



ABC Company

Dual Comprehensive Company & Employee Engagement Assessment Report

Confidential

Methodology

Thank you for your participation in the 101 Best and Brightest program. One of the purposes of the program is to raise the benchmark for company practices implemented to improve the work environment for employees. As part of this competition, your company completed a questionnaire about the human resource practices utilized by your company and your employees completed a questionnaire asking their thoughts and opinions about what it is like to work at your company. Both questionnaires related directly to award categories and were used as part of the criteria for determining winners. This report is intended to provide an overall snapshot of the practices used by companies within your event region. This report is composed of two different sections: 1) all responses provided from both the HR questionnaire and 2) an overall summary of all the employee responses to the Employee Questionnaire.

HR Questionnaire

Your human resource professional or executive completed questions pertaining to multiple areas typically found in the best companies. For each area there is a green "X" denoting the response that your company provided on the questionnaire. If there is no "X" marked for a question, that means that your organization did not select or respond to that item. To the left of this response is a percentage for that particular option for each item which represents the the percent of participating organizations for your region that also marked the same response.

In the example below from the Employee Education and Development category, this sample organization selected an average of 1-10 hours of soft skills training for their employees annually which corresponds to 18.95% of all the organizations (across industries) participating in this region for this year. Every item response in the questionnaire is also provided to show what percentage of

On average, how many hours of soft skills training (leadership, teamwork, communication, etc.) are employees encouraged or required to participate in annually?

| | Overall | 2015 |
|---------|---------|------|
| None | 1.31% | |
| 1 - 10 | 18.95% | X |
| 11 - 20 | 31.37% | |
| 21 - 30 | 18.95% | |
| 31 - 40 | 11.76% | |
| > 40 | 17.65% | |

Confidentiality Statement: The 101 Best and Brightest event and its partners are particularly sensitive and committed to maintaining the confidentiality of the Applicants' information. This applies to materials sent to the Associations for the purpose of review and analysis as well as any deliverables provided by the Associations to the applicants. All applications are kept secured, and the data is confidential. Survey responses are reviewed and scored by an independent research association.

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Employee Questionnaire




This section of the report is based on employee responses to the 101 Best and Brightest Companies to Work For Employee Questionnaire. The questionnaire was sent to employees electronically to their email addresses or paper surveys to fill out by hand. There were 60 items from 15 categories corresponding to some of the same categories found in the HR Quest ionnaire. For each item, employees responded on a 5-point scale (Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree) and provided the chance to answer with text to two open-ended items. This report is further broken down into several subsections:

Executive Summary Category Ranking: Items within each category are averaged together and then presented from the most favorable (Strongly Agree and Agree) to least favorable. There are three colored bars:

- 1) Your organization's average favorability for this category this year are presented in the top purple bar.
- 2) Your region's average favorability for this category this year in the middle grey bar.
- 3) The National Benchmarking Norm average favorability for that category. The norm is composed of all organizations that participated in the previous calendar year.

Additionally, a percent difference between your organization, region, previous year(s), and norm are provided so that you can tell how well you are performing. In the example below for one particular organization (ABC Company):

- 1) 91% of ABC employee respondents selected Strongly Agree or Agree, 8% selected Neutral, and 1% selected Strongly Disagree or Disagree for the items that make up the Teamwork & Cooperation category.
- 2) Additionally, when you compare to the region, 89% of employees selected Strongly Agree or Agree).
- 3) There is a positive 2% difference between ABC Company and the region.

| Category Results | Percent Favorable | Response Percentages | | | Percent Difference |
|-----------------------------------|--|----------------------|---------|-------------|--------------------|
| | | Favorable | Neutral | Unfavorable | |
| Teamwork & Cooperation | | | | | |
| ABC Company | 91%  | 91.0% | 8.0% | 1.0% | |
| Metro Detroit | 89%  | 89.0% | 8.0% | 3.0% | +2.0 |
| Norm | 90%  | 90.0% | 7.0% | 3.0% | +1.0 |

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Executive Summary Item Ranking : The 10 Most Favorable Items and 10 Least Favorable Items are provided for your organization.

Results: : Each category is presented along with their respective items. The % Favorable (Strongly Agree and Agree), % Neutral (Neutral) and % Unfavorable (Strongly Disagree and Disagree) are also provided. If there are not enough responses to a particular item or category (or there is no data available), the label "Insufficient data" is used.

Item Summary: This section of the report provides every item in the survey in numerical order along with favorability and a quick judgement if the item is a strength or concern. A "Strength" is denoted by a star and is defined as any favorability that is greater than 65%, less than 10% Unfavorable, or 5% higher than a contrast group (e.g. Region or the Norm). A "Concern" is if an item has less than 40% favorability, greater than 25% Unfavorable, or lower than 5% than a contrast group.

In the example below, one item is displayed. - the purple bar represents the favorability (69%) which is above 65% Favorable (Strength for Favorable), but was 5% below the region as well as the National Benchmarking Norm (flag for each). No star or flag was placed for the Unfavorable because it was not less than 10% Unfavorable (Strength) OR greater than 25% Unfavorable (Concern); this means that it was inbetween and not a strength or concern. In this case, this item could be considered a strength for the organization but when compared to outside (by Region and Nationally), there is still room for improvement.

| Item Summary | Favorable | Unfavorable | Difference From Metro Detroit Region | Difference from Norm | Category Results |
|---|-----------|-------------|--------------------------------------|----------------------|------------------|
| I understand this company's mission and values. | ★ | | ⚠ | ⚠ | 69% |

Written Comments : This section of the report provides every comment provided by employees for the two open-ended questions:

- 61) What do you value most about working at this company?
- 62) What do you like least about working at this company?

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Survey Analysis

Which of the following best describes your organization's industry?

| | Options | Overall | 2015 |
|----|---|---------|------|
| 1 | Accommodation and Food Services | 2.63% | |
| 2 | Administration and Support | 0.00% | |
| 3 | Agriculture, Forestry, Fishing, Hunting | 0.00% | |
| 4 | Arts, Entertainment, Recreation | 0.00% | |
| 5 | Construction | 0.00% | |
| 6 | Educational Services | 0.00% | |
| 7 | Finance and Insurance | 5.26% | |
| 8 | Health Care and Social Assistance | 7.89% | |
| 9 | Information (communication, internet, etc) | 10.53% | |
| 10 | Management of Companies and Enterprises | 0.00% | |
| 11 | Manufacturing - Durables | 0.00% | |
| 12 | Manufacturing - Non-durables | 0.00% | |
| 13 | Other Services (except public administration) | 0.00% | |
| 14 | Professional, Scientific, Technical Services | 15.79% | |
| 15 | Public Administration | 0.00% | |
| 16 | Real Estate and Rental and Leasing | 5.26% | |
| 17 | Retail Trade | 0.00% | |
| 18 | Transportation and Warehousing | 0.00% | |
| 19 | Wholesale Trade | 0.00% | |
| 20 | Other | 52.63% | X |

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Survey Analysis

Number of Employees

| | | Full-time regular | | | Full-time temporary | | | Part-time | | |
|----|------------|-------------------|------|------|---------------------|------|------|-----------|------|------|
| | | Overall | 2014 | 2015 | Overall | 2014 | 2015 | Overall | 2014 | 2015 |
| 1 | 0 - 49 | 26.32% | | | 50.00% | X | X | 67.57% | | |
| 2 | 50 - 100 | 23.68% | X | X | 5.56% | | | 10.81% | X | X |
| 3 | 101 - 200 | 23.68% | | | 0.00% | | | 2.70% | | |
| 4 | 201 - 300 | 5.26% | | | 0.00% | | | 0.00% | | |
| 5 | 301 - 400 | 2.63% | | | 0.00% | | | 0.00% | | |
| 6 | 401 - 500 | 7.89% | | | 0.00% | | | 0.00% | | |
| 7 | 501 - 750 | 2.63% | | | 0.00% | | | 0.00% | | |
| 8 | 751 - 1000 | 0.00% | | | 0.00% | | | 0.00% | | |
| 9 | >1000 | 7.89% | | | 2.78% | | | 0.00% | | |
| 10 | N/A | 0.00% | | | 41.67% | | | 18.92% | | |

Employees Operating Data

| | | Voluntary turnover rate* for last fiscal year | |
|---|----------|--|------|
| | | Overall | 2015 |
| 1 | <1% | 2.70% | |
| 2 | 1 - 5% | 21.62% | |
| 3 | 6 - 10% | 21.62% | |
| 4 | 11 - 15% | 18.92% | |
| 5 | 16 - 20% | 13.51% | X |
| 6 | 21 - 25% | 8.11% | |
| 7 | >25% | 10.81% | |
| 8 | N/A | 2.70% | |

| | Percent workforce growth | |
|--|--------------------------|------|
| | Overall | 2015 |
| | 8.11% | |
| | 24.32% | |
| | 10.81% | X |
| | 2.70% | |
| | 5.41% | |
| | 2.70% | |
| | 32.43% | |
| | 13.51% | |

| | Percent workforce growth last fiscal year | |
|--|--|------|
| | Overall | 2015 |
| | 10.81% | |
| | 18.92% | |
| | 13.51% | X |
| | 2.70% | |
| | 8.11% | |
| | 0.00% | |
| | 32.43% | |
| | 13.51% | |

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How do the pay ranges of your organization compare to the regional marketplace for the employee types below?

| | | Below Market | | At Market | | Above Market | | N/A | |
|---|----------------|--------------|------|-----------|------|--------------|------|---------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Hourly | 0.00% | | 68.42% | X | 15.79% | | 15.79% | |
| 2 | Salaried | 0.00% | | 75.68% | X | 18.92% | | 5.41% | |
| 3 | Entry Level | 2.63% | | 71.05% | X | 21.05% | | 5.26% | |
| 4 | Mid-Management | 5.26% | | 71.05% | X | 18.42% | | 5.26% | |
| 5 | Executive | 13.16% | X | 63.16% | | 18.42% | | 5.26% | |

What was the average percent increase in base compensation for all employees last year, excluding officers and owners?

| | | Overall | 2015 |
|---|---------|---------|------|
| 1 | < 1% | 5.41% | |
| 2 | 1 - 2% | 8.11% | |
| 3 | 3 - 4% | 45.95% | X |
| 4 | 5 - 6% | 18.92% | |
| 5 | 7 - 8% | 5.41% | |
| 6 | 9 - 10% | 2.70% | |
| 7 | > 10% | 13.51% | |

What percentage of base compensation is paid out in benefits to all employees excluding officers and owners?*

| | | Overall | 2015 |
|---|----------|---------|------|
| 1 | < 1% | 5.71% | |
| 2 | 1 - 10% | 22.86% | |
| 3 | 11 - 20% | 22.86% | |
| 4 | 21 - 30% | 31.43% | |
| 5 | 31 - 40% | 17.14% | X |
| 6 | 41 - 50% | 0.00% | |
| 7 | > 50% | 0.00% | |

