EE

Employee Engagement

Multi-Rater Assessment

SUMMARY REPORT
**Key Insights and Action Tips**

Sample Company

TalentClick

Introduction to Employee Engagement Survey Results

This report contains the results from the Employee Engagement Survey that was administered to employees at [Sample Company] from [Start Date] to [End Date].

TalentClick's proprietary model of employee engagement consists of **15 factors** that capture both the indicators and drivers for a comprehensive framework:

3 Engagement "Indicators" reflect overall employee *sentiments, attitudes and intentions* toward their job or organization, which are immediate outcomes of engagement and in turn predict productivity and retention.

12 Engagement "Drivers" reflect employee *perceptions* of job features, supervisory behaviors, or organizational practices that have been shown to drive engagement, satisfaction, and commitment.
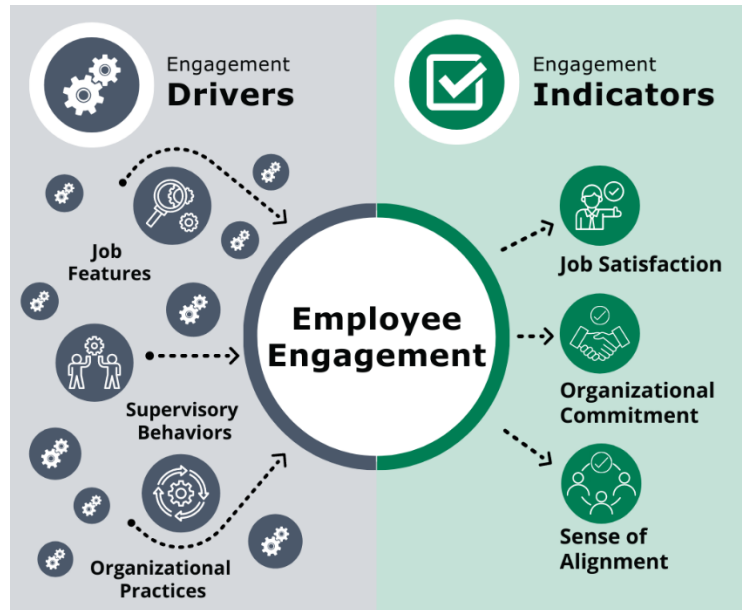
Response Rate:

78%

- Based on **# of respondents** divided by **# of invites**
- Higher response rate means results are **more likely to be representative of target group**

Overall Engagement Score:

81

- Excellent engagement (85-100)
- Good engagement (75-84)
- Moderate engagement (65-74)
- Lower engagement (1-64)

- All Employees Ratings (140 Responses)
- Non-Management Ratings (98 Responses)
- Management Ratings (42 Responses)

ENGAGEMENT INDICATORS

	LOW SCORE 1	2	MODERATE SCORE 3	4	HIGH SCORE 5	IMPORTANCE RATING
Satisfaction: Employees are generally satisfied with their job and would recommend the organization to others.				4.4 / 4.2	4.7	VERY HIGH
Commitment: Employees intend to remain a committed member of the organization.				4.6 / 4.5 / 4.6		VERY HIGH
Alignment: Employees feel aligned to the organization's values, purpose and people.				4.2 / 4.0	4.5	VERY HIGH

ENGAGEMENT DRIVERS
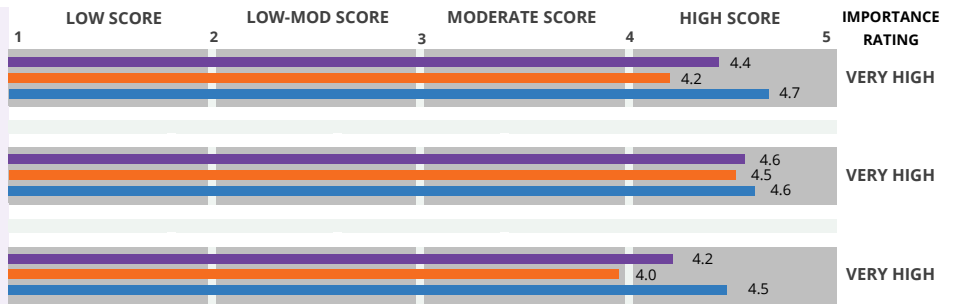
Rank ordered by 'All Employees' score:

