

Employee Engagement Survey



General Information Package

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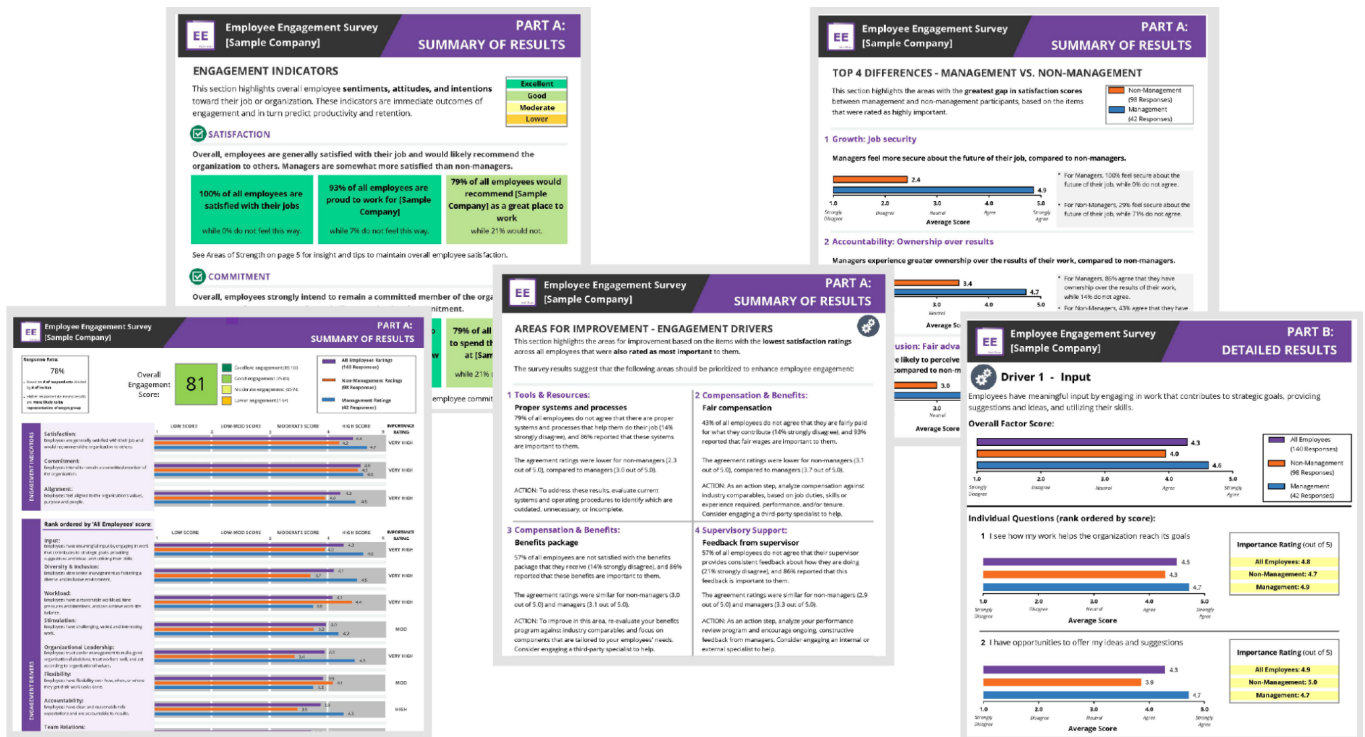
Part 1: Executive Summary

Thank you for your interest in TalentClick. We are a global leader in the field of HR technologies, with thousands of business leaders using our tools in more than 100 countries worldwide and in 25+ languages to help build happier, more engaged, and more productive workforces. We are delighted about the opportunity to partner with you to help you achieve your employee engagement goals.

1.1. TalentClick's Employee Engagement Survey

Starting for as little as \$2500, the [Employee Engagement Survey](#) measures workforce perceptions and sentiments to help you understand what your employees really think and feel. The results act as a diagnostic scan to help your leaders identify areas to prioritize for improving job satisfaction, engagement, and retention of quality staff. You'll get data on:

- Employee perceptions about the key aspects of the **job and work environment** that predict engagement, such as workload, flexibility, growth opportunities, supervisory support, and more.
- Snapshot of overall **employee attitudes and intentions** toward the organization, such as sense of alignment, job satisfaction, commitment and intention to remain in the role
- Actionable insights into **areas of strength and development**
- Comparative results and areas to prioritize for **management vs. non-management groups**
- **Quantitative business intelligence** to support or inform targeted organizational initiatives
- **Qualitative feedback** from employees in the form of open-text responses



Key Report Features

- The Summary Page provides the **Overall Employee Engagement Score** (out of 100) to indicate how satisfied and engaged your workforce is overall. The score incorporates importance ratings so the EE score will be 'excellent' if you receive high scores in most areas, especially those rated highly important by your employees. For example:



- Summary of Engagement Indicators** - Provides an overview of employee sentiment, attitudes, and intentions presented in rank order and color-coded based on score. For example:

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]

while 7% do not.

79% of all employees feel that they belong at [Sample Company]

while 21% do not feel this way.

71% of all employees feel that their personal values align with the practices at [Sample Company]

while 29% do not feel this way.

- Areas of Strength** - Provides the top 6 areas of strength based on the items with the highest satisfaction ratings across all employees that were also rated as most important to them. Example:

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.

- Areas for Improvement** - Provides the top 6 areas for development based on the items with the lowest satisfaction ratings across all employees that were also rated as most important to them.

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.

Expected Gains

TalentClick's Employee Engagement Survey is a great tool for measuring morale and satisfaction within an organization. By taking the time to assess the opinions of employees about their workplace, leaders can get insights into many aspects of how the organization is running.

The expected long-term gains of implementing and actioning Employee Engagement Results include:

- ★ Increased employee **satisfaction** and improved morale
- ★ Decreased employee turnover and increased **retention** of top employees/staff
- ★ Increased **productivity** by as much as 17% ([Source](#))
- ★ Strengthen employer **brand** and reputation

1.2. Project Coordination and Deliverables

Project Timeline: The standard Employee Engagement Survey can be completed within 2 months once the agreement is signed. We are able to launch the survey within 10 business days of receiving the participant list and all campaign information for a standard Employee Engagement Survey. TalentClick will provide survey results within 21 business days of survey completion. Please see Section 3.1 for details on getting started and Section 3.5 for all project timelines.

Online Survey: The Employee Engagement Survey is an online questionnaire with the opportunity for open-ended written feedback that can be completed on any device with Internet access and is available in English, French, Spanish, and additional languages. The survey takes 12-15 minutes for each participant to complete. Please see Section 2.3 for details.

We guarantee the survey responses are confidential. All results will be reported as group averages only, and Employers will not be able to access any individual scores. Participants will be informed of this confidentiality in the survey invite and survey instructions to help elicit honest feedback. Please see Sections 2.3 and 3.2 for survey details and 5.4 for privacy and data security information.

Report Output: TalentClick's standard solution provides an electronic (PDF) version of 3 Employee Engagement Reports aggregating the results and insights from the survey:

- [Executive Summary Report](#) - Provides key insights on strengths and areas for development with interpretive text and action tips
- [Detailed Results Report](#) - Provides all aggregated survey results, including score rankings and importance ratings, for each engagement factor and item
- [Appendix with Open-Ended Qualitative Feedback](#) - Provides anonymous comments in response to open-ended questions from the survey

The reports summarize data from all respondents according to 3 groups: (i) All Employees; (ii) Management; (iii) Non-Management (with an option to add a 4th group for 'Senior Management').

