



Employee Communication Meeting



Agenda

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- **Welcome/Purpose**
- **2015 Employee Engagement Survey Results**
- **2016 Employee Engagement Objectives**
- **2016 Action Plan**
- **Q & A**





2015 Employee Engagement Survey Results

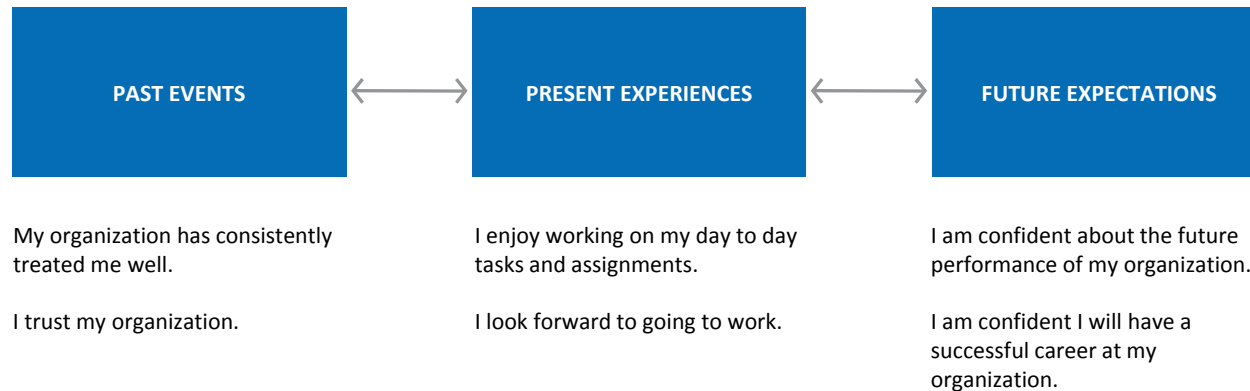


Engagement Capital Overview

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Corporate Executive Board (CEB) HR's Temporal Measurement of Engagement: Engagement Capital™

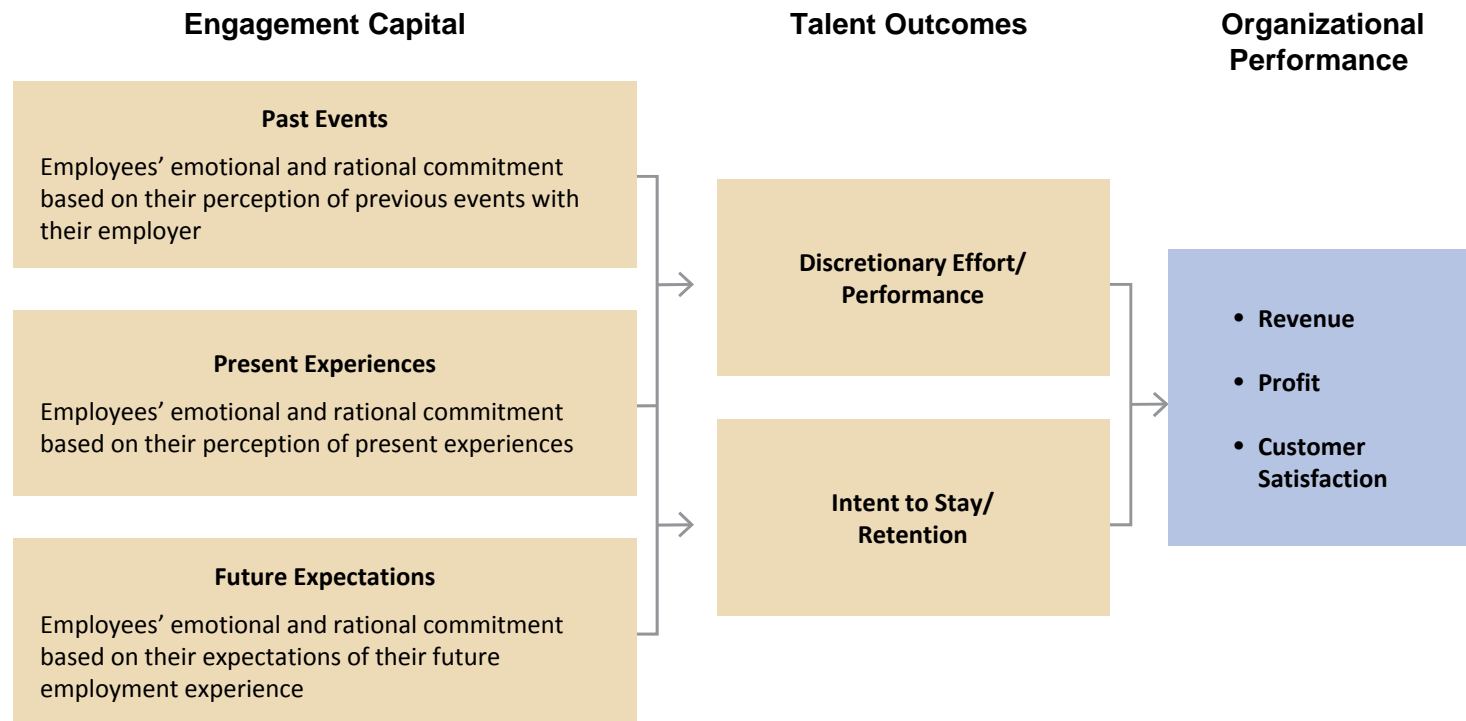
Sample Questions



Engagement Capital Overview

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CEB HR's Model of Engagement



