



OrgView
SurveyTM

Provided by: Cornerstone Learning

Employee Engagement Survey Culture by Design



Agenda

- Review Employee Summary Results
 - Overall
 - By Position and by Tenure
 - Strengths
 - Developmental
- Recommended Next Steps
- Timeline and Process



Employee Survey Scorecard

- ✓ OrgView is an in-depth, employee survey designed to identify strengths and developmental areas that can be either leveraged or focused on to drive better business results.
- ✓ Gives employees an anonymous vehicle to provide input and feedback.
- ✓ Helps build a foundation for objective, unbiased, prioritized, fact-based recommendations to start building a strategic human capital framework
- ✓ Provides a baseline with which to measure future progress.

Feedback is a gift, it's what we choose to do with it that matters.



Employee Survey Background

- Second time having the survey done.
- Overall response rate of 67% is good.
- Additionally, comments were solicited in three areas
 - **What changes or initiatives have you noticed since our last employee survey?**
 - **How can the Company more effectively retain our employees for the long-term?**
 - **How does Senior Leadership contribute to a positive work culture? If not, what can they do to improve?**
 - **If you were the person in charge for the day, what single thing would you change in the organization to make it a better place to work?**
 - **Other comments?**



Employee Survey Comments

- Positive results to be celebrated and leveraged.
- Developmental areas that need to be improved.
- Keep comments in perspective – we tend to over focus on the negative more than the positive.

Remember: All feedback = feed forward





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Methodology



How Were The Responses Scored?

- Results have been reported by overall results as well as
 - By Position and Tenure
- Average responses are also provided for all *individual questions*.
 - This allows more detail from category to specific question item
 - Individual question responses provide most precise information on question and category



Employee Scorecard – Internal Measurement

Scale Level	Label
Strongly Agree	Real Strength
Agree	Strength
Neither Agree or Disagree	Neutral
Disagree	Needs Improvement
Strongly Disagree	Weakness





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Summary Results Overall



Overall Category Scores by Strength

(includes strongly agree and agree ratings)

Developmental < 65 (external)

Strength 75 or greater (external)

Work Environment	72
Work Engagement	76
Senior Leadership	64
My Manager or Supervisor...	79
Career / Performance Development	54
Compensation and Benefits	73



Overall Category Scores by Strength (By Position)

(includes strongly agree and agree ratings)

Developmental < 65 (external)

Strength 75 or greater (external)

	Operations	Maintenance	Engineering	HR	Finance, Accounting, or Treasury	EMT	IT
Work Environment	56	70	78	80	89	98	81
Work Engagement	64	74	76	81	91	100	81
Senior Leadership	44	69	70	73	72	100	80
My Manager or Supervisor...	73	75	89	88	90	95	83
Career / Performance Development	42	54	53	54	68	94	59
Compensation and Benefits	56	79	88	83	71	100	88



Overall Category Scores by Strength (By Tenure)

(includes strongly agree and agree ratings)

Developmental < 65 (external)

Strength 75 or greater (external)

	less than 6 months	6 to 12 months	1 to 3 years	3 to 5 years	5 plus years
Work Environment	95	86	63	76	71
Work Engagement	94	86	72	80	68
Senior Leadership	93	71	56	70	62
My Manager or Supervisor...	85	89	78	79	77
Career / Performance Development	67	77	41	59	54
Compensation and Benefits	83	82	64	79	73





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Summary Results (Overall Company)



Overall Category Scores - ALL

	Real Strength	Strength	Total Positive	Neutral	Needs Improvement	Weakness
My Manager or Supervisor...	45	34	79	13	5	3
Work Engagement	31	45	76	15	6	3
Compensation and Benefits	32	41	73	16	6	5
Work Environment	30	42	72	18	7	3
Senior Leadership	26	38	64	24	8	4
Career / Performance Development	18	36	54	27	11	8



Greatest Question Strengths for All

Strength			Total Positive			
I understand how my specific job responsibilities contribute to success in our organization.	42	49	91	6	2	1
My organization has a safe work environment.	55	35	90	7	2	1
My manager or supervisor treats me with respect.	54	32	86	10	3	1
My manager/supervisor and I have a good working relationship.	50	36	86	11	2	1
I feel my work meaningfully contributes to the overall purpose and mission of the organization.	36	50	86	11	2	1



