



Employee Engagement Survey

Company – 2021

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Employee Engagement

What is Employee Engagement?



Emotional: Pride, desire for the organization to succeed, and affective commitment.



Cognitive : Employees' strong belief in the organization's values, mission, and vision.



Behavioral: Employees' willingness to go the extra mile (i.e., discretionary effort).

Why Engagement Matters?



More
Productive



Lower
Turnover Rates



Better
Organizational
Performance



Better Service &
Product Quality



Lower
Absenteeism



Higher
Profitability



Employee Loyalty
& Positive Attitude



Better Health &
Safety Records



Increased
Customer Loyalty

Survey Overview

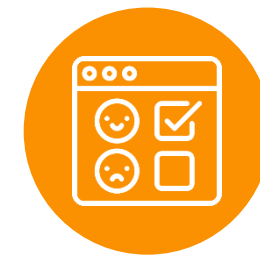
Survey Overview

Survey Administration



- *Survey period: January 28 – February 3*
- *Confidential (Results are not shown for questions with less than 5 respondents)*

Methodology



- *39 five-point Likert scale type questions.*
- *1 open-ended question*
- *4 Indexes (Engagement, Experience, Leadership and Organizational) and 5 dimensions.*

Reporting



- *Scores presented represent **% Favourable** (“Agree” and “Strongly Agree” response options) unless otherwise stated.*
- *Results are presented for the Overall Organization with Breakouts provided by: Division.*

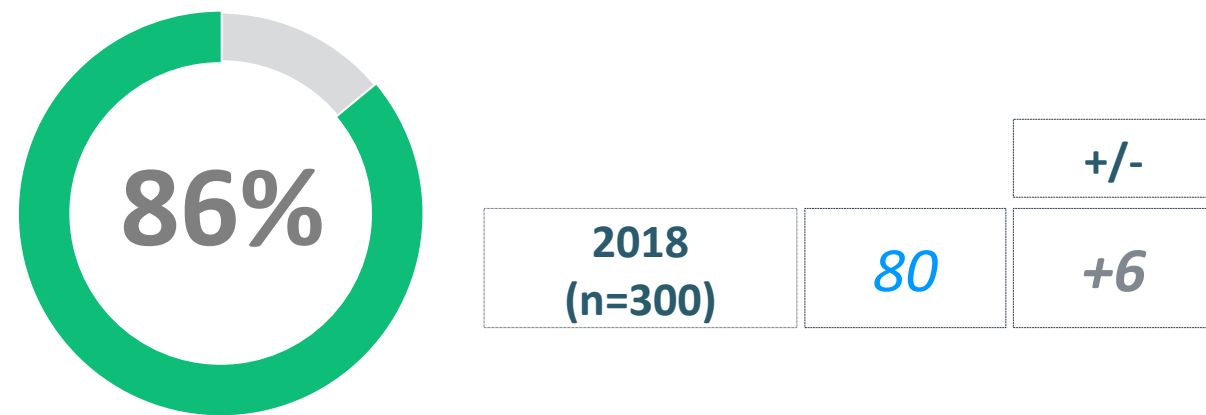
Comparisons



- *EPSI Public Sector Benchmark*
- *Previous period comparison to 2018 where applicable*

Participation Rate

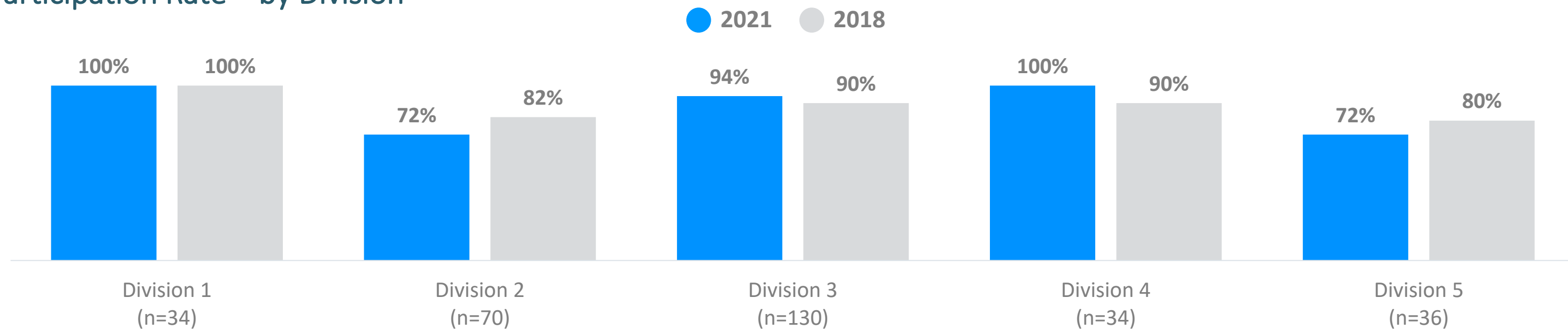
Overall - Participation Rate



Summary

The overall participation rate is **86%**, which is 6% higher than 2018, and a very good level of participation. The survey was administered to **350** employees and **300** employees participated.

Participation Rate – by Division

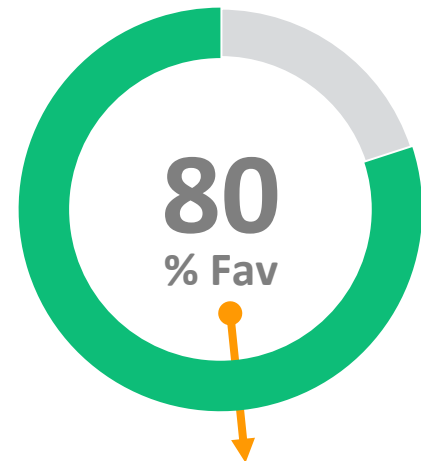


Your Report

How to read your report

Note: All percentages displayed refer to percent favourable scores (% Strongly Agree + % Agree) unless otherwise indicated

Index



	% Fav	+/-
2018	72	+8
Norm	75	+5

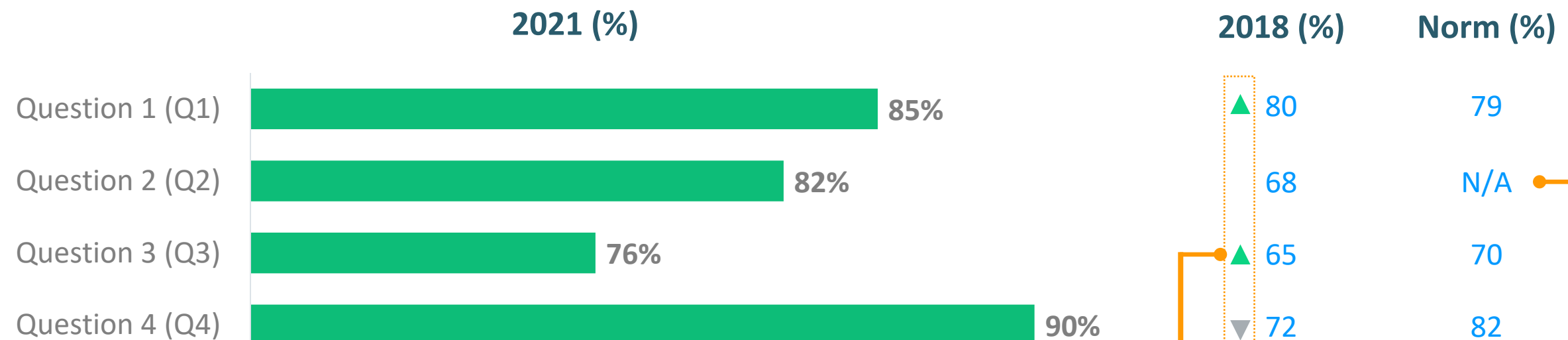
“+” Indicates how many percentage points is the current year overall score higher than the previous period/ norm
 “-” Indicates how many percentage points is the current year overall score lower than the previous period/ norm

N/A shown for any item in these two columns indicate that there is no available comparison.

Overall Current Year % Favourable Score = Average of all % Favourable responses for all questions displayed in the bar graph unless otherwise stated.