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As a Best and Brightest Company to Work For the assumption is that you offer the following employee benefits listed below as a minimum criteria.

| | | Overall | 2015 |
|---|---|---------|------|
| 1 | Medical Insurance | 100.00% | X |
| 2 | Employee performance/merit salary increases | 97.37% | X |
| 3 | Profit Sharing/401K or Retirement Plan | 89.47% | X |
| 4 | Paid Employee Vacation time | 97.37% | X |
| 5 | Life and AD&D coverage | 81.58% | X |
| 6 | Maternity Pay | 78.95% | X |
| 7 | Severance Pay | 76.32% | X |
| 8 | Paid Holidays | 94.74% | X |
| 9 | Travel Reimbursement | 97.37% | X |

Overall, at what interval are salary ranges for job classifications reviewed and upgraded?

| | | Overall | 2015 |
|---|--------------------|---------|------|
| 1 | Never | 5.26% | |
| 2 | Less than 6 months | 2.63% | |
| 3 | 6 - 12 months | 76.32% | X |
| 4 | 13 - 18 months | 7.89% | |
| 5 | 19 - 24 months | 5.26% | |
| 6 | Over 2 years | 2.63% | |

How does your organization utilize compensation management software?

| | | Overall | 2015 |
|---|--|---------|------|
| 1 | Track salary history | 76.32% | |
| 2 | Allocate merit increases | 63.16% | |
| 3 | Allocate bonuses | 55.26% | |
| 4 | Allocate budgets | 47.37% | |
| 5 | Evaluate pay-for-performance systems | 39.47% | |
| 6 | Track cost of benefits | 55.26% | X |
| 7 | Forecast compensation and benefits needs | 44.74% | |

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Please complete the following:

| | | Not Offered | | Offered To Some | | Offered to all Employees | |
|----|-------------------------------------|-------------|------|-----------------|------|--------------------------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Dental or Vision Coverage | 0.00% | | 13.16% | X | 86.84% | |
| 2 | Disability Policies | 5.41% | | 13.51% | X | 81.08% | |
| 3 | Child Care Pre-Tax | 31.58% | | 13.16% | X | 55.26% | |
| 4 | Medical Reimbursements Pre-Tax | 15.79% | | 15.79% | X | 68.42% | |
| 5 | Discretionary bonuses | 10.53% | | 57.89% | X | 31.58% | |
| 6 | Employee incentives/bonuses | 5.26% | | 31.58% | X | 63.16% | |
| 7 | Team incentives/bonuses | 31.58% | | 28.95% | X | 39.47% | |
| 8 | Retention Pay/bonuses | 23.68% | | 44.74% | X | 31.58% | |
| 9 | Extensive Travel Bonuses | 63.16% | X | 26.32% | | 10.53% | |
| 10 | Early retirement provision | 89.47% | X | 7.89% | | 2.63% | |
| 11 | Employee Stock Ownership Plan | 42.11% | | 26.32% | X | 31.58% | |
| 12 | Tuition Reimbursement | 31.58% | X | 26.32% | | 42.11% | |
| 13 | Outplacement Assistance | 57.89% | X | 26.32% | | 15.79% | |
| 14 | Paid/Discounted Parking | 39.47% | X | 28.95% | | 31.58% | |
| 15 | Fitness Center/Memberships | 26.32% | | 18.42% | X | 55.26% | |
| 16 | On-site Daycare/Daycare Partnership | 97.37% | X | 2.63% | | 0.00% | |
| 17 | Child Care Subsidy | 89.47% | X | 5.26% | | 5.26% | |
| 18 | Elder Care Subsidy | 94.74% | X | 0.00% | | 5.26% | |
| 19 | Technology Purchase assistance | 55.26% | X | 7.89% | | 36.84% | |
| 20 | Credit Union/Banking Services | 73.68% | X | 5.26% | | 21.05% | |

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CREATIVE EMPLOYEE SOLUTIONS:

| | | Not Offered | | Offered To Some | | Offered to all Employees | |
|----|--------------------------------------|-------------|------|-----------------|------|--------------------------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Adoption reimbursement | 84.21% | X | 5.26% | | 10.53% | |
| 2 | Employer Assisted Housing | 76.32% | X | 21.05% | | 2.63% | |
| 3 | Employee discounts with vendors | 15.79% | | 2.63% | X | 81.58% | |
| 4 | Vehicle Purchase/Lease Program | 73.68% | X | 15.79% | | 10.53% | |
| 5 | Employee Assistance Services/Hotline | 15.79% | | 2.63% | | 81.58% | X |
| 6 | Concierge Services | 71.05% | X | 7.89% | | 21.05% | |
| 7 | Smoking Cessation | 65.79% | | 5.26% | X | 28.95% | |
| 8 | Weight Management | 60.53% | | 5.26% | X | 34.21% | |
| 9 | Gym/equipment reimbursement | 63.16% | | 5.26% | X | 31.58% | |
| 10 | Dry cleaning services | 68.42% | X | 18.42% | | 13.16% | |
| 11 | Massage Therapy | 60.53% | X | 13.16% | | 26.32% | |
| 12 | Onsite games and activities | 23.68% | | 7.89% | X | 68.42% | |
| 13 | Holistic Health Activities | 50.00% | X | 7.89% | | 42.11% | |
| 14 | Relaxation/Meditation area | 55.26% | | 10.53% | X | 34.21% | |
| 15 | Onsite Fitness classes | 73.68% | X | 13.16% | | 13.16% | |

Mark all of the following that are used by your organization to retain top talent:

| | | Not Offered | | Offered to some employees | | Offered to all employees | |
|---|-------------------------------------|-------------|------|---------------------------|------|--------------------------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Succession planning | 10.53% | X | 47.37% | | 42.11% | |
| 2 | Special assignments/job enrichment | 2.63% | | 42.11% | X | 55.26% | |
| 3 | Special developmental opportunities | 2.63% | | 36.84% | | 60.53% | X |
| 4 | Mentoring/coaching | 0.00% | | 34.21% | | 65.79% | X |
| 5 | Job shadowing | 10.53% | | 42.11% | X | 47.37% | |
| 6 | Networking events | 10.81% | | 32.43% | X | 56.76% | |

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Survey Analysis

What is the average organizational tenure of your organization's employees?

| | | Overall | 2015 |
|---|---------------|---------|------|
| 1 | < 1 year | 2.63% | |
| 2 | 1 - 5 years | 65.79% | X |
| 3 | 6 - 10 years | 18.42% | |
| 4 | 11 - 20 years | 10.53% | |
| 5 | > 20 years | 2.63% | |

What is your organization's average absenteeism rate?

| | | Overall | 2015 |
|---|-------------|---------|------|
| 1 | 0% – 1% | 54.05% | |
| 2 | 2% – 3% | 40.54% | X |
| 3 | 4% – 5% | 5.41% | |
| 4 | 6% – 7% | 0.00% | |
| 5 | 8% – 9% | 0.00% | |
| 6 | 10% or more | 0.00% | |

Mark all the methods your organization uses to measure employee engagement.

| | | Overall | 2015 |
|---|---|---------|------|
| 1 | Employee engagement surveys | 84.21% | X |
| 2 | Employee focus groups | 73.68% | |
| 3 | Employee interviews | 86.84% | |
| 4 | Organizational statistics (e.g., turnover, absenteeism, growth) | 94.74% | X |

On average, how many hours of soft skills training (leadership, teamwork, communication, etc.) are employees encouraged or required to participate in

| | | Overall | 2015 |
|---|---------|---------|------|
| 1 | None | 7.89% | |
| 2 | 1 - 10 | 13.16% | X |
| 3 | 11 - 20 | 31.58% | |
| 4 | 21 - 30 | 10.53% | |
| 5 | 31 - 40 | 5.26% | |
| 6 | > 40 | 31.58% | |

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On average, how many hours of hard skills training (job related skills) are employees encouraged or required to participate in annually?

| | | Overall | 2015 |
|---|---------|---------|------|
| 1 | None | 5.26% | |
| 2 | 1 - 10 | 10.53% | X |
| 3 | 11 - 20 | 21.05% | |
| 4 | 21 - 30 | 18.42% | |
| 5 | 31 - 40 | 13.16% | |
| 6 | > 40 | 31.58% | |

What percentage of revenue is spent on employee education and development?

| | | Overall | 2015 |
|---|------------|---------|------|
| 1 | < 1.0% | 29.73% | X |
| 2 | 1.1 - 2.0% | 27.03% | |
| 3 | 2.1 - 3.0% | 10.81% | |
| 4 | 3.1 - 4.0% | 8.11% | |
| 5 | 4.1 - 5.0% | 8.11% | |
| 6 | 5.1 - 6.0% | 8.11% | |
| 7 | > 6.0% | 8.11% | |

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Survey Analysis

Mark all of the following opportunities and resources offered by your organization:

| | | Not offered | | Offered to some non-union employees | | Offered to all non-union employees | |
|----|---|-------------|------|-------------------------------------|------|------------------------------------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Formal orientation for new hires | 0.00% | | 10.53% | | 89.47% | X |
| 2 | External training classes | 2.63% | | 42.11% | X | 55.26% | |
| 3 | Educational resource center (books, videos, etc.) | 13.16% | | 13.16% | X | 73.68% | |
| 4 | Management development program | 5.41% | X | 37.84% | | 56.76% | |
| 5 | Executive coaching | 21.05% | | 52.63% | X | 26.32% | |
| 6 | Full-time training manager and/or staff | 28.95% | X | 23.68% | | 47.37% | |
| 7 | Formal mentoring program | 39.47% | X | 23.68% | | 36.84% | |
| 8 | Professional association membership | 21.05% | | 42.11% | X | 36.84% | |
| 9 | On-line training / classes | 7.89% | | 23.68% | X | 68.42% | |
| 10 | Conference attendance supported | 2.63% | | 50.00% | X | 47.37% | |
| 11 | Apprenticeship program | 68.42% | X | 21.05% | | 10.53% | |
| 12 | Cross training | 15.79% | | 39.47% | X | 44.74% | |

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Survey Analysis

How frequently does your organization use the following recruitment methods?

