



Employee Satisfaction Survey

City Council Presentation

2017



Today's Agenda



Purpose, Process and Outcomes



Engagement Objectives



ESS II Survey Results



Recommendations and Next Steps

Employee Engagement Objectives

- **Understand the factors that contribute to employee engagement**
- **Learn the reasons why employees stay and consider leaving the organization**
- **Understand the areas of opportunity to enhance employee engagement**
- **Empower leaders through building knowledge, awareness and coaching**
- **Align action planning with current city initiatives and individual goals**

Recommended *Targets for Action*

- **City and Department Management** – *Sustain the measurable progress to improve visibility and communication between City/Department Management and all employees; reinforce expectations of the culture and values; establish ways to connect all employees to building a thriving and vibrant community*
- **Leverage the Strength of “Direct Supervisor” Relationships** – *Every survey item for Direct Supervisors improved for the City overall; leverage these relationships as a communication channel, source of support, respect and recognition; Caution leaders on the negative impact of blaming up.*
- **Policies, Practices and Procedures** – *empower supervisors to clearly communicate and consistently and fairly apply organizational policies and practices relevant to the employee group, such as promotions and pay increases, ethics policy, telecommuting procedures, safety policies, open door practices, etc.*
- **Compensation and Benefits Satisfaction** – *Actively communicate updates on the total value of compensation initiative currently underway; reinforce the value of public service and the employees’ direct impact on community development; market the long-term benefits of civil service and job security*

Survey Participation

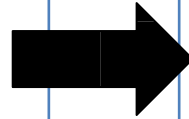
- **Survey Administration: March 20 – April 7, 2017**
- **Eligible Participants: 2331**
- **Two Surveys:**
 - **Part I – General Items (73%)**
 - **Part II – Leader Items (71%)**

Group	Completion Percentage (Previous Administration)	Count
The City of Durham	73% (79%)	1703 of 2331
Admin & Support	91% (99%)	110 of 121
Community Building	94% (87%)	206 of 218
Governance	76% (76%)	37 of 49
Public Safety	64% (78%)	605 of 949
Public Services	75% (75%)	745 of 994

Survey Content: Responses are Anonymous

Major Scales

- Employee Engagement
- City Management
- Department Management
- Team Member
- Job
- Satisfaction
- Direct Supervisor



Scale Measurement

- Composite of index specific items
- Scored from 0% to 100%
- Measures the % of employees engaged
- Employee engaged if average rating of index items is 3.65 or above

Other Measures

- Satisfaction Change
- Intent to Stay
- Employee Net Promoter Score (ENPS)
- Diversity, Equity, and Inclusion
- Free Responses

Dashboard: Fundamental Metrics



31%

Recommend the City
as a Good Place to
Work

(ENPS Score: Negative 8)

60% (-7)

Are satisfied at
work

26% (+2)

Are more satisfied
today, 30% less
satisfied than 6
months ago

Intent to Stay

- More than 10 years: 37%
- 5 to 10 years: 27%
- 3 to 5 years: 14%
- 1 to 3 years: 15%
- Less than 1 year: 7%

Why employees

STAY Themes

- Benefits 18%
- Duties 17%
- Career 15%
- Co-Workers 13%

Why employees may

LEAVE Themes

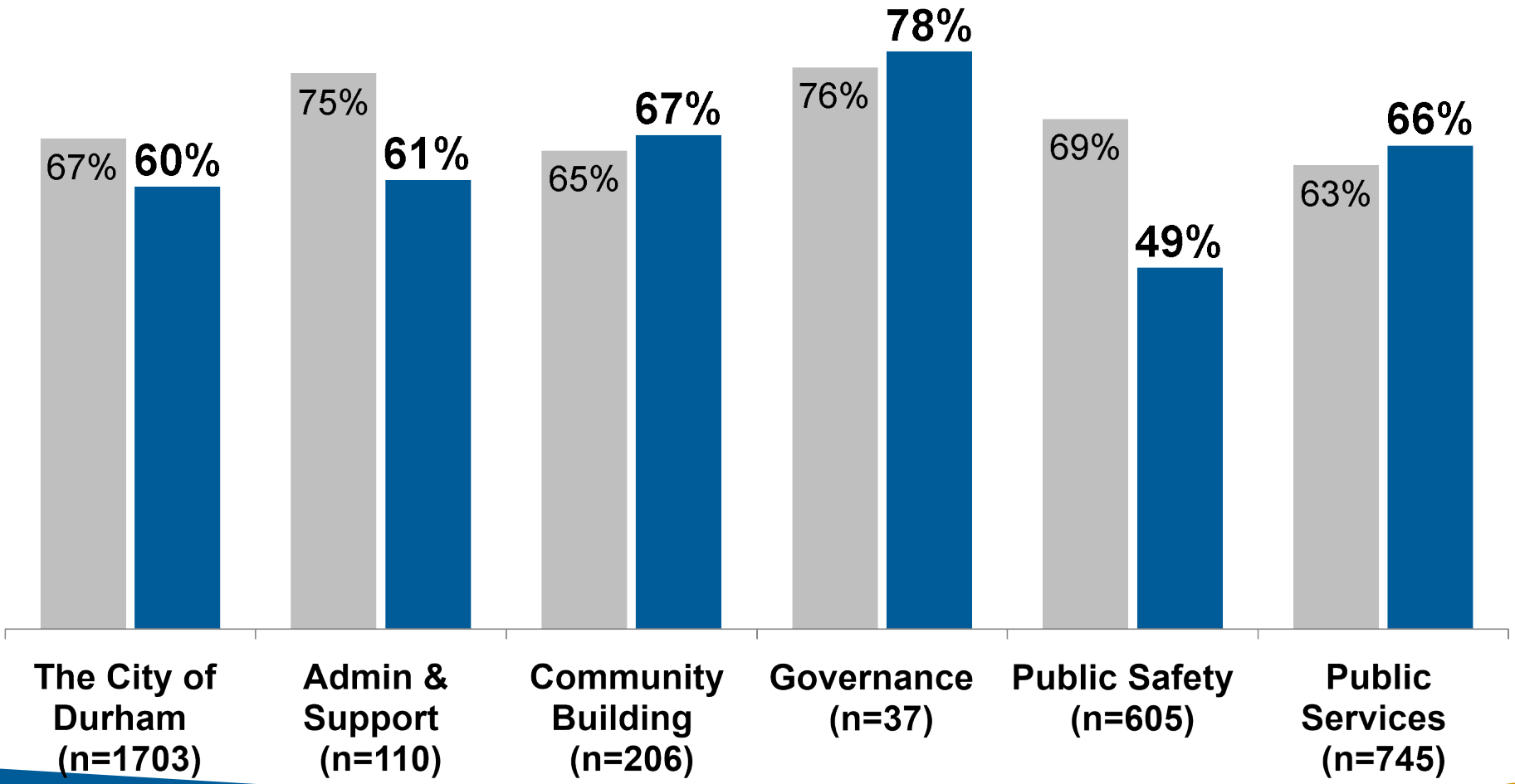
- Leadership 25%
- Pay 22%
- Career 13%
- Duties 10%



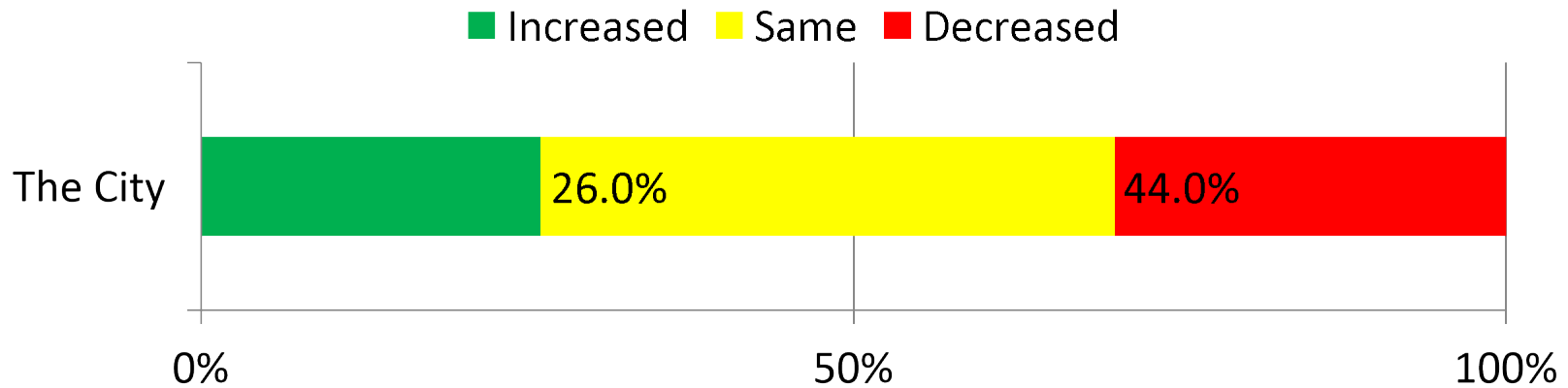
Satisfaction at Work Scale

Percent Engaged

■ Previous ■ Current



Satisfaction Change – Up 2 Points



Portfolio	Percent Increased
Admin & Support	27% (-3)
Community Building	29% (+7)
Governance	16% (-3)
Public Safety	20% (+1)
Public Services	31% (+3)

LEADERSHIP is the #1 reason for increased or decreased satisfaction.



