ACME IMPACT Survey Results

2020

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Talmetrix

Report Overview

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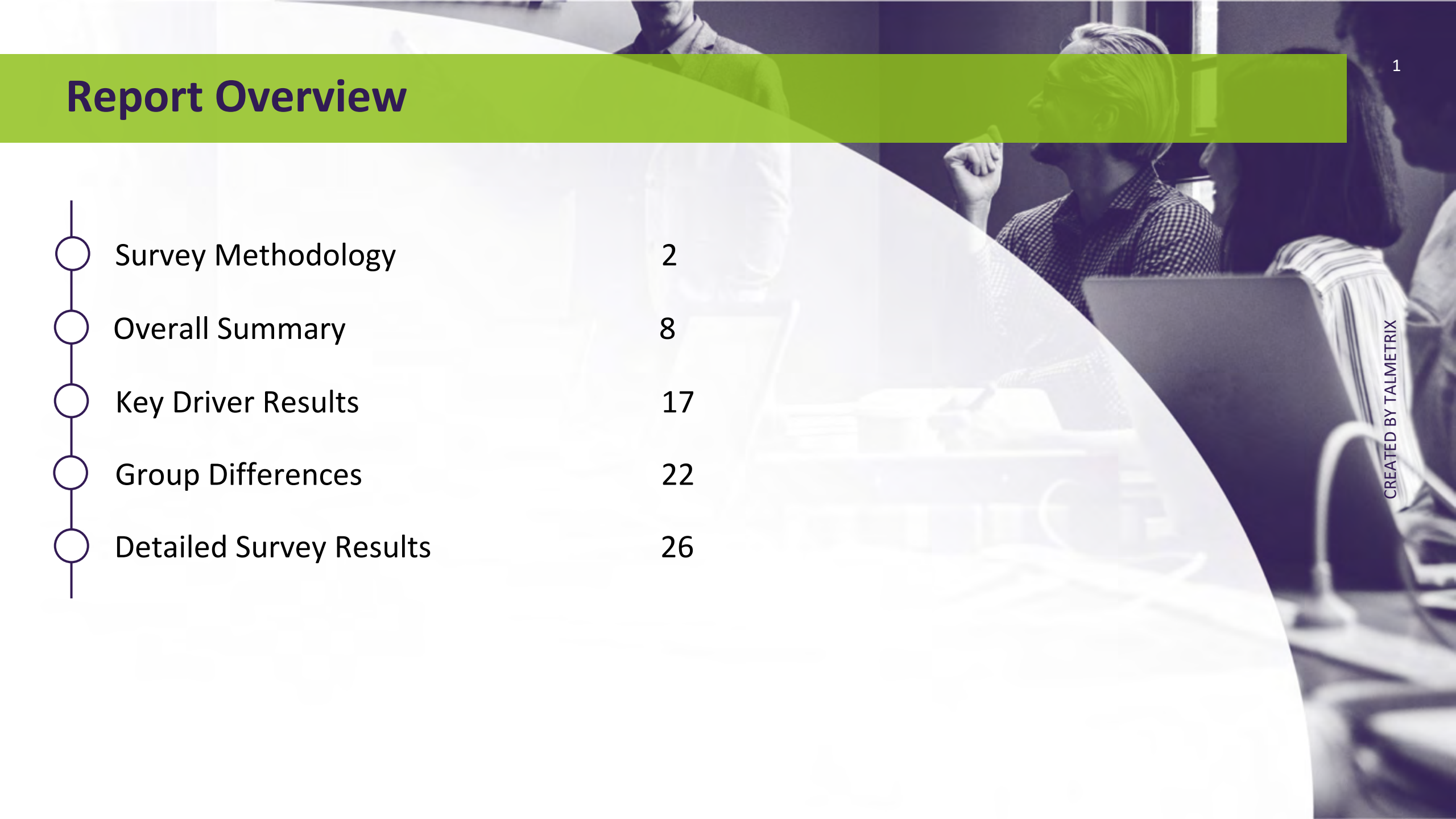

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Survey Methodology

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Survey Framework

Career Experience

Growth and development
(3 items)

Empowerment

Autonomy and individual decisions
(2 items)

Job Satisfaction

Pay and job alignment
(3 items)

My Manager

Manager coaching, competence, and support
(4 items)

Organizational Climate

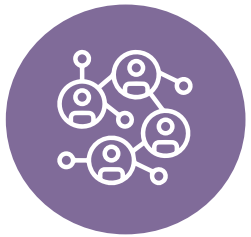
Treatment, recognition, and inclusion
(4 items)

Organizational Effectiveness

Communication, senior leadership, and efficiency
(9 items)

Ownership

Self assessment on accountability
(3 items)



Teamwork

How well a team works together
(3 items)

ENGAGEMENT
(8 items)

INTENT TO STAY
(1 item)

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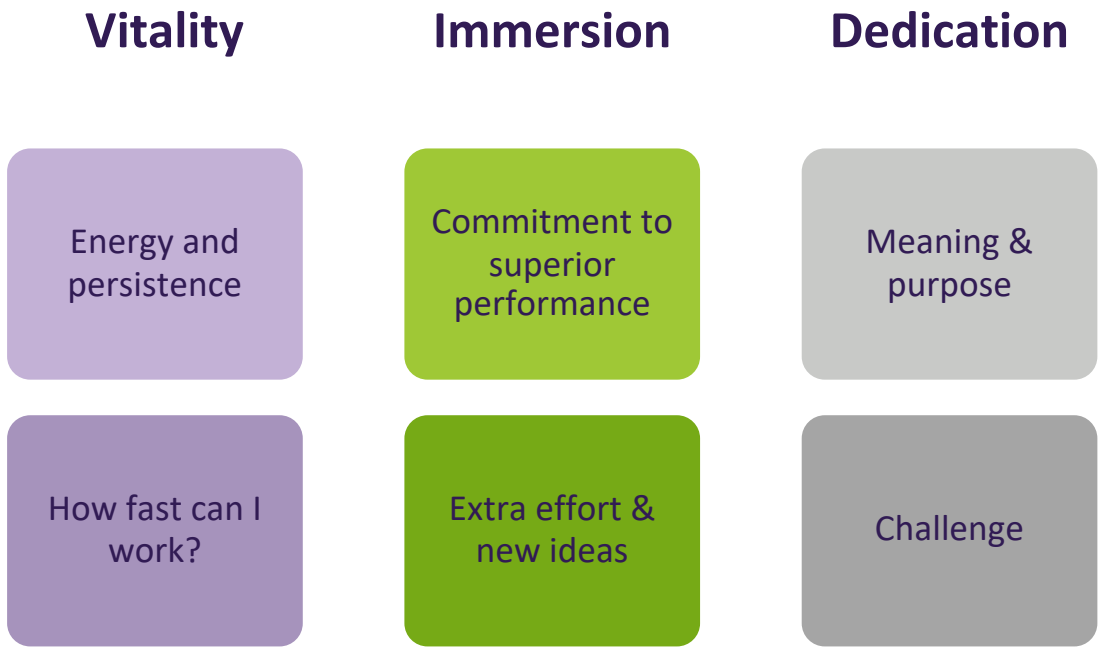
What is Engagement?

- Engagement is its own complex state; engagement **is not** job satisfaction, pride, or happiness. Rather, engagement is comprised of **vitality**, **immersion**, and **dedication**.
- Knowing that engagement influences overall performance is critical to driving **high** performance in your current workforce.
- Both the organization and employees have control over these aspects of engagement.



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Glossary of Terms

- **Distribution of Favorability:** Shows the general proportion of **favorable** responses (“strongly agree” and “agree”), **neutral**, and **unfavorable** responses (“disagree” and “strongly disagree”).
  - Why we use red, gray, and purple: To meet 508 compliance regulations for visual impairments.
- **Response Scales:** All structured response questions use a 5-point Likert scale. There were 2 standard open-ended question types.
- **Rounding:** The sum of % **favorable**, **neutral**, and **unfavorable** scores may add up to 99 or 101.
- **Δ:** The difference between two numerical values. Here, the Δ is used to show the difference between your organization’s and the benchmark’s favorability scores.
- **Reverse Score:** Some items are reverse scored, meaning those who answered **favorably** answered “strongly disagree”/”disagree” or “highly unlikely”/”unlikely” to some items.
- **Item:** Synonymous with survey “question.”