Engagement Capital Overview

Employee Engagement Metrics

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Engagement Metric	Percent Favorable		
	BWWB	Benchmark	Difference
Engagement Capital (Past)	42% (n= 355)	62% (n= 304,162)	-20%
Engagement Capital (Present)	65% (n= 355)	66% (n= 304,162)	-1%
Engagement Capital (Future)	53% (n= 355)	53% (n= 304,162)	0%
Discretionary Effort	86% (n= 355)	86% (n= 304,162)	0%
Intent to Stay	68% (n= 355)	67% (n= 304,162)	1%
Employee Commitment	55% (n= 355)	57% (n= 304,162)	-2%
Culture/Values	45% (n= 355)	68% (n= 304,162)	-23%
Work Environment	38% (n= 355)	49% (n= 304,162)	-11%
Supervisor	59% (n= 355)	58% (n= 304,162)	1%
Career/Performance	59% (n= 355)	58% (n= 304,162)	1%
Compensation & Rewards	38% (n= 355)	38% (n= 304,162)	0%
Communication	45% (n= 355)	50% (n= 304,162)	-5%
Leadership	29% (n= 355)	44% (n= 304,162)	-15%
Benefits	46% (n= 355)	47% (n= 304,162)	-1%
Safety Environment	68% (n= 355)	76% (n= 304,162)	-8%
Customer Service	75% (n= 355)	84% (n= 304,162)	-9%

The benchmark values are averages of all responses globally for each question included in the survey. The global benchmark is made up of over 300 like-sized organizations from over 20 industries.



Engagement Capital Overview

Top Engagement Strengths

Engagement Metric	BWWB	Benchmark	Difference
Career/Performance	59% (n=355)	58% (n= 304,162)	1%
Intent to Stay	68% (n=355)	67% (n= 304,162)	1%
Supervisor	59% (n=355)	58% (n= 304,162)	1%

Top Engagement Gaps

Engagement Metric	BWWB	Benchmark	Difference
Culture/Values	45% (n=355)	68% (n= 304,162)	-23%
Engagement Capital (Past)	42% (n=355)	62% (n= 304,162)	-20%
Leadership	29% (n= 355)	44% (n= 304,162)	-15%



Engagement Capital Overview

Top 10 Most Favorable Questions

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Question	Favorable (BWVB)	Benchmark
1. When needed, I am willing to put in the extra effort to get a job done.	89%	95%
2. I frequently try to help others with heavy workloads.	83%	78%
3. I understand how I contribute to the satisfaction of our end customers.	75%	84%
4. I enjoy working on my day-to-day tasks and assignments.	71%	71%
5. I have recently made phone calls or sent out my resume in order to find a job with another organization.	69%	71%
6. Most employees in my area follow the company's safety rules.	68%	75%
7. I am actively looking for a job with another organization.	66%	64%
8. My supervisor helps me understand my responsibilities.	63%	61%
9. I understand the connection between my work and my organization's strategy	63%	70%
10. I have adequate resources to fulfill my responsibilities.	61%	53%



Engagement Capital Overview

Top 10 Most Unfavorable Questions

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Question	Unfavorable (BWVB)	Benchmark
1. Employee feedback influences decisions at my organization.	29%	16%
2. I have confidence in the decisions made by senior leadership at my organization.	25%	11%
3. I am satisfied with how frequently my company recognizes employees' individual performance and work contributions.	23%	17%
4. My organization pays employees in line with their performance	23%	19%
5. I trust my organization.	19%	7%
6. My organization encourages work-life balance.	15%	12%
7. Employees are encouraged to share their thoughts and views with their managers and senior leadership at my organization.	15%	10%
8. I feel enabled to offer ideas to improve my organization's outcomes.	14%	9%
9. My manager enables me to get my work done by providing the right balance of direction, organization, and resources.	14%	9%
10. I am confident about the future performance of my organization.	14%	7%



Engagement Capital Overview

Percentage Impact by Question

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Employee Engagement Results

Communication Plan

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Action	Timeline
Communicating Results <ul style="list-style-type: none">○ Results Review with managers○ Results Email to employees	September 2015 January 2016
Employee Communication Meetings (1 hour) <ul style="list-style-type: none">○ Employee Engagement Survey Results○ Employee Engagement Objectives○ 2016 Action Plan	April 2016
Department Focus Groups <ul style="list-style-type: none">○ Managers and employees working together to develop actions based on survey results.	April - June 2016



Employee Engagement Objectives

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- Improve the Employee Engagement level within the organization
 - Increase our passion for the work we create and customers we serve
 - Deliver continuous organizational improvement by being innovative and resourceful
 - Promote and maintain the relationships between our senior leaders/managers and employees throughout the organization ensuring transparency and self assurance



Employee Engagement 2016 Plan

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Activities	Timeline
Online Employee Engagement site	April 2016
Department Employee Engagement Action Plan	April - June 2016
Employee Engagement/Appreciation Day <ul style="list-style-type: none">o Value statement competition	October 2016



Q & A

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