Willingness to Recommend as a GOOD Place to Work

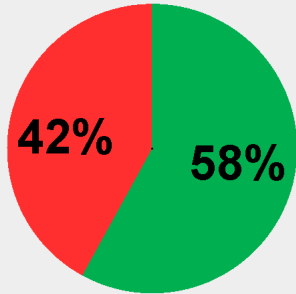
Goal: 30 or higher; Moderate: 1-30; Focus: 0 or below

<i>How likely are you to recommend the organization as a good place to work?</i>	ENPS (-100 to 100)		Detractor Count	Passive Count	Promoter Count
	Previous	Current	Current	Current	Current
The City of Durham	-1	-8	663	505	533
Admin & Support	14	17	29	33	48
Community Building	10	16	49	76	81
Governance	33	30	8	10	19
Public Safety	-12	-43	363	137	104
Public Services	5	9	214	249	281

Engagement Scales

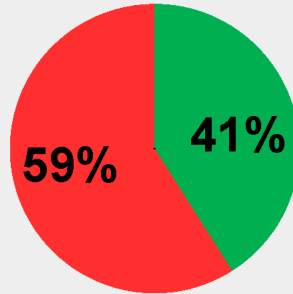
■ = Engaged
■ = Disengaged

Employee Engagement



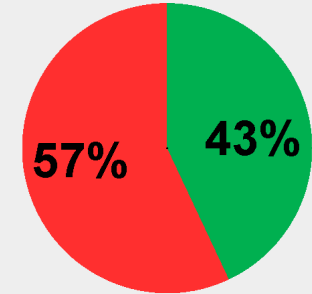
Previous: 64% (-6)

City Management



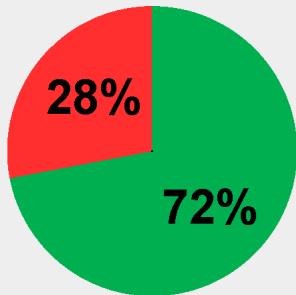
Previous: 40% (+1)
Government Benchmark: 67%

Dept. Management



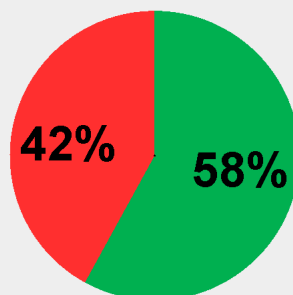
Previous: 49% (-6)
Government Benchmark: 70%

Team Member



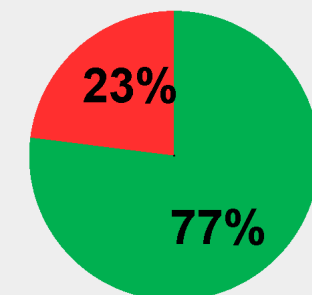
Previous: 72% (n/c)
Government Benchmark: 69%

Job



Previous: 63% (-5)
Government Benchmark: 68%

Direct Supervisor



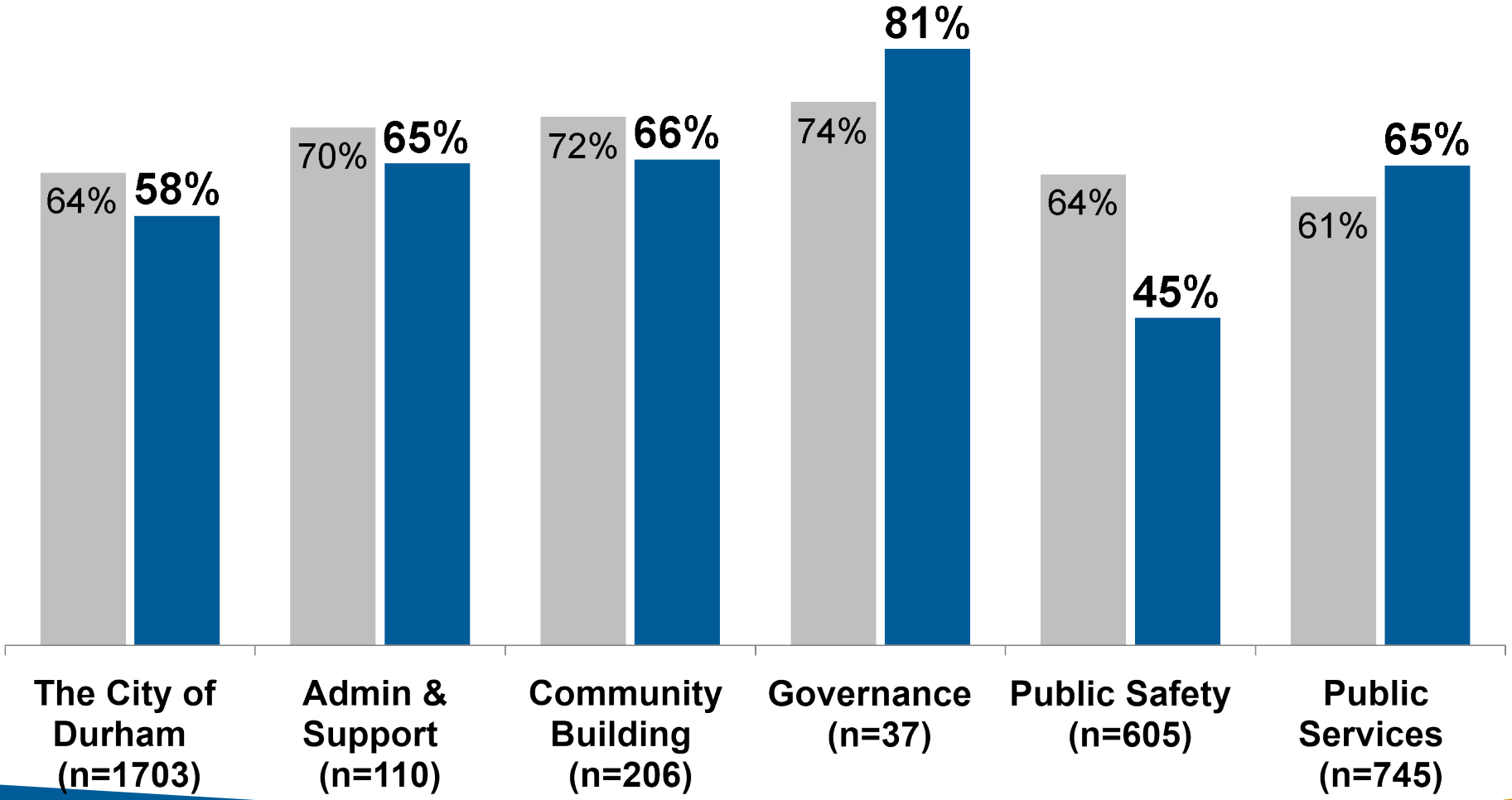
Previous: 74% (+3)
Government Benchmark: 72%