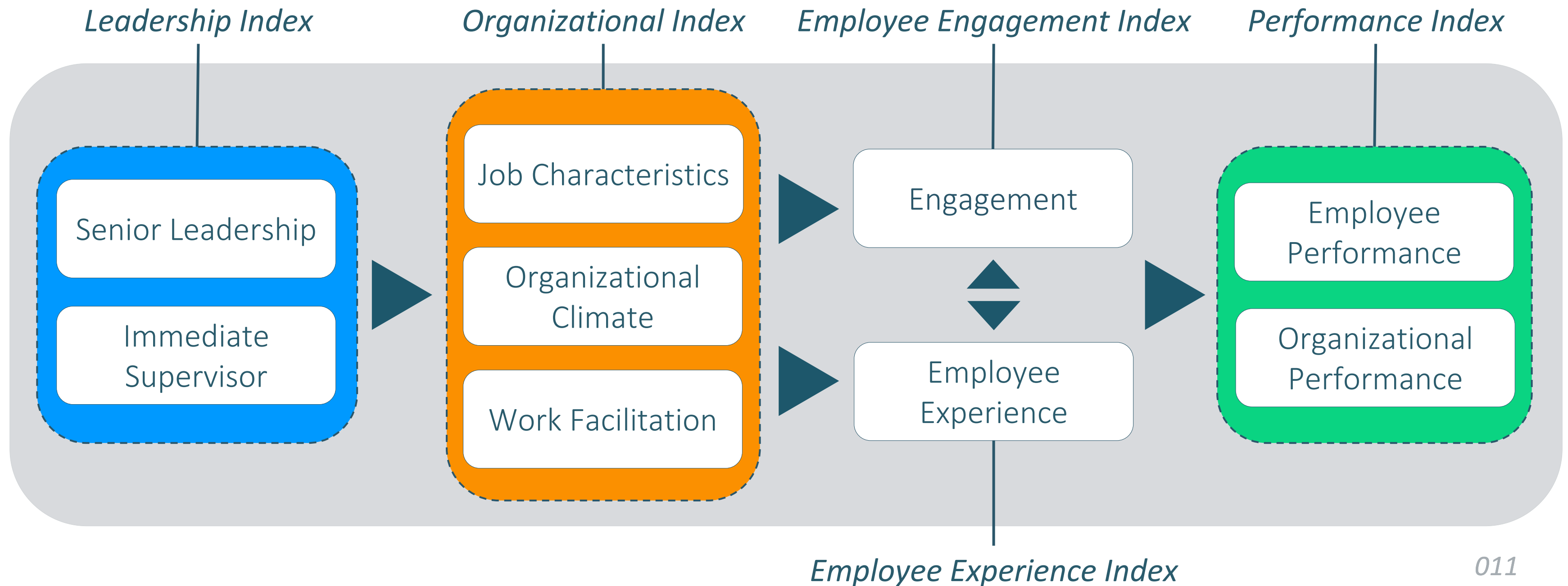
Indicates item is one of the five (5) highest/lowest favourable responses among the survey items

TOP 5
BOTTOM 5



▲ Indicates item has significantly increased from previous period
 ▼ Indicates item has significantly decreased from previous period

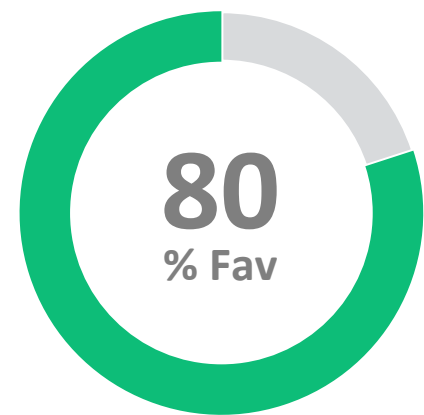
EPSI Engagement Model



Your Results

Employee Engagement Index

Employee Engagement Index



	% Fav	+/-
2018	72	+8
Norm	75	+5

2021 (%)

2018 (%)

Norm (%)

I feel proud to be part of this organization. (Q28)



80

79

I really want my organization to succeed. (Q29)



▲ 68

75

I rarely think about working for another organization. (Q30)



65

70

TOP 5

I strongly believe in my organization's values, mission, and vision. (Q31)



▲ 72

82

BOTTOM 5

I fully invest my energy and passion into this organization. (Q32)



▼ 75

66

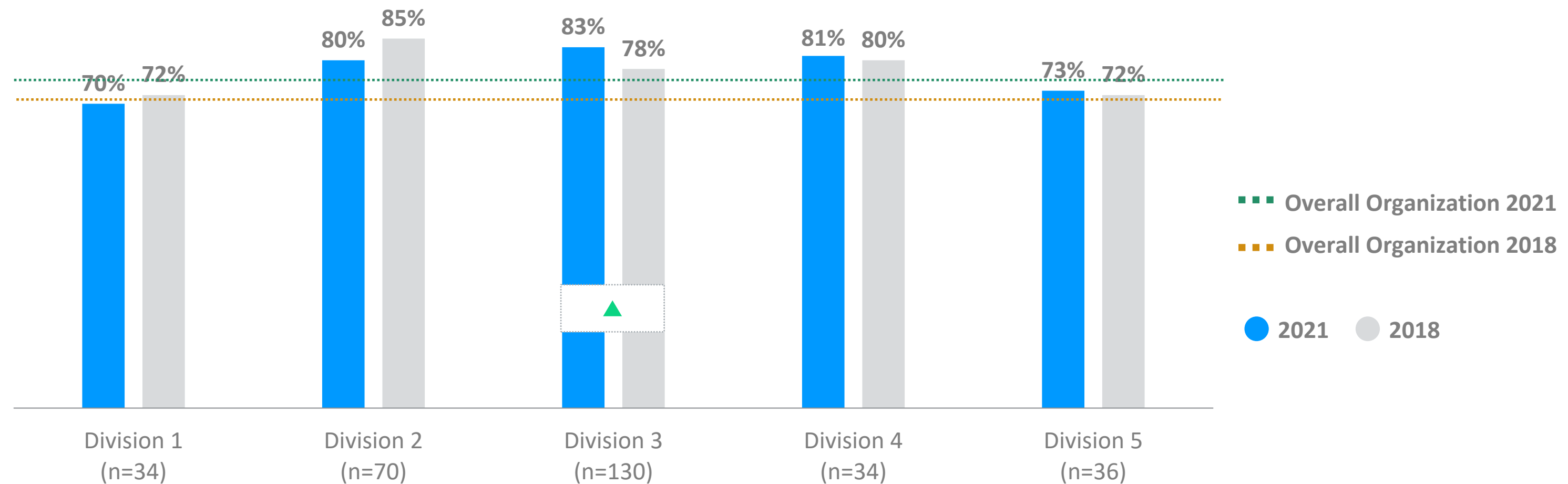
I am always willing to put in extra effort to contribute to the organization's success. (Q33)



73

75

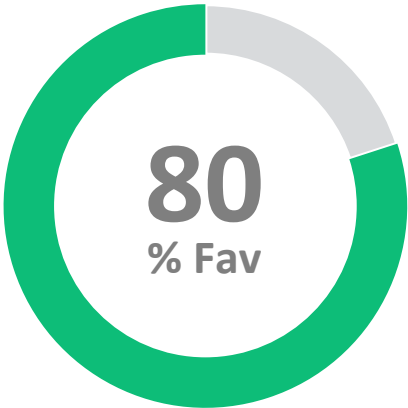
Employee Engagement Breakdown by Division



▲ Indicates item has significantly increased from previous period.
▼ Indicates item has significantly decreased from previous period.