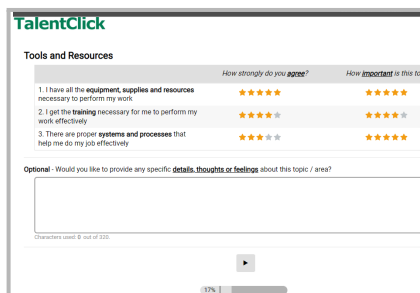
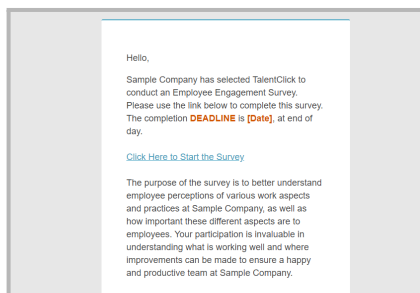
A set of reports may also be generated for specified groups (such as division, location, department, team, job type, etc.) as requested. Please see Section 2.4 for more details on what is included in the reports.

Part 2: Detailed Information on the Solution

2.1. Why Choose TalentClick?

Ease of use

TalentClick's service promise is to deliver high-quality, easy-to-use solutions, available on demand, to help you create a happier, more engaged, and more productive workforce. Our **Employee Engagement Survey** brings you insights into your workforce in **3 easy steps**:



1. Invite Participants

TalentClick sets up an automated campaign (via Email or SMS Text) to send survey invites & reminders to all chosen participants.

2. Participants Complete Survey

- 12-15 minute online survey
- Available in 6 languages
- Confidential

3. Get Results!

Receive reports within 21 days:

- Executive Summary
- Detailed Results
- Open-Ended Feedback

Uncover actionable insights

TalentClick helps you prioritize areas of improvement in your organization with actionable insights and employee feedback.

Get a "pulse check" on how employees are feeling and their general attitudes toward the organization (i.e. "indicators"), as well as insight into these feelings and attitudes (i.e. "drivers"). By having both drivers and indicators we help organizations identify patterns of engagement and identify ways to improve over time.

Your Employee Engagement Survey report will highlight the most important drivers in your organization and provide key insights and action tips to increase engagement and commitment in your workforce.

Overall, the results will give you a rich understanding of what drives employees' attitudes and opinions to form effective strategies for success within your organization.

Receive honest, anonymized feedback from employees

By using an external third-party expert, employees may share more honest, detailed feedback than if you were to ask them yourselves.

The Employee Engagement Survey responses are completely confidential. This confidentiality encourages each participant to deliver honest feedback about their experience at the organization.

Qualitative, open-ended feedback provides a platform for employees to share specific examples and suggestions on each area rated in their own words. Save time and guesswork by identifying trends in

employee feedback specific to your organization's procedures and practices. TalentClick provides a full report dedicated to examining this qualitative data.

Analyze the gap between what leaders *think* is happening in the organization and what is *really* happening

Increase business intelligence by understanding the differences between leadership, management, and non-management sentiment.

The compiled data allows leaders to examine managers and non-management employees and see the differences in how they rate the organization. The detailed results and score distributions provide a deep dive into survey data. By valuing feedback from all levels, you're taking the first step in increasing morale and satisfaction by bridging gaps in understanding and expectations.

Focus on what is most important to employees

Understand what is most important to the people in your organization.

Importance ratings are included to identify gaps between the expectations and values of your workforce and their current view of their job. This helps identify the areas to prioritize when determining what steps to take to increase engagement for the best return on investment.

The Employee Engagement report highlights the key areas to prioritize with action tips based on the overall satisfaction ratings as well as importance ratings.

Measure changes in trends and patterns of engagement over time

With TalentClick's annual subscription, we can report on year-over-year engagement to see how new processes or initiatives have impacted employee engagement.

Annual employee engagement surveys enable organizations to identify trends over time and track progress. Yearly data helps to assess the effectiveness of new policies or changes implemented and continue to make informed decisions about your strategies.

Regularly analyzing employee engagement levels allows organizations to proactively address potential issues before they become problematic. Investing in year-over-year surveys helps ensure that organizations stay ahead of the curve when it comes to making decisions that will positively impact employees' experiences and create a thriving company culture.

2.1.1. Client Testimonials

What do employers say about our Employee Engagement Survey?

"We were so thrilled with the feedback. Can you imagine how much value this is to an organization that is changing, growing, evolving? To organizations who have to **make big decisions on vision, training, benefits, compensation... with confidence** in the objectivity and reliability of their results? TalentClick makes it really easy for us.

"After completing it with our own team, I referred another organization - an HR Director I know who had used multiple companies in the past. Her feedback to me was that '**This is the best survey we've ever**

done. The way they pull the information, graph it, make it readable, how it is removed from the organization itself ... it includes all parts of what contributes a great survey.' "

- President, Professional Services Firm

"Completion of the engagement survey has allowed us to compare and contrast the needs of each business unit, **identify areas for improvement to drive retention and decrease intent to resign** and to collect meaningful data that can translate into operational business goals.

"We cannot change what we cannot measure. The Engagement Survey has provided us with a starting benchmark from which we can attain better results. We've also interpreted the results as a great tool to identify the "lowest hanging fruit" where investment from the executive team has the best return on time and capital."

- Cameron Stockman, Managing Director, CEC Group of Companies

"We've tried many other engagement surveys in the past and **TalentClick's solution was a standout - it delivered everything we expected and more.** Our team is impressed with the unique approach of measuring both engagement indicators and drivers to provide valuable insights we can act on. The executive summary provides a clear overview of engagement levels and group differences, while the detailed results allow us to dig deeper at the item level for even more useful information. The open-ended comments from our employees also gave us concrete examples of what we can improve in each area. We're excited to re-administer the survey and track our progress over the years."

- Harriet Robinson, Director of Human Resources, Tiger Calcium

"I have used TalentClick before and have always been impressed by the quality of their products and the world-class service provided by their team. Their Employment Engagement Survey is another excellent tool that **will help us learn what we are doing well and identify areas we can improve on.**"

- Greg Adair, Fire Chief, City of Lethbridge

"The instructions for the Employee Engagement Survey were simple to follow for everyone. The questions were very **easily answered and brought out some great ideas/comments from staff.** The summary report was **excellent and easy to digest.** Samantha at TalentClick was great to work with; she followed up regularly and made sure we were on track."

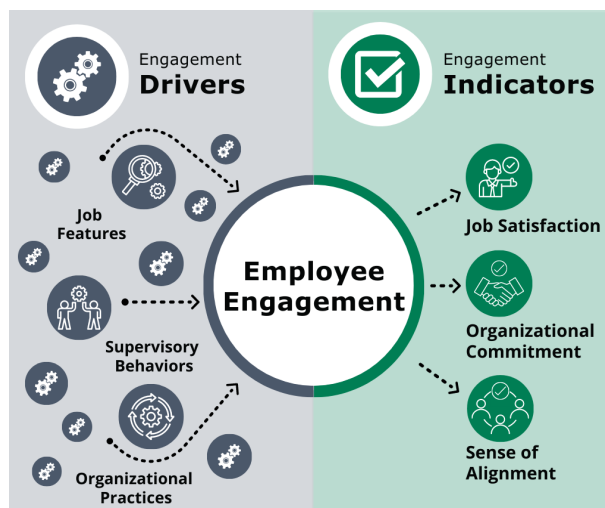
- Todd Vickers, General Manager, Rose Security

2.2. TalentClick's Employee Engagement Model

TalentClick's Employee Engagement Survey captures quantitative and qualitative feedback on 15 workplace factors.

TalentClick's model of Employee Engagement Measures:

- **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.