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Survey Administration

Employees accessed the survey **1/1/20 – 1/14/20 via unique email link**.

The survey was available in both English and Spanish.

Anonymity threshold: **5**. No groups with fewer than 5 respondents are reported.

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Survey Benchmark Details

- The benchmark survey was sourced in March of 2020 with more than 1,800 respondents.
- The benchmark spans across a variety of industries, including:
  - Business & Information
  - Education
  - Finance & Insurance
  - Health Services
  - Manufacturing
  - Retail
  - Technology & Engineering
- Organizations represented in the benchmark ranged in size, from 100 – 10,000 or more employees.

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Overall Summary

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Survey Participation Detail

Gender	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate
Female	375	54%	434	51%	86%
Male	323	46%	415	49%	78%

Race					
Asian/Native Hawaiian/Other Pacific Islander	4	0.6%	4	0.5%	100%
Black	225	32%	287	34%	78%
Latino	98	14%	132	16%	74%
Native American/American Indian	2	0.3%	2	0.2%	100%
Other/Unknown	0	0%	1	0.1%	0%
Two or More Races	37	5%	66	8%	56%
White	332	48%	357	42%	93%
Total	**698**	-	**849**	-	**82%**

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COLOR KEY:

Did not meet anonymity threshold*

**results will not be displayed for these groups throughout the report*

Survey Participation Detail

Age Range	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate
18-24	120	17%	132	16%	91%
25-34	142	20%	158	19%	90%
35-44	178	26%	201	24%	89%
45-54	129	18%	160	19%	81%
55-64	103	15%	166	20%	62%
65+	26	4%	32	4%	81%

People Manager					
Individual Contributor - Hourly	251	36%	357	42%	70%
Individual Contributor - Salaried	291	42%	301	35%	97%
People Manager - Hourly	3	0.4%	4	0.5%	75%
People Manager - Salaried	153	22%	187	22%	82%
Total	**698**	-	**849**	-	**82%**

COLOR KEY:

Did not meet anonymity threshold*

**results will not be displayed for these groups throughout the report*

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Survey Participation Detail

Department	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate
Administrative	100	14%	132	16%	76%
Engineering	52	7%	77	9%	68%
Executive	16	2%	20	2%	80%
Facilities	125	18%	143	17%	87%
Finance & Accounting	27	4%	39	5%	69%
Human Resources	16	2%	18	2%	89%
Legal	9	1%	10	1%	90%
Marketing	43	6%	50	6%	86%
Operations	221	32%	253	30%	87%
Research & Development	30	4%	32	4%	94%
Sales	59	8%	75	9%	79%
Total	**698**	-	**849**	-	**82%**

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**results will not be displayed for these groups throughout the report*

Summary of Findings

OVERALL PARTICIPATION: 84%

OVERALL FAVORABILITY

71%

MOST FAVORABLE CATEGORIES

1. Empowerment ***(80% favorable)***
2. My Manager ***(80% favorable)***
3. Career Experience ***(79% favorable)***

MOST NEUTRAL CATEGORIES

1. Organizational Effectiveness ***(25% neutral)***
2. Engagement ***(22% neutral)***
3. Ownership ***(19% neutral)***

MOST UNFAVORABLE CATEGORIES

1. Organizational Effectiveness, Engagement, Job Satisfaction ***(12% unfavorable)***
2. Ownership, Intent to Stay ***(11% unfavorable)***
3. Organizational Climate, My Manager ***(9% unfavorable)***

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Summary Comparison to Benchmark

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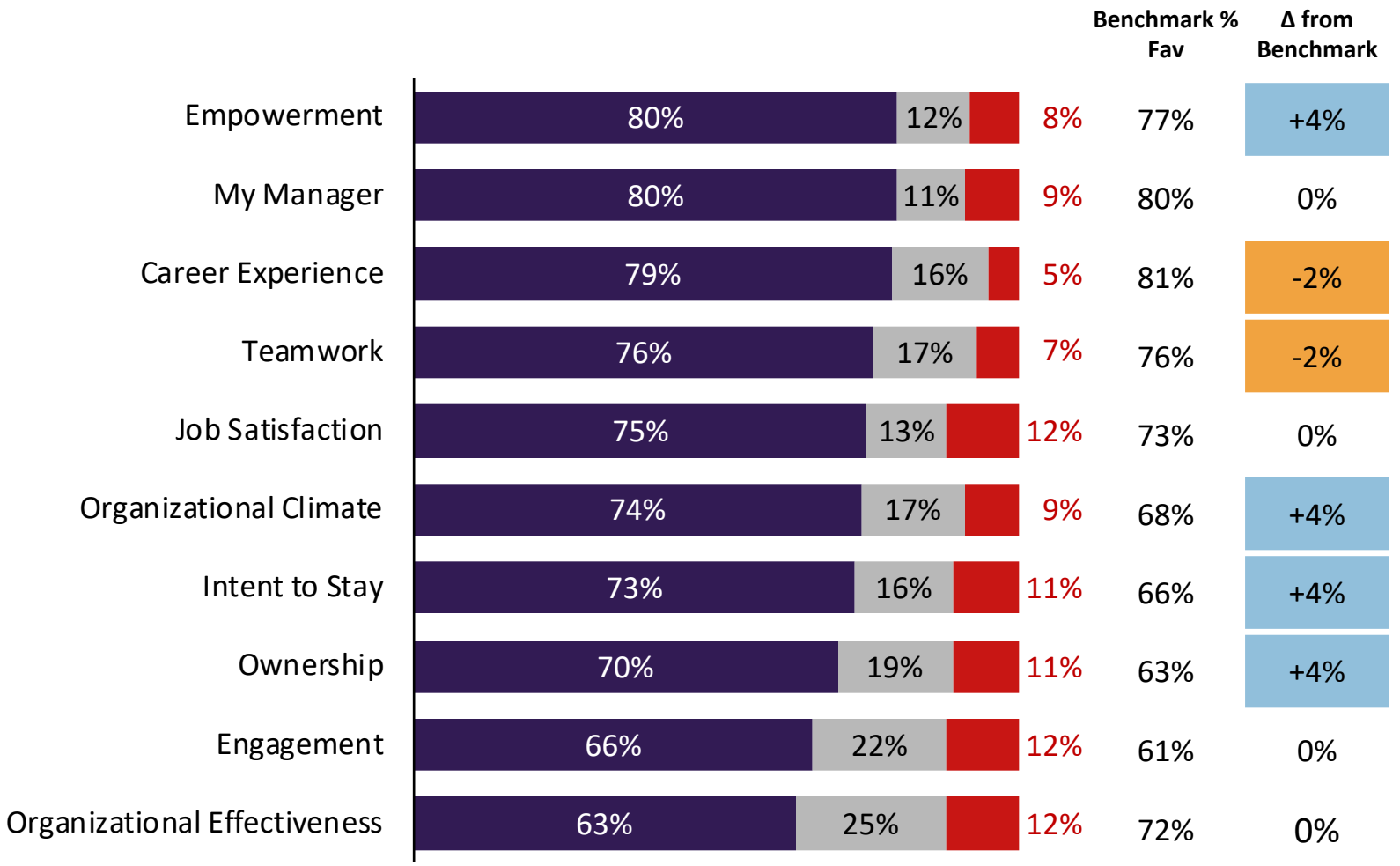
Overall Category Results



COLOR KEY:

- Favorable
- Neutral
- Unfavorable
- Higher
- Lower
- No difference

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Most & Least Favorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST FAVORABLE	Job Satisfaction	[illegible]	93%	5%	2%
	Organizational Climate	[illegible]	93%	5%	2%
	Engagement	[illegible]	91%	8%	1%
	Career Experience	[illegible]	90%	8%	2%
	Ownership	[illegible]	86%	12%	2%
	Teamwork	[illegible]	86%	9%	5%
	Engagement	[illegible]	84%	10%	6%
LEAST FAVORABLE	Organizational Effectiveness	[illegible]	26%	50%	24%
	Engagement	[illegible]	37%	39%	24%
	Engagement	[illegible]	45%	34%	21%
	Organizational Effectiveness	[illegible]	53%	29%	18%
	Organizational Effectiveness	[illegible]	54%	26%	20%

See appendix for all question-level distributions

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Most Neutral & Most Unfavorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST NEUTRAL	Organizational Effectiveness	[illegible]	26%	50%	24%
	Engagement	[illegible]	37%	39%	24%
	Engagement	[illegible]	45%	34%	21%
	Engagement	[illegible]	65%	31%	4%
	Organizational Effectiveness	[illegible]	53%	29%	18%
MOST UNFAVORABLE	Organizational Effectiveness	[illegible]	26%	50%	24%
	Engagement	[illegible]	37%	39%	24%
	Engagement	[illegible]	45%	34%	21%
	Job Satisfaction	[illegible]	55%	24%	21%
	Organizational Effectiveness	[illegible]	54%	26%	20%
	Ownership	[illegible]	61%	20%	19%
	Organizational Effectiveness	[illegible]	53%	29%	18%

See appendix for all question-level distributions

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Key Driver Results

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About the Key Driver Analysis

- Key driver analyses (KDAs) are used to **understand which survey categories have the most influence on the following outcomes**:
  1. Engagement
  2. Intent to Stay
- The key driver analysis indicates which survey categories are driving the outcomes **in order of influence**, starting with the most impactful.
- Key drivers are only conducted for groups ~100+.
- The next few slides will provide the top drivers for each outcome.