Greatest Question Weaknesses for All

Weaknesses			Total Positive			
The organization provides information in a timely manner.	15	40	55	26	13	6
My organization provides professional development opportunities that assist my personal growth.	16	37	53	30	11	6
Employees at all levels are held accountable.	18	34	52	24	18	6
I am satisfied in the investment my organization makes in training and development.	18	34	52	23	14	11
There are career advancement opportunities available to me.	14	28	42	35	13	10



Greatest Question Neutrals for All

Neutral			Total Positive			
There are career advancement opportunities available to me.	14	28	42	35	13	10
My organization provides professional development opportunities that assist my personal growth.	16	37	53	30	11	6
There is a shared purpose throughout the organization that inspires performance.	22	36	58	27	11	4
Senior Leadership provides clear, consistent direction for the future success of our organization.	24	36	60	27	9	4
Senior Leadership behaves in a manner representative of our core values.	27	38	65	26	6	3





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Summary Results – Question Weaknesses (by Position)



Greatest Question Weaknesses for Operations

Weaknesses			Total Positive			
The Company effectively communicates its overall direction/vision.	11	26	37	323	22	8
The organization provides information in a timely manner.	3	33	36	20	30	14
There is a shared purpose throughout the organization that inspires performance.	8	28	36	40	15	9
I am satisfied in the investment my organization makes in training and development.	13	20	33	19	21	27
Employees at all levels are held accountable.	6	27	33	28	28	11



Greatest Question Weaknesses for Maintenance

Weaknesses			Total Positive			
I am satisfied in the investment my organization makes in training and development.	9	44	53	20	21	6
My organization provides professional development opportunities that assist my personal growth.	12	38	50	35	12	3
There are career advancement opportunities available to me.	18	32	50	35	12	3
There is a shared purpose throughout the organization that inspires performance.	29	20	49	28	17	6
Employees at all levels are held accountable.	11	34	45	43	9	3



Greatest Question Weaknesses for Engineering

Weaknesses			Total Positive			
There is a shared purpose throughout the organization that inspires performance.	25	35	60	20	20	0
Employees at all levels are held accountable.	30	25	55	25	20	0
I am satisfied in the investment my organization makes in training and development.	10	40	50	30	15	5
My organization provides professional development opportunities that assist my personal growth.	15	30	45	45	5	5
There are career advancement opportunities available to me.	5	35	40	35	15	10



Greatest Question Weaknesses for HR

Weaknesses			Total Positive			
There is a shared purpose throughout the organization that inspires performance.	17	33	50	33	17	0
My manager or supervisor provides ongoing coaching and feedback that helps me improve my performance.	33	17	50	50	0	0
My manager or supervisor provides positive feedback and suggestions for improvement to my overall work performance in a timely basis.	50	0	50	50	0	0
My organization provides professional development opportunities that assist my personal growth.	0	50	50	33	0	17
There are career advancement opportunities available to me.	17	16	33	33	17	17



Greatest Question Weaknesses for Finance, Accounting, or Treasury

Weaknesses			Total Positive			
Senior Leaders exhibit the right behaviors that enable the right results by doing it the right way.	16	52	68	21	11	0
Senior Leadership behaves in a manner representative of our core values.	16	52	68	32	0	0
My organization provides professional development opportunities that assist my personal growth.	21	42	63	21	16	0
There are career advancement opportunities available to me.	11	42	53	42	5	0
My compensation appropriately reflects my performance.	16	37	53	26	21	0



Greatest Question Weaknesses for EMT

Weaknesses			Total Positive			
The organization provides information in a timely manner.	50	25	75	25	0	0
My manager or supervisor provides ongoing coaching and feedback that helps me improve my performance.	75	0	75	25	0	0
I feel comfortable providing upward feedback to my supervisor or manager.	50	25	75	0	0	0
There are career advancement opportunities available to me.	25	50	75	0	25	0
All other questions.			100			