By including both indicators and drivers, organizational leaders can get a 'pulse check' on how employees are feeling and their general attitudes and sentiment toward the organization (i.e., "indicators"), as well as insight into the specific levers that are likely driving these feelings and attitudes (i.e., "drivers").

2.2.1. Areas Rated

The survey's factors and questions are based on employee engagement research to ensure content validity. Each question was designed to capture a key area/element that has been shown to predict engagement, satisfaction, productivity, and tenure across a number of industries. The items have been validated based on peer review from SMEs and are confirmed via statistical analysis (Factor Analysis & Reliability tests).

Engagement Indicators: 3 Factors

1. **Alignment:** Employees feel aligned with the organization's values, purpose, and people.
2. **Satisfaction:** Employees are generally satisfied with their job and would recommend the organization to others.
3. **Commitment:** Employees intend to remain a committed member of the organization.

Engagement Drivers: 12 Factors

1. **Tools & Resources:** Employees have the equipment, materials, training, and systems they need to get their work done right.
2. **Workload:** Employees have a reasonable workload, time pressures, and timelines, and can achieve work-life balance.
3. **Accountability:** Employees have clear and reasonable role expectations and are accountable for results.
4. **Flexibility:** Employees have flexibility over how, when, or where they get their work tasks done.

5. **Input:** Employees have meaningful input by engaging in work that contributes to strategic goals, providing suggestions and ideas, and utilizing their skills.
6. **Stimulation:** Employees have challenging, varied, and interesting work.
7. **Growth:** Employees have job security and opportunities to develop and advance their careers.
8. **Team Relations:** Employees have a cooperative, respectful team environment and sufficient interaction with each other.
9. **Supervisory Support:** Employees receive guidance, feedback, and recognition from their direct supervisor.
10. **Compensation & Benefits:** Employees receive fair compensation and satisfactory benefits.
11. **Organizational Leadership:** Employees trust senior management to make good organizational decisions, treat workers well, and act according to organizational values.
12. **Diversity & Inclusion:** Employees view senior management as fostering a diverse and inclusive environment.

To account for different expectations between industries and organizations, TalentClick has incorporated "importance" ratings into the survey methodology and reporting. This way, employers can focus on the areas that are rated as greatest importance by your own employees.

2.3. Survey Details

The survey is smartphone compatible and can be completed on any device with internet access (mobile phone, tablet, or computer).

Participants are presented with a series of 55 statements and are asked to indicate: (1) the extent to which they agree or disagree with each statement, and (2) how important that item is to them. The 3 engagement "indicators" are discrete factors from the 12 engagement "drivers," so each of the 15 factors has its own set of 3 statements.

Participants also have the option to provide open-ended feedback (i.e., additional thoughts, feelings, or suggestions) for each of the 15 factors as well as overall positive aspects and suggested areas for improvement.

EXAMPLE:

Tools and Resources

	<i>How strongly do you agree?</i>	<i>How important is this to you?</i>
1. I have all the equipment, supplies and resources necessary to perform my work	★★★★★	★★★★★
2. I get the training necessary for me to perform my work effectively	★★★★☆	★★★★☆
3. There are proper systems and processes that help me do my job effectively	★★★★☆	★★★★★

Optional - Would you like to provide any specific **details, thoughts or feelings** about this topic / area?

Characters used: 0 out of 320.

Timing: The survey should take participants about 12-15 minutes to complete.

Confidentiality: The survey results are confidential, which means the employer will not have access to any individual scores. All results will be reported as group averages only and Employers will not be able to access any individual scores. Participants will be informed of this confidentiality in the survey invite as well as survey instructions.

Data Security: Proper safeguards are in place to protect the privacy of participants and their information.

- No personal identifiers are collected or processed. Only the participating employee's ratings and typed-in comments of the organization are processed.
- Participants complete the survey via a web browser with SSL encryption. IP restriction and redundant firewalls are used to protect against intrusion. We also use Access Provisioning Management, AWS Firewalls, Secure Network Architecture, Secure Access Points, Fault-Tolerant Design, Logging & Alerting, Data Segregation, Redundant Data Stores, Encryption of Data in Transit and at Rest, and Continuous Monitoring.

Languages: Currently, the survey (including instructions and invite messaging) is available in the following languages:

- English
- French
- Spanish
- German
- Slovak
- Ukrainian
- And adding more as requested!

We can translate the survey into any language, which includes the survey questions, instructions, and participant invite messaging. There would be an additional cost per language (please contact us for details). The translations, including uploading the new languages into our system and QA testing, would take approximately 3-4 weeks.

Demographic Data: The standard TalentClick survey collects the Management-level (Manager vs. Non-Manager) of employees. In the standard reports, all results are displayed according to three groups: all employees, non-managers, and managers. There is also an option to separate the Management group into senior managers vs. manager/supervisor for a total of 4 groups (no additional cost).

The TalentClick survey does not collect additional demographic information. However, if you wish to receive results according to a demographic group, you can include any of these details in the participant list that you send to TalentClick, in order to:

1. Receive separate/additional reports according to specified groups, and/or
2. Receive an *anonymized* data file with the aggregate survey responses for all demographic variables

Both options include an additional cost (please contact us for pricing).

2.4. Report Output

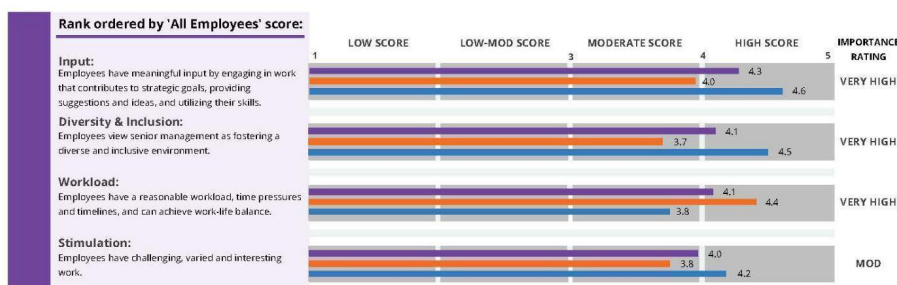
TalentClick will generate and email the following reports to the Client Contact within 3-4 weeks of survey completion:

1. **Summary Report** highlighting the key areas of strength and areas for improvement. Find the full sample report here: <https://talentclick.com/wp-content/uploads/2022/10/Sample-Executive-Summary-Report-Employee-Engagement-Survey.pdf>
2. **Detailed Report** with the scores, importance ratings, frequencies, and rankings for all factors and items. Find the full sample report here: <https://talentclick.com/wp-content/uploads/2022/10/Sample-Detailed-Report-Employee-Engagement-Survey-Redacted.pdf>
3. **Appendix** with open-ended feedback for each factor and general strengths and areas for improvements. Find the full sample report here: <https://talentclick.com/wp-content/uploads/2022/10/Sample-Appendix-Employee-Engagement-Survey.pdf>

Note - The standard set of reports includes aggregate results across all employees. However, we can provide additional reports per group as needed. Please see Section 2.4.1 for details on group reports.

The Summary Report (6 pages) includes:

- **Summary of Results** - Provides a snapshot of all factor scores and importance ratings (Low, Mod, High, or Very High) for all Engagement Indicators and Drivers. The Drivers are presented in rank order based on score. For example:



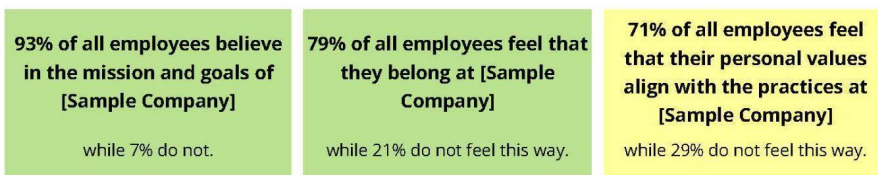
The Summary Page also provides the **Overall Employee Engagement Score** (out of 100) to indicate how satisfied and engaged your workforce is overall. The score incorporates importance ratings so the EE score will be 'excellent' if you receive high scores in most areas, especially those rated highly important by your employees. For example:



- **Summary of Engagement Indicators** - Provides an overview of employee sentiment, attitudes, and intentions presented in rank order and color-coded based on score. For example:

ALIGNMENT

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



- **Areas of Strength** - Provides the top 6 areas of strength based on the items with the highest satisfaction ratings across all employees that were also rated as most important to them. For example:

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.

