined whether they would accept a job offer from another organization. Additionally, each person was asked whether there was anything their manager could do to impact their decision to stay.

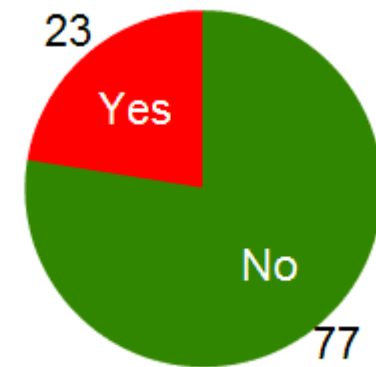
1. From today forward, which of these statements best represents your "intention to stay" in your current job?



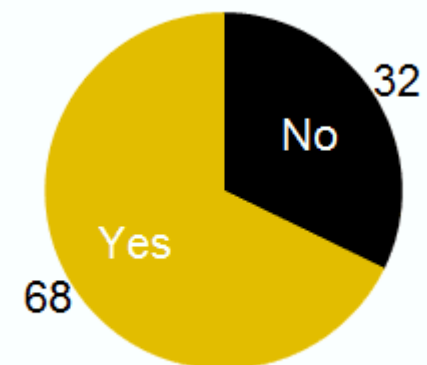
2. From today forward, which of these statements best represents your "intention to stay" with the organization?



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



4. If you have answered Yes to question 3, could your manager do anything to cause you to want to stay?



Length of Service Intentions - Detailed Breakdown

1. From today forward, which of these statements best represents your "intention to stay" in your current job?

Length of Service Intentions Breakdown by Area/Location	# 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 - 10 years	I have an intention to stay for Over 10 years
Loc 2	197	22%	21%	21%	19%	6%	11%
Loc 9	178	13%	26%	28%	19%	7%	7%
Loc 5	228	10%	17%	27%	18%	13%	15%
Loc 6	300	14%	15%	24%	22%	12%	13%
Loc 4	219	9%	13%	32%	23%	9%	13%
Loc 1	203	4%	20%	28%	12%	7%	28%
Loc 3	103	15%	14%	14%	17%	20%	18%
Loc 7	513	13%	25%	27%	19%	7%	8%
Loc 8	142	11%	16%	21%	26%	16%	11%
Loc 10	738	20%	17%	22%	20%	10%	11%
Loc 11	336	13%	26%	27%	19%	7%	8%

Length of Service Intentions Breakdown by Age	# 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 - 10 years	I have an intention to stay for Over 10 years
18 - 26 years	1,105	17%	25%	28%	15%	6%	9%
26 - 33 years	1,205	15%	19%	25%	22%	10%	10%
33 - 40 years	498	13%	16%	23%	22%	10%	16%
40 - 47 years	178	9%	10%	22%	20%	14%	25%
47 - 53 years	78	1%	4%	19%	22%	30%	24%
53 + years	73	3%	7%	13%	26%	23%	29%

Length of Service Intentions Breakdown by Employee Classification	# 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 - 10 years	I have an intention to stay for Over 10 years
Dept 1	344	13%	11%	28%	19%	10%	19%
Dept 2	192	3%	13%	16%	17%	22%	29%
Dept 3	270	15%	26%	23%	20%	8%	8%
Dept 4	1,139	15%	25%	26%	20%	6%	8%
Dept 5	441	12%	14%	23%	21%	15%	16%
Dept 6	771	17%	18%	27%	20%	9%	9%

Length of Service Intentions Breakdown by Grade	# 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 - 10 years	I have an intention to stay for Over 10 years
LL1	23	18%	18%	41%	0%	5%	18%
LL2	11	10%	0%	50%	10%	20%	10%
ML1	82	14%	21%	31%	21%	9%	5%
ML2	27	12%	35%	38%	0%	8%	8%
ML3	11	9%	9%	36%	18%	18%	9%
OL1	1,810	14%	22%	26%	20%	8%	10%
OL2	365	17%	19%	19%	20%	12%	12%
OL3	133	16%	26%	20%	15%	15%	8%
PL	198	3%	12%	16%	17%	21%	31%
PL1	312	18%	17%	24%	23%	8%	9%
PL2	103	14%	8%	32%	19%	11%	16%
PL3	60	5%	11%	25%	19%	11%	30%
PL4	15	0%	7%	33%	27%	20%	13%