Employee Engagement Index

Percent Engaged

■ Previous ■ Current

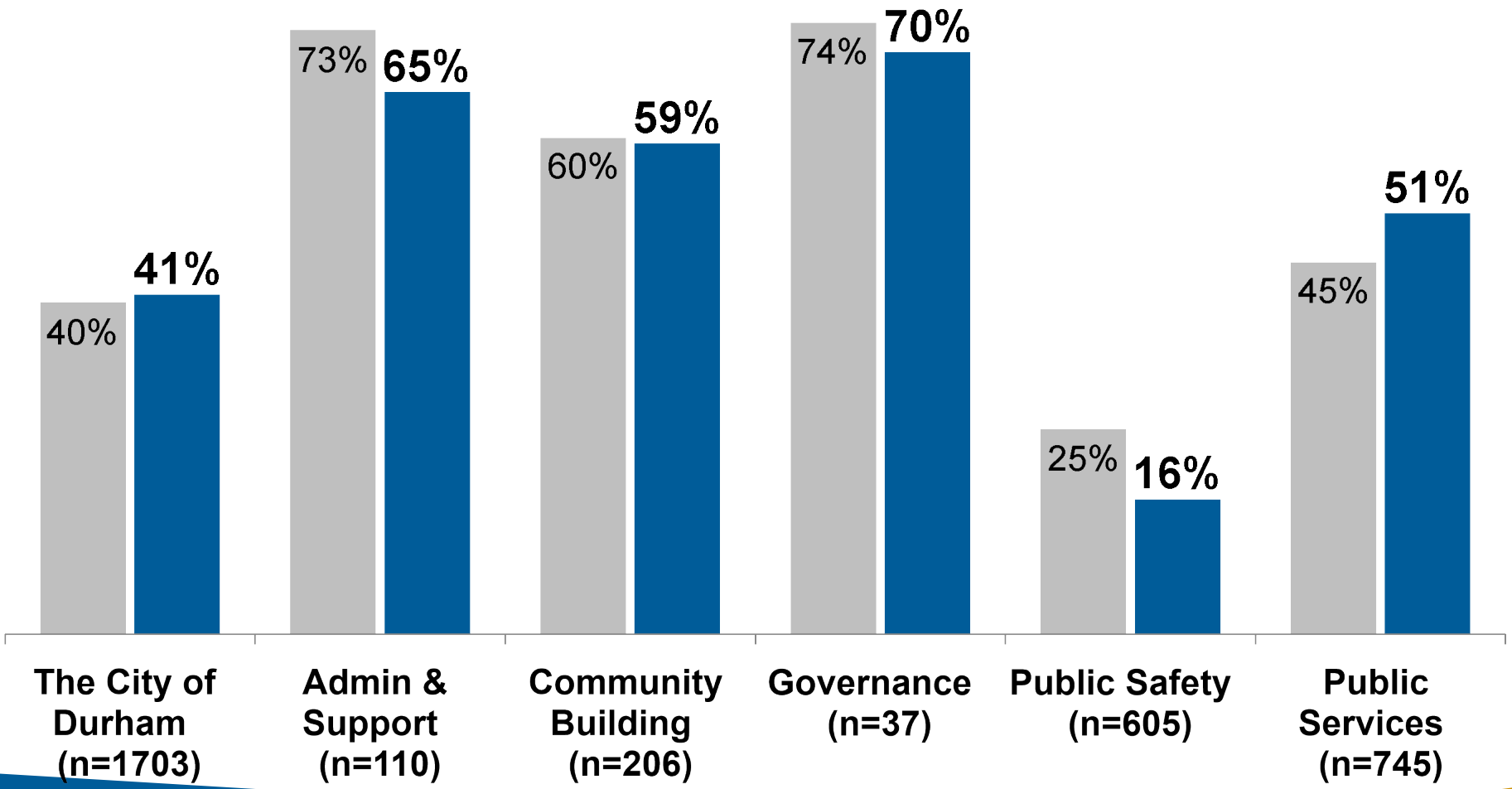




City Management Scale

Percent Engaged

■ Previous ■ Current

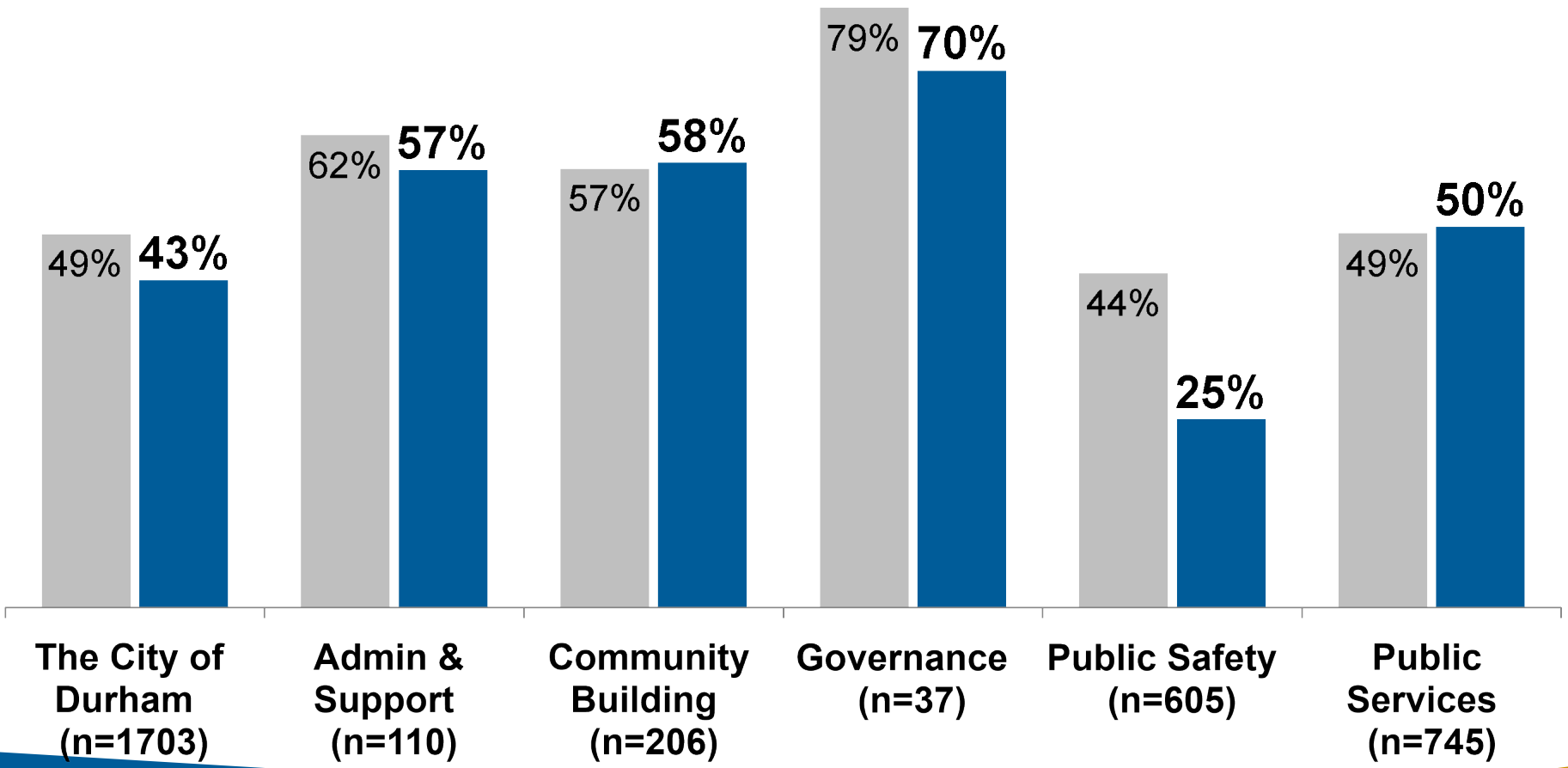




Department Management Scale

Percent Engaged

■ Previous ■ Current

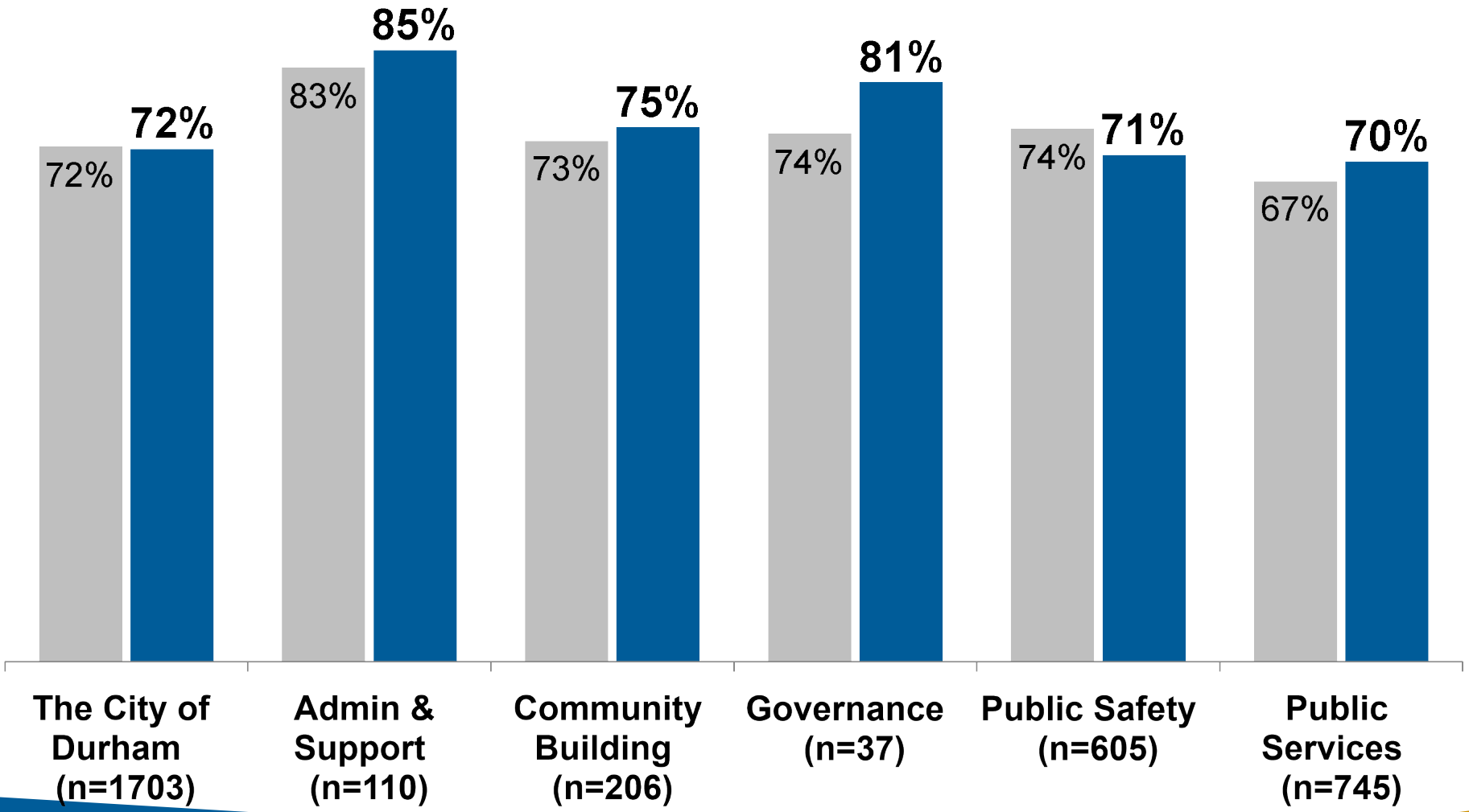




Team Member Scale

Percent Engaged

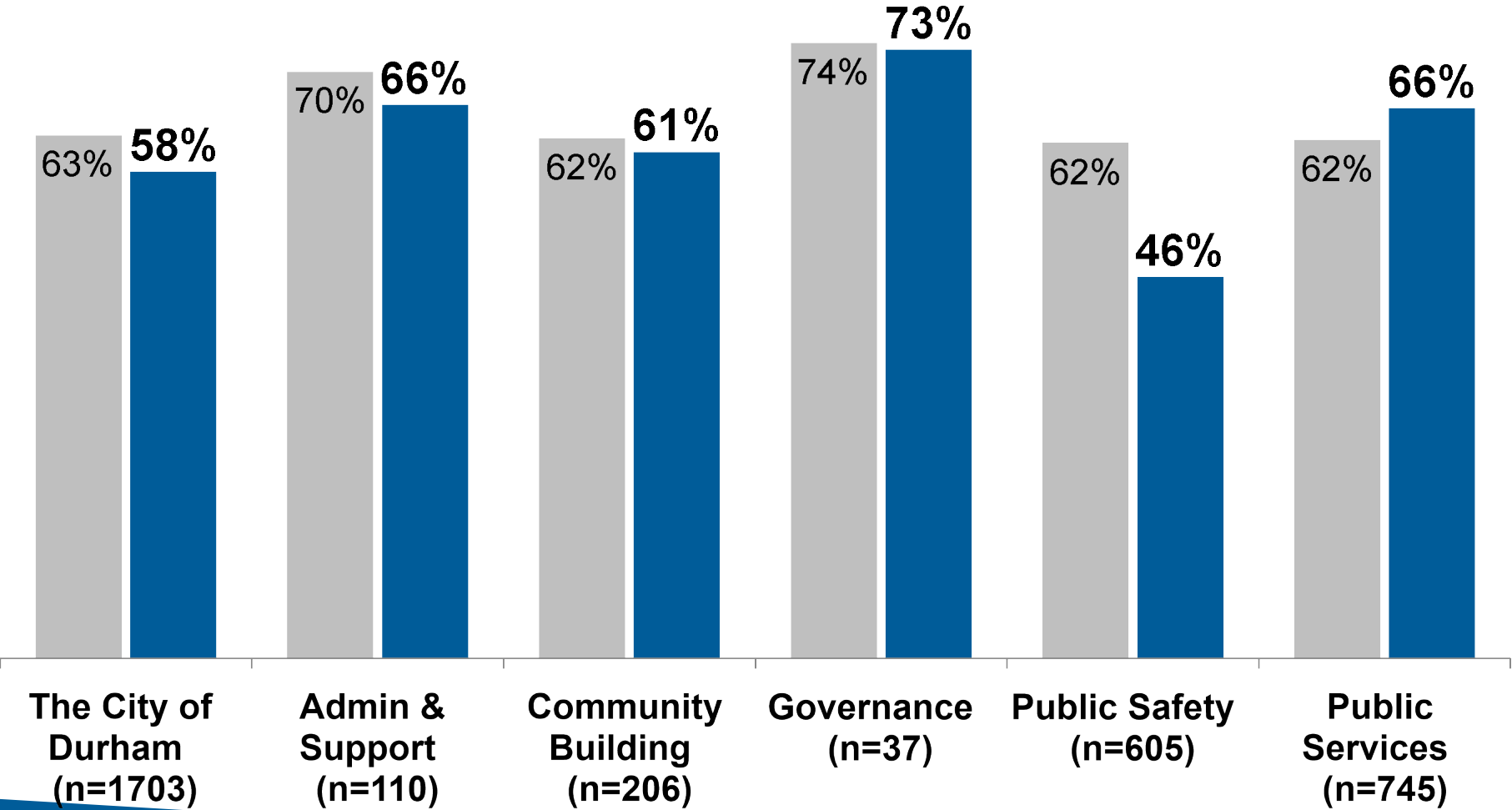
■ Previous ■ Current





Job Scale Percent Engaged

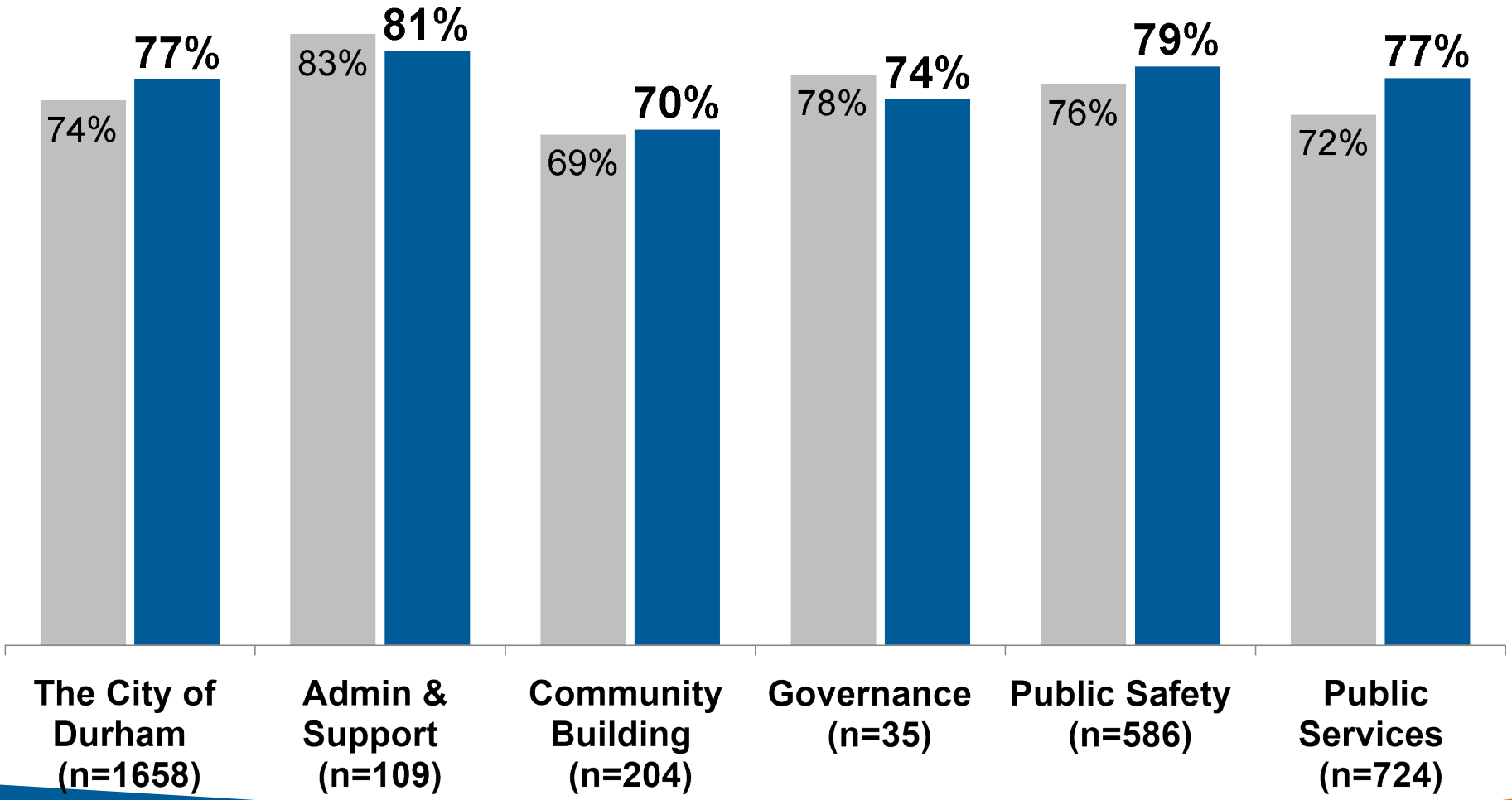
■ Previous ■ Current



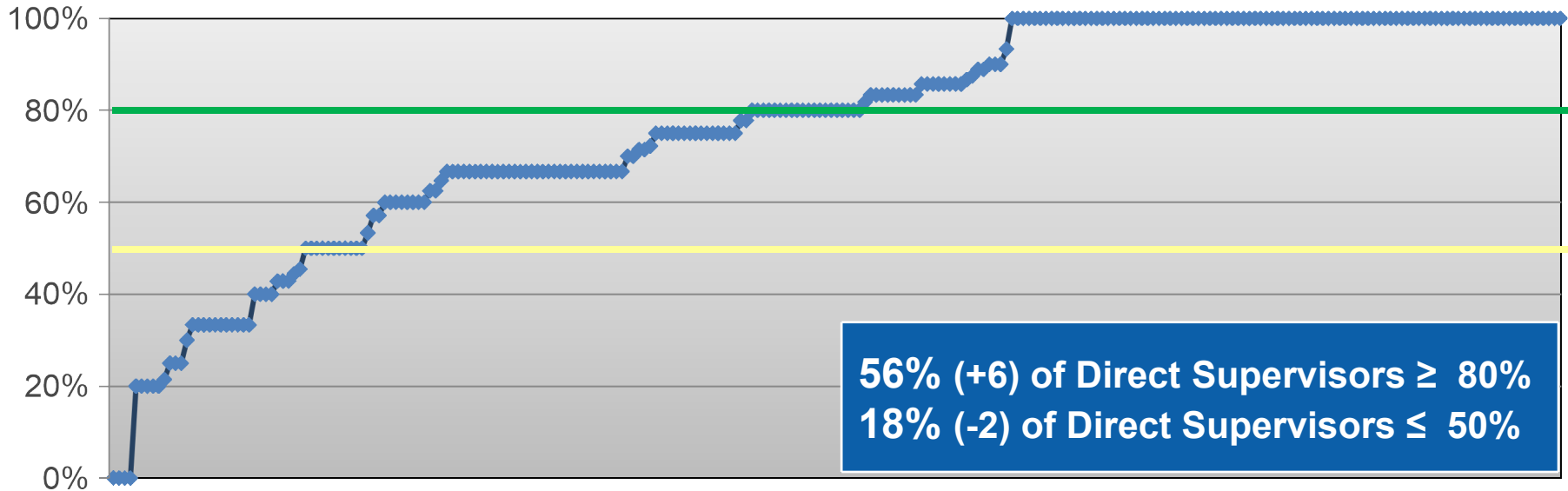


Direct Supervisor Scale Percent Engaged

■ Previous ■ Current



Direct Supervisor Scale Distribution