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*see appendix for a more detailed description of the Key Driver Analysis methodology

About the Key Driver Analysis

- When analyzing key drivers, consider the following:
  - Key drivers can **positively** or **negatively** influence Engagement or Intent to Stay.
    - If a key driver is a highly favorable category, an assumption could be made that it is having *positive* influence on the outcome (e.g., Engagement).
    - The opposite applies as well: if a key driver is a highly unfavorable category, it may be having a *negative* influence on the outcome.
  - Key drivers are recommended areas to focus improvement efforts because they are *predictive* of the outcomes of Engagement or Intent to Stay.
    - You will see the best ROI when organizational efforts are made towards the key driver categories.
  - If a key driver is assumed to be *positively* influencing an outcome, keep up the good work and focus on maintaining the positive perceptions in these areas.

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Top Drivers of Engagement

Displayed in order of influence, starting with the most impactful.

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Top Drivers of Intent to Stay

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Displayed in order of influence, starting with the most impactful.

Group Differences

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Key Group Differences by Gender & Race

	Career Experience	Empowerment	Engagement	Intent to Stay	Job Satisfaction	My Manager	Organizational Climate	Organizational Effectiveness	Ownership	Teamwork
Overall ACME	**79%**	**80%**	**66%**	**73%**	**75%**	**80%**	**74%**	**63%**	**70%**	**76%**
By Gender:										
Female	78%	81%	66%	73%	75%	79%	74%	62%	71%	75%
Male	81%	80%	67%	74%	74%	81%	75%	65%	70%	77%
By Race:										
Black	80%	82%	67%	76%	76%	80%	76%	65%	70%	76%
Latino	83%	85%	68%	72%	75%	82%	75%	66%	71%	78%
Two or More Races	77%	78%	64%	70%	74%	79%	74%	62%	70%	73%
White	79%	79%	61%	69%	71%	77%	73%	60%	66%	72%

Difference from ACME Overall % Fav:

- 10% or more above
- 5% to 9% above
- 2% to 4% above
- -2% to -4% below
- -5% to -9% below
- -10% or less below
- Within 1% of overall

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Key Group Differences by People Manager & Age Range

	Career Experience	Empowerment	Engagement	Intent to Stay	Job Satisfaction	My Manager	Organizational Climate	Organizational Effectiveness	Ownership	Teamwork
Overall ACME	**79%**	**80%**	**66%**	**73%**	**75%**	**80%**	**74%**	**63%**	**70%**	**76%**
By People Manager:										
Individual Contributor - Hourly	82%	81%	67%	74%	75%	78%	74%	64%	70%	76%
Individual Contributor - Salaried	81%	81%	67%	76%	77%	83%	77%	65%	70%	78%
People Manager - Salaried	77%	81%	67%	73%	74%	80%	75%	63%	70%	76%
By Age Range:										
18-24	82%	86%	66%	80%	78%	84%	75%	66%	72%	79%
25-34	80%	78%	68%	73%	73%	80%	75%	65%	71%	76%
35-44	78%	81%	66%	72%	74%	77%	75%	63%	70%	75%
45-54	80%	79%	64%	69%	73%	80%	74%	62%	67%	75%
55-64	77%	78%	63%	70%	74%	79%	72%	59%	67%	76%
65+	81%	80%	68%	74%	76%	79%	75%	64%	73%	76%

Difference from ACME Overall % Fav:

- 10% or more above
- 5% to 9% above
- 2% to 4% above
- -2% to -4% below
- -5% to -9% below
- -10% or less below
- Within 1% of overall

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Detailed Survey Results

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Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Career Experience	**79%**	**16%**	**5%**		
[blurred]	90%	8%	2%		
[blurred]	79%	14%	7%		
[blurred]	69%	24%	7%		
Empowerment	**80%**	**12%**	**8%**		
[blurred]	81%	11%	8%		
[blurred]	79%	13%	8%		
Engagement	**66%**	**22%**	**12%**		
[blurred]	91%	8%	1%		
[blurred]	84%	10%	6%		
[blurred]	70%	20%	10%		
[blurred]	67%	20%	13%		
[blurred]	67%	20%	13%		
[blurred]	65%	31%	4%		
[blurred]	45%	34%	21%		
[blurred]	37%	39%	24%		

COLOR KEY:

Higher

Lower

No difference

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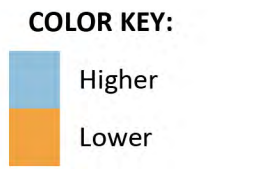
Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Intent to Stay	**73%**	**16%**	**11%**		
[blurred]	73%	16%	11%		
Job Satisfaction	**75%**	**13%**	**12%**		
[blurred]	93%	5%	2%		
[blurred]	76%	12%	12%		
[blurred]	55%	24%	21%		
My Manager	**80%**	**11%**	**9%**		
[blurred]	83%	9%	8%		
[blurred]	81%	11%	8%		
[blurred]	80%	11%	9%		
[blurred]	75%	17%	8%		
Organizational Climate	**74%**	**17%**	**9%**		
[blurred]	93%	5%	2%		
[blurred]	80%	15%	5%		
[blurred]	68%	18%	14%		
[blurred]	57%	28%	15%		



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Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Organizational Effectiveness	**63%**	**25%**	**12%**		
[illegible]	82%	16%	2%		
[illegible]	81%	11%	8%		
[illegible]	75%	21%	4%		
[illegible]	71%	21%	8%		
[illegible]	68%	24%	8%		
[illegible]	59%	27%	14%		
[illegible]	54%	26%	20%		
[illegible]	53%	29%	18%		
[illegible]	26%	50%	24%		
Ownership	**70%**	**19%**	**11%**		
[illegible]	86%	12%	2%		
[illegible]	63%	25%	12%		
[illegible]	61%	20%	19%		

COLOR KEY:

Higher

Lower

No difference

*These questions were reverse scored, meaning those who answered favorably indicated they "strongly disagreed" or "disagreed" with the survey question.

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Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Teamwork	**76%**	**17%**	**7%**		
[redacted]	86%	9%	5%		
[redacted]	75%	19%	6%		
[redacted]	67%	22%	11%		