| | | Never | | Seldom | | Sometimes | | Usually | | Always | |
|----|--|---------|------|---------|------|-----------|------|---------|------|---------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Internal job postings | 2.63% | | 5.26% | X | 5.26% | | 21.05% | | 65.79% | |
| 2 | On-line job postings | 0.00% | | 2.63% | | 0.00% | | 18.42% | X | 78.95% | |
| 3 | Print media job postings | 23.68% | | 36.84% | | 21.05% | X | 7.89% | | 10.53% | |
| 4 | Recruitment and search firms | 15.79% | | 18.42% | X | 52.63% | | 5.26% | | 7.89% | |
| 5 | Job fairs | 13.16% | | 23.68% | | 34.21% | X | 13.16% | | 15.79% | |
| 6 | On-campus recruiting | 18.42% | | 13.16% | | 23.68% | X | 23.68% | | 21.05% | |
| 7 | Employee referrals | 0.00% | | 2.63% | X | 10.53% | | 18.42% | | 68.42% | |
| 8 | Internships / co-op programs | 7.89% | | 5.26% | X | 39.47% | | 10.53% | | 36.84% | |
| 9 | Temporary agencies | 26.32% | | 21.05% | | 44.74% | X | 5.26% | | 2.63% | |
| 10 | State employment agencies | 60.53% | | 21.05% | X | 13.16% | | 0.00% | | 5.26% | |
| 11 | Trade / professional associations | 18.42% | | 36.84% | | 36.84% | X | 0.00% | | 7.89% | |
| 12 | Social Media Sites | 2.63% | | 2.63% | | 15.79% | | 21.05% | X | 57.89% | |
| 13 | Community Outreach (Churches, Organizations, etc.) | 44.74% | | 26.32% | X | 21.05% | | 5.26% | | 2.63% | |

Does your organization use an applicant tracking system?

| | | Overall | 2015 |
|---|-----|---------|------|
| 1 | Yes | 84.21% | X |
| 2 | No | 15.79% | |

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Survey Analysis

How frequently does your organization use the following processes for selecting employees?

| | | Never | | Seldom | | Sometimes | | Usually | | Always | |
|----|--|---------|------|---------|------|-----------|------|---------|------|---------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Interview with HR department | 7.89% | | 13.16% | | 5.26% | | 23.68% | | 50.00% | X |
| 2 | Interview with future manager | 0.00% | | 0.00% | | 0.00% | | 10.53% | | 89.47% | X |
| 3 | Interviews with key stakeholders (e.g., direct reports, indirect managers) | 2.63% | | 2.63% | | 10.53% | X | 13.16% | | 71.05% | |
| 4 | Realistic job previews | 13.16% | X | 2.63% | | 10.53% | | 23.68% | | 50.00% | |
| 5 | Assessment centers | 71.05% | X | 18.42% | | 5.26% | | 0.00% | | 5.26% | |
| 6 | Individual assessment | 23.68% | X | 7.89% | | 18.42% | | 13.16% | | 36.84% | |
| 7 | Background / reference checks | 0.00% | | 2.63% | | 13.16% | X | 7.89% | | 76.32% | |
| 8 | Personality tests | 63.16% | X | 15.79% | | 10.53% | | 0.00% | | 10.53% | |
| 9 | Cognitive ability tests | 65.79% | X | 13.16% | | 13.16% | | 0.00% | | 7.89% | |
| 10 | Job knowledge/skills tests | 23.68% | | 13.16% | X | 31.58% | | 15.79% | | 15.79% | |
| 11 | Personal history / biodata inventories | 81.08% | X | 10.81% | | 2.70% | | 0.00% | | 5.41% | |
| 12 | Drug and alcohol screening | 67.57% | | 8.11% | | 2.70% | | 2.70% | | 18.92% | |
| 13 | Detailed job analysis (used for developing selection tools/systems) | 65.79% | X | 15.79% | | 13.16% | | 2.63% | | 2.63% | |
| 14 | Validation studies (analysis to determine the strength of the relationship between the selection tool/system and future performance) | 76.32% | X | 13.16% | | 5.26% | | 2.63% | | 2.63% | |

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Survey Analysis

Which of the following components are included in your organization's on-boarding program? Mark all that apply.

| | | Overall | 2015 |
|----|--|---------|------|
| 1 | Review of organizational policies and procedures | 100.00% | X |
| 2 | Review of compensation and benefits plans | 92.11% | |
| 3 | Organizational and departmental overview | 97.37% | X |
| 4 | Review of job responsibilities | 89.47% | X |
| 5 | Review of performance standards and expectations | 89.47% | X |
| 6 | Assignment of a mentor or peer buddy | 65.79% | |
| 7 | Review of the organization's mission, vision, and values | 100.00% | X |
| 8 | Discussion about organization's mission and values | 92.11% | |
| 9 | Social events for new employees to meet other organizational members | 76.32% | |
| 10 | New employee tool kit | 71.05% | |
| 11 | On-boarding checklist | 94.74% | X |

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Survey Analysis

Mark all of the following recognition programs offered by your organization:

| | | Not offered | | Offered to some employees | | Offered to all employees | |
|----|---|-------------|------|---------------------------|------|--------------------------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Alumni Program (Retirement benefits, networking, etc) | 71.05% | X | 15.79% | | 13.16% | |
| 2 | Service awards | 32.43% | | 13.51% | | 54.05% | |
| 3 | Employee of the month awards | 55.26% | X | 18.42% | | 26.32% | |
| 4 | Annual achievement/performance awards | 18.42% | | 13.16% | X | 68.42% | |
| 5 | Team-based awards | 26.32% | X | 21.05% | | 52.63% | |
| 6 | Process improvement/idea awards | 34.21% | X | 21.05% | | 44.74% | |
| 7 | On-the-spot awards | 21.05% | X | 26.32% | | 52.63% | |
| 8 | Length-of-service awards | 23.68% | | 21.05% | X | 55.26% | |
| 9 | Awards luncheon / dinner | 39.47% | X | 18.42% | | 42.11% | |
| 10 | Team/Company Awareness of Individuals Achievements | 7.89% | | 18.42% | X | 73.68% | |

What percentage of vacant positions are filled by internal applicants/advancement?

| | | Overall | 2015 |
|---|-----------|---------|------|
| 1 | 0 - 10% | 36.84% | |
| 2 | 11 - 20 % | 10.53% | X |
| 3 | 21 - 30% | 21.05% | |
| 4 | 31 - 40% | 10.53% | |
| 5 | 41 - 50% | 2.63% | |
| 6 | 51 - 75% | 13.16% | |
| 7 | > 75% | 5.26% | |

How often are employees given encouragement and recognition for their achievements:

| | | Overall | 2015 |
|---|-------------|---------|------|
| 1 | Annually | 81.58% | |
| 2 | Quarterly | 78.95% | X |
| 3 | Monthly | 68.42% | |
| 4 | Weekly | 55.26% | |
| 5 | On the spot | 86.84% | X |

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Survey Analysis

Mark how often each type of employee receives a performance review

| | | Never | | < 6 months | | 6 - 12 months | | 13 - 24 months | | > 24 months | | N/A | |
|---|------------------|---------|------|------------|------|---------------|------|----------------|------|-------------|------|---------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | New Hires | 2.63% | | 50.00% | X | 42.11% | | 0.00% | | 0.00% | | 5.26% | |
| 2 | Hourly | 10.81% | | 18.92% | X | 51.35% | | 2.70% | | 0.00% | | 16.22% | |
| 3 | Salaried | 2.63% | | 18.42% | X | 71.05% | | 2.63% | | 0.00% | | 5.26% | |
| 4 | Entry Level | 0.00% | | 26.32% | X | 65.79% | | 2.63% | | 0.00% | | 5.26% | |
| 5 | Mid-management | 0.00% | | 21.05% | X | 65.79% | | 7.89% | | 0.00% | | 5.26% | |
| 6 | Executive | 2.63% | | 21.05% | X | 60.53% | | 7.89% | | 0.00% | | 7.89% | |
| 7 | Senior Executive | 2.70% | | 21.62% | X | 59.46% | | 8.11% | | 0.00% | | 8.11% | |

Mark all of the following methods that senior leaders communicate strategy and vision to employees.

| | | Weekly | | Monthly | | Quarterly | | N/A | |
|---|-----------------------------------|---------|------|---------|------|-----------|------|---------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Senior Leader blogs | 13.16% | | 10.53% | | 15.79% | | 60.53% | X |
| 2 | Senior Leader emails | 31.58% | | 36.84% | | 26.32% | X | 5.26% | |
| 3 | Senior Leader individual meetings | 31.58% | | 34.21% | X | 23.68% | | 10.53% | |
| 4 | Senior Leader letters/mailings | 16.22% | | 10.81% | | 8.11% | | 64.86% | X |
| 5 | Other | 24.32% | | 16.22% | | 27.03% | | 32.43% | X |

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Mark all of the following methods that your organization uses to communicate to employees:

| | | Overall | 2015 |
|----|---|---------|------|
| 1 | Newsletters | 63.16% | |
| 2 | Memos | 63.16% | |
| 3 | Staff meetings | 100.00% | X |
| 4 | E-mail | 100.00% | X |
| 5 | Company website / intranet | 86.84% | X |
| 6 | Phone messages | 47.37% | |
| 7 | Webcasts | 50.00% | |
| 8 | Bulletin board in common areas | 84.21% | |
| 9 | Mailings to employee residences | 52.63% | X |
| 10 | Attachments or inserts with paychecks / stubs | 21.05% | |
| 11 | Off-site employee meetings | 76.32% | |
| 12 | Employee handbook | 76.32% | X |

Mark all of the following methods through which employees can offer feedback to the organization:

| | | Overall | 2015 |
|---|--|---------|------|
| 1 | Employee opinion surveys | 86.84% | X |
| 2 | Round table discussions / meetings | 73.68% | |
| 3 | Town hall meetings | 65.79% | X |
| 4 | Online bulletin board/intranet | 55.26% | |
| 5 | Employee process improvement teams | 50.00% | |
| 6 | Upward feedback in performance appraisals | 60.53% | X |
| 7 | 360-degree feedback | 42.11% | |
| 8 | Suggestion box | 47.37% | |
| 9 | Formal appeal process for performance appraisals | 34.21% | |

What percentage of your work force is of minority status? (African American, Hispanic, Asian, American Indian, Asian Indian, Arabic, etc)

| | | Overall | 2015 |
|---|-----------|---------|------|
| 1 | 0 - 10% | 10.81% | |
| 2 | 11 - 20 % | 13.51% | X |
| 3 | 21 - 30% | 24.32% | |
| 4 | 31 - 40% | 24.32% | |
| 5 | 41 - 50% | 13.51% | |
| 6 | 51 - 75% | 13.51% | |
| 7 | > 75% | 0.00% | |

What percent of sales is given back to the community or used for charitable donations?

| | | Overall | 2015 |
|---|------------|---------|------|
| 1 | < 1.0% | 64.86% | |
| 2 | 1.1 - 2.0% | 2.70% | |
| 3 | 2.1 - 3.0% | 2.70% | |
| 4 | 3.1 - 4.0% | 2.70% | |
| 5 | 4.1 - 5.0% | 2.70% | |
| 6 | 5.1 - 6.0% | 8.11% | |
| 7 | > 6.0% | 8.11% | |

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Survey Analysis

How often does the HR team leaders meet with the CEO of the organization?

| | | Overall | 2015 |
|---|---|---------|------|
| 1 | Daily | 28.95% | |
| 2 | Weekly | 57.89% | X |
| 3 | Biweekly (every other week or twice weekly) | 10.53% | |
| 4 | Monthly | 13.16% | |
| 5 | Quarterly | 10.53% | |
| 6 | Annually | 7.89% | |