- **Areas for Improvement** - Provides the top 6 areas for development based on the items with the lowest satisfaction ratings across all employees that were also rated as most important to them. For example:

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.

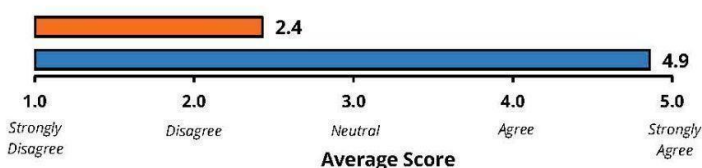
The agreement ratings were lower for non-managers (3.1 out of 5.0), compared to managers (3.7 out of 5.0).

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.

- **Differences Between Management & Non-Management** - Highlights the 4 areas with the greatest gap in satisfaction scores between Management and Non-Management participants, based on the items that were rated as highly important. For example:

1 Growth: Job security

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



- 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.

The Detailed Report (34 pages) includes:

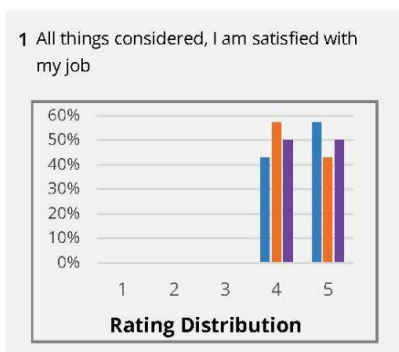
- **Part A: Executive Summary** - Includes all pages in the Summary Report above.
- **Part B: Detailed Results** - For each factor, the scores *and* importance ratings are presented for all individual questions, which are presented in rank order based on score. For example:

Individual Questions (rank ordered by score):



The Engagement Drivers are also presented in rank order starting with the strongest overall score (“Driver 1”) to the lowest overall score (“Driver 12”).

- **Part C: Score Distributions** - Provides the frequency of employees who indicated strongly disagree to strongly agree for each question. For example:



In this example, 0% of all participating employees responded to Question #1 with a rating of '2 - Disagree', while 50% responded with a rating of '4 - Agree'.

Overall, 100% are satisfied with their jobs (ratings of '4' & '5'), while 0% do not feel this way (ratings of '1' & '2').

- **Part D: Importance Rankings** - Provides the top 5 most important areas for managers vs. non-managers, as well as the full ranking of all 36 items for all groups.

Highest Importance for Non-Management (98 Responses)	Importance Rating
1 My job allows me to balance work life and personal life	5.00
2 I have opportunities to offer my ideas and suggestions	5.00
3 I am expected to finish my work in a reasonable amount of time	4.86
4 I am fairly paid for what I contribute to this organization	4.71
5 Team members cooperate and work well together	4.71

The Appendix with Open-Ended Feedback (Min. 18 pages) includes:

- **Part A: Feedback on Engagement Indicators** - Provides all open-ended comments from respondents about their personal experience of alignment, satisfaction, and commitment toward the organization.
- **Part B: Feedback on Engagement Drivers**- Provides all open-ended comments from respondents with additional details or suggestions related to each of the 15 drivers. For example:



Driver 12 - Tools & Resources

Employees have the equipment, materials, training and systems they need to get their work done right.

Open-Ended Comments: Specific details, thoughts or feelings about this topic

- 1 It is understandable that the company is still in the start-up phase, but the lack of proper systems and processes or failure to adhere to them really makes it hard to navigate work. Everything is handled differently and there is inconsistency. I hope this can change next year.
- 2 This company has endeavored to avail the necessary tools, training and processes for me and my team to perform our work effectively.
- 3 There are no process in place for the flow of work. Things easily change depending on the supervisor's feelings.
- 4 Information sharing in the Group need to be improved. E.g., a platform available to all employees with group policies online learning platform. LinkedIn learning or Udemy can be useful as it gives them access to different trainings. Clear procedures need to be implemented for the different functions and available online.
- 5 Payment Systems need to be streamlined. Is acquisition of an ERP system to manage invoicing and payment possible? Would be great.

- **Part C: General Comments and Feedback** - Provides all open-ended comments from respondents about any other areas of strength and areas for improvement. For example:

General Comments - Areas for Improvement

Survey respondents were given the opportunity to highlight or provide additional feedback regarding any other areas that could be improved.

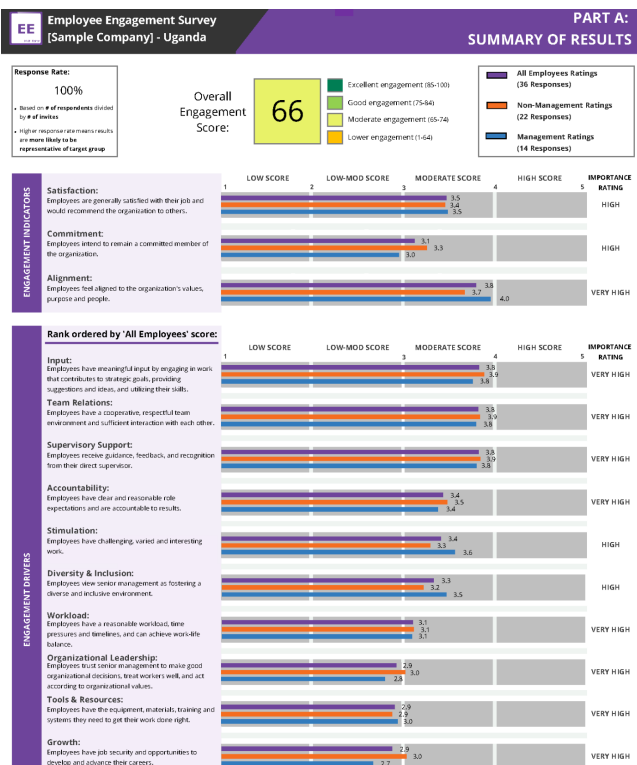
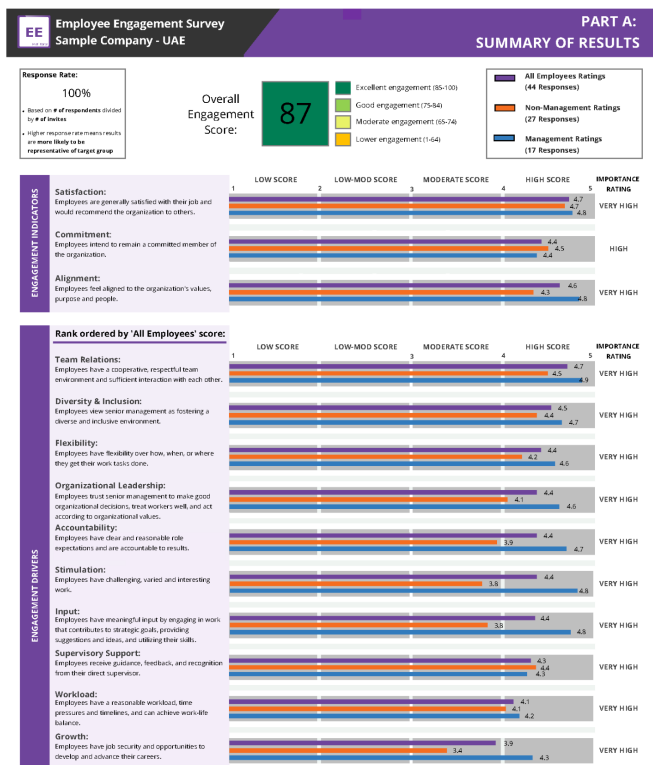
Open-Ended Comments: Areas that could be improved