Leader Insights

- **63%** of direct supervisors improved or stayed at 100% (81 of 128)
- **37%** of direct supervisors declined or stayed the same since last administration (47 of 128)
- Direct Supervisor scores **increased** by an average of **2 points**

Diversity, Equity, and Inclusion	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree						
My department provides equal opportunities for growth and development for all employees regardless of racial, ethnic, gender and age differences.	62%	74%	77%	70%	50%	66%
The City of Durham (as an employer) is making progress in providing fair outcomes for all employees of all racial, ethnic, gender and age groups.	61%	77%	70%	68%	47%	66%
Policies and practices in my department result in fair outcomes for employees of all racial, ethnic, gender and age groups.	59%	72%	74%	78%	45%	63%
City of Durham policies and practices result in fair outcomes for employees of all racial, ethnic, gender and age groups.	58%	71%	70%	65%	46%	63%

The Power of Taking Action!

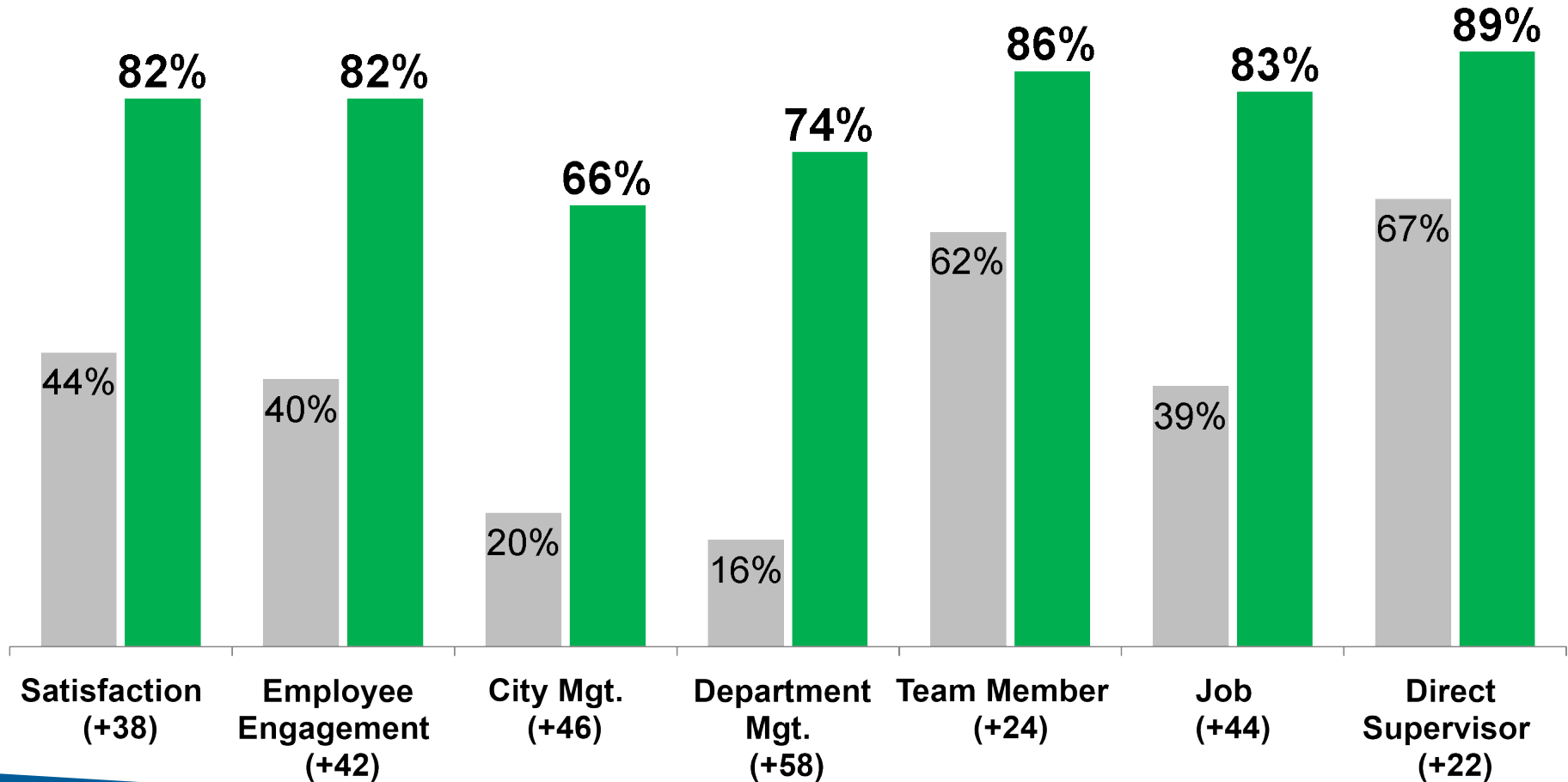
Scores were higher for the 41% of employees who believe that their *Department Management* took action on results of the previous survey, compared to those employees who did not believe action was taken.



The Power of Taking Action!