Length of Service Intentions Breakdown by Length of Service	# 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 - 10 years	I have an intention to stay for Over 10 years
A. Less than 6 months	595	14%	21%	31%	16%	7%	11%
B. 6-12 months	558	14%	26%	27%	18%	6%	8%
C. 1-2 years	853	15%	20%	29%	18%	8%	10%
D. 3-5 years	785	14%	15%	19%	26%	12%	14%
E. 6-10 years	304	13%	16%	16%	15%	19%	21%
F. 11-15 years	35	6%	18%	12%	24%	15%	26%

Length of Service Intentions - Detailed Breakdown

2. From today forward, which of these statements best represents your "intention to stay" with the organization?

Length of Service Intentions Breakdown by Area/Location	# 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 - 10 years	I have an intention to stay for Over 10 years
Loc 2	197	7%	16%	22%	24%	6%	24%
Loc 9	178	9%	17%	28%	30%	9%	7%
Loc 5	228	11%	14%	23%	21%	14%	18%
Loc 6	300	8%	16%	19%	22%	16%	19%
Loc 4	219	6%	9%	30%	27%	11%	17%
Loc 1	203	4%	12%	30%	18%	7%	27%
Loc 3	103	14%	1%	12%	22%	26%	26%
Loc 7	513	14%	14%	16%	41%	3%	14%
Loc 8	142	0%	18%	18%	27%	27%	9%
Loc 10	738	18%	16%	19%	22%	11%	14%
Loc 11	336	11%	23%	30%	20%	6%	10%

Length of Service Intentions Breakdown by Age	# 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 - 10 years	I have an intention to stay for Over 10 years
18 - 26 years	1,105	17%	25%	28%	15%	6%	9%
26 - 33 years	1,205	15%	19%	25%	22%	10%	10%
33 - 40 years	498	13%	16%	23%	22%	10%	16%
40 - 47 years	178	9%	10%	22%	20%	14%	25%
47 - 53 years	78	1%	4%	19%	22%	30%	24%
53 + years	73	3%	7%	13%	26%	23%	29%

Length of Service Intentions Breakdown by Employee Classification	# 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 - 10 years	I have an intention to stay for Over 10 years
Dept 1	344	8%	10%	21%	18%	14%	29%
Dept 2	192	0%	6%	19%	21%	17%	36%
Dept 3	270	10%	13%	22%	23%	19%	13%
Dept 4	1,139	16%	23%	25%	22%	5%	9%
Dept 5	441	8%	11%	19%	25%	11%	24%
Dept 6	771	11%	13%	26%	24%	13%	13%

Length of Service Intentions Breakdown by Grade	# 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 - 10 years	I have an intention to stay for Over 10 years
LL1	23	0%	14%	29%	21%	0%	36%
LL2	11	14%	0%	43%	14%	14%	14%
ML1	82	10%	14%	27%	21%	14%	14%
ML2	27	13%	13%	30%	17%	22%	4%
ML3	11	11%	11%	11%	44%	22%	0%
OL1	1,810	13%	18%	25%	23%	8%	13%
OL2	365	14%	12%	19%	26%	14%	15%
OL3	133	9%	20%	22%	20%	16%	13%
PL VC	198	0%	6%	18%	21%	17%	39%
PL1	312	12%	12%	25%	23%	11%	17%
PL2	103	8%	6%	22%	20%	17%	27%
PL3	60	4%	15%	7%	18%	16%	40%
PL4	15	0%	0%	46%	15%	23%	15%

Length of Service Intentions Breakdown by Length of Service	# 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 - 10 years	I have an intention to stay for Over 10 years
A. Less than 6 months	595	11%	16%	29%	19%	9%	15%
B. 6-12 months	558	7%	22%	27%	23%	7%	13%
C. 1-2 years	853	13%	14%	24%	24%	9%	16%
D. 3-5 years	785	12%	12%	19%	27%	13%	17%
E. 6-10 years	304	13%	12%	17%	16%	20%	23%
F. 11-15 years	35	10%	10%	10%	17%	23%	30%

Organization Priority Grid with Actions

To help target improvement efforts, the Organization Priority Grid presents a number of survey items according to how critical the variables are to engaging and retaining employees AND the current performance level of those variables. Based on this data, you may choose to improve performance or capitalize on a particular item(s) by implementing specific solutions or changes.

Review the relative picture of your items and select the appropriate strategy to maintain or improve selected variables which impact 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. All organizations have weaknesses. What is essential for organizations to understand is how critical these items are to employees.