- 1 Staff welfare and wellness.
- 2 Increases in remuneration to balance out the effects of the current inflation.
- 3 What could be improved is to have more tools that can help us to provide our work in a more efficient way. An intranet can be helpful to allow communication from the different departments and share information that are useful to all the employees.
- 4 Fixed per diem policy as opposed to spend and refund policy for travel. Meaning, can one have a limit of (say) 100USD per day to spend as they wish whenever they travel on official duties. If this is exceeded, they pay out-of-pocket. The reimbursement method depends on how much one has in-pocket...
- 5 As we are coming from different backgrounds, this company needs to create environments where people can unlearn old habits from their former organizations and learn new ones (at least to share experience without pushing to replicate necessarily the same model). This company would care of everyone unique ambitions and needs.

2.4.1. Additional Group Reporting

The standard reports include aggregate results across all groups. However, we can generate separate reports for each location, division, department, or any other group as requested.

The example below shows images of the summary pages from two group reports for an international Financial Services Company to compare results across locations (UAE and Uganda):

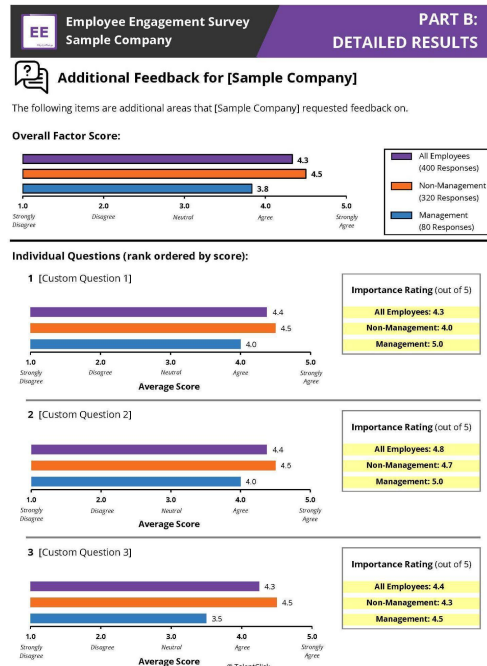


2.5. Additional Services / Customizations

Additional Custom Questions

If requested, we are able to add a set of custom survey questions of your choosing. These items would be presented in the report as 'additional results,' and would not be incorporated into the existing Engagement Model. Here is a mock-up report page to see how the results of your custom questions would be presented. →

There would be an additional cost to add a set of custom questions to the survey and report (please contact us for pricing details).

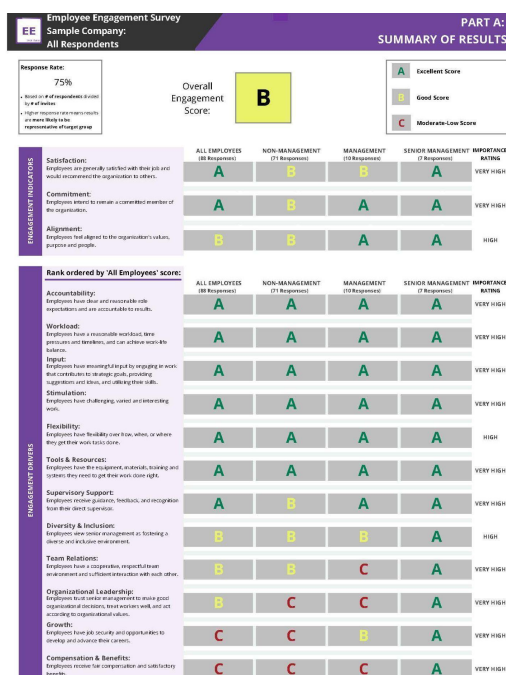


Report Customizations

If there is a particular way that you would like the data presented, we can discuss whether it is a possibility to update or create custom pages for you. This would incur an additional cost based on the request, as well as added time to the standard project plan.

EXAMPLE: Here is an example of a custom page that we recently created for a Client. This Industrial Company requested a custom summary page with: (1) all scores presented as grades, (2) a custom grading schema, and (3) scores for 3 management levels to separate senior management from front-line supervisors.

The custom summary page was used to share results with board members in an accessible, high-level overview with easily recognizable categories within their organization.



Part 3: Project Plan & Timelines

3.1. Getting Started

The first step is to confirm an agreement. Pricing starts at \$2500 and is based on the total number of employees you want to survey, as well as the number of group reports to be generated (if requested). Please contact your TalentClick Account Manager or Sales Representative at info@talentclick.com to receive your quote.

Additional requests—such as SMS text invite campaigns, survey translations, or any customizations—will be an additional cost. Please discuss any requirements with your TalentClick representative.

Once the scope of work and contract details are confirmed, the TalentClick project manager assigned to your account will reach out to your main contact(s) with the project plan and next steps.

To set up the survey campaign, all TalentClick requires from the Client is:

- (1) **Confirmation of Survey Launch Date and Project Timelines.** TalentClick's project manager will draft the project timelines based on any key dates outlined in the Statement of Work. The client will review the suggested dates and confirm or advise of any changes required.
- (2) **List of Participants.** In order to set up the survey campaign, we will require a spreadsheet or CSV file with a list of email addresses (or mobile phone numbers, if SMS Text campaign option has been selected) for all employees who you wish to participate.
 - If you have opted for group reporting, you will also include the group details (i.e., location, department, or other) for each employee in the spreadsheet.
 - Some clients wish to include management level (i.e., manager or non-manager) in the spreadsheet, instead of allowing employees to self-identify in the survey.
- (3) **Confirmation of Survey Invite.** TalentClick's program includes an automated email (or text) campaign that sends the survey invite to participants and tracks completion. The client will review TalentClick's suggested messaging and confirm or advise if any changes are required.
 - The Survey Invite that is sent for review will be in any and all languages requested.
- (4) **Internal Announcement.** At this time, TalentClick will also provide a template that the client can customize and use for an internal project announcement. We strongly suggest that the client send this out to employees in advance of the scheduled survey invite date to help get employees' buy-in as well as 'trust' the survey invite from TalentClick.

Note - If there are customizations to the survey or report requested, additional time may be required before the survey launch to account for development time, QA testing, and review/sign-off.

3.2. Collecting Responses

Survey Launch: TalentClick will send out the approved survey invitation to all participants on the survey launch date. TalentClick will provide an update to the Main Contact to confirm once all invites have been successfully sent.

TalentClick's program generates a 'one-time-use' survey link for each participant in order to track completion, avoid any duplicate responses, send reminders, and report the final response rate. The survey invite and reminders are sent to participants via email.

SMS Text Campaign: TalentClick also offers the option to send the survey link to participants via SMS text to reach employee populations who don't have regular access to email. This option is currently available for the United States and Canada only and additional fees apply (please contact us for pricing details).

For the SMS Text option, the invite messaging is limited to 200 characters, and this would be instead of an email invite (i.e., the same participant cannot receive both an SMS and Email invite for the survey).