■ No Action Taken

■ Took Action



Recommendations Summary

City and Department Management

- Build on and continue executing your planned strategies and activities designed to improve the visibility and exposure of city and department leaders
- Reinforce the strengths of the City culture and establish ways to build the “vibe” and positive energy that the culture fosters
- Reinforce City values throughout the employee lifecycle, incorporating them into various employee communications and processes. Determine creative ways to integrate these values into your standard communications.
- Ensure ongoing commitment to executing employee recognition and employee appreciation practices, formalizing these for celebrating team and individual successes when possible

Leverage the Strength of “Direct Supervisor” Relationships

- Leverage these relationships as a communication channel, source of support, respect and recognition, and a vehicle to clarify and reinforce decisions, policies and practices and more
- Empower all leaders with advanced information on an upcoming change or announcement prior to releasing the information to the department or group. Provide key talking points and set a timetable for communication.
- Ensure an upward communication channel for employees to share feedback and ask questions; caution leaders on the negative impact of blaming up

Recommendations Summary

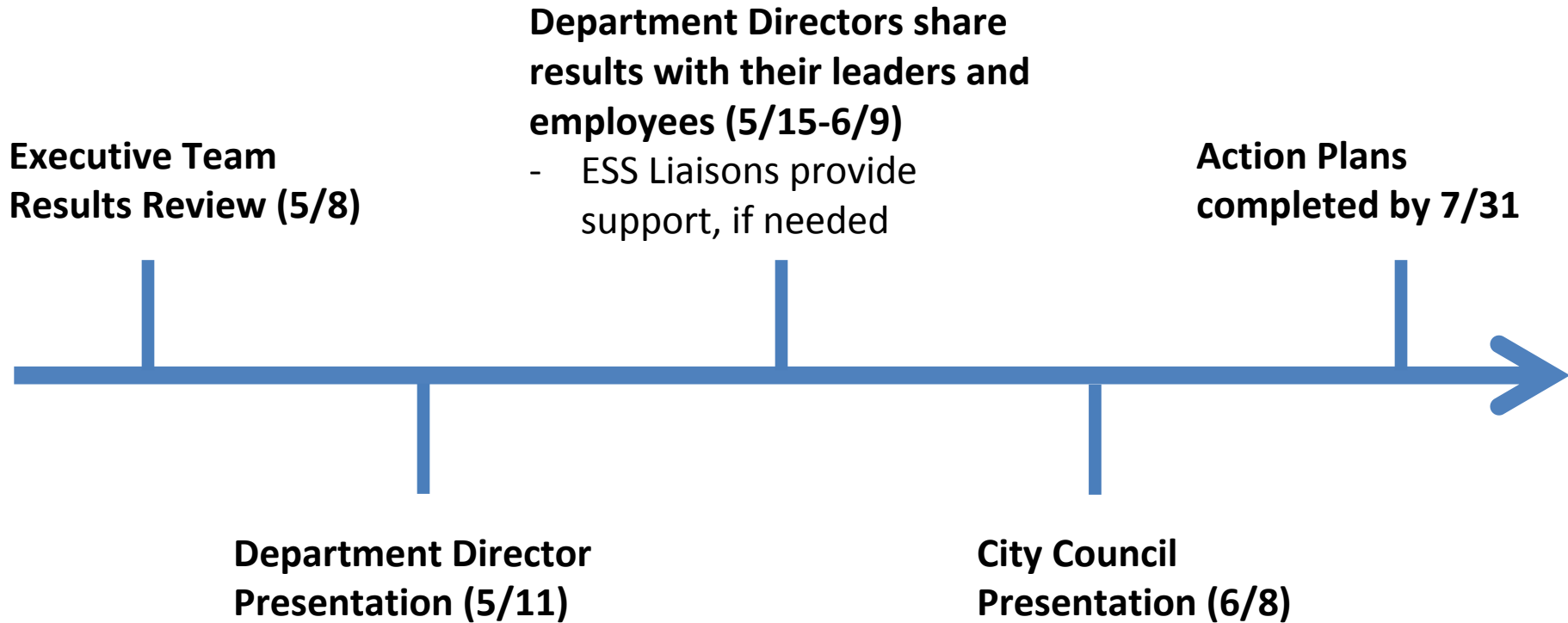
Policies, Practices and Procedures

- Continue to identify and review selected policies and procedures for effectiveness, contribution to performance and morale and strategic alignment with core business objectives
- Empower leaders can clearly communicate the rationale for a policy and consistently and fairly apply them; examples include promotions and pay increases, ethics policy, telecommuting procedures, safety policies, open door practices and more
- Ensure an upward communication channel for employees to share feedback and ask questions; caution leaders on the negative impact of blaming up

Compensation and Benefits Satisfaction

- Provide consistent updates and communication on the total value of compensation initiative that is currently underway
- Reinforce the value of public service and each employee's direct impact on community development; market the long-term benefits of civil service and job security
- Provide training for any leader who is not fully prepared to describe a team member's compensation, the components of the compensation, and how to access all applicable benefits and services

Timeline: Meetings



Appendix



	Satisfaction at Work Scale	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
↓	* I am willing to put in a great deal of effort beyond what is normally expected of me.	87% (-4)	93% (-4)	93% (-3)	89% (-8)	78% (-10)	92% (+1)
↓	I have a good friend at work.	73% (-3)	75% (-8)	74% (+3)	76% (-8)	78% (-5)	69% (-1)
↓	Overall I am very satisfied at work.	60% (-6)	65% (-8)	68% (+4)	73% (-3)	46% (-18)	67% (+1)
↓	* I rarely think about looking for a new job outside the City organization.	51% (-4)	55% (-3)	58% (-2)	76% (+11)	40% (-17)	55% (+5)

* Item also included in Employee Engagement Scale

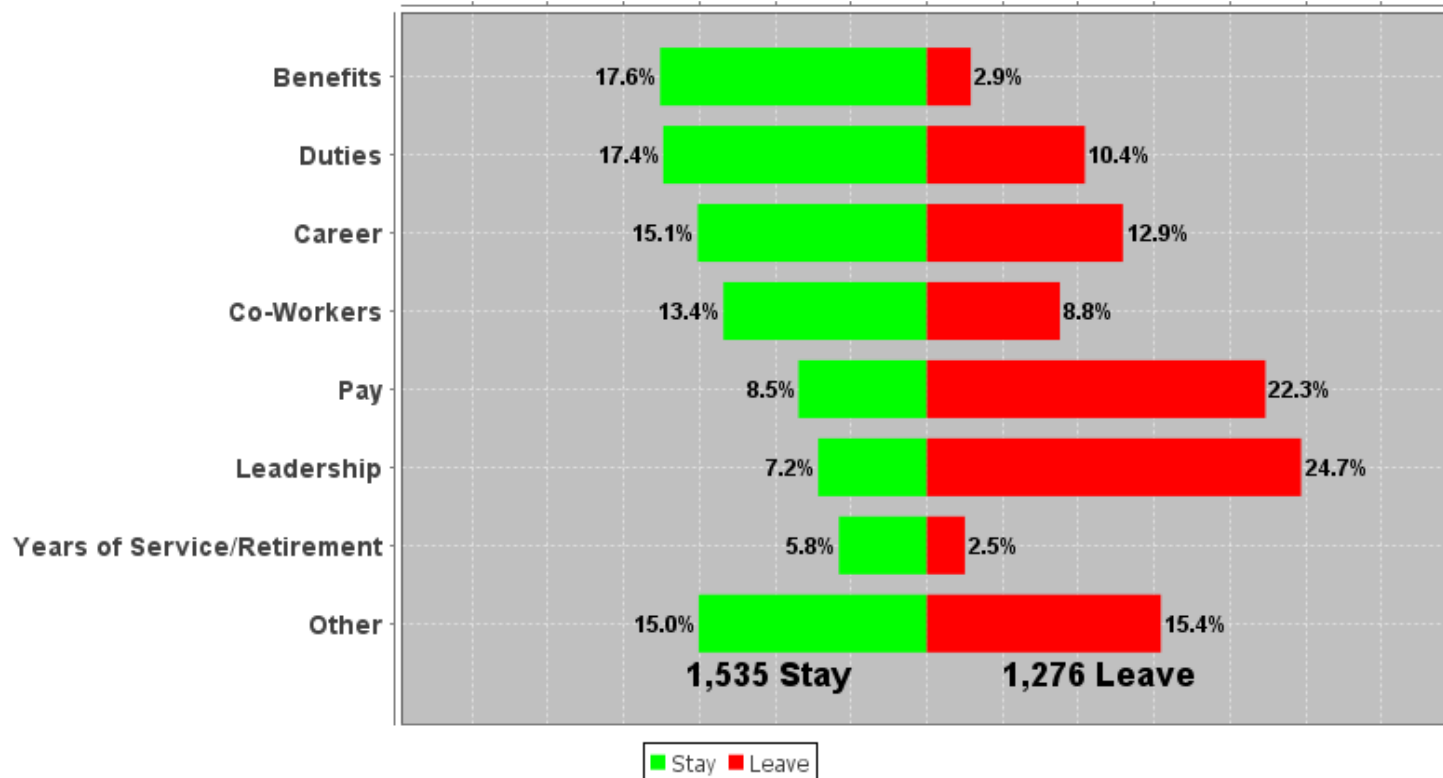


Intent to Stay

	Very Low Risk Stay for more than 10 years	Low Risk Stay for 5 to 10 years	Moderate Risk Stay for 3 to 5 years	High Risk Stay for 1 to 3 years	Very High Risk Stay for less than 1 year
The City	37%	27%	14%	15%	7%
Admin & Support	28%	28%	21%	15%	8%
Community Building	32%	32%	15%	16%	5%
Governance	22%	27%	27%	16%	8%
Public Safety	37%	26%	12%	16%	10%
Public Services	41%	26%	13%	15%	5%