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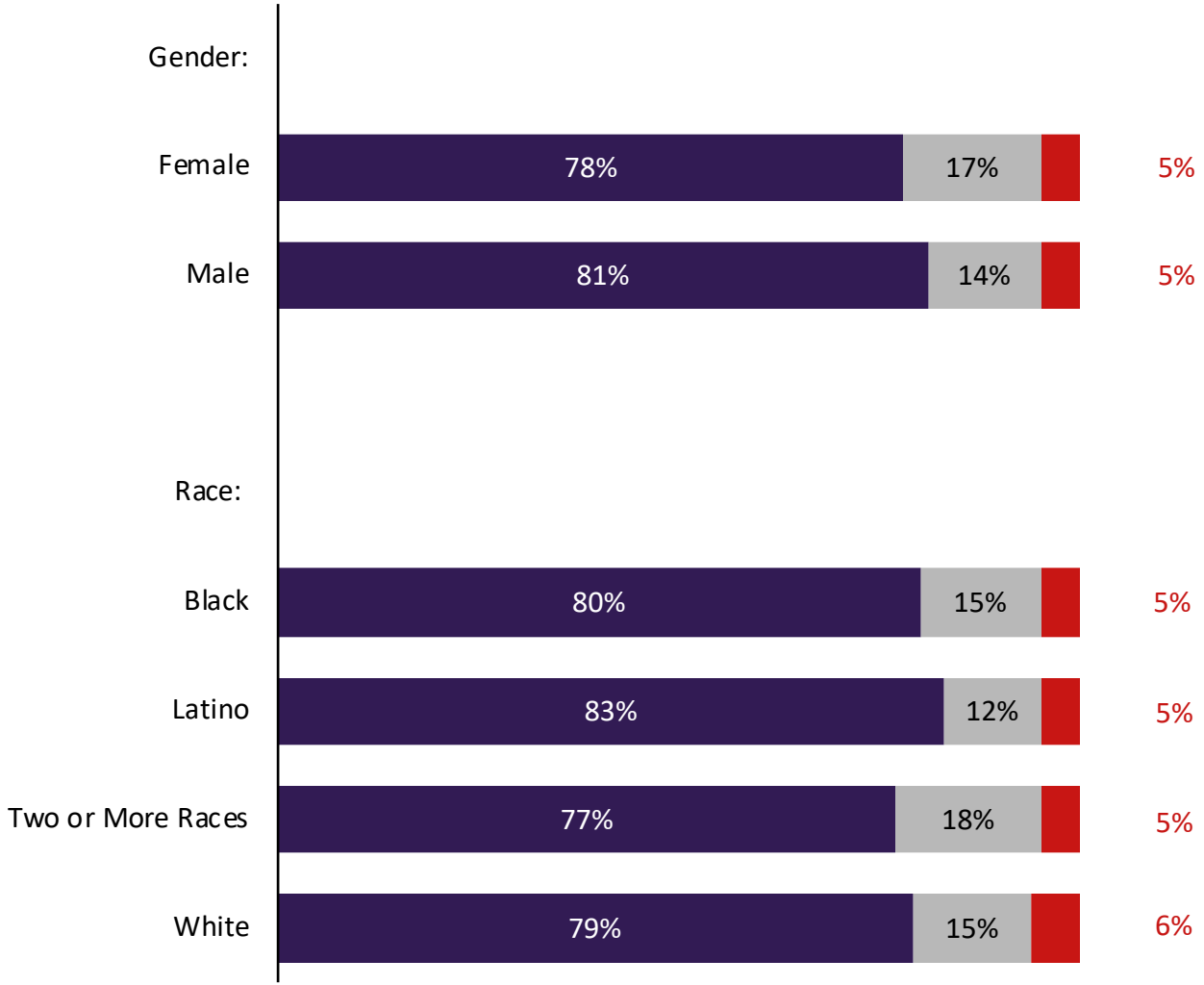
COLOR KEY:

Higher

Lower

No difference

Career Experience Results by Groups



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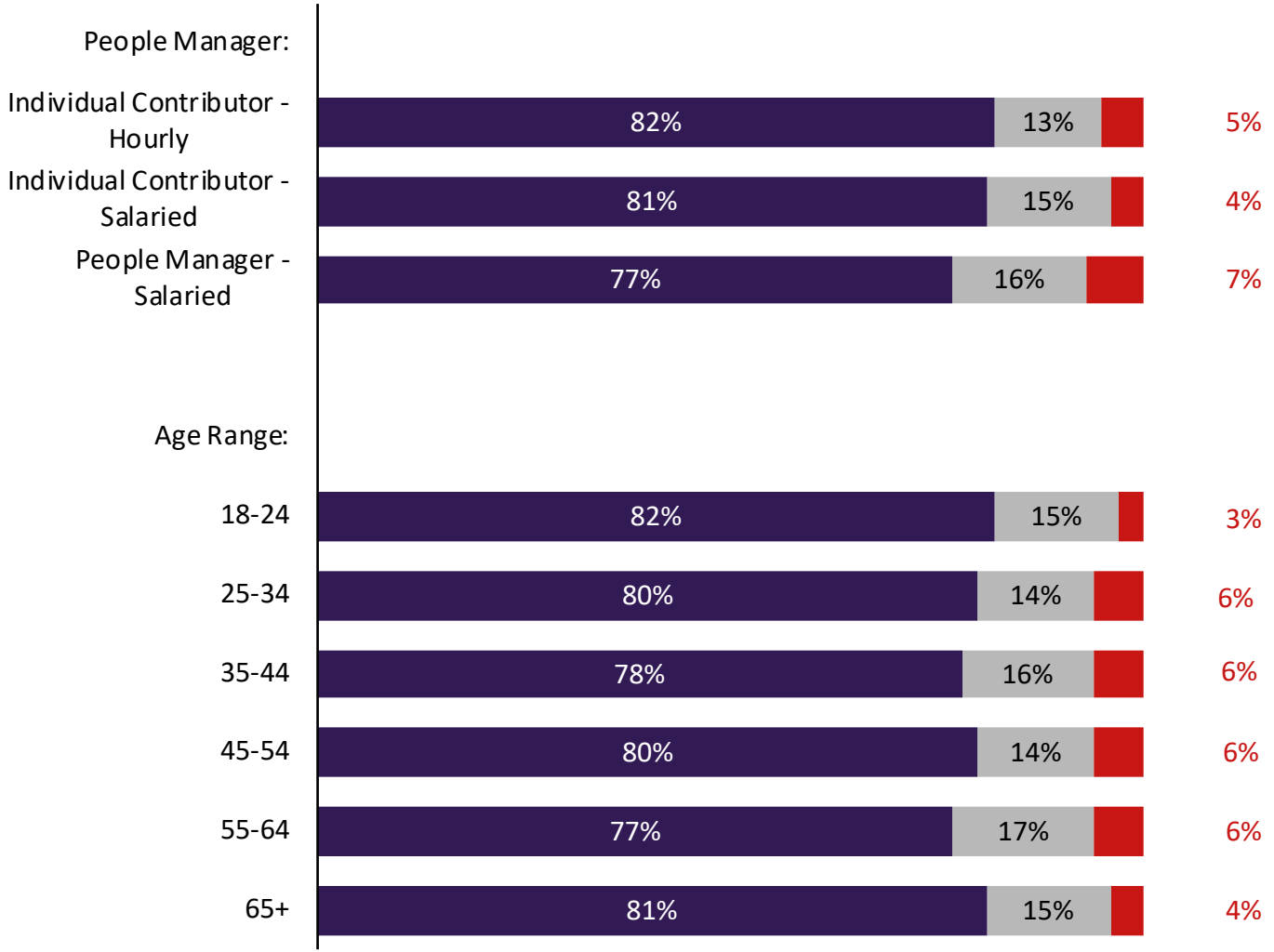
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Career Experience Results by Groups