How often does the HR team have engaged discussions with c-suite executives focused on company Overall performance.

| | | Overall | 2015 |
|---|-----------|---------|------|
| 1 | Daily | 18.42% | |
| 2 | Weekly | 55.26% | X |
| 3 | Biweekly | 10.53% | |
| 4 | Monthly | 31.58% | |
| 5 | Quarterly | 13.16% | |
| 6 | Annually | 13.16% | |

Which of the following describes your HR team's role in developing strategic planning:

| | | Overall | 2015 |
|---|---|---------|------|
| 1 | Develop HR Strategic Plan to implement | 57.89% | |
| 2 | Assist in the creation and development of the company strategic plan | 44.74% | |
| 3 | Assist in the implementation only of the strategic plan developed by others | 26.32% | X |
| 4 | Assist in all aspects leading up to strategic planning process through implementation | 57.89% | |

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Survey Analysis

Mark all of the following that apply to your organization's diversity and inclusion initiatives:

| | | Overall | 2015 |
|----|--|---------|------|
| 1 | Cultural diversity and sensitivity training | 52.63% | |
| 2 | Sexual harassment training | 86.84% | X |
| 3 | Targeted recruitment via minority organizations | 34.21% | |
| 4 | Minority mentoring program | 7.89% | |
| 5 | Diversity learning center on-site | 5.26% | |
| 6 | Full-time diversity coordinator | 5.26% | |
| 7 | Minority targeted internships | 18.42% | |
| 8 | Minority focused recruitment plan | 31.58% | |
| 9 | Formal affirmative action plan | 26.32% | X |
| 10 | Written and communicated diversity statement | 55.26% | |
| 11 | Committee or task force to address diversity policies | 18.42% | |
| 12 | Host or sponsor activities that celebrate multi-culturalism and diversity | 44.74% | |
| 13 | Supplier diversity program – MBE certified business | 10.53% | |
| 14 | Recognize same sex / domestic partnerships | 86.84% | X |
| 15 | Multi-cultural calendar (i.e., celebrating different cultural holidays/events) | 36.84% | |
| 16 | Committees to recognize the needs of specific groups (minority groups, individuals with disabilities, etc) | 18.42% | |
| 17 | Policies, manuals, and training offered in multiple languages | 23.68% | |
| 18 | Paid time off for multi-cultural holidays | 52.63% | X |

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Survey Analysis

Mark all of the following programs that your organization offers:

| | | Overall | 2015 |
|----|--|---------|------|
| 1 | Child care referrals | 18.42% | |
| 2 | Family leave policy (beyond legal requirements) | 68.42% | X |
| 3 | Job sharing | 15.79% | |
| 4 | Telecommuting | 71.05% | X |
| 5 | Flexible scheduling (e.g., flex-time and/or compressed work week) | 68.42% | X |
| 6 | Summer hours | 23.68% | |
| 7 | On-site fitness/recreation center | 42.11% | |
| 8 | Personal days | 89.47% | X |
| 9 | Bereavement policy | 81.58% | |
| 10 | Concierge services (e.g., dry cleaning pick-up) | 31.58% | |
| 11 | Leave sharing (option to donate personal/vacation days to other employees) | 15.79% | |

Mark all of the following that apply to your organization's community initiatives:

| | | Overall | 2015 |
|----|--|---------|------|
| 1 | Employee recognition program for community involvement | 55.26% | X |
| 2 | Donations to local charities and/or charitable events | 97.37% | X |
| 3 | Company-wide fundraising drive (e.g., United Way) | 60.53% | |
| 4 | Company-wide active support of local community initiatives (e.g., Adopt-A-Highway) | 55.26% | |
| 5 | On-site activities such as blood drives and/or collection drives for food/clothing banks | 71.05% | |
| 6 | Participation in co-op programs with local schools | 31.58% | |
| 7 | Sponsorship of local youth teams or leagues | 23.68% | |
| 8 | Match percentage of employee donations to charitable organizations | 42.11% | X |
| 9 | Sponsor charitable activities (e.g., Race for the Cure) | 68.42% | |
| 10 | Active on Boards of local foundations or non-profits | 44.74% | |
| 11 | Paid day to be used for community involvement / charity | 60.53% | X |
| 12 | Green/sustainable employee programs | 63.16% | |

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Mark the percentage of employees who use the following alternative work schedules:

| | | 0% - 5% | | 6% - 10% | | 11% - 15% | | 16% - 20% | | 21% - 25% | | > 25% | |
|---|----------------------|---------|------|----------|------|-----------|------|-----------|------|-----------|------|---------|------|
| | | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 | Overall | 2015 |
| 1 | Flextime | 44.74% | | 13.16% | | 10.53% | | 2.63% | X | 2.63% | | 26.32% | |
| 2 | Job sharing | 97.37% | X | 2.63% | | 0.00% | | 0.00% | | 0.00% | | 0.00% | |
| 3 | Compressed work week | 84.21% | | 7.89% | X | 2.63% | | 0.00% | | 0.00% | | 5.26% | |
| 4 | Seasonal employment | 89.47% | | 2.63% | | 5.26% | | 0.00% | | 2.63% | X | 0.00% | |
| 5 | Telecommuting | 44.74% | | 15.79% | | 10.53% | | 2.63% | | 2.63% | X | 23.68% | |

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| Category Results | Percent Favorable | Response Percentages | | | Percent Difference |
|--|--|----------------------|---------|-------------|--------------------|
| | | Favorable | Neutral | Unfavorable | |
| Employee Education & Development | | | | | |
| ABC Company |  83% | 83.3% | 13.2% | 3.5% | |
| Region A |  85% | 85.3% | 10.1% | 4.6% | -2.0 |
| Norm |  84% | 83.8% | 10.2% | 6.0% | -0.5 |
| Recruitment, Selection and Orientation | | | | | |
| ABC Company |  91% | 91.1% | 6.3% | 2.6% | |
| Region A |  84% | 83.9% | 12.2% | 3.9% | +7.2 |
| Norm |  80% | 79.7% | 14.6% | 5.6% | +11.4 |
| Employee Enrichment, Engagement and Retention | | | | | |
| ABC Company |  86% | 86.0% | 11.2% | 2.8% | |
| Region A |  83% | 83.4% | 11.9% | 4.7% | +2.6 |
| Norm |  83% | 82.9% | 11.5% | 5.6% | +3.1 |

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| Category Results | Percent Favorable | Response Percentages | | | Percent Difference |
|--|--|----------------------|---------|-------------|--------------------|
| | | Favorable | Neutral | Unfavorable | |
| Communication and Shared Vision | | | | | |
| ABC Company | 92%  | 92.4% | 4.9% | 2.8% | |
| Region A | 86%  | 85.5% | 9.8% | 4.7% | +6.9 |
| Norm | 83%  | 82.8% | 10.6% | 6.6% | +9.5 |
| Diversity and Inclusion | | | | | |
| ABC Company | 94%  | 93.8% | 4.2% | 2.1% | |
| Region A | 93%  | 92.9% | 4.7% | 2.4% | +0.9 |
| Norm | 91%  | 90.5% | 6.5% | 3.0% | +3.2 |
| Work-Life Balance | | | | | |
| ABC Company | 91%  | 91.0% | 6.9% | 2.1% | |
| Region A | 87%  | 86.7% | 8.5% | 4.8% | +4.2 |
| Norm | 85%  | 84.6% | 9.3% | 6.2% | +6.4 |

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| Category Results | Percent Favorable | Response Percentages | | | Percent Difference |
|------------------------------|--|----------------------|---------|-------------|--------------------|
| | | Favorable | Neutral | Unfavorable | |
| Community Initiatives | ABC Company  | 97.9% | 2.1% | 0.0% | |
| | Region A  | 82.8% | 12.2% | 5.0% | +15.1 |
| | Norm  | 85.6% | 10.7% | 3.7% | +12.3 |
| Culture | ABC Company  | 98.4% | 1.6% | 0.0% | |
| | Region A  | 91.4% | 6.1% | 2.5% | +7.0 |
| | Norm  | 89.5% | 6.9% | 3.6% | +8.9 |
| Leadership | ABC Company  | 89.1% | 6.3% | 4.7% | |
| | Region A  | 86.1% | 9.1% | 4.8% | +2.9 |
| | Norm  | 81.7% | 11.0% | 7.3% | +7.4 |

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| Category Results | Percent Favorable | Response Percentages | | | Percent Difference |
|-----------------------------------|--|----------------------|---------|-------------|--------------------|
| | | Favorable | Neutral | Unfavorable | |
| The Job | ABC Company  | 92.2% | 6.3% | 1.6% | |
| | Region A  | 91.3% | 5.7% | 3.0% | +0.9 |
| | Norm  | 90.1% | 5.9% | 4.1% | +2.1 |
| Immediate Supervisor | ABC Company  | 84.7% | 10.4% | 4.9% | |
| | Region A  | 89.1% | 7.2% | 3.7% | -4.4 |
| | Norm  | 87.4% | 7.8% | 4.8% | -2.7 |
| Teamwork & Cooperation | ABC Company  | 95.1% | 3.5% | 1.4% | |
| | Region A  | 92.0% | 5.5% | 2.6% | +3.2 |
| | Norm  | 90.6% | 6.7% | 2.8% | +4.6 |

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| Category Results | Percent Favorable | Response Percentages | | | Percent Difference |
|---|--|----------------------|---------|-------------|--------------------|
| | | Favorable | Neutral | Unfavorable | |
| Compensation, Benefits, and Employee Solutions | ABC Company  | 72.6% | 19.8% | 7.6% | |
| | Region A  | 77.8% | 14.7% | 7.5% | -5.3 |
| | Norm  | 74.8% | 15.0% | 10.2% | -2.2 |
| Employee Achievement and Recognition | ABC Company  | 91.0% | 4.9% | 4.2% | |
| | Region A  | 85.3% | 10.0% | 4.6% | +5.6 |
| | Norm  | 82.0% | 11.3% | 6.7% | +9.0 |
| Strategic Company Performance | ABC Company  | 92.7% | 7.3% | 0.0% | |
| | Region A  | 87.6% | 9.1% | 3.3% | +5.1 |
| | Norm  | 85.2% | 10.5% | 4.3% | +7.5 |