	LOW SCORE 1	LOW-MOD SCORE 2	MODERATE SCORE 3	4	HIGH SCORE 5	IMPORTANCE RATING
Input: Employees have meaningful input by engaging in work that contributes to strategic goals, providing suggestions and ideas, and utilizing their skills.				4.3 / 4.0	4.6	VERY HIGH
Diversity & Inclusion: Employees view senior management as fostering a diverse and inclusive environment.				4.1 / 3.7	4.5	VERY HIGH
Workload: Employees have a reasonable workload, time pressures and timelines, and can achieve work-life balance.				4.1 / 4.4 / 3.8		VERY HIGH
Stimulation: Employees have challenging, varied and interesting work.				4.0 / 3.8 / 4.2		MOD
Organizational Leadership: Employees trust senior management to make good organizational decisions, treat workers well, and act according to organizational values.			3.4	4.0	4.5	VERY HIGH
Flexibility: Employees have flexibility over how, when, or where they get their work tasks done.				3.9 / 4.1 / 3.8		MOD
Accountability: Employees have clear and reasonable role expectations and are accountable to results.			3.5	3.9	4.3	HIGH
Team Relations: Employees have a cooperative, respectful team environment and sufficient interaction with each other.			3.7 / 3.7 / 3.8			VERY HIGH
Supervisory Support: Employees receive guidance, feedback, and recognition from their direct supervisor.			3.6 / 3.3 / 3.9			HIGH
Growth: Employees have job security and opportunities to develop and advance their careers.		2.7	3.5	4.3		VERY HIGH
Tools & Resources: Employees have the equipment, materials, training and systems they need to get their work done right.			3.5 / 3.4 / 3.6			HIGH
Compensation & Benefits: Employees receive fair compensation and satisfactory benefits.			3.4 / 3.1 / 3.7			VERY HIGH
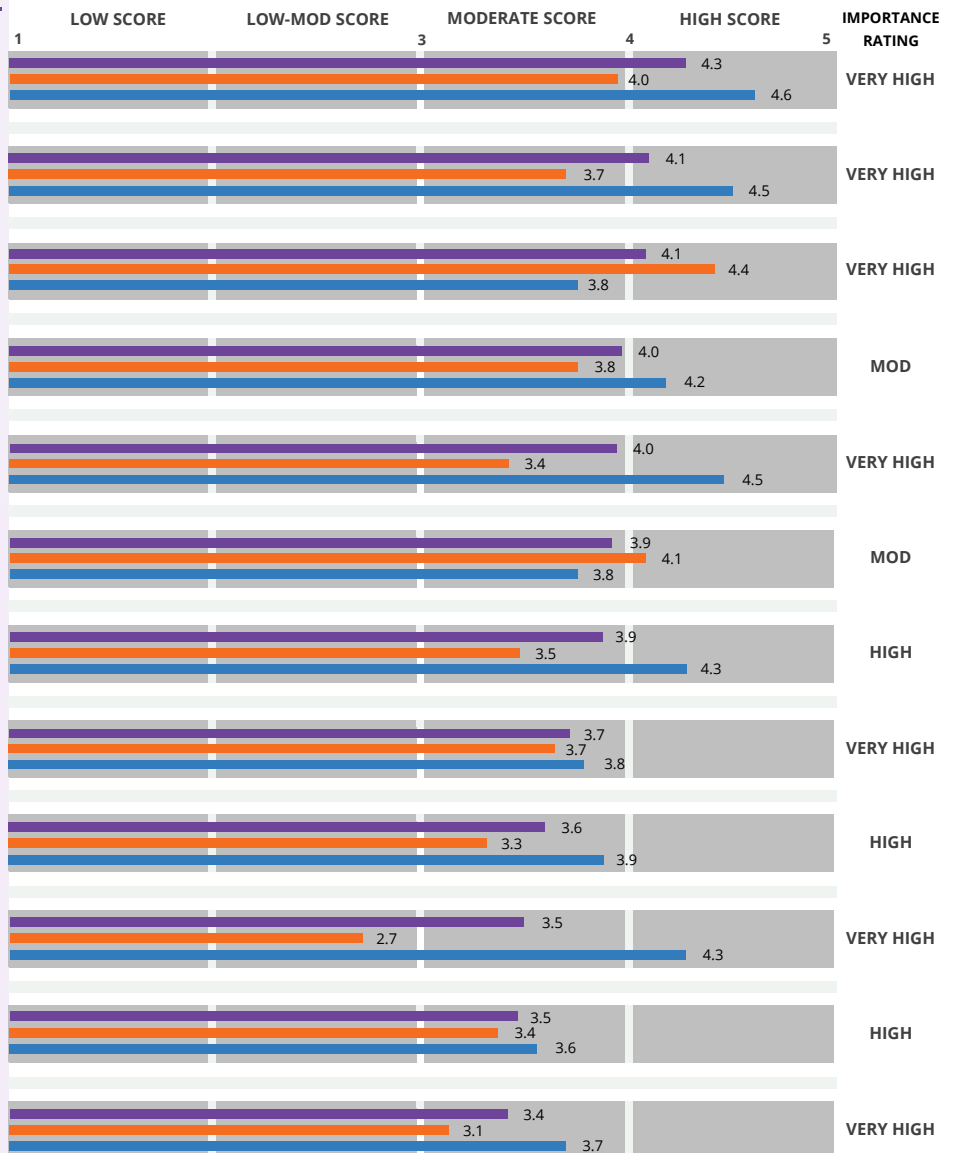
ENGAGEMENT INDICATORS