Generic Link: If the Client is not able to provide TalentClick with participant contact details (email or mobile number), we can provide a general, reusable survey link to use internally. The generic link can also be available as a QR code. There are important limitations with this method as TalentClick would not be able to send reminders to those who haven't completed the survey, track the response rate, or ensure that there are no duplicate responses.

Reminders: TalentClick will track completion and send out reminder emails to all participants who have not completed the survey. Typically, the first reminder is sent out 1 week after the survey launch, and the final reminder is sent one day before completion. Additional reminders can be added as needed. TalentClick's project manager will also provide updates to the Client Contact to confirm when the reminders have been sent and provide an update on completion rates. We encourage the Client Contact to provide internal reminders and/or encourage managers to check in with workers throughout data collection.

Survey Completion: We generally recommend 2 weeks to collect survey responses. This typically accommodates most employee schedules and provides some time urgency. However, if you have not received your targeted response rate by the end of the two weeks, we are happy to extend the timeline as needed. If the survey is extended, TalentClick will send another notice out to participants to advise of the new deadline date as well as an additional reminder on the new deadline date. TalentClick will continue to provide updates to the main contact.

A Note on Response Rate:

A higher response rate means the results are more likely to be representative of the target group. Typically, over 80% is excellent and less than 20% incurs a risk that the responses are not representative of all employees.

How TalentClick will Help Encourage Response Rate:

- Ensure **confidentiality** of participant responses
- Reiterate the **purpose** and intent in all participant messaging
- Keep the survey **short** (12 minutes), with all open-ended questions being optional
- Send **reminders** to participants who haven't completed
- Send response rate **updates to Client** throughout data collection to further assist
- Provide **suggested internal communication** that Client can send to participants

How we Recommend you Help Encourage Response Rate:

- Send an **internal announcement** prior to survey launch, to get employees' understanding and buy-in as well as 'trust' the invite from TalentClick
- Offer an **incentive** if possible
- Set aside **designated time** for employees to complete the survey (only 12 minutes needed!)
- Provide **internal reminders** and/or encourage managers to check in with workers throughout data collection
- **Share key insights** gained from the survey and intended action steps based on results!

3.3. Receiving Results

TalentClick will email the Client Contact all reports within 21 business days of survey completion. Please see Section 2.4 for report details and samples.

Debriefing Session: TalentClick’s project manager will remain available to answer questions and will offer to schedule a debriefing session to walk through the report. This call is typically scheduled within 2 weeks to 1 month after the survey results are received to allow the Client time to review the report insights.

Sharing Results: TalentClick will only send the report to the Client Contact and will *not* forward results to any participants. However, it is recommended that the Client communicates the key insights with employees, as well as the proposed action plan. This helps with the participant experience overall and increases the likelihood that they will respond to surveys in the future. TalentClick will provide a suggested presentation template that the Client can customize and use internally to communicate key results and next steps.

Survey Administration: **Participation Details**

- **Survey Start:** <Date>
- **Survey Completion:** <Date>
- **Participant Group:** <List Groups, such as Divisions, Location, etc.>
- **# Participants:**
 - All Employees: <##>
 - Management: <##>
 - Non-Management: <##>

Response Rate: INSERT LOGO HERE

86%

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

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Engagement Indicators: **Satisfaction Level**

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 <small>while 0% do not feel this way.</small>	93% of all employees are proud to work for [Sample Company] <small>while 7% do not feel this way.</small>	79% of all employees would recommend [Sample Company] as a great place to work <small>while 21% would not.</small>
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3.4. Following-Up & Annual Administration

Feedback & Follow-Up: TalentClick will reach out to the Client Contact 3 months after the initial debrief session to check in on how the survey insights have been put into practice and verify that the report is generating value.

Annual Update: It is recommended to conduct yearly employee engagement surveys to compare results and track progress over time. Yearly data helps to assess the effectiveness of new policies or changes implemented and continue to make informed decisions about your strategies.

TalentClick will send a notice to the Client Contact 3 months before the previous year's survey launch date. For future surveys, the scores from the previous year's engagement survey would be added as an additional score in the bar chart for each factor and question (no additional cost).

3.5. Project Plan Overview

A summary of the Project Plan with typical timelines is below:

Task	Suggested Timeline	Details	Responsibility
Agreement: Client signs agreement	--	Agreement confirms # of participants, project scope, and pricing	Client
Project Kick-Off: TalentClick sends kick-off email to Client	Day 1	TalentClick confirms project timelines and next steps	TalentClick
Set-Up: Client emails TalentClick (1) List of Participants (2) Approval of ' survey invitation '	At least 10 business days before survey launch	Required to set up survey	Client
Roll-Out: Client sends internal announcement to Participants <i>(Recommended)</i>	5-10 business days before launch	TalentClick provides suggested email template that Client can customize and send to Participants	Client
Survey Launch: TalentClick sends survey invitation to list of Participants	SURVEY LAUNCH*	Participants are asked to complete survey within 10 business days.	TalentClick
Survey Reminders: TalentClick sends 2 reminder emails to Participants who have not completed the survey	5 business days after launch & 1 day before deadline	TalentClick updates Client on Participant response rate. Client may choose to also send an internal reminder to increase Participant response rate.	TalentClick & Client
Deadline for Survey Completion: Participants' last day to respond	10 business days after survey launch	Survey can be extended if needed for additional responses.	TalentClick
Data Analysis and Report Completion: TalentClick emails Report to Client	REPORT 3-4 weeks after survey completion	TalentClick assists with interpretation if needed and answers any questions	TalentClick
Internal Communication of Results: Client shares results within their organization <i>(Recommended)</i>	3-4 weeks after survey completion	TalentClick provides suggested presentation template that Client can customize	Client
Client Feedback: Client completes Customer Satisfaction Survey	3-5 business days after report is received	Client and Participant feedback is requested and valued	Client
3-Month Follow-Up: TalentClick follows up with Client	3 months after report is received	Have any changes been implemented, or actions taken? Any differences in engagement?	TalentClick
Annual Update: TalentClick and Client schedule annual Employee Engagement Survey	3 months before annual survey launch date	Compare year-over-year changes in employee sentiment and recommended action steps	TalentClick & Client

***Note** - If there are customizations to the survey or report requested, additional time may be required before survey launch.

Part 4: Using the Results

Using employee engagement survey results is a great way for organizations to understand how best to retain current staff and attract new talent by creating a fulfilling and engaging work environment. The insights gained from TalentClick's Employee Engagement Survey provide invaluable information that can be used to improve any organization's efficiency and productivity.

Here are some ways that employers use the results from TalentClick's Employee Engagement Survey to improve their organization:

4.1. Use Case #1: Satisfaction vs. Importance Ratings

TalentClick's Employee Engagement Survey report provides insights into how employees' values and expectations about their job differ from their experience of what's actually going on. By assessing both satisfaction and importance ratings among staff members, employers can easily identify the areas that require further investment in order to better meet employees' expectations. Open-ended feedback provides additional insights into those areas and suggested ways to improve that are specific to your organization.

USE CASE: Prioritizing engagement initiatives based on ratings of satisfaction & importance

A large Chemical Manufacturing company conducted a survey with 150 employees across 3 locations. The organization was interested in assessing satisfaction and engagement after years of uncertainty and change throughout the 2020-2021 pandemic. The survey administrators assumed that certain aspects captured in the survey were no longer applicable post-Covid, namely interaction among coworkers, while other aspects, such as job flexibility, were generally not expected by workers in their industry.

In line with expectations, the satisfaction scores for flexibility of work location and schedule/hours were moderately-low and also rated lowest in importance to employees. Therefore, these perceptions are unlikely to significantly contribute to negative outcomes and thus were not highlighted in the report. However, most employees reported that the flexibility of work methods was highly important to them, and they also agreed that they had this flexibility so this area was highlighted as a strength. Despite constraints on flexibility of work location and hours, the findings revealed that enabling autonomy is still achievable for the company by continuing to allow employees to have control over how they complete tasks or projects.