Employee Experience Index

Employee Experience Index



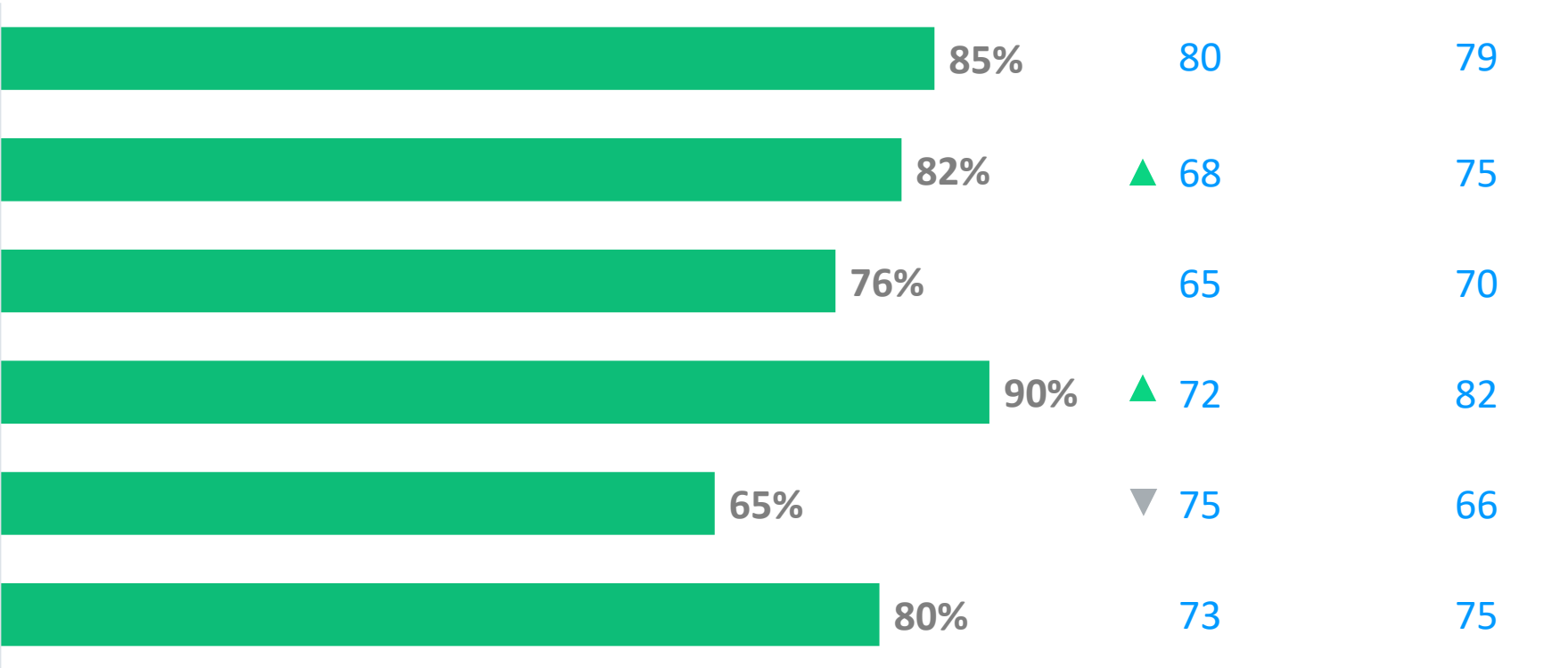
	% Fav	+/-
2018	72	+8
Norm	75	+5

2021 (%)

2018 (%)

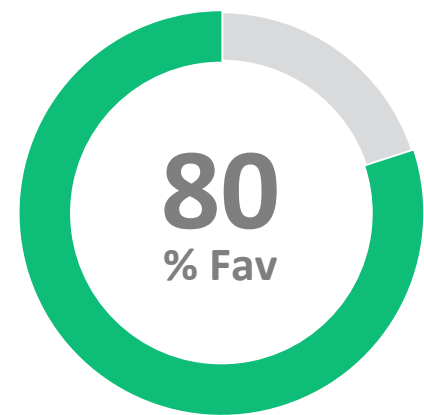
Norm (%)

- I believe that my career's future is with this organization. (Q34)
- I would not hesitate to recommend my organization as a good place to work. (Q35)
- I feel that I have a close relationship with my coworkers. (Q36)
- I like working for my immediate supervisor. (Q37)
- Most of the time, I am happy doing my job for this organization. (Q38)
- I feel my job is secure with this organization. (Q39)



Leadership Index

Leadership Index

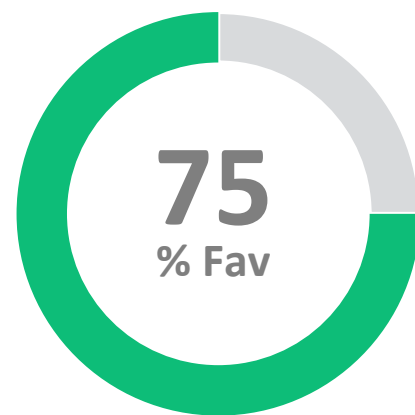


	% Fav	+/-
2018	75	+5
Norm	70	+10

The Leadership Index

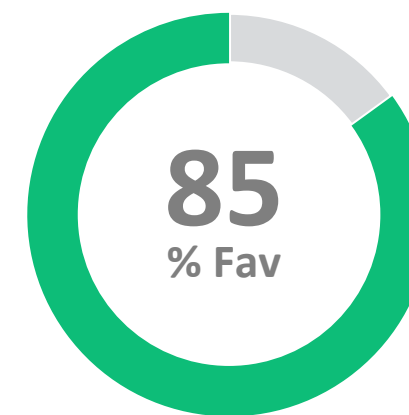
The Leadership Index assesses transformational leadership for the entire organization focusing on two levels of management: Senior Leadership and Immediate Supervisor. These two factors are assessed independently and all questions under these factors are averaged to calculate the “Leadership Index.”