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| 10 Most Favorable Items | Percent of Responses ■ % Favorable ■ % Neutral ■ % Unfavorable | Category Percents | | | | |
|---|--|-------------------|-----|---------|-------------|----|
| | | Favorable | | Neutral | Unfavorable | |
| | | 5 | 4 | 3 | 2 | 1 |
| I understand this company's mission and values. | | 90% | 10% | 0% | 0% | 0% |
| This organization provides me with opportunities to make positive contributions to the community. | | 73% | 27% | 0% | 0% | 0% |
| I am aware of the organization's strategic goals. | | 77% | 21% | 2% | 0% | 0% |
| My personal values are consistent with this company's values. | | 85% | 13% | 2% | 0% | 0% |
| The people I work with help each other out. | | 79% | 19% | 0% | 2% | 0% |
| I feel that I can be myself at work. | | 75% | 23% | 2% | 0% | 0% |
| This organization contributes to the local community. | | 65% | 33% | 2% | 0% | 0% |
| This organization promotes a positive culture. | | 81% | 17% | 2% | 0% | 0% |
| My coworkers respect my thoughts and feelings. | | 71% | 25% | 4% | 0% | 0% |
| This organization encourages employees to participate in charitable events. | | 67% | 29% | 4% | 0% | 0% |

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| 10 Least Favorable Items | Percent of Responses ■ % Favorable ■ % Neutral ■ % Unfavorable | Category Percents | | | | |
|--|--|-------------------|-----|---------|-------------|----|
| | | Favorable | | Neutral | Unfavorable | |
| | 5 | 4 | 3 | 2 | 1 | |
| I am satisfied with the way pay increases are administered. | 63% Favorable, 29% Neutral, 8% Unfavorable | 33% | 29% | 29% | 6% | 2% |
| Compared to other places I might work, I am paid fairly. | 71% Favorable, 21% Neutral, 8% Unfavorable | 42% | 29% | 21% | 8% | 0% |
| I am fairly compensated for my contributions to this organization. | 73% Favorable, 17% Neutral, 10% Unfavorable | 38% | 35% | 17% | 6% | 4% |
| I know what career opportunities are available to me at this company. | 73% Favorable, 25% Neutral, 2% Unfavorable | 31% | 42% | 25% | 2% | 0% |
| I feel I can save enough for the future through our retirement plans. | 73% Favorable, 15% Neutral, 13% Unfavorable | 29% | 44% | 15% | 10% | 2% |
| I am able to attend the training I need to do my job well. | 75% Favorable, 25% Neutral, 0% Unfavorable | 44% | 31% | 25% | 0% | 0% |
| My healthcare and insurance benefits meet my individual and/or family needs (medical, dental, vision, life insurance, and disability). | 77% Favorable, 19% Neutral, 4% Unfavorable | 46% | 31% | 19% | 4% | 0% |
| I am satisfied with the level of coaching and feedback I receive. | 79% Favorable, 10% Neutral, 10% Unfavorable | 33% | 46% | 10% | 8% | 2% |
| I am satisfied with the value of the benefits I receive. | 79% Favorable, 19% Neutral, 2% Unfavorable | 38% | 42% | 19% | 2% | 0% |
| My future career opportunities at this company look good. | 79% Favorable, 13% Neutral, 8% Unfavorable | 31% | 48% | 13% | 6% | 2% |

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Results

| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Employee Education & Development | | | | | | | |
| ABC Company | | 43.1% | 40.3% | 13.2% | 2.8% | 0.7% | |
| Region A | | 51.3% | 34.0% | 10.1% | 3.3% | 1.3% | -2.0 |
| Norm | | 45.6% | 38.1% | 10.2% | 4.5% | 1.5% | -0.5 |
| This organization actively supports employee development. | | | | | | | |
| ABC Company | | 45.8% | 45.8% | 4.2% | 4.2% | 0.0% | |
| Region A | | 55.3% | 34.5% | 6.2% | 3.1% | 0.9% | 1.8 |
| Norm | | 53.4% | 35.2% | 6.8% | 3.3% | 1.2% | 3.0 |
| I am satisfied with the level of coaching and feedback I receive. | | | | | | | |
| ABC Company | | 33.3% | 45.8% | 10.4% | 8.3% | 2.1% | |
| Region A | | 45.0% | 37.7% | 10.4% | 5.3% | 1.7% | -3.5 |
| Norm | | 38.1% | 41.2% | 12.2% | 6.7% | 1.8% | -0.2 |

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Results

| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|---|-------------------|----------------------|-------|---------|-------------|------|--------------------|-------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| This organization provides me with opportunities to learn new skills and develop myself. | ABC Company | | 50.0% | 41.7% | 6.3% | 2.1% | 0.0% | 5.4 |
| | Region A | | 53.1% | 33.1% | 9.9% | 2.4% | 1.4% | |
| | Norm | | 47.9% | 36.6% | 9.8% | 4.2% | 1.4% | |
| | | | | | | | | |
| I know what career opportunities are available to me at this company. | ABC Company | | 31.3% | 41.7% | 25.0% | 2.1% | 0.0% | -10.8 |
| | Region A | | 49.0% | 34.7% | 11.0% | 4.3% | 1.0% | |
| | Norm | | 41.5% | 39.3% | 11.6% | 5.6% | 2.0% | |
| | | | | | | | | |
| I feel I am learning and growing on the job. | ABC Company | | 54.2% | 35.4% | 8.3% | 0.0% | 2.1% | 1.5 |
| | Region A | | 56.7% | 31.3% | 8.7% | 1.6% | 1.7% | |
| | Norm | | 50.4% | 37.6% | 7.8% | 3.0% | 1.3% | |
| | | | | | | | | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I am able to attend the training I need to do my job well. | ABC Company | | 43.8% | 31.3% | 25.0% | 0.0% | 0.0% | |
| | Region A | | 49.0% | 32.4% | 14.4% | 3.0% | 1.2% | -6.4 |
| | Norm | | 42.6% | 38.9% | 13.1% | 4.2% | 1.3% | -6.5 |

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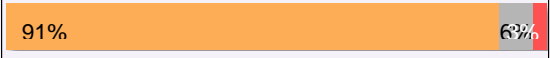
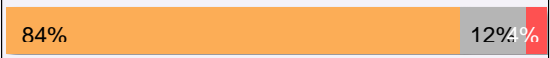
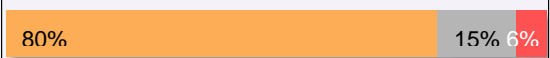



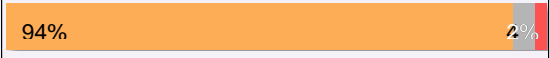

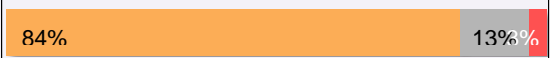


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Results

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|--|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Recruitment, Selection and Orientation | | | | | | | |
| ABC Company |  | 52.1% | 39.1% | 6.3% | 2.6% | 0.0% | |
| Region A |  | 50.5% | 33.4% | 12.2% | 2.7% | 1.2% | 7.2 |
| Norm |  | 42.3% | 37.4% | 14.6% | 4.0% | 1.6% | 11.4 |
| This organization is successful in recruiting quality candidates. | | | | | | | |
| ABC Company |  | 60.4% | 35.4% | 4.2% | 0.0% | 0.0% | |
| Region A |  | 51.0% | 36.8% | 8.7% | 2.8% | 0.8% | 8.1 |
| Norm |  | 46.5% | 39.6% | 9.4% | 3.4% | 1.1% | 9.7 |
| The processes for hiring new employees are fair. | | | | | | | |
| ABC Company |  | 58.3% | 35.4% | 4.2% | 2.1% | 0.0% | |
| Region A |  | 56.2% | 32.0% | 9.6% | 1.5% | 0.7% | 5.6 |
| Norm |  | 47.4% | 36.5% | 12.8% | 2.4% | 0.9% | 9.8 |

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Results

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|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Selection processes and procedures identify the most qualified candidates for the job. | | 47.9% | 43.8% | 6.3% | 2.1% | 0.0% | 9.1 |
| | | 48.3% | 34.3% | 14.0% | 2.1% | 1.3% | |
| | | 38.7% | 37.8% | 17.4% | 4.4% | 1.7% | |
| | I believe that the way this company promotes/transfers employees is fair. | | 41.7% | 41.7% | 10.4% | 6.3% | 0.0% |
| | | 46.4% | 30.7% | 16.4% | 4.2% | 2.2% | |
| | | 36.7% | 35.7% | 18.9% | 5.9% | 2.8% | 10.9 |

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|---|-------------------|----------------------|-------|---------|-------------|------|--------------------|-----|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| Employee Enrichment, Engagement and Retention | ABC Company | | 56.5% | 29.5% | 11.2% | 2.3% | 0.5% | 2.6 |
| | Region A | | 52.0% | 31.4% | 11.9% | 3.1% | 1.6% | |
| | Norm | | 49.6% | 33.4% | 11.5% | 3.8% | 1.8% | |
| Most employees see a future for themselves in this organization. | ABC Company | | 52.1% | 33.3% | 12.5% | 2.1% | 0.0% | 4.6 |
| | Region A | | 45.4% | 35.5% | 15.0% | 2.9% | 1.2% | |
| | Norm | | 41.4% | 39.5% | 12.1% | 5.3% | 1.7% | |
| I would recommend this organization to a friend as a good place to work. | ABC Company | | 83.3% | 10.4% | 6.3% | 0.0% | 0.0% | 3.6 |
| | Region A | | 64.0% | 26.2% | 6.0% | 2.3% | 1.5% | |
| | Norm | | 59.7% | 27.5% | 7.9% | 3.1% | 1.7% | |

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|---|-------------------|----------------------|-------|---------|-------------|------|--------------------|-----|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I am proud to work at my company. | ABC Company | | 87.2% | 6.4% | 6.4% | 0.0% | 0.0% | 2.6 |
| | Region A | | 64.9% | 26.1% | 6.6% | 1.3% | 1.0% | |
| | Norm | | 62.6% | 27.8% | 7.2% | 1.5% | 0.8% | |
| | | | | | | | | |
| This organization is successful in retaining top performers. | ABC Company | | 43.8% | 41.7% | 14.6% | 0.0% | 0.0% | 9.6 |
| | Region A | | 40.7% | 35.1% | 16.1% | 6.4% | 1.7% | |
| | Norm | | 39.4% | 37.3% | 13.9% | 6.7% | 2.7% | |
| | | | | | | | | |
| I speak highly of my company whenever I get a chance. | ABC Company | | 70.2% | 19.1% | 10.6% | 0.0% | 0.0% | 1.2 |
| | Region A | | 59.8% | 28.3% | 9.0% | 1.8% | 1.1% | |
| | Norm | | 58.0% | 30.2% | 9.0% | 1.9% | 0.9% | |
| | | | | | | | | |