Free Responses: Stay & Leave Themes



Category	Themes
Benefits	Retirement, health insurance, PTO
Duties	Enjoy the work, helping others, making an impact, challenging work
Career	Professional development opportunities, job stability
Co-Workers	Enjoy the team, supportive co-workers, high performing team

Category	Themes
Leadership	Lack of support and appreciation from management and City Council, unfair treatment
Pay	Desire higher pay, pay increases
Career	Lack of growth opportunities, no mobility
Duties	Stress, heavy workload, lack of resources



Employee Net Promoter Score (ENPS)

- Measures employees' willingness to recommend the organization as a good place to work
- Scale: (negative) -100 to (positive) +100

ENPS Calculation = (Promoters – Detractors) ÷ Total # of Respondents

Detractors

1-6 Rating

- Negative referral & feedback
- Reduce motivation & pride
- Diminished loyalty

Passives

7-8 Rating

- Rarely recommend
- Passively satisfied
- Loyalty unstable & short-term

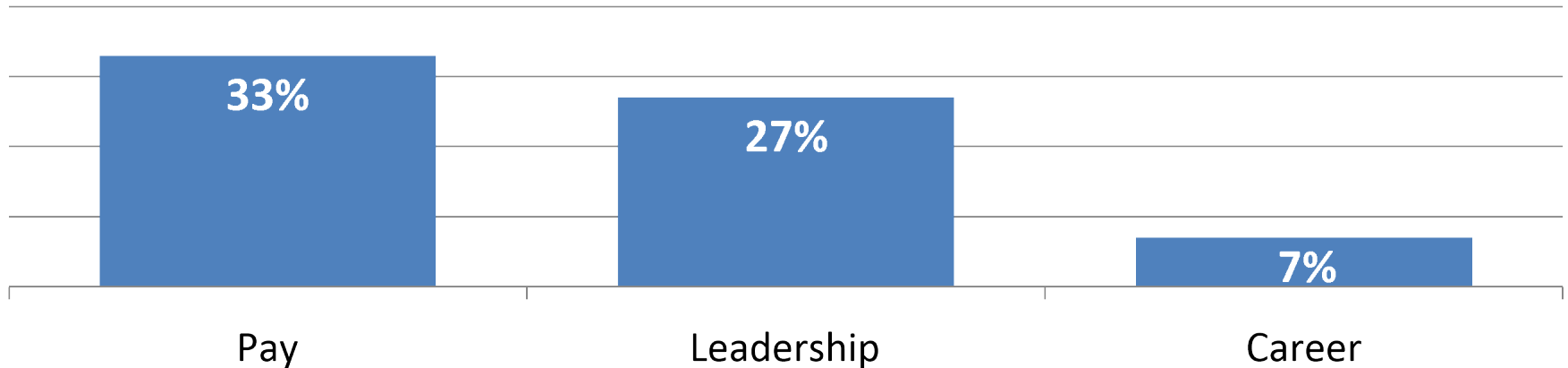
Promoters

9-10 Rating

- Proud to recommend
- Enthusiastic
- Loyal







ENPS Free Responses Themes

What would increase your willingness to recommend as a good place work?



Category (responses)	Themes
Pay (411)	Higher, more competitive pay; consistent pay raises
Leadership (338)	Increased support, appreciation; fair treatment; increased communication; improved decision-making
Career (86)	Opportunities for advancement, growth, professional development, and training

	Employee Engagement	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
↓	I am willing to put in a great deal of effort beyond what is normally expected of me.	87% (-4)	93% (-4)	93% (-3)	89% (-8)	78% (-10)	92% (+1)
↓	At work, I have the opportunity to do what I do best every day.	72% (-2)	79% (-1)	75% (-2)	76% (-5)	64% (-10)	75% (+5)
↓	When I tell my friends where I work, I feel proud.	67% (-7)	73% (-6)	76% (N/C)	78% (-5)	54% (-20)	74% (+1)
↓	I receive the materials, equipment, and technology I need to do my job well.	67% (-3)	78% (+4)	71% (-7)	78% (N/C)	57% (-6)	72% N/C
↓	I rarely think about looking for a new job outside the City organization.	51% (-4)	55% (-3)	58% (-2)	76% (+11)	40% (-17)	55% (+5)

	City Management	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
	City Management consistently demonstrates delivering quality customer service is a high priority.	58% (-2)	75% (-11)	78% (-1)	86% (+1)	36% (-7)	67% (N/C)
	City Management shows respect for employees.	57% (+2)	78% (-3)	75% (+3)	78% (-3)	35% (-7)	67% (+7)
	I trust City Management to make decisions that are in the best interest of the organization.	48% (+1)	76% (-3)	63% (-5)	73% (-10)	22% (-6)	59% (+5)
	City Management is open, honest, and transparent.	44% (+2)	73% (+9)	57% (+2)	62% (-9)	22% (-7)	52% (+5)
	My opinions matter to City Management.	37% (+2)	56% (-2)	55% (+6)	73% (+6)	17% (-4)	44% (+4)
	I believe the City Council appreciates me.	36% (N/C)	58% (-3)	55% (-2)	62% (-12)	14% (-8)	44% (+3)



Department Management Slide #1

**The
City**

Admin &
Support







Community
Building

Governance

Public Safety

Public
Services

Percent that Agree

	My Department Management demonstrates a commitment to diversity and inclusion.	66% (-4)	75% (+2)	74% (N/C)	78% (-5)	55% (-16)	71% (+3)
	My Department Management respects me.	62% (-6)	76% (+4)	75% (+2)	86% (+3)	43% (-23)	71% (+2)
	My Department Management encourages me to come up with new and better ways of doing things.	57% (-4)	75% (-1)	71% (+1)	70% (-18)	38% (-18)	66% (+4)
	My Department Management supports a balance between work and personal life.	57% (-6)	70% (-7)	76% (+4)	73% (-10)	39% (-21)	63% (+2)
	My Department Management does a good job of communicating and keeping us informed.	53% (-6)	74% (N/C)	66% (-2)	62% (-16)	34% (-22)	62% (+3)
	I trust my Department Management to make decisions that are in the best interest of the Department.	52% (-8)	65% (-4)	67% (-4)	76% (-5)	35% (-22)	60% (N/C)

Department Management Slide #2

**The
City**

Admin &
Support






Community
Building











Governance










Public Safety

Public
Services









Percent that Agree

	My Department Management effectively addresses concerns regarding behavior inconsistent with the ethics policy.	52% (-8)	59% (-4)	64% (-1)	70% (-8)	37% (-22)	59% (+1)
	My Department Management recognizes strong job performance.	51% (-7)	65% (-7)	62% (-3)	70% (-15)	35% (-17)	57% (-2)
	In my Department, I feel I can question a policy or practice, without fear of being penalized.	50% (-6)	68% (+2)	65% (+1)	70% (-11)	30% (-20)	58% (+1)
	My Department Management treats everyone fairly.	45% (-7)	55% (-4)	60% (-3)	62% (-12)	27% (-20)	53% (N/C)
	I am satisfied with the process my Department Management uses to determine promotions and pay increases.	38% (-3)	49% (-4)	48% (+2)	54% (-8)	26% (-12)	42% (+1)

	Team Member	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
	My team members communicate effectively with me.	80% (-1)	94% (+11)	83% (+2)	81% (-7)	79% (-4)	77% (-1)
	My team members deliver quality work and put forth extra effort to help our organization succeed.	80% (-1)	91% (+2)	84% (N/C)	86% (+1)	77% (-5)	80% (+1)
	My team members value and support my work and career goals.	78% (N/C)	88% (+3)	78% (N/C)	73% (-10)	78% (-3)	77% (+3)
	My team members demonstrate interest and concern for my personal well-being.	78% (N/C)	90% (+4)	81% (+2)	76% (-12)	78% (-1)	75% (+1)
	While working on assigned tasks, my team members do not just participate; they seem engaged in their tasks.	77% (-1)	88% (+8)	81% (-4)	78% (+5)	75% (-6)	76% (+2)
	My team members demonstrate and support a strong ethical culture in the workplace.	76% (-1)	90% (+4)	76% (-3)	81% (-9)	77% (-2)	73% (N/C)
	My team members provide the support I need to be able to succeed.	75% (-1)	85% (+3)	74% (-3)	78% (-5)	76% (-2)	73% (+1)
	I understand how my team contributes to the Department Strategic Plan.	72% (-1)	84% (-2)	79% (+1)	76% (-5)	63% (-8)	74% (+4)
	I understand how my team contributes to the City Strategic Plan.	69% (N/C)	86% (+1)	81% (+2)	84% (+3)	57% (-6)	72% (+3)
	When there are problems or issues in my team, my team members discuss them without blaming others.	68% (N/C)	77% (-3)	73% (+1)	73% (+9)	69% (-1)	64% (+1)