The satisfaction scores for all areas within Team Relations were also moderately-low. However, contrary to expectations, employees rated interaction among team members and working well together as highly important, and therefore this was highlighted in the report as an area to prioritize for improvement. Based on these results, leadership was encouraged to evaluate how to facilitate more interaction and communication among workers with an increasingly remote workforce.

The administrators were able to probe deeper into all highlighted areas for improvement by looking into the open-ended feedback. Here they found additional details and suggestions for improvement specific to their organization and their employees' needs, that they could immediately action.

For instance, employees' benefits package was the top area for improvement based on the lowest satisfaction rating and highest importance rating. The majority of open-ended comments in this area noted 2 specific benefits that employees were looking for: RRSP matching and medical coverage for eye exams/eyewear. This common thread provided new awareness on how best to meet employee needs, which had not been previously identified by leadership.

4.2. Use Case #2: Management-Level Differences

TalentClick's Employee Engagement Survey report provides valuable insights into how employee expectations and perceptions vary across management levels. By assessing these differences, employers can identify areas of focus to generate tailored initiatives to foster a workplace characterized by engaged employees who feel supported at every level.

USE CASE: Targeting engagement initiatives based on differences in management-level feedback

A large Natural Resources company conducted a survey with 150 employees across 3 locations. The organization was particularly interested in assessing any distinctions between the experience of managers and non-managers to identify potential areas for improvement. Given its recent investments in management development initiatives, the company wanted to ensure its top talent remained satisfied and loyal to the organization.

To identify these areas, they were most interested in looking at the differences between management and non-management scores, as highlighted in the report. When reviewing their results, they noted that it was not surprising that certain areas were rated lower among non-managers, such as career advancement, compensation, and task variety. However, they were more concerned about unexpected disparities where management rated areas lower.

For instance, managers' scores were lower in all areas within Team Relations. Non-managers were more likely to have sufficient interaction with each other and a cooperative team environment compared to managers. Based on these insights, the survey administrators facilitated a meeting among senior leaders to discuss opportunities to increase the frequency of communication and collaboration among management.

A similar pattern emerged with perceptions of Organizational Leadership as managers' scores were also lower in all areas. Non-managers were more likely to trust senior management to make good organizational decisions and treat employees well compared to managers. This pattern of results is not common to see since managers typically have greater proximity to senior leadership decisions. Based on these insights, the senior leaders explored ways to ensure managers' interests are being considered when making decisions that impact them and to engage with managers to learn which organizational decisions they do and do not agree with.

4.3. Use Case #3: Group Comparisons

With additional group reporting, TalentClick's Employee Engagement Survey reports provide valuable insights into the varied experiences of employees across the organization. Comparing differences across locations, divisions, departments, or functions provides a deeper dive into the specific areas of focus to develop targeted group initiatives for the best return on investment.

USE CASE: Engagement interventions based on divisional similarities & differences

A fast-growing Mining Technologies company was interested in assessing the patterns of engagement across its 3 divisions. They were concerned about impending turnover among staff within their Production branch and expected their engagement and satisfaction levels to be lower than the other branches overall. They were looking for reliable data to present to the board and plan for intervention.

In line with their expectations, the overall engagement score was significantly lower for the Production branch. Further, they were significantly lower in key areas relating to employees' relationship with senior management. Employees reported that they did not trust senior management to make good organizational decisions, treat workers well, or act according to organizational values. The open-ended feedback provided additional details and support for these ratings. Whereas organizational leadership was a top strength for the other divisions. These findings provided board members with an in-depth understanding of the branches' overall engagement and commitment levels, as well as insight into the specific workplace factors needing focus.

While engagement was lower for the Production branch, employees' satisfaction with several job features were higher than anticipated. For instance, employees reported having challenging, varied, and interesting work. They also felt that they have meaningful input by engaging in work that contributes to strategic goals and had flexibility over their work methods and schedule. These areas were rated on par or even higher than the other branches. Therefore, while there were important differences driving the lower engagement score for Production, there were also areas of strength to recognize and promote.

The comparison across the branches also revealed that the engagement drivers with the lowest ratings were otherwise quite similar. Management was aware that processes and procedures had not caught up with their growth trajectory, so it wasn't surprising when this area received the lowest scores across all branches. However, they found it interesting to see supervisory support and opportunities for growth as a top area for development across all branches. These findings allowed the company to better recognize shared challenges as well as opportunities throughout each subsidiary unit to collaboratively work towards improved engagement and morale.

Part 5: Additional TalentClick Information

5.1. Our Story

Proven track record

TalentClick was founded by co-owners Greg Ford and Stephen Race when they made a deliberate decision to create affordable, easy-to-use solutions to hire, train, develop, and retain top performers. Today, TalentClick is a global leader, with thousands of business leaders using our workforce solutions in over 100 countries worldwide. With more than 20 years of talent management and HR technology experience, TalentClick's experts understand how to meet the needs of employers, regardless of the industry sector or size of organization.



5.2. Our Solutions

A wide variety of solutions for all your workforce needs!

TalentClick's workforce solutions provide actionable business intelligence to help you build happier, safer, and more productive teams. Our tools are fast, easy-to-use, scientifically validated, and astonishingly affordable. The result? Organizations are saving time, saving money, and making money by building happier, more engaged, and more productive workforces.

5.2.1. Other Multi-Rater Solutions

Organizational-level surveys that compile employee/workforce responses in a single report:



TalentClick's 360-Degree Review

A professional feedback process where an employee receives confidential feedback from the people who work around them. Assessments are typically completed by the employee's manager, peers, & direct reports, as well as by the employee.



TalentClick's Safety Culture Survey

Assesses safety at an organizational level. The Safety Culture Survey is a powerful way to challenge safety assumptions by measuring attitudes, sentiments, and commitment to safety at all levels of the organization.

5.2.2. Our Psychometric Solutions (Personality, Behavioral & Skills Assessments)

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 that you can test all your employees or applicants for one affordable price.

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



Attitude-Values-Personality (AVP) report provides a snapshot of workstyle, work values, and safety risks, all in 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 the WPP, WVA, & SQ/DSQ*



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*



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*



Safety Quotient™ (SQ) and **Driver Safety Quotient™ (DSQ)** help identify the high-risk personality traits that lead to human error and preventable incidents. These tools measure rule-resistance, distractibility, impulsiveness, and more. Specialized report for Safety Leaders available.

**Participant report available*

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

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



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

PREMIUM SOLUTIONS: Included in the Premium Unlimited-Use Subscription

Leadership Profile (LP) helps hire, train, & develop an organization's most valuable assets - its leaders. The LP identifies leadership style, business reasoning ability & conflict management approach.

**Participant report available*



Business Reasoning (BR) measures advanced language/verbal reasoning, numerical reasoning, & problem-solving capabilities.

TalentClick assessments meet the standards specified in the EEOC's Uniform Guidelines on Employee Selection Procedures (1978). We conduct ongoing research and data analysis to ensure that behavioral/personality assessments conform to all aspects of the Uniform Guidelines on Employee Selection Procedures (1978) including reliability, validity, bias, and adverse impact based on gender, race, or ethnicity. The reliability of our assessments (measured by Cronbach's Alpha) is typically in the .80 range and is not lower than .70. We conduct annual recalibration based on assessment and criterion data collected by customers. Benchmarks (target score ranges) are adjusted and criterion-related validity studies are performed regularly.

