



Island Inc.

2021 Employee Survey Results

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Executive Summary

Executive Summary

- The response rate was 88% (86% in 2020), which is an excellent response rate.
- The 2021 overall engagement score is 42% (44% in 2020).
- There is a wide spread of engagement scores among groups – from 11% (Group I) to 77% (Group H).
- Engagement by employment type shows that engagement of Casuals is highest at 53% (up 15% from 2020), followed by Temp/Contract at 39% (-6% from 2020) and Regular employees at 39% (-6% from 2020).

Executive Summary (cont.)

- The pattern for engagement by generation shows that engagement is lowest among Gen X (27%) and highest among Matures (80%).
- The pattern for engagement by years of service is fairly typical – that is, engagement is usually higher at the beginning (61% for less than 1 year service), often dips after 2 to 3 years (lowest among those with 6–10 years service) and is often highest closer to retirement (80%).
- The highest level of engagement by job level is for Senior Manager at 60% (down 28%), but then dips to 14% People Leaders (down 17% and the lowest engagement score).
- Note: Island Inc. has a few relatively small groups so that one person can have a major impact on results. For example, in a group of 7 respondents, 1 respondent represents 14% of the total result.



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Comparisons to 2020

Comparisons to 2020

- In reviewing the reports, please note that the differences between 2021 and 2020 (where available) are shown in parenthesis next to the 2021 percentages:
 - Plus sign (+) denotes an increase and a negative sign (-), a decrease
 - There are some without comparisons noted as (na)
 - Zero percentage (0%) denotes no change from 2020.
- Island Inc. added some new statements to the 2020 survey and reworded others so there are some statements for which there are no comparisons.

Comparisons to 2020 (cont.)

- Changes were made to departments and groupings of departments with low response rates. In some cases, there was not a comparable group in 2020 to use as a comparison.
- The following groupings do not have a comparison to 2020:
 - Group B
 - Group J

	All Island Inc. 2021		
	Engaged	Somewhat Engaged	Disengaged
2021	43%	45%	11%
2020	44%	33%	23%
Difference	-1%	+12%	-12%



Survey Design and Administration

Survey Design and Administration

- Survey administered online.
- 250 of 285 employees returned surveys for an 88% response rate (86% in 2020).
- Survey open February 15 – 26, 2021.
- Response scale – 6 categories.
- Engagement scores based on 6 engagement questions.



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Response Rates

Response Rates

S1 - Group	N	Responded	%	Prev Year
Group A	37	31	84%	91%
Group B	43	39	91%	-
Group C	33	31	94%	83%
Group D	36	29	81%	78%
Group E	13	11	85%	93%
Group F	28	25	89%	86%
Group G	19	18	95%	89%
Group H	18	13	72%	90%
Group I	10	9	90%	92%
Group J	26	23	88%	-
Group K	22	21	95%	94%
Group Z	(<5)	(<5)	(<5)	100%
Total	285	250	88%	86%

S2 - Employment Type	N	Responded	%
Regular	191	174	91%
Casual / Part-time	71	53	75%
Temp / Contract Employee	23	23	100%
Total	285	250	88%

S3 - Generation	N	Responded	%
1995 and later - Gen Z	39	32	82%
1981 to 1994 - Millennial	152	129	85%
1966 to 1980 - Gen X	58	57	98%
1961 to 1965 - Mid-Late Baby Boomers	16	16	100%
1951 to 1960 - Early Baby Boomers	16	11	69%
Before 1951 - Matures	4	5	125%
Total	285	250	88%

Response Rates (cont.)

S4 - Years of Service	N	Responded	%
Less than 1 year	53	44	83%
More than 1 year but less than 2 years	57	53	93%
2 to 5 years	76	65	86%
6 to 10 years	44	42	95%
11 to 15 years	22	15	68%
16 to 20 years	11	11	100%
21 to 25 years	16	15	94%
26 years or longer	6	5	83%
Total	285	250	88%

S5 - Job level	N	Responded	%
Senior Manager (VP & Above)	8	5	63%
People Leader (Manager & Assistant Manager)	10	7	70%
Professional / Specialist	55	31	56%
Full-time Employee	158	107	68%
Part-time Employee	139	88	63%
Seasonal Employee	18	12	67%
Total	285	250	88%



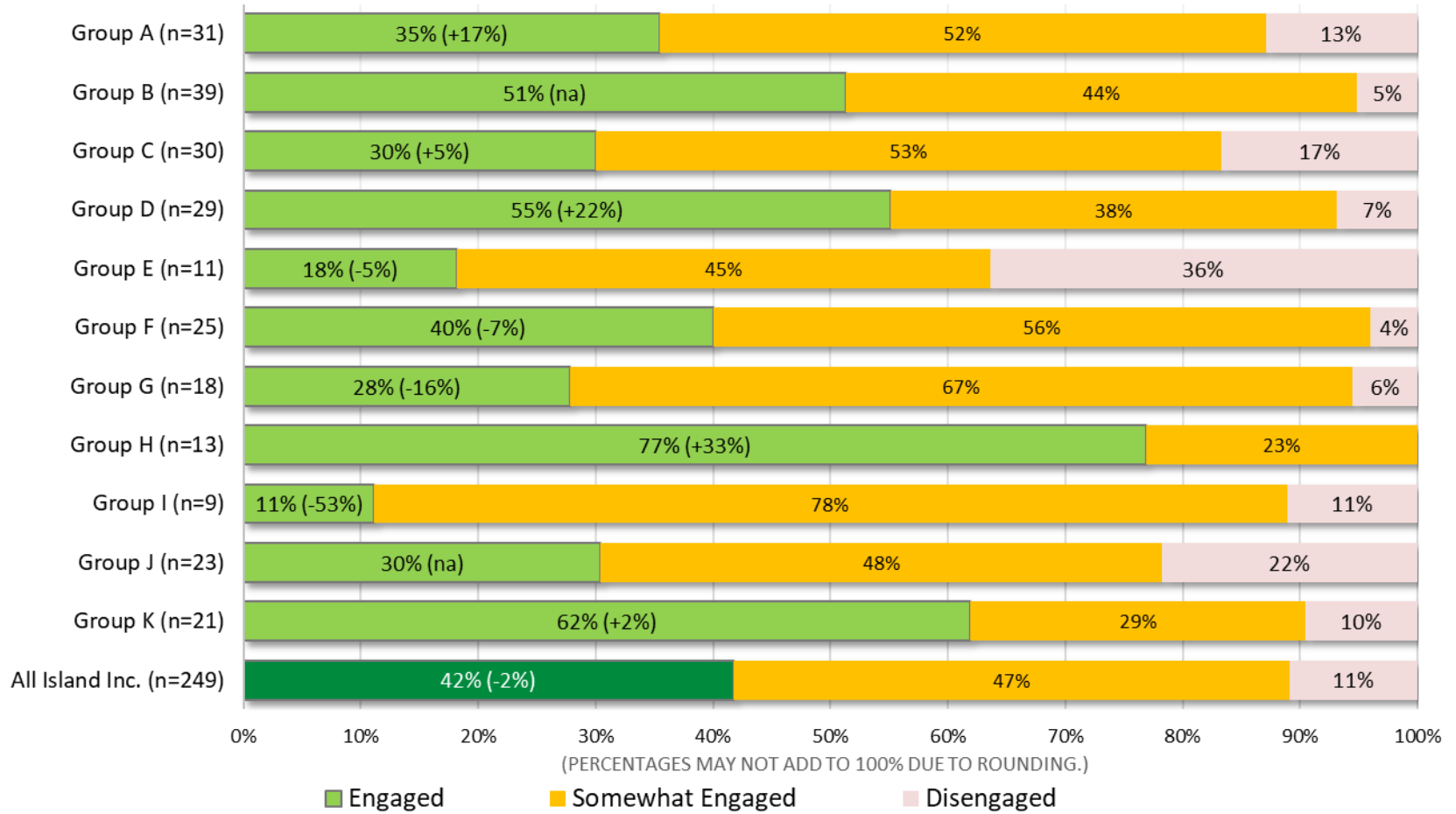
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Engagement Scores

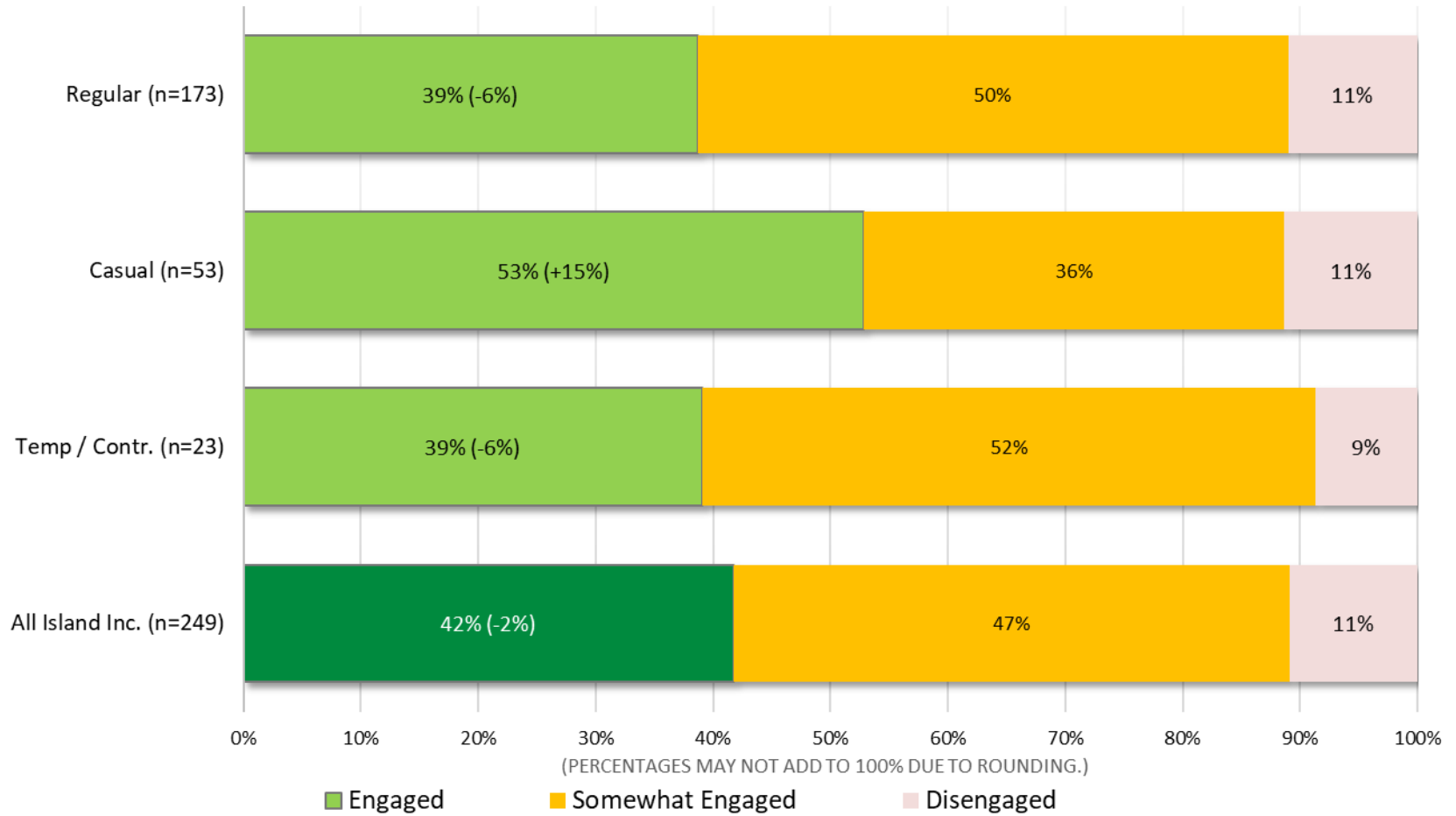
Calculating Engagement Scores

- The Engagement Score represents the percentage of employees who could be considered Engaged, Somewhat Engaged or Disengaged.
- The Score is based on the average of the engagement questions for a given respondent.
- Engagement Score (on a scale of 6):
 - Average is 4.5 or greater = **Engaged** (employee answered essentially Agree or Strongly agree to all questions)
 - Average is 2.5 or greater = **Somewhat engaged** (employee answered essentially Slightly disagree or Slightly agree to all questions)
 - Average is Less than 2.5 = **Disengaged** (employee answered essentially Disagree or Strongly disagree to all questions)