This section highlights overall employee **sentiments, attitudes, and intentions** toward their job or organization. These indicators are immediate outcomes of engagement and in turn predict productivity and retention.

Excellent
Good
Moderate
Lower

SATISFACTION

Overall, employees are generally satisfied with their job and would likely recommend the organization to others. Managers are somewhat more satisfied than non-managers.

100% of all employees are satisfied with their jobs	**93% of all employees are proud to work for [Sample Company]**	**79% of all employees would recommend [Sample Company] as a great place to work**
while 0% do not feel this way.	while 7% do not feel this way.	while 21% would not.

See Areas of Strength on page 5 for insight and tips to maintain overall employee satisfaction.

COMMITMENT

Overall, employees strongly intend to remain a committed member of the organization. Managers and non-managers have similar organizational commitment.

93% of all employees are happy with their decision to join [Sample Company]	**86% of all employees plan to be working at [Sample Company] one year from now**	**79% of all employees hope to spend the next 5-10 years at [Sample Company]**
while 7% do not feel this way.	while 14% do not.	while 21% do not feel this way.

See Areas of Strength on page 5 for insight and tips to maintain overall employee commitment.

ALIGNMENT

Overall, employees generally feel aligned with the organization's values, purpose, and people. Managers feel somewhat more aligned than non-managers.

93% of all employees believe in the mission and goals of [Sample Company]	**79% of all employees feel that they belong at [Sample Company]**	**71% of all employees feel that their personal values align with the practices at [Sample Company]**
while 7% do not.	while 21% do not feel this way.	while 29% do not feel this way.

See Areas of Strength on page 5 for insight and tips to maintain overall employee alignment.

AREAS OF STRENGTH - ENGAGEMENT DRIVERS

This section highlights the key areas of strength based on the items with the **highest satisfaction ratings** across all employees that were **also rated as most important** to them.

These positive perceptions likely influence the higher ratings of Satisfaction, Commitment, and Alignment that employees reported. To maintain these favorable sentiments, continue your efforts in the following areas:

1 Workload:

Time demands

86% of all employees agree that they are expected to finish their work in a reasonable amount of time (64% strongly agree), and 100% reported that reasonable expectations are important to them.

The agreement ratings were somewhat higher for non-managers (4.9 out of 5.0), compared to managers (4.1 out of 5.0).

ACTION: To support this strength, continue providing reasonable timelines for work completion.

