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Excellence Inc.

2017 Employee Survey Results

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- Response Rates
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Survey Design and Administration

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Survey Administration

- Survey administered online
- 75 of 86 employees returned surveys for an 87% response rate
- Survey open Mar.7 – Mar. 20, 2017

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Response Rates

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Response Rates

Group 1 - Department	Sent	Responded	%
Cust. Serv.	9	8	89%
Executive	8	7	88%
Finance	9	9	100%
Location 1	17	14	82%
Location 2	11	8	73%
Manufacturing	10	10	100%
Marketing	5	5	100%
Research	7	7	100%
Sales	19	16	84%
Total	**95**	**84**	**88%**

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Executive Summary

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Executive Summary

- (removed from Sample Report)

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Engagement

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Engagement Scores

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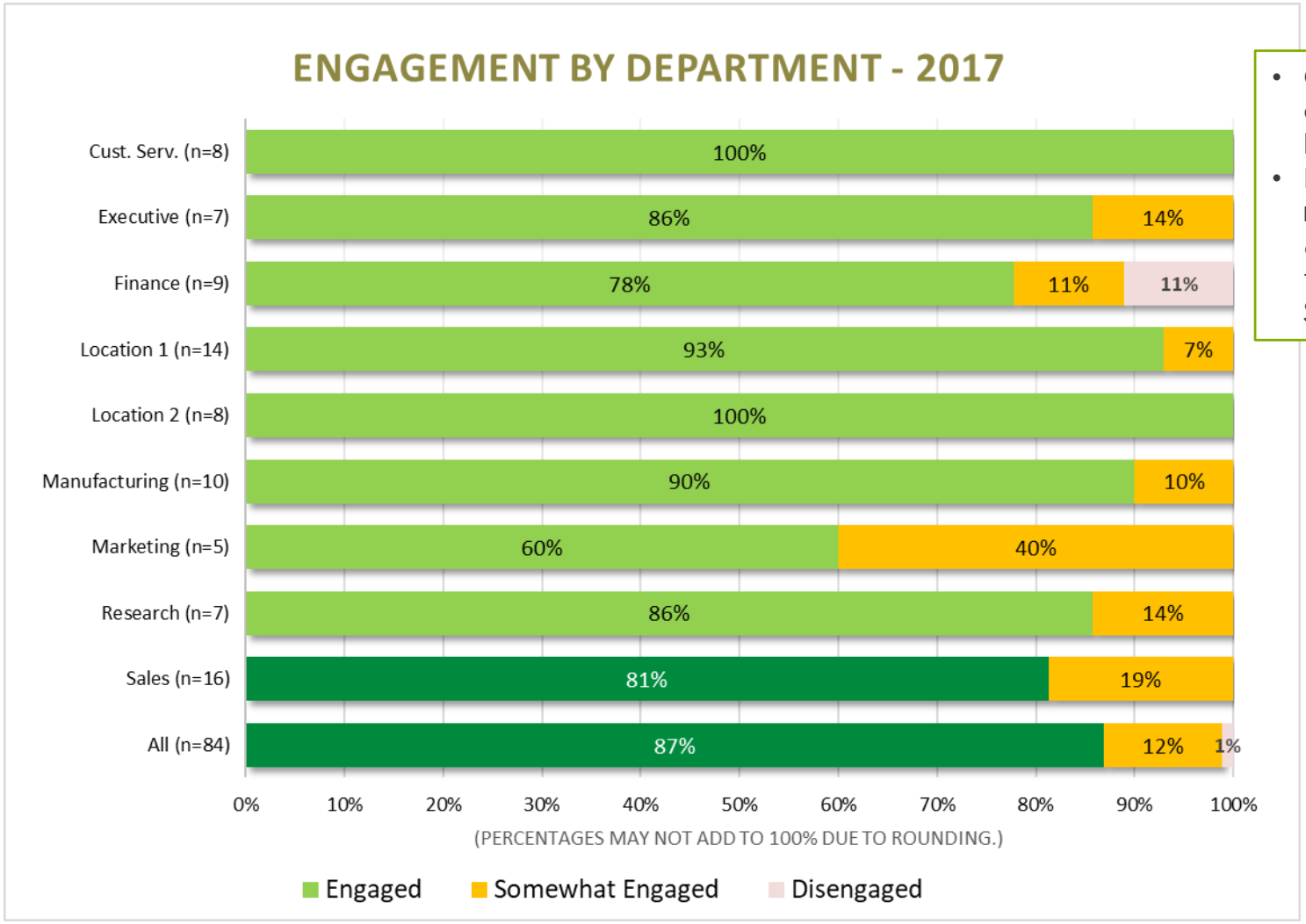

- Overall, engagement is high at 87%
- Engagement ranges from 60% (Marketing) to 100% in Cust. Serv. and Loc. 2

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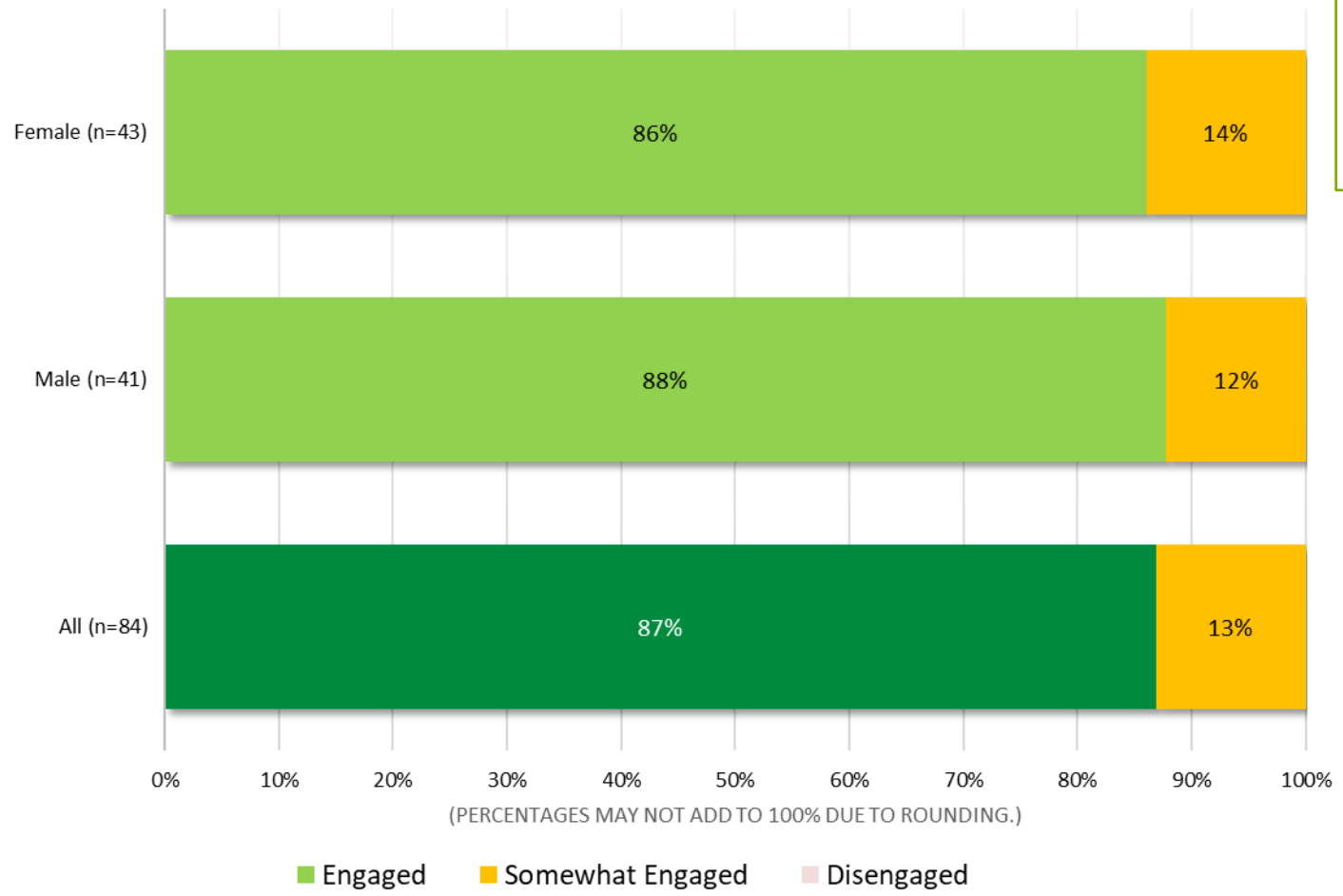
ENGAGEMENT BY GENDER - 2017



- There is no significant difference in engagement by gender

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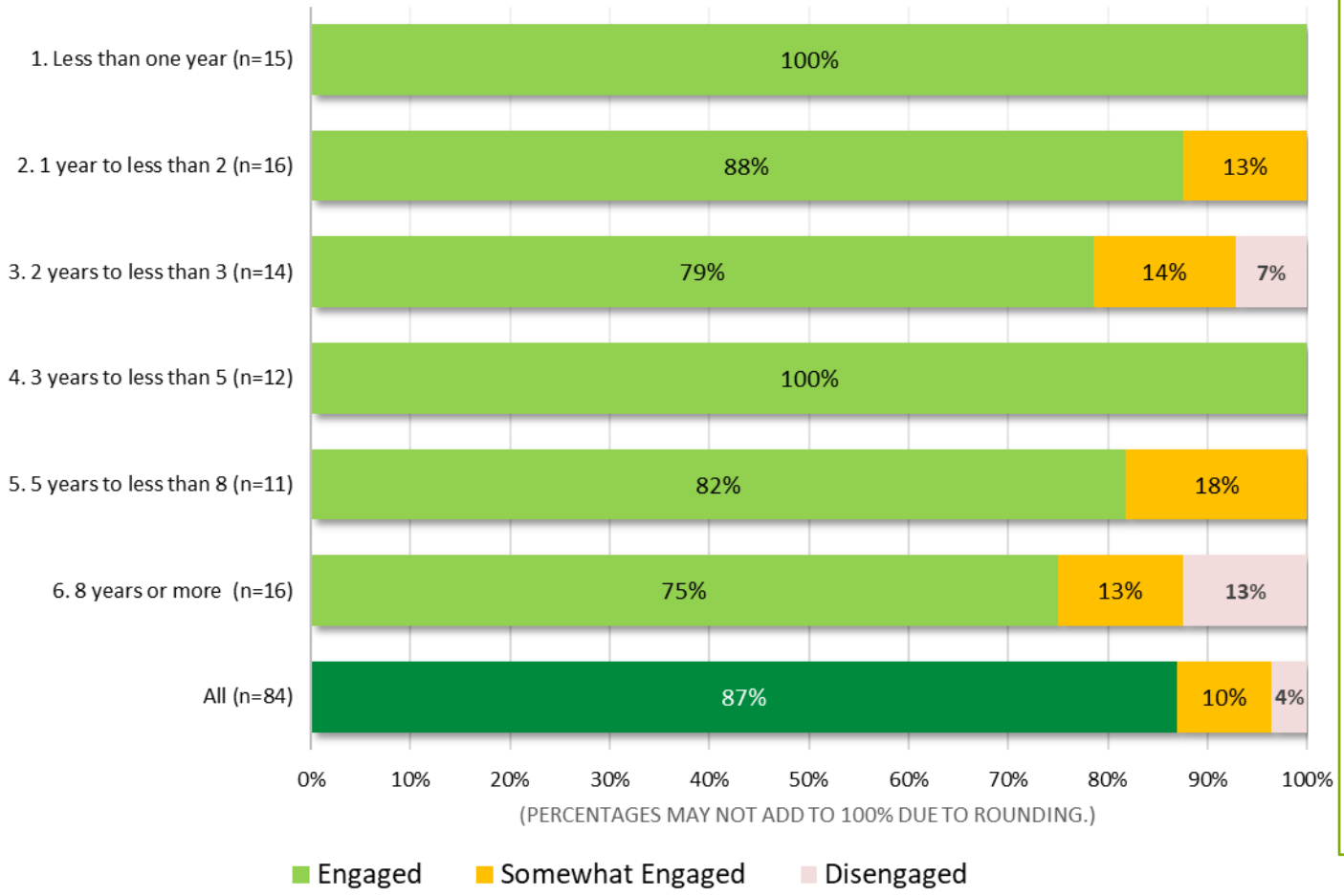
ENGAGEMENT BY YEARS OF SERVICE - 2017



- The pattern for engagement by years of service is fairly typical is usually higher at the beginning of employment, often dips after two to three years and is often higher closer to retirement.
- At Excellence Inc., engagement drops after the first year and continues to drop except for the three years to less than five.

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Engagement Questions by Department

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Responses to Individual Engagement Questions

- Unlike the engagement score, the balance of the report shows the individual responses to each question
- The six response categories are grouped as follows:

Strongly Agree - Agree	Somewhat Agree - Somewhat Disagree	Disagree - Strongly Disagree

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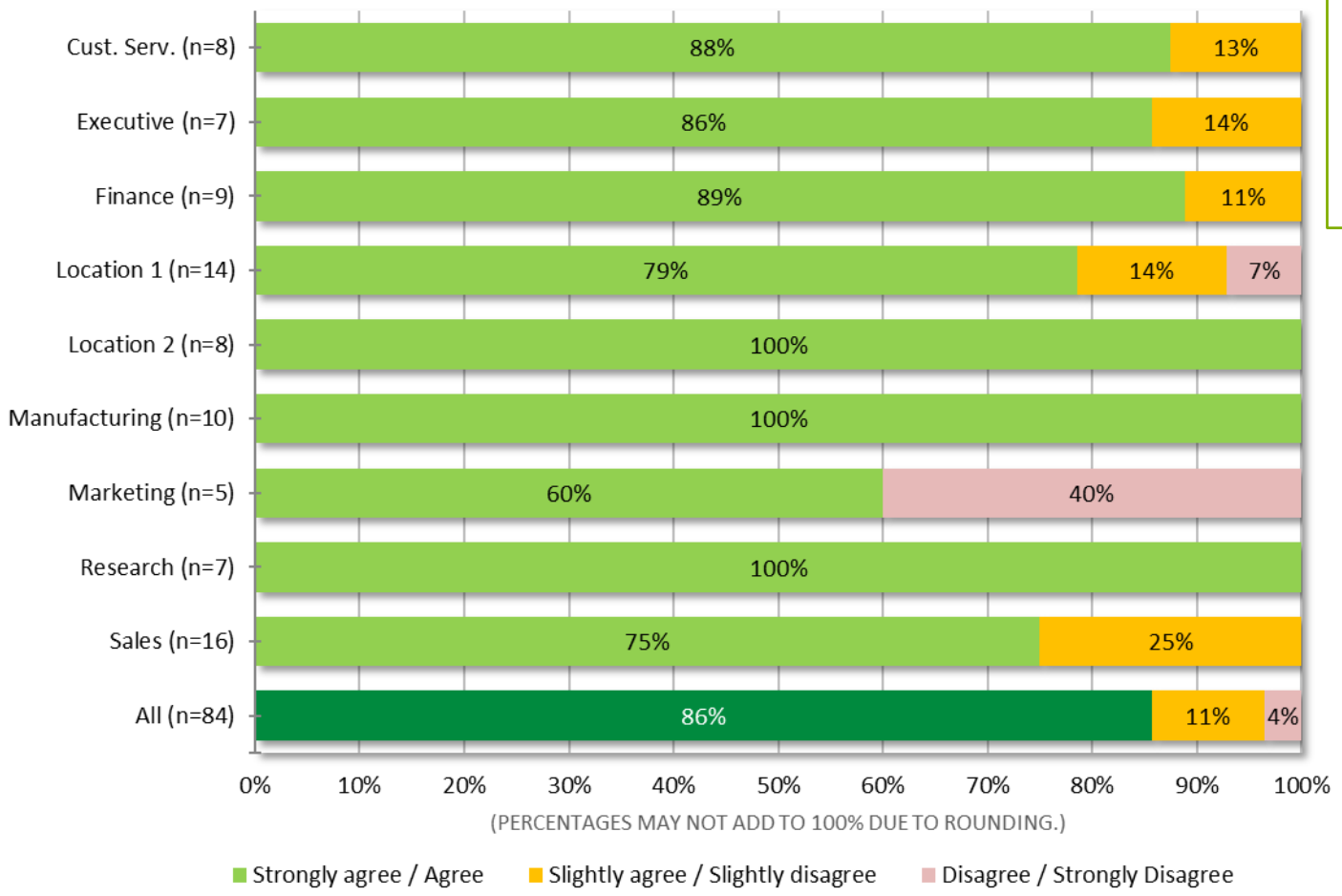
Q1: I am proud to work for Excellence Inc.



- Strongly agree / agree responses ("top 2 box score") range from 60% to 100%

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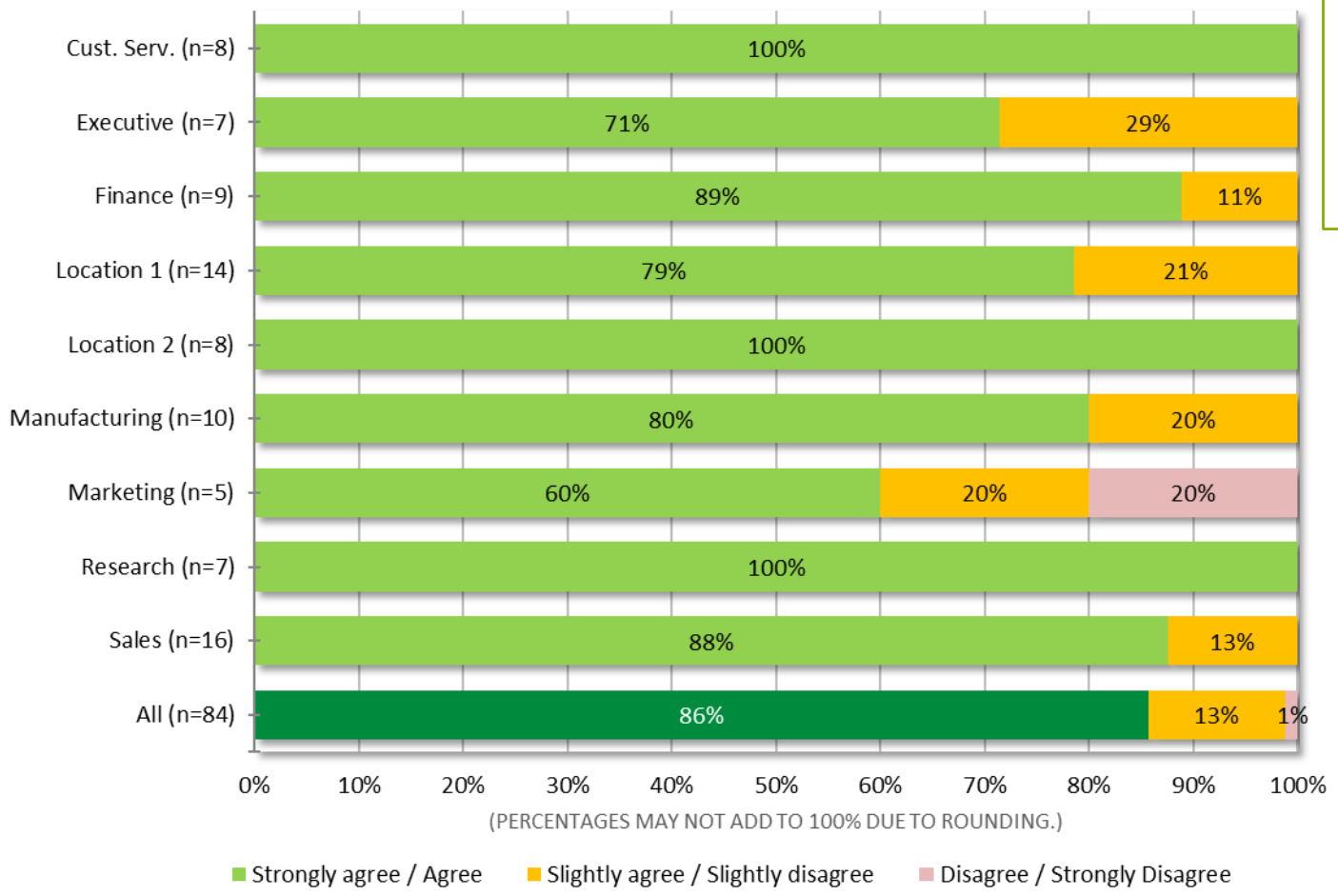
Q2: The work I do has an impact on the success of Excellence Inc.