5.3. Accolades

TalentClick has been mentioned in many news media around the world, including Bloomberg News, Huffington Post, Fox Business News, and Yahoo News.

TalentClick presents regularly on the topic of employee hiring and development at key conferences across North America, including these speaking engagements in recent years:

- SSPC conference, Las Vegas
- American Society of Safety Engineers (ASSE) conference, Orlando
- IFMA, New Orleans
- Chartered Professionals in Human Resources BC (CPHR BC) Tech Symposium, Vancouver
- Association of Public-Safety Communications Officials (APCO) in Canada, Halifax
- Canadian Credit Union Human Resources conference
- Alberta Oil & Gas conference, Banff
- PaperCon, Nashville
- NCSE, Jackson Hole, Wyoming
- CAM/ASSE, Detroit
- Tennessee Safety Conference

5.4. TalentClick Privacy & Security

At TalentClick, our business revolves around people, and we have to exercise the utmost discretion when dealing with people and the confidential information we are privileged to collect. It's a big responsibility. So, as you use our products and services, we want you to be clear about how we're using information and the ways in which we help protect your privacy.

TalentClick has comprehensive data security measures in place, including secure server storage and transmission, encryption of data, and backup systems.

Our privacy statement is here: <https://www.talentclick.com/privacy/>. If you have any questions or concerns please contact our privacy officer at privacy@talentclick.com.

5.5. Service-Level Guarantees & Technical Support

1. **System Up-Time:** We guarantee an 'up time' of 99% or higher. Occasional maintenance may occur, but you will receive advance notice.
2. **Response Time:** Technical issues emailed to support@talentclick.com will receive a response within 4 hours on a business day.

Customers can submit a 'case' to <https://www.talentclick.com/support/> which is received and reviewed immediately. 80% of our cases are resolved within 4 hours. Based on post-ticket evaluation surveys, our customer satisfaction rating is over 92% and our customer Net Promoter Score (likelihood to recommend us to others) is 96%.

5.6. TalentClick's Leadership Team

TalentClick's team is led by individuals with significant expertise in the design, development, and administration of assessments for hiring and employee development. Key personnel are listed below:

GREG FORD is the President & CEO of TalentClick, and he is heavily involved with developing TalentClick's employee training and development solutions for clients. Greg holds a Bachelor's degree in Psychology and a Master's degree in Adult Education & Workplace Learning. He has been a sessional instructor / adjunct professor at Simon Fraser University and NAIT. He has spoken at conferences across North America, has co-authored two books and his articles have been published in Bloomberg, HR Reporter, People Talk, and Workplace Today.

STEPHEN RACE is the Chief Product Officer of TalentClick and head of product development and client services. Stephen holds a BA in Psychology from the University of British Columbia and a Master of Science in Occupational Psychology from Birkbeck College, University of London, UK. He has led the development of TalentClick's products and intellectual property since the company's inception. Within the area of occupational psychology, Stephen has specialized in behavioral assessments and personality testing for 20+ years, and he is recognized as one of the top specialists in North America. He has acted as a subject matter expert on projects for the National Research Council of Canada. Clients have included: Accenture, Bacardi (Mexico), SAP, Valero, SC Johnson, Telus, Best Buy, CN Rail, Lafarge, SNC Lavalin, Kiewit, Freeport McMoran, and more. He is a guest lecturer at the British Columbia Institute of Technology and Simon Fraser University.

DR. SCOTT HAMILTON is widely recognized as one of the world's foremost experts on psychometrics. Dr. Hamilton holds a Master of Science and Ph.D. degrees in counseling and clinical psychology, with minors in research. For twenty years Dr. Hamilton held the positions of Chief Research Officer, Executive Vice President, and Chief Science Officer for Profiles International Inc. (acquired in 2014 by John Wiley & Sons Inc. for \$51 million). He was instrumental in the creation, development, and implementation of Profiles International assessments, now found in more than 130 countries in 40 languages. He oversaw all aspects of assessment development while supervising the research and development team. Dr. Hamilton is a published author in the field and has directed research for both domestic and international audiences. He is a renowned public speaker and has conducted effective business workshops in North America, Europe, South America, the Middle East, and Asia. While working as a professional in the assessment industry, Dr. Hamilton maintained memberships in the Association of Test Publishers (ATP), where he served on the Board of Directors, the Society for Industrial and Organizational Psychology (SIOP), the Association for Psychological Science (APS), the International Test Commission (ITC), and the British Psychological Society (BPS).

CHRIS KUNZE has 12 years of experience building talent analytic models for assessment firms, including Wiley (Profiles International). Today, he uses Analytic Solver Data Mining algorithms to build people-related predictive models, Analytic Solver Simulation to forecast the ROI of personnel selection decisions, and Analytic Solver Optimization for NPV, budgeting, and staffing problems. Estimating the value of personnel selection systems through the BCG utility formula is one of his specialties. Chris is multilingual having lived and worked in Germany, Italy, and Spain. Chris' work helps predict employee performance, retention, satisfaction, and safety.

RAND GOTTSCHALK is a Psychometrician with 30+ years of experience in the industry, during which he has specialized in the development, validation, and implementation of assessment tools. He has been involved in the development, validation, and implementation of various types of tests including physical, cognitive, and non-cognitive as well as structured interviews and assessment center exercises. His work has encompassed various industries including automotive, software, metal, raw material, consumer products, and service. Some of his clients have included Ford Motor Company, Alcoa, Saturn Corporation, KB Homes, Pepsi Bottling Group, Chrysler, and the American Medical Association. Rand holds a Master of Arts in Industrial Psychology from Michigan State University.

ALLISON FORD, Vice President, is a strategic HR consultant with more than 20 years of recruitment, sales, and marketing experience. She helps organizations grow and thrive, knows the challenges of building a better workforce, and has a very loyal client base of global companies, both large and small. Allison's degree in Sociology and the study of how people interact in group environments have brought her to roles as Business Owner, Sales Leader, Trainer, Project Manager, and HR Consultant. Her passion is bringing people, organizations, and solutions together to help build happier, healthier, safer, and more productive workplaces.

SAMANTHA GOLDSTEIN, Senior Product Manager, is a member of the team responsible for the development of TalentClick's proprietary products and delivery of professional services. She holds a Master's Degree in Organizational Psychology with a focus on Psychometric Development and Personnel Assessment. At TalentClick, Samantha supports the ongoing development of psychometric assessments, practitioner resources, customizations, training courses, group facilitation, and consultations to assist

clients in the interpretation and use of employee results. Notably, Samantha led the development and launch of the enhanced Employee Engagement Survey solution.

LIZ WHALLEY, Director of Business Operations, oversees the resources and systems that interconnect and client support administration, accounting, sales, and marketing. Working in operations roles for over 20 years, Liz ensures that TalentClick's internal processes function effectively and efficiently to ensure the best possible experience for customers and partners.

JULIE ALLISON, Senior Client Implementation Manager, is TalentClick's longest-serving team member, having been with our firm for more than 10 years. Julie oversees implementation projects for new and existing clients, specializing in data analysis and customization of new reports. This includes leading project kickoff meetings, determining requirements, and conducting product training. As part of ongoing client support, Julie also manages feedback surveys, improves efficiencies, provides technical and product knowledge support, and works with our development teams to release new product features on an ongoing basis.

DEREK JOSEPH, Senior Client Implementation Manager, oversees implementation projects and support for new and existing clients, including leading project kickoff meetings, determining requirements, and conducting product training. Derek has over 20 years of experience managing large-scale software implementation projects for clients in a variety of industries and locations, and he brings a wealth of experience to our Client Services Team.

From our team to yours, thank you for your interest in TalentClick.

We hope that we earn your trust and become a business partner for many years to come!