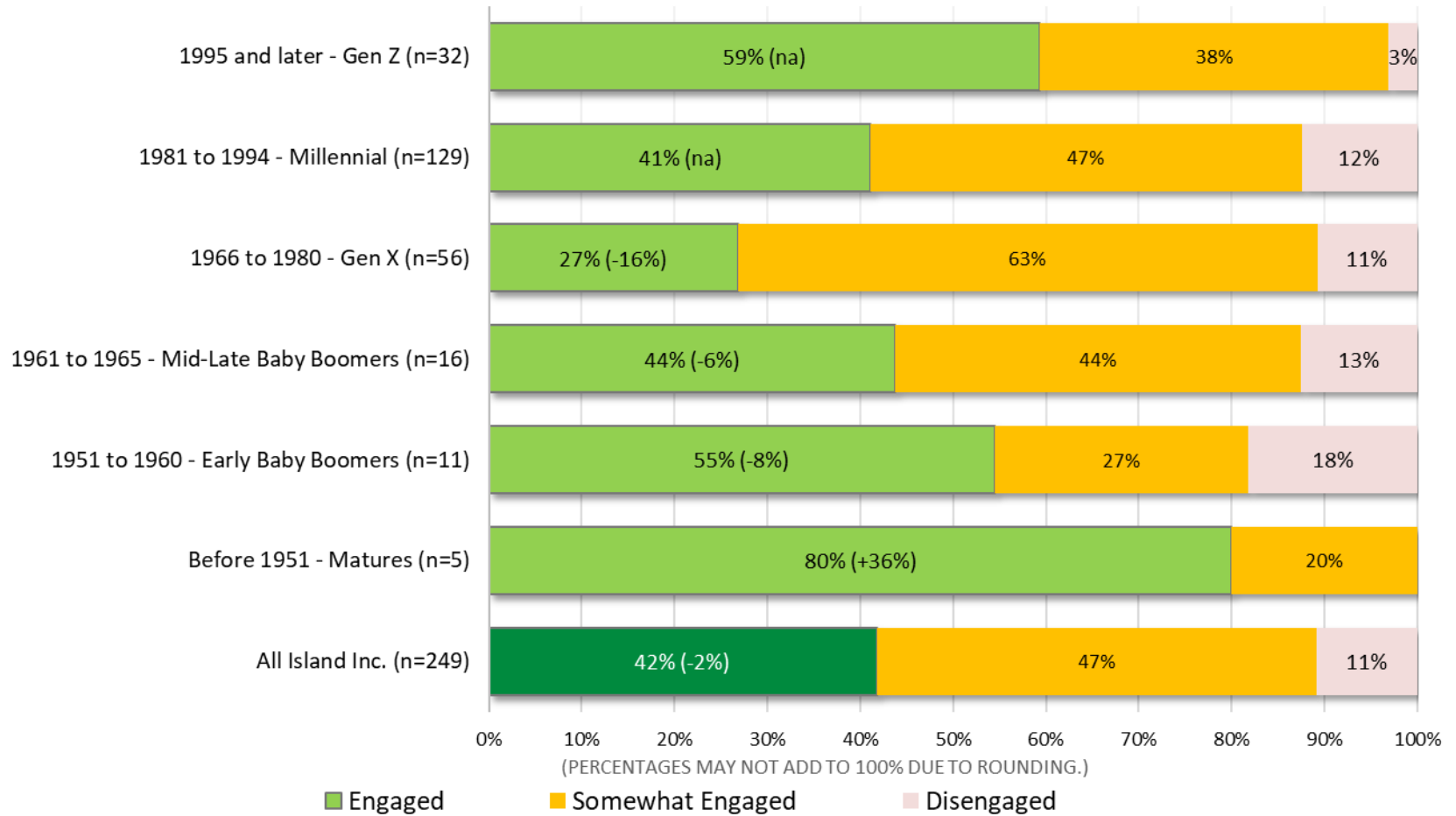
ENGAGEMENT BY GROUP - 2019



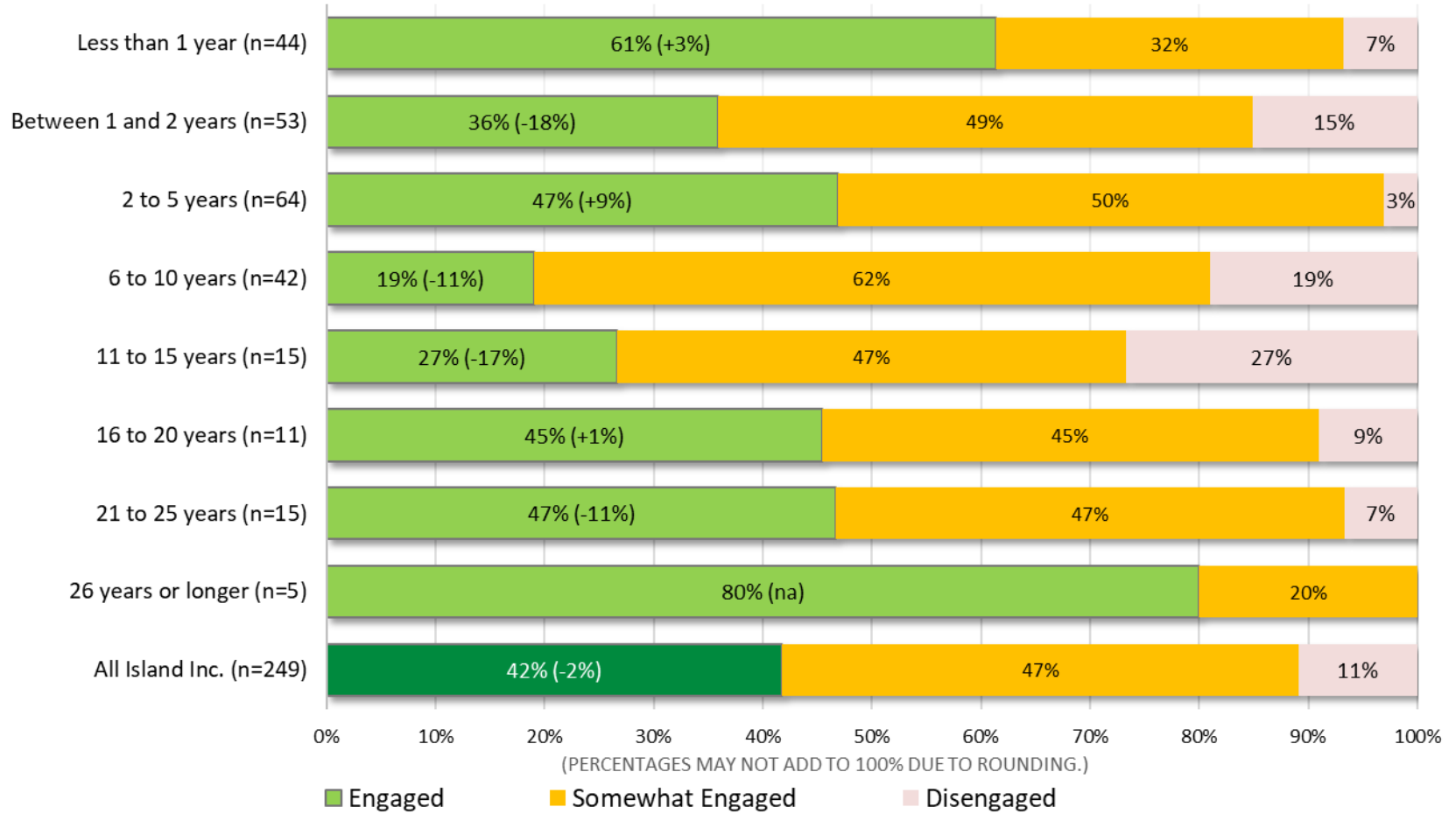
ENGAGEMENT BY EMPLOYMENT TYPE - 2019



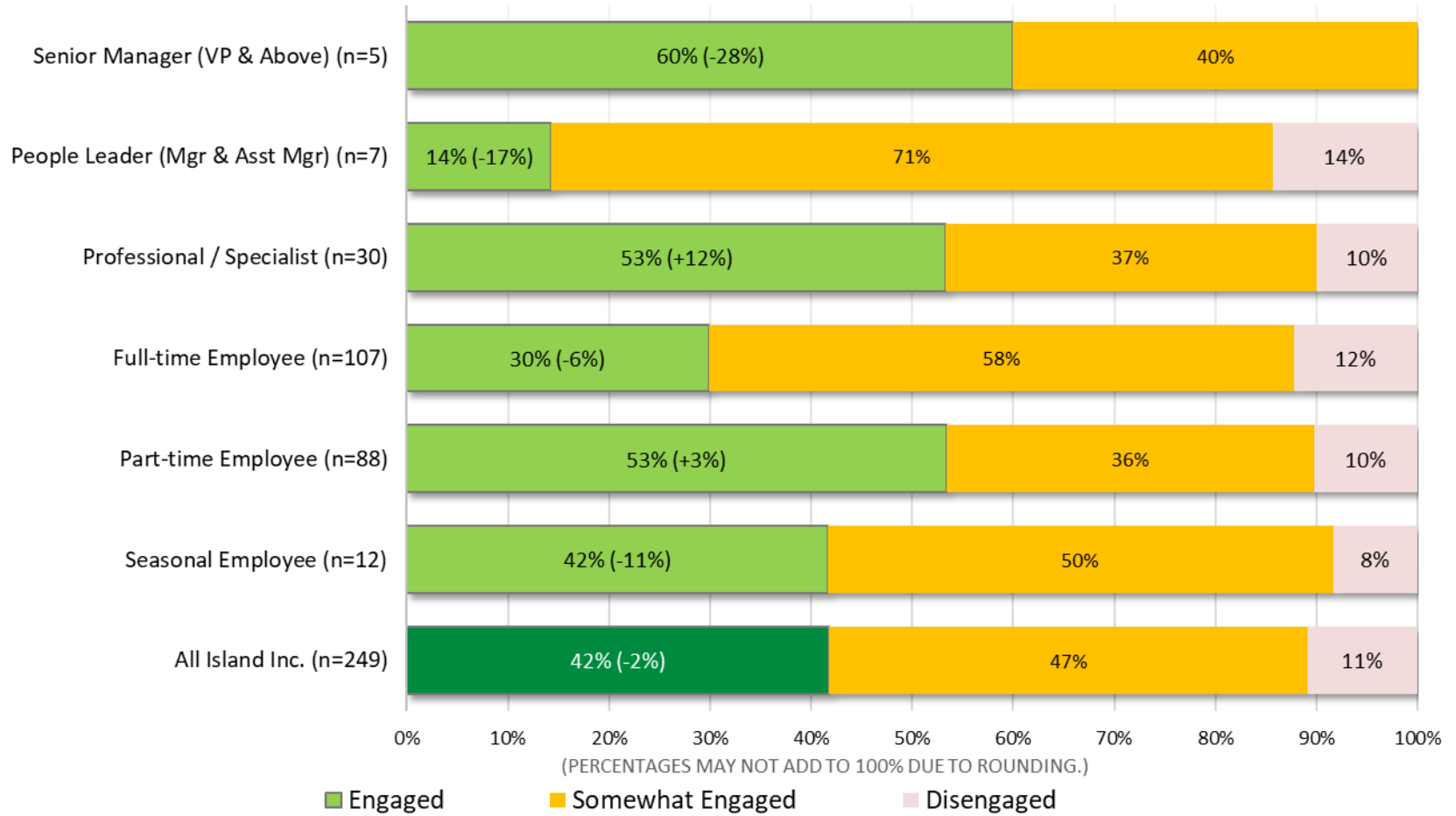
ENGAGEMENT BY GENERATION - 2019



ENGAGEMENT BY YEARS OF SERVICE - 2019



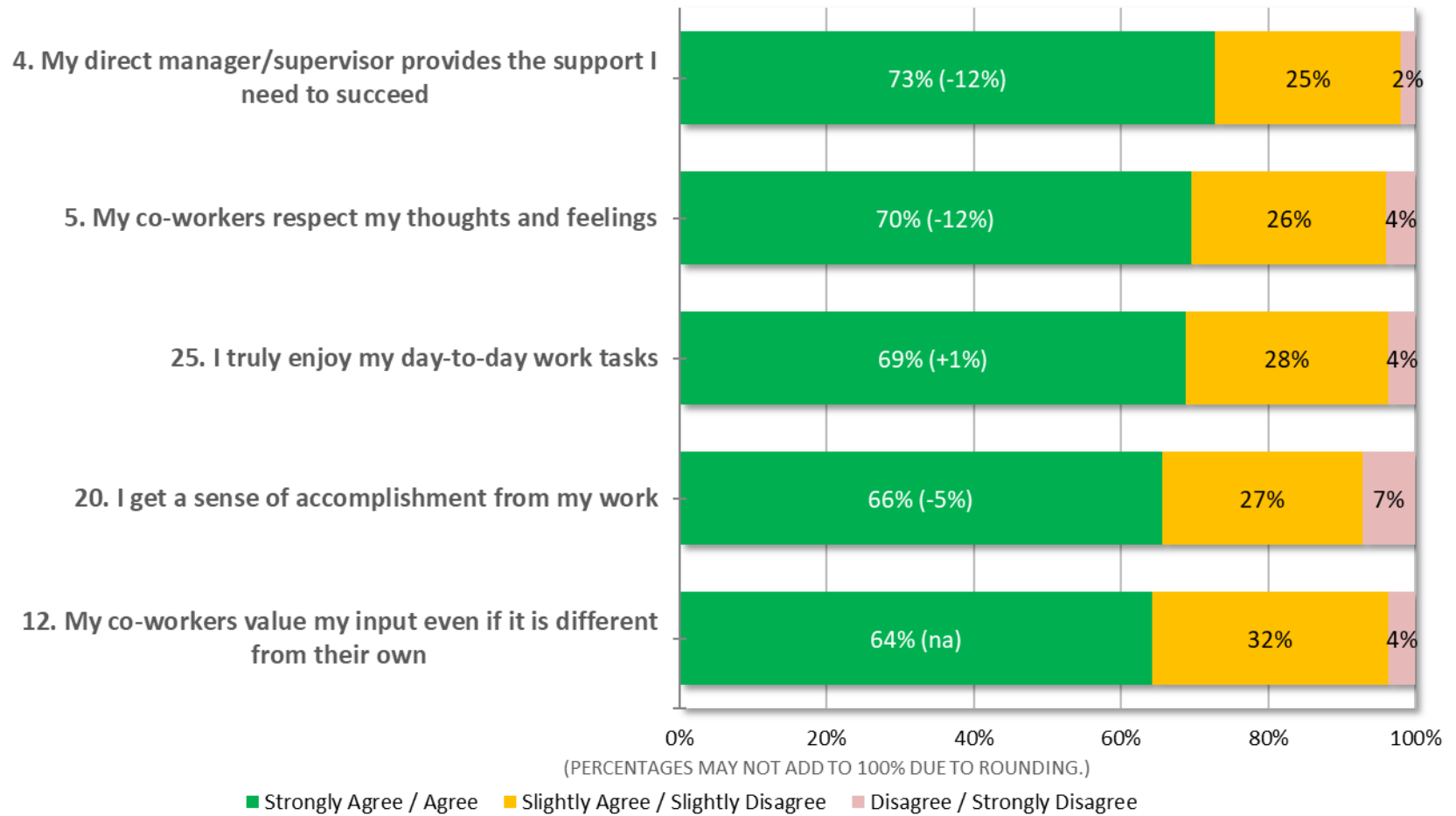
ENGAGEMENT BY JOB LEVEL - 2019





Highest an Lowest Scoring Items

Highest Scoring Items by Top 2 - All Island Inc. (n=250)



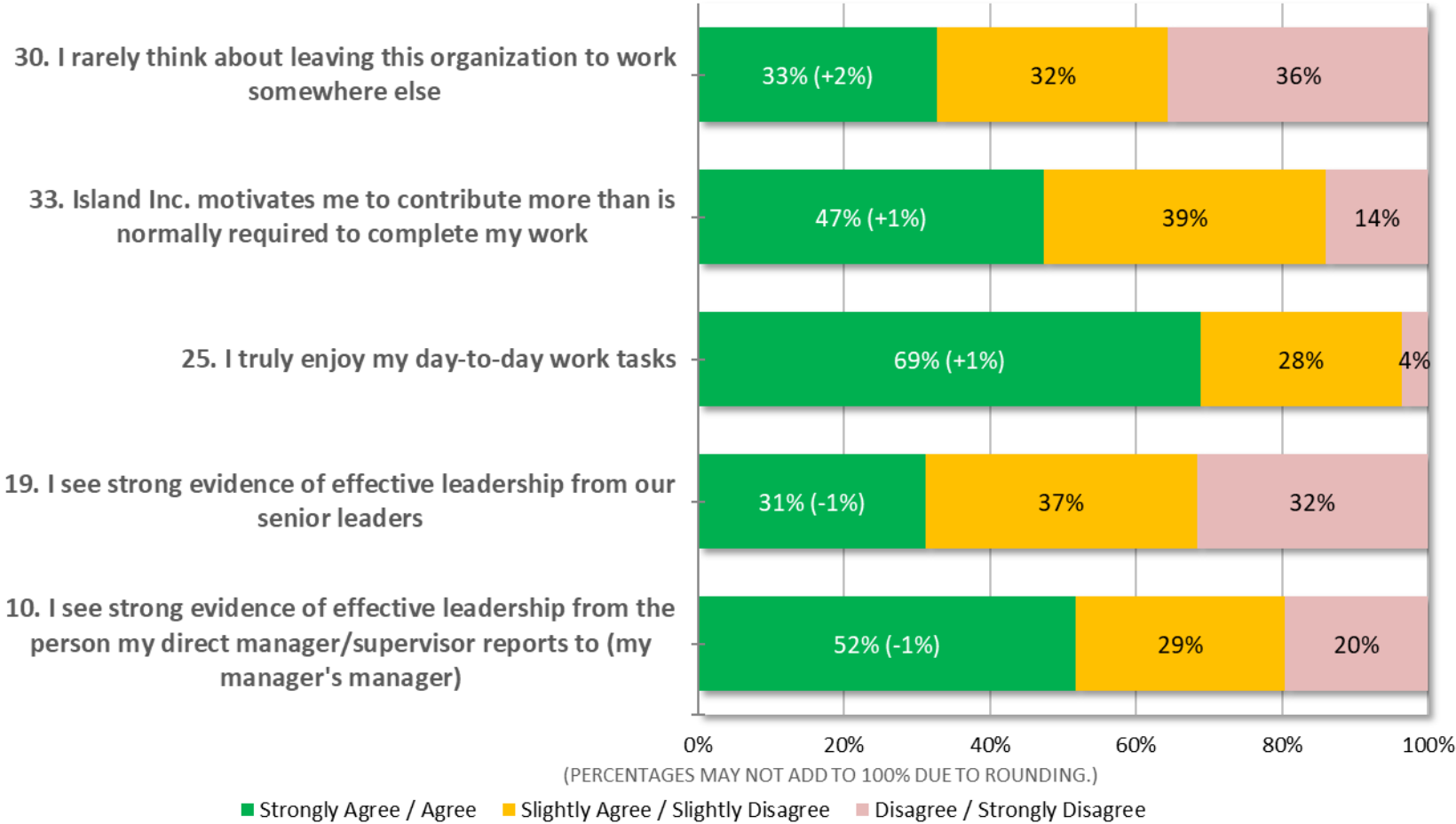
Lowest Scoring Items by Top 2 - All Island Inc. (n=250)



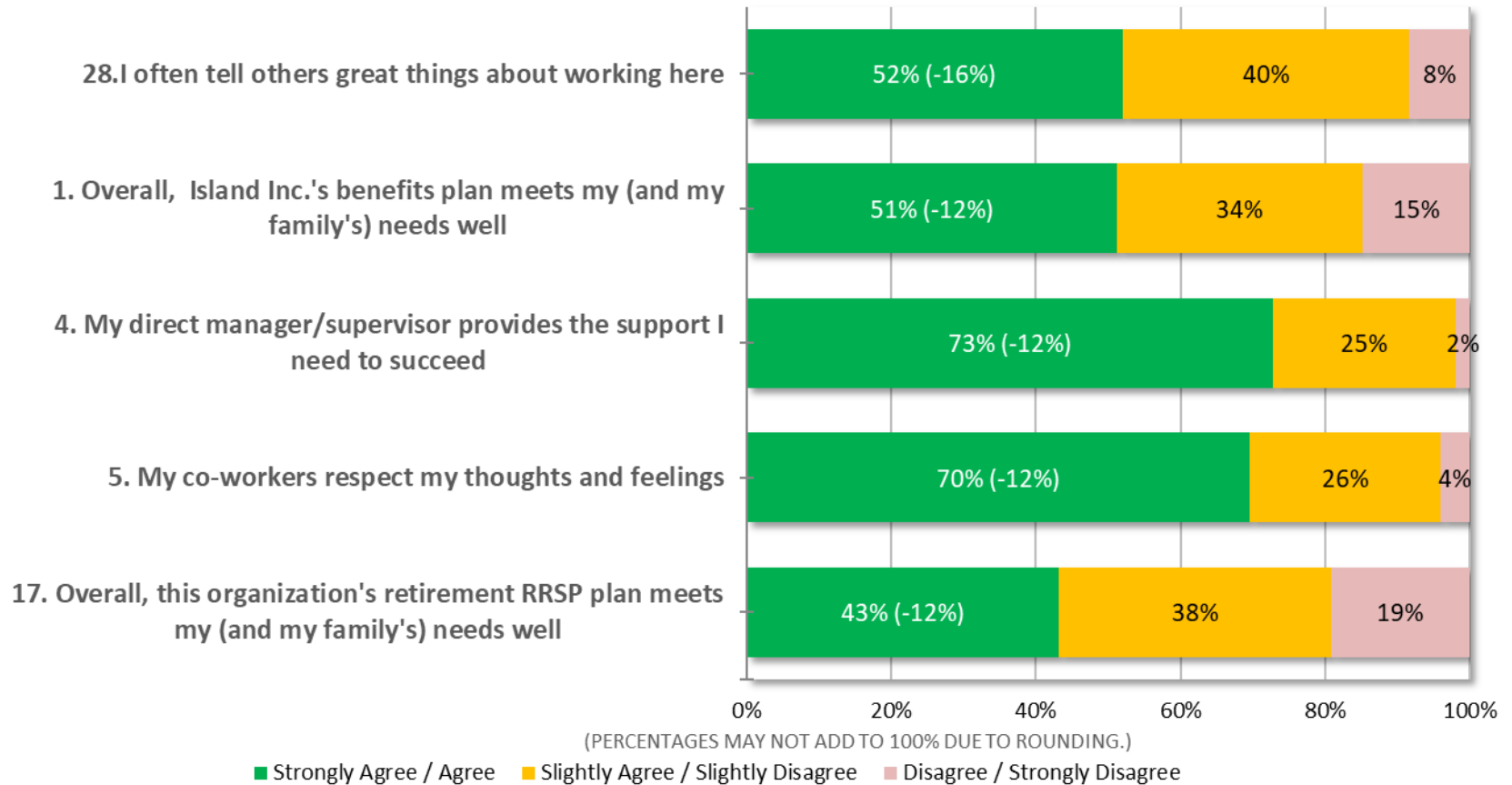


Most Improved / Largest Declines

Most Improved by Top 2 - All Island Inc. (n=250)



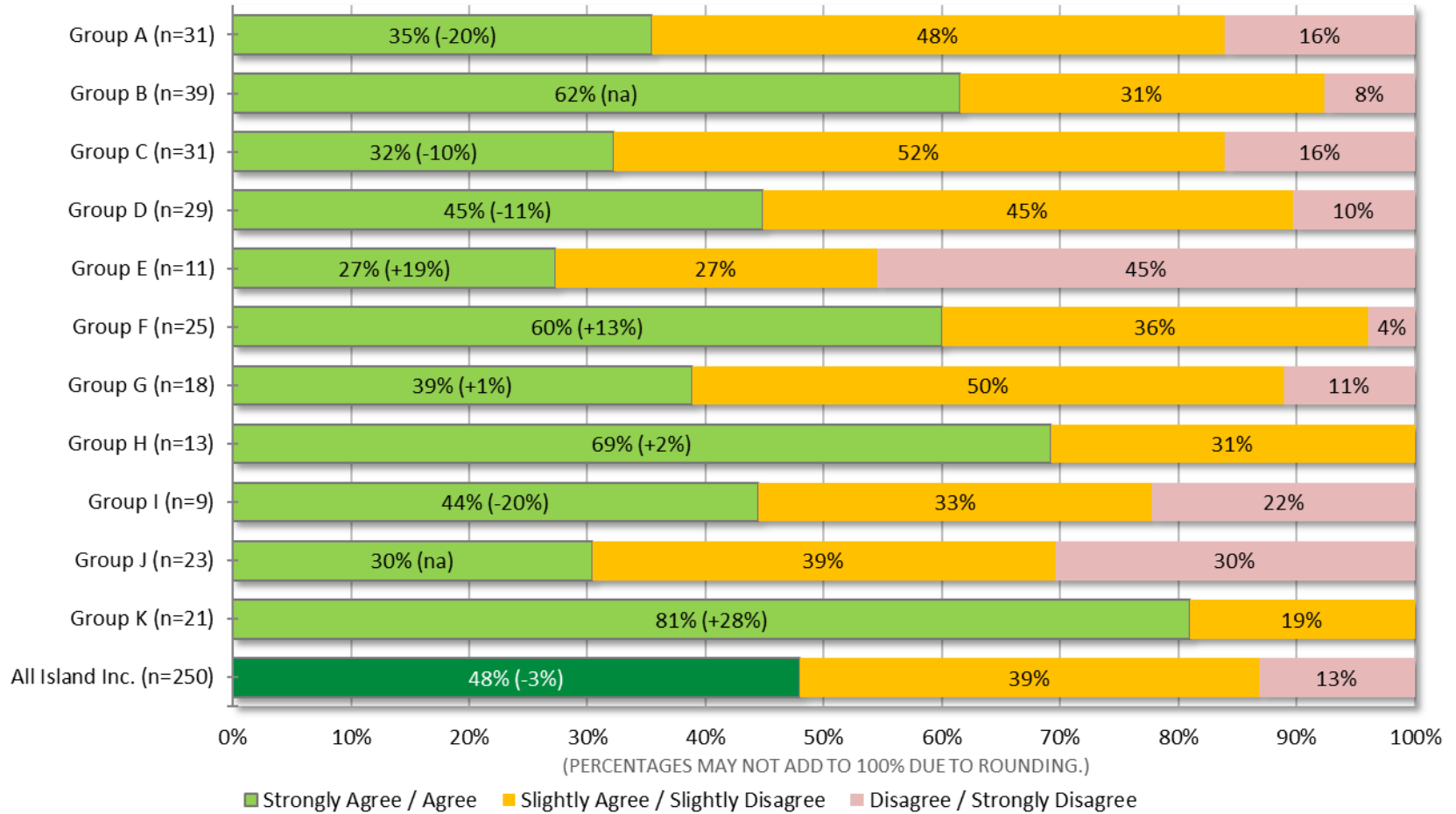
Largest Declines by Top 2 - All Island Inc. (n=250)



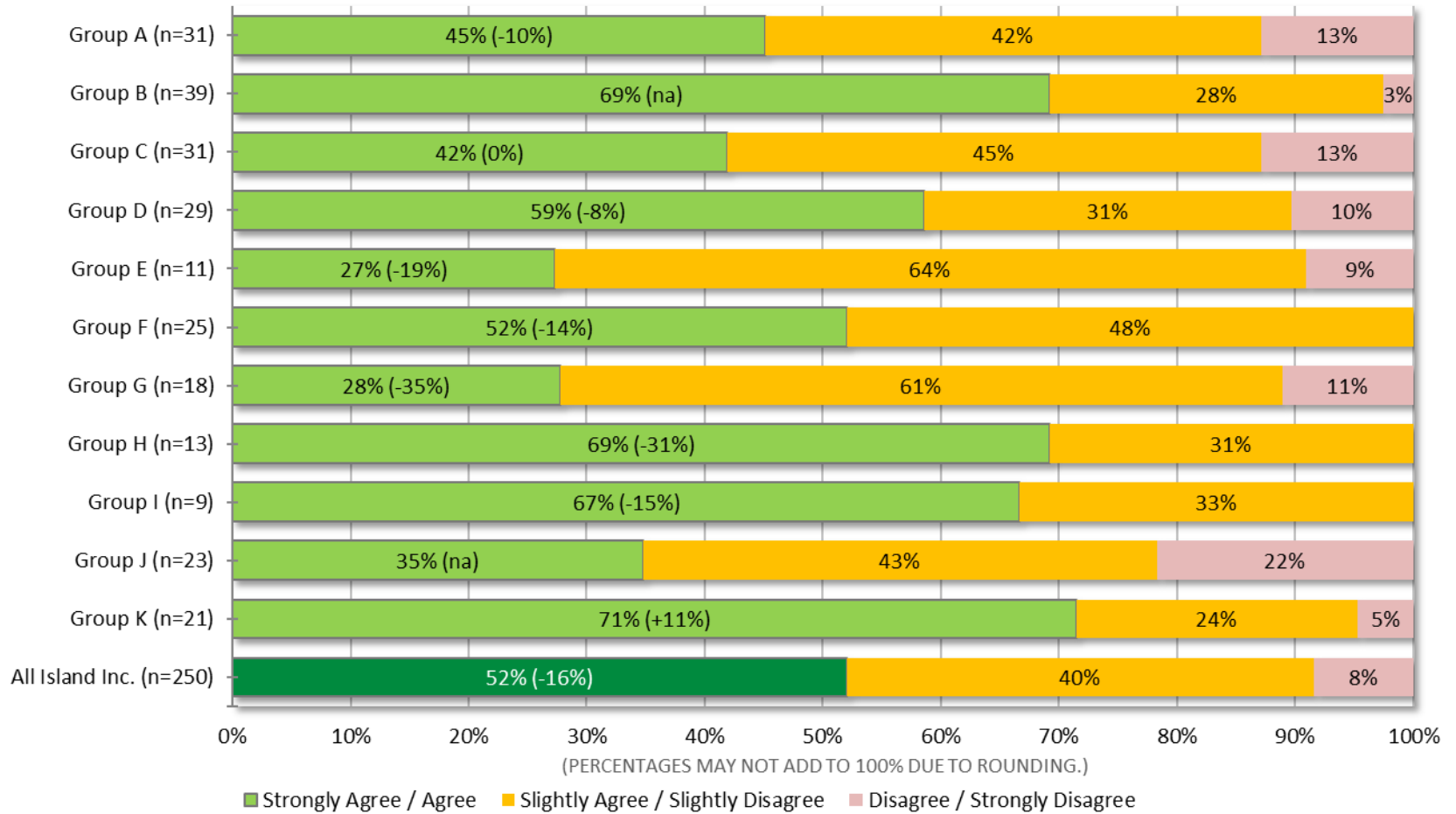


Engagement Questions by Department

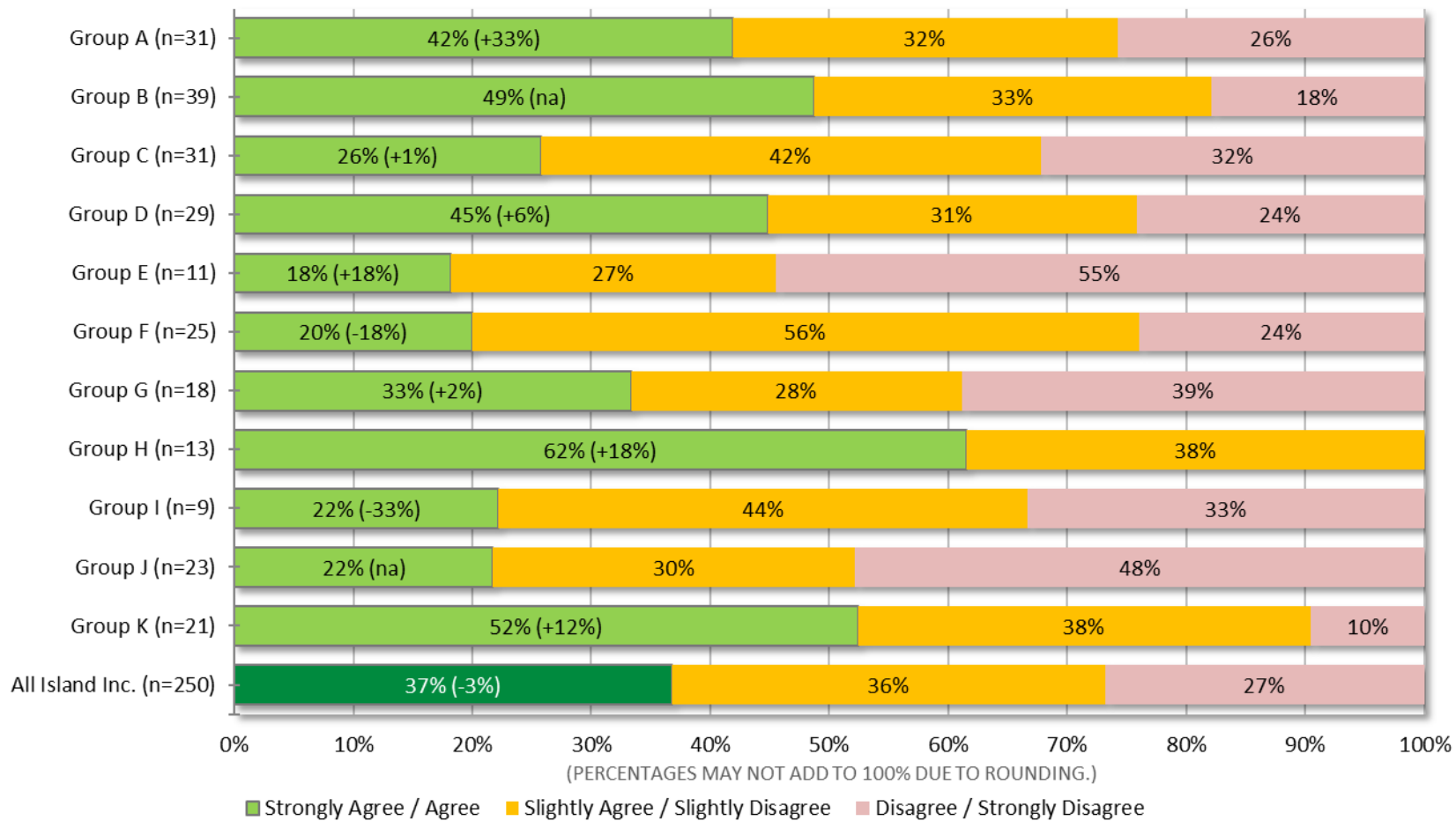
26. I often recommend Island Inc. to a friend seeking employment (Engagement)