2 Input:

Contribution to organization's goals

86% of all employees see how their work helps the organization reach its goals (71% strongly agree), and 100% reported that this feeling of contribution is important to them.

The agreement ratings were similar for managers (4.7 out of 5.0) and non-managers (4.3 out of 5.0).

ACTION: To reinforce this strength, continue to communicate organizational goals and how each team contributes to the overall mission of the company.

3 Tools & Resources:

Equipment, supplies, and resources

93% of all employees have the equipment, supplies and resources necessary to perform their work (57% strongly agree), and 93% reported that these resources are important to them.

The agreement ratings were similar for managers (4.6 out of 5.0) and non-managers (4.4 out of 5.0).

ACTION: To maintain this positive perception, continue to support workers with access to functional, up-to-date tools and resources.

4 Input:

Opportunities to offer ideas / suggestions

79% of all employees agree that they get to offer ideas and suggestions (57% strongly agree), and 100% reported that opportunities for input are important to them.

The agreement ratings were somewhat higher for managers (4.7 out of 5.0), compared to non-managers (3.9 out of 5.0).

ACTION: To maintain this area of strength, continue to seek employee perspectives and input.

5 Team Relations:

Team cooperation

93% of all employees agree that team members cooperate and work well together (36% strongly agree), and 93% reported that cooperation is important to them.

The agreement ratings were similar for managers (4.3 out of 5.0) and non-managers (4.1 out of 5.0).

ACTION: To nurture this strength, continue to facilitate cooperation and teamwork among employees.

6 Diversity & Inclusion:

Inclusion of all ideas and perspective

86% of all employees agree that all employees, regardless of background and perspective, are encouraged to share their ideas openly (57% strongly agree), and 93% reported that inclusivity is important to them.

The agreement ratings were significantly higher for managers (4.9 out of 5.0), compared to non-managers (3.7 out of 5.0).

ACTION: To preserve this strength, continue to seek opinions and ideas from employees with different perspectives.

AREAS FOR IMPROVEMENT - ENGAGEMENT DRIVERS

This section highlights the areas for improvement based on the items with the **lowest satisfaction ratings** across all employees that were **also rated as most important** to them.

The survey results suggest that the following areas should be prioritized to enhance employee engagement:

1 Tools & Resources:
Proper systems and processes

79% of all employees do not agree that there are proper systems and processes that help them do their job (14% strongly disagree), and 86% reported that these systems are important to them.

The agreement ratings were lower for non-managers (2.3 out of 5.0), compared to managers (3.0 out of 5.0).

ACTION: To address these results, evaluate current systems and operating procedures to identify which are outdated, unnecessary, or incomplete.

2 Compensation & Benefits:
Fair compensation

43% of all employees do not agree that they are fairly paid for what they contribute (14% strongly disagree), and 93% reported that fair wages are important to them.

The agreement ratings were lower for non-managers (3.1 out of 5.0), compared to managers (3.7 out of 5.0).

ACTION: As an action step, analyze compensation against industry comparables, based on job duties, skills or experience required, performance, and/or tenure. Consider engaging a third-party specialist to help.

3 Compensation & Benefits:
Benefits package

57% of all employees are not satisfied with the benefits package that they receive (14% strongly disagree), and 86% reported that these benefits are important to them.

The agreement ratings were similar for non-managers (3.0 out of 5.0) and managers (3.1 out of 5.0).

ACTION: To improve in this area, re-evaluate your benefits program against industry comparables and focus on components that are tailored to your employees' needs. Consider engaging a third-party specialist to help.

4 Supervisory Support:
Feedback from supervisor

57% of all employees do not agree that their supervisor provides consistent feedback about how they are doing (21% strongly disagree), and 86% reported that this feedback is important to them.

The agreement ratings were similar for non-managers (2.9 out of 5.0) and managers (3.3 out of 5.0).

ACTION: As an action step, analyze your performance review program and encourage ongoing, constructive feedback from managers. Consider engaging an internal or external specialist to help.