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|--|-------------------|--|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| My future career opportunities at this company look good. | ABC Company |  | 31.3% | 47.9% | 12.5% | 6.3% | 2.1% | 1.6 |
| | Region A |  | 47.8% | 29.8% | 15.5% | 4.3% | 2.5% | |
| | Norm |  | 41.4% | 35.3% | 15.3% | 5.0% | 2.9% | |
| | | | | | | | | |
| I frequently volunteer for additional duties. | ABC Company |  | 37.5% | 45.8% | 14.6% | 2.1% | 0.0% | 1.1 |
| | Region A |  | 39.2% | 43.0% | 14.7% | 2.4% | 0.6% | |
| | Norm |  | 38.7% | 42.8% | 14.5% | 3.2% | 0.8% | |
| | | | | | | | | |
| If I was offered a similar position and pay at another company, I would stay at my company. | ABC Company |  | 58.3% | 25.0% | 12.5% | 4.2% | 0.0% | -1.5 |
| | Region A |  | 57.6% | 27.2% | 10.0% | 2.8% | 2.4% | |
| | Norm |  | 54.9% | 27.8% | 11.1% | 3.9% | 2.4% | |
| | | | | | | | | |

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|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I plan to work here as long as I can. | | | | | | | | |
| | ABC Company | | 45.8% | 35.4% | 10.4% | 6.3% | 2.1% | |
| | Region A | | 48.5% | 31.7% | 14.0% | 3.2% | 2.7% | 1.1 |
| | Norm | | 49.9% | 32.0% | 12.4% | 3.6% | 2.2% | -0.6 |

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|--|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Communication and Shared Vision | | | | | | | |
| ABC Company | 92%  | 52.1% | 40.3% | 4.9% | 1.4% | 1.4% | |
| Region A | 86%  | 49.6% | 35.9% | 9.8% | 3.3% | 1.4% | 6.9 |
| Norm | 83%  | 43.0% | 39.8% | 10.6% | 5.1% | 1.5% | 9.5 |
| I am kept informed of matters that are important to me. | | | | | | | |
| ABC Company | 96%  | 60.4% | 35.4% | 2.1% | 0.0% | 2.1% | |
| Region A | 89%  | 53.1% | 35.4% | 6.9% | 3.2% | 1.4% | 7.3 |
| Norm | 84%  | 44.8% | 39.6% | 8.7% | 5.3% | 1.6% | 11.4 |
| Performance expectations are clearly communicated to employees. | | | | | | | |
| ABC Company | 88%  | 52.1% | 35.4% | 10.4% | 0.0% | 2.1% | |
| Region A | 85%  | 48.5% | 36.4% | 10.6% | 3.0% | 1.5% | 2.7 |
| Norm | 85%  | 43.2% | 41.9% | 9.5% | 4.4% | 1.1% | 2.5 |

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|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| I am actively solicited for suggestions and ideas. | | | | | | | |
| ABC Company |  | 43.8% | 50.0% | 2.1% | 4.2% | 0.0% | |
| Region A |  | 47.3% | 35.8% | 11.9% | 3.8% | 1.2% | 10.6 |
| Norm |  | 40.9% | 38.1% | 13.5% | 5.7% | 1.8% | 14.8 |

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|--|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Diversity and Inclusion | | | | | | | |
| ABC Company | 94%  | 69.4% | 24.3% | 4.2% | 1.4% | 0.7% | |
| Region A | 93%  | 66.4% | 26.5% | 4.7% | 1.6% | 0.8% | 0.9 |
| Norm | 91%  | 56.5% | 34.0% | 6.5% | 2.0% | 1.0% | 3.2 |
| Employees demonstrate respect for differences through their behavior towards one another. | | | | | | | |
| ABC Company | 94%  | 60.4% | 33.3% | 4.2% | 0.0% | 2.1% | |
| Region A | 92%  | 60.6% | 31.9% | 4.6% | 1.9% | 1.0% | 1.3 |
| Norm | 88%  | 49.0% | 39.3% | 7.6% | 2.9% | 1.1% | 5.4 |
| Employees can contribute to their fullest potential regardless of their age, race, color, ethnic background, gender, religion, disability, or sexual orientation. | | | | | | | |
| ABC Company | 96%  | 81.3% | 14.6% | 2.1% | 2.1% | 0.0% | |
| Region A | 95%  | 74.6% | 20.0% | 3.5% | 1.3% | 0.6% | 1.2 |
| Norm | 93%  | 65.8% | 27.4% | 4.6% | 1.4% | 0.8% | 2.7 |

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|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| <p>This organization welcomes diversity in people, experiences, and ideas.</p> <p>ABC Company</p> <p>Region A</p> <p>Norm</p> | | 66.7% | 25.0% | 6.3% | 2.1% | 0.0% | |
| | | 63.9% | 27.7% | 6.0% | 1.6% | 0.9% | 0.1 |
| | | 54.8% | 35.2% | 7.4% | 1.7% | 0.9% | 1.7 |

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|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| Work-Life Balance | ABC Company | | 61.8% | 29.2% | 6.9% | 2.1% | 0.0% | 4.2 |
| | Region A | | 56.4% | 30.3% | 8.5% | 3.2% | 1.6% | |
| | Norm | | 47.9% | 36.7% | 9.3% | 4.4% | 1.8% | |
| | | | | | | | | |
| This organization offers programs that help balance the work and personal lives of employees. | ABC Company | | 66.7% | 25.0% | 8.3% | 0.0% | 0.0% | 10.3 |
| | Region A | | 54.3% | 27.1% | 12.6% | 4.1% | 2.0% | |
| | Norm | | 44.2% | 33.4% | 14.0% | 5.9% | 2.5% | |
| | | | | | | | | |
| I have a sufficient amount of control over my work day. | ABC Company | | 72.9% | 22.9% | 2.1% | 2.1% | 0.0% | 4.2 |
| | Region A | | 60.8% | 30.8% | 5.0% | 2.2% | 1.2% | |
| | Norm | | 53.2% | 36.3% | 6.2% | 3.1% | 1.1% | |
| | | | | | | | | |

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|---|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I am generally able to balance job requirements and personal/family life. | ABC Company | | 45.8% | 39.6% | 10.4% | 4.2% | 0.0% | |
| | Region A | | 54.2% | 33.1% | 8.0% | 3.2% | 1.5% | -1.9 |
| | Norm | | 46.2% | 40.3% | 7.5% | 4.3% | 1.6% | -1.1 |

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|--|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Community Initiatives | | | | | | | |
| ABC Company |  | 68.1% | 29.9% | 2.1% | 0.0% | 0.0% | |
| Region A |  | 50.7% | 32.1% | 12.2% | 3.7% | 1.3% | 15.1 |
| Norm |  | 52.3% | 33.3% | 10.7% | 2.7% | 0.9% | 12.3 |
| This organization contributes to the local community. | | | | | | | |
| ABC Company |  | 64.6% | 33.3% | 2.1% | 0.0% | 0.0% | |
| Region A |  | 53.1% | 31.0% | 11.2% | 3.4% | 1.2% | 13.7 |
| Norm |  | 58.1% | 30.3% | 8.4% | 2.2% | 0.9% | 9.5 |
| This organization encourages employees to participate in charitable events. | | | | | | | |
| ABC Company |  | 66.7% | 29.2% | 4.2% | 0.0% | 0.0% | |
| Region A |  | 50.4% | 30.9% | 12.7% | 4.3% | 1.7% | 14.5 |
| Norm |  | 52.9% | 32.4% | 10.8% | 2.8% | 1.0% | 10.5 |

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|--|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| This organization provides me with opportunities to make positive contributions to the community. | | | | | | | |
| ABC Company | 100% | 72.9% | 27.1% | 0.0% | 0.0% | 0.0% | |
| Region A | 83%  | 48.7% | 34.2% | 12.6% | 3.4% | 1.1% | 17.1 |
| Norm | 83%  | 46.0% | 37.2% | 12.8% | 3.1% | 0.9% | 16.8 |

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|--|-------------------|--|-------|---------|-------------|------|--------------------|-----|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| Culture | ABC Company |  | 82.7% | 15.7% | 1.6% | 0.0% | 0.0% | 7.0 |
| | Region A |  | 63.2% | 28.2% | 6.1% | 1.6% | 0.9% | |
| | Norm |  | 55.6% | 33.9% | 6.9% | 2.5% | 1.1% | |
| I feel that I can be myself at work. | ABC Company |  | 75.0% | 22.9% | 2.1% | 0.0% | 0.0% | 7.0 |
| | Region A |  | 65.6% | 25.3% | 6.1% | 2.1% | 0.9% | |
| | Norm |  | 56.9% | 33.3% | 5.7% | 2.9% | 1.2% | |
| My personal values are consistent with this company's values. | ABC Company |  | 85.4% | 12.5% | 2.1% | 0.0% | 0.0% | 8.8 |
| | Region A |  | 59.6% | 29.5% | 8.4% | 1.4% | 1.0% | |
| | Norm |  | 52.5% | 34.3% | 9.3% | 2.7% | 1.2% | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | | | | |
|--|-------------------|----------------------|---|---------|-------------|---|--------------------|--|--|--|-----|
| | | Favorable | | Neutral | Unfavorable | | | | | | |
| | | 5 | 4 | 3 | 2 | 1 | | | | | |
| I understand this company's mission and values. | ABC Company | 100% | | | | | | | | | |
| | Region A | 93% | | 2% | | | | | | | 6.7 |
| | Norm | 93% | | 5% | | | | | | | 7.4 |
| This organization promotes a positive culture. | ABC Company | 98% | | 2% | | | | | | | |
| | Region A | 92% | | 5% | | | | | | | 5.6 |
| | Norm | 88% | | 7% | | | | | | | 9.5 |

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Results

| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|---|-------------------|----------------------|-------|---------|-------------|------|--------------------|-----|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| Leadership | ABC Company | | 63.5% | 25.5% | 6.3% | 4.2% | 0.5% | 2.9 |
| | Region A | | 54.4% | 31.7% | 9.1% | 3.2% | 1.6% | |
| | Norm | | 45.4% | 36.3% | 11.0% | 4.9% | 2.4% | |
| I believe senior leaders provide effective leadership. | ABC Company | | 64.6% | 22.9% | 8.3% | 2.1% | 2.1% | 1.2 |
| | Region A | | 55.1% | 31.2% | 8.7% | 2.9% | 2.1% | |
| | Norm | | 45.9% | 36.8% | 9.9% | 5.0% | 2.4% | |
| I find senior leadership provides open and honest communication. | ABC Company | | 68.8% | 22.9% | 2.1% | 6.3% | 0.0% | 5.0 |
| | Region A | | 55.2% | 31.4% | 8.0% | 4.0% | 1.4% | |
| | Norm | | 45.9% | 35.4% | 10.9% | 5.4% | 2.4% | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I trust senior leadership to make the right decisions. | ABC Company | | 62.5% | 20.8% | 10.4% | 6.3% | 0.0% | -2.6 |
| | Region A | | 56.2% | 29.7% | 9.9% | 3.0% | 1.2% | |
| | Norm | | 46.9% | 35.8% | 10.9% | 4.2% | 2.1% | |
| | | | | | | | | |
| I believe senior leaders care about what I have to say. | ABC Company | | 58.3% | 35.4% | 4.2% | 2.1% | 0.0% | 8.0 |
| | Region A | | 51.1% | 34.7% | 9.9% | 2.8% | 1.7% | |
| | Norm | | 42.7% | 37.3% | 12.4% | 5.1% | 2.5% | |
| | | | | | | | | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| The Job | ABC Company | | 58.9% | 33.3% | 6.3% | 1.0% | 0.5% | 0.9 |
| | Region A | | 57.6% | 33.7% | 5.7% | 1.8% | 1.2% | |
| | Norm | | 51.6% | 38.4% | 5.9% | 3.0% | 1.1% | |
| I know what is expected of me on the job. | ABC Company | | 62.5% | 29.2% | 6.3% | 2.1% | 0.0% | -2.8 |
| | Region A | | 59.8% | 34.7% | 4.0% | 0.9% | 0.7% | |
| | Norm | | 55.6% | 37.9% | 4.1% | 1.8% | 0.6% | |
| My work challenges me to use my knowledge and skills fully. | ABC Company | | 58.3% | 35.4% | 4.2% | 0.0% | 2.1% | 3.6 |
| | Region A | | 59.4% | 30.7% | 5.9% | 2.5% | 1.4% | |
| | Norm | | 54.2% | 35.7% | 5.6% | 3.4% | 1.1% | |