Greatest Question Weaknesses for IT

Weaknesses			Total Positive			
I feel comfortable sharing my opinions and expressing my ideas.	25	50	75	0	12.5	12.5
I am satisfied that I have the opportunities to apply my talents and expertise.	25	50	75	0	12.5	12.5
Senior Leadership listens to employees.	13	50	63	25	12	0
I am satisfied in the investment my organization makes in training and development.	25	38	63	0	25	12
The organization provides information in a timely manner.	0	50	50	50	0	0
There are career advancement opportunities available to me.	12.5	12.5	25	50	0	25





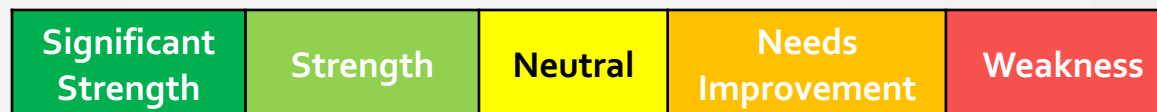
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Summary Results – Question Weakness (by Tenure)



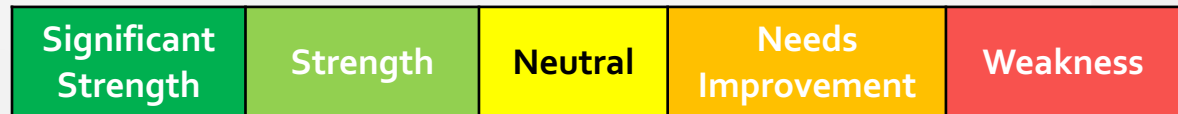
Greatest Question Weaknesses for Tenure Less than 6 months

Weaknesses			Total Positive			
My manager or supervisor effectively communicate the necessary information to our department.	33	34	67	0	33	0
I feel comfortable providing upward feedback to my supervisor or manager.	33	34	67	0	33	0
The organization gives recognition for successful performance by employees.	25	25	50	50	0	0
There are career advancement opportunities available to me.	33	0	33	67	0	0



Greatest Question Weaknesses for Tenure 6 to 12 months

Weaknesses			Total Positive			
Senior Leadership behaves in a manner representative of our core values.	36	36	72	28	0	0
I have confidence in the Senior Leadership's ability to lead the Company in the right direction.	36	36	72	21	7	0
There are career advancement opportunities available to me.	14	58	72	14	14	0
The organization provides information in a timely manner.	23	46	69	23	0	8
Senior Leadership provides clear, consistent direction for the future success of our organization.	21	36	57	36	0	7



Greatest Question Weaknesses for Tenure 1 to 3 years

Weaknesses			Total Positive			
There is a shared purpose throughout the organization that inspires performance.	18	27	45	29	20	6
Employees at all levels are held accountable.	13	29	42	24	25	9
My organization provides professional development opportunities that assist my personal growth.	14	26	40	32	19	9
I am satisfied in the investment my organization makes in training and development.	10	28	38	23	20	19
There are career advancement opportunities available to me.	10	22	32	38	13	17



Greatest Question Weaknesses for Tenure 3 to 5 years

Weaknesses			Total Positive			
My organization provides professional development opportunities that assist my personal growth.	20	40	60	27	8	5
Employees at all levels are held accountable.	26	33	59	24	13	4
I am satisfied in the investment my organization makes in training and development.	22	36	58	24	10	8
The organization provides information in a timely manner.	19	38	57	27	10	6
There are career advancement opportunities available to me.	15	29	44	37	9	10



Greatest Question Weaknesses for Tenure 5 plus years

Weaknesses			Total Positive			
The organization gives recognition for successful performance by employees.	12	38	50	25	25	0
My organization provides professional development opportunities that assist my personal growth.	9	41	50	34	13	3
There are career advancement opportunities available to me.	16	28	44	28	25	3
There is a shared purpose throughout the organization that inspires performance.	6	38	44	37	16	3
Employees at all levels are held accountable.	7	32	39	32	23	6





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Strengths



Key Strength Areas (leverage):

- I fully understand the safety requirements of my job.
- I am satisfied with the Company's commitment and efforts to create a safe and environmentally friendly work environment.
- I receive adequate training to perform my job safely.