Senior Leadership



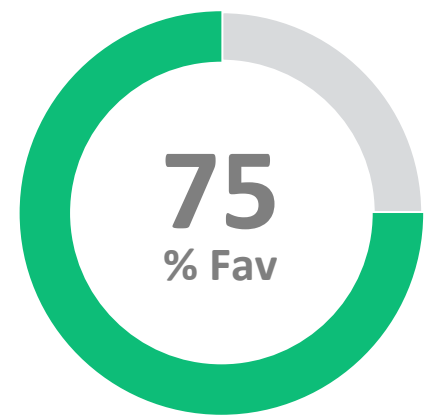
	% Fav	+/-
2018	73	+2
Norm	78	-3

Immediate Supervisor

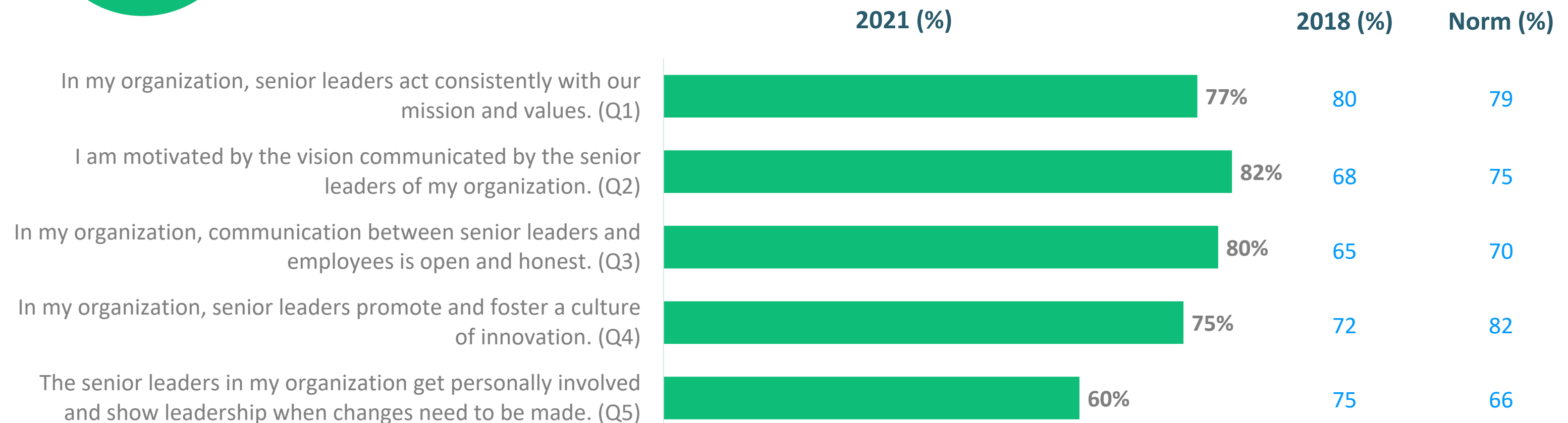


	% Fav	+/-
2018	77	+8
Norm	62	+23

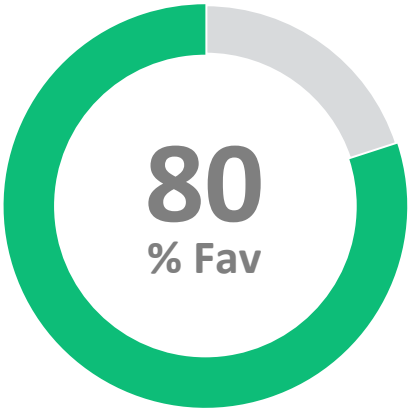
Senior Leadership



	% Fav	+/-
2018	73	+2
Norm	78	-3

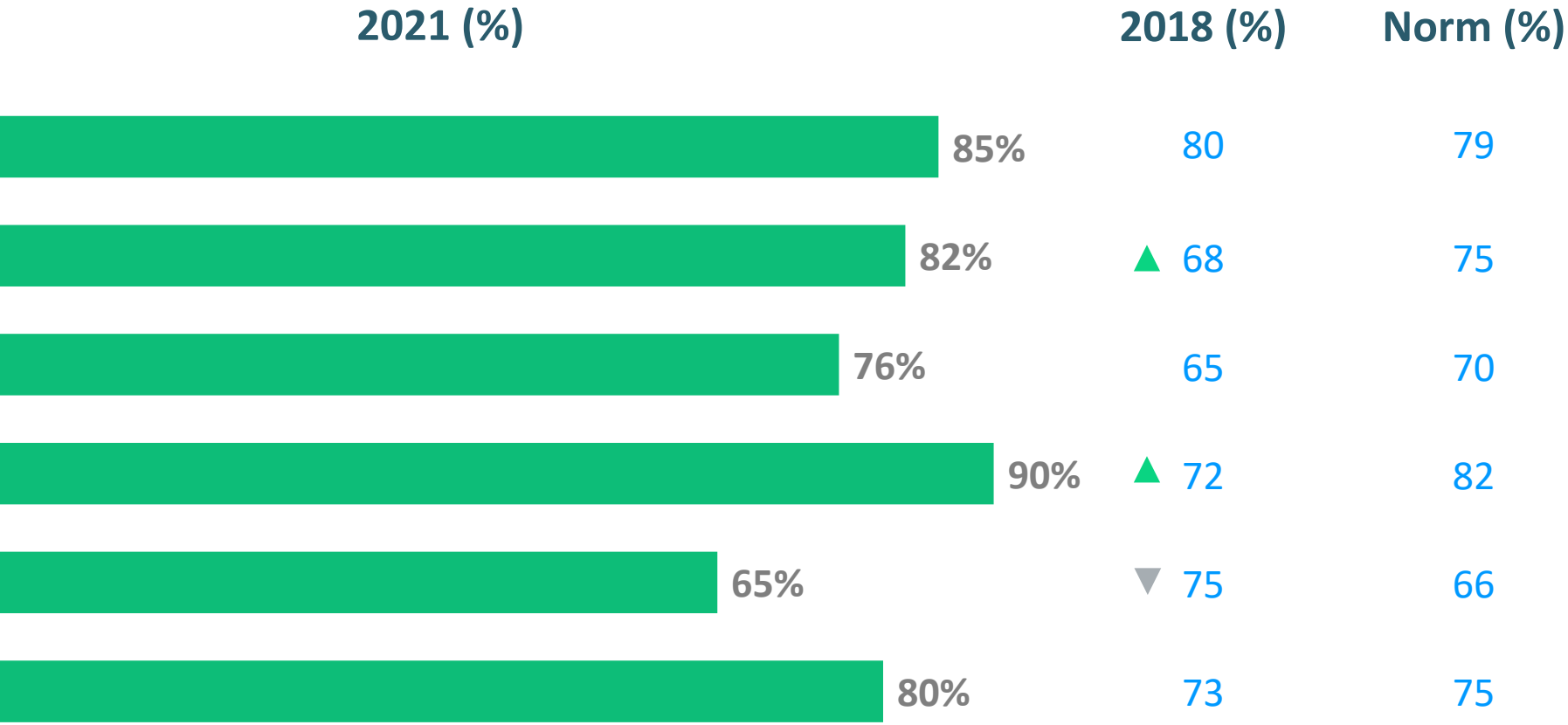


Immediate Supervisor



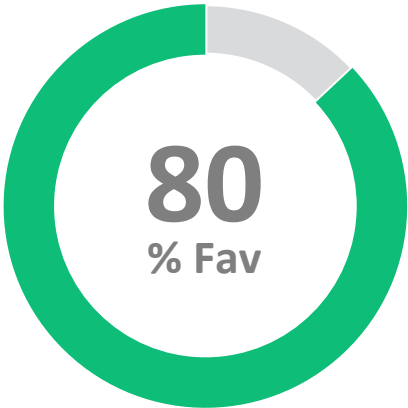
	% Fav	+/-
2018	72	+8
Norm	75	+5

- My immediate supervisor does an effective job at developing their employees' competencies. (Q6)
- My immediate supervisor provides me with constructive feedback which helps improve my performance. (Q7)
- I can count on my immediate supervisor to treat employees fairly. (Q8)
- My immediate supervisor takes action if there is a conflict or a problematic situation between employees. (Q9)
- I clearly know what my immediate supervisor is expecting of me. (Q10)
- My immediate supervisor encourages their employees to take reasonable risks to achieve better results. (Q11)



