

# 2018 TOP PERFORMER SUMMARY REPORT

PROVIDED BY ERC

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## About ERC

ERC helps organizations create great workplaces by providing HR resources, training, and consulting services.

ERC offers HR content and tools, compensation & benefit benchmarking data, experienced HR Advisors, and access to an exclusive partner network.

ERC Training provides customized learning and development solutions that enhance the skills of managers, supervisors, leaders and the general workforce.

ERC Consulting & Coaching Services helps organizations attract and retain talent through assessments, coaching, and consulting services, with a specialty in compensation & benefits.

ERC also sponsors the ERC Health insurance program and hosts the NorthCoast 99 program, honoring 99 great workplaces for top talent



## Methodology

As part of the 2018 NorthCoast 99 application, at least 50 percent of your top performers (or 200 employees, whichever number is smaller) employed in Northeast Ohio were asked to complete an online survey measuring employee engagement. At least 80 percent of these surveys were required to be returned.

**A total of 200 top performers completed the survey for your organization.** This report provides detailed information on their responses to the survey items.

A top performer was defined as any employee who earned an above average rating on his or her most recent performance review in 2017.

The survey consisted of 58 statements measuring employee engagement on a six-point Likert-type scale (1 = Strongly Disagree; 6 = Strongly Agree), which were developed by ERC and included many items from our standardized Employee Engagement Survey instrument. This instrument has been validated as a strong measure of top-performer engagement and a predictor of workplace effectiveness.

In addition, top performers were asked to respond to two open-ended questions and to then rank a number of job attributes in terms of their importance (1 = most important) when seeking a job. Any identifying information in the open-ended responses that could jeopardize the anonymity of the survey and disclose the identity of your organization's respondents has been removed.

## Subscale Summary

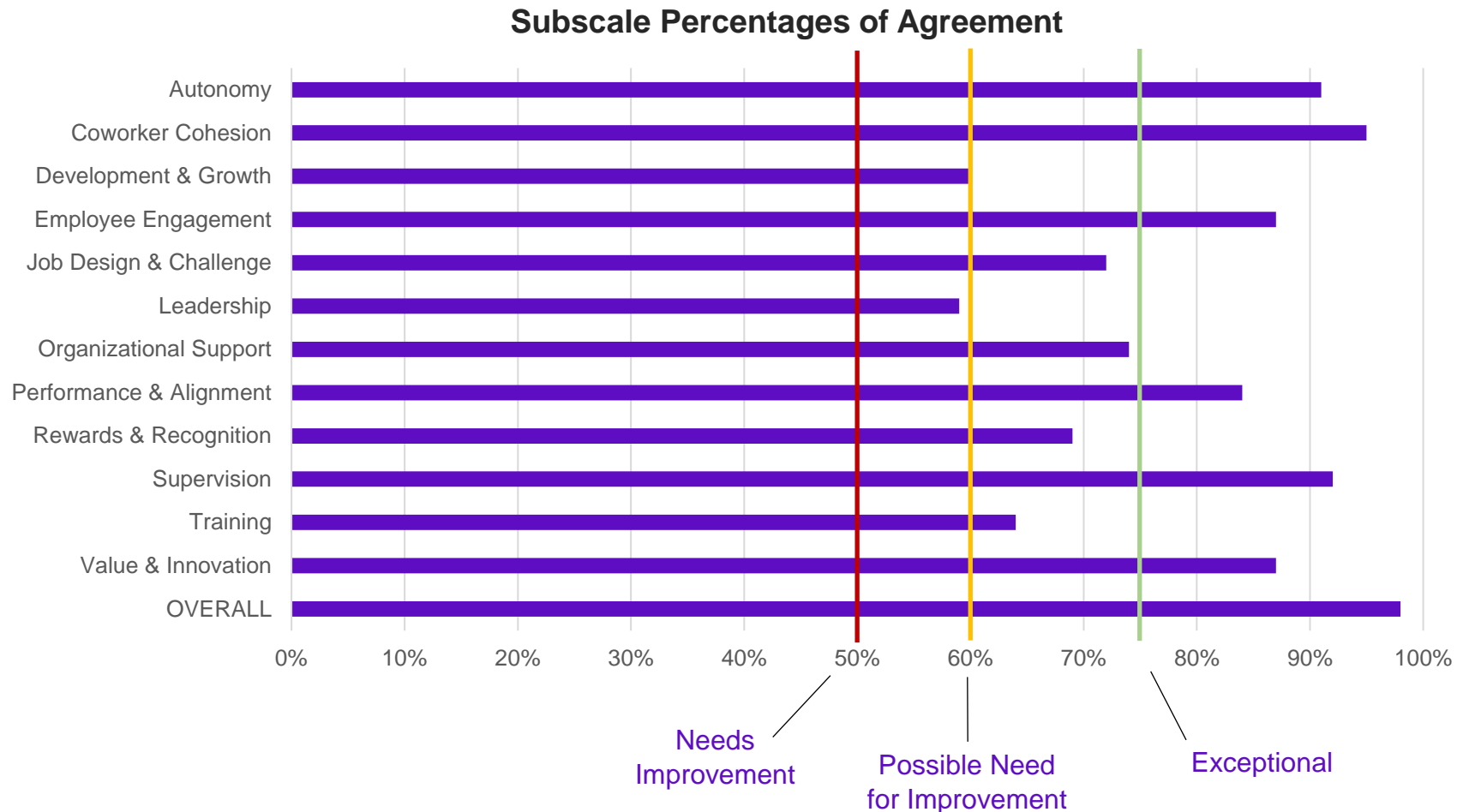
Top performers were asked to rate 58 statements regarding aspects of employee engagement on a six-point scale measuring their degree of agreement (1 = Strongly Disagree; 6 = Strongly Agree). These statements covered 11 different topics related to employee engagement, as well as overall employee engagement itself:

- **Autonomy:** The degree to which employees have influence on selecting the work they do, freedom to manage the flow and pace of that work, and accountability for their results.
- **Coworker Cohesion:** The degree to which employees with a diverse set of skills and backgrounds care and support each other.
- **Development & Growth:** The degree to which employees are given opportunities to learn and grow, develop their careers, and advance through your organization.
- **Employee Engagement:** The degree to which employees take pride in your organization, feel that their work is meaningful and fulfilling, and are willing to go above and beyond their primary job duties.
- **Job Design & Challenge:** The degree to which employees feel they are challenged to perform, able to utilize specialized skills and abilities, allowed to work in a variety of roles, and free to share their ideas and opinions within the organization.
- **Leadership:** The degree to which employees feel that your organization's leaders communicate effectively and provide clear goals, direction, and an understanding of the organization's mission and vision for success. This also includes the degree to which employees feel leaders show integrity, care about employee well-being, and cultivate an environment of trust.
- **Organizational Support:** The degree to which employees feel your organization provides flexibility to meet personal needs, supports health and wellness, and provides opportunities to positively impact your community.
- **Performance & Alignment:** The degree to which employees are aware of overall performance and strategy, as well as understand their contribution to that performance.

- **Rewards & Recognition:** The degree to which employees feel that they are recognized or praised for good work, receive competitive pay, can earn more pay based on performance, and value the rewards provided by the organization.
- **Supervision:** The degree to which employees feel that your immediate managers or supervisors are supportive and considerate of your needs, share a strong working relationship, and provide regular feedback on performance.
- **Training:** The degree to which employees feel their training is specialized for the job function, has improved their performance, and can help them qualify for better positions.
- **Value & Innovation:** The degree to which employees believe your organization is able to adapt to new ways of doing things, supports creativity and innovation, is concerned with customer satisfaction (and has a good reputation with customers because of that), and provides products or services that are of value and benefit to the customer.

# Subscale Results

The corresponding graph presents various subscales based on the overall percent of employee agreement (defined as a rating of Slightly Agree, Agree, or Strongly Agree) with each. The vertical colored lines indicate important reference points to which to compare your organization's scores.



# Item Results

The corresponding table lists the individual survey items based on the overall percentage of **employee agreement** (defined as a rating of Slightly Agree, Agree, or Strongly Agree) with each. Please note that percentages displayed in the table may be within 1% accuracy due to the rounding of decimals. The **average rating** indicates the mean employee response for that specific item (ranging from 1 to 6). This is calculated by adding all individual ratings for that item and dividing this number by the **count** (or the total number of employees who responded to the question).