5 Growth:
Career advancement

57% of all employees do not agree that their career advancement is encouraged (7% strongly disagree), and 86% reported that this support is important to them.

The agreement ratings were significantly lower for non-managers (2.7 out of 5.0), compared to managers (3.9 out of 5.0).

ACTION: As an action step, discuss each individual's career goals and explain potential growth opportunities and promotions.

6 Tools & Resources:
Adequate training

64% of all employees do not agree that they receive the training necessary to perform their work effectively (0% strongly disagree), and 79% reported that this training is important to them.

The agreement ratings were similar for managers (3.1 out of 5.0) and non-managers (3.4 out of 5.0).

ACTION: To improve in this area, assess the training needs of your workforce and identify the gaps to be addressed. Consider engaging an internal or external specialist to help.
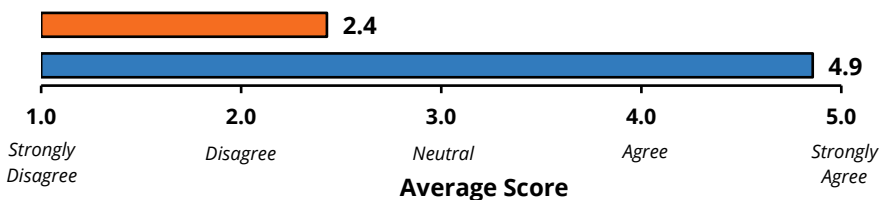
TOP 4 DIFFERENCES - MANAGEMENT VS. NON-MANAGEMENT

This section highlights the areas with the **greatest gap in satisfaction scores** between management and non-management participants, based on the items that were rated as highly important.

Non-Management (98 Responses)
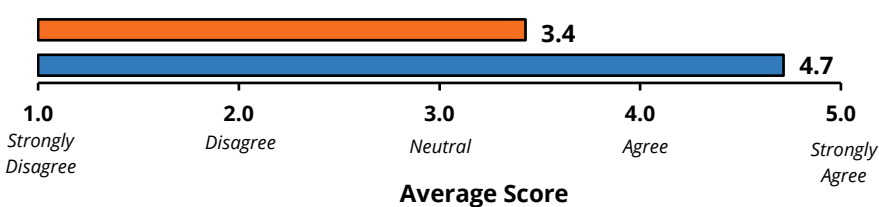Management (42 Responses)
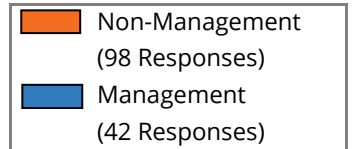
1 Growth: Job security

Managers feel more secure about the future of their job, compared to non-managers.

2.4
4.9

1.0 *Strongly Disagree* 2.0 *Disagree* 3.0 *Neutral* 4.0 *Agree* 5.0 *Strongly Agree*

Average Score

- For Managers, 100% feel secure about the future of their job, while 0% do not agree.

- For Non-Managers, 29% feel secure about the future of their job, while 71% do not agree.
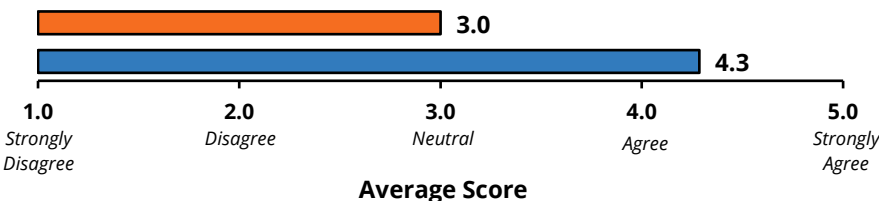
2 Accountability: Ownership over results

Managers experience greater ownership over the results of their work, compared to non-managers.

3.4
4.7

1.0 *Strongly Disagree* 2.0 *Disagree* 3.0 *Neutral* 4.0 *Agree* 5.0 *Strongly Agree*

Average Score

- For Managers, 86% agree that they have ownership over the results of their work, while 14% do not agree.
- For Non-Managers, 43% agree that they have ownership over the results of their work, while 57% do not agree.