Organization Priority Grid (Total Organization)

	Build with Speed	Prioritize and Build	Share Internally and Externally
<p>Most Critical</p> <p><i>≥ 40% of employees selected item as “most critical”</i></p>	I feel appreciated and valued. (1)		
	I get a lot of training and skill development—I’m developing new capabilities. (3)	My manager stands up and Dept 6s me. (2)	I can make a positive impact here. (21) (S)
	I am thanked and praised for my work. (9)	I have a network of people I can turn to if I need help. (11)	I believe in the organization’s reputation, products and services. (39) (S)
	I have a great balance between work and my personal life. (15) (S)	We have great teamwork—people pull together. (17)	My work is very challenging. (42) (S)
	New ideas are valued and Dept 6ed. (19)		I love to do what I’m doing. (50) (S)
	I have the necessary resources to do a good job. (46)		
	Needs Improvement	Solid Performance	Strength
	<i>≥ 25% (1 of 4) of employees evaluated item as “Not Going Well” OR “Real Weakness”</i>		<i>≥ 75% (3 of 4) of employees evaluated item as a “Real Strength” OR “Going Well”</i>

Data Summary Highlights and Recommendations

ENGAGEMENT LEVELS:

- Delivering Performance (Fully Engaged + Engaged) = 70%
- Push Forward (Fully Engaged + Engaged) / Pull Back (Somewhat Engaged + Disengaged) Ratio = 7:3
- One out of every three employees is either “Somewhat Engaged” or “Disengaged.”

ORGANIZATION GROUPS:

- Loc 1 has the highest engagement score (86%) while Loc 11 has the lowest engagement score (46%)
- LL2 is the most engaged grade (91%) while PL4 (40%) and ML2(51%) are the least engaged

COMPANY-SPECIFIC QUESTIONS:

- 82% employees believe they know what is expected of them at work
- 74% employees look forward to coming to ABC
- 33% employees have not been spoken about their progress in the last 6 months
- 30% of employees do not agree that good performance is recognized at ABC

LENGTH OF SERVICE INTENTIONS:

- 34% of employees want to change jobs within the next year.
- This potential turnover is reinforced when 23% of employees would accept a job with another organization “doing the same kind of work at the same pay.”
- The above number could drastically be reduced since 68% of those 23% indicated that their “manager could do something to cause them to want to stay.”
- 26% of all employees plan to leave the organization within the next year, while 27% expect to remain for 5 plus years.
- 34% employees from Loc 11 and Loc 10 plan to leave the organization within a year.
- 42% employees from between 18 – 26 years of age plan to leave the organization within a year.

39% employees from Dept 4 plan to leave the organization within a year

Recommendations

Recommendation	Actions
Discuss and take action on the survey results.	<ul style="list-style-type: none"> <input type="checkbox"/> Managers of each operating area share and discuss the results of the survey with all team members. <input type="checkbox"/> Each leader and manager takes the lead to work with their group to identify at least one area and solution(s) that will be implemented to make an impact on maintaining or increasing engagement. <input type="checkbox"/> Capture what actions were taken and the impact created... share within a success story.
Implement Targeted Talent Solutions.	<ul style="list-style-type: none"> <input type="checkbox"/> Implement the Centre for Talent Solutions and Talentonic's Targeted Talent solutions to ensure managers take action on the identified areas of improvement.
Build managers' capabilities to engage and retain talent.	<ul style="list-style-type: none"> <input type="checkbox"/> Know what is "most critical" to engage each person to perform at their best and which creates a place they want to stay. <input type="checkbox"/> Have a solid understanding of how well each person's current work situation is meeting their needs. <input type="checkbox"/> Pinpoint actions to maintain or increase engagement of each person. <input type="checkbox"/> Engage with Talentonic and Centre for Talent Solutions to implement retention workshops to improve retention
Brand and communicate the Strengths and what is Going Well at organization.	<ul style="list-style-type: none"> <input type="checkbox"/> Leverage the fact that employees: 1) <i>love doing what they're doing</i> at work, 2) that they <i>believe they make a positive impact</i>, and 3) that they believe their <i>work is challenging</i> by branding internally to existing employees as well as externally to help in recruiting efforts.
Take action on Work Environment items in organization's Top 11.	<ul style="list-style-type: none"> <input type="checkbox"/> The work environment is critical – seven of the Top 11 "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 within the organization. <input type="checkbox"/> Make sure that managers and supervisors take the lead to positively impact the work environment. <input type="checkbox"/> Involve teams in taking action to improve key variables by implementing "team solutions" from the <i>Targeted Talent Solutions</i>.

Thank You !



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