Organizational Index

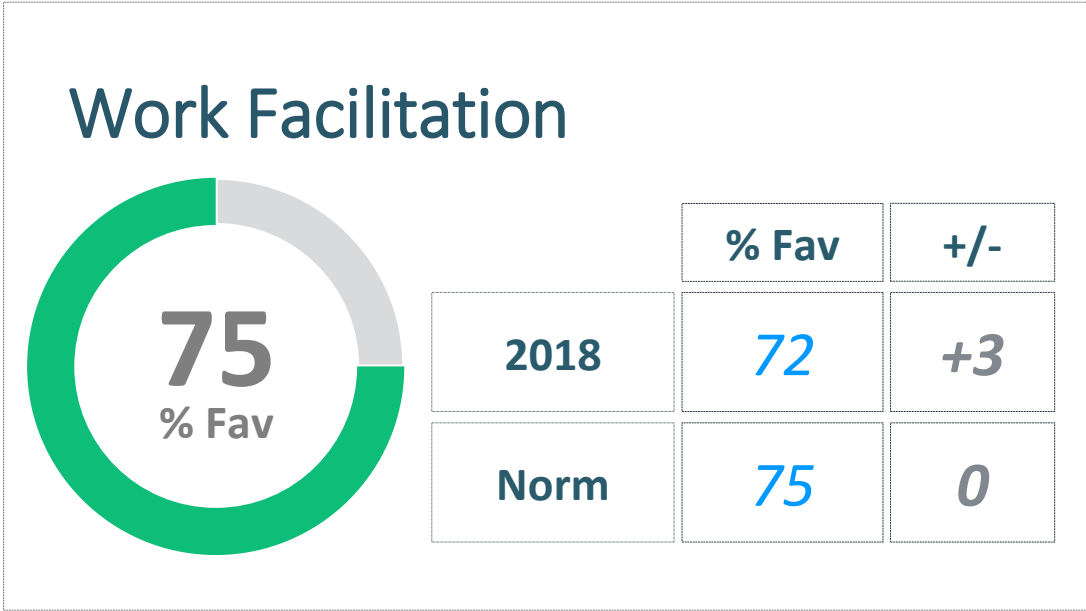
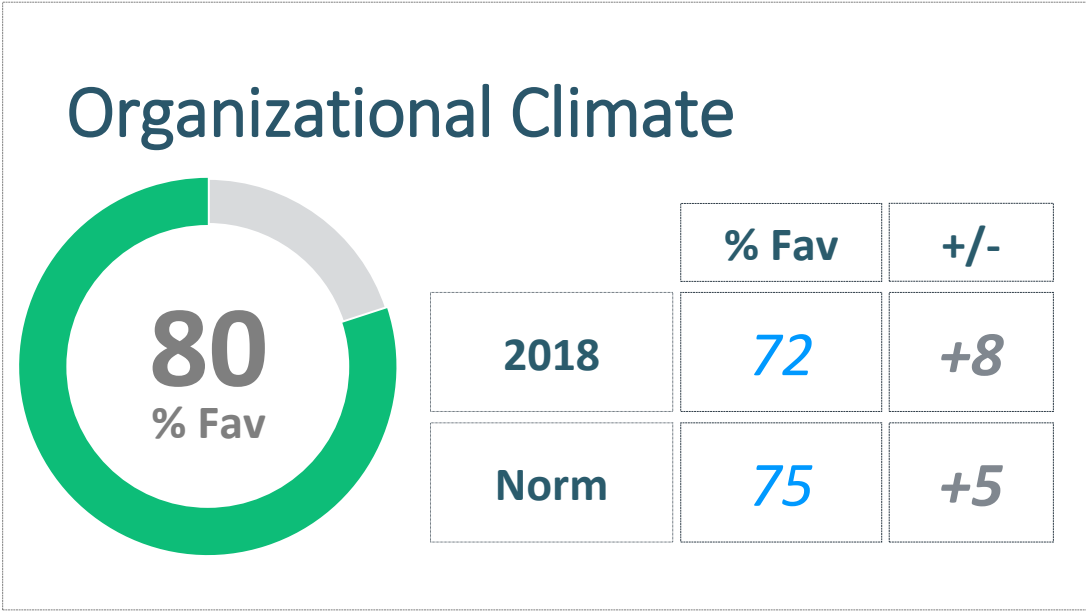
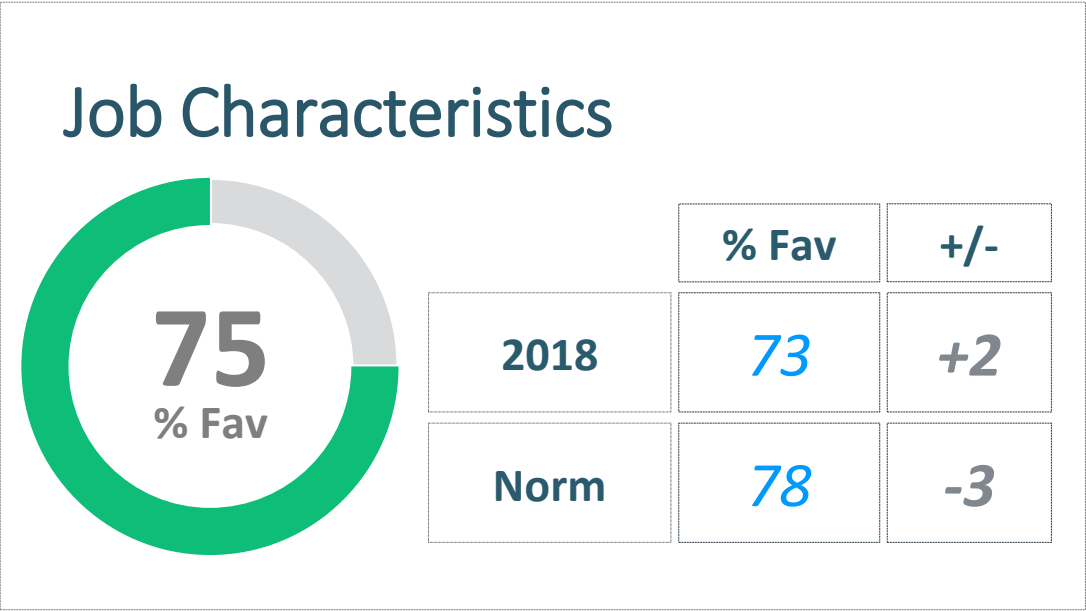
Organizational Index



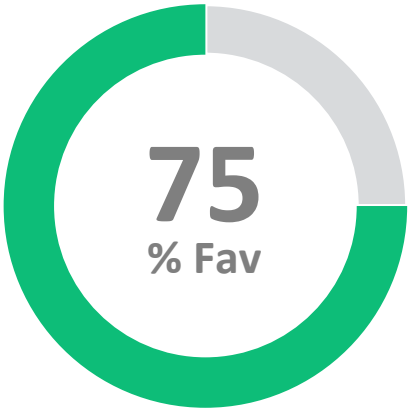
	% Fav	+/-
2018	75	+5
Norm	70	+10

The Organizational Index

Numerous studies have shown that job characteristics, organizational climate as well as the level of support (or work facilitation) provided by the organization play an important role in creating a high level of satisfaction and engagement in employees. These three factors are assessed independently and then all questions under these factors are averaged to calculate the “Organizational Index.”



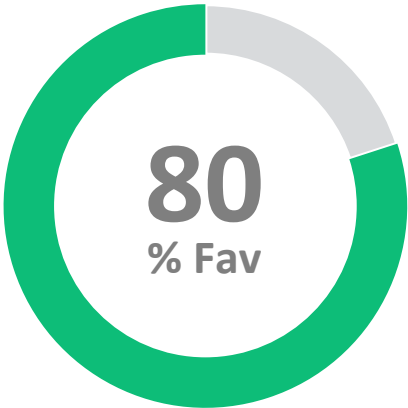
Job Characteristics



	% Fav	+/-
2018	73	+2
Norm	78	-3

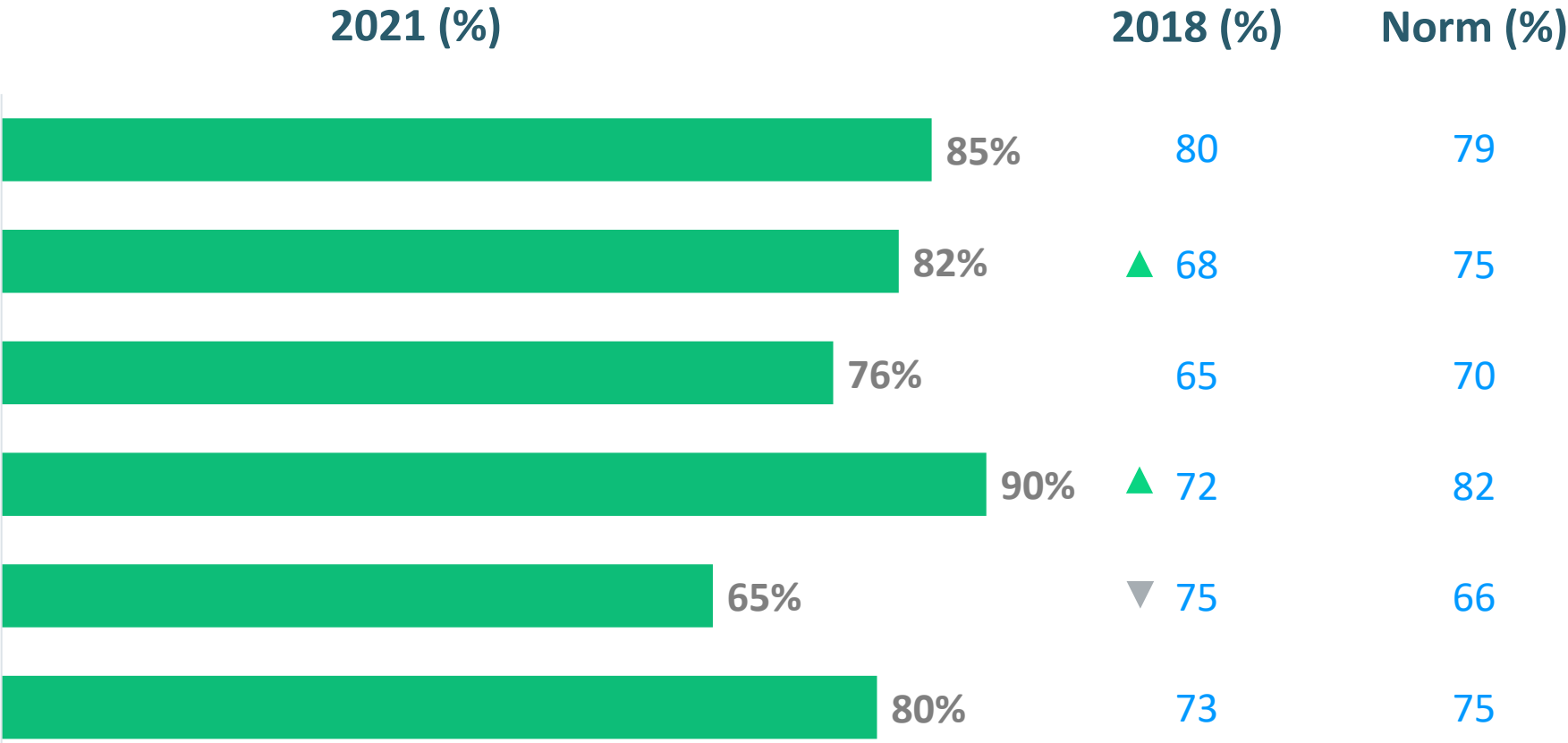
	2021 (%)	2018 (%)	Norm (%)
I understand how my job contributes towards the organization's objectives. (Q12)	77%	78	77
I have the authority to make decisions about the way I do my job. (Q13)	82%	73	81
I find my job very interesting because it requires many different skills and talents. (Q14)	80%	80	82
My job allows me to complete a project or task from beginning to end with a concrete outcome. (Q15)	75%	70	78
I receive direct feedback from internal or external clients on the work that I do for them. (Q16)	60%	68	70