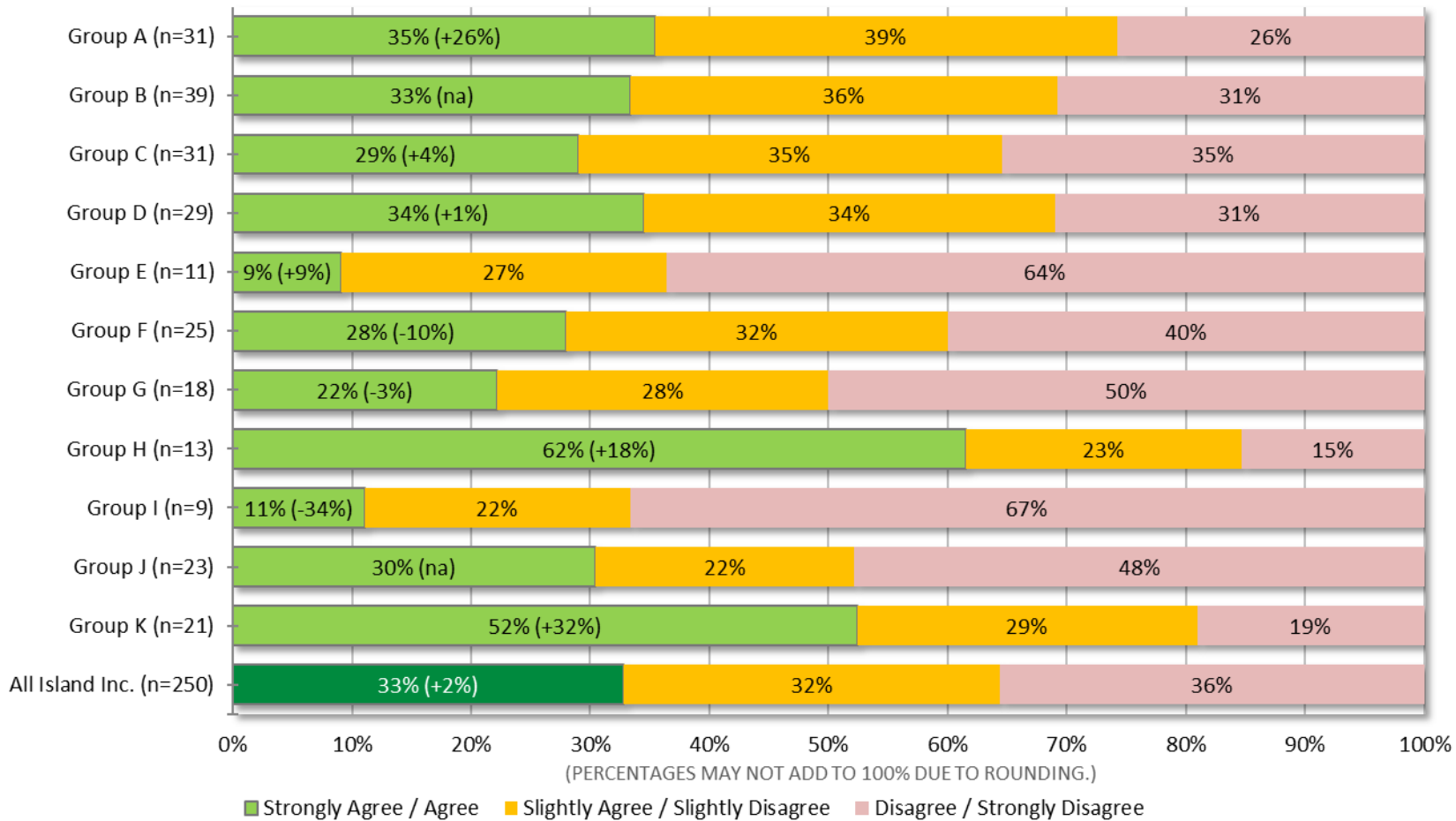
28.I often tell others great things about working here (Engagement)



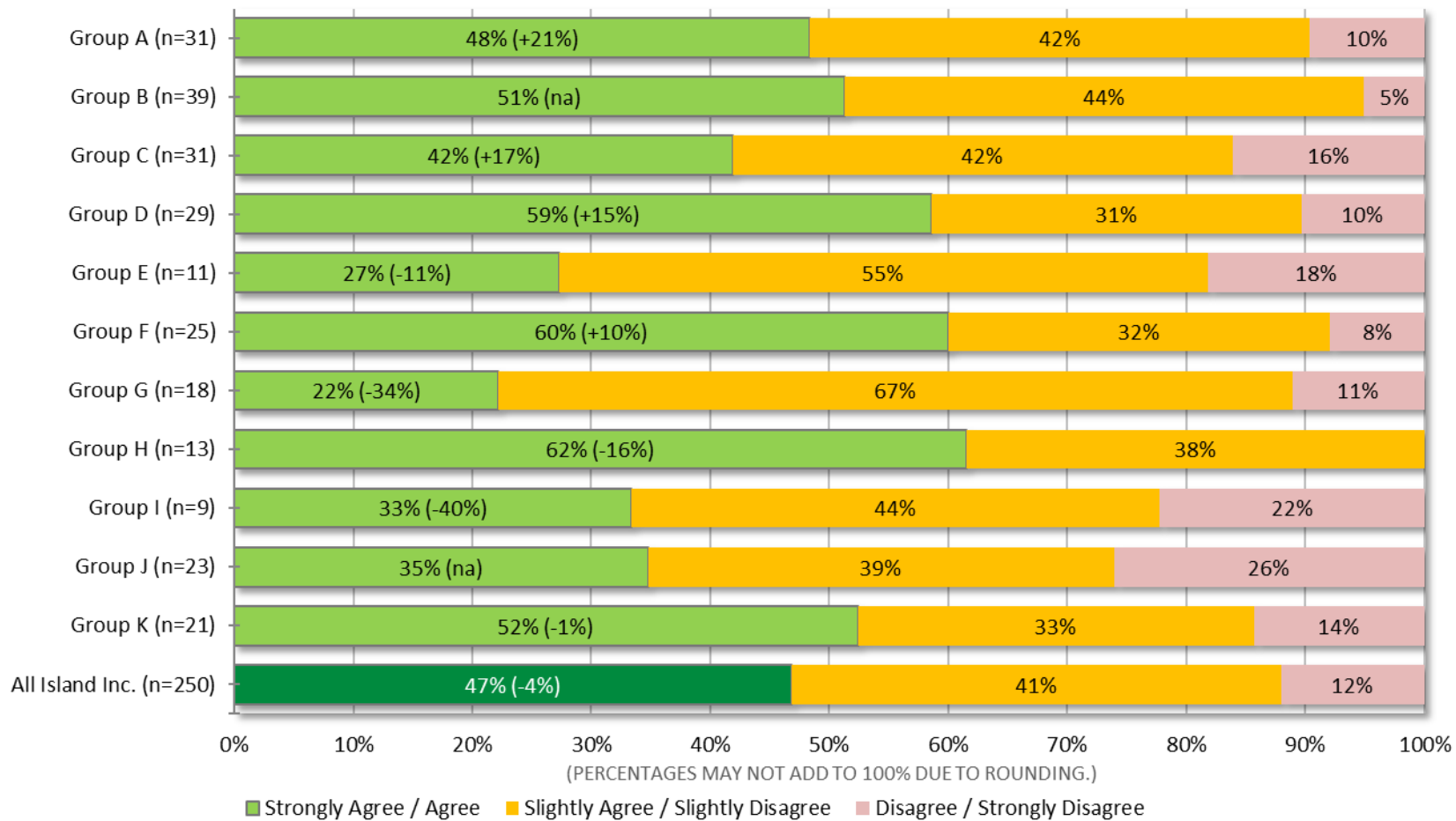
29. It would take a lot to get me to leave Island Inc. (Engagement)



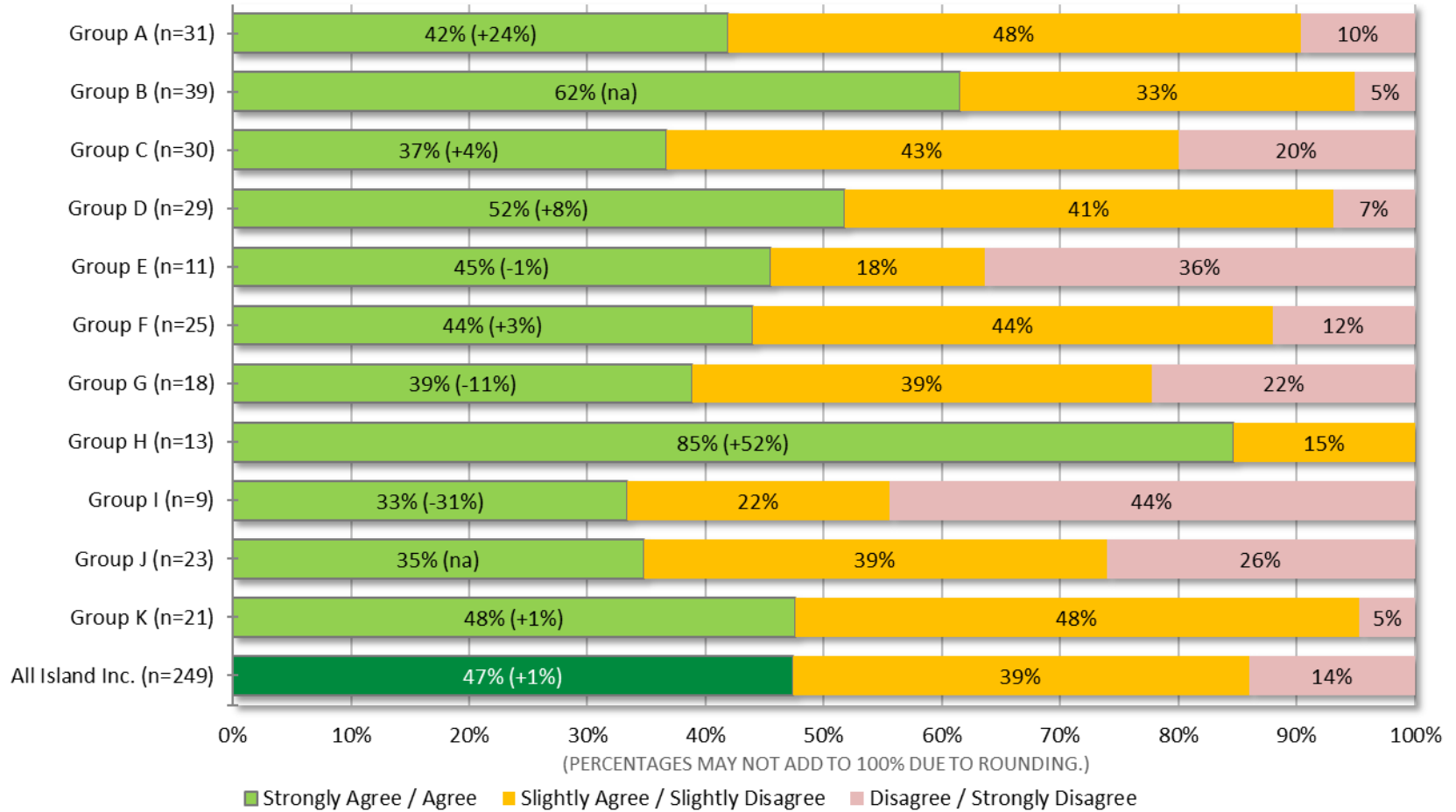
30. I rarely think about leaving Island Inc. to work somewhere else (Engagement)



32. Island Inc. inspires me to do my best work every day (Engagement)



33. Island Inc. motivates me to contribute more than is normally required to complete my work (Engagement)





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Drivers of Engagement by Department

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

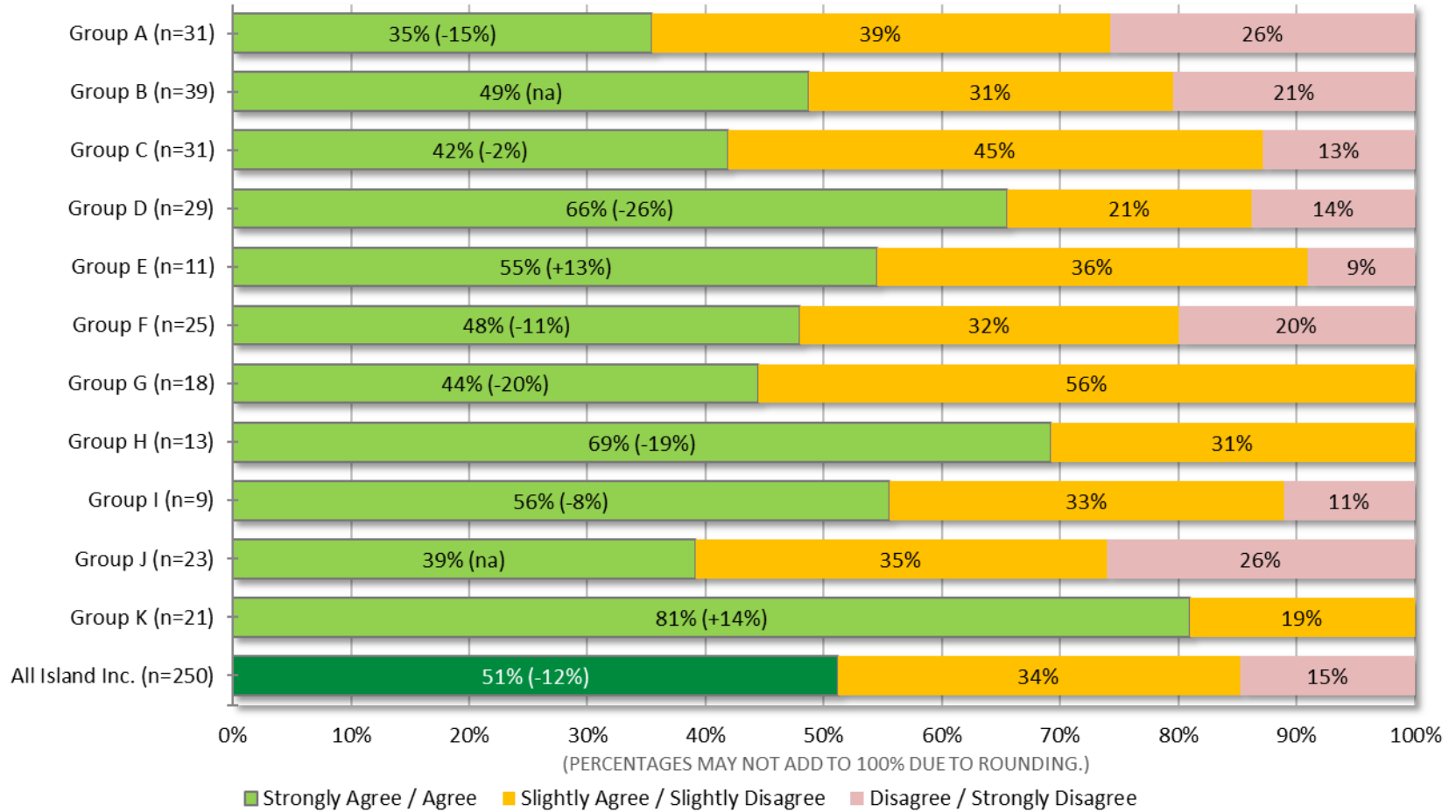
Disagree - Strongly Disagree



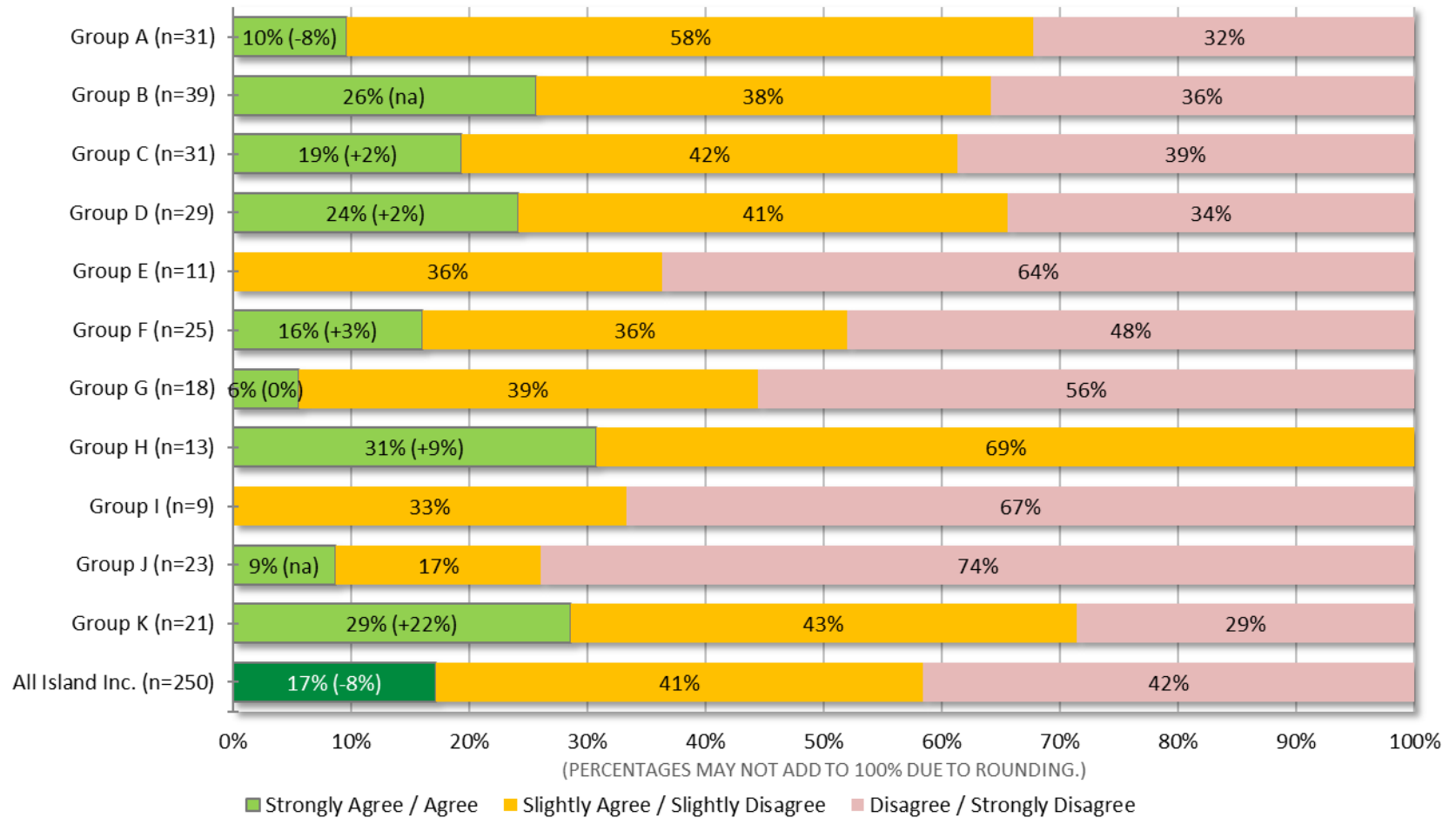
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Rewards

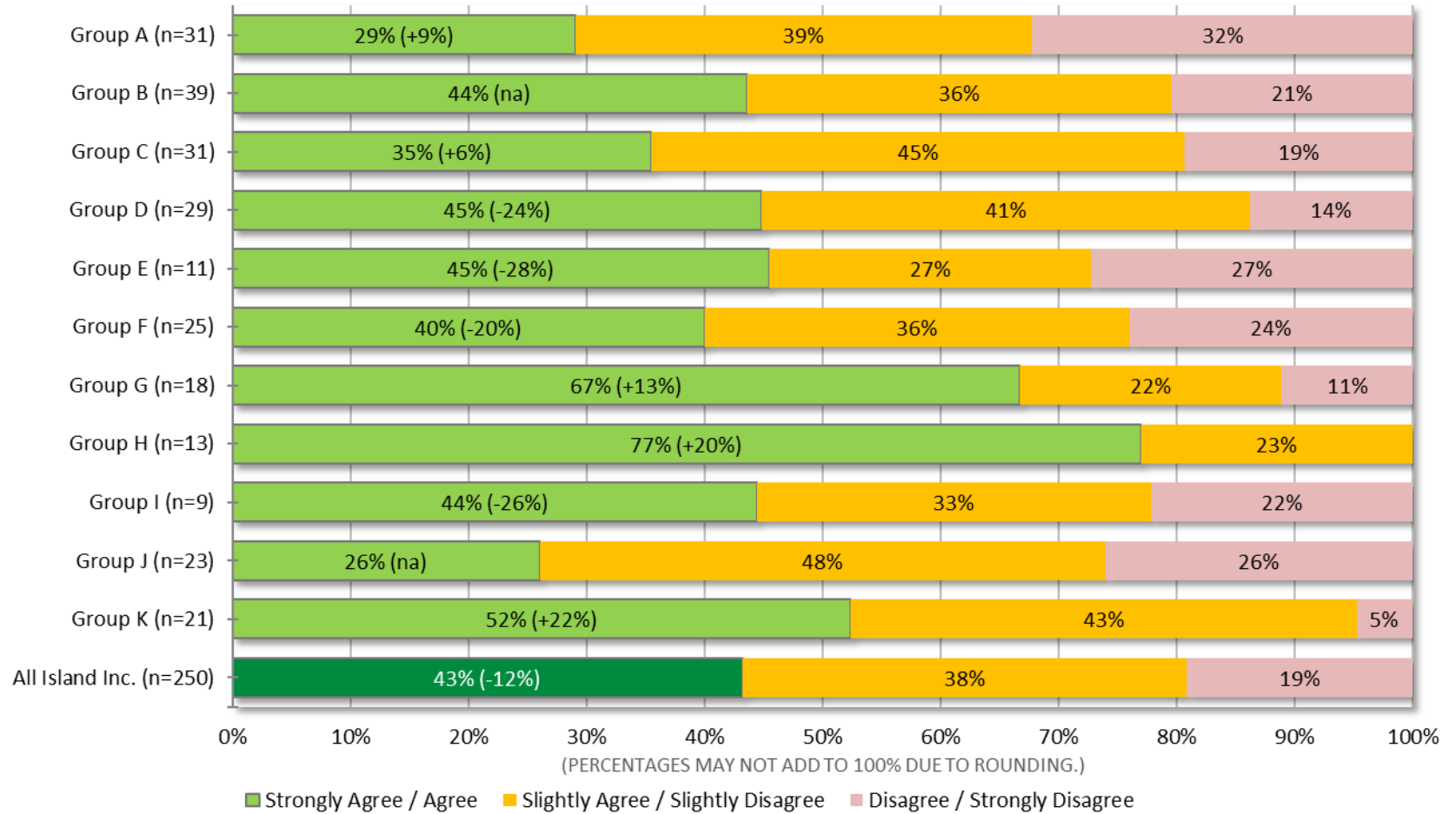
1. Overall, Island Inc.'s benefits plan meets my (and my family's) needs well (Rewards)



11. My pay is appropriate for the role I have in this organization (Rewards)



17. Overall, this organization's retirement RRSP plan meets my (and my family's) needs well (Rewards)

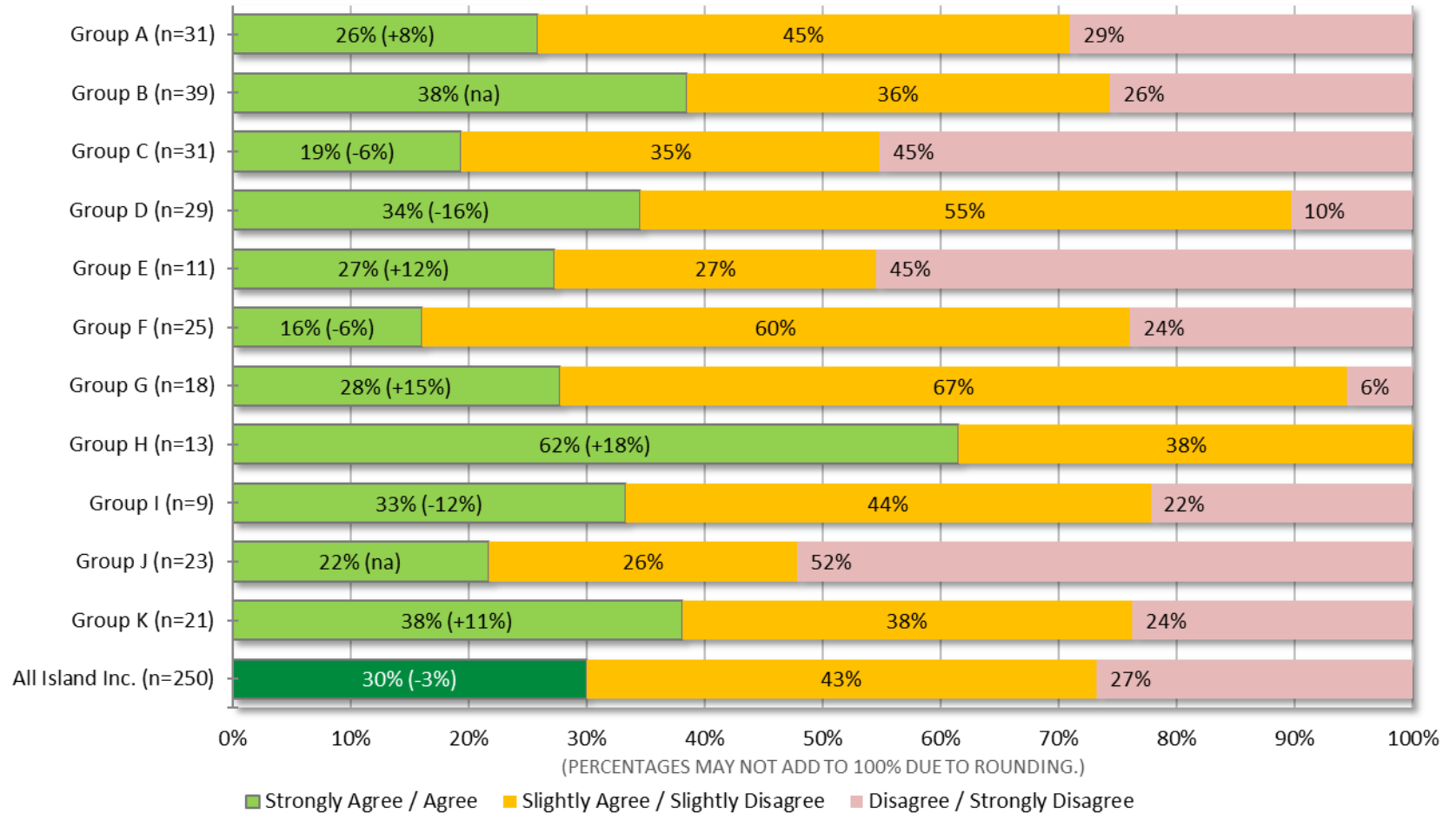




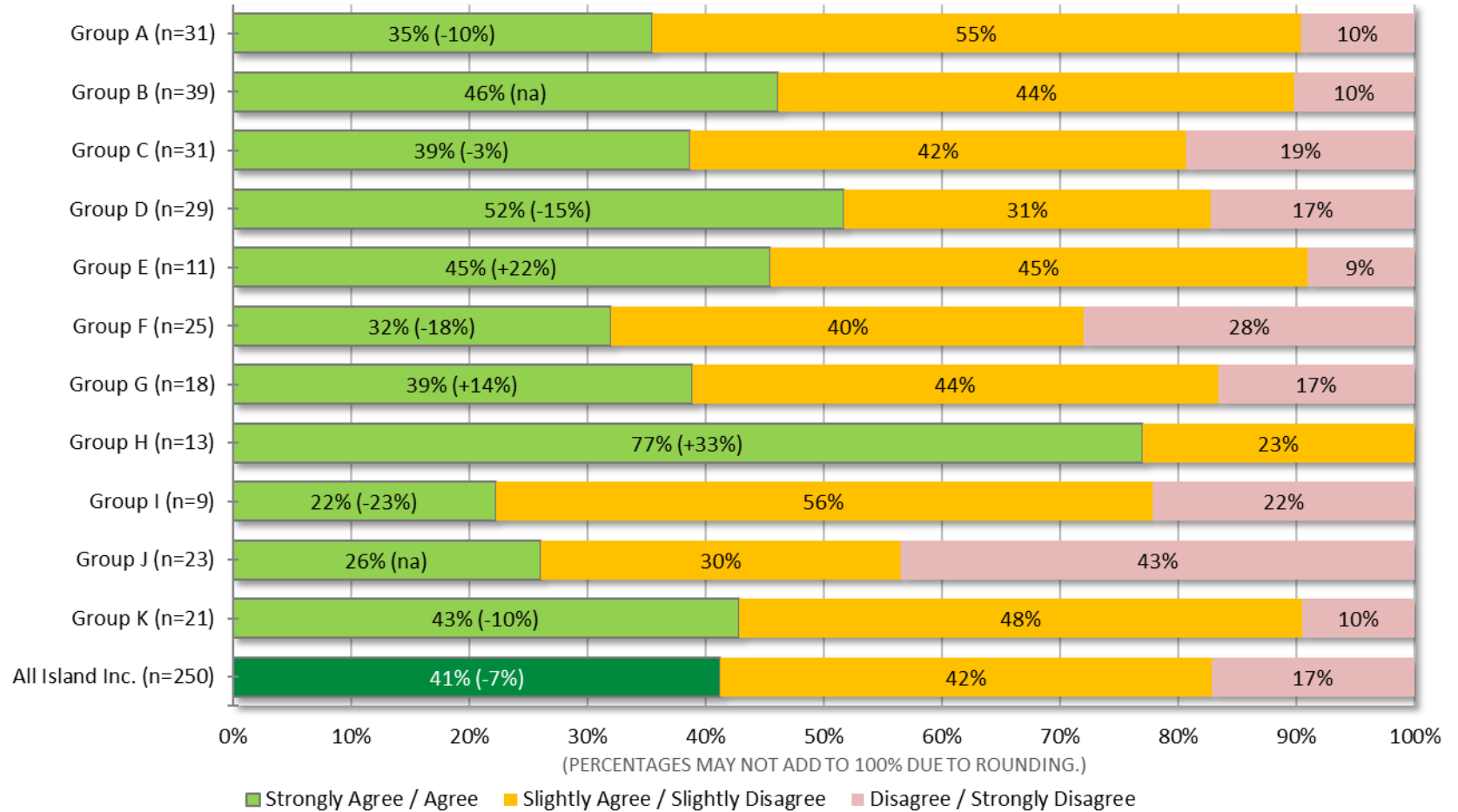
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Career and Learning

2. My future career opportunities at Island Inc. look good (Career and Learning)



8. Island Inc. strongly encouraged employee learning and development (Career and Learning)

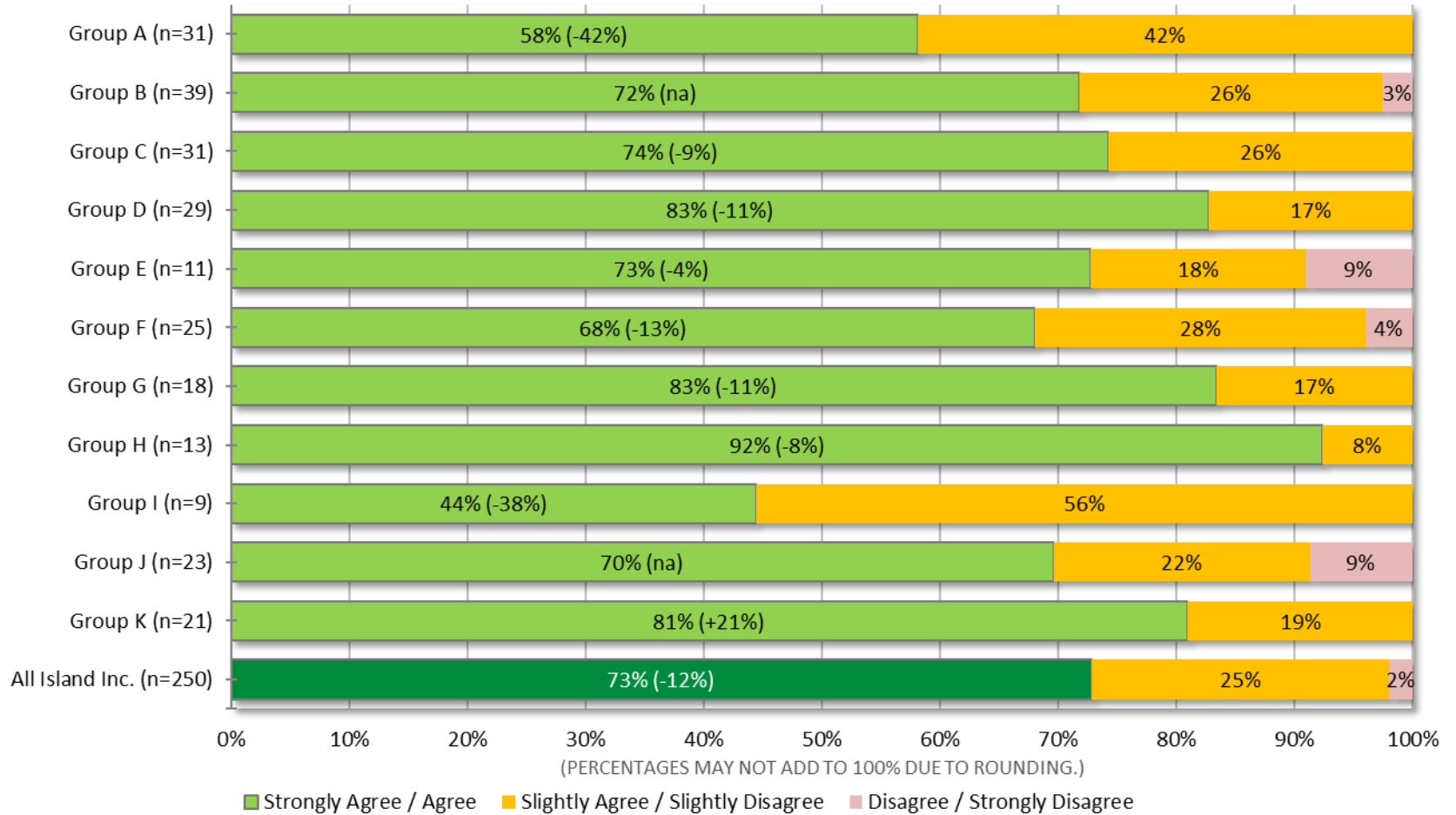




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Manager / Supervisor

4. My direct manager/supervisor provides the support I need to succeed (Manager/Supervisor)

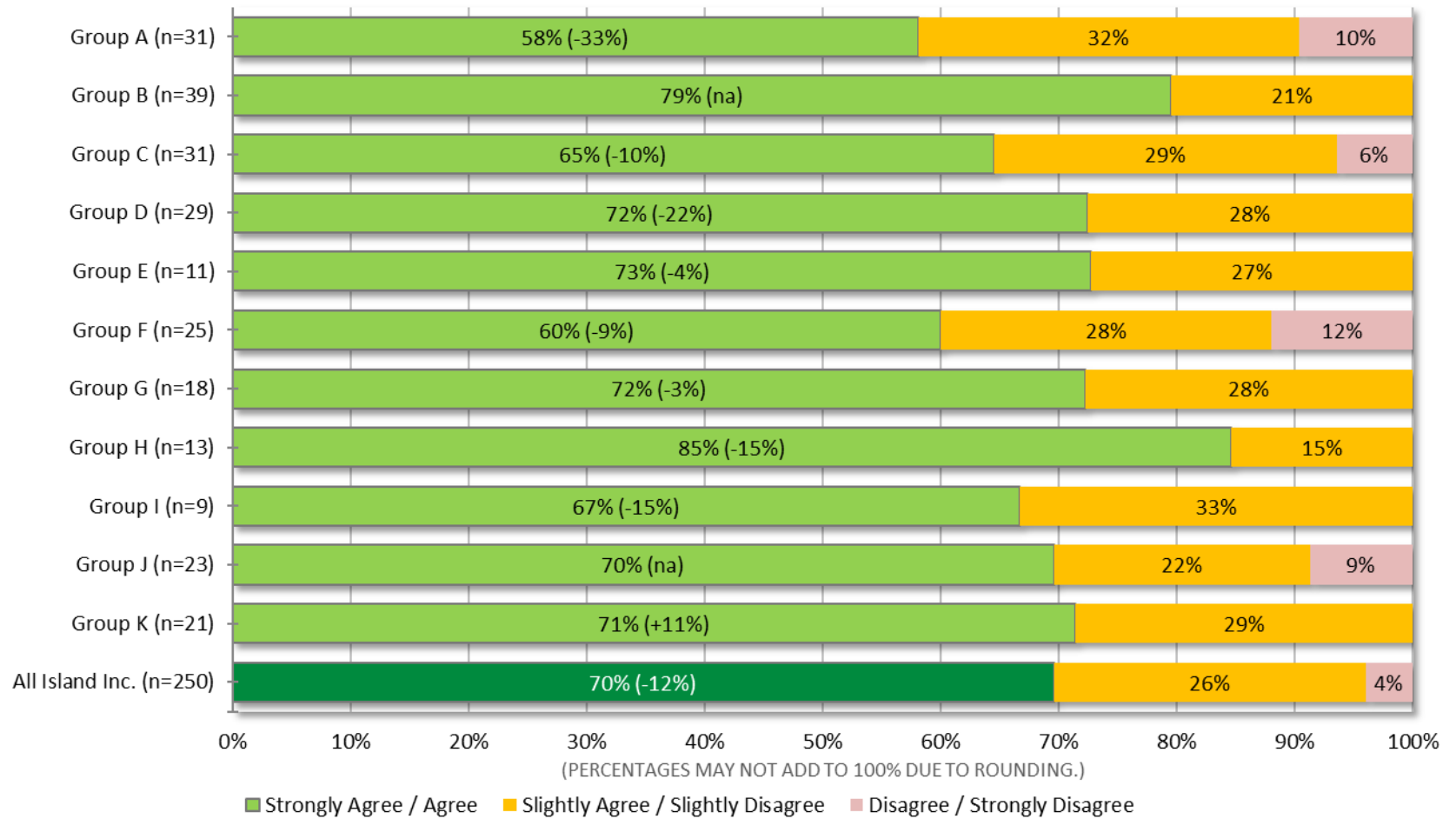




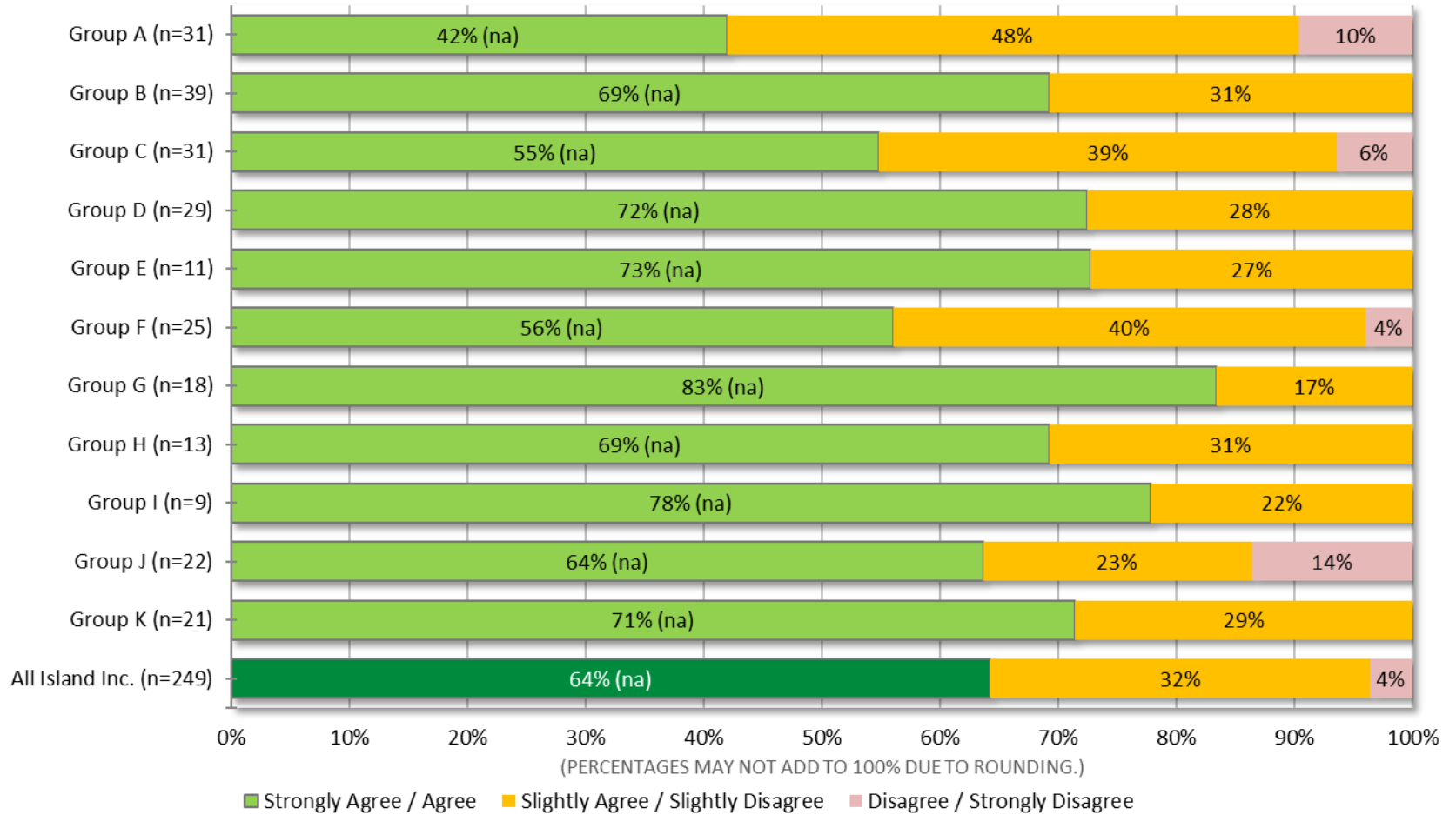
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Co-Workers

5. My co-workers respect my thoughts and feelings (Co-Workers)



12. My co-workers value my input even if it is different from their own (Co-Workers)

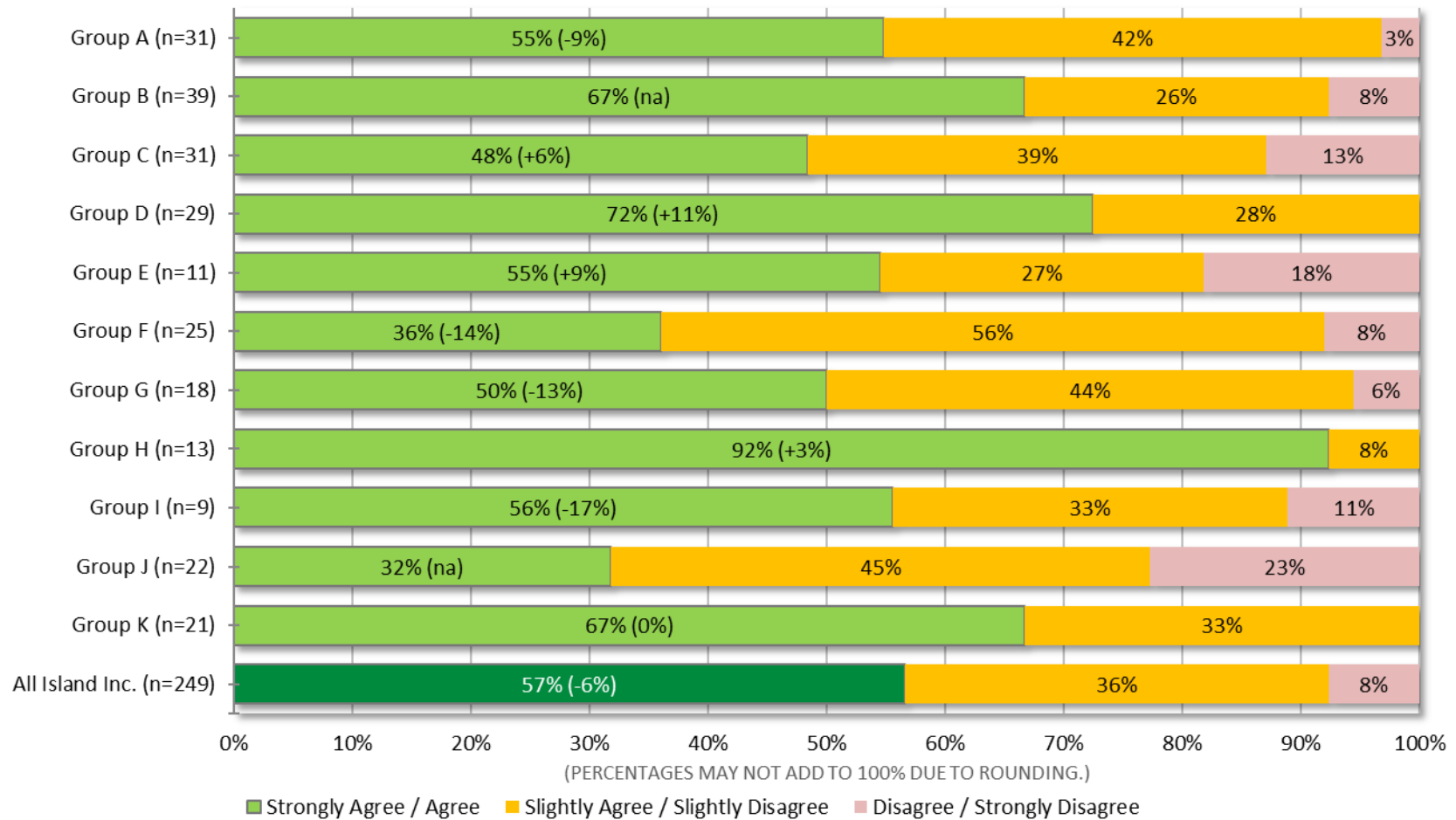




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Employee Health and Well-Being

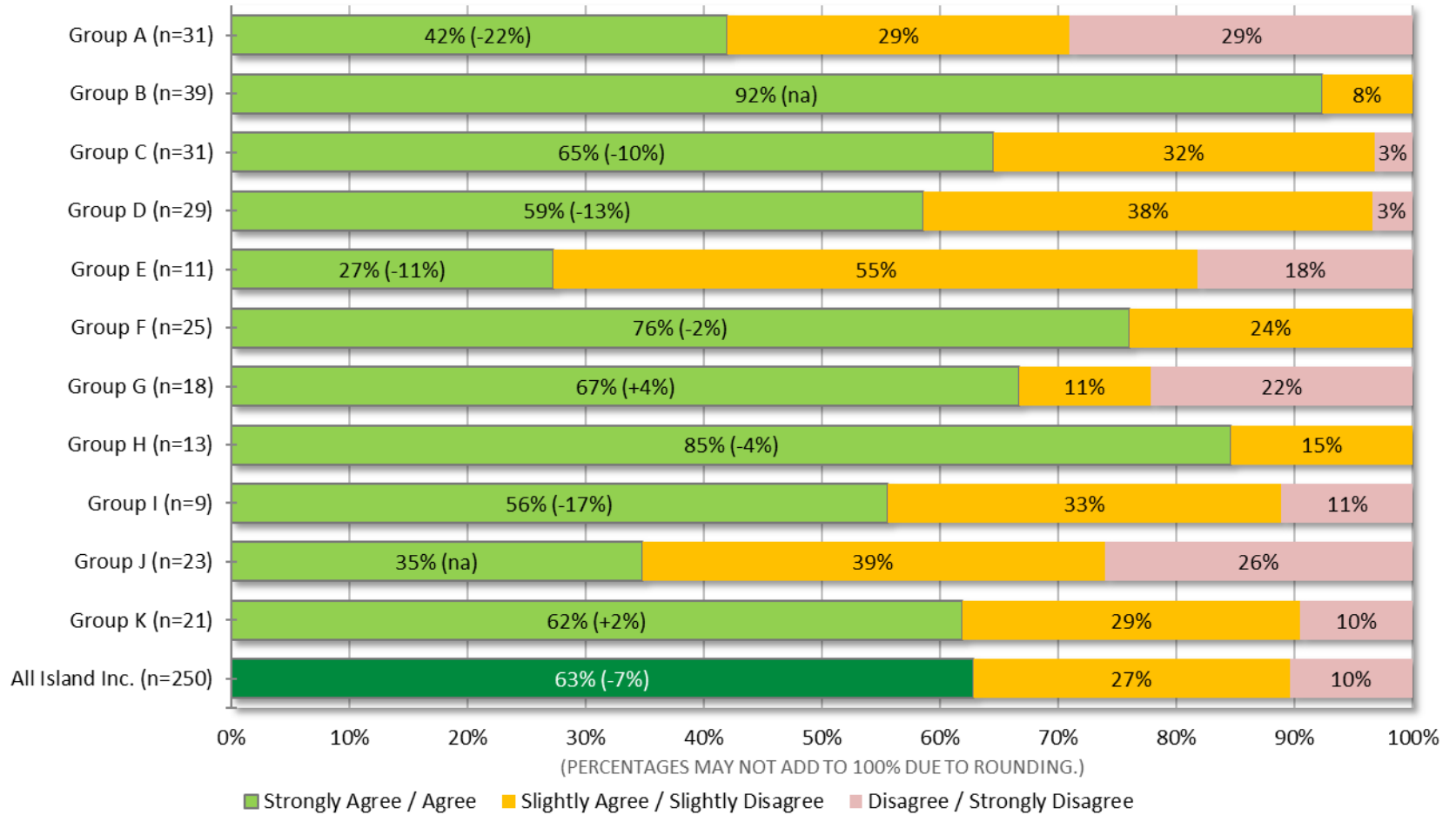
6. Island Inc. strongly supports employee health and well-being (Employee Health and Well-Being)



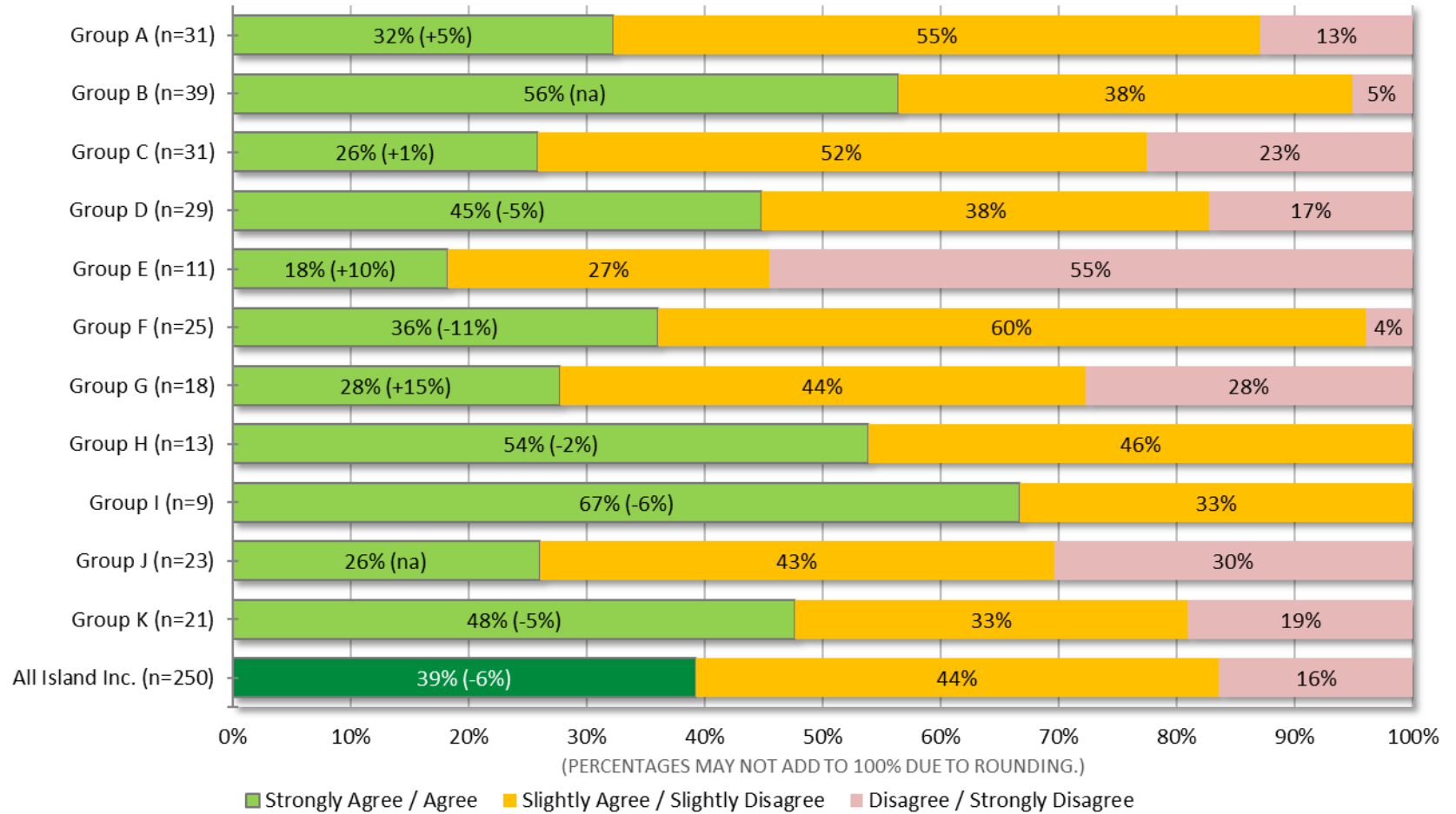


Organizational Reputation

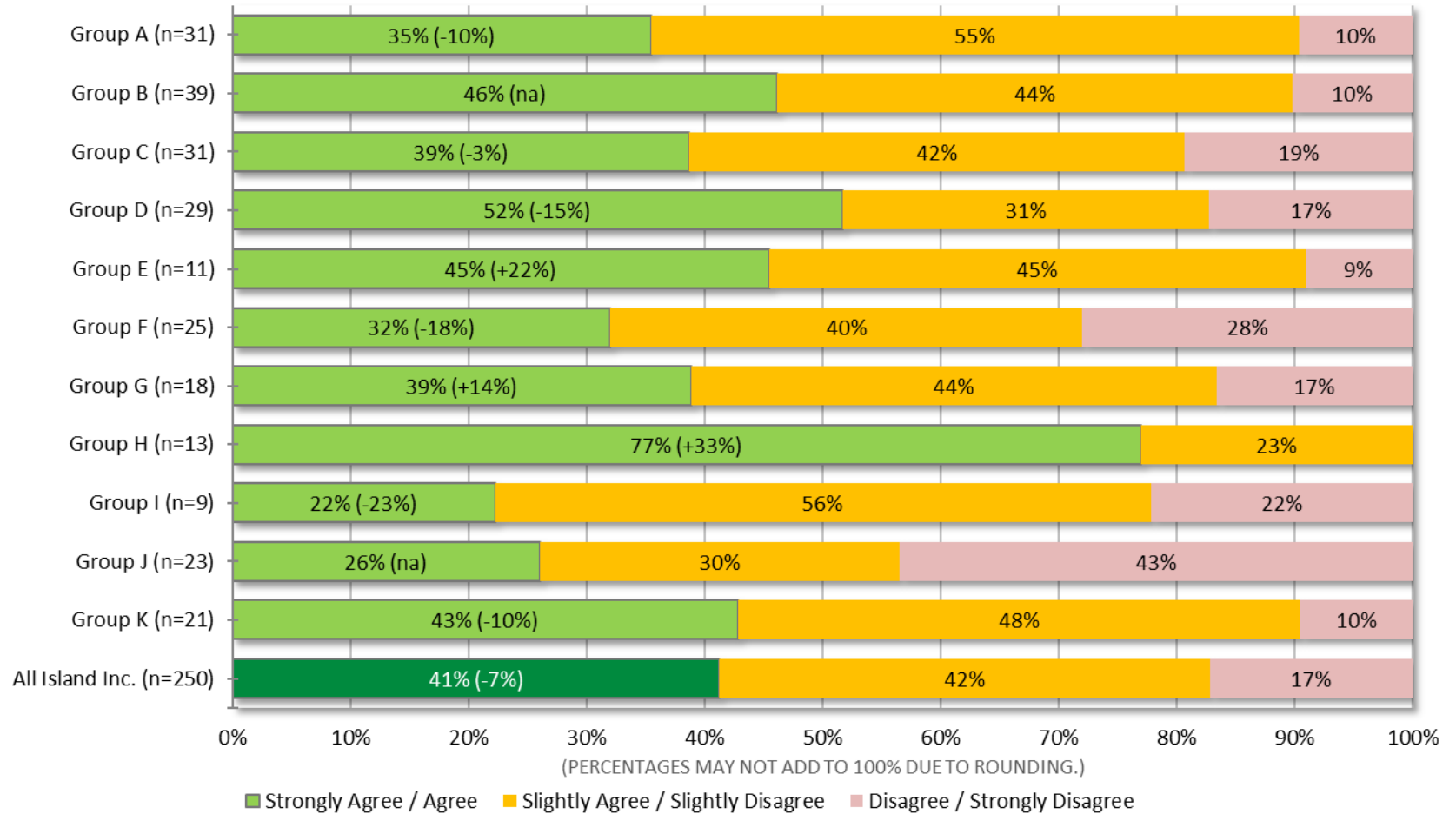
3. Island Inc. is a socially responsible organization (Organizational Reputation)



7. Island Inc. is considered one of the best places to work for someone with my skills and experience (Organizational Reputation)



8. Island Inc. strongly encouraged employee learning and development (Organizational Reputation)

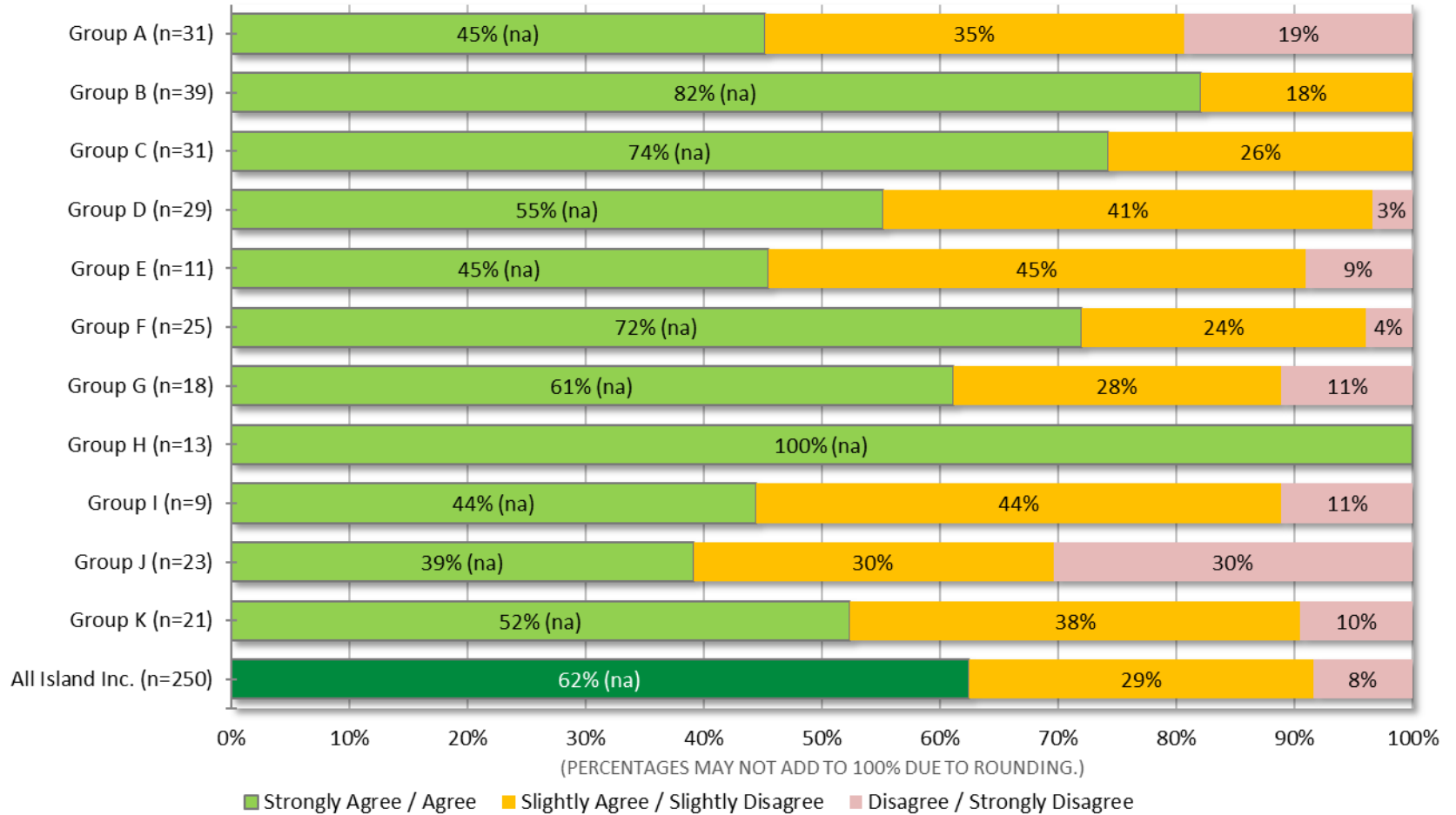




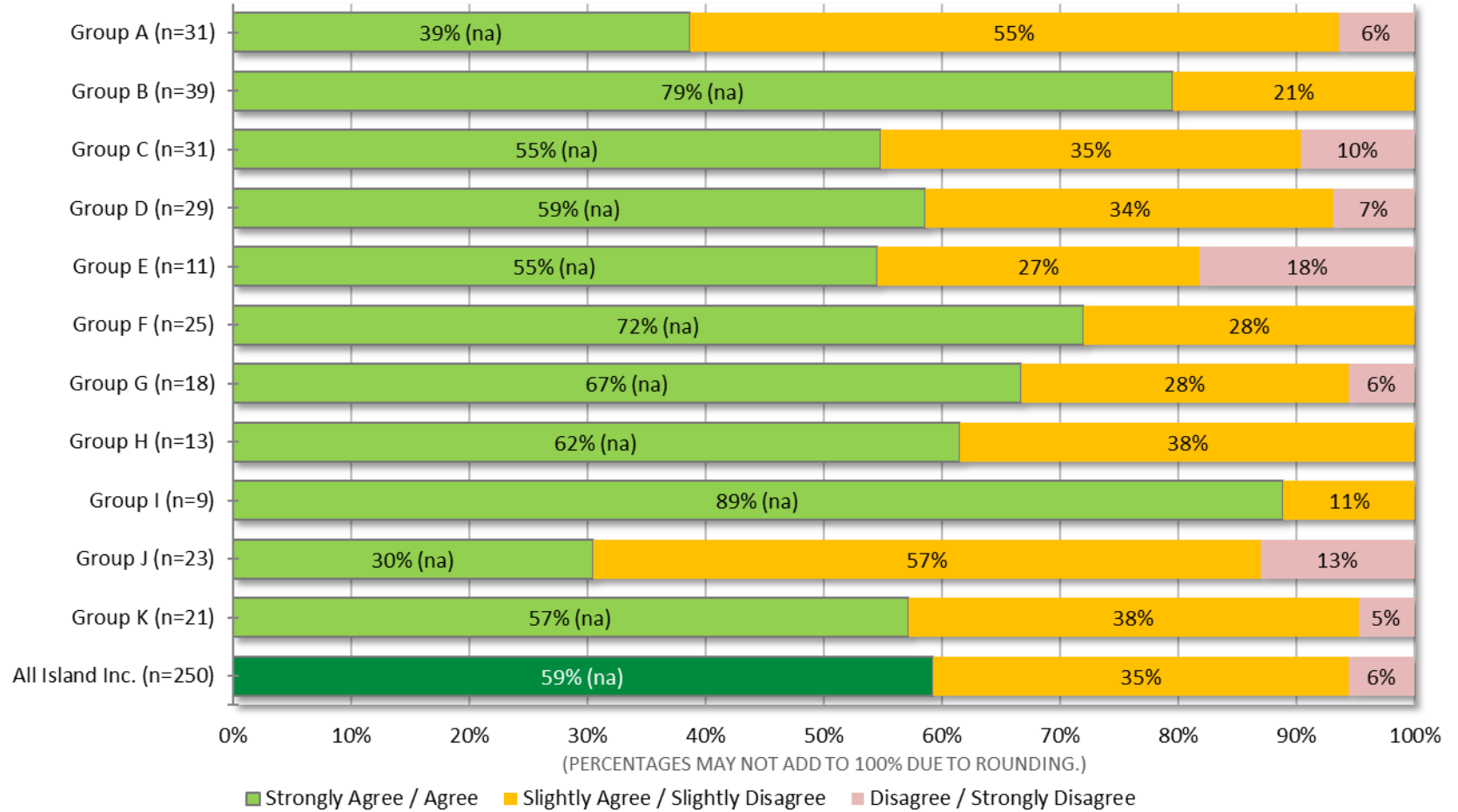
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Manager / Supervisor

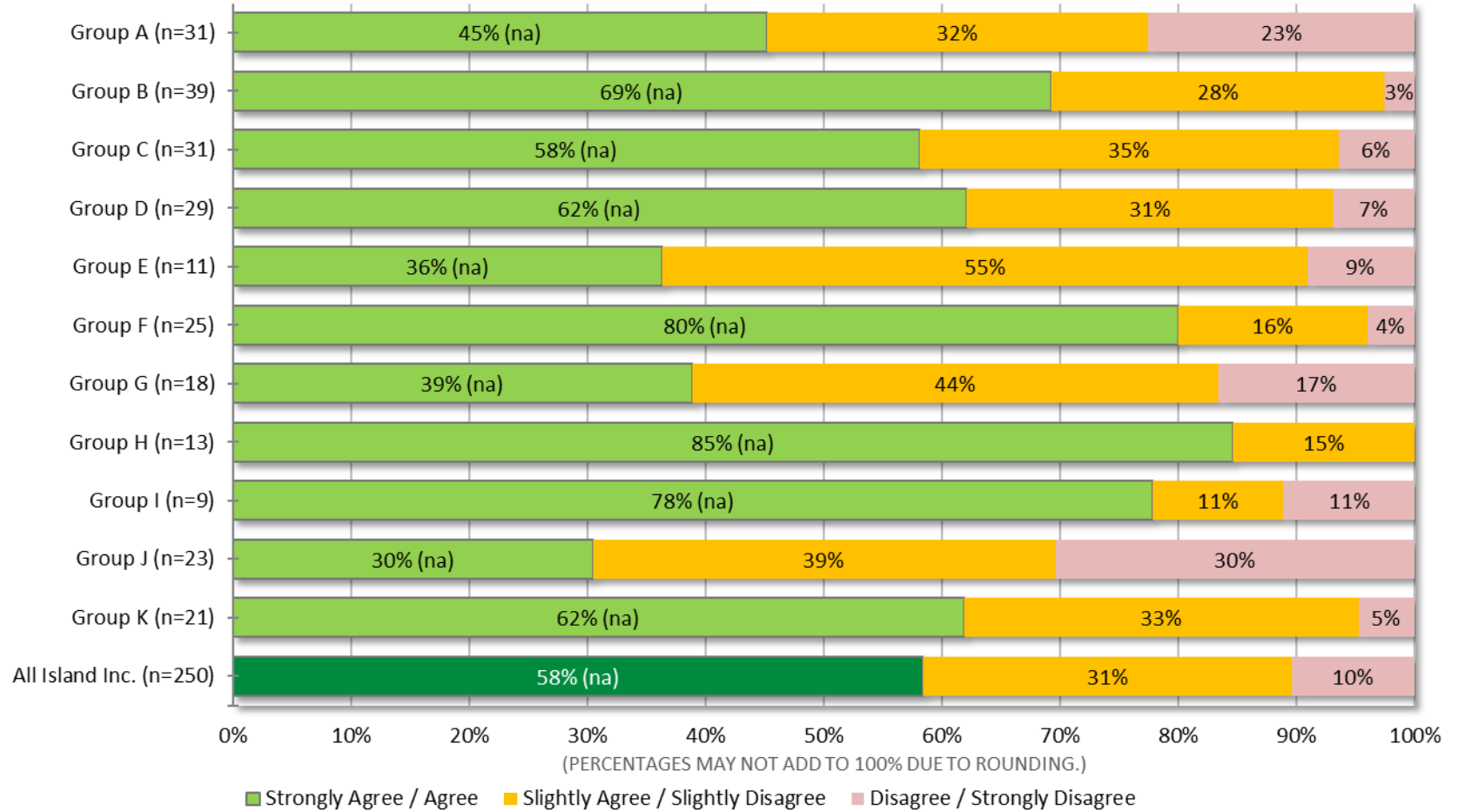
9. My direct manager/supervisor effectively implements and supports our people / HR practices (Manager/Supervisor)



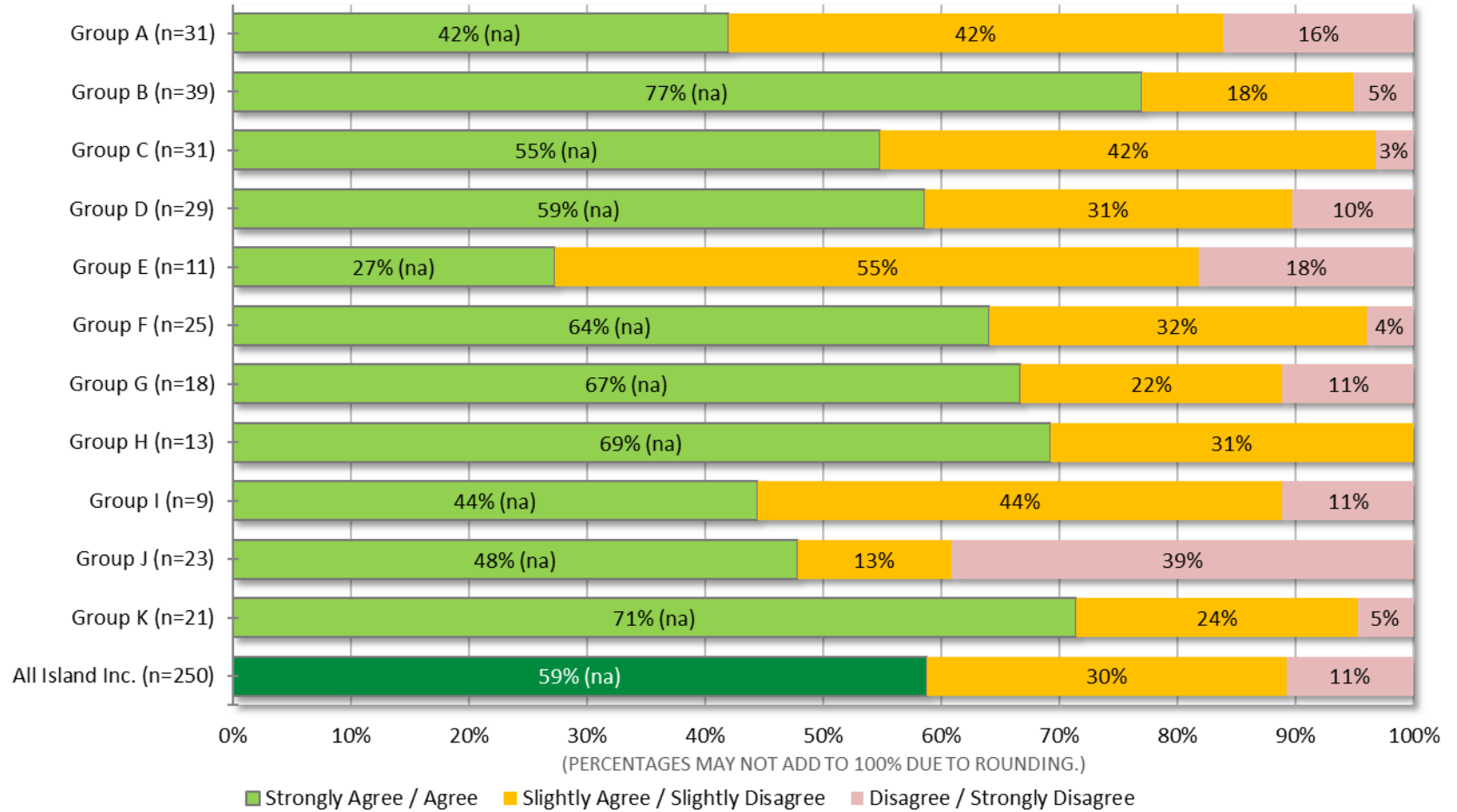
14. My direct manager/supervisor takes the time to let me know my efforts are appreciated (Manager)



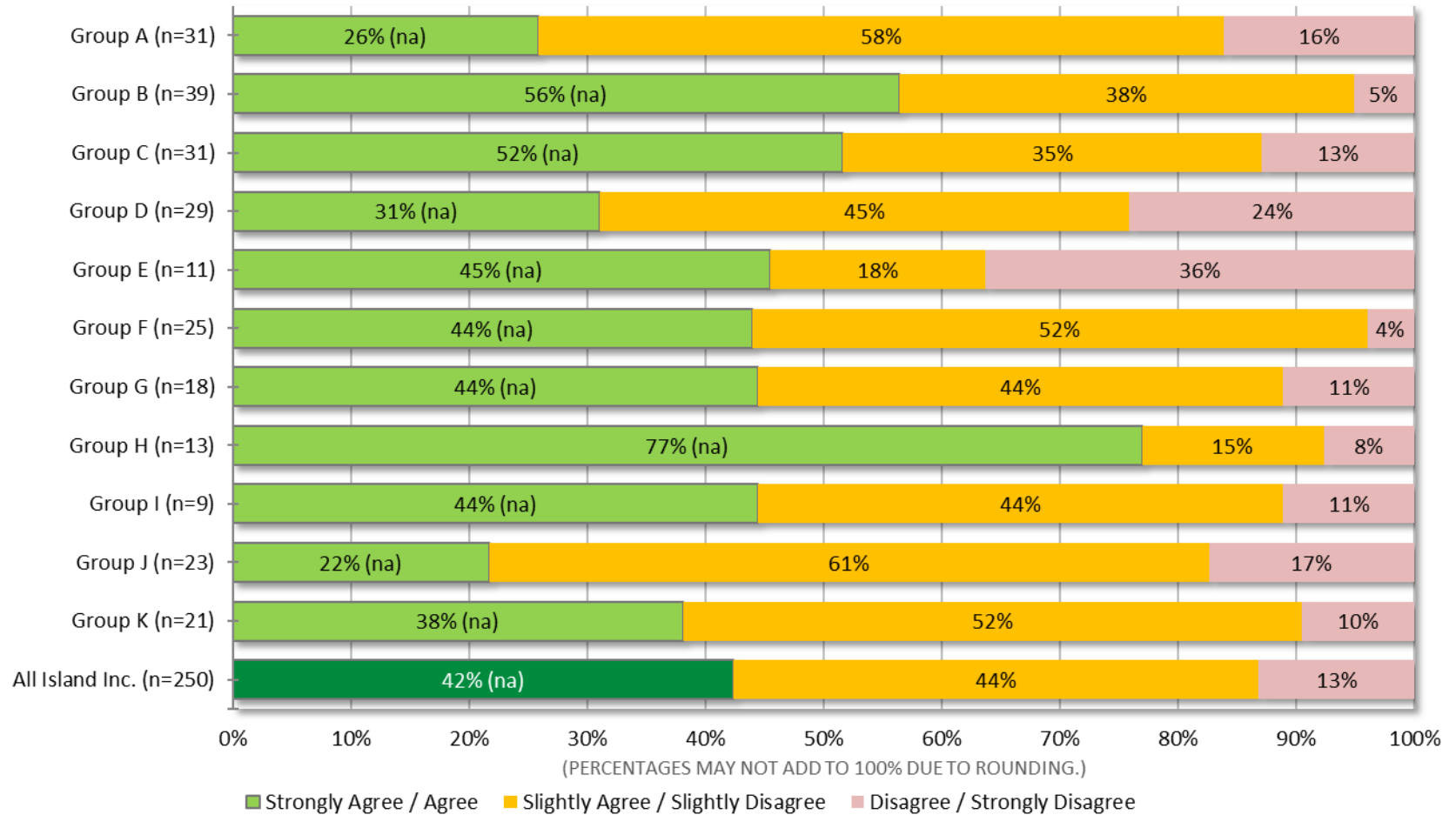
18. My direct manager/supervisor inspires me to do my best work every day (Manager)



22. My direct manager/supervisor sets clear expectations and goals with me (Manager)



31. My direct manager/supervisor provides regular feedback that helps me to improve my performance (Manager/Supervisor)

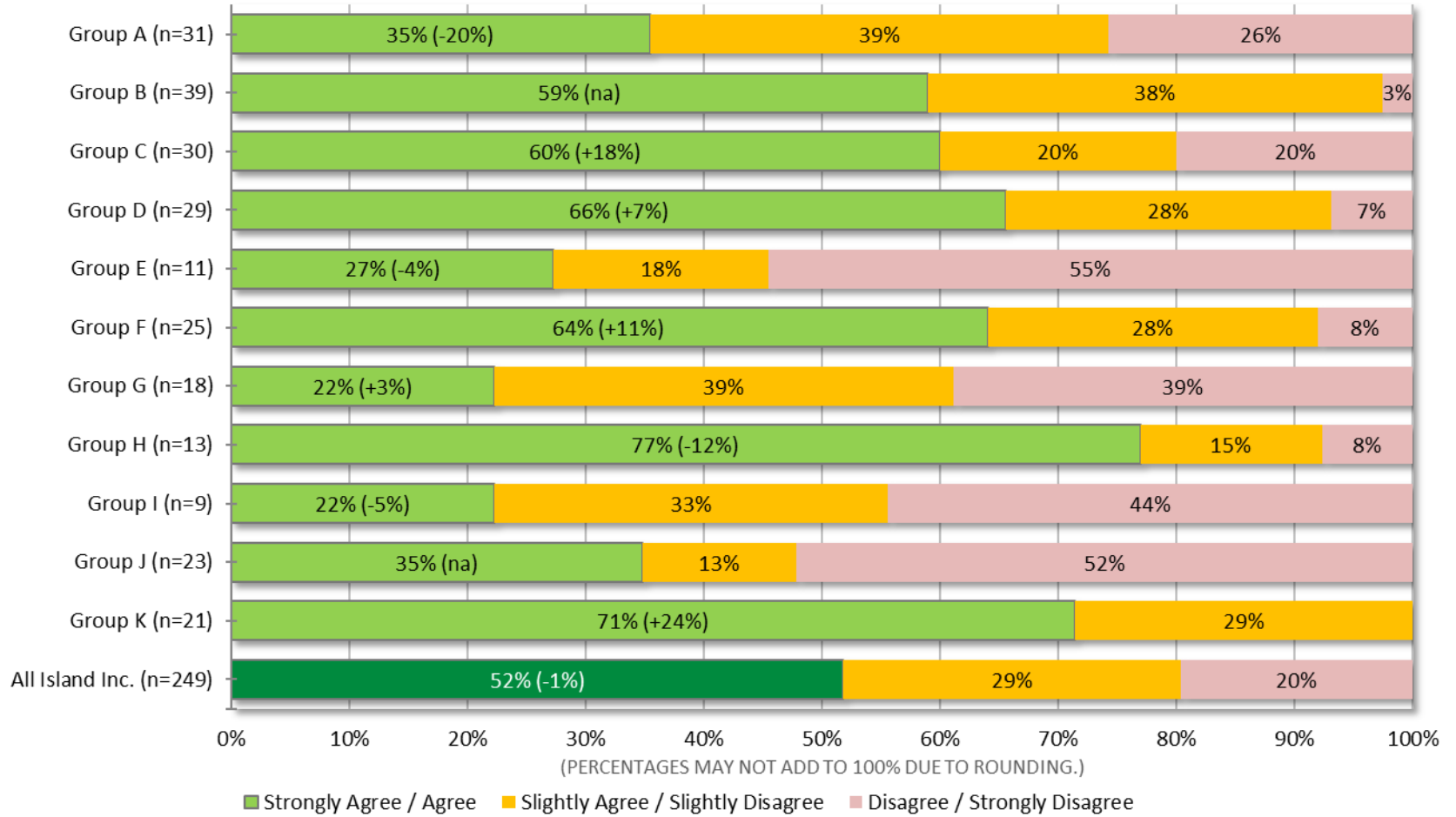




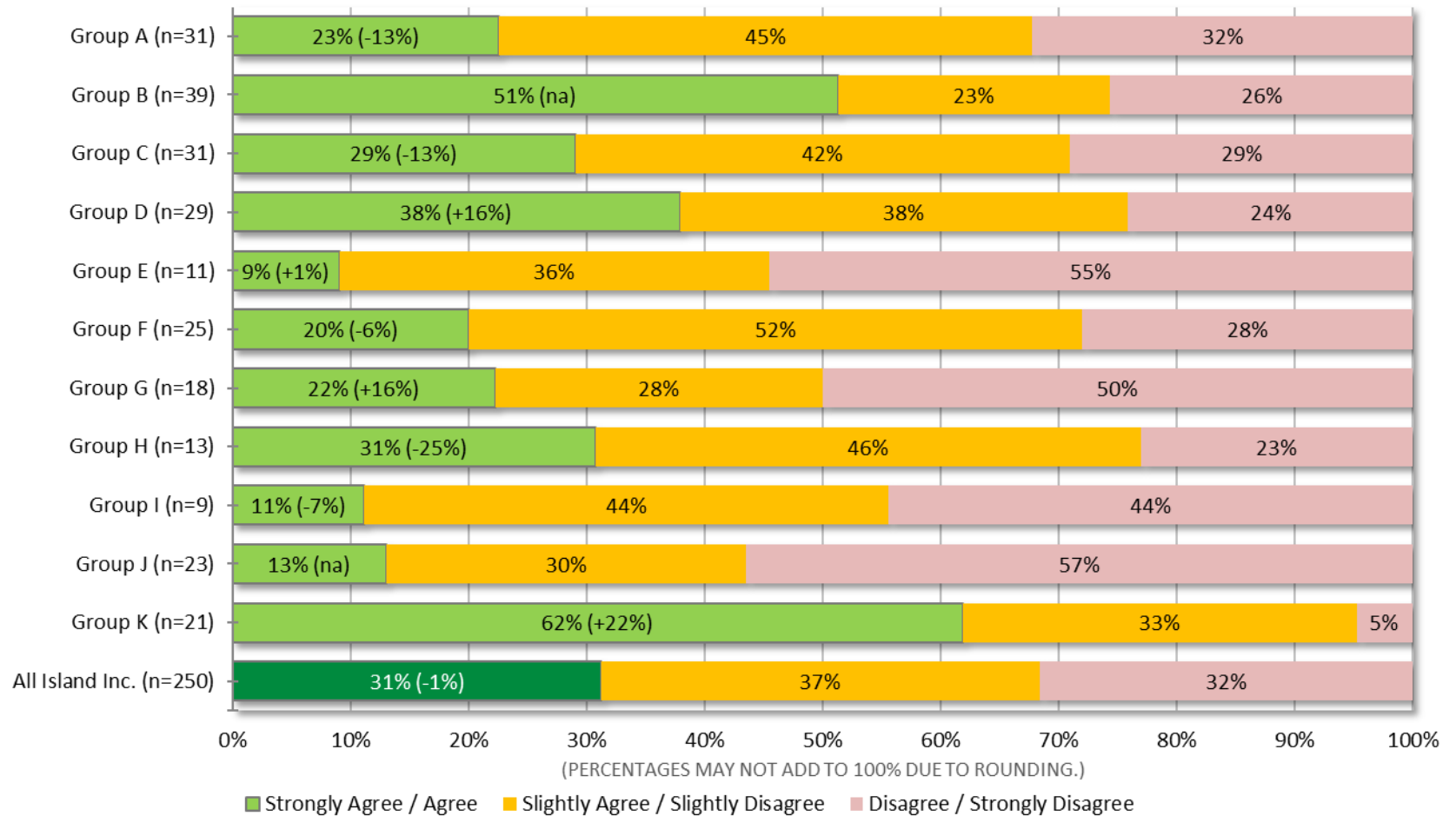
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Senior Leadership

10. I see strong evidence of effective leadership from the person my direct manager/supervisor reports to (my manager's manager) (Senior Leadership)



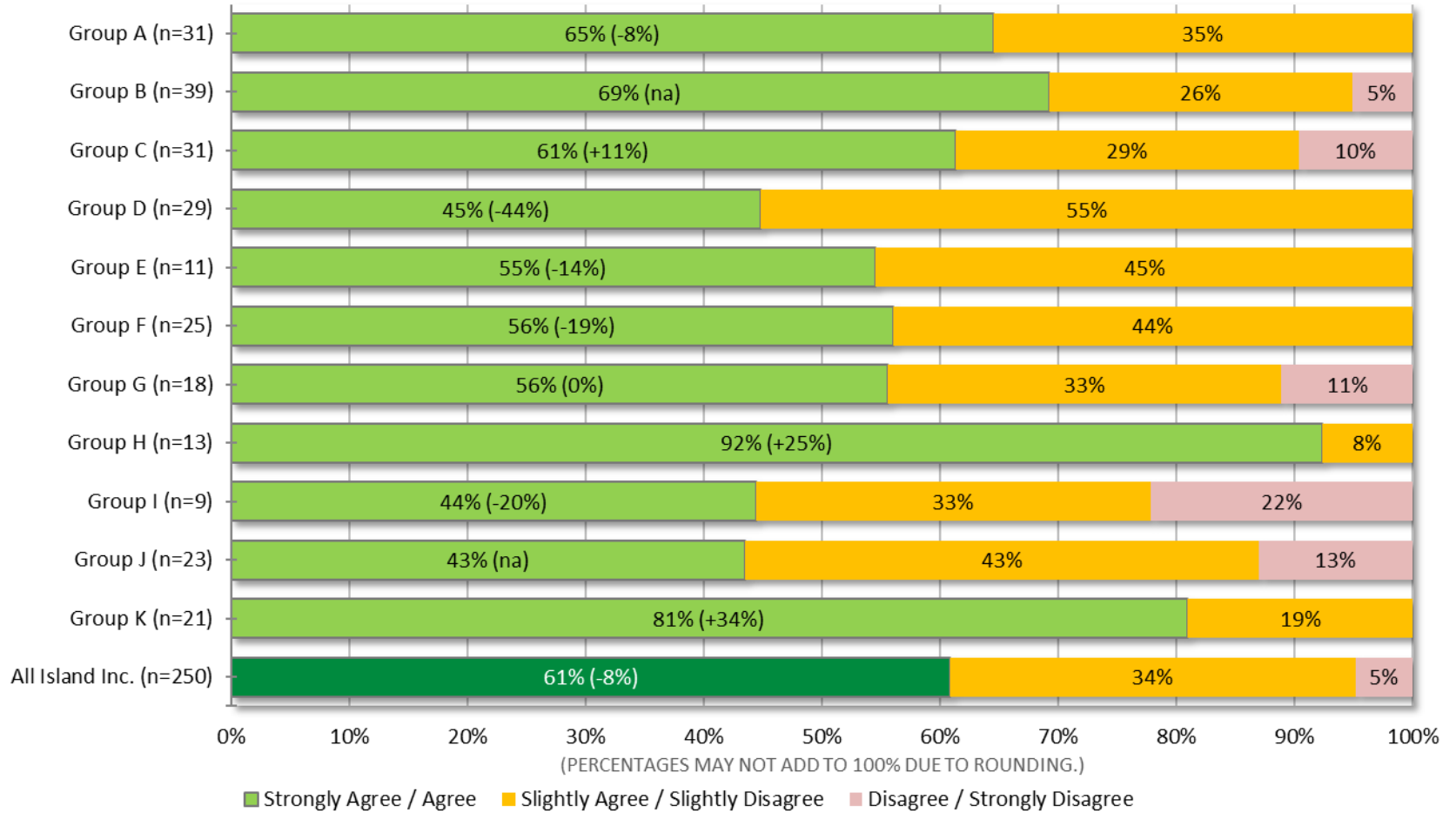
19. I see strong evidence of effective leadership from our senior leaders (Senior Leadership)





Physical Work Environment

13. The physical work environment is appropriate for the type of work I do (Physical Work Environment)

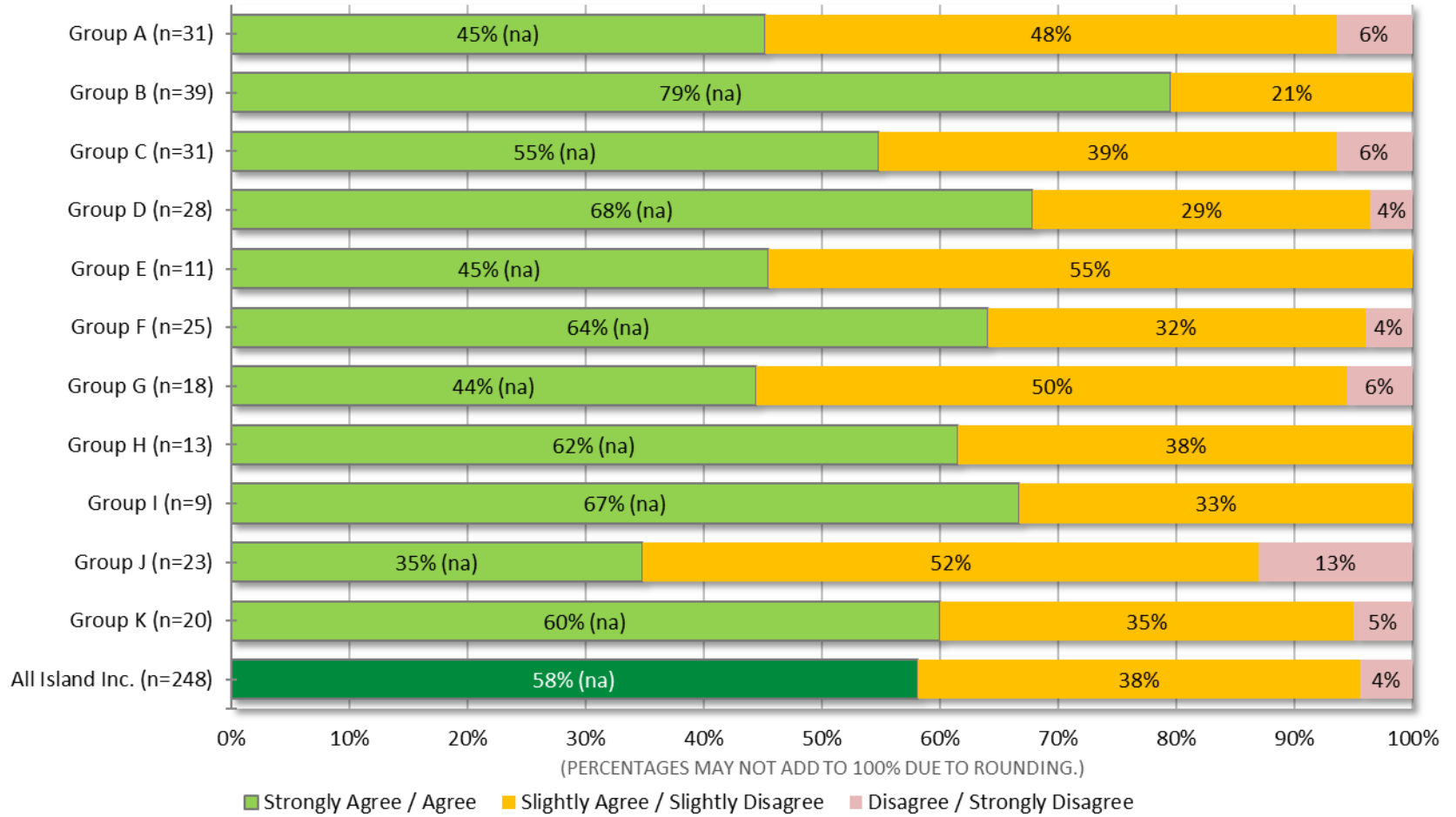




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Recognition

27. I often get positive feedback for the work that I do (Recognition)

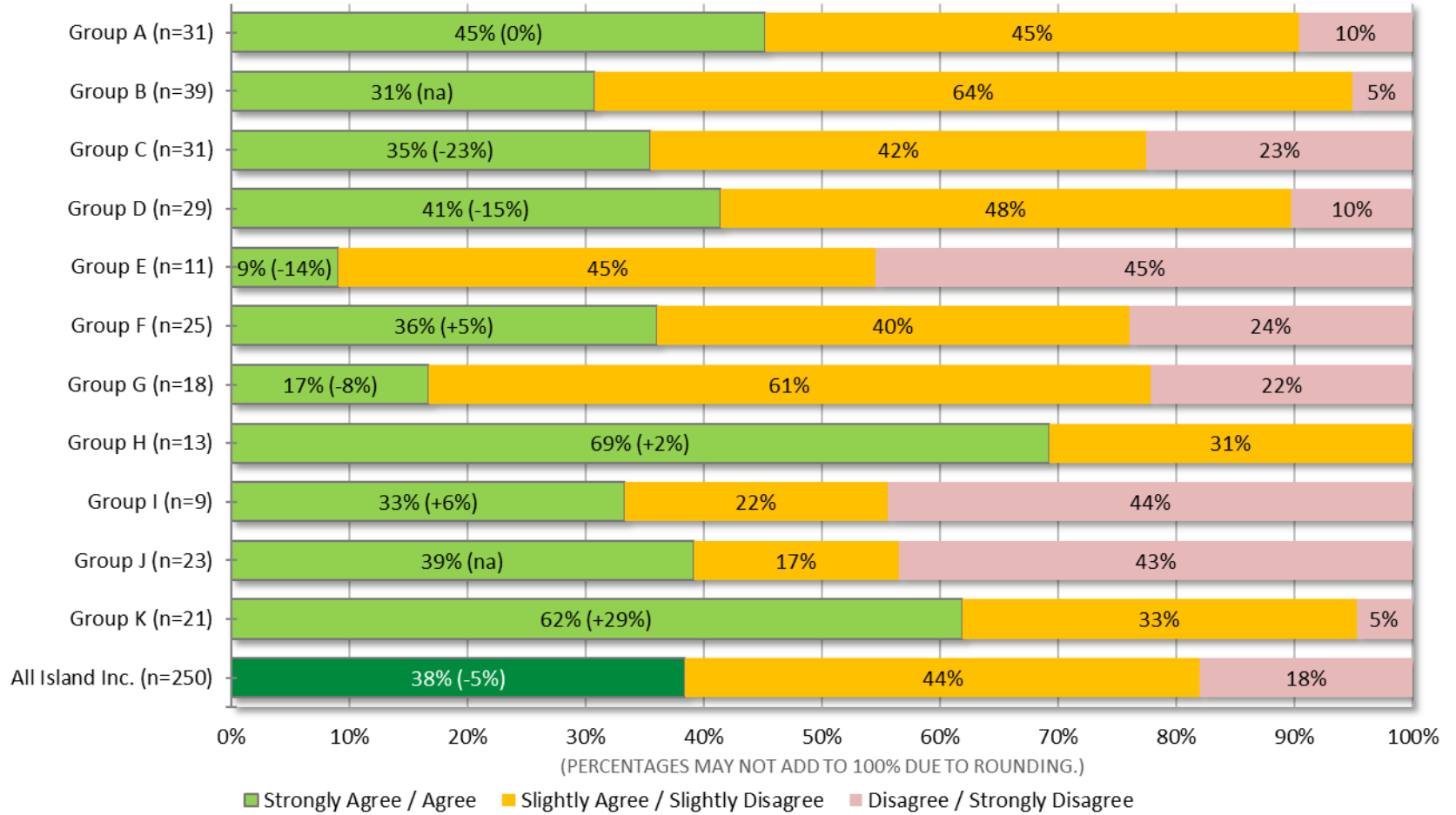




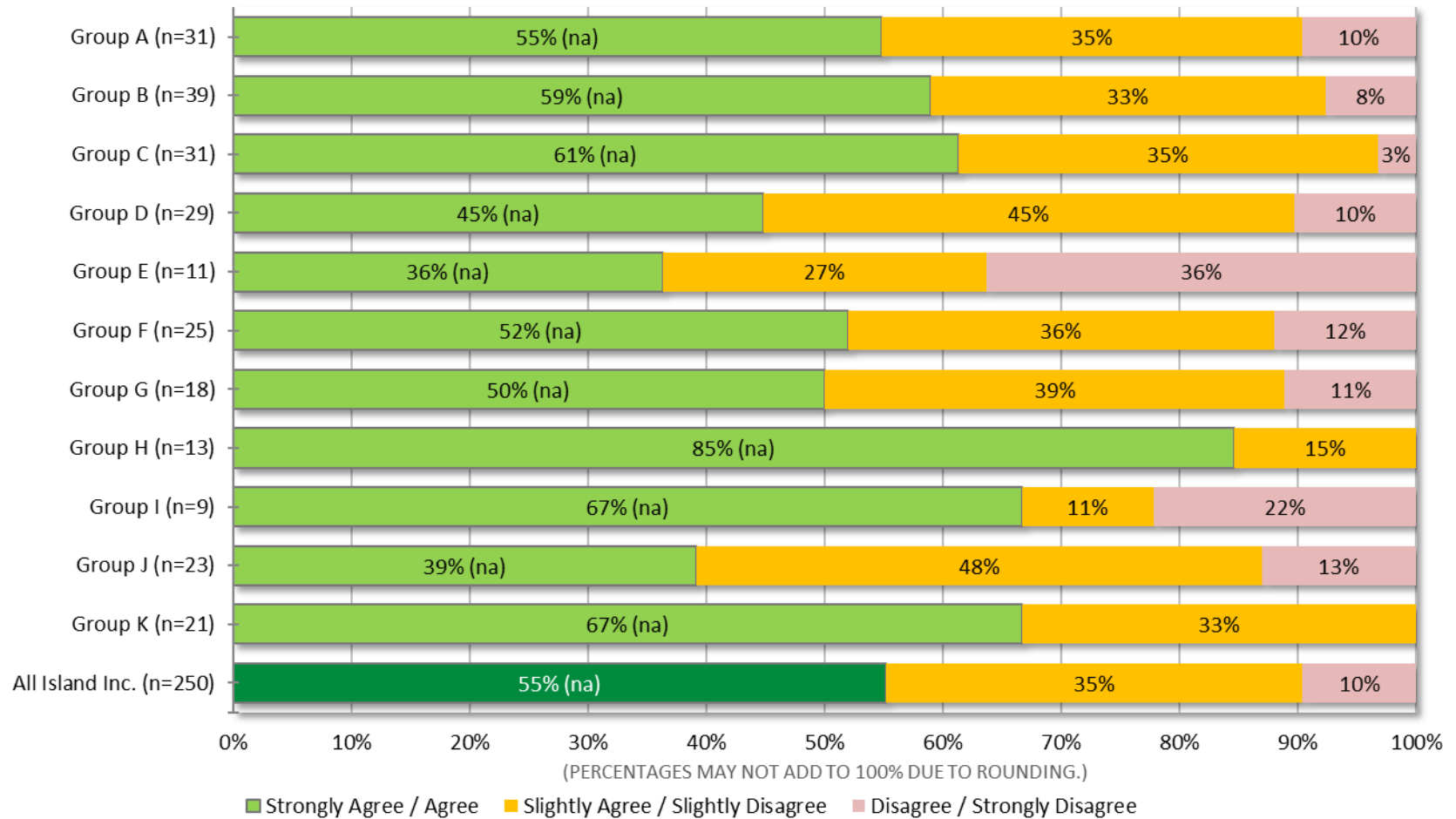
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Resources

15. I have the tools and resources I need to do my job effectively (Resources)



16. I have the appropriate amount of information to make correct decisions about my work (Resources)

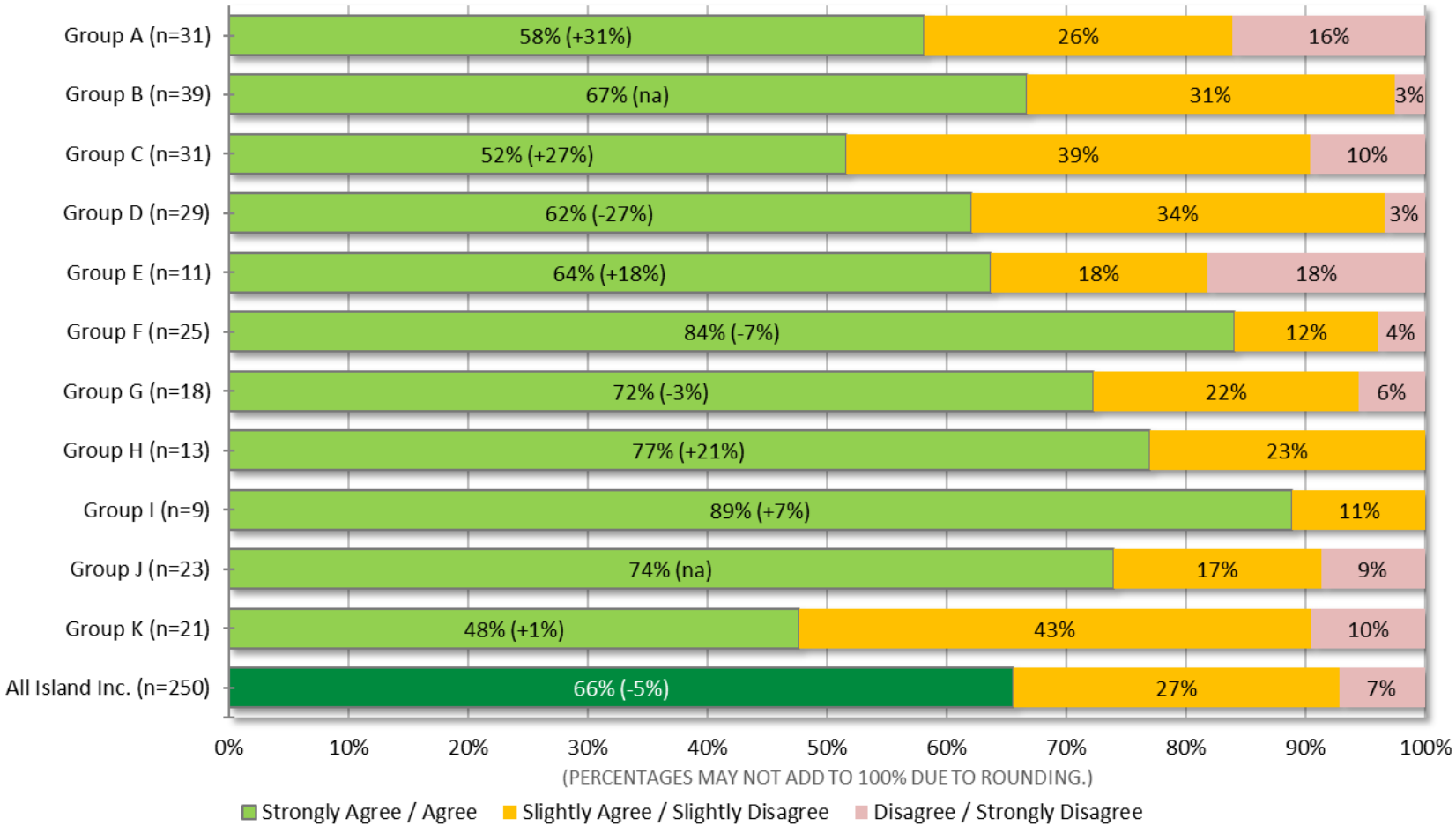




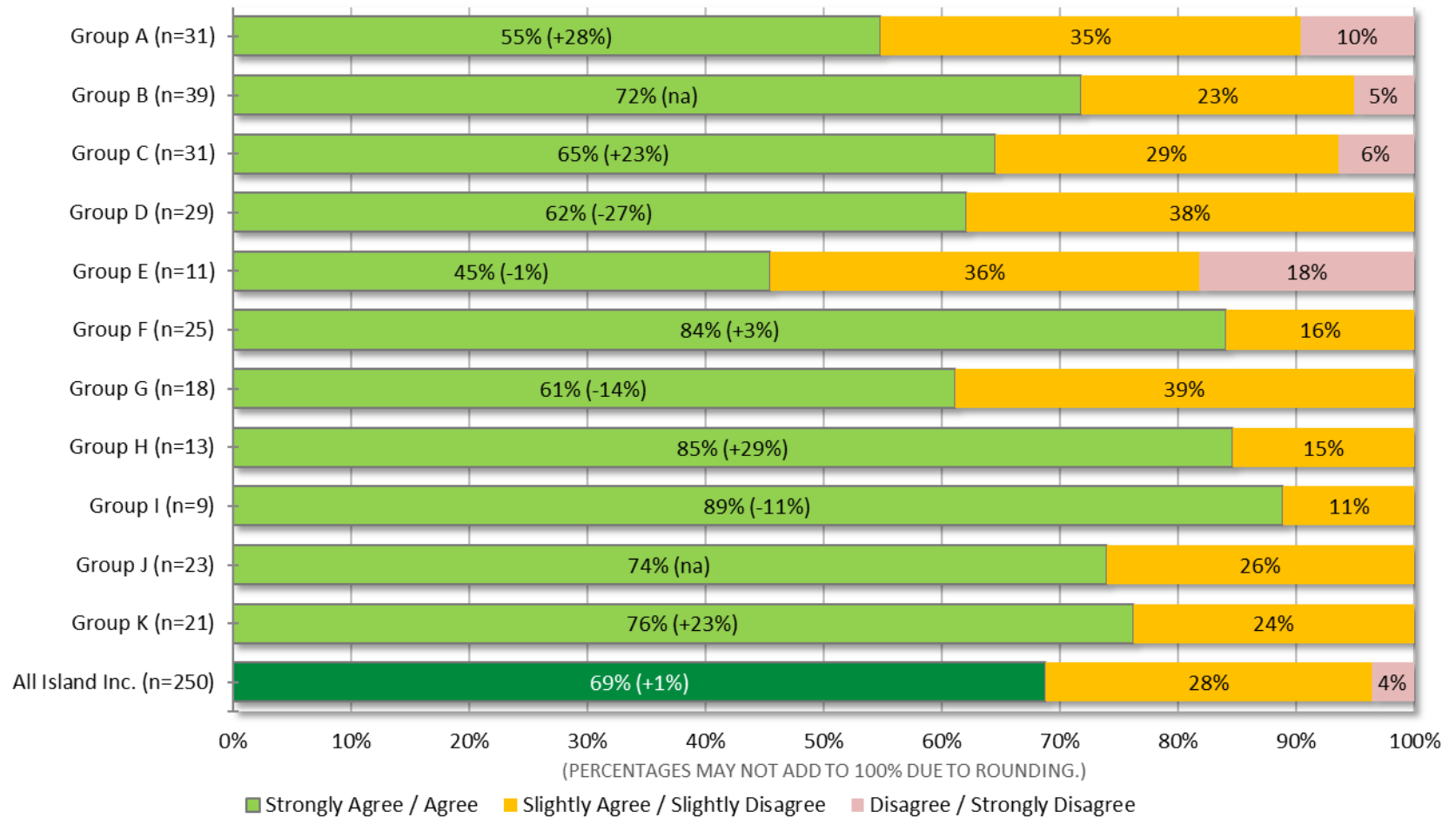
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Sense of Accomplishment

20. I get a sense of accomplishment from my work (Sense of Accomplishment)



25. I truly enjoy my day-to-day work tasks (Sense of Accomplishment)

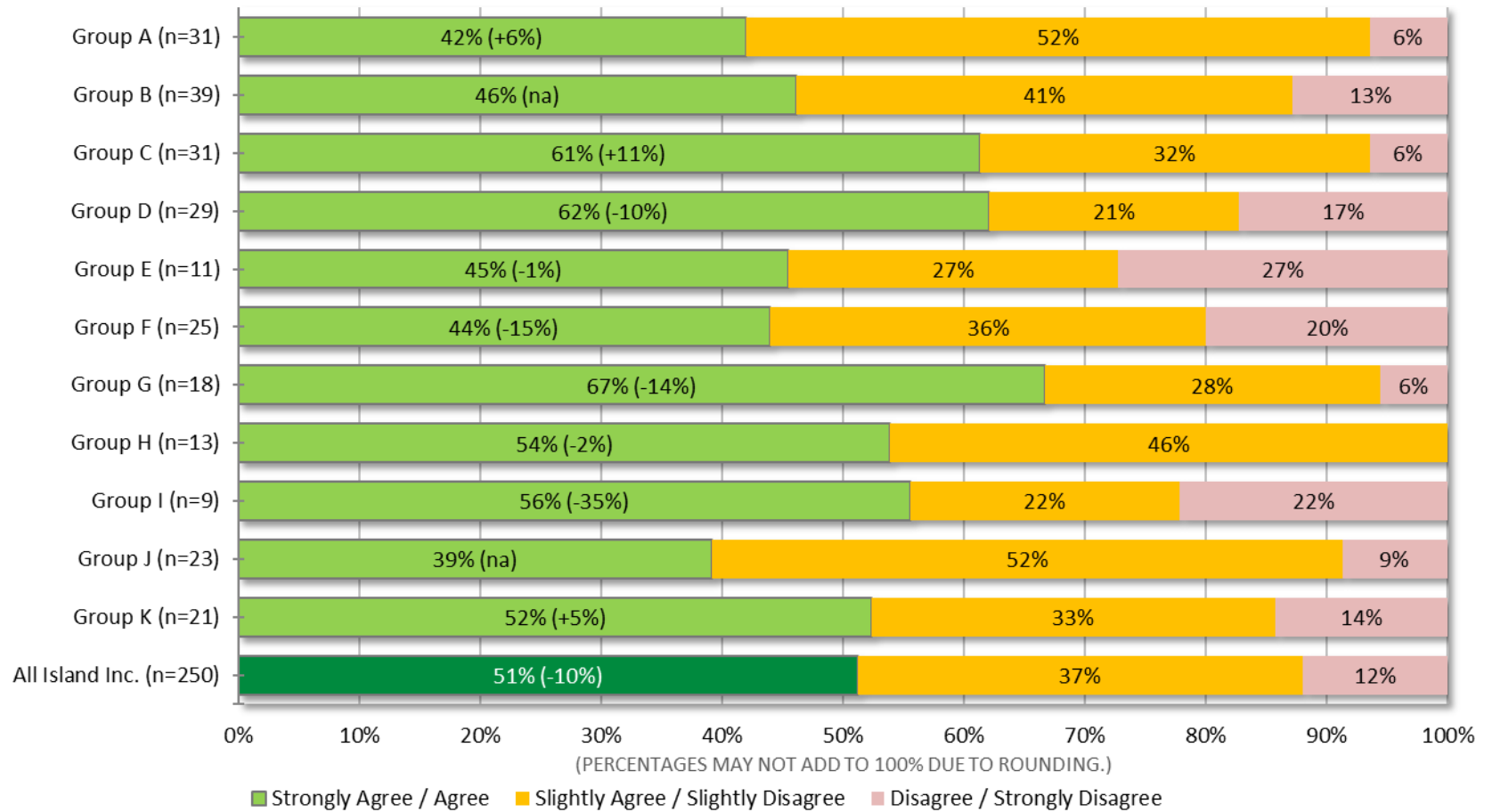




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Work / Life Balance

23. The balance between my work and personal commitments is right for me (Work / Life Balance)

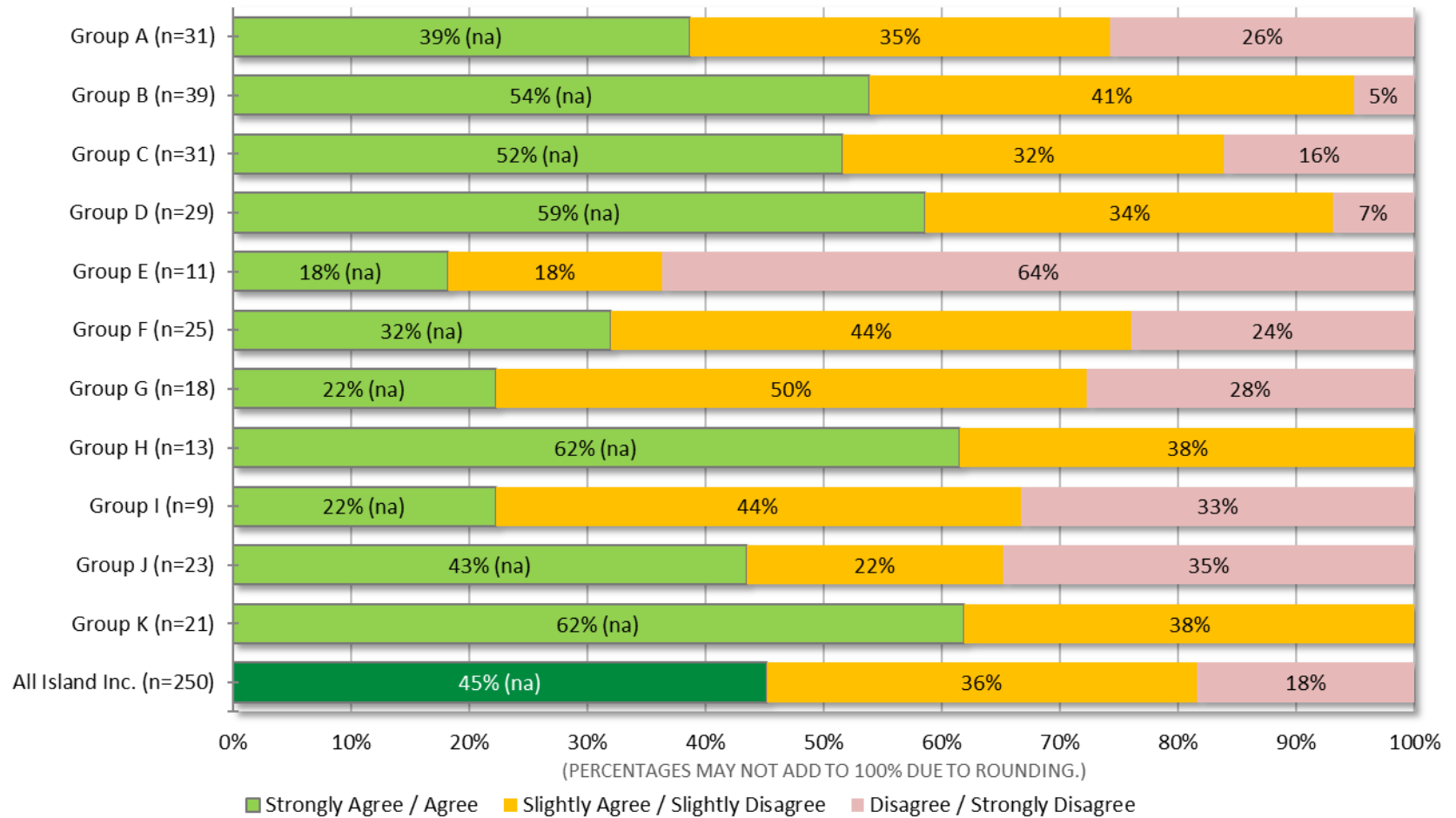




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Work Processes

24. We have clear processes and procedures for how we do our work (Work Processes)





Overall Observations and Next Steps

Overall Observations

- (removed from Sample Report)

Next Steps

- (removed from Sample Report)



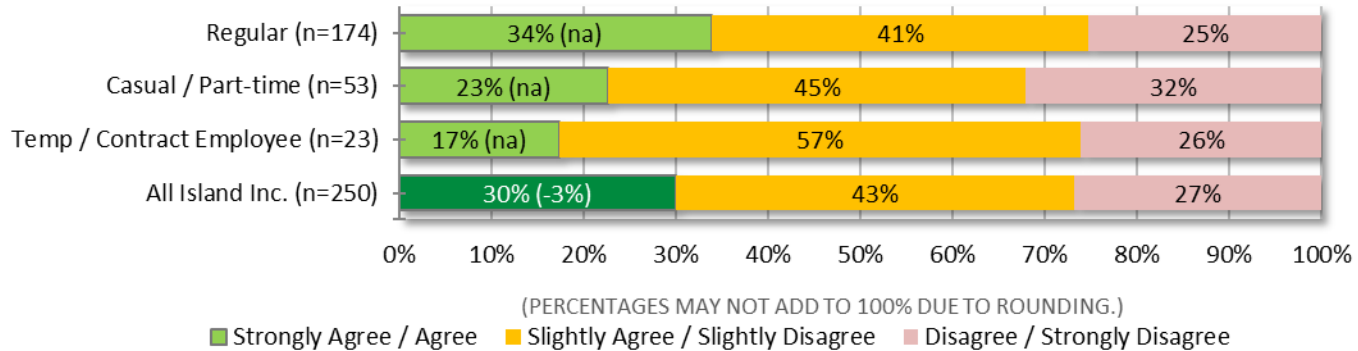
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Appendices

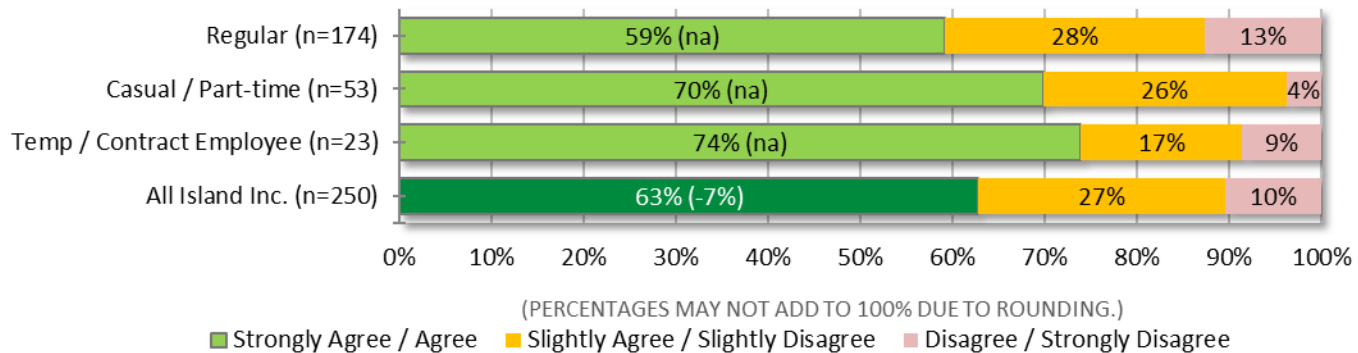


A: Responses by Job Type **(example)**

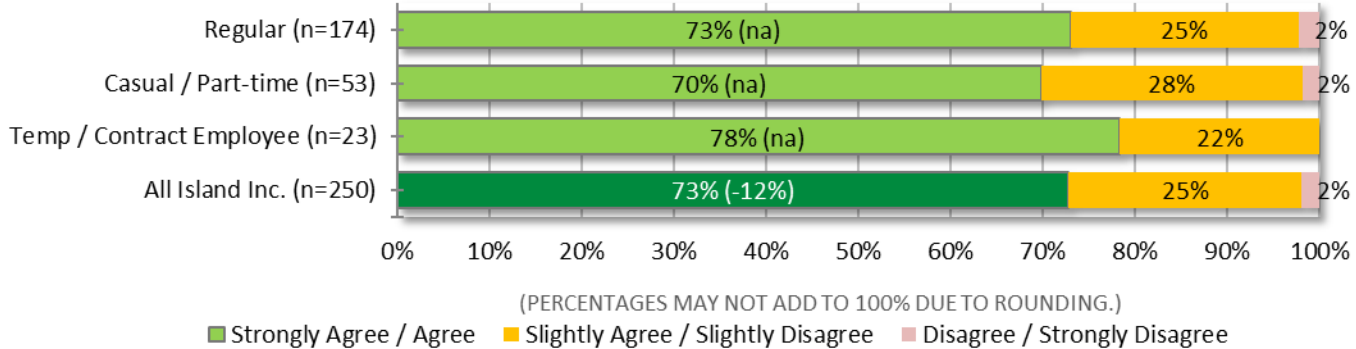
2. My future career opportunities at Island Inc. look good (Career and Learning)



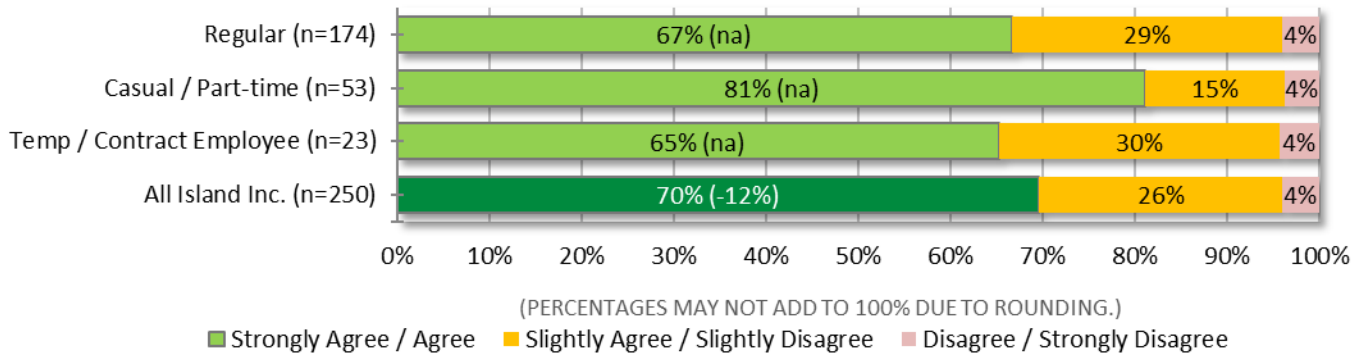
3. Island Inc. is a socially responsible organization (Organizational Reputation)



4. My direct manager/supervisor provides the support I need to succeed (Manager/Supervisor)



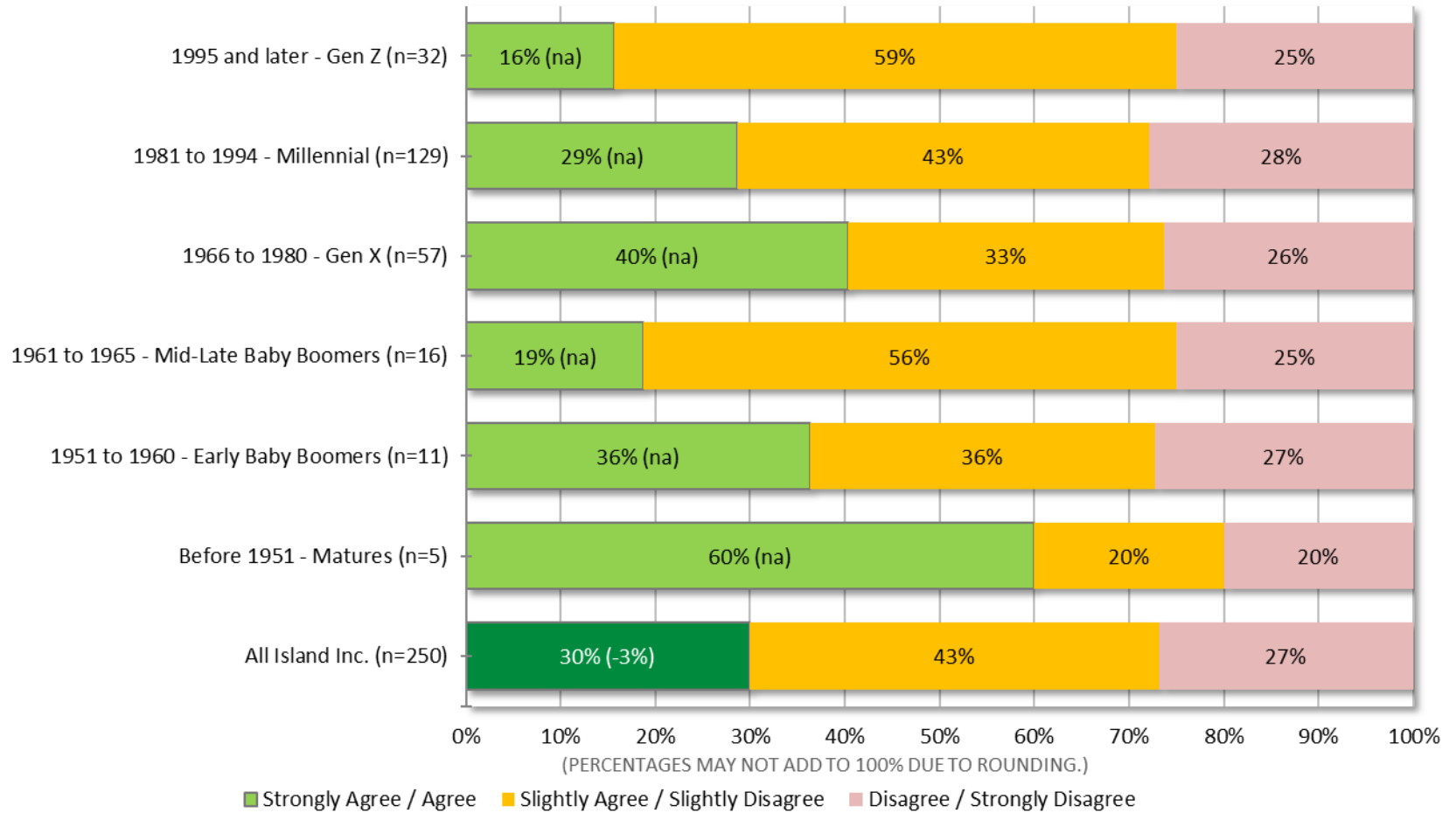
5. My co-workers respect my thoughts and feelings (Co-Workers)



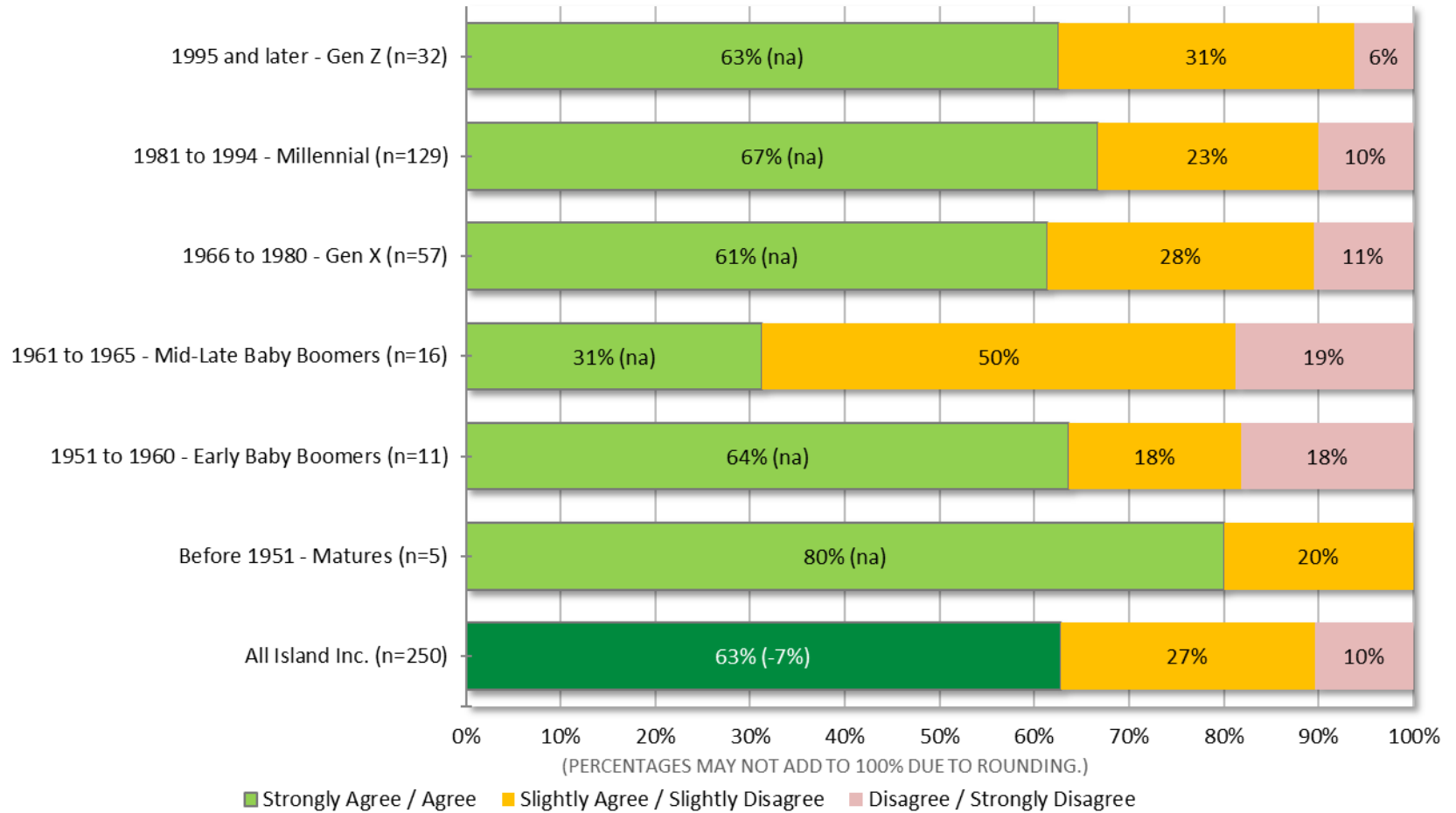


B: Responses by Generation (Age) **(examples)**

2. My future career opportunities at Island Inc. look good (Career and Learning)



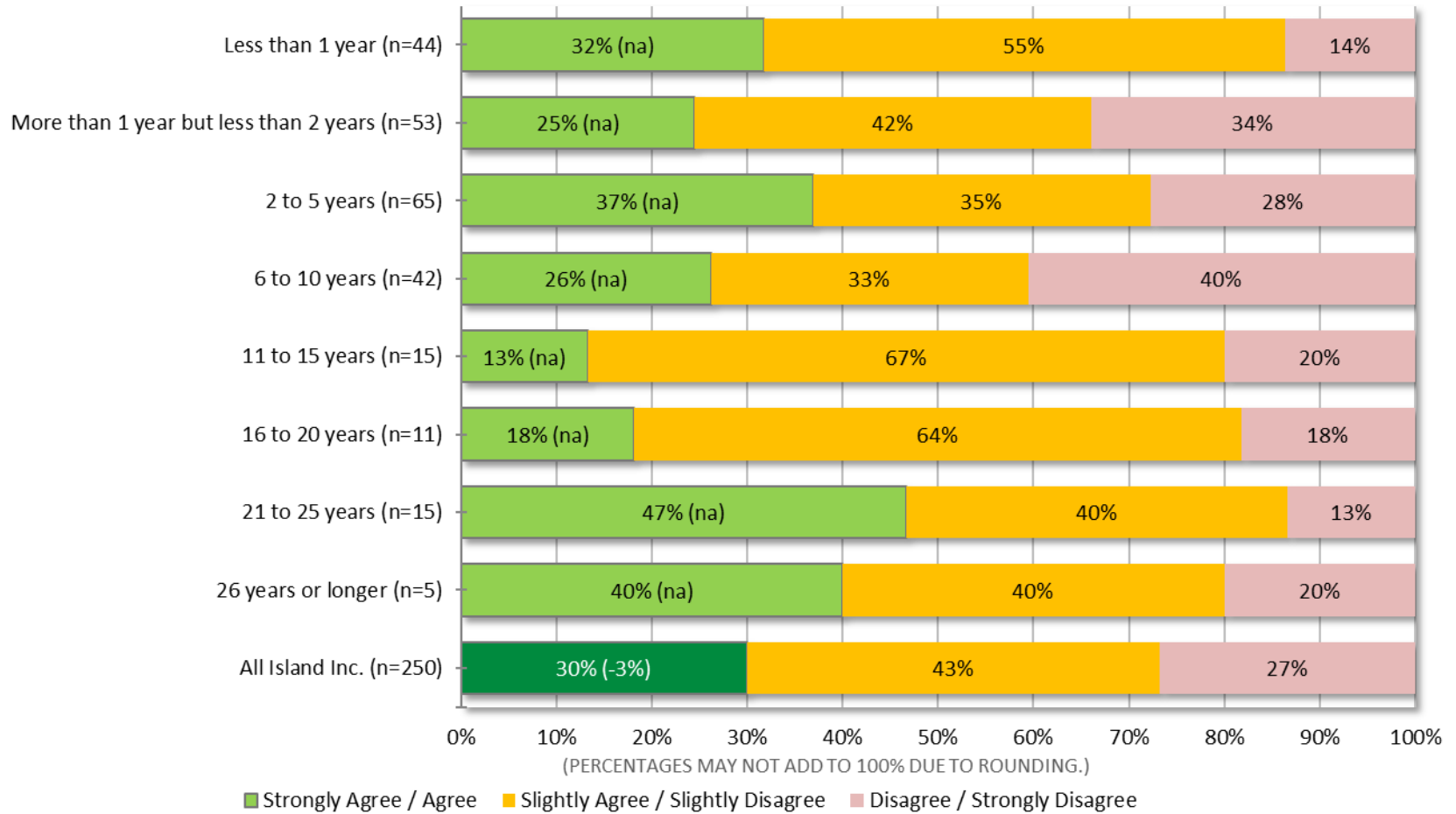
3. Island Inc. is a socially responsible organization (Organizational Reputation)



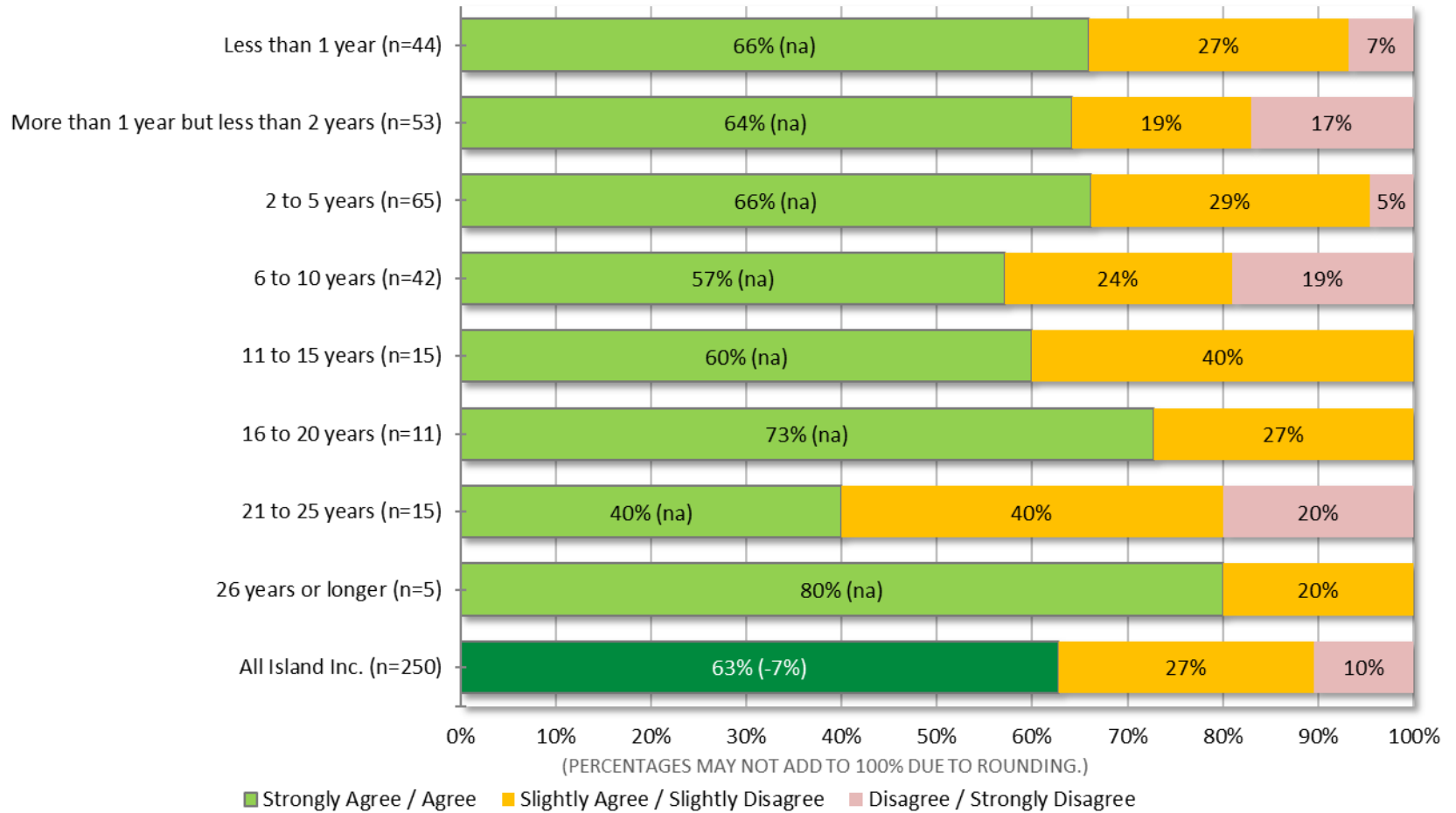


C: Responses by Years of Service **(examples)**

2. My future career opportunities at Island Inc. look good (Career and Learning)



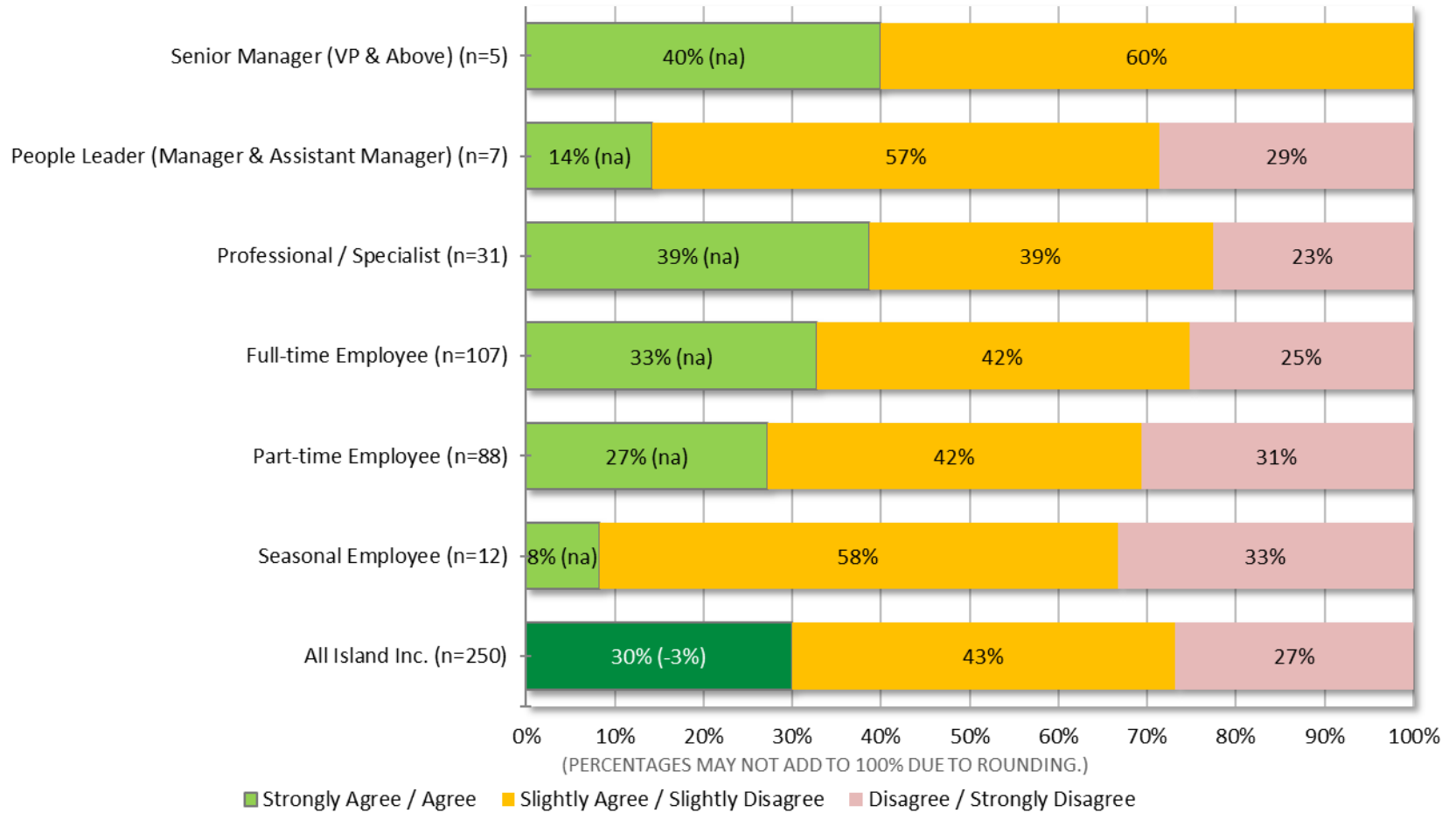
3. Island Inc. is a socially responsible organization (Organizational Reputation)





D: Responses by Job Level **(examples)**

2. My future career opportunities at Island Inc. look good (Career and Learning)



3. Island Inc. is a socially responsible organization (Organizational Reputation)