- Strongly agree / agree responses ("top 2 box score") range from 60% to 100%

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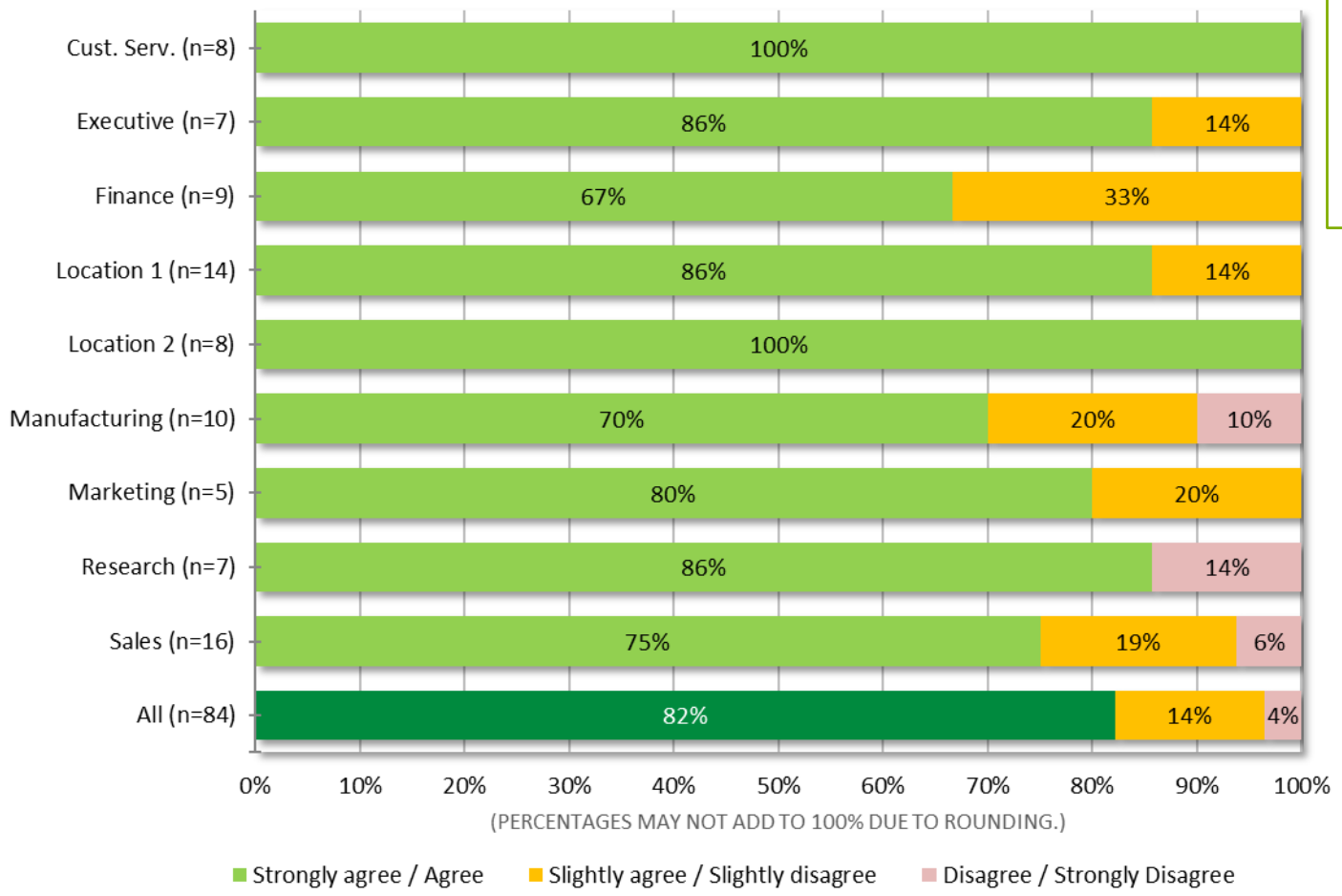
Q3: I am motivated to do my best work every day



- Strongly agree / agree responses ("top 2 box score") range from 67% to 100%

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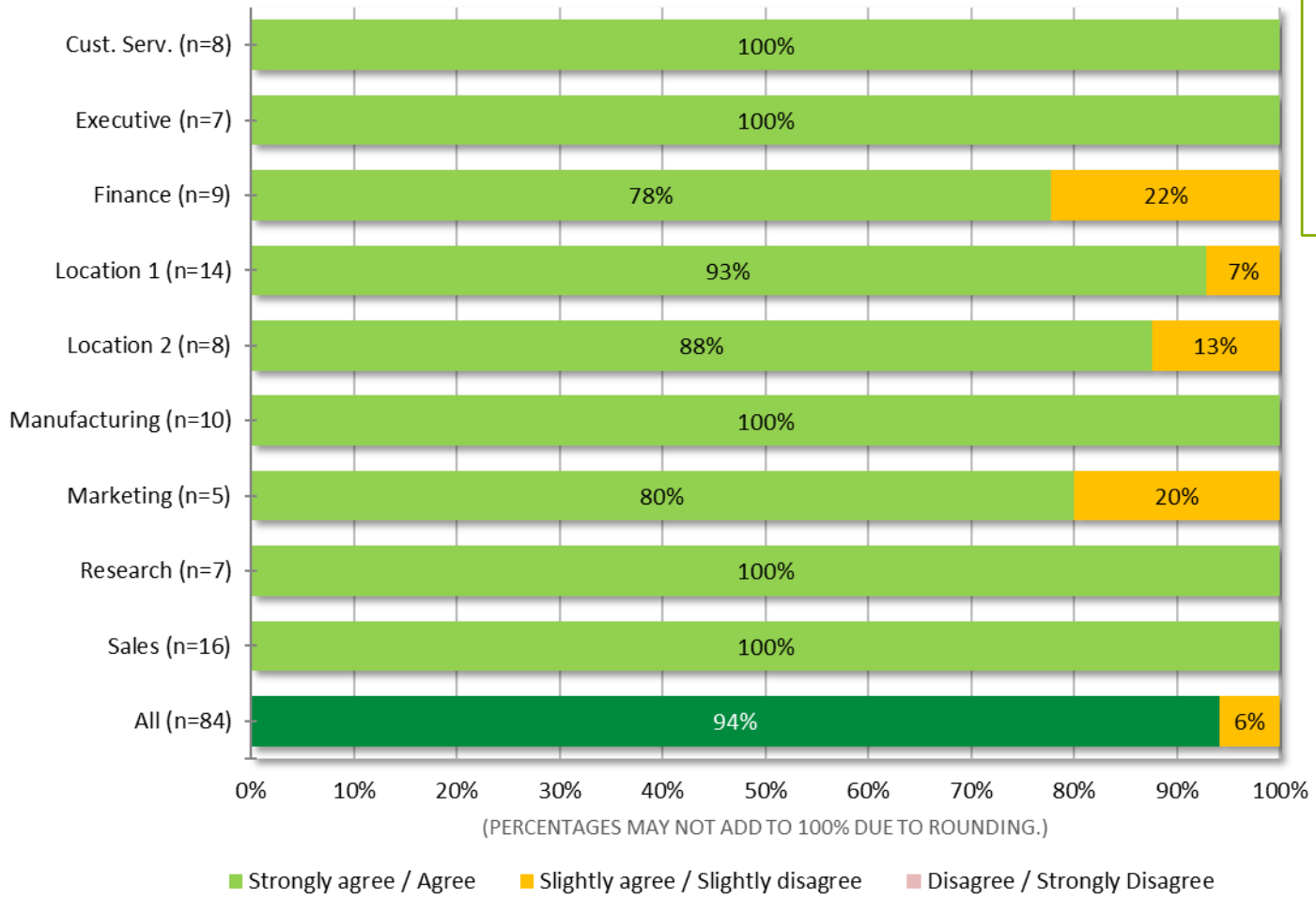
Q4: When given the opportunity, I speak positively about Excellence Inc.



- Strongly agree / agree responses ("top 2 box score") range from 78% to 100%

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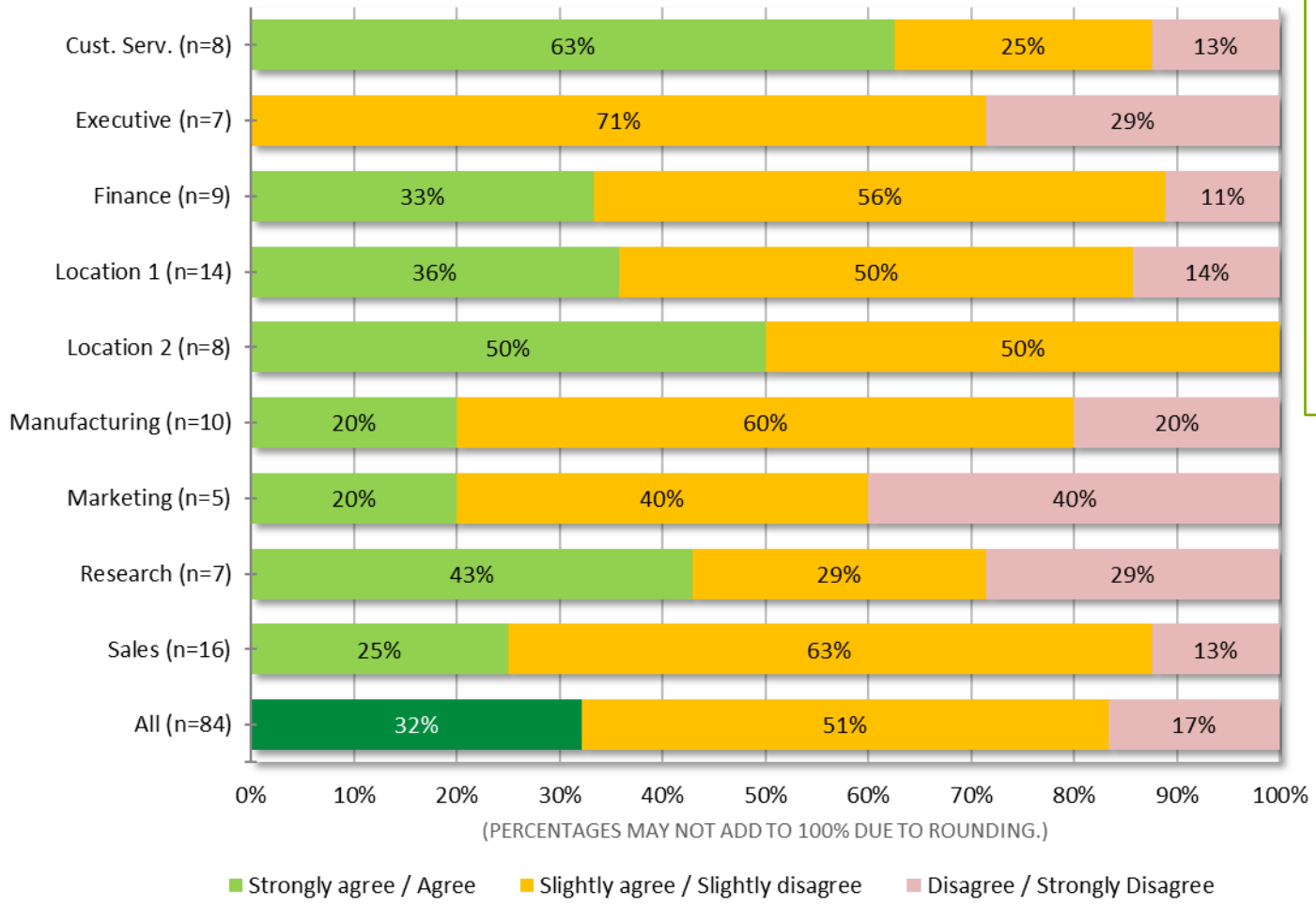
Q5: I rarely think about leaving Excellence Inc. to work somewhere else



- Strongly agree / agree responses ("top 2 box score") range from 0% to 63%
- This item is the lowest rated of the six engagement questions

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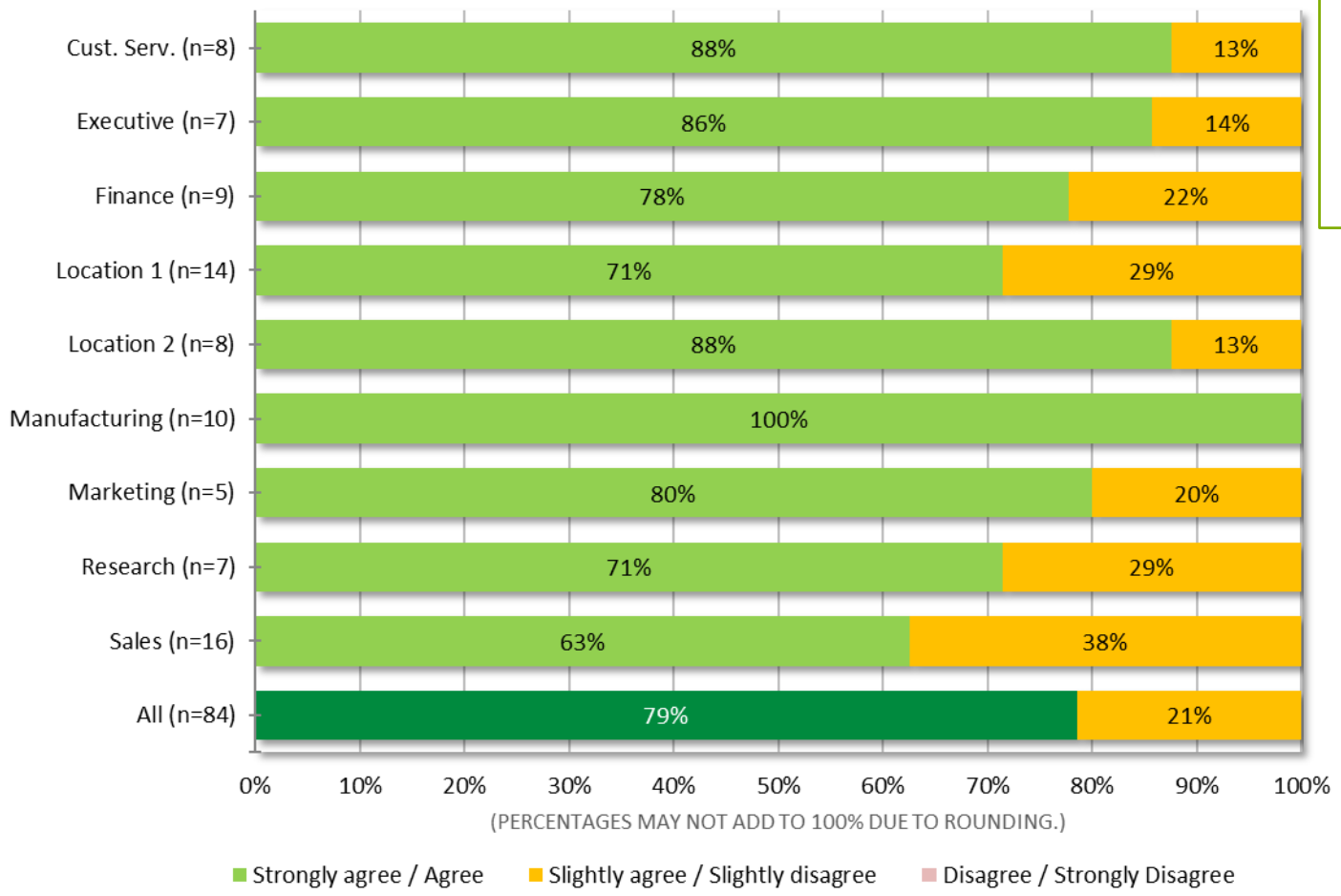
Q6: I would recommend Excellence Inc. to a friend seeking employment



- Strongly agree / agree responses ("top 2 box score") range from 63% to 100%

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Drivers of Engagement by Department

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Responses to Engagement Driver Questions

- Unlike the engagement score, the balance of the report shows the individual responses to each question
- The six response categories are grouped as follows:

Strongly Agree - Agree	Somewhat Agree - Somewhat Disagree	Disagree - Strongly Disagree

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Highest 5 Scores	%
Q15: My co-workers respect my thoughts and feelings	90%
Q8: My job is a good fit for my abilities and experience	83%
Q10: I can make decisions necessary to do my job well	83%
Q22: The balance between my work and my personal life is right for me	81%
Q31d: Excellence Inc.'s Management Team members: Are taking action to position Excellence Inc. for long-term success	81%

Lowest 5 Scores	%
Q25: I am compensated competitively when compared to other organizations where I could work	19%
Q21: I have sufficient opportunities to advance my career within Excellence Inc.	20%
Q28: There is a clear link between my job performance and my pay	24%
Q24: My pay is appropriate for my role	32%
Q16: Excellence Inc. is committed to employee growth	42%
Q20: I know what career opportunities are available to me	42%

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Fit and Empowerment

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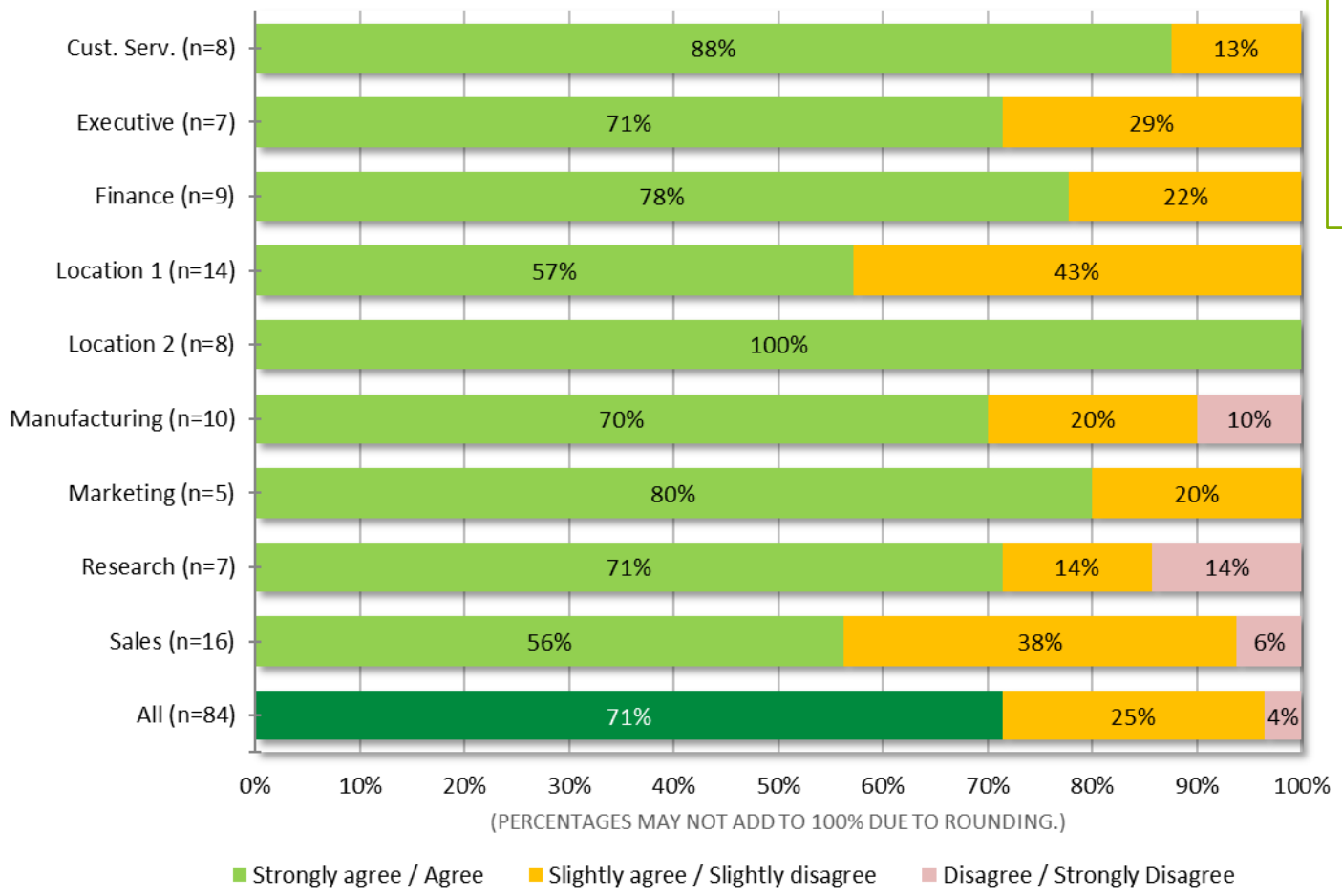
Q7: I get a sense of accomplishment from my work



- Strongly agree / agree responses ("top 2 box score") range from 56% to 100%

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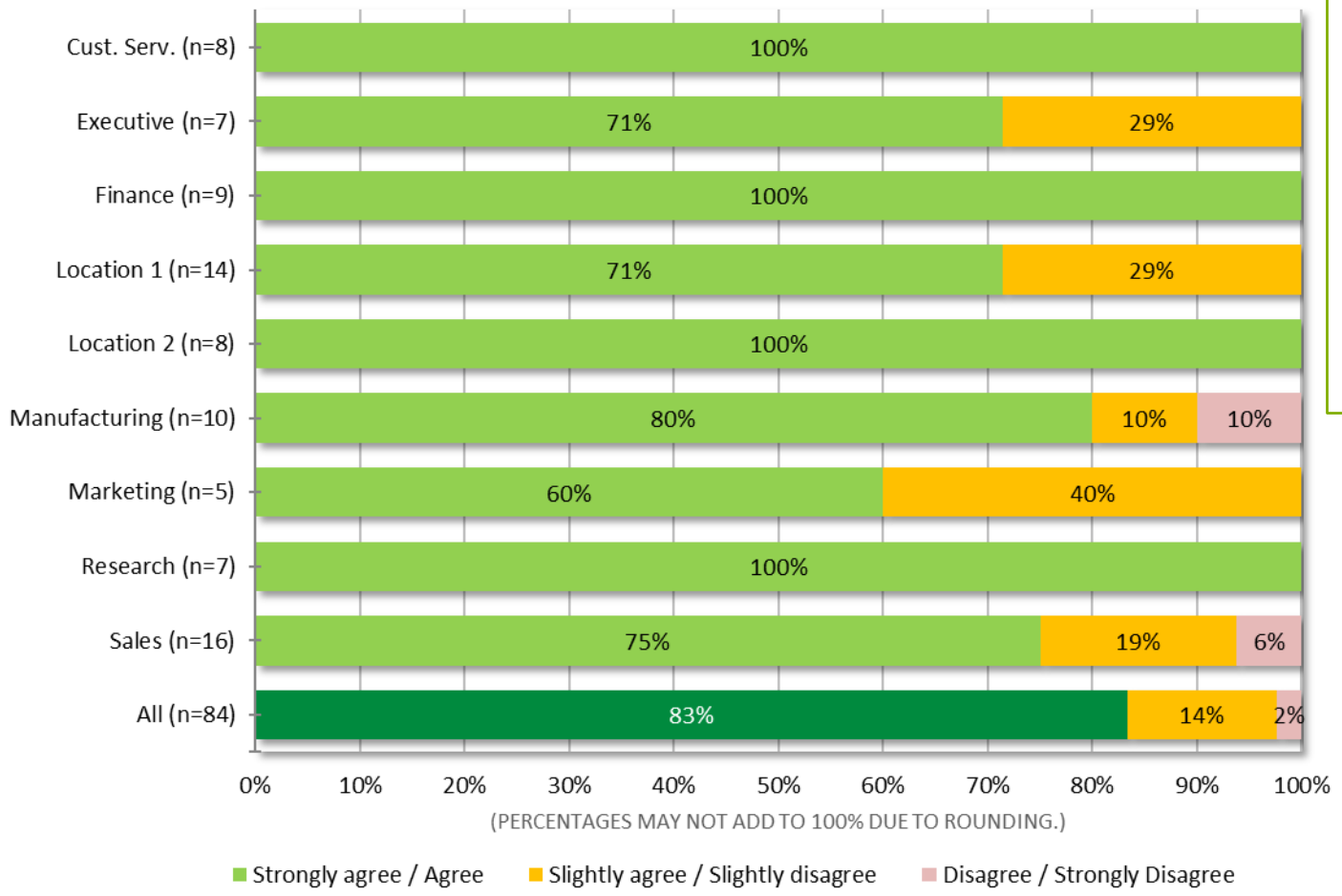
Q8: My job is a good fit for my abilities and experience



- Strongly agree / agree responses ("top 2 box score") range from 60% to 100%
- This is the 2nd highest rated item in the engagement driver questions

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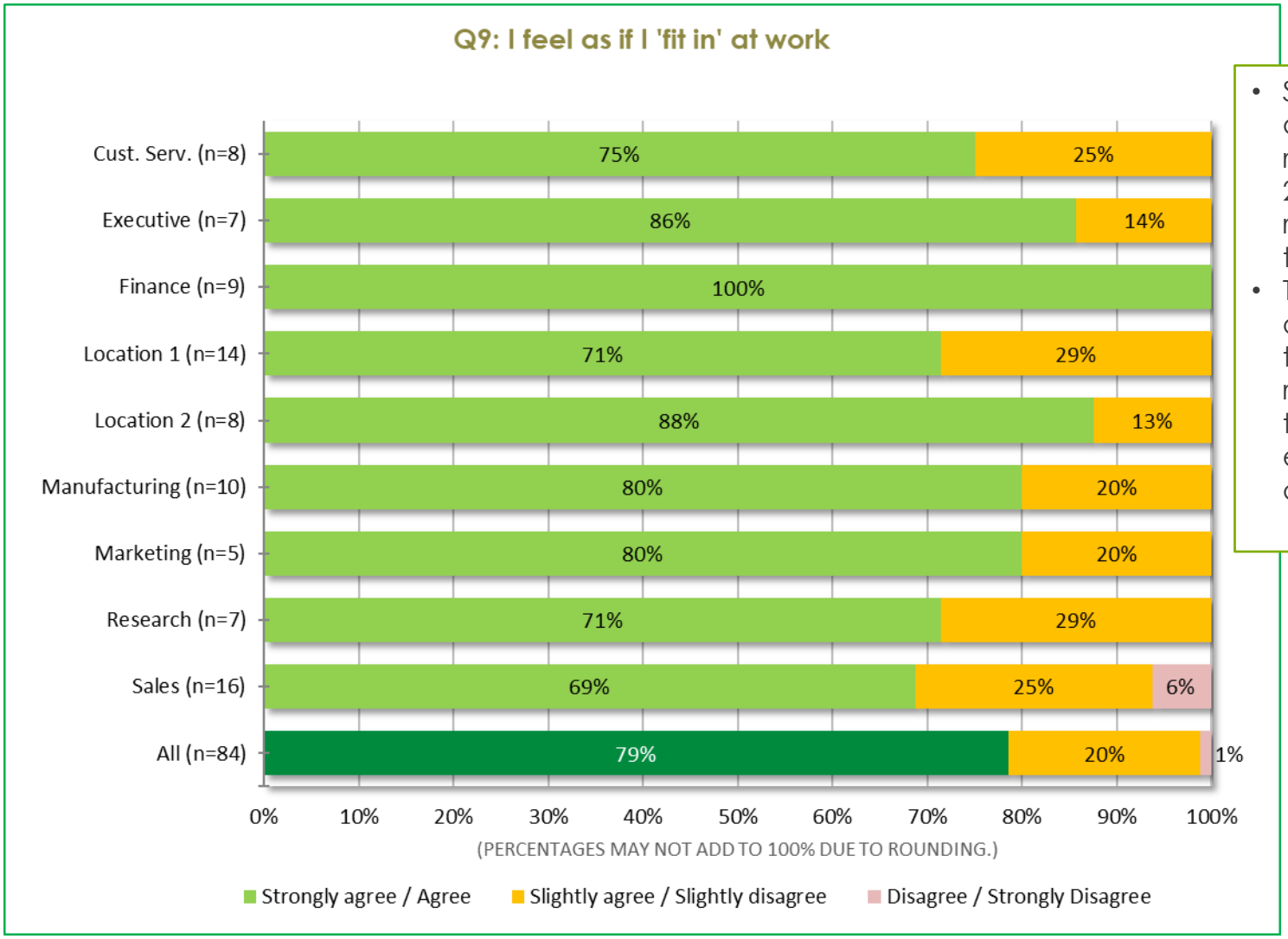