Organizational Climate

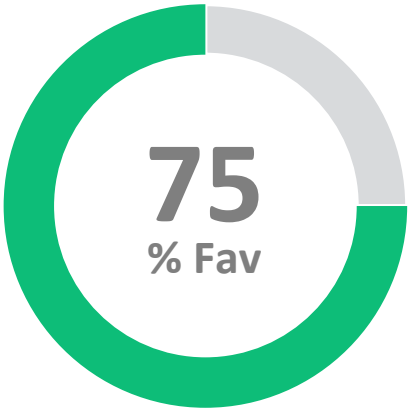


	% Fav	+/-
2018	72	+8
Norm	75	+5

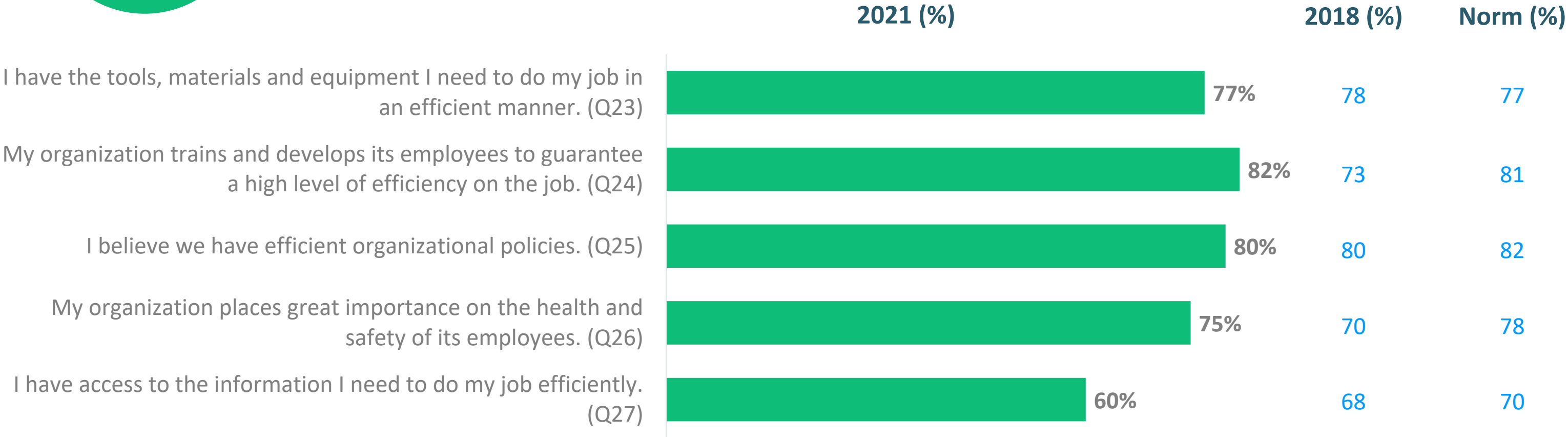
- My organization provides me with the support I need in order to succeed. (Q17)
- I feel supported at work by my coworkers. (Q18)
- I am satisfied with the balance between my work and personal life. (Q19)
- I work in a positive organizational environment. (Q20)
- My organization cares about the well-being of its employees. (Q21)
- In my organization, employees are recognized when they do a good job. (Q22)



Work Facilitation

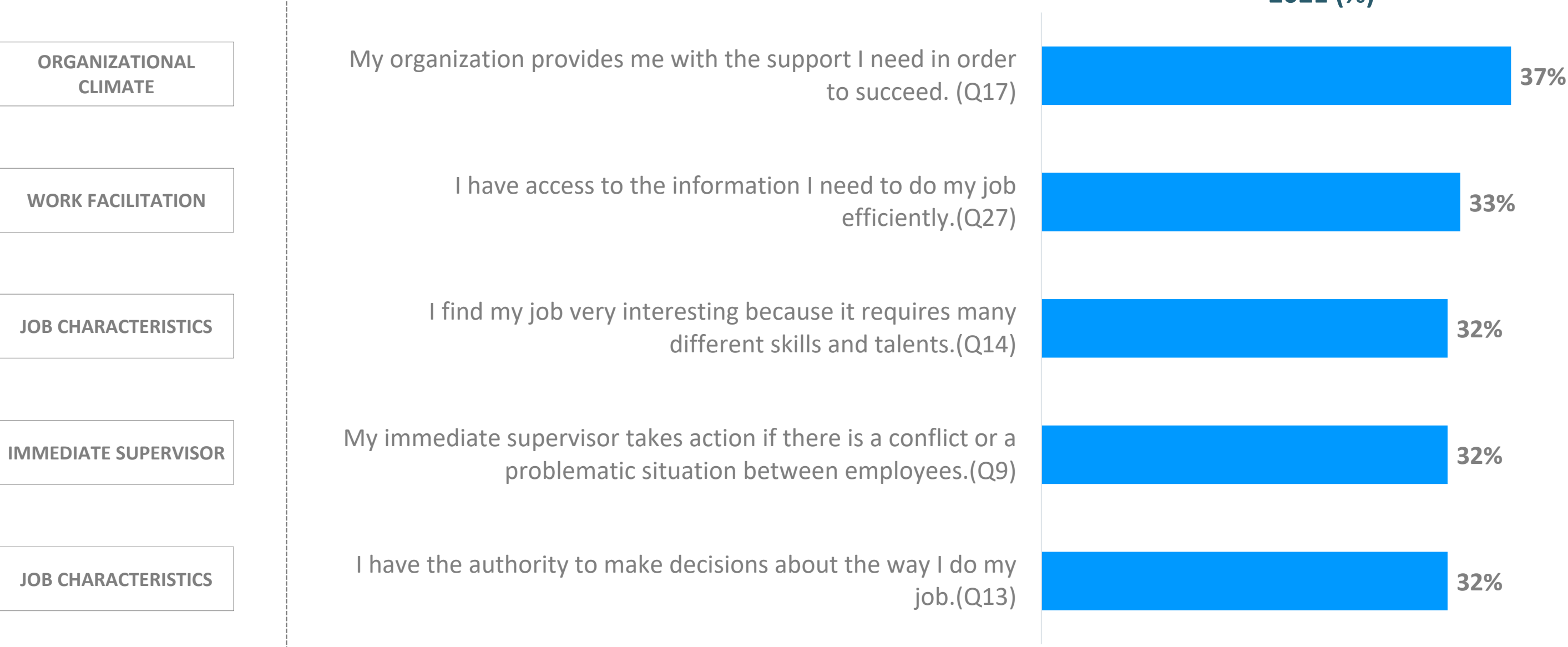


	% Fav	+/-
2018	72	+3
Norm	75	0



**Highest
% Neutral**

Items with Highest Percentage Neutral



Heatmap

Significantly higher than Your Organization's Overall Score

Significantly lower than Your Organization's Overall Score

Your Organization	EPSI Norm	Division 1		Division 2		Division 3		Division 4		Division 5	
% Favourable 2021 n= 450	% Favourable 2021	% Favourable 2021 n= 34	Comparison with your Organization's Overall	% Favourable 2021 n= 70	Comparison with your Organization's Overall	% Favourable 2021 n= 130	Comparison with your Organization's Overall	% Favourable 2021 n= 34	Comparison with your Organization's Overall	% Favourable 2021 n= 36	Comparison with your Organization's Overall