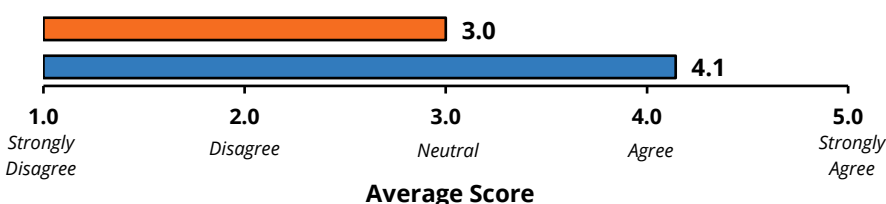## 3 Diversity & Inclusion: Fair advancement opportunities for all

Managers are more likely to perceive fair advancement opportunities for all (regardless of background and perspective), compared to non-managers.

3.0
4.3

1.0 *Strongly Disagree* 2.0 *Disagree* 3.0 *Neutral* 4.0 *Agree* 5.0 *Strongly Agree*

Average Score

- For Managers, 86% agree that all employees have fair opportunities to advance their careers, while 14% do not agree.
- For Non-Managers, 29% agree that all employees have fair opportunities to advance their careers, while 71% do not agree.

4 Growth: Skill development

Managers have more opportunities to develop skills, compared to non-managers.

3.0
4.1

1.0 *Strongly Disagree* 2.0 *Disagree* 3.0 *Neutral* 4.0 *Agree* 5.0 *Strongly Agree*

Average Score

- For Managers, 71% agree that they have enough opportunities to develop skills, while 29% do not agree.
- For Non-Managers, 29% agree that they have enough opportunities to develop skills, while 71% do not agree.

Solutions

TalentClick
Predict Strengths AND Risks.

TalentClick's employee assessment solutions provide actionable business intelligence to help you build happier, safer, and more productive teams. Our unlimited-use subscriptions include ANY or ALL of the following reports, so you can test all your employees or applicants for one affordable price.

OUR CORE BUNDLE: Included in the Standard Unlimited-Use Subscription.

AVP

Attitude-Values-Personality (AVP) report provides a snapshot of workstyle, work values, and safety risks, all from one short survey. Choose a one-page summary of results, or a detailed combination report highlighting key personality strengths, challenges, suggested interview questions and coaching tips to better assess job fit for both hiring and development.
The AVP includes any combination of WPP, WVA & SQ/DSQ

WPP

Workstyle & Performance Profile (WPP) reveals each participant's workstyle, strengths, and areas for improvement. The WPP can be used for hiring, training, performance management, succession planning, and more.
Participant report available

WVA

Work Values & Attitude (WVA) assessment uncovers an individual's values and personal standards for behavior to help assess whether they are a cultural fit for your organization. The WVA measures conformity, responsibility, positivity, and more.
Participant report available

SQ

Safety Quotient™ (SQ) helps identify the high-risk personality traits that lead to human error and preventable workplace incidents. The SQ measures rule-resistance, distractibility, impulsiveness, and more. Specialized report for Safety Leaders available.
Participant report available

DSQ

Driver Safety Quotient™ (DSQ) helps predict a driver's likelihood of collisions, near misses, traffic violations, property damage, and more. The DSQ helps ensure a safer roadway for everyone.
Participant report available

ADD-ON SOLUTIONS: Included in the Standard Unlimited-Use Subscription.

CQ

Cognitive Ability (CQ):
Tests language comprehension, numerical calculation ability, and spatial reasoning.

EP

English Proficiency (EP):
Measures English language competencies, including writing, vocabulary, and typing accuracy.

PREMIUM SOLUTIONS: Included in the Premium Unlimited-Use Subscription.

LP

Leadership Profile (LP):
Helps hire, train, and develop an organization's most valuable assets - its leaders. The LP identifies leadership style, business reasoning ability, and conflict management approach.
Participant report available

MULTI-RATER SOLUTIONS: Ask us for details. Additional fees may apply.

EE Multi-Rater — Employee Engagement Survey

360 Multi-Rater — 360 Degree Leadership Review

SC Multi-Rater — Safety Culture Survey

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