## LEADERSHIP

1. This organization’s leadership tries to model its values every day.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	10.2%	24.6%	35.0%	79.8%	4.81	200

2. This organization’s leadership provides clear goals and direction.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	200

3. This organization’s leadership communicates the mission and vision for the organization’s success.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	200





**LEADERSHIP** (continued)

4. This organization's leadership is concerned about my well-being.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	0.0%	5.6%	10.2%	10.8%	73.3%	94.3%	5.53	200

5. This organization's leadership has integrity.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	200

6. I trust this organization's leadership.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	2.0%	8.2%	29.4%	56.9%	94.5%	5.13	200

7. This organization communicates consistent and clear information.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	10.2%	24.6%	35.0%	79.8%	4.81	200

**JOB DESIGN & CHALLENGE**

8. I am able to use specialized skills on the job.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	200

9. The projects and assignments I receive contribute to my career development.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	10.2%	24.6%	35.0%	79.8%	4.81	200

10. I am able to work on important projects.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	5.9%	2.4%	20.3%	38.5%	28.2%	87.1%	4.84	200

11. I have the opportunity to use my best skills and abilities.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	200



**JOB DESIGN & CHALLENGE** (continued)

12. I am able to work in a variety of jobs and roles.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	10.2%	24.6%	35.0%	79.8%	4.81	200

13. I have the opportunity to help launch new initiatives or programs.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	3.2%	11.6%	17.4%	48.0%	17.4%	82.9%	4.79	200

14. I am invited to share my ideas and opinions.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	31.3%	26.8%	32.8%	90.9%	5.02	200



**TRAINING**

15. I have received specialized training for my job function.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	10.2%	11.6%	6.9%	44.5%	23.5%	74.9%	4.65	200

16. I have received general training.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	10.2%	24.6%	35.0%	79.8%	4.81	200

17. The training I have received has improved my job performance.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	200

18. I have received training to help me qualify for a better job.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	200



**REWARDS & RECOGNITION**

19. I am recognized or praised when I do a good job.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	6.6%	27.4%	47.7%	81.7%	4.76	200

20. I am paid competitively for the work I do.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	10.2%	24.6%	35.0%	79.8%	4.81	200

21. I have the opportunity to earn more pay based on my performance.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	200

22. I value the rewards given at this organization.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
7.8%	7.2%	5.2%	20.4%	27.4%	37.6%	85.4%	4.71	200



**REWARDS & RECOGNITION** (continued)

23. Rewards are given fairly at this organization.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	200



**SUPERVISION**

24. My supervisor helps me find solutions to work problems.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	16.6%	17.4%	55.0%	10.4%	82.8%	4.75	200

25. My supervisor is supportive and considerate of my needs.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	3.2%	9.6%	17.4%	50.0%	26.4%	93.9%	5.32	199

26. My supervisor and I have a strong working relationship.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	199

27. I am provided regular feedback on my performance.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	199



**COWORKER COHESION**

28. My coworkers and I care about one another.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	199

29. My coworkers and I help each other when needed.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	199

30. My coworkers have diverse skills and backgrounds.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	199





**VALUE & INNOVATION**

<b>31. This organization supports innovation and creativity.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	21.6%	17.4%	40.0%	17.4%	74.9%	4.65	199

<b>32. This organization continually adapts to new ways of doing things.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	199

<b>33. This organization cares a great deal about customer satisfaction.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	199

<b>34. Our products or services provide value and benefit to our customers.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	199



**VALUE & INNOVATION** (continued)

35. Our organization has a reputation for superior customer service.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	199



**PERFORMANCE & ALIGNMENT**

<b>36. I am aware of this organization's overall performance.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
3.2%	6.8%	3.2%	22.2%	36.6%	28.0%	86.8%	4.89	198

<b>37. I understand how my contributions impact the organization's performance.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	198

<b>38. I have a clear understanding of how my work connects to the overall organizational strategy.</b>								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	198



**DEVELOPMENT & GROWTH**

39. I have opportunities for learning and growth.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	10.2%	1.6%	21.50%	48.50%	22.40%	92.4%	4.99	198

40. I have opportunities for career advancement.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	198

41. This organization takes steps to advance its top performers.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	198

42. I have a mentor at work.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	5.02	198



**ORGANIZATIONAL SUPPORT**

43. This organization provides me with the flexibility I need to meet my personal and family needs.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	198

44. This organization provides sufficient opportunities to reach out to the community.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	198

45. This organization supports my health and wellness.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.88	198



**AUTONOMY**

46. The information I need to do my job is easily accessible.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	198

47. I can effectively manage the flow and pace of my work.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	10.2%	11.7%	19.4%	45.0%	12.3%	76.8%	4.33	198