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Developmental Areas



Key Development Areas:

- I believe the Company and EMT promote and demonstrate a positive culture in their dealings with employees.
- I believe the majority of my co-workers feel the company is a great place to work.
- In general, Organizations/Departments build positive, cooperative relationships with other Organizations/Departments in the Company.



Employee Comments



Employee Comments (Question: If you were the person in charge for the day, what single thing would you change in the organization to make it a better place to work?)

A total of 130 comments were received (total ee inputs); many with multiple suggestions

Category / Area
Communication
Work Space, Equipment and Uniform Policy
Daily Operations
Alignment and Communication of Strategic Plan
Accountability
Employee Recognition
Team Building Within and Between Departments



Employee Comments (Question: How can the Company more effectively retain our employees for the long-term?)

**A total of 149 comments were received (total ee inputs);
many with multiple suggestions**

Category / Area
Training Program
Bonus / Incentives
Teambuilding
Increase Employee Recognition and Morale
Benefits / Compensation
Career Advancement / Development Opportunities



Employee Comments (Question: How does Senior Leadership contribute to a positive work culture? If not, what can they do to improve?)

A total of 132 comments were received (total ee inputs); many with multiple suggestions

Category / Area
30 positive comments on EMT contribution to a positive work culture
Transparency/Communication from Top Management
Adhere to Culture
Listen to Employees
Employee Recognition
Team Building



Employee Comments (Question: What changes or initiatives have you noticed since our last employee survey?)

A total of 122 comments were received (total ee inputs); many with multiple suggestions

Communication /Cooperation Between Departments
Compensation/Benefits/ Bonus
Culture Development
Training Opportunities
No Change Regarding EMT



Employee Other Comments:

**A total of 75 comments were received (total ee inputs);
many with multiple suggestions**

Category / Area
Great Place to Work
Improve Training
Career Development
Work/Life Balance
Daily Operations



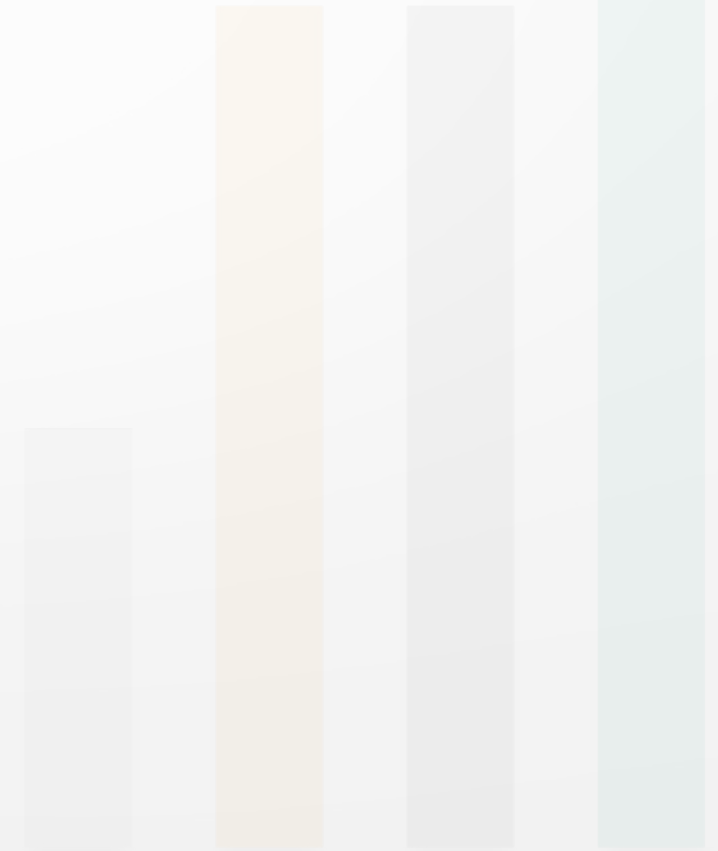


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Recommendations, Conclusions and Next Steps



Next Steps





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The End