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Results

| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| I have the tools, equipment, and technology I need to do my job well. | | 52.1% | 39.6% | 8.3% | 0.0% | 0.0% | 1.1 |
| | | 56.0% | 34.6% | 6.2% | 1.9% | 1.3% | |
| | | 49.1% | 39.3% | 6.3% | 3.9% | 1.4% | |
| I have the authority to make decisions necessary to do my job well. | | 62.5% | 29.2% | 6.3% | 2.1% | 0.0% | 1.8 |
| | | 54.9% | 35.0% | 6.9% | 2.0% | 1.2% | |
| | | 47.7% | 40.8% | 7.4% | 3.0% | 1.1% | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|--|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| Immediate Supervisor | ABC Company | | 53.5% | 31.3% | 10.4% | 2.8% | 2.1% | -4.4 |
| | Region A | | 58.7% | 30.4% | 7.2% | 2.5% | 1.2% | |
| | Norm | | 52.4% | 35.0% | 7.8% | 3.4% | 1.4% | |
| | | | | | | | | |
| I believe that my supervisor treats me fairly. | ABC Company | | 72.9% | 18.8% | 2.1% | 4.2% | 2.1% | -0.8 |
| | Region A | | 66.9% | 25.6% | 4.3% | 2.1% | 1.1% | |
| | Norm | | 61.5% | 29.5% | 5.4% | 2.3% | 1.3% | |
| | | | | | | | | |
| I receive the support I need from my supervisor to succeed at my job. | ABC Company | | 50.0% | 31.3% | 14.6% | 2.1% | 2.1% | -6.6 |
| | Region A | | 56.7% | 31.2% | 8.3% | 2.4% | 1.4% | |
| | Norm | | 50.9% | 35.7% | 8.1% | 3.8% | 1.5% | |
| | | | | | | | | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| I receive the feedback I need from my supervisor to improve my performance. <div style="text-align: right; margin-right: 20px;"> ABC Company Region A Norm </div> |  | 37.5% | 43.8% | 14.6% | 2.1% | 2.1% | |
| |  | 52.5% | 34.5% | 9.0% | 3.0% | 1.0% | -5.8 |
| |  | 44.7% | 39.8% | 9.8% | 4.2% | 1.5% | -3.3 |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Teamwork & Cooperation | | | | | | | |
| ABC Company | 95%  | 61.1% | 34.0% | 3.5% | 1.4% | 0.0% | |
| Region A | 92%  | 58.6% | 33.4% | 5.5% | 1.7% | 0.9% | 3.2 |
| Norm | 91%  | 50.3% | 40.2% | 6.7% | 2.0% | 0.8% | 4.6 |
| The people I work with help each other out. | | | | | | | |
| ABC Company | 98%  | 79.2% | 18.8% | 0.0% | 2.1% | 0.0% | |
| Region A | 95%  | 69.5% | 25.7% | 2.5% | 1.1% | 1.2% | 2.8 |
| Norm | 94%  | 62.1% | 31.8% | 3.8% | 1.6% | 0.8% | 4.1 |
| My coworkers respect my thoughts and feelings. | | | | | | | |
| ABC Company | 96%  | 70.8% | 25.0% | 4.2% | 0.0% | 0.0% | |
| Region A | 94%  | 61.5% | 32.4% | 4.6% | 0.9% | 0.6% | 1.9 |
| Norm | 92%  | 51.3% | 40.2% | 6.2% | 1.5% | 0.7% | 4.3 |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| My coworkers consistently deliver on their commitments. <div style="text-align: right; margin-right: 20px;"> ABC Company Region A Norm </div> |  | 33.3% | 58.3% | 6.3% | 2.1% | 0.0% | 4.8 5.3 |
| |  | 44.7% | 42.1% | 9.2% | 3.0% | 1.0% | |
| |  | 37.6% | 48.7% | 10.0% | 2.8% | 0.8% | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|---|-------------------|----------------------|-------|---------|-------------|-------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| Compensation, Benefits, and Employee Solutions | ABC Company | | 37.5% | 35.1% | 19.8% | 6.3% | 1.4% | |
| | Region A | | 42.9% | 34.9% | 14.7% | 4.8% | 2.6% | -5.3 |
| | Norm | | 37.1% | 37.7% | 15.0% | 6.9% | 3.2% | -2.2 |
| I am fairly compensated for my contributions to this organization. | ABC Company | | 37.5% | 35.4% | 16.7% | 6.3% | 4.2% | |
| | Region A | | 46.2% | 36.0% | 11.1% | 4.5% | 2.2% | -9.3 |
| | Norm | | 37.0% | 40.7% | 11.4% | 7.9% | 3.0% | -4.8 |
| I am satisfied with the way pay increases are administered. | ABC Company | | 33.3% | 29.2% | 29.2% | 6.3% | 2.1% | |
| | Region A | | 37.1% | 30.9% | 21.6% | 6.8% | 3.7% | -5.5 |
| | Norm | | 30.8% | 33.2% | 20.3% | 10.0% | 5.6% | -1.6 |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|---|-------------------|----------------------|-------|---------|-------------|------|--------------------|------|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I am satisfied with the value of the benefits I receive. | ABC Company | | 37.5% | 41.7% | 18.8% | 2.1% | 0.0% | |
| | Region A | | 46.6% | 38.4% | 10.1% | 3.7% | 1.2% | -5.9 |
| | Norm | | 43.3% | 40.5% | 9.9% | 4.6% | 1.7% | -4.6 |
| | | | | | | | | |
| Compared to other places I might work, I am paid fairly. | ABC Company | | 41.7% | 29.2% | 20.8% | 8.3% | 0.0% | |
| | Region A | | 44.2% | 34.3% | 14.0% | 5.2% | 2.3% | -7.7 |
| | Norm | | 37.2% | 38.8% | 13.8% | 7.2% | 3.0% | -5.1 |
| | | | | | | | | |
| My healthcare and insurance benefits meet my individual and/or family needs (medical, dental, vision, life insurance, and disability). | ABC Company | | 45.8% | 31.3% | 18.8% | 4.2% | 0.0% | |
| | Region A | | 49.3% | 35.1% | 11.0% | 2.8% | 1.9% | -7.3 |
| | Norm | | 42.5% | 35.8% | 14.7% | 4.5% | 2.4% | -1.2 |
| | | | | | | | | |

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Results

| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference | |
|---|-------------------|----------------------|-------|---------|-------------|-------|--------------------|-----|
| | | Favorable | | Neutral | Unfavorable | | | |
| | | 5 | 4 | 3 | 2 | 1 | | |
| I feel I can save enough for the future through our retirement plans. | ABC Company | | 29.2% | 43.8% | 14.6% | 10.4% | 2.1% | 4.1 |
| | Region A | | 34.1% | 34.7% | 20.6% | 6.1% | 4.4% | |
| | Norm | | 31.8% | 37.4% | 20.0% | 7.3% | 3.6% | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Employee Achievement and Recognition | | | | | | | |
| ABC Company | 91%  | 57.6% | 33.3% | 4.9% | 4.2% | 0.0% | |
| Region A | 85%  | 51.8% | 33.6% | 10.0% | 3.2% | 1.4% | 5.6 |
| Norm | 82%  | 44.5% | 37.6% | 11.3% | 4.8% | 1.9% | 9.0 |
| This organization recognizes performance achievements. | | | | | | | |
| ABC Company | 94%  | 64.6% | 29.2% | 2.1% | 4.2% | 0.0% | |
| Region A | 85%  | 53.0% | 31.7% | 11.1% | 2.8% | 1.4% | 9.1 |
| Norm | 83%  | 46.3% | 36.2% | 10.6% | 5.0% | 1.9% | 11.2 |
| This company appreciates my work contributions. | | | | | | | |
| ABC Company | 92%  | 56.3% | 35.4% | 2.1% | 6.3% | 0.0% | |
| Region A | 90%  | 54.9% | 35.1% | 6.3% | 2.7% | 1.0% | 1.6 |
| Norm | 86%  | 47.6% | 38.6% | 9.1% | 3.3% | 1.5% | 5.5 |

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|--|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| I am satisfied with the way the company recognizes performance achievements. <div style="text-align: right; margin-right: 20px;"> ABC Company Region A Norm </div> |  | 52.1% | 35.4% | 10.4% | 2.1% | 0.0% | 6.2 10.1 |
| |  | 47.5% | 33.8% | 12.6% | 4.2% | 1.9% | |
| |  | 39.5% | 37.9% | 14.3% | 6.1% | 2.2% | |

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| Category Results | Percent Favorable | Response Percentages | | | | | Percent Difference |
|---|--|----------------------|-------|---------|-------------|------|--------------------|
| | | Favorable | | Neutral | Unfavorable | | |
| | | 5 | 4 | 3 | 2 | 1 | |
| Strategic Company Performance | | | | | | | |
| ABC Company |  | 66.7% | 26.0% | 7.3% | 0.0% | 0.0% | |
| Region A |  | 53.6% | 34.0% | 9.1% | 2.2% | 1.1% | 5.1 |
| Norm |  | 45.3% | 40.0% | 10.5% | 3.2% | 1.1% | 7.5 |
| I am aware of the organization's strategic goals. | | | | | | | |
| ABC Company |  | 77.1% | 20.8% | 2.1% | 0.0% | 0.0% | |
| Region A |  | 56.3% | 33.3% | 7.3% | 2.0% | 1.1% | 8.3 |
| Norm |  | 47.5% | 39.6% | 8.4% | 3.5% | 1.0% | 10.8 |
| I am satisfied with the company's strategic performance. | | | | | | | |
| ABC Company |  | 56.3% | 31.3% | 12.5% | 0.0% | 0.0% | |
| Region A |  | 50.9% | 34.7% | 11.0% | 2.3% | 1.1% | 1.9 |
| Norm |  | 43.1% | 40.3% | 12.5% | 3.0% | 1.1% | 4.1 |