	Job Slide #1	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
	My job is challenging and interesting.	86% (N/C)	88% (-1)	87% (-1)	84% (+3)	87% (-2)	85% (+3)
	I understand what is expected of me at work.	84% (-4)	90% (N/C)	85% (-1)	81% (-12)	78% (-9)	88% (N/C)
	My job makes good use of my skills and abilities.	79% (-2)	85% (+1)	81% (+2)	81% (N/C)	75% (-8)	81% (+2)
	I feel physically safe in my work environment.	79% (N/C)	88% (-3)	84% (-1)	89% (+3)	71% (-1)	82% (N/C)
	I understand how my work contributes to the Department Strategic Plan.	73% (-1)	82% (-5)	79% (-3)	73% (-8)	61% (-10)	80% (+7)
	* At work, I have the opportunity to do what I do best every day.	72% (-2)	79% (-1)	75% (-2)	76% (-5)	64% (-10)	75% (+5)
	I feel empowered to make decisions to perform my job effectively.	72% (-4)	78% (-1)	78% (+5)	76% (-10)	63% (-14)	77% (+2)
	I receive the training needed to perform my job effectively.	72% (-2)	76% (+6)	66% (-11)	76% (-10)	66% (-8)	78% (+3)
	I understand how my work contributes to the City Strategic Plan.	70% (-1)	85% (-1)	80% (-3)	78% (-5)	54% (-10)	78% (+6)

* Item also included in Employee Engagement Scale

	Job Slide #2	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
	I receive clear instructions and the information I need to perform my job well.	68% (-5)	69% (-6)	69% (-1)	78% (-3)	60% (-12)	73% (+1)
	* I receive the materials, equipment, and technology I need to do my job well.	67% (-3)	78% (+4)	71% (-7)	78% (N/C)	57% (-6)	72% N/C
	I am free to report unethical behavior in the workplace without fear of being penalized.	67% (-5)	74% (-3)	72% (+2)	76% (-8)	60% (-12)	69% (-1)
	I am satisfied with the benefits (health insurance, etc.) I have working with the City.	66% (-2)	88% (-2)	78% (-3)	78% (-12)	51% (-8)	71% (N/C)
	At work, I have sufficient opportunities for professional development.	63% (-2)	69% (N/C)	63% (-3)	68% (-18)	55% (-12)	68% (+7)
	There is someone at work (besides my direct supervisor) who encourages my professional development.	63% (-3)	58% (-10)	65% (+2)	51% (-6)	60% (-10)	67% (+3)
	I have opportunities to advance within the organization.	51% (-6)	44% (-18)	42% (-1)	35% (-3)	56% (-12)	52% (+2)
	My pay is proportional to the contributions that I make.	39% (+2)	51% (-5)	46% (+7)	59% (+5)	29% (+1)	42% (+1)



Direct Supervisor Slide #1

**The
City**

Admin &
Support








Community
Building







Governance

Public Safety

Public
Services

Percent that Agree

	My direct supervisor consistently demonstrates a commitment to quality work.	85% (+3)	91% (-2)	84% (+2)	86% (+1)	84% (+3)	85% (+3)
	My direct supervisor provides me flexibility and choice in how I do my work.	85% (+3)	90% (-1)	87% (+6)	86% (+8)	84% (+1)	84% (+4)
	My direct supervisor helps me to solve problems at work.	83% (+3)	88% (+3)	78% (-4)	80% (-2)	85% (+5)	83% (+4)
	My direct supervisor demonstrates a commitment to diversity and inclusion.	82% (+1)	89% (+4)	79% (N/C)	89% (+9)	83% (+1)	81% (+1)
	My direct supervisor is caring and concerned for me as an individual.	81% (+3)	86% (+2)	75% (N/C)	86% (-2)	82% (+2)	80% (+4)
	My direct supervisor communicates changes that will affect my work and me.	80% (+1)	89% (+2)	74% (-2)	80% (+3)	81% (N/C)	79% (+1)
	My direct supervisor shows appreciation when I put in extra time and effort.	80% (+1)	85% (+1)	75% (+1)	86% (+6)	81% (+1)	79% (N/C)

Direct Supervisor Slide #2		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Percent that Agree							
	My direct supervisor accepts personal accountability for the performance and outcome of our work unit.	78% (+3)	82% (-4)	73% (+3)	83% (-2)	77% (N/C)	79% (+6)
	My direct supervisor holds team members appropriately accountable for performance.	77% (+3)	78% (-3)	72% (+3)	74% (-3)	79% (+3)	77% (+5)
	My direct supervisor follows through by implementing recommendations and feedback from employees.	77% (+4)	80% (-2)	71% (+3)	77% (+10)	80% (+3)	77% (+6)
	My direct supervisor provides guidance to me so I can improve my performance.	77% (+2)	81% (-3)	71% (N/C)	71% (-6)	79% (+2)	77% (+3)
	My direct supervisor provides me with actionable suggestions on what I can do to improve.	76% (+4)	80% (+3)	70% (+2)	66% (-9)	76% (+3)	77% (+6)
	My direct supervisor is an effective coach and motivator who enables me to achieve the career and professional objectives I have set.	71% (+3)	70% (-6)	62% (N/C)	66% (+3)	73% (+1)	74% (+6)

Race

Race	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
A (23)	87%	70%	74%	78%	87%	91%	74%	52%	22
B (694)	62%	47%	44%	69%	62%	74%	61%	34%	1
H (57)	61%	47%	47%	72%	60%	79%	56%	49%	-7
I (10)	60%	30%	50%	80%	70%	80%	70%	50%	0
W (919)	55%	35%	41%	74%	55%	78%	59%	38%	-15

Gender

Gender	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
F (540)	60%	51%	48%	70%	60%	74%	60%	28%	-2
M (1163)	57%	36%	40%	73%	57%	78%	60%	41%	-10

Generation

Generation	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
Silent (6)	83%	67%	83%	83%	83%	100%	83%	0%	67
Boomers (443)	69%	52%	49%	71%	64%	75%	69%	18%	8
Gen X (846)	55%	37%	39%	71%	56%	76%	58%	46%	-14
Gen Y (402)	54%	37%	42%	75%	57%	81%	52%	41%	-14
Gen Z (6)	83%	83%	100%	83%	100%	83%	100%	17%	67

Tenure

Tenure	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
<1 (160)	71%	65%	71%	79%	69%	85%	69%	45%	28
1-2 (163)	61%	50%	53%	69%	60%	76%	63%	40%	12
2-5 (292)	57%	40%	39%	68%	55%	77%	57%	39%	-9
5-10 (334)	57%	35%	40%	76%	60%	80%	56%	45%	-18
10-15 (289)	53%	40%	38%	72%	54%	74%	58%	44%	-13
15-20 (239)	51%	29%	32%	68%	55%	72%	55%	31%	-27
20-25 (139)	57%	30%	30%	68%	52%	77%	59%	16%	-20
25+ (87)	79%	59%	62%	82%	74%	78%	82%	11%	26

Performance Rating

Rating	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
Exceeds/Exceeds (332)	63%	42%	45%	74%	65%	78%	65%	32%	-8
Exceeds/Meets (247)	61%	38%	46%	78%	63%	77%	62%	43%	-13
Meets/Exceeds (132)	64%	55%	48%	76%	64%	82%	67%	32%	-1
Meets/Meets (695)	51%	32%	32%	67%	51%	73%	52%	37%	-17
DNM (13)	23%	31%	15%	38%	23%	42%	31%	31%	-38

Next Steps for Senior Leaders

DECIDE

- Groups, Issues, People you will address

COMMUNICATE

- Send Senior Leader memo, thanking employees for participation and highlighting strengths and areas to address

ACTION PLAN

- How to address focus areas with success goals within your group and as an individual leader

IMPLEMENT

- Be tenacious in execution and hold others appropriately accountable

What Are **You and Your Leaders** Being Asked To Do?

1) Review report – within 1 week of receiving results



2) Meet with Leader – within 2 weeks of receiving results



3) Meet with Team to review results – within 3 weeks of receiving results
Ask “Start, Stop & Continue” questions



4) Develop action plan and submit online – within 4-5 weeks of receiving results



5) Manage differently based on results and feedback - ONGOING