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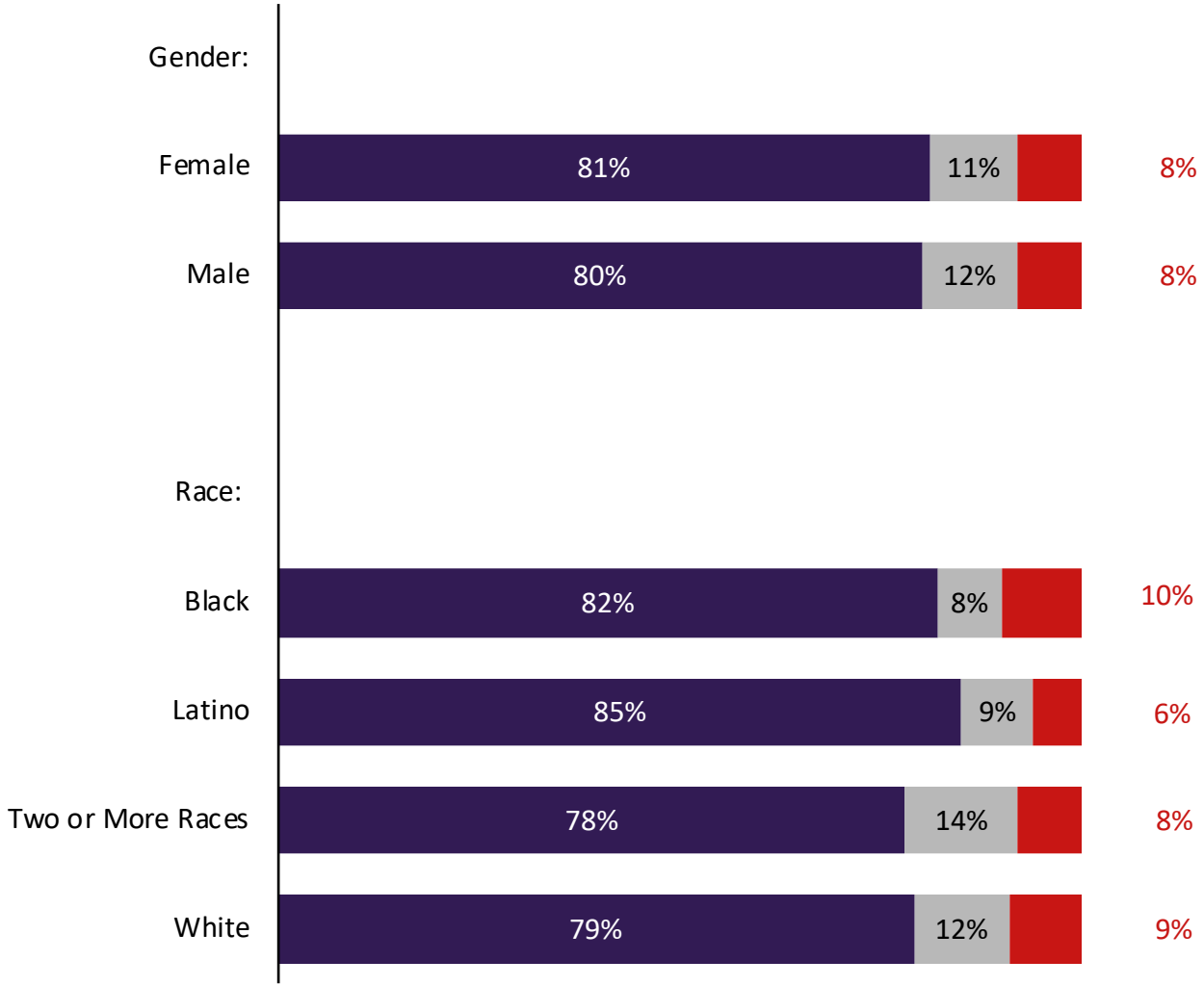
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Empowerment Results by Groups



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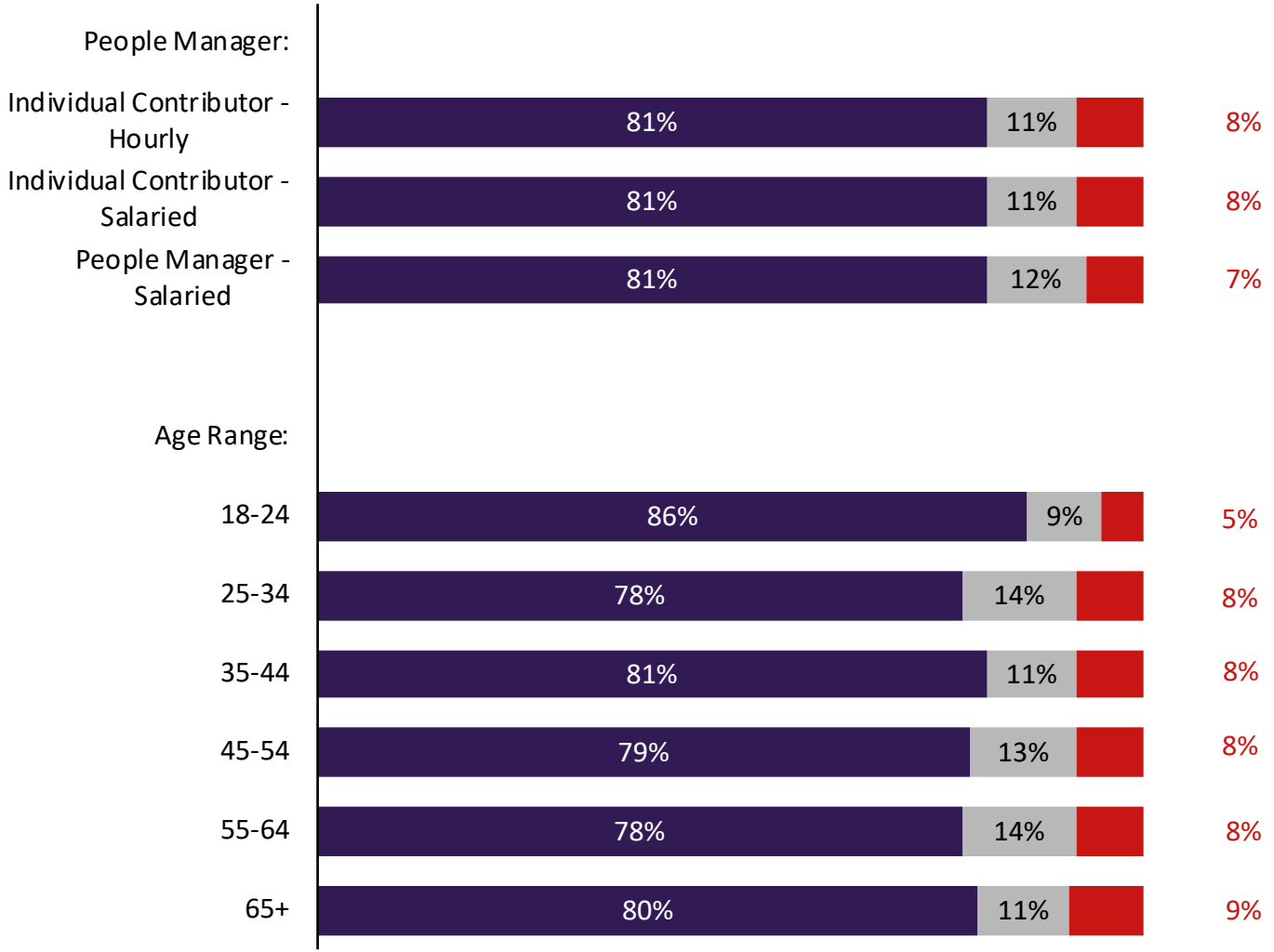
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Empowerment Results by Groups



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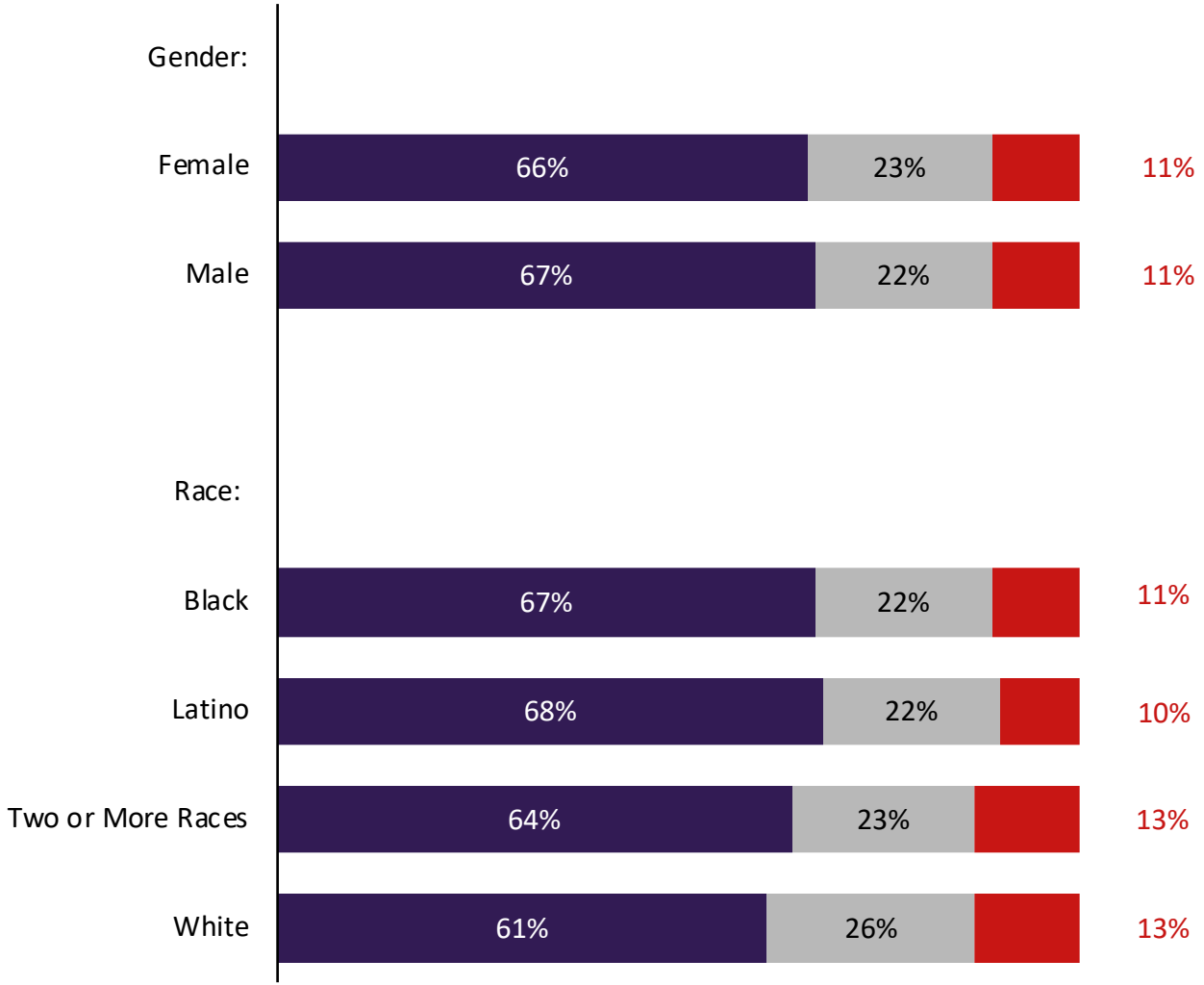
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Engagement Results by Groups