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This report format indentifies items that are strengths or concerns. Indicators and colors are displayed to help you determine if each item is a strength (star) or a concern (flag)

★ Strengths
 > 65% Favorable
 < 10% Unfavorable
 > 5% points higher than a contrast group

⚠ Concerns
 < 40% Favorable
 > 25% Unfavorable
 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|---|-----------|-------------|---------------------------------|----------------------|------------------|
| This organization actively supports employee development. | ★ | ★ | | | 92% |
| This organization is successful in recruiting quality candidates. | ★ | ★ | ★ | ★ | 96% |
| Most employees see a future for themselves in this organization. | ★ | ★ | | | 85% |
| I am kept informed of matters that are important to me. | ★ | ★ | ★ | ★ | 96% |
| Employees demonstrate respect for differences through their behavior towards one another. | ★ | ★ | | ★ | 94% |
| This organization offers programs that help balance the work and personal lives of employees. | ★ | ★ | ★ | ★ | 92% |
| This organization contributes to the local community. | ★ | ★ | ★ | ★ | 98% |
| I would recommend this organization to a friend as a good place to work. | ★ | ★ | | ★ | 94% |

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★ Strengths
 > 65% Favorable
 < 10% Unfavorable
 > 5% points higher than a contrast group

⚠ Concerns
 < 40% Favorable
 > 25% Unfavorable
 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|--|-----------|-------------|---------------------------------|----------------------|------------------|
| I feel that I can be myself at work. | ★ | ★ | ★ | ★ | 98% |
| I believe senior leaders provide effective leadership. | ★ | ★ | | | 88% |
| I know what is expected of me on the job. | ★ | ★ | | | 92% |
| I believe that my supervisor treats me fairly. | ★ | ★ | | | 92% |
| The people I work with help each other out. | ★ | ★ | | | 98% |
| I am fairly compensated for my contributions to this organization. | ★ | | ⚠ | | 73% |
| I am satisfied with the level of coaching and feedback I receive. | ★ | | | | 79% |
| The processes for hiring new employees are fair. | ★ | ★ | ★ | ★ | 94% |

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★ Strengths
 > 65% Favorable
 < 10% Unfavorable
 > 5% points higher than a contrast group

⚠ Concerns
 < 40% Favorable
 > 25% Unfavorable
 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|---|-----------|-------------|---------------------------------|----------------------|------------------|
| This organization recognizes performance achievements. | ★ | ★ | ★ | ★ | 94% |
| Performance expectations are clearly communicated to employees. | ★ | ★ | | | 88% |
| Employees can contribute to their fullest potential regardless of their age, race, color, ethnic background, gender, religion, disability, or sexual orientation. | ★ | ★ | | | 96% |
| I have a sufficient amount of control over my work day. | ★ | ★ | | ★ | 96% |
| This organization encourages employees to participate in charitable events. | ★ | ★ | ★ | ★ | 96% |
| I am proud to work at my company. | ★ | ★ | | | 94% |
| My personal values are consistent with this company's values. | ★ | ★ | ★ | ★ | 98% |
| I find senior leadership provides open and honest communication. | ★ | ★ | ★ | ★ | 92% |

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 > 65% Favorable
 < 10% Unfavorable
 > 5% points higher than a contrast group

⚠ Concerns
 < 40% Favorable
 > 25% Unfavorable
 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|--|-----------|-------------|---------------------------------|----------------------|------------------|
| My work challenges me to use my knowledge and skills fully. | ★ | ★ | | | 94% |
| I receive the support I need from my supervisor to succeed at my job. | ★ | ★ | ⚠ | ⚠ | 81% |
| My coworkers respect my thoughts and feelings. | ★ | ★ | | | 96% |
| I am satisfied with the way pay increases are administered. | | ★ | ⚠ | | 63% |
| This organization provides me with opportunities to learn new skills and develop myself. | ★ | ★ | ★ | ★ | 92% |
| Selection processes and procedures identify the most qualified candidates for the job. | ★ | ★ | ★ | ★ | 92% |
| This organization is successful in retaining top performers. | ★ | ★ | ★ | ★ | 85% |
| I am actively solicited for suggestions and ideas. | ★ | ★ | ★ | ★ | 94% |

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★ Strengths
 > 65% Favorable
 < 10% Unfavorable
 > 5% points higher than a contrast group

⚠ Concerns
 < 40% Favorable
 > 25% Unfavorable
 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|---|-----------|-------------|---------------------------------|----------------------|------------------|
| This organization welcomes diversity in people, experiences, and ideas. | ★ | ★ | | | 92% |
| I am generally able to balance job requirements and personal/family life. | ★ | ★ | | | 85% |
| This organization provides me with opportunities to make positive contributions to the community. | ★ | ★ | ★ | ★ | 100% |
| I speak highly of my company whenever I get a chance. | ★ | ★ | | | 89% |
| I understand this company's mission and values. | ★ | ★ | ★ | ★ | 100% |
| I trust senior leadership to make the right decisions. | ★ | ★ | | | 83% |
| I have the tools, equipment, and technology I need to do my job well. | ★ | ★ | | | 92% |
| I receive the feedback I need from my supervisor to improve my performance. | ★ | ★ | ⚠ | | 81% |

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This report format indentifies items that are strengths or concerns. Indicators and colors are displayed to help you determine if each item is a strength (star) or a concern (flag)

★ Strengths
 > 65% Favorable
 < 10% Unfavorable
 > 5% points higher than a contrast group

⚠ Concerns
 < 40% Favorable
 > 25% Unfavorable
 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|---|-----------|-------------|---------------------------------|----------------------|------------------|
| My coworkers consistently deliver on their commitments. | ★ | ★ | | ★ | 92% |
| I am satisfied with the value of the benefits I receive. | ★ | ★ | ⚠ | | 79% |
| I know what career opportunities are available to me at this company. | ★ | ★ | ⚠ | ⚠ | 73% |
| I believe that the way this company promotes/transfers employees is fair. | ★ | ★ | ★ | ★ | 83% |
| My future career opportunities at this company look good. | ★ | ★ | | | 79% |
| I frequently volunteer for additional duties. | ★ | ★ | | | 83% |
| I believe senior leaders care about what I have to say. | ★ | ★ | ★ | ★ | 94% |
| I have the authority to make decisions necessary to do my job well. | ★ | ★ | | | 92% |

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 < 40% Favorable
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 > 5% points lower than a contrast group

| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|--|-----------|-------------|---------------------------------|----------------------|------------------|
| Compared to other places I might work, I am paid fairly. | ★ | ★ | ⚠ | ⚠ | 71% |
| I feel I am learning and growing on the job. | ★ | ★ | | | 90% |
| If I was offered a similar position and pay at another company, I would stay at my company. | ★ | ★ | | | 83% |
| My healthcare and insurance benefits meet my individual and/or family needs (medical, dental, vision, life insurance, and disability). | ★ | ★ | ⚠ | | 77% |
| I am able to attend the training I need to do my job well. | ★ | ★ | ⚠ | ⚠ | 75% |
| I feel I can save enough for the future through our retirement plans. | ★ | | | | 73% |
| I plan to work here as long as I can. | ★ | ★ | | | 81% |
| I am aware of the organization's strategic goals. | ★ | ★ | ★ | ★ | 98% |

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| Item Summary | Favorable | Unfavorable | Difference From Region A Region | Difference from Norm | Category Results |
|--|-----------|-------------|---------------------------------|----------------------|------------------|
| This organization promotes a positive culture. | ★ | ★ | ★ | ★ | 98% |
| This company appreciates my work contributions. | ★ | ★ | | ★ | 92% |
| I am satisfied with the company's strategic performance. | ★ | ★ | | | 88% |
| I am satisfied with the way the company recognizes performance achievements. | ★ | ★ | ★ | ★ | 88% |

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Comments

WHAT DO YOU VALUE MOST ABOUT WORKING AT THIS COMPANY?

| S.No. | Number | WHAT DO YOU VALUE MOST ABOUT WORKING AT THIS COMPANY? |
|-------|----------|--|
| 1 | 45410053 | Lorem ipsum dolor sit amet, consectetur adipiscing elit. Curabitur magna turpis, ultricies nec sodales vitae, facilisis ac massa. Integer tincidunt enim sed nibh tincidunt, quis hendrerit neque vestibulum. Proin dolor ante, mollis quis luctus ut, bibendum in turpis. Suspendisse et odio faucibus, vehicula nibh eget, egestas massa. Duis dui neque, dictum eu augue vitae, egestas tempor risus. Integer magna libero, imperdiet eu eros ultricies, maximus scelerisque orci. Suspendisse orci turpis, pellentesque sit amet euismod quis, scelerisque quis neque. |
| 2 | 45410081 | Nullam hendrerit nibh et dui commodo, egestas porttitor ante consectetur. Etiam leo mauris, hendrerit at justo non, gravida finibus mauris. Pellentesque dictum augue nec nisl pretium, sit amet molestie ante malesuada. Vivamus blandit, dolor eget auctor mollis, tortor quam volutpat magna, |
| 3 | 45410915 | Sed lobortis sit amet lacus ut faucibus. Praesent semper urna eget neque condimentum aliquam. Vestibulum mattis eros at ex dignissim porttitor. |

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Comments

WHAT DO YOU VALUE MOST ABOUT WORKING AT THIS COMPANY?

| S.No. | Number | WHAT DO YOU LIKE LEAST ABOUT WORKING AT THIS COMPANY? |
|-------|----------|--|
| 1 | 45410053 | Lorem ipsum dolor sit amet, consectetur adipiscing elit. Curabitur magna turpis, ultricies nec sodales vitae, facilisis ac massa. Integer tincidunt enim sed nibh tincidunt, quis hendrerit neque vestibulum. Proin dolor ante, mollis quis luctus ut, bibendum in turpis. Suspendisse et odio faucibus, vehicula nibh eget, egestas massa. Duis dui neque, dictum eu augue vitae, egestas tempor risus. Integer magna libero, imperdiet eu eros ultricies, maximus scelerisque orci. Suspendisse orci turpis, pellentesque sit amet euismod quis, scelerisque quis neque. |
| 2 | 45410081 | Nullam hendrerit nibh et dui commodo, egestas porttitor ante consectetur. Etiam leo mauris, hendrerit at justo non, gravida finibus mauris. Pellentesque dictum augue nec nisl pretium, sit amet molestie ante malesuada. Vivamus blandit, dolor eget auctor mollis, tortor quam volutpat magna, |
| 3 | 45410915 | Sed lobortis sit amet lacus ut faucibus. Praesent semper urna eget neque condimentum aliquam. Vestibulum mattis eros at ex dignissim porttitor. |

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