Organizational Index	78%	76%	68%	-10 pts	70%	-8 pts	70%	-8 pts	74%	-4 pts	71%	-7 pts
→ Job Characteristics	75%	76%	63%	+6 pts	71%	-4 pts	67%	+3 pts	74%	-1 pts	73%	+8 pts
→ Work Facilitation	79%	75%	73%	-6 pts	71%	-17 pts	73%	-6 pts	73%	-6 pts	68%	-11 pts
→ Organizational Climate	79%	76%	69%	-10 pts	69%	-10 pts	70%	-9 pts	74%	-5 pts	73%	-6 pts
Leadership Index	77%	76%	70%	-7 pts	73%	-4 pts	71%	-6 pts	75%	-2 pts	69%	-8 pts
→ Immediate Supervisor	74%	76%	73%	-1 pts	67%	-7 pts	72%	-2 pts	77%	+3 pts	68%	-6 pts
→ Senior Leadership	79%	75%	67%	-12 pts	79%	0 pts	70%	-9 pts	72%	-7 pts	69%	-10 pts
Employee Experience Index	74%	77%	71%	-3 pts	68%	-6 pts	68%	-6 pts	67%	-7 pts	74%	0 pts
Employee Engagement Index	79%	76%	66%	-13 pts	73%	-6 pts	67%	-12 pts	68%	-11 pts	70%	-9 pts

Note:

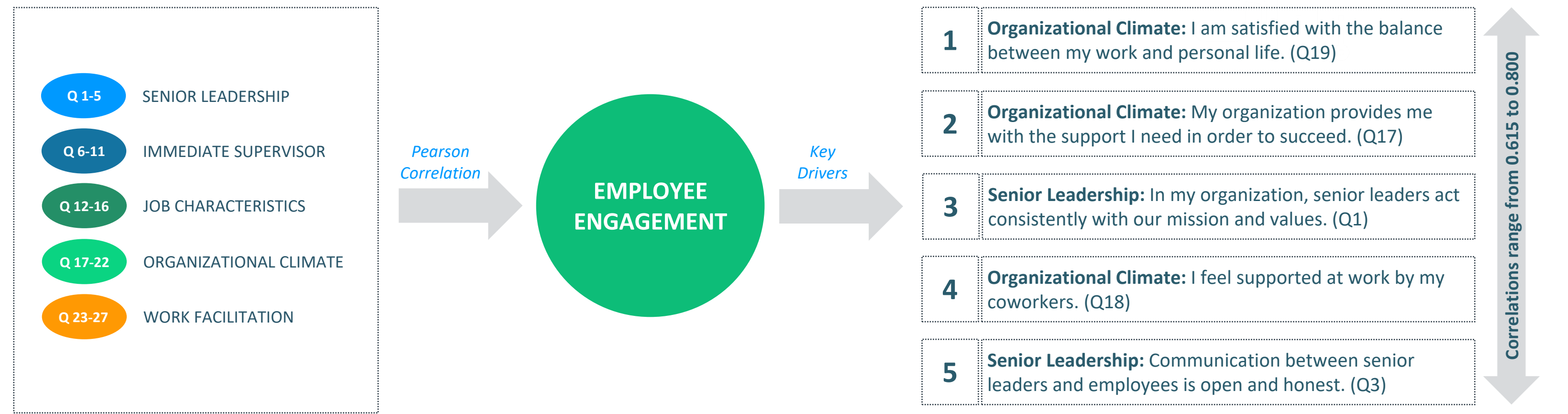
To calculate significant differences, the sample size of each division is taken into account. Smaller divisions require a larger difference for it to be deemed statistically significant.

Key Drivers Of Engagement

Key Drivers of Engagement

Driver Analysis (Pearson Correlation)

Pearson Correlation is used to determine the “Key Drivers of Engagement”. Each survey item is correlated with the Engagement Index. The correlation coefficient is used to indicate the strength of the relationship between each item and the Engagement Index. Correlation coefficients range from 0 to 1. Correlation coefficients closer to 1 signify a very strong correlation with Engagement. The higher the correlation coefficient, the higher the impact this item has on Engagement.



Engagement
Impact - Low

Engagement
Impact - High

LEGEND

●

SENIOR LEADERSHIP

●

IMMEDIATE SUPERVISOR

●

JOB CHARACTERISTICS

●

ORGANIZATIONAL CLIMATE

●

WORK FACILITATION



Summary of Key Insights

Key Insights



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Opportunities For Improvement

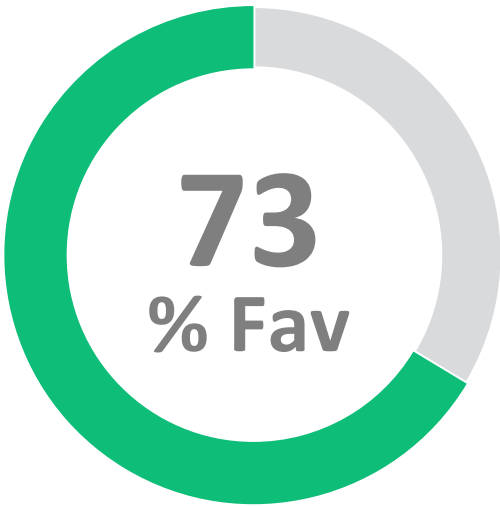
Preliminary Directions



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Organizational Climate

ENGAGEMENT DRIVER: I am satisfied with the balance between my work and personal life. (Q19)