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COLOR KEY:

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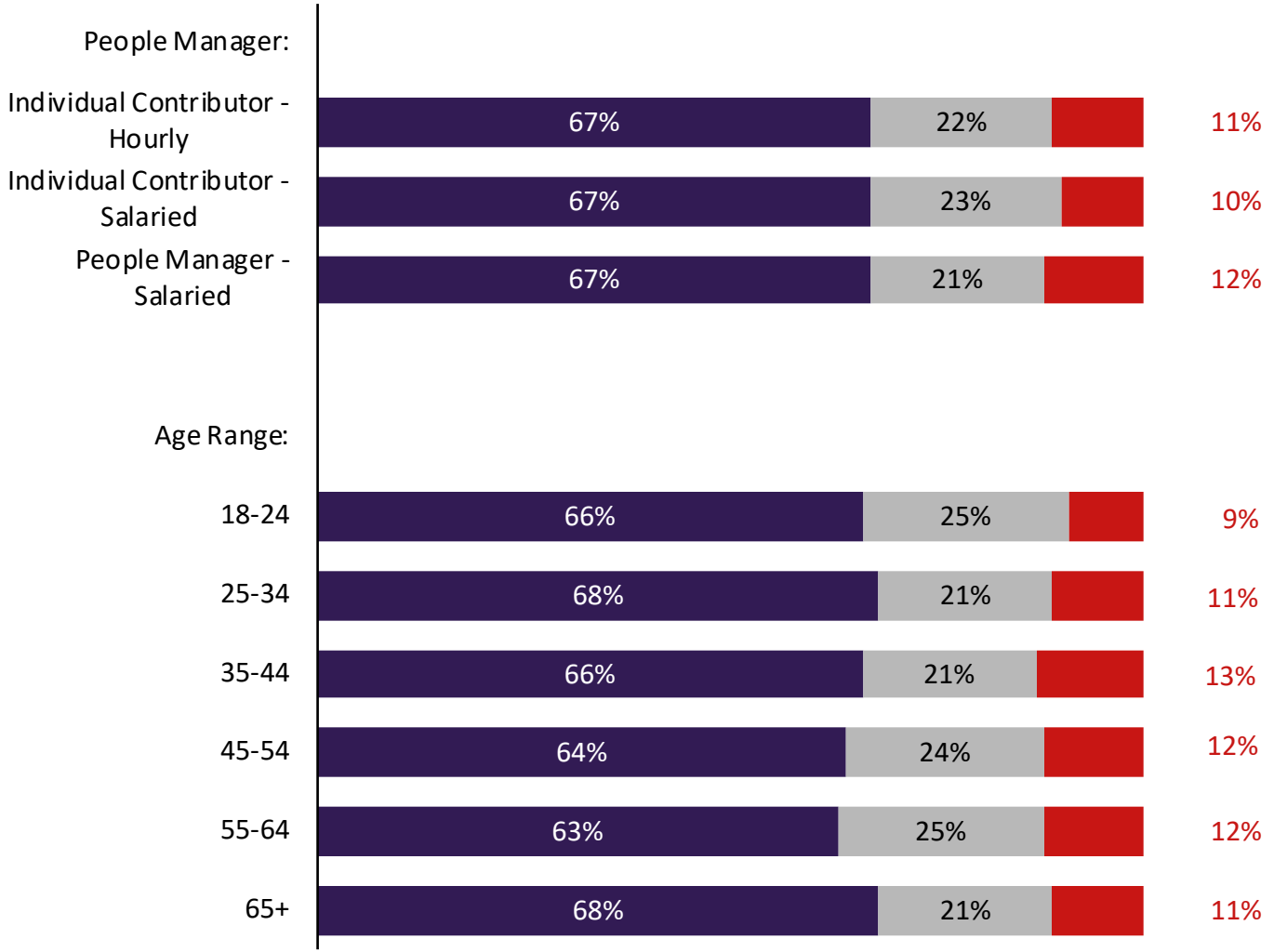
- Neutral
- Unfavorable

Engagement Results by Groups

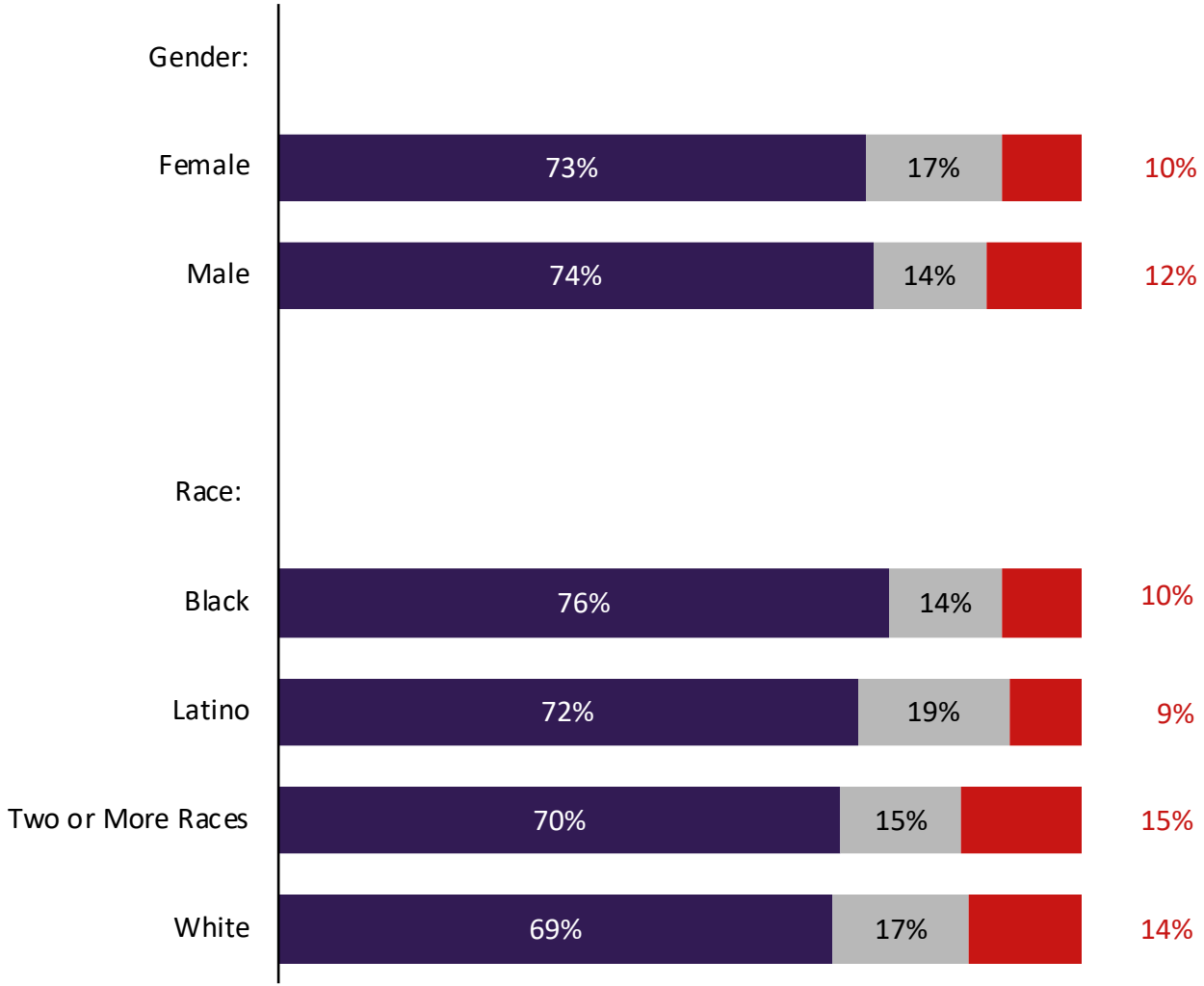


CREATED BY TALMETRIX

COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Intent to Stay Results by Groups