- Strongly agree / agree responses ("top 2 box score") range from 69% to 100%
- This is tied with 2 other items for the 4th highest rated item in the engagement driver questions

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Q10: I can make decisions necessary to do my job well

- Strongly agree / agree responses ("top 2 box score") range from 63% to 100%
- This is the 3rd highest rated item in the engagement driver questions

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Recognition

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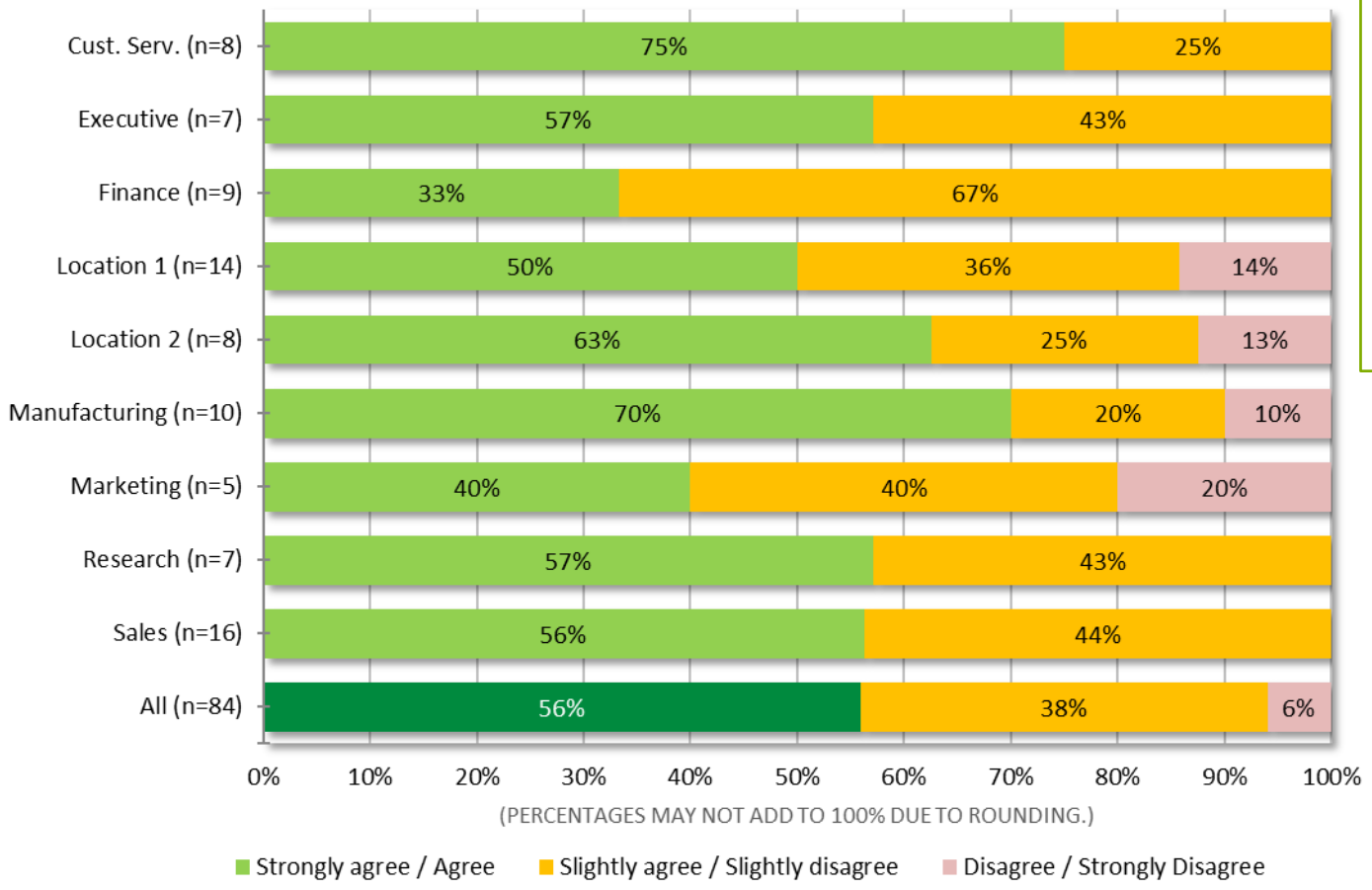
Q11: I receive appropriate recognition (beyond pay and benefits) for my contributions and/or accomplishments



- Strongly agree / agree responses ("top 2 box score") range from 33% to 75%
- Recognition is often a higher driver of engagement

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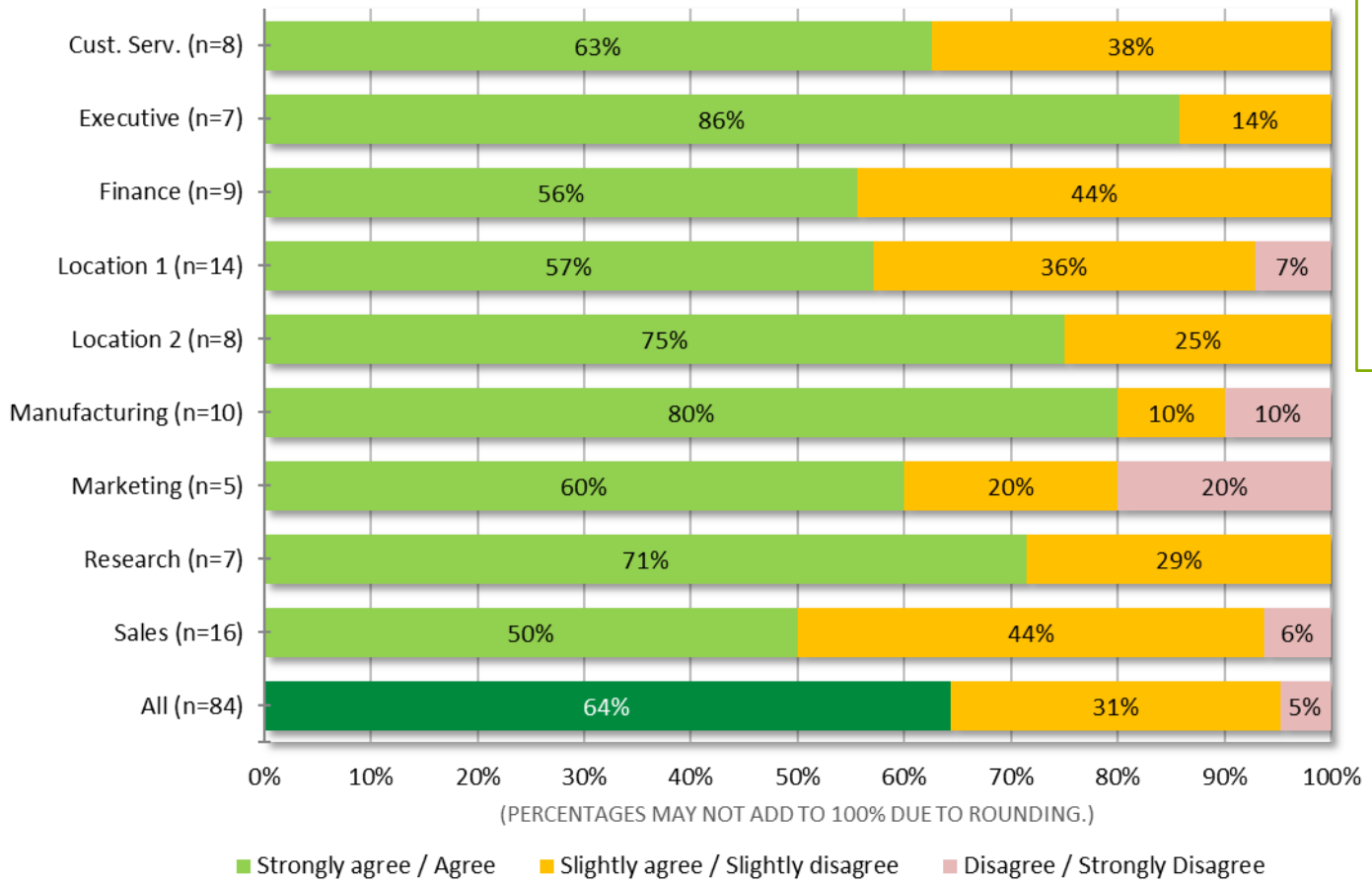
Q12: I often get positive feedback for the work that I do



- Strongly agree / agree responses ("top 2 box score") range from 50% to 86%
- Recognition is often a higher driver of engagement

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Co-Workers and Teamwork

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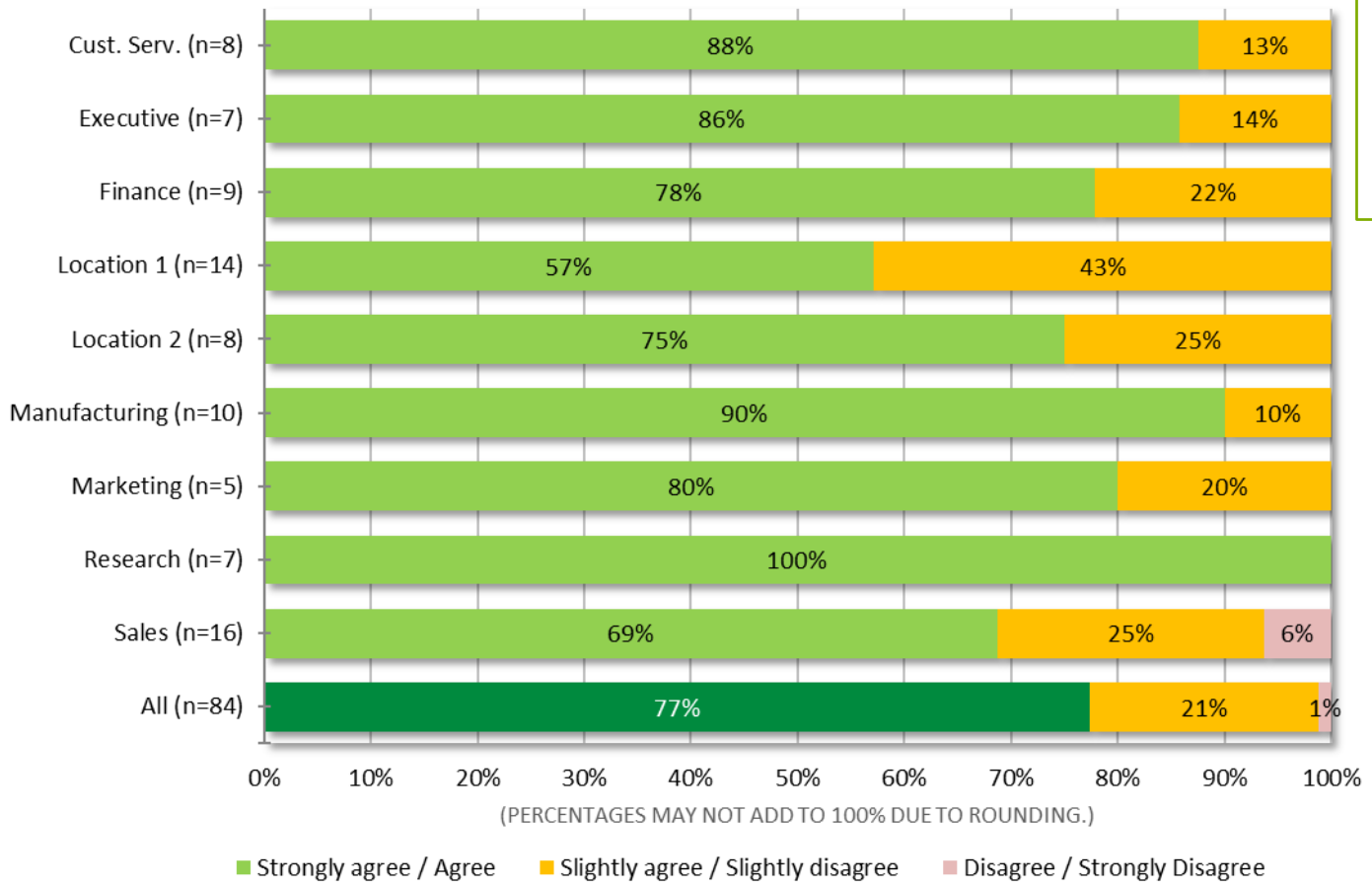
Q13: There is effective teamwork within my department



- Strongly agree / agree responses ("top 2 box score") range from 57% to 100%

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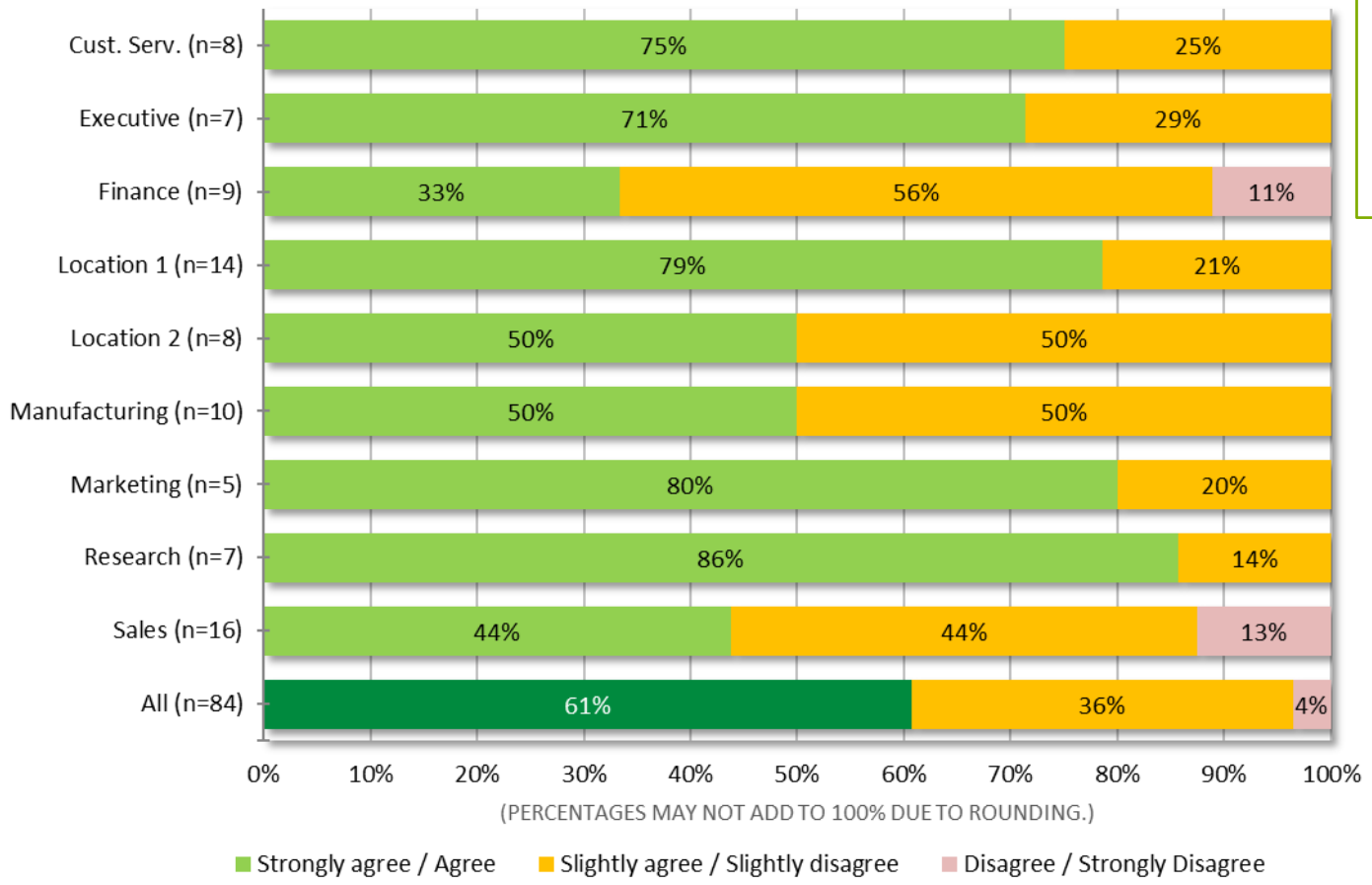
Q14: There is effective teamwork between departments



- Strongly agree / agree responses ("top 2 box score") range from 33% to 86%

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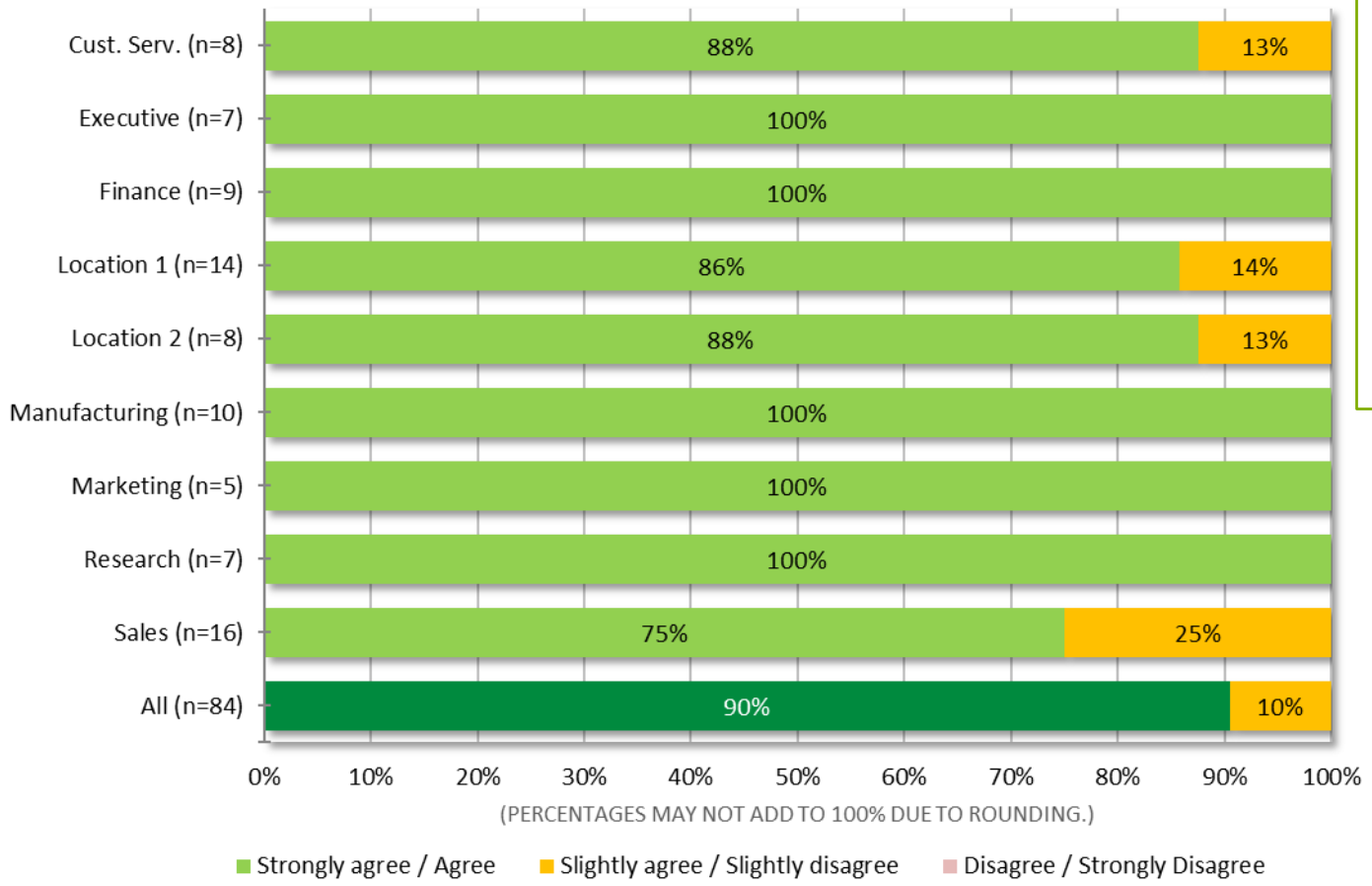
Q15: My co-workers respect my thoughts and feelings



- Strongly agree / agree responses ("top 2 box score") range from 75% to 100%
- This is the highest rated item in the engagement driver questions

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Growth and Development

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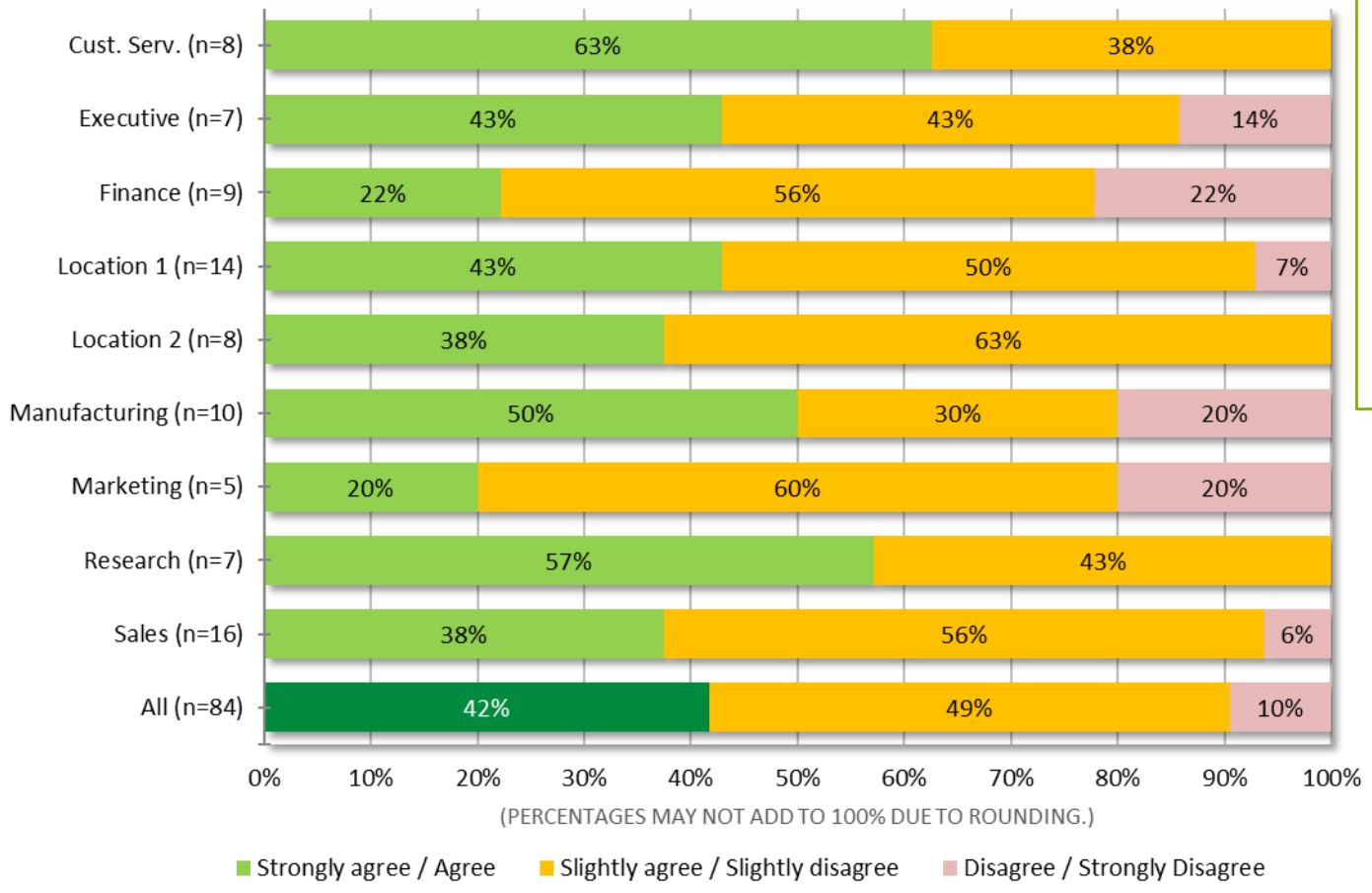
Q16: Excellence Inc. is committed to employee growth



- Strongly agree / agree responses ("top 2 box score") range from 20% to 63%
- This is the fifth lowest scored item in the engagement driver questions

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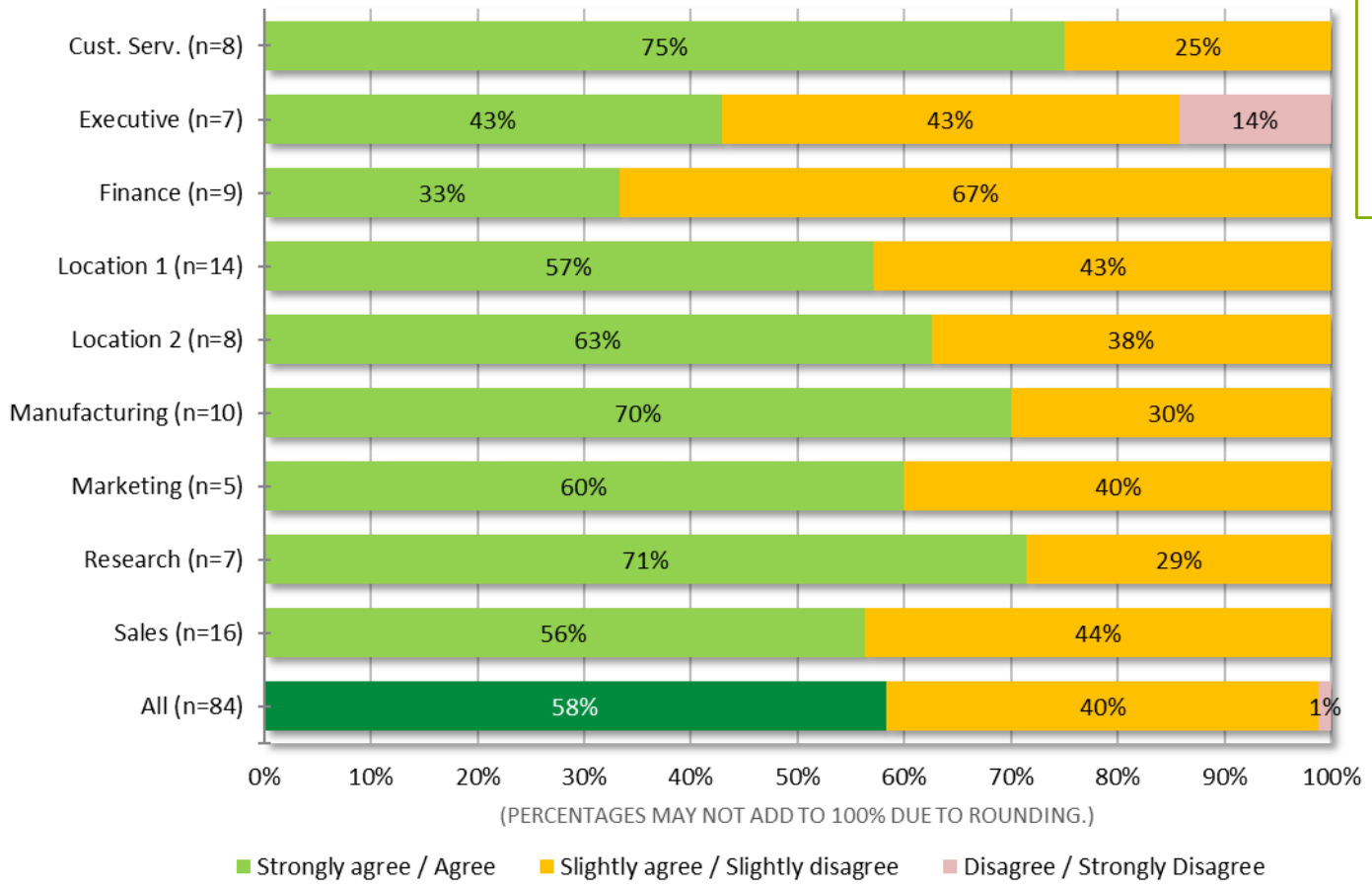
Q17: Excellence Inc. supports employee learning and development



- Strongly agree / agree responses ("top 2 box score") range from 33% to 75%

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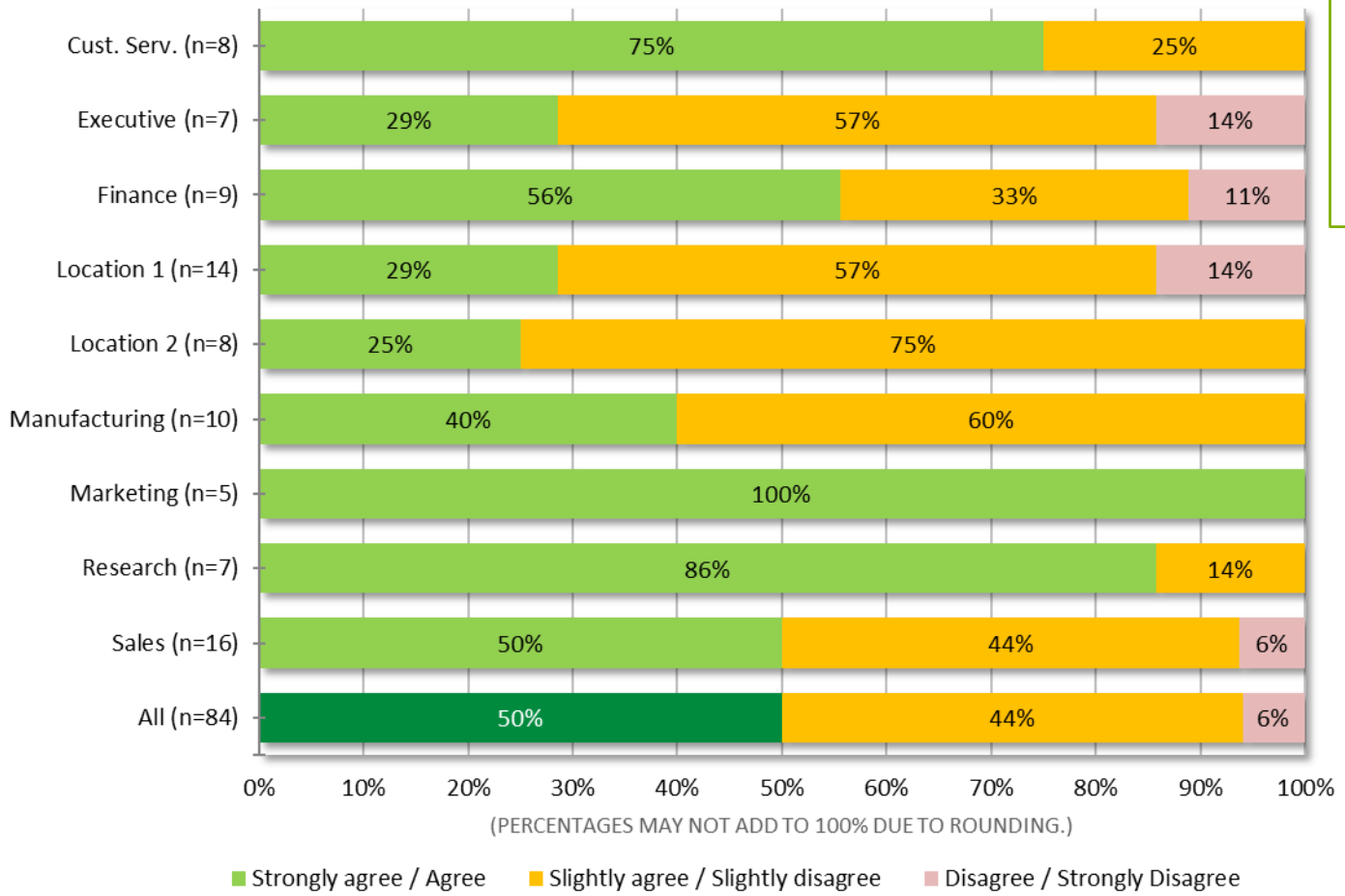
Q18: I am aware of the learning opportunities within Excellence Inc.



- Strongly agree / agree responses ("top 2 box score") range from 25% to 100%

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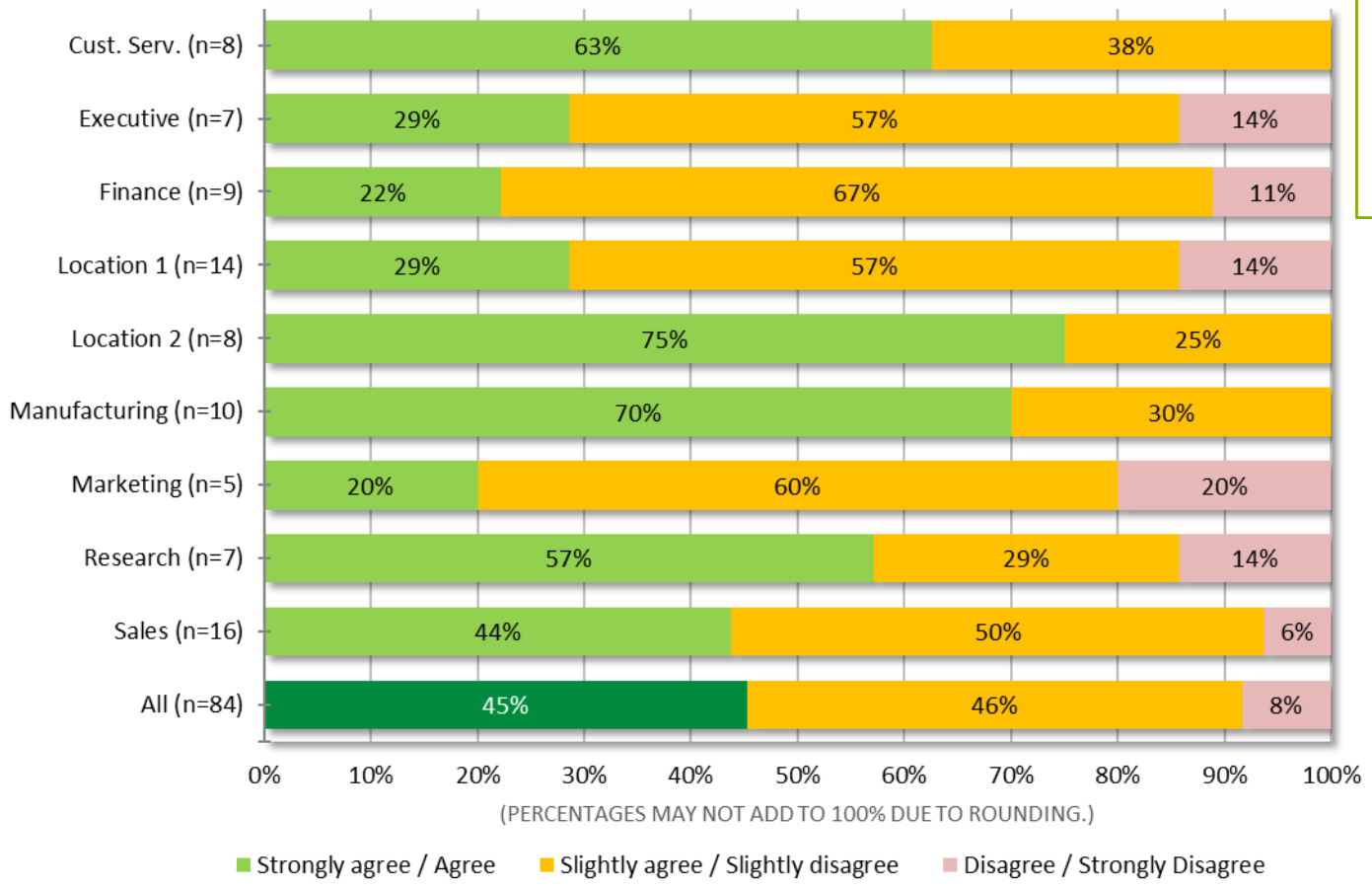
Q19: Overall, I receive the training/professional development I need to do my job



- Strongly agree / agree responses ("top 2 box score") range from 20% to 78%

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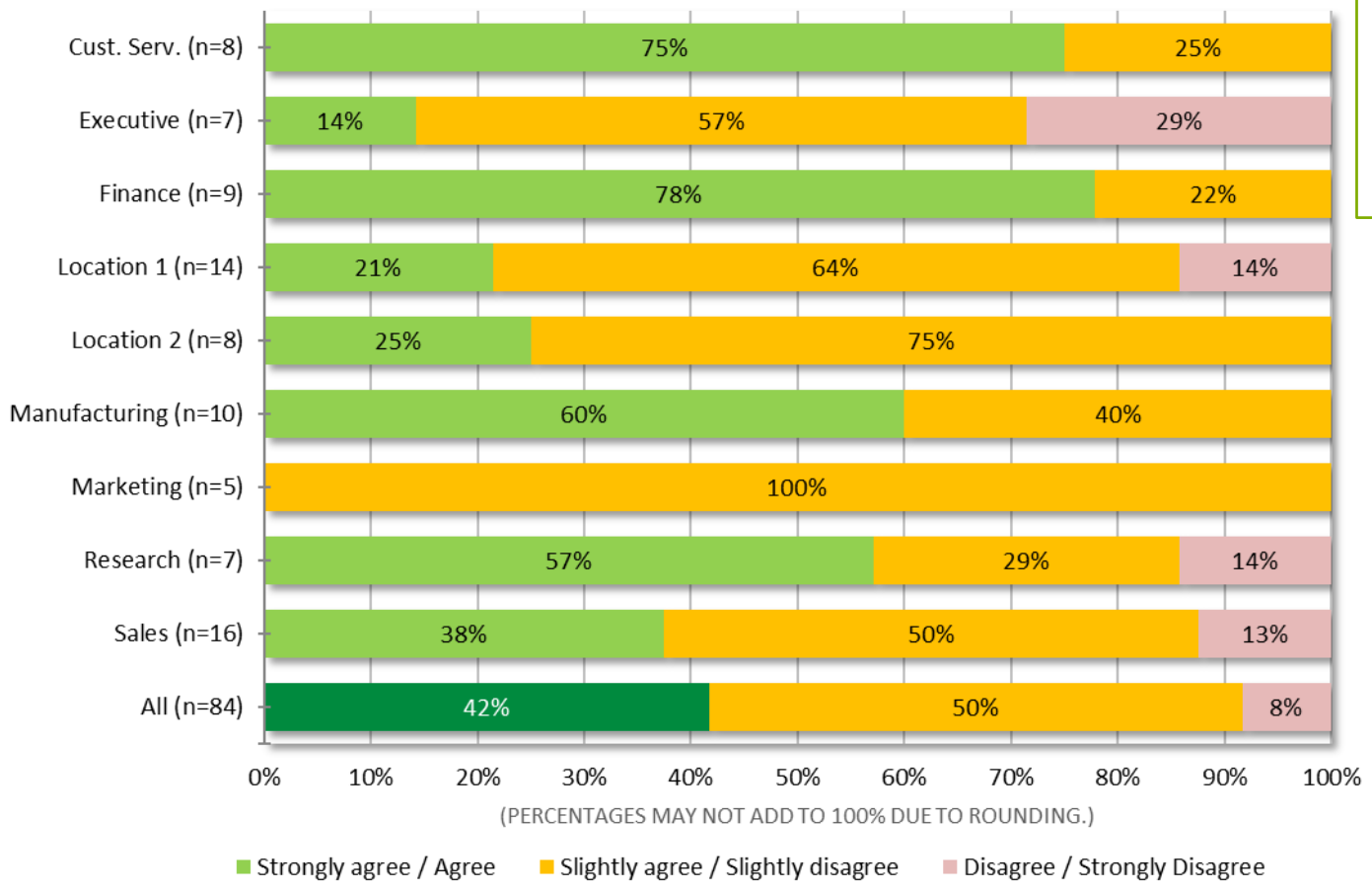
Q20: I know what career opportunities are available to me



- Strongly agree / agree responses ("top 2 box score") range from 0% to 78%

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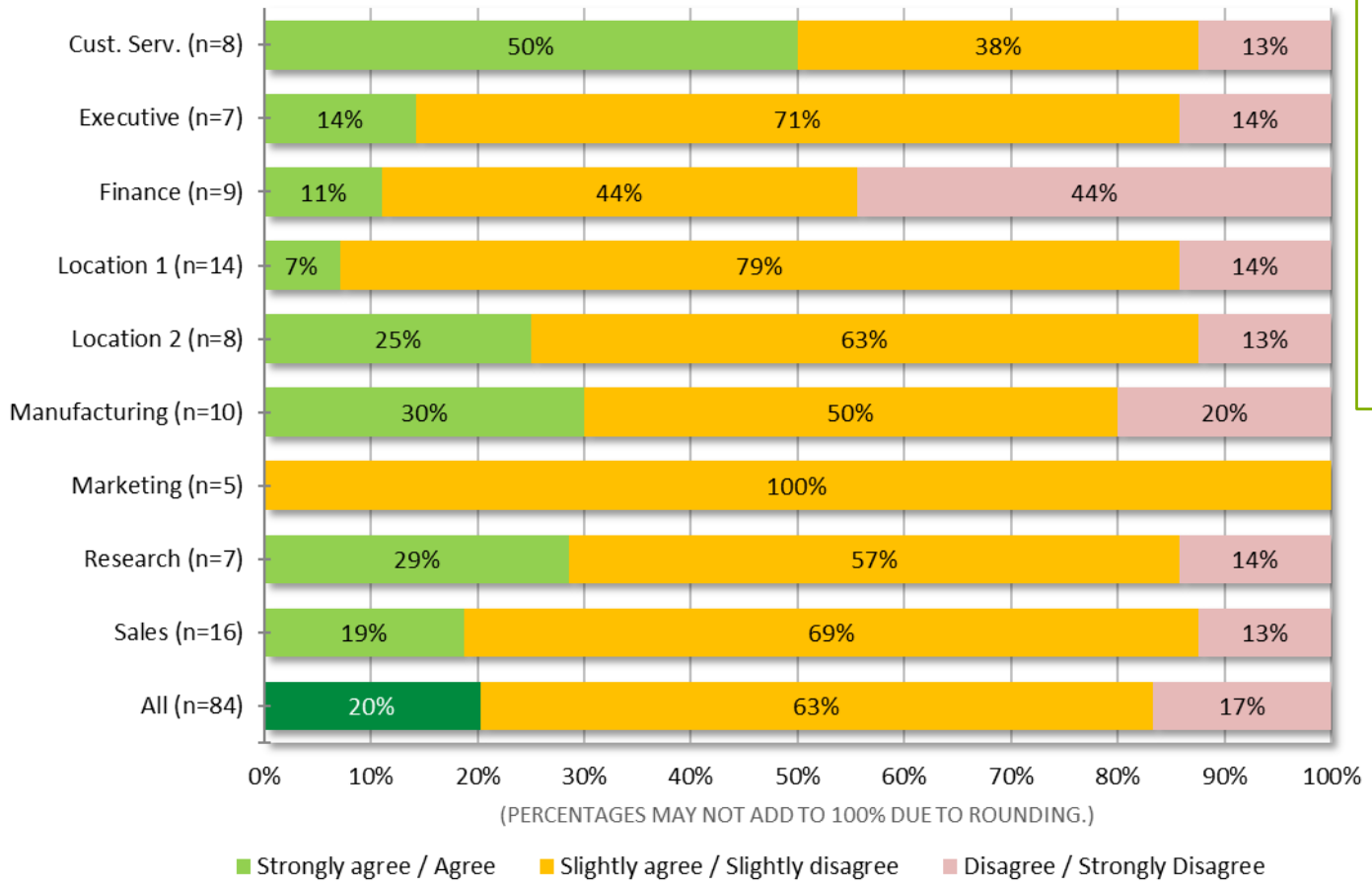
Q21: I have sufficient opportunities to advance my career within Excellence Inc.



- Strongly agree / agree responses ("top 2 box score") range from 0% to 50%
- This is the 2nd lowest rated item in the engagement driver questions

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Work / Life Balance

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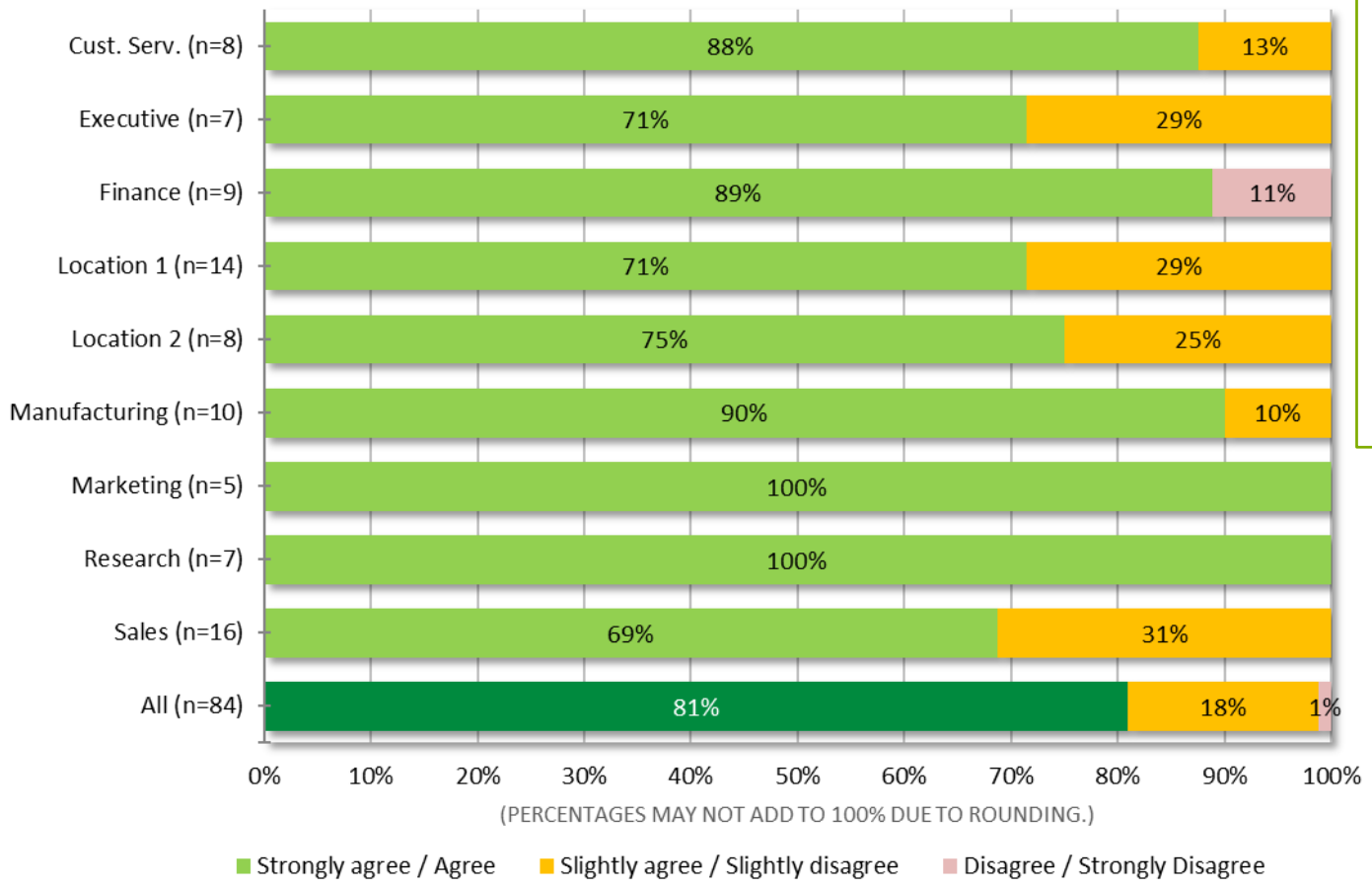
Q22: The balance between my work and my personal life is right for me



- Strongly agree / agree responses ("top 2 box score") range from 69% to 100%
- This is tied with 2 other items for the 4th highest rated item in the engagement driver questions

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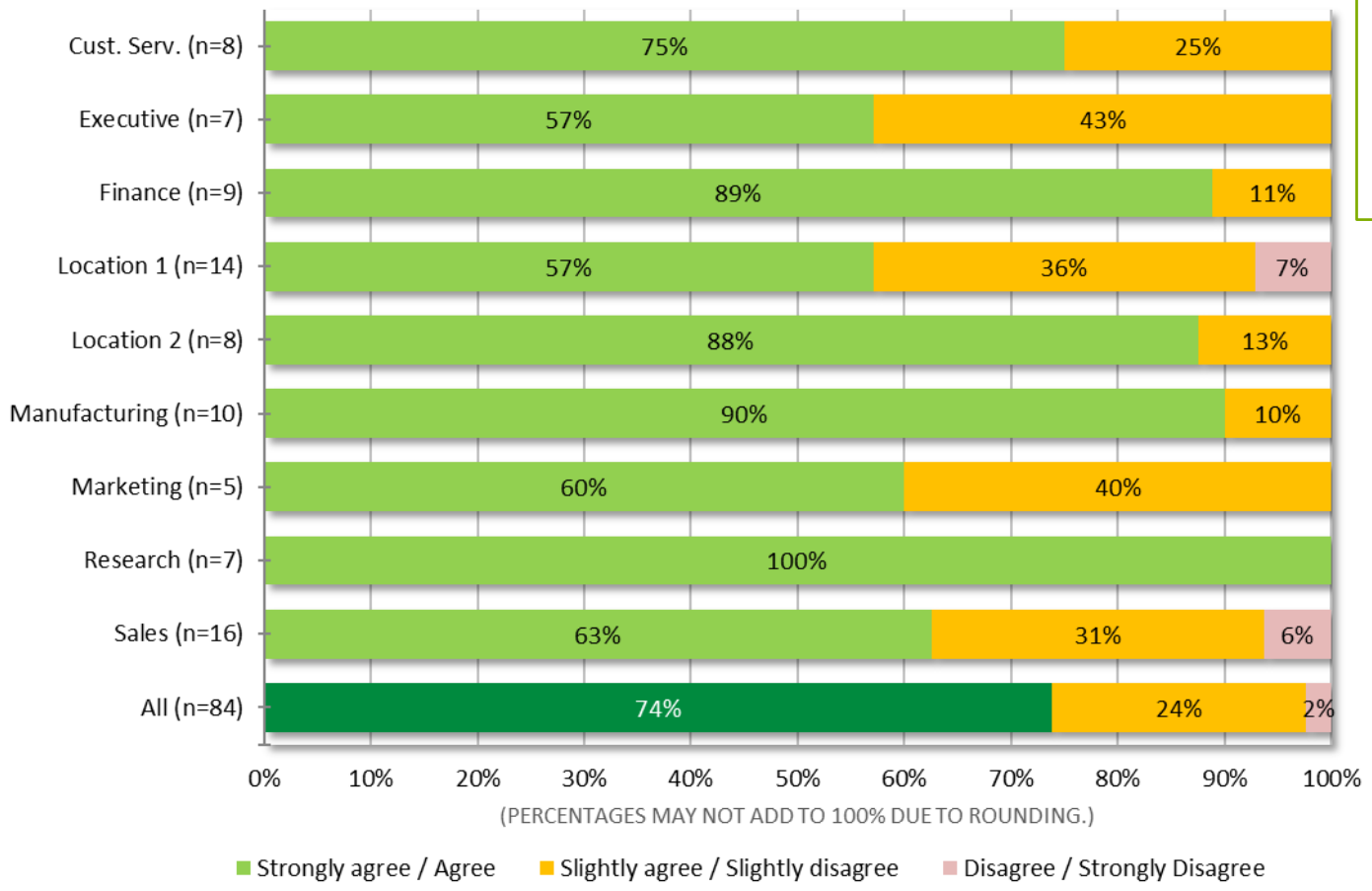
Q23: My current workload is manageable



- Strongly agree / agree responses ("top 2 box score") range from 57% to 100%

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Pay and Benefits

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Q24: My pay is appropriate for my role

- Strongly agree / agree responses ("top 2 box score") range from 0% to 88%
- This is the 4th lowest rated item in the engagement driver questions

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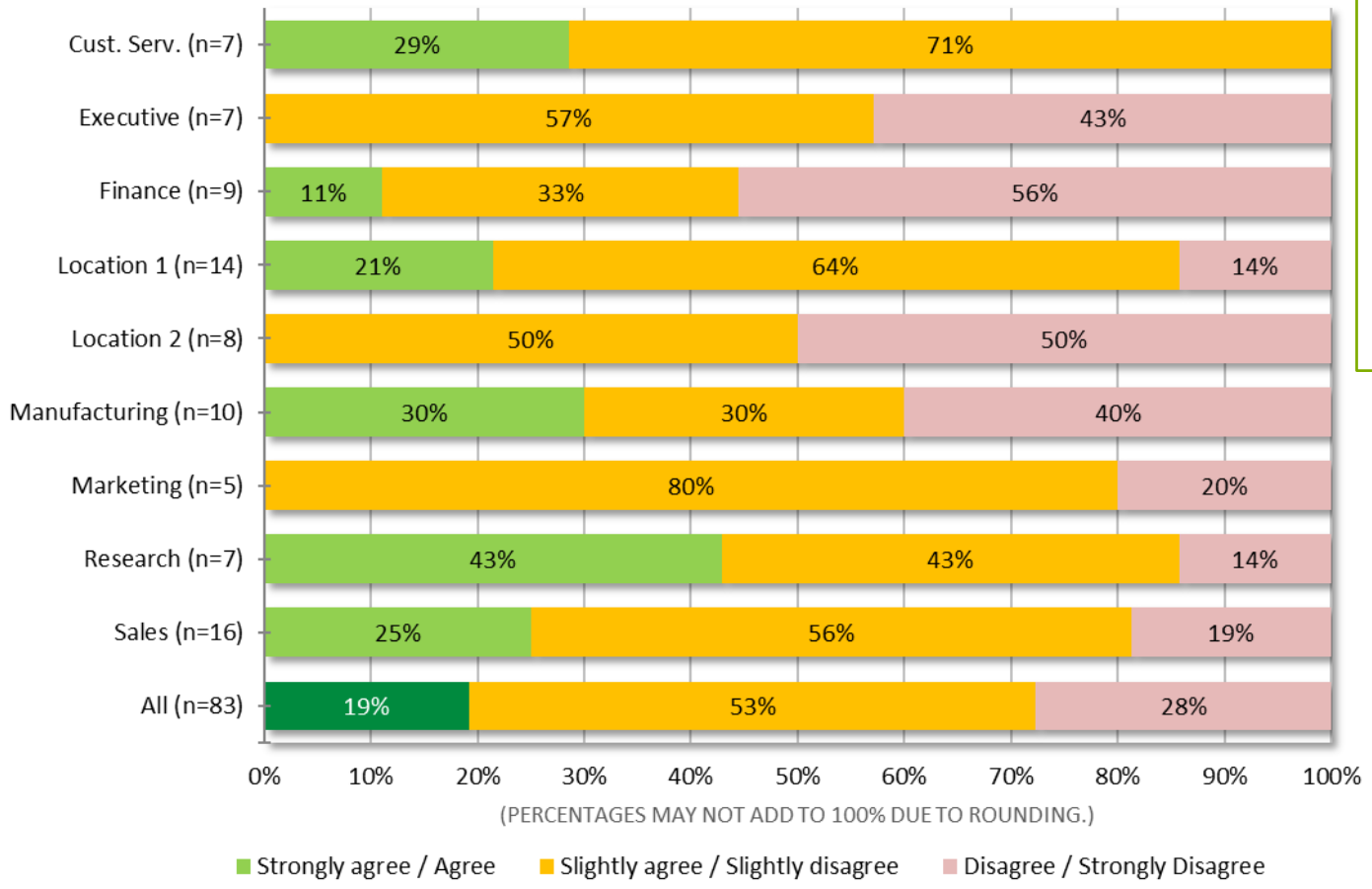
Q25: I am compensated competitively when compared to other organizations where I could work



- Strongly agree / agree responses ("top 2 box score") range from 0% to 43%
- This is the lowest rated item in engagement driver questions

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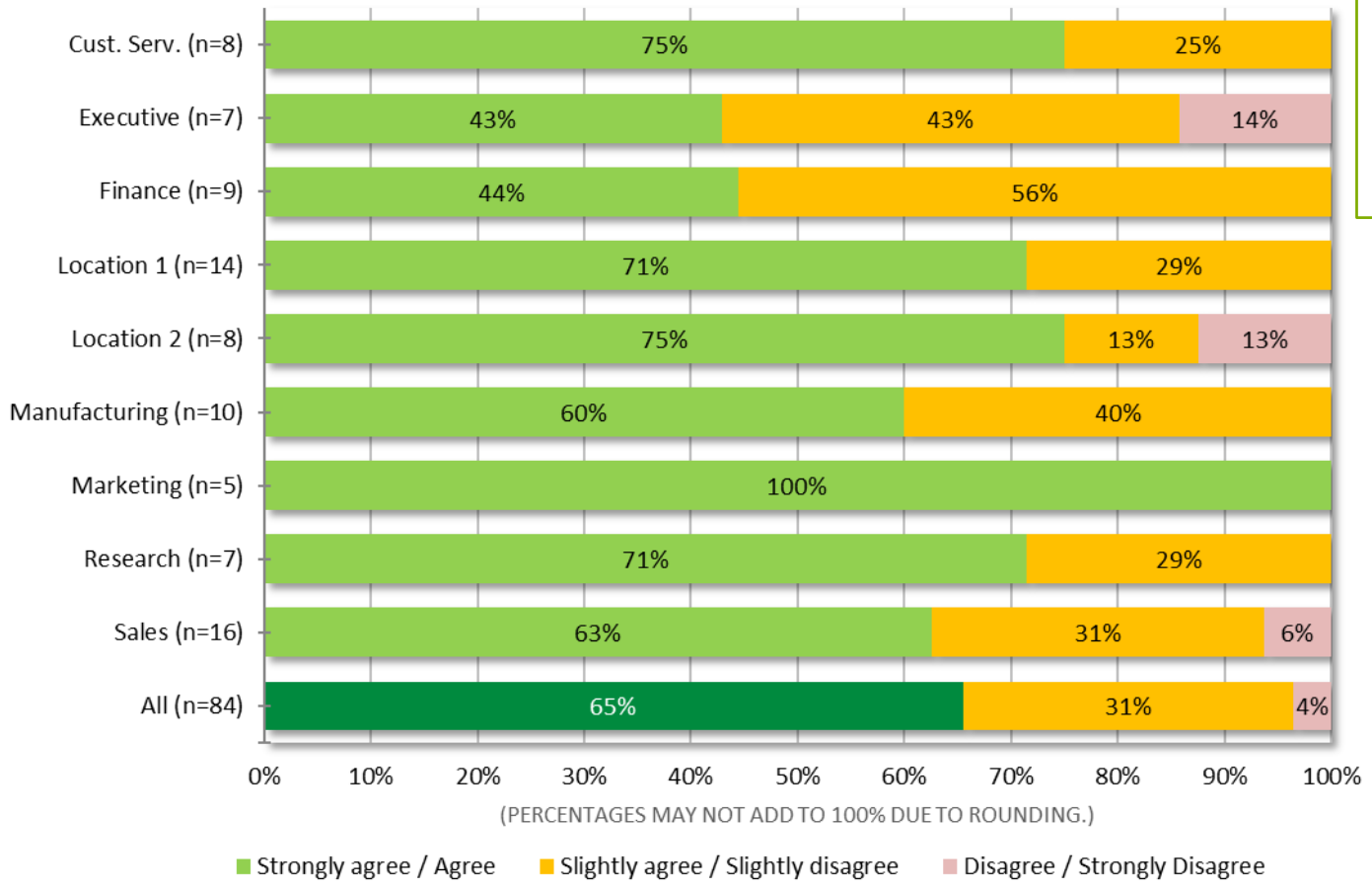
Q26: Overall, our benefits plan meets my needs



- Strongly agree / agree responses ("top 2 box score") range from 43% to 100%

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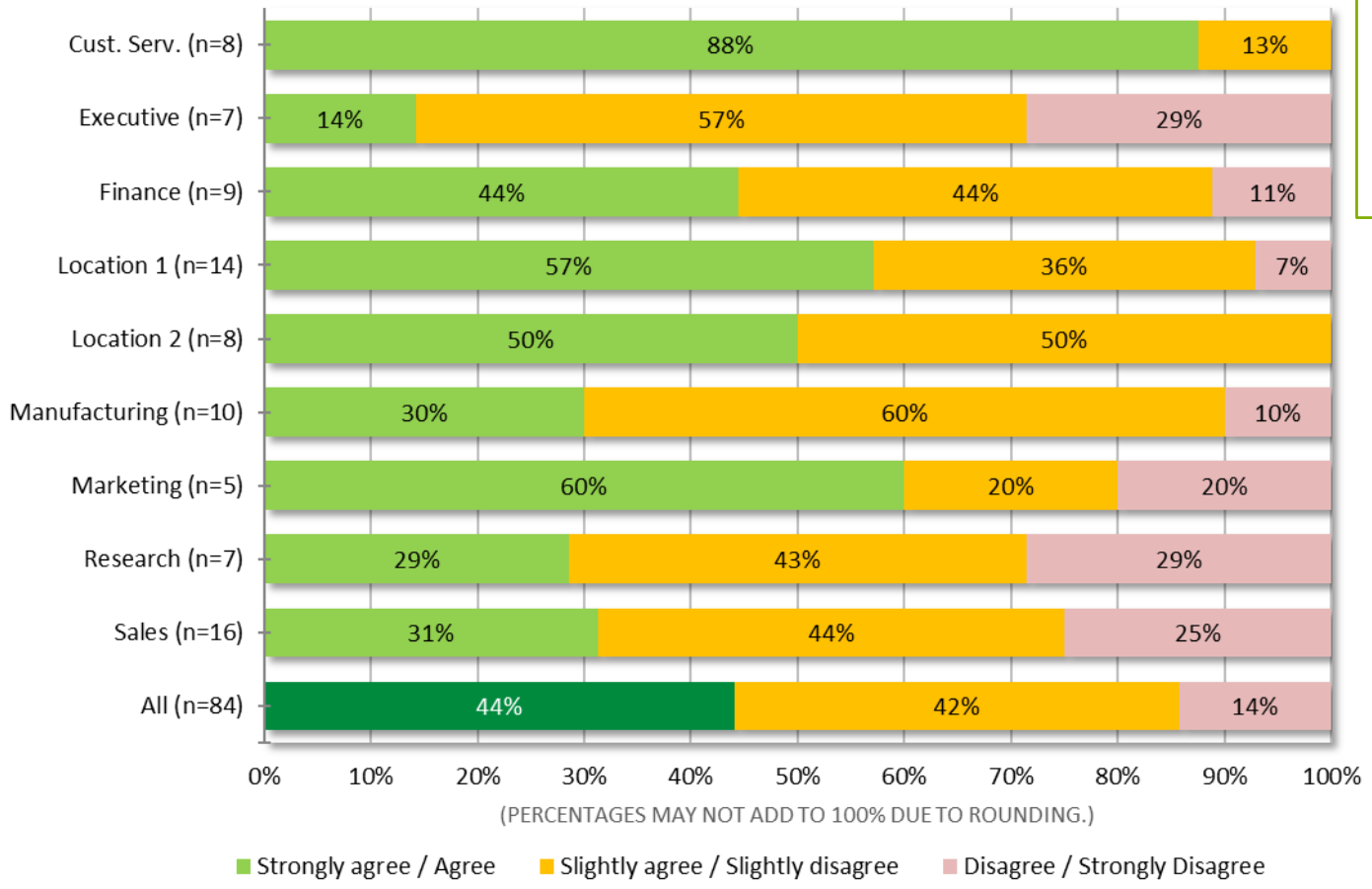
Q27: Overall, our retirement savings plan meets my needs



- Strongly agree / agree responses ("top 2 box score") range from 14% to 88%

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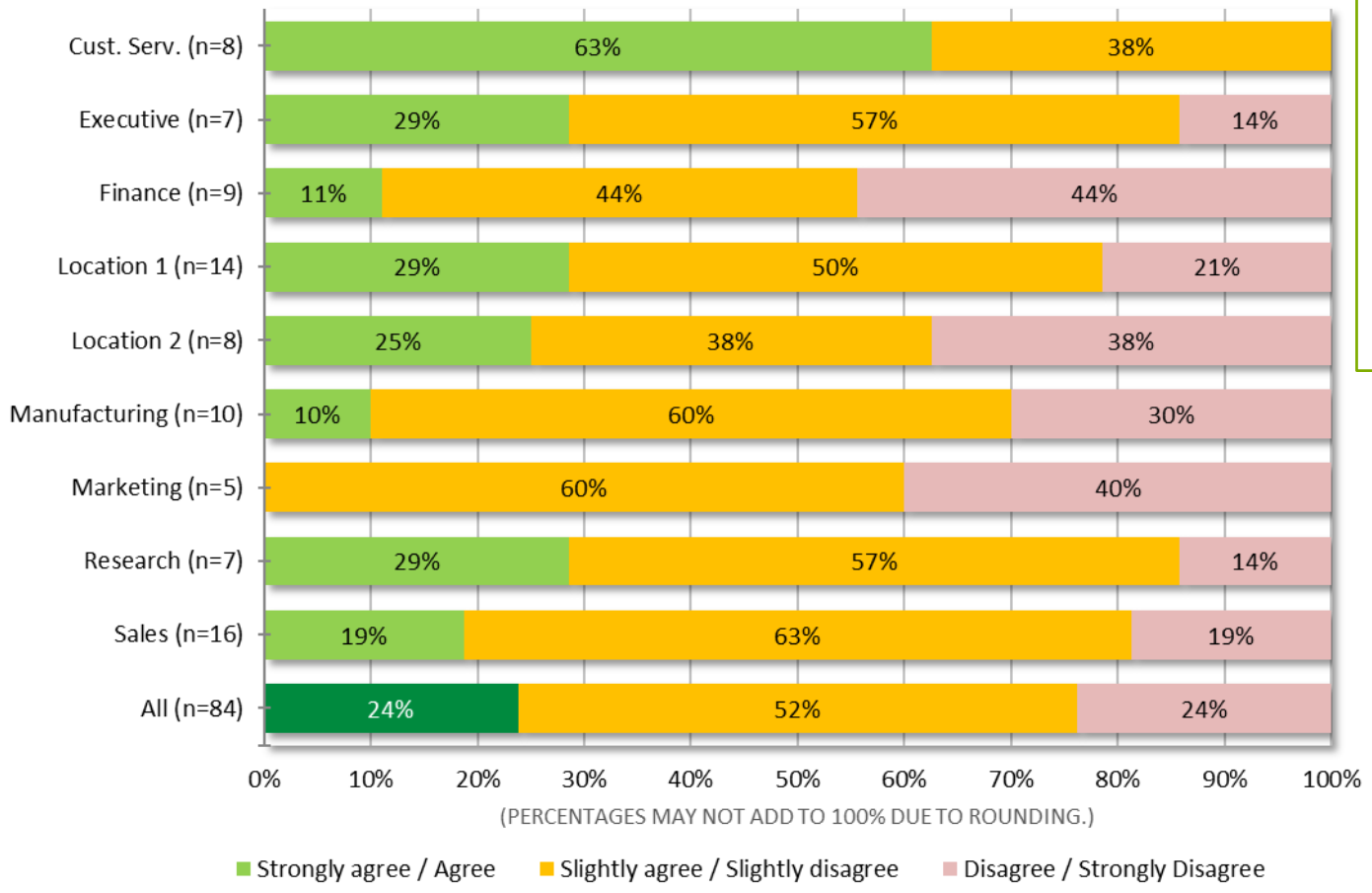
Q28: There is a clear link between my job performance and my pay



- Strongly agree / agree responses ("top 2 box score") range from 0% to 63%
- This is the 3rd lowest rated item in the engagement driver questions

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Supervisor / Manager

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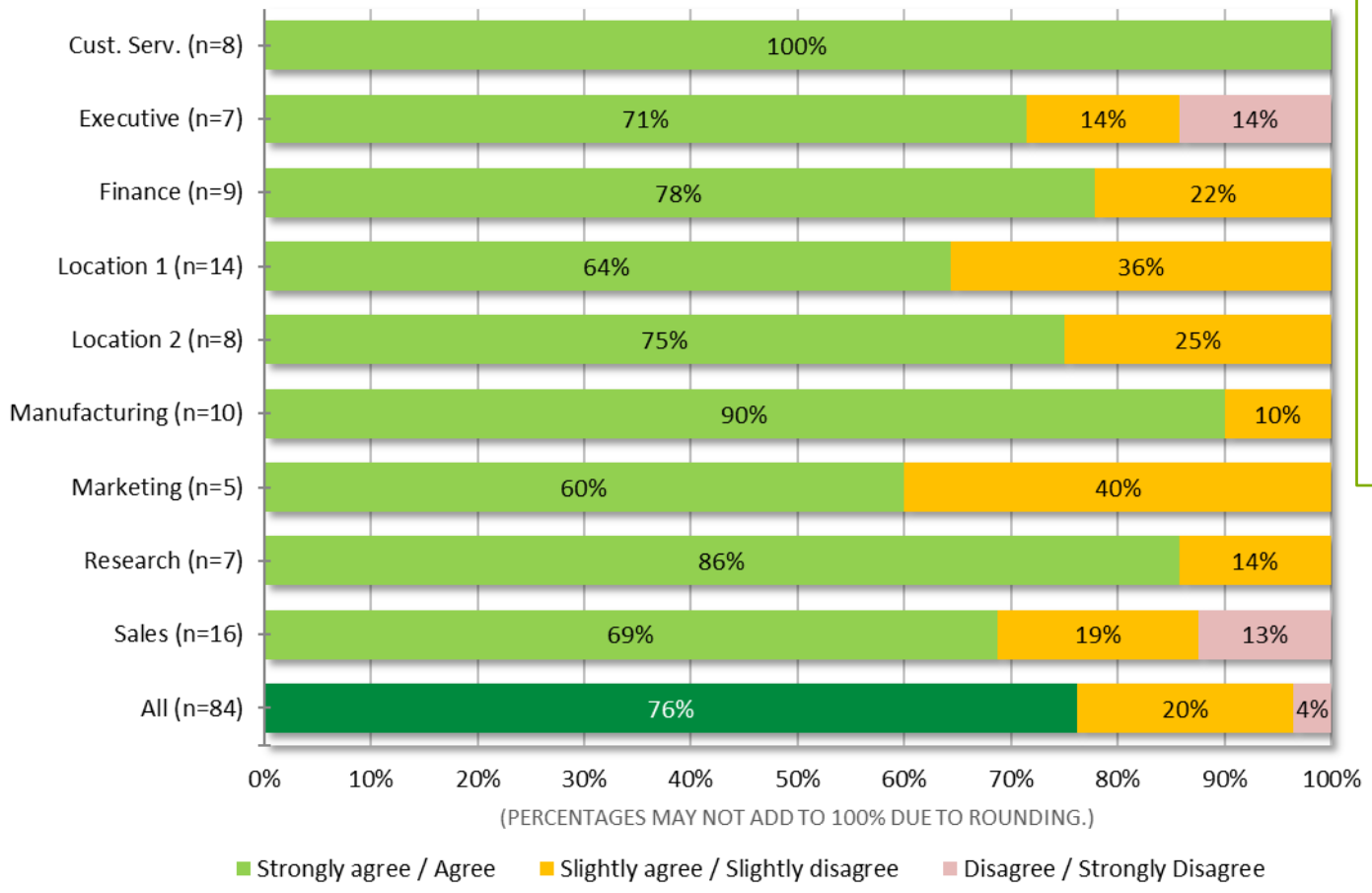
Q29a: My supervisor/manager (the person I report to): Provides the support I need to succeed



- Strongly agree / agree responses ("top 2 box score") range from 60% to 100%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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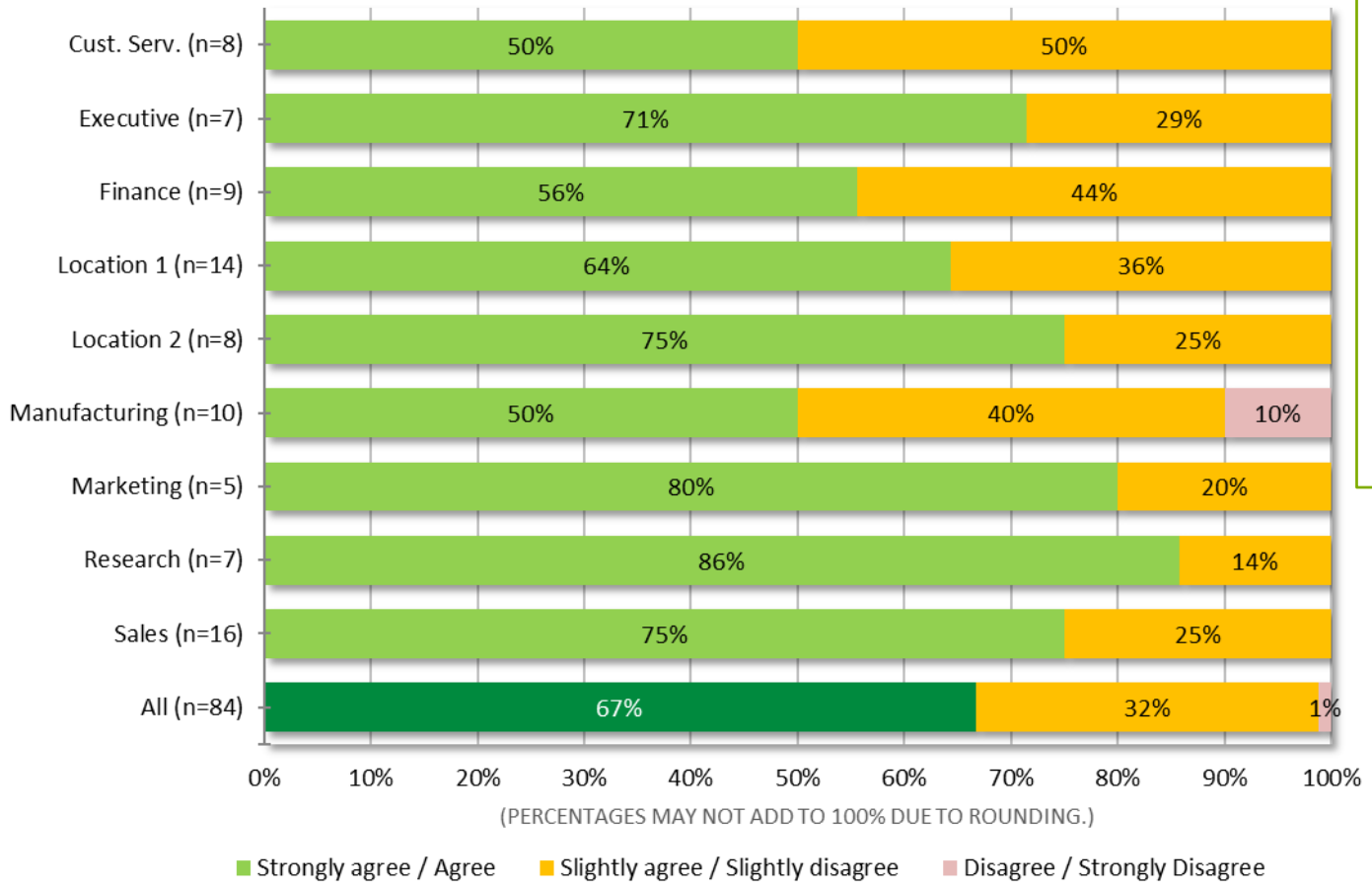
Q29b: My supervisor/manager (the person I report to): Keeps me informed about Excellence Inc.'s mission and goals



- Strongly agree / agree responses ("top 2 box score") range from 50% to 86%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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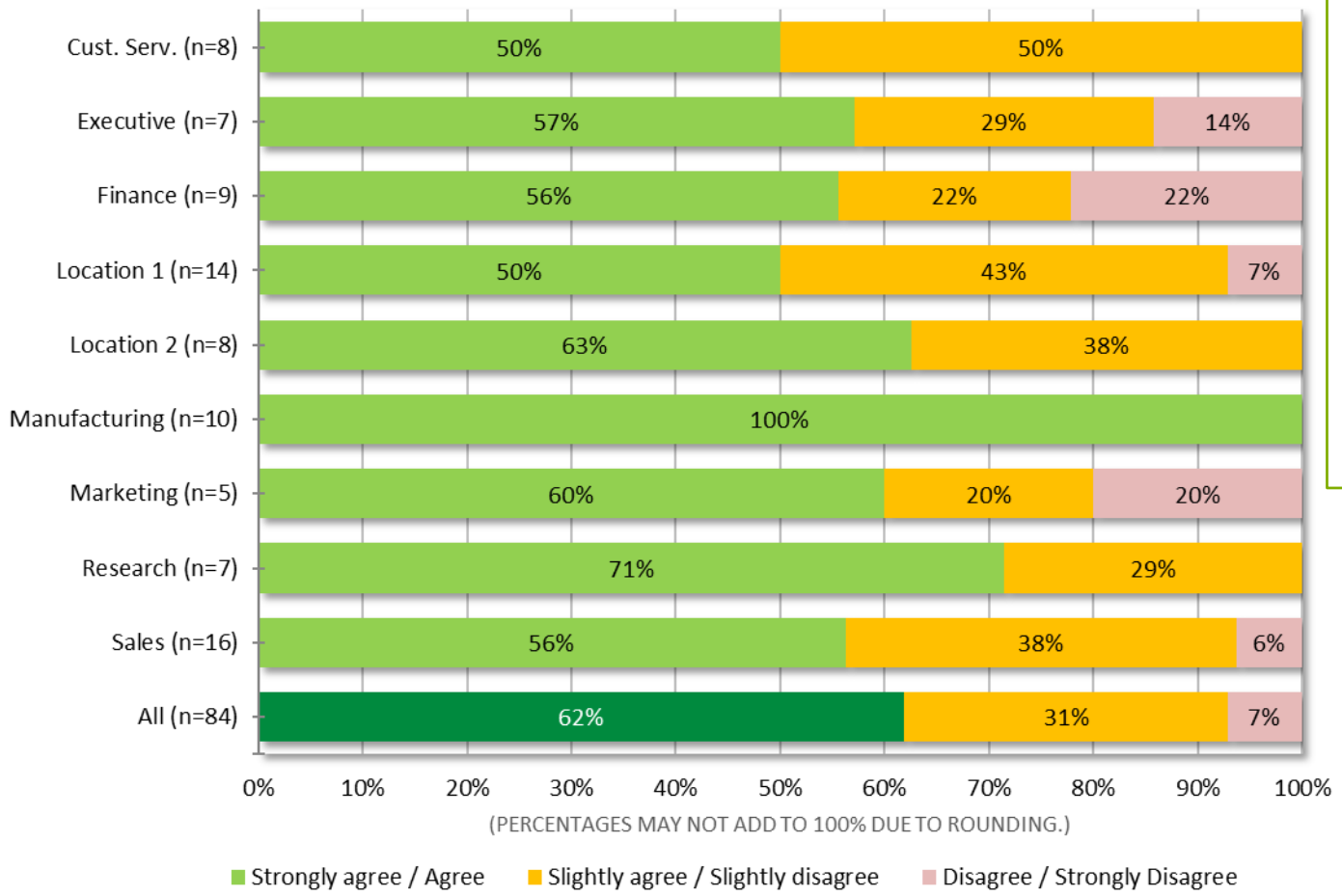
Q29c: My supervisor/manager (the person I report to): Sets clear expectations and goals with me



- Strongly agree / agree responses ("top 2 box score") range from 50% to 100%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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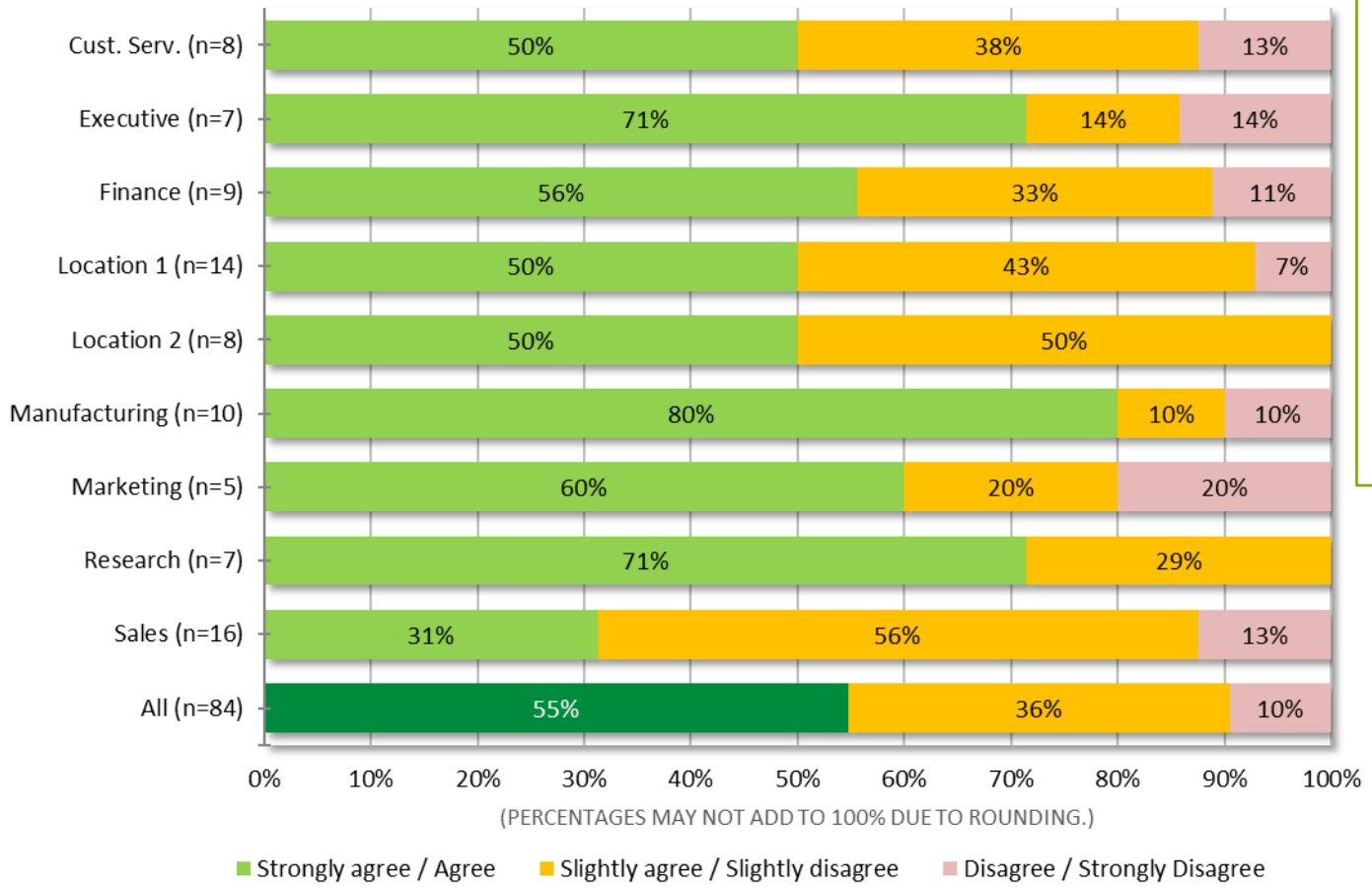
Q29d: My supervisor/manager (the person I report to): Provides regular feedback and coaching



- Strongly agree / agree responses ("top 2 box score") range from 31% to 80%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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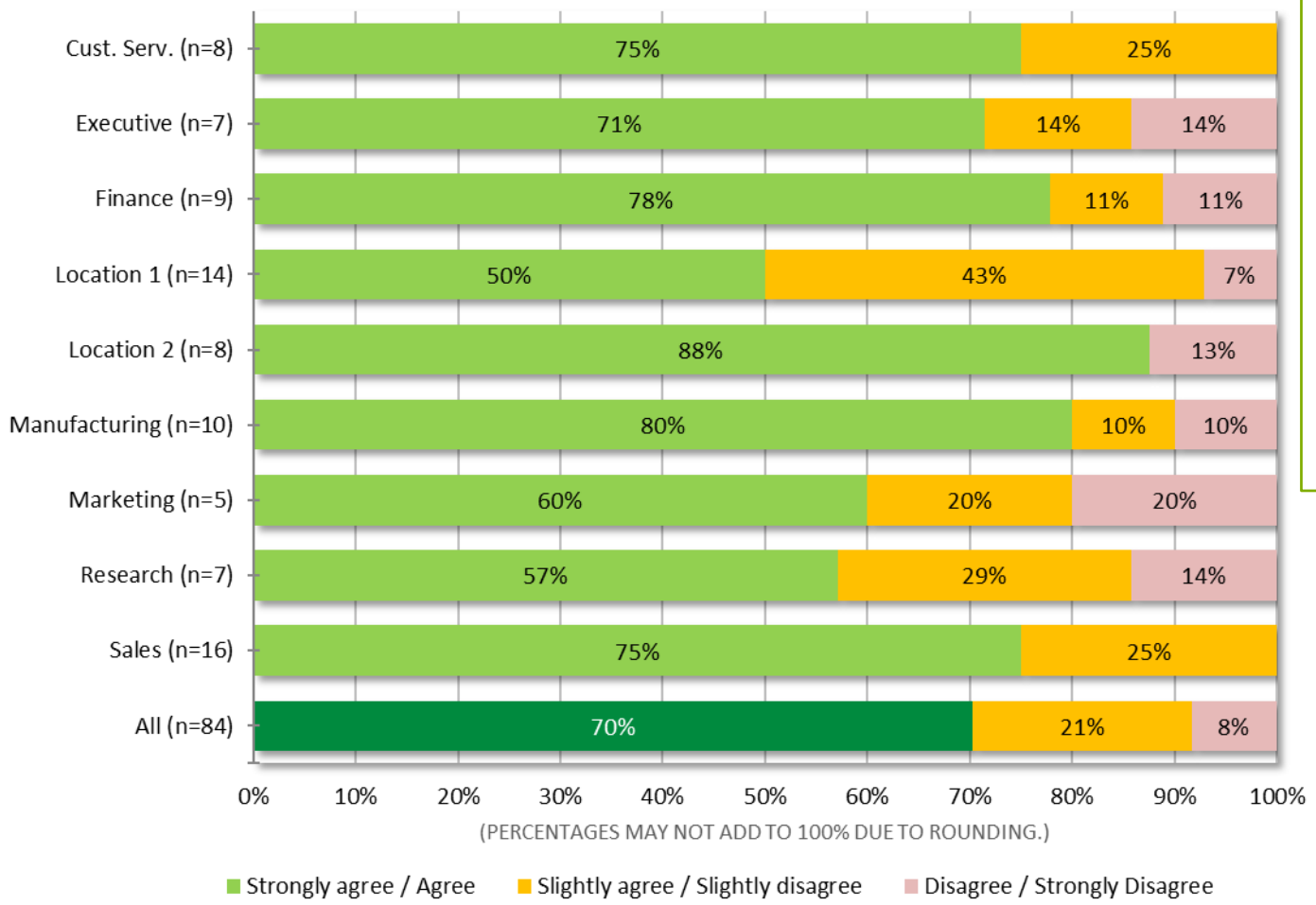
Q29e: My supervisor/manager (the person I report to): Recognizes my efforts and results



- Strongly agree / agree responses ("top 2 box score") range from 50% to 88%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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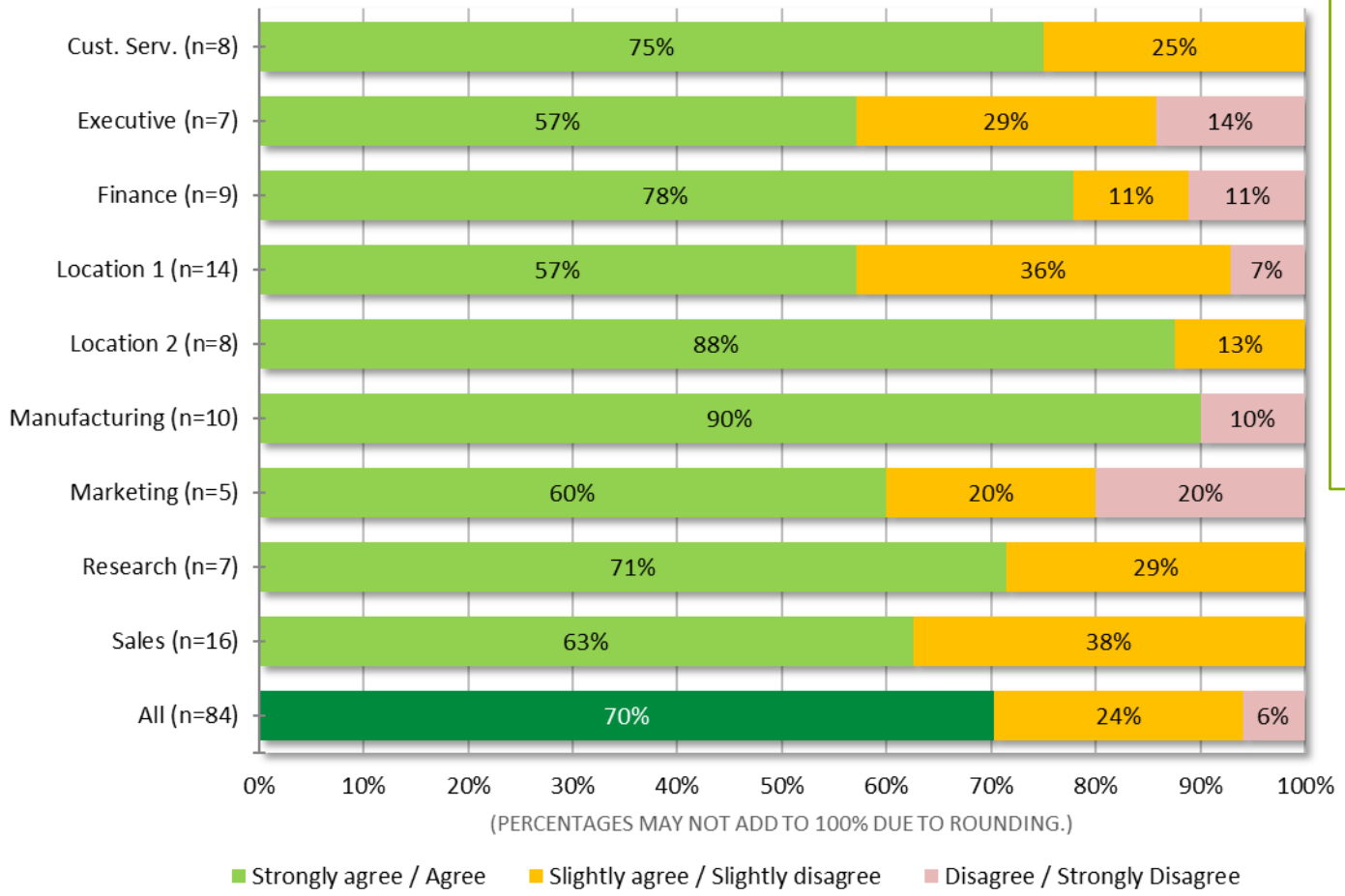
Q29f: My supervisor/manager (the person I report to): Supports my overall development



- Strongly agree / agree responses ("top 2 box score") range from 60% to 90%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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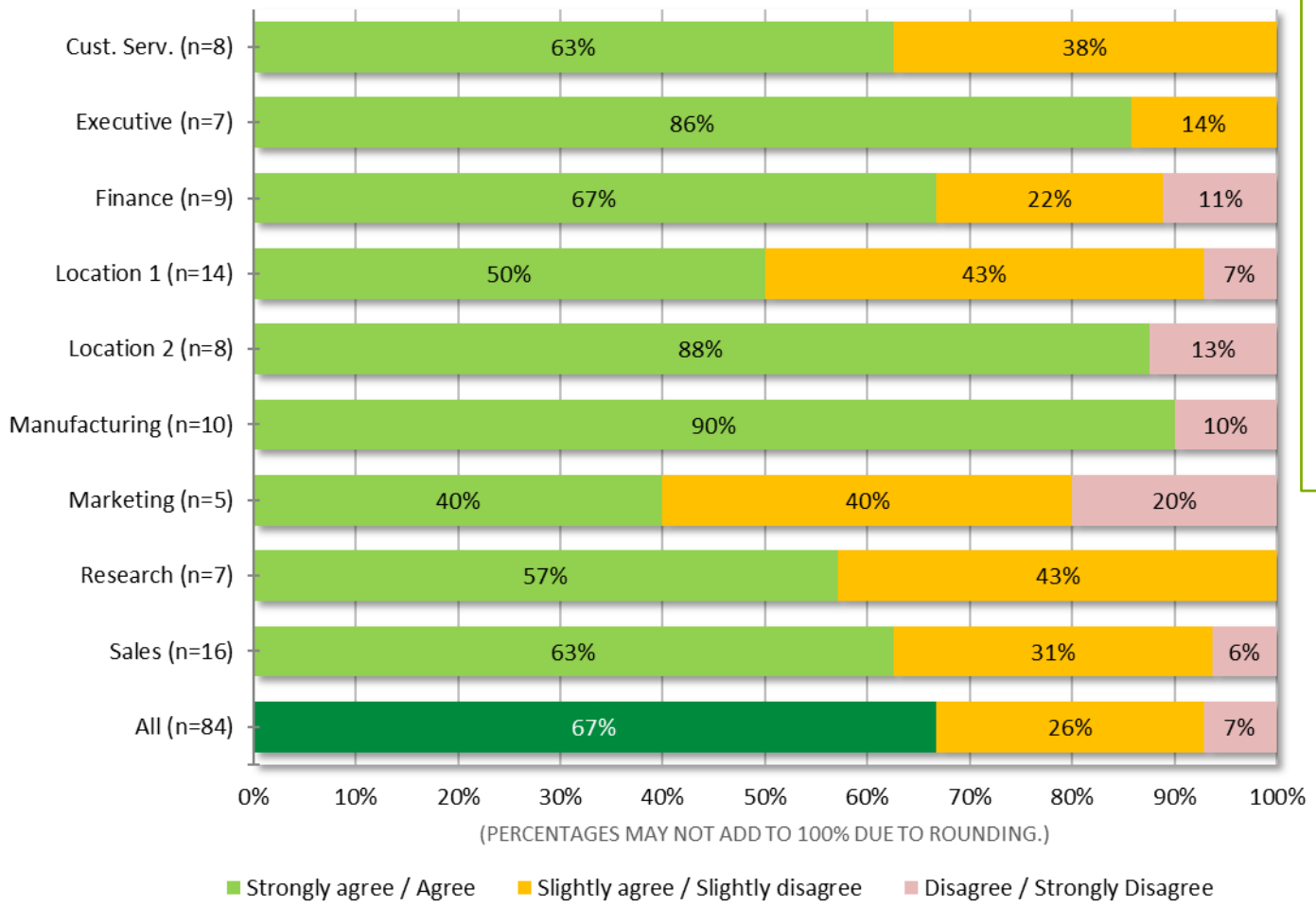
Q29g: My supervisor/manager (the person I report to): Inspires me to be the best I can be



- Strongly agree / agree responses ("top 2 box score") range from 40% to 90%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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Senior Leadership

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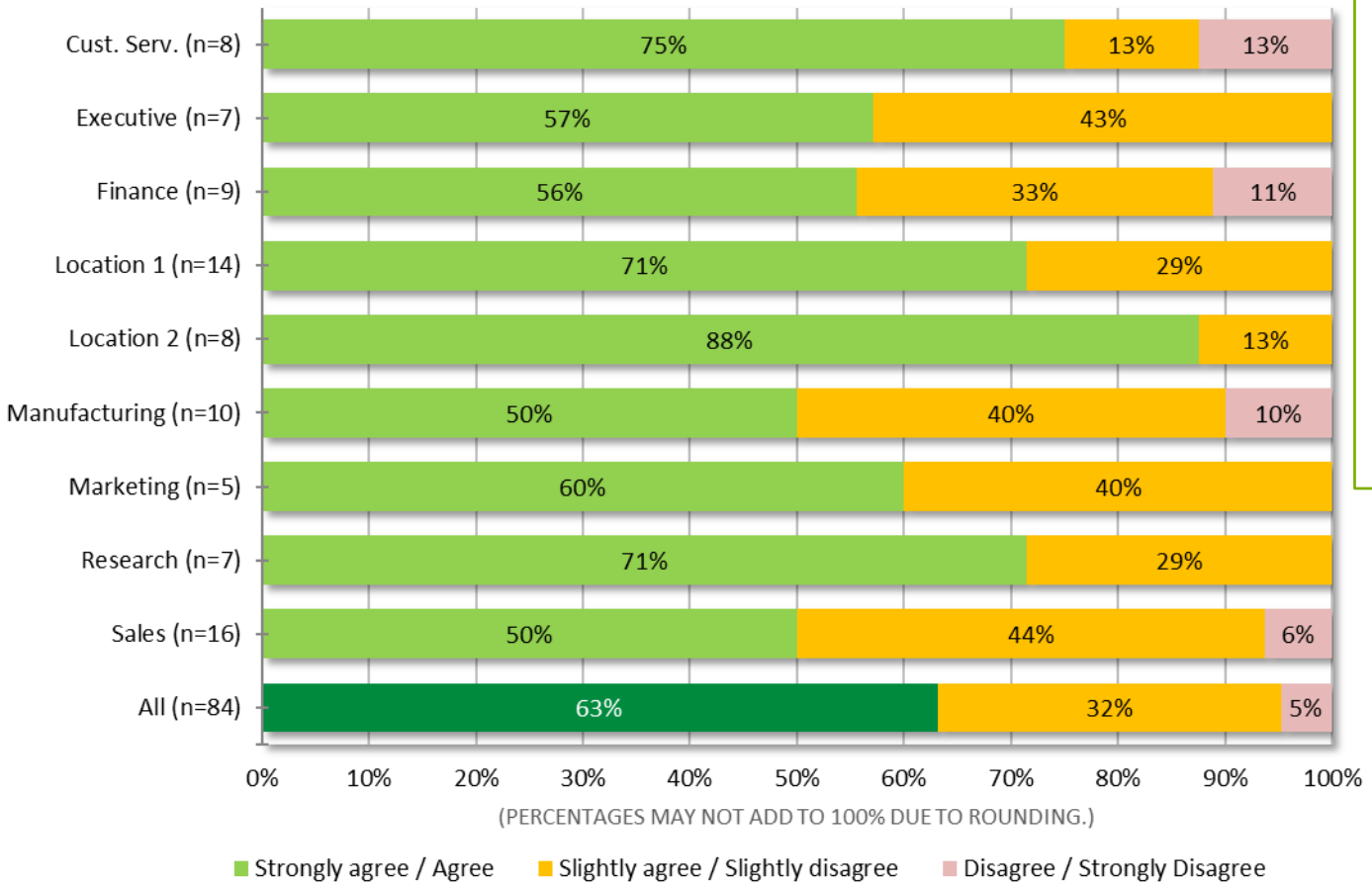
Q30: I see strong evidence of effective leadership from Excellence Inc.'s Leadership Team (*)



- Strongly agree / agree responses ("top 2 box score") range from 50% to 88%
- Satisfaction with senior leadership is typically highly correlated with high employee engagement

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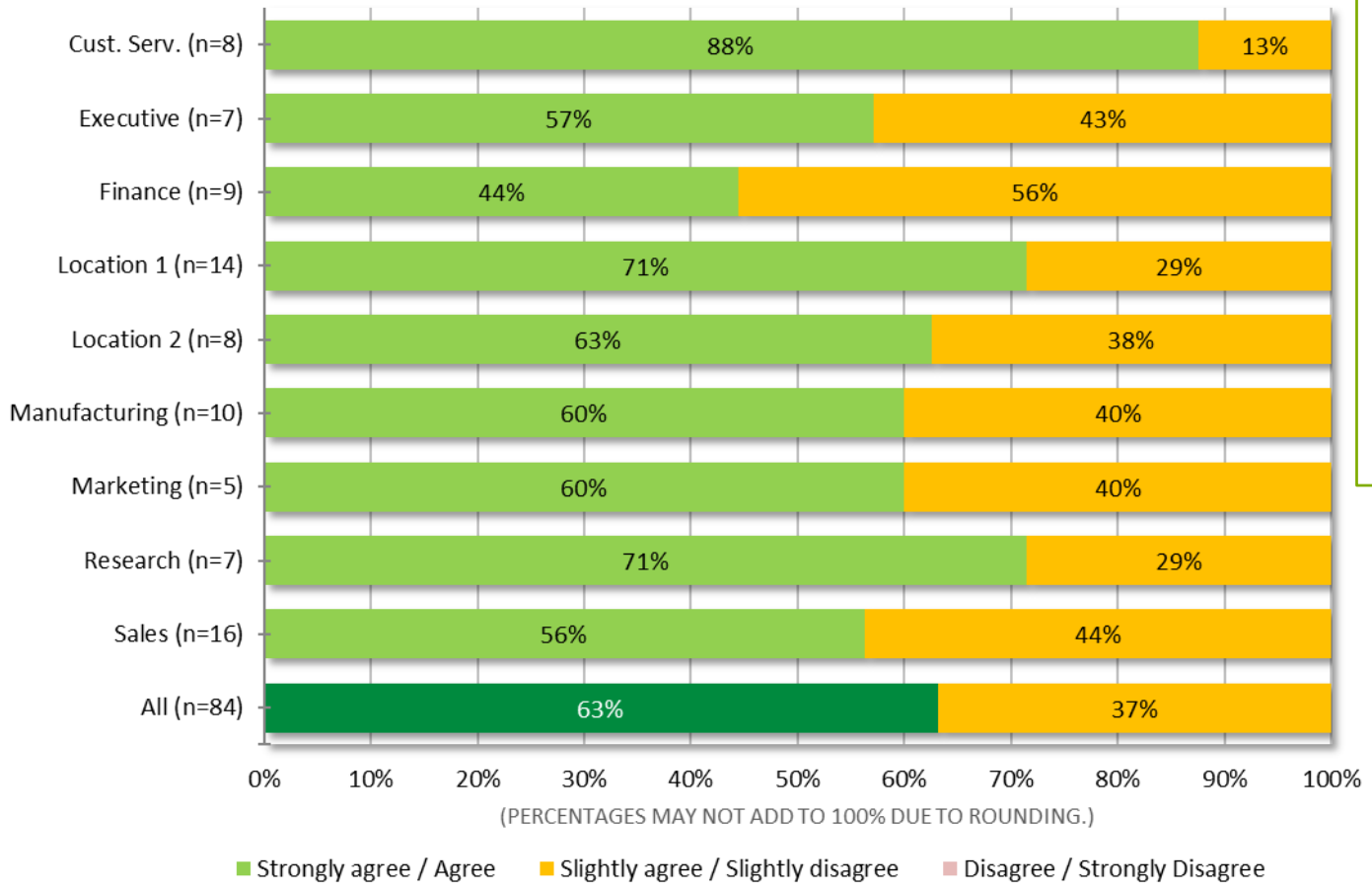
Q31a: Excellence Inc.'s Management Team members: Are open and honest in their communication



- Strongly agree / agree responses ("top 2 box score") range from 44% to 88%
- Satisfaction with senior leadership is typically highly correlated with high employee engagement

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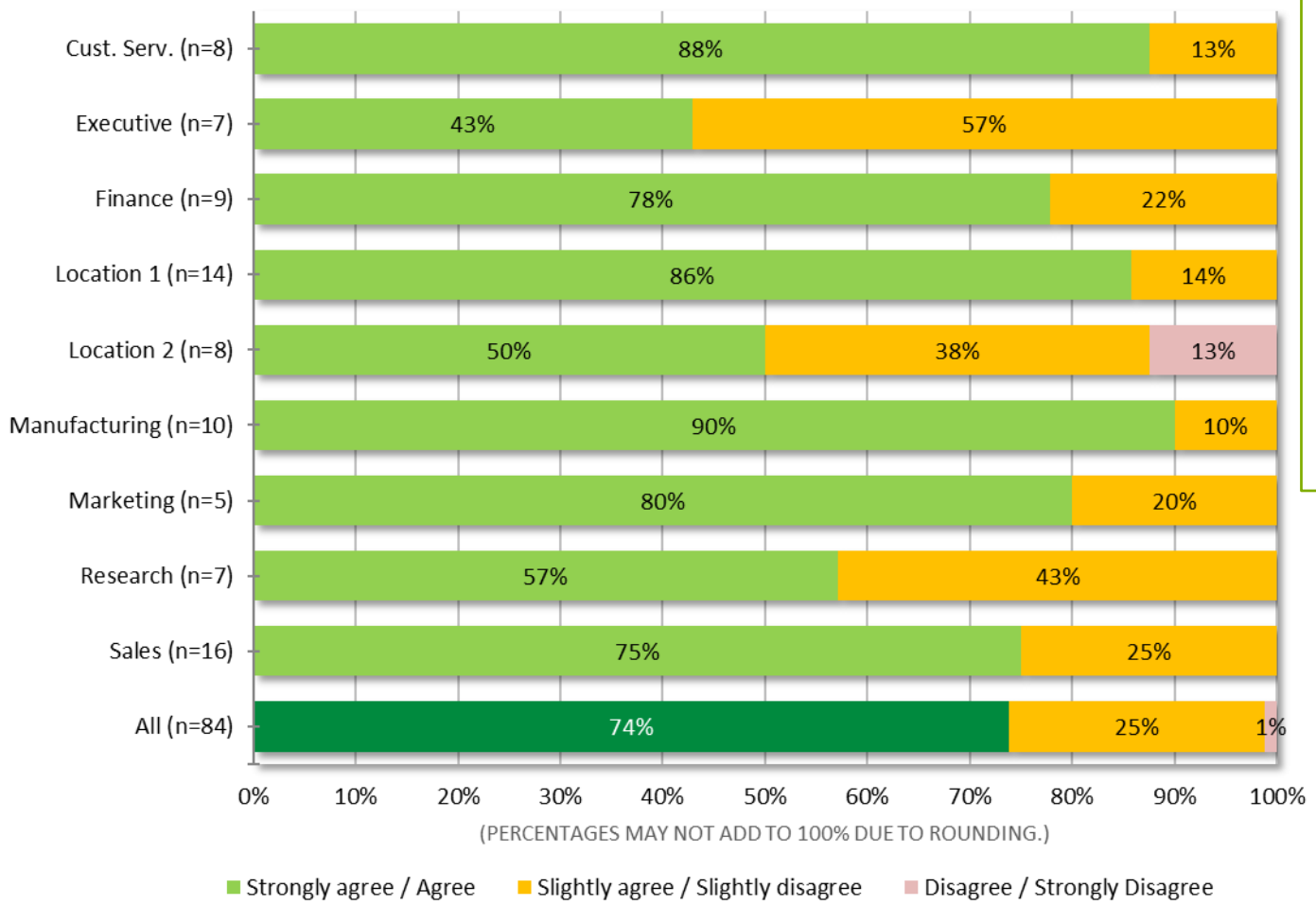
Q31b: Excellence Inc.'s Management Team members: Are appropriately accessible



- Strongly agree / agree responses ("top 2 box score") range from 43% to 90%
- Satisfaction with senior leadership is typically highly correlated with high employee engagement

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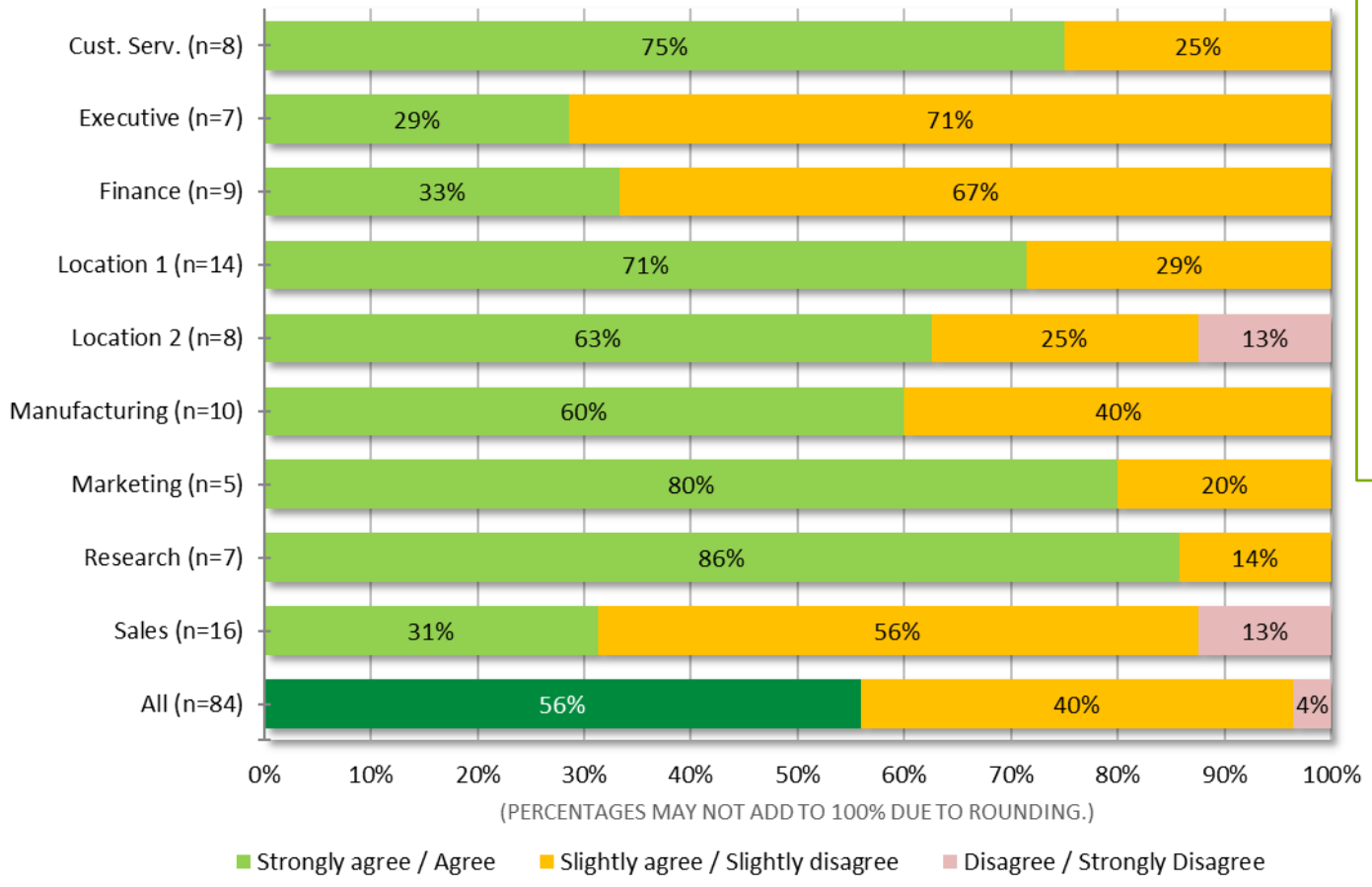
Q31c: Excellence Inc.'s Management Team members: Clearly communicate Excellence Inc.'s strategy



- Strongly agree / agree responses ("top 2 box score") range from 29% to 86%
- Satisfaction with senior leadership is typically highly correlated with high employee engagement

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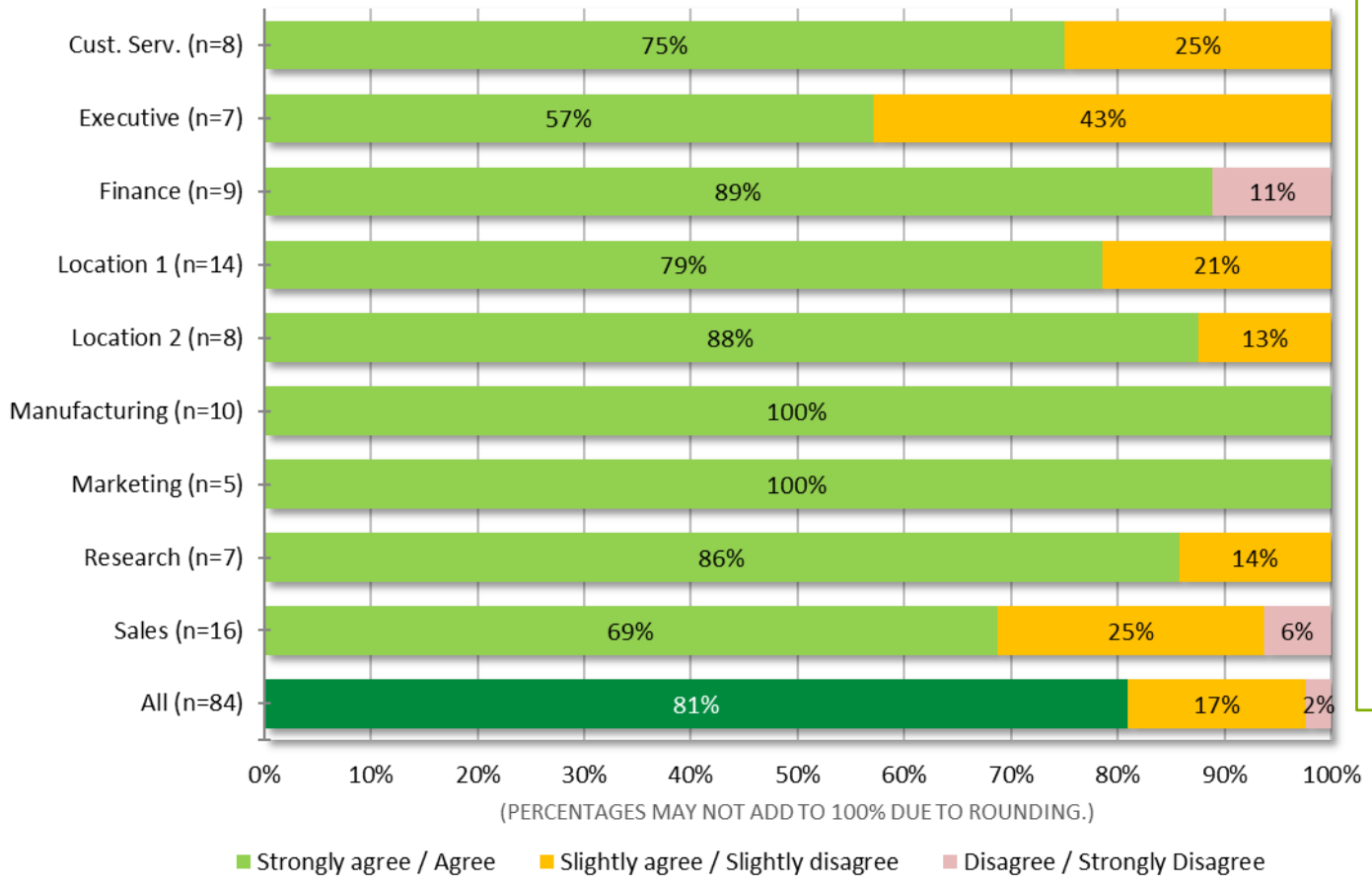
Q31d: Excellence Inc.'s Management Team members: Are taking action to position Excellence Inc. for long-term success



- Strongly agree / agree responses ("top 2 box score") range from 57% to 100%
- Satisfaction with senior leadership is typically highly correlated with high employee engagement
- This is tied with 2 other items for the 4th highest rated item in the engagement driver questions

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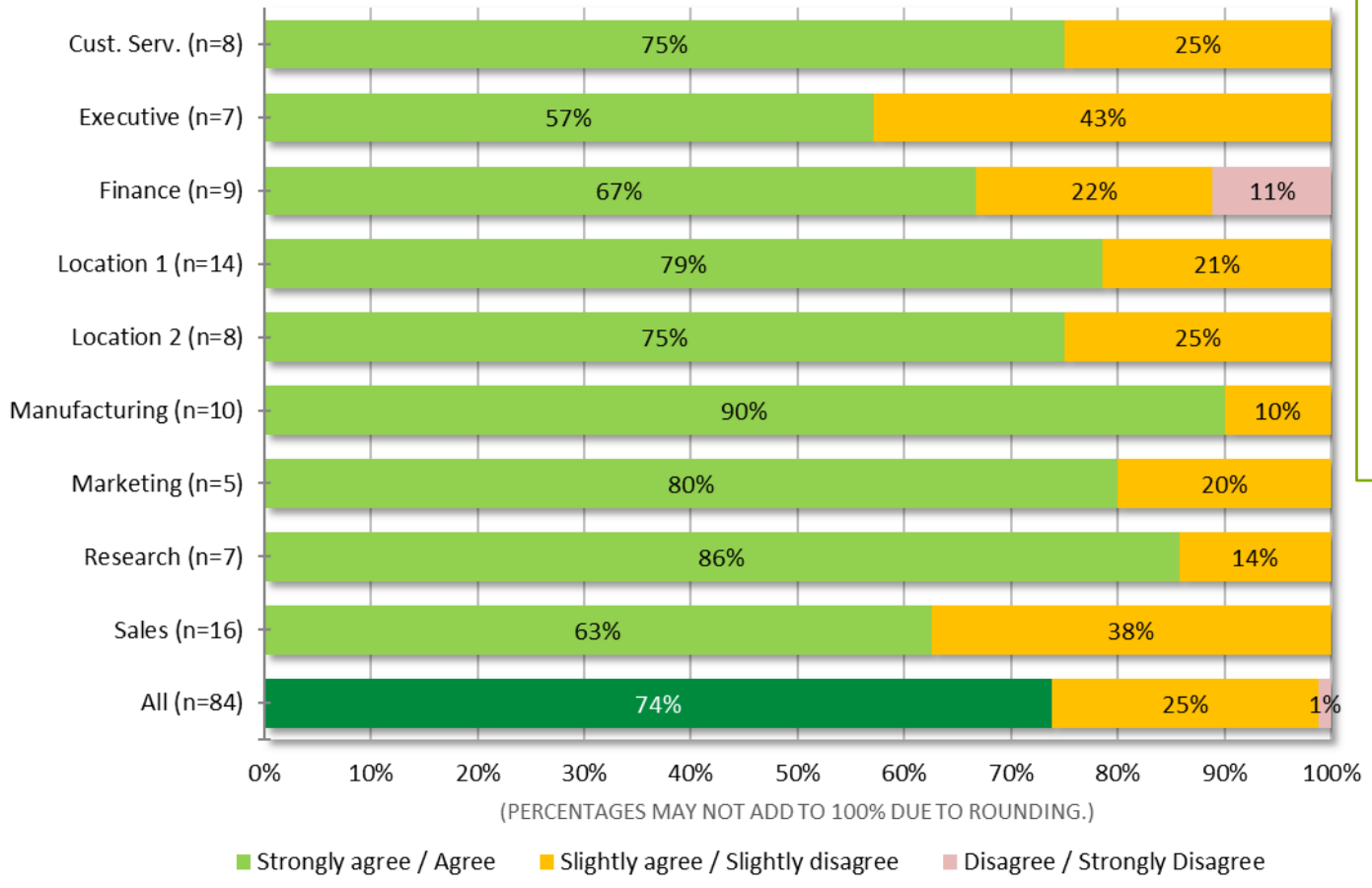
Q31e: Excellence Inc.'s Management Team members: Make me feel positive about the future of Excellence Inc.



- Strongly agree / agree responses ("top 2 box score") range from 57% to 90%
- Satisfaction with supervisor / manager skills is typically highly correlated with high employee engagement

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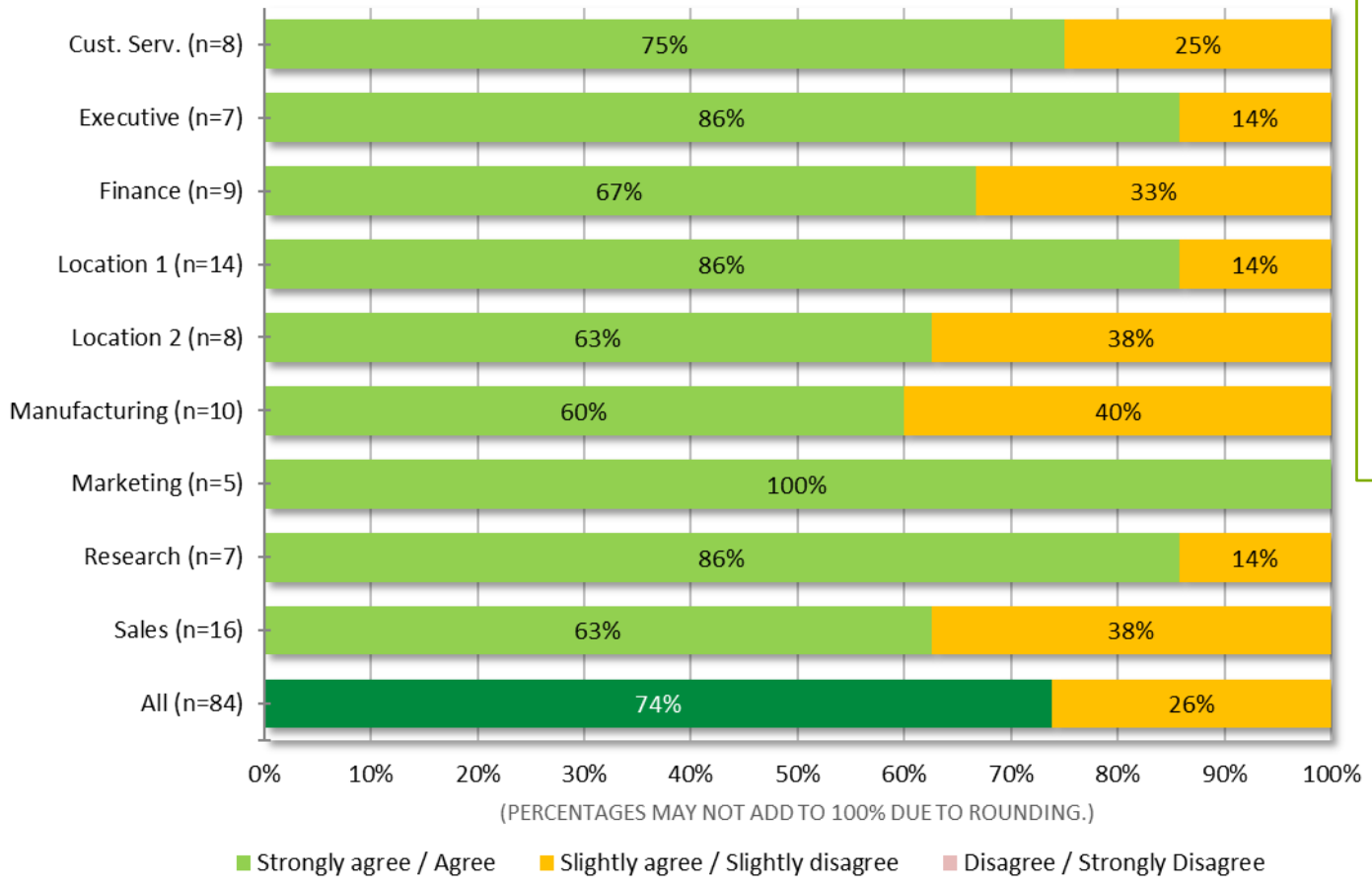
Q32: I see strong evidence of effective leadership from my manager's manager (the person my manager reports to)



- Strongly agree / agree responses ("top 2 box score") range from 60% to 100%
- Satisfaction with senior leadership is typically highly correlated with high employee engagement

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Overall Observations and Next Steps

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Overall Observations

- (removed from Sample Report)

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Next Steps

- (removed from Sample Report)

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Appendices

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A: Responses by Gender (example)

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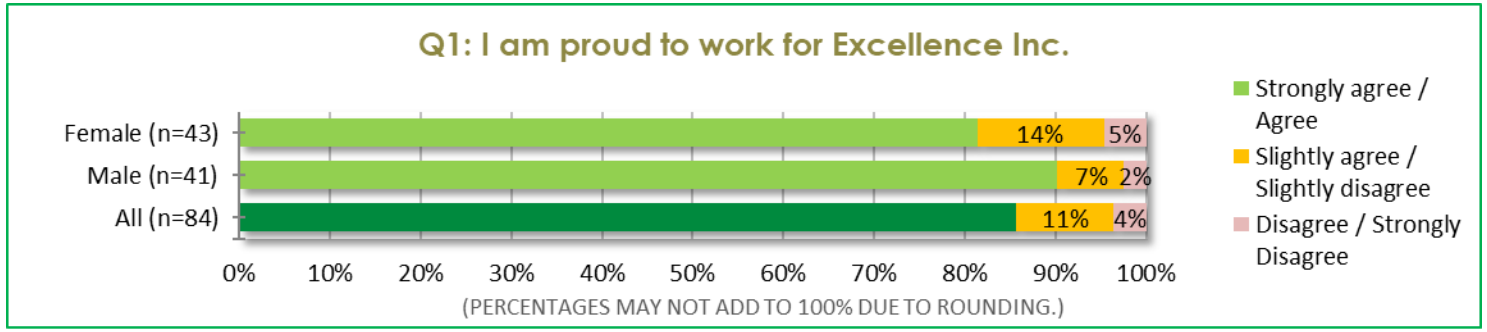

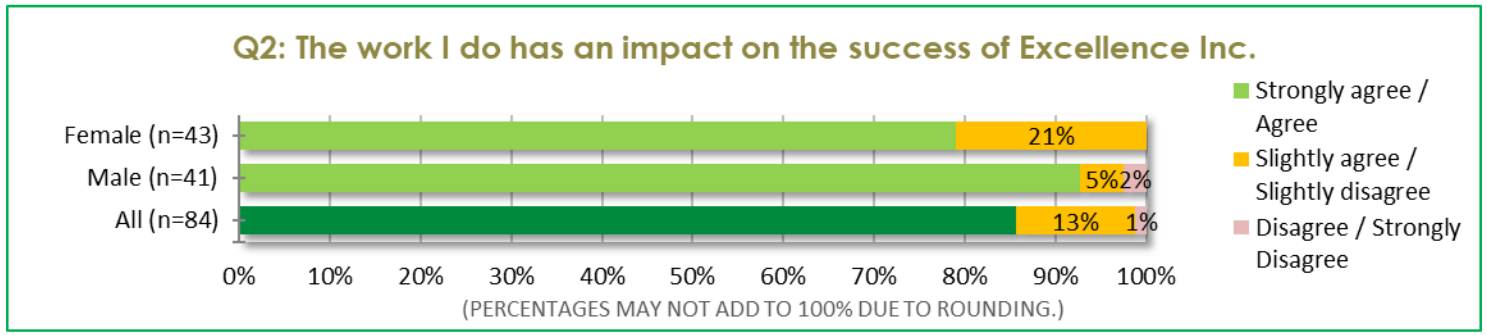

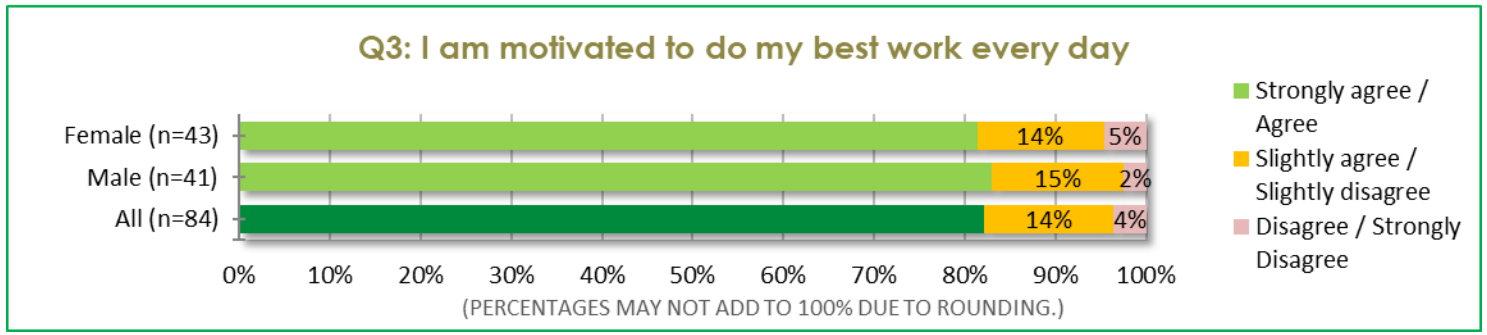

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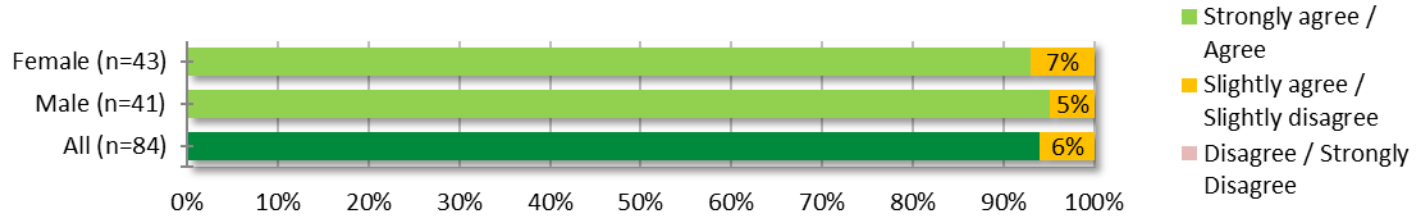
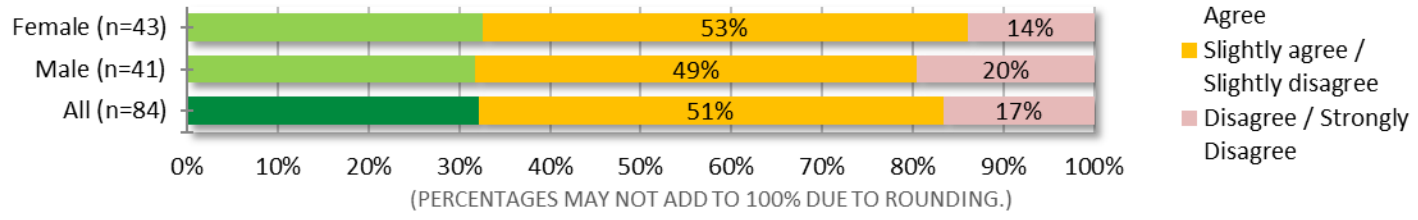
Q4: When given the opportunity, I speak positively about Excellence Inc.



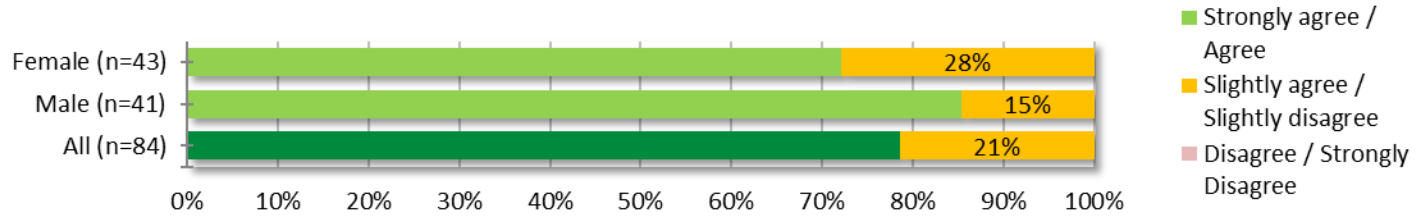
(PERCENTAGES MAY NOT ADD TO 100% DUE TO ROUNDING.)

Q5: I rarely think about leaving Excellence Inc. to work somewhere else



(PERCENTAGES MAY NOT ADD TO 100% DUE TO ROUNDING.)

Q6: I would recommend Excellence Inc. to a friend seeking employment



(PERCENTAGES MAY NOT ADD TO 100% DUE TO ROUNDING.)

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B: Responses by Years of service (example)

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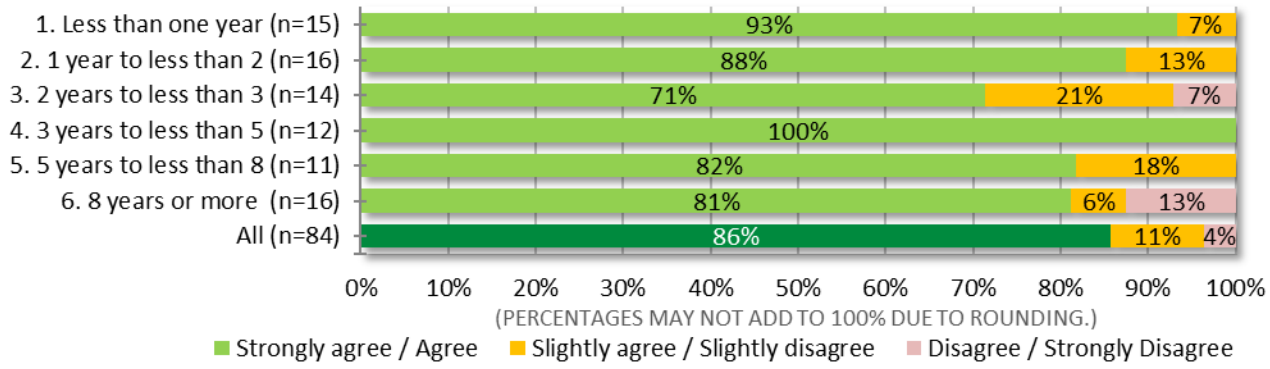
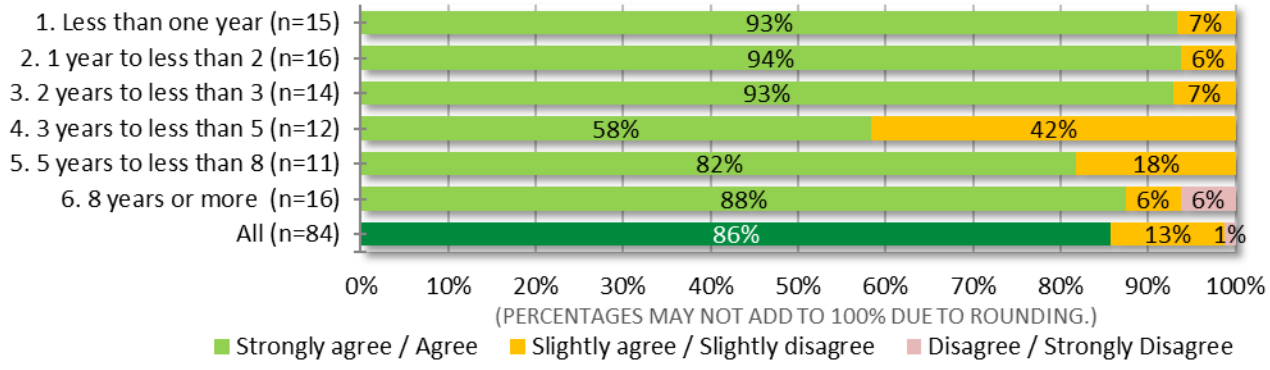
Q1: I am proud to work for Excellence Inc.



Q2: The work I do has an impact on the success of Excellence Inc.



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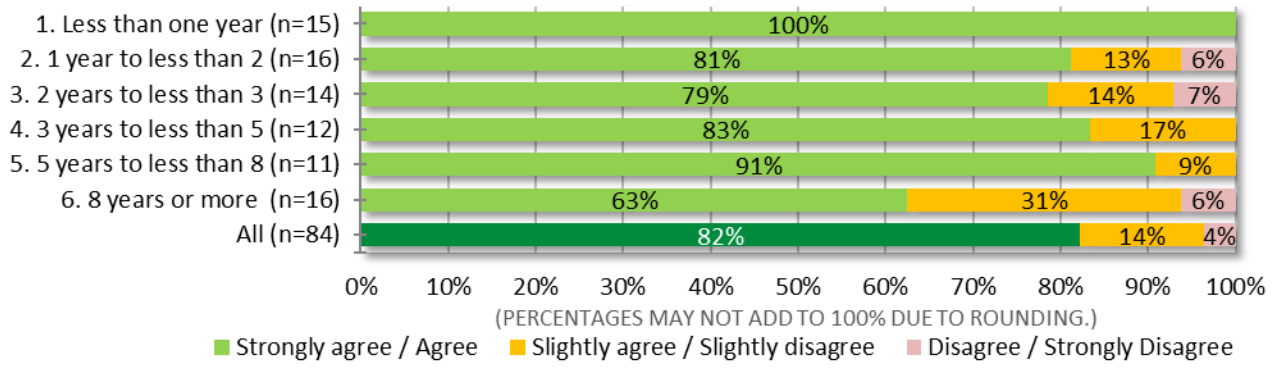
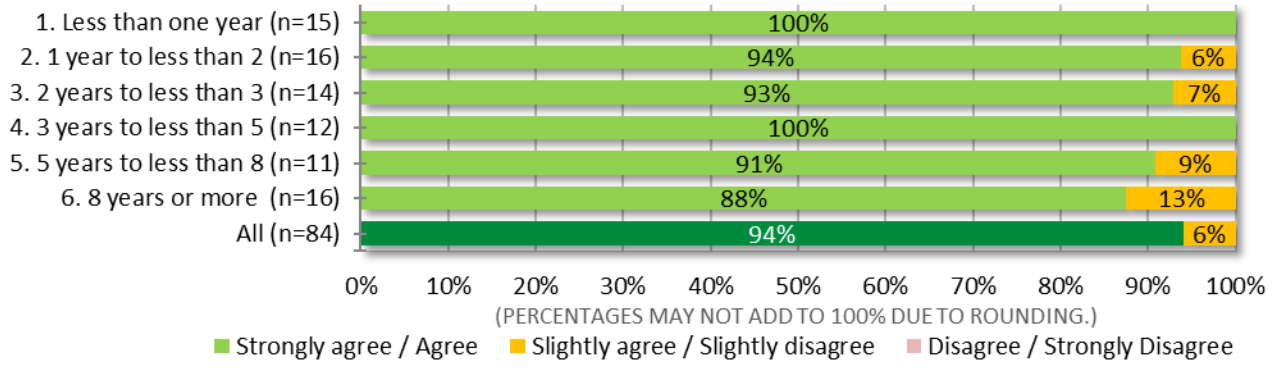
Q3: I am motivated to do my best work every day



Q4: When given the opportunity, I speak positively about Excellence Inc.



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