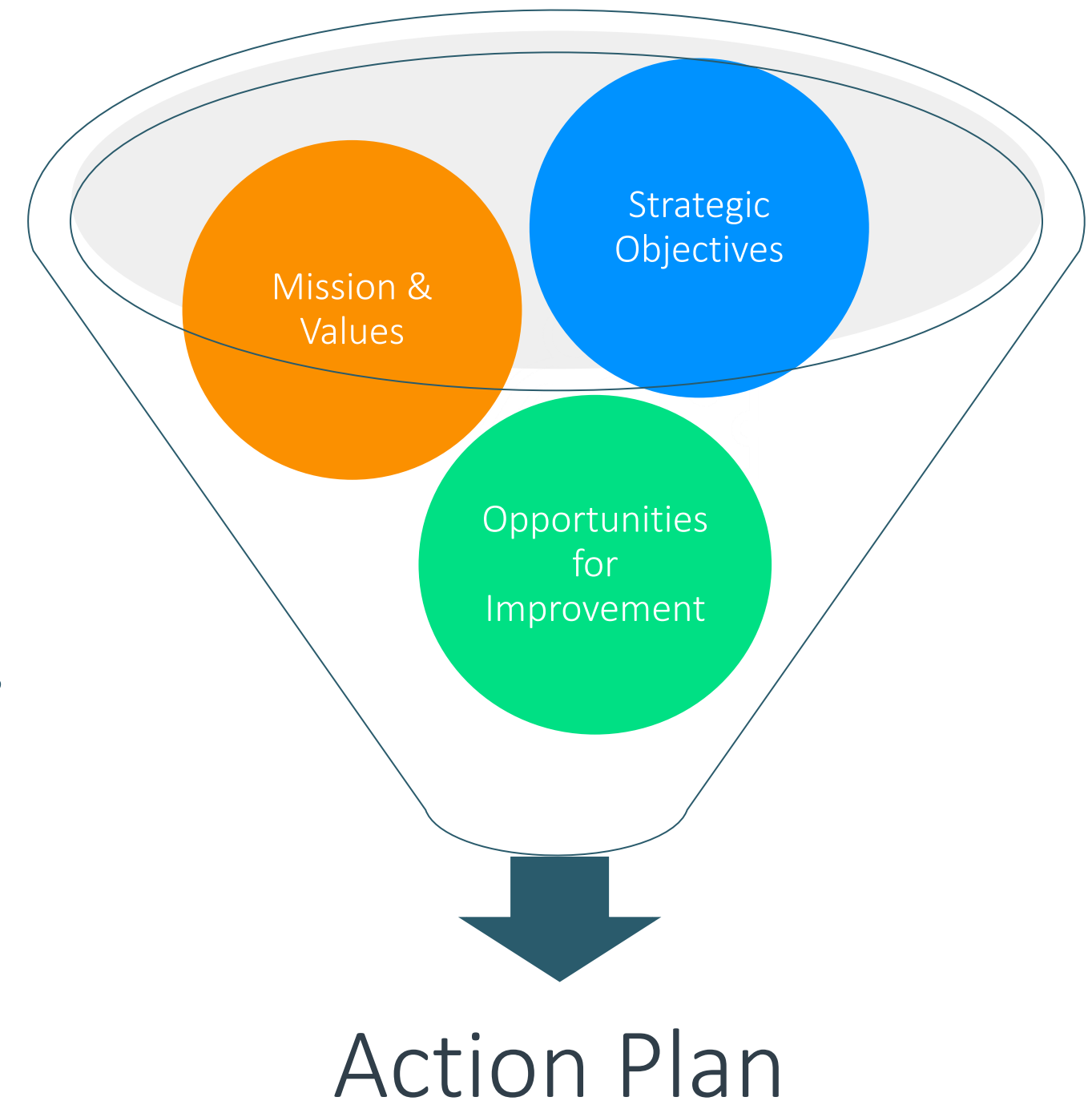
	% Fav	+/-
2018	73	0
Norm	70	+3

Recommended Actions

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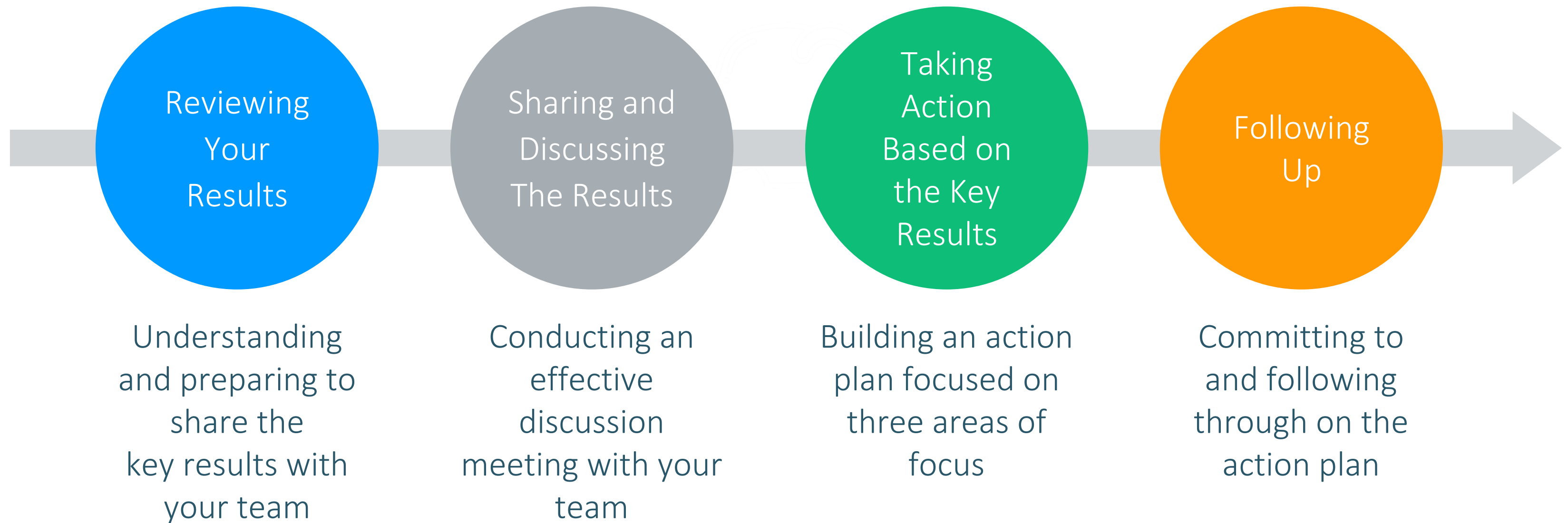
Building your Action Plan

- Management Committee to determine the three (3) organizational-wide areas of focus
- Use the opportunities for improvement provided in this report to determine your top priorities
- Don't forget to keep in mind the company's mission and values, as well as strategic objectives when conducting this exercise
- Discuss the results with the different teams to ensure your action plans reflect employees' need
- Label and link the actions in a communication plan.

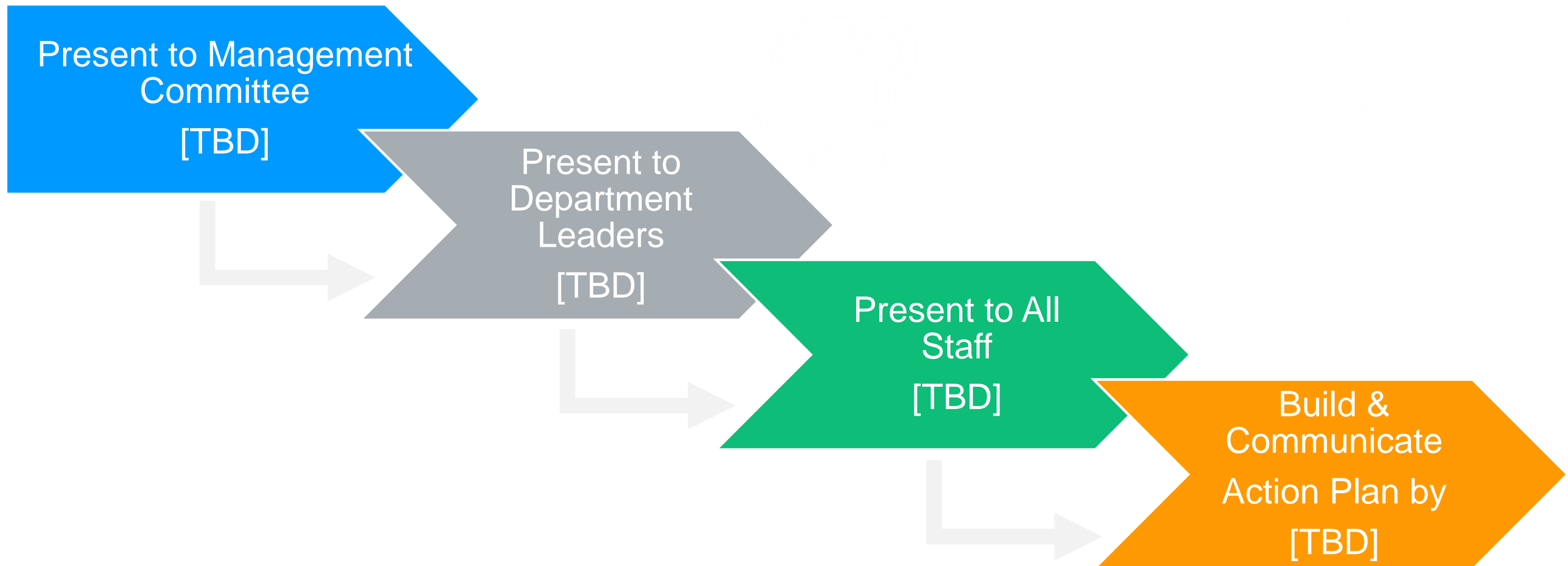


Next Steps

Next Steps



Engagement Survey Results: Rollout Plan



Thank you!