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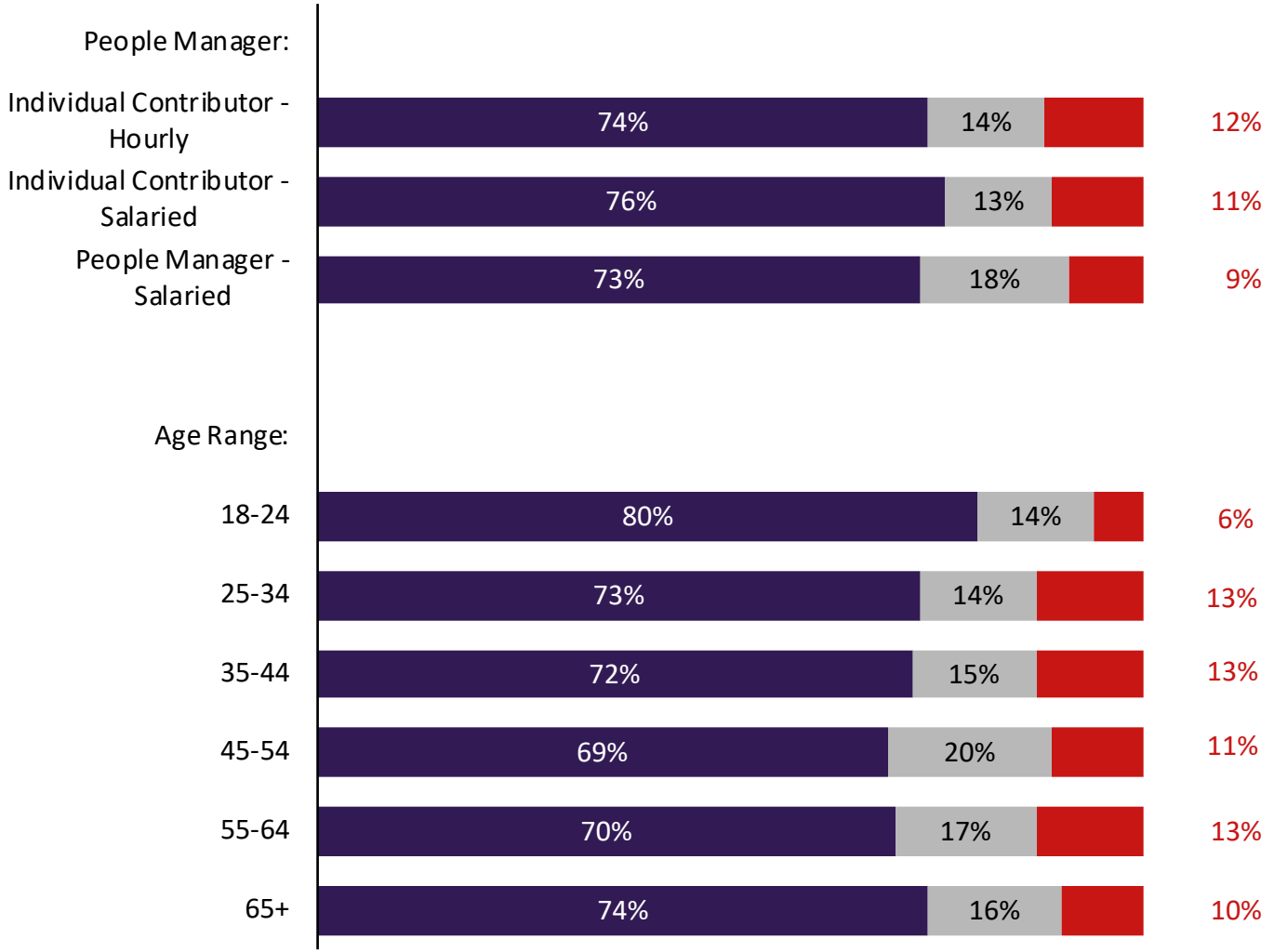
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Intent to Stay Results by Groups



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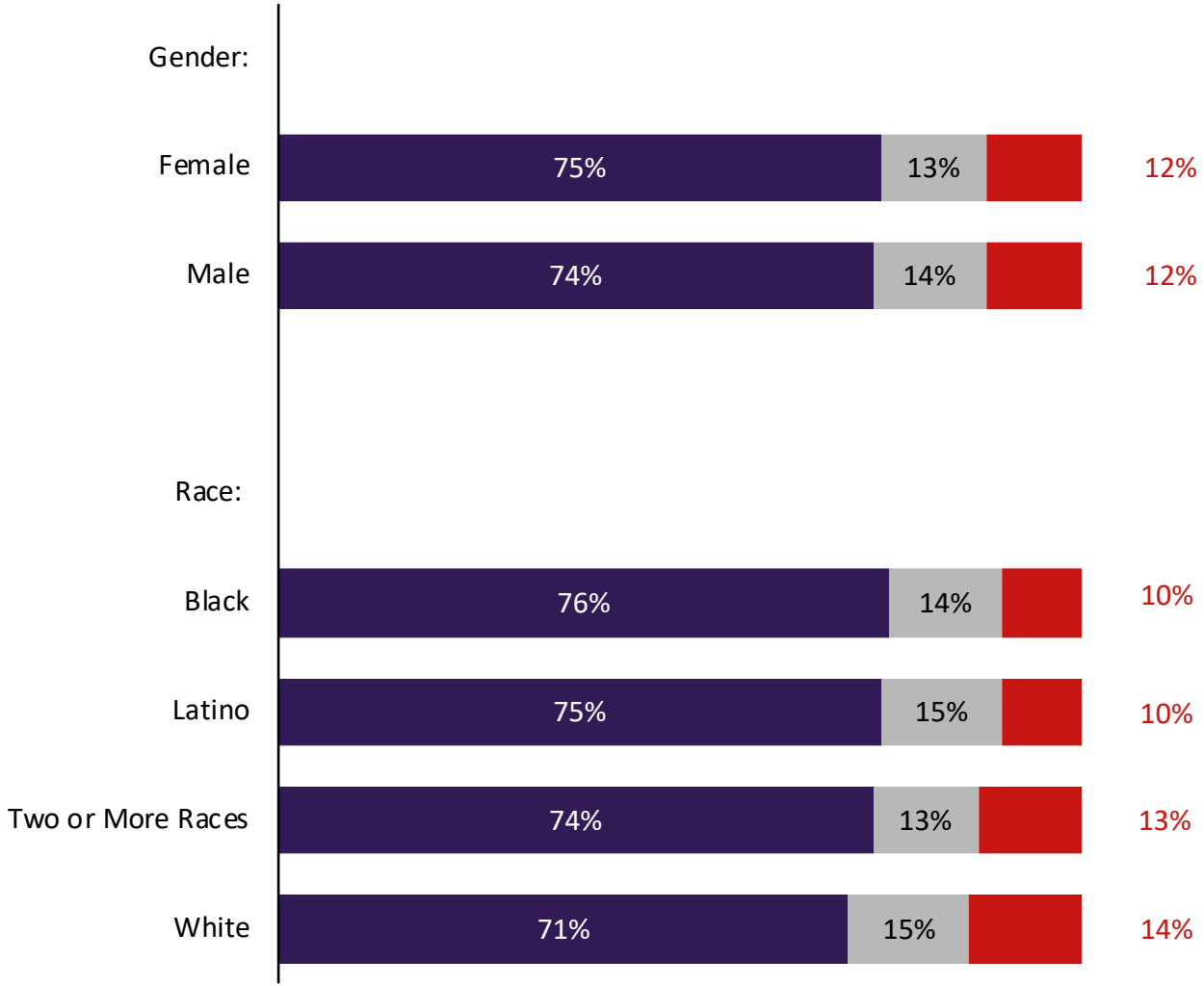
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Job Satisfaction Results by Groups



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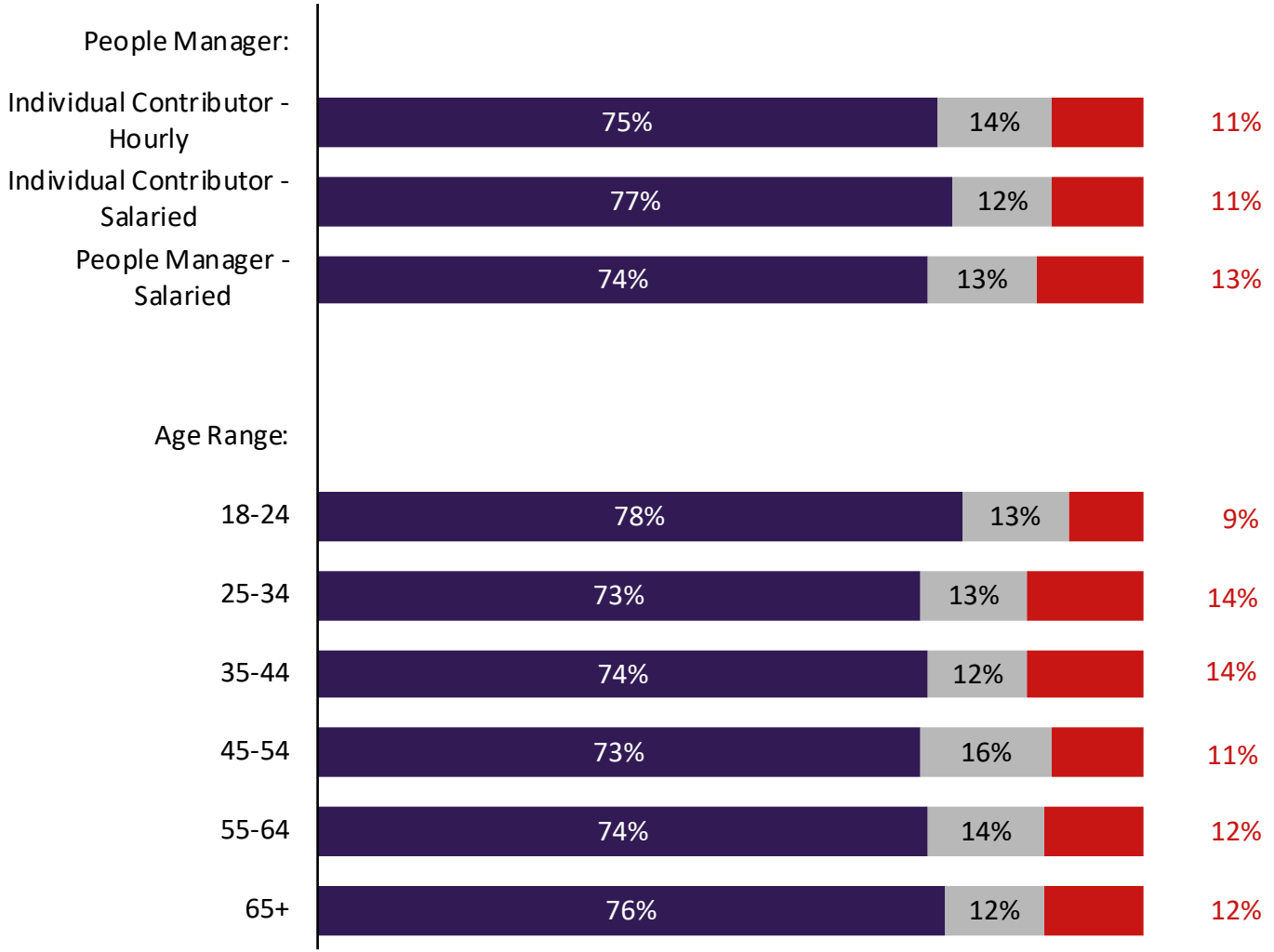
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Job Satisfaction Results by Groups

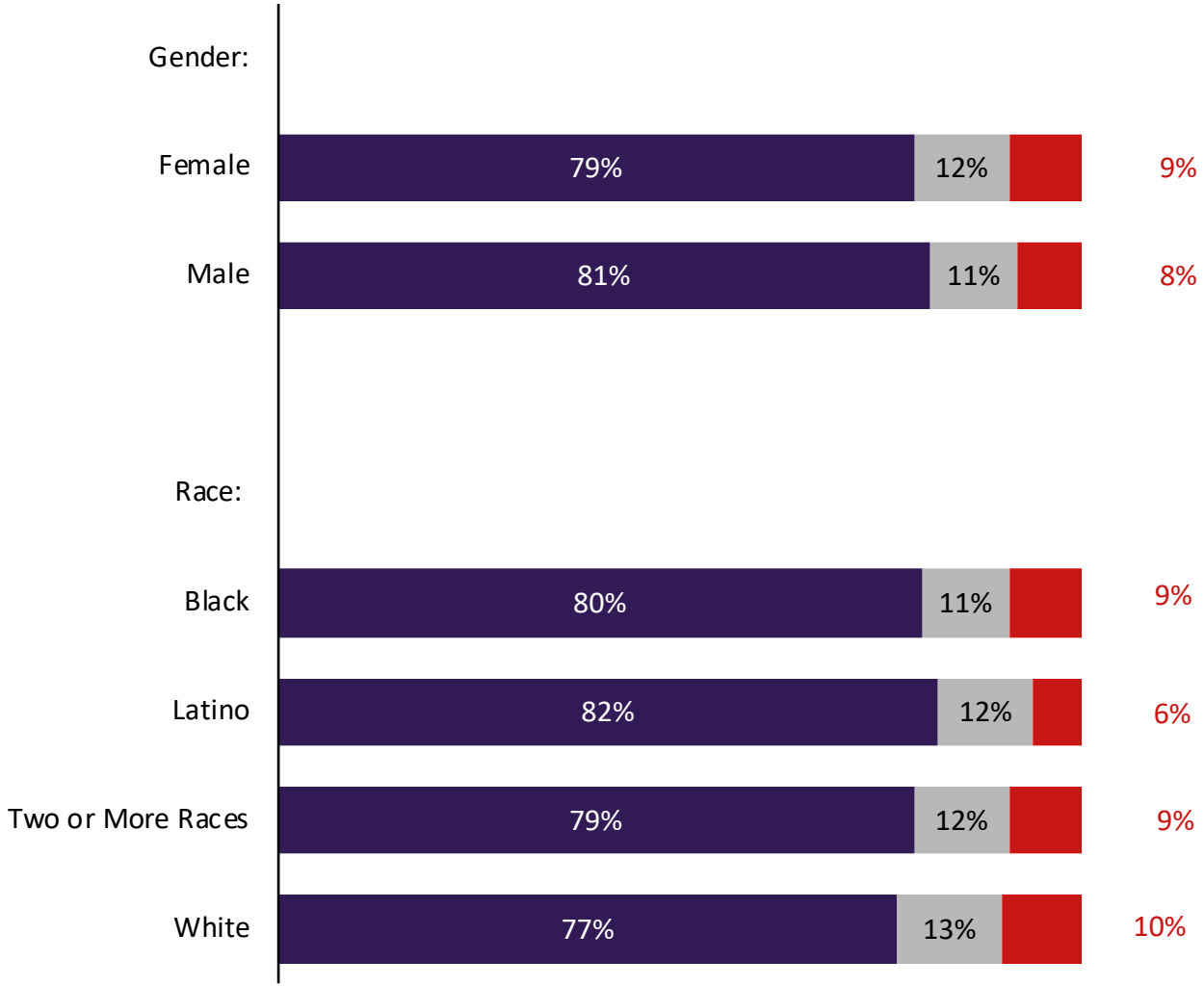


CREATED BY TALMETRIX

COLOR KEY:

- Favorable
- Neutral
- Unfavorable

My Manager Results by Groups