48. I am involved in decisions that affect me directly.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
1.2%	3.3%	20.6%	17.4%	40.0%	17.4%	74.9%	4.65	198

49. I am held accountable for my results.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	198



**AUTONOMY** (continued)

50. I have influence in selecting work I do.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	10.2%	1.6%	21.50%	48.50%	22.40%	92.4%	4.89	198

**EMPLOYEE ENGAGEMENT**

51. I am willing to go above and beyond my primary job duties.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	197

52. Staying with this organization is in my best interest.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	196

53. My career will thrive at this organization.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
1.2%	3.3%	20.6%	17.4%	40.0%	17.4%	74.9%	4.65	196

54. The work I do is meaningful and fulfilling.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	196





**EMPLOYEE ENGAGEMENT** (continued)

55. I take pride in working for this organization.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
4.7%	10.3%	5.2%	20.2%	24.6%	35.0%	79.8%	4.81	195

56. This organization is a great place to work.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	21.6%	17.4%	40.0%	17.4%	74.9%	4.70	194

57. I am inspired by the values of the organization.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
0.0%	3.5%	1.2%	8.2%	29.4%	57.7%	95.3%	5.13	194

58. I would recommend our products or services to our customers.								
1	2	3	4	5	6			
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Percent of Agreement	Average Rating	Count
2.3%	1.2%	11.6%	17.4%	50.0%	17.4%	84.9%	4.92	194



## Job Attribute Rankings

The following is a summary of the work attributes ranked as having the most personal importance to your organization's top performers. Top performers were asked to rank the top 5 attributes (out of 19 total) they seek in a job, with "1" indicating the highest importance. The job attributes are ordered based on the highest percentage of rankings received by your top performers.

Job Attribute	% Ranked #1 Overall	% Ranked in Top 5
Challenging/Meaningful Work	18.9%	52.8%
Compensation	14.7%	59.6%
Work/Life Benefits	13.3%	63.8%
Job Security	8.8%	41.0%
Autonomy	8.5%	31.7%
Benefits	7.9%	43.3%
Leadership	5.9%	28.3%
Advancement	5.7%	27.1%
Career Development	4.3%	24.1%
Product/Service Quality	3.1%	19.3%
Coworker Relationships	3.1%	33.8%
Supervision	2.5%	24.8%
Incentive/Bonus Pay Potential	1.0%	14.8%
Entrepreneurship/Innovation	< 1.0%	7.1%
Product/Service Brand Recognition	< 1.0%	1.7%
Rewards & Recognition	< 1.0%	4.8%
Social Responsibility	< 1.0%	7.2%
Sustainability	< 1.0%	3.6%
Training	< 1.0%	6.4%

## Open-Ended Responses

The following section lists a bulleted transcript of all verbatim responses to the open-ended survey questions and excludes any identifying information, including names and/or job titles. Each bullet point represents one employee response to that corresponding survey item. To preserve the integrity of the responses, no changes to spelling, grammar, or punctuation were made.

### **What aspects of this workplace or your job influence your decision to remain at this organization?**

- I enjoy the people and leadership I get to work with every day. We have the opportunity to make an impact in our industry every day. The organization believes in the work I am doing and I see a direct impact on the success of our company. It is fulfilling.
- The organization has not only a great culture but good climate to be yourself.
- I see opportunities to continue to grow and expand in role, but also to make transitions into higher levels in the organization.
- Job flexibility and work/life balance that is offered in the organization.
- PTO gets better with more years of service. Good health benefits are very crucial to me.
- The compensation is highly competitive for my field of work.

### **What aspects of this workplace or your job might cause you to consider leaving?**

- Top management sometimes is 'out of touch' with what goes on 'in the field', and seems to be more concerned with their own benefits than those of the 'lower level' employees.
- Would consider leaving if I am not able to advance at the pace that I think is necessary for my career growth.
- Compensation. The rate of pay for my job is not comparable to the same job title/level of work in this area.
- The workload is becoming overwhelming with all of the growth in this organization, which is resulting in increased stress.
- I believe that there is a lack of communication and transparency between leadership and the support staff below them. I also have a lack of trust in some of the leadership within the organization.
- If the job would become mundane, if the management would change, and/or if there were no opportunities for professional growth and/or educational growth and development.
- The only reason I think about leaving this company is the compensation. The market value for my job role is 50% higher than the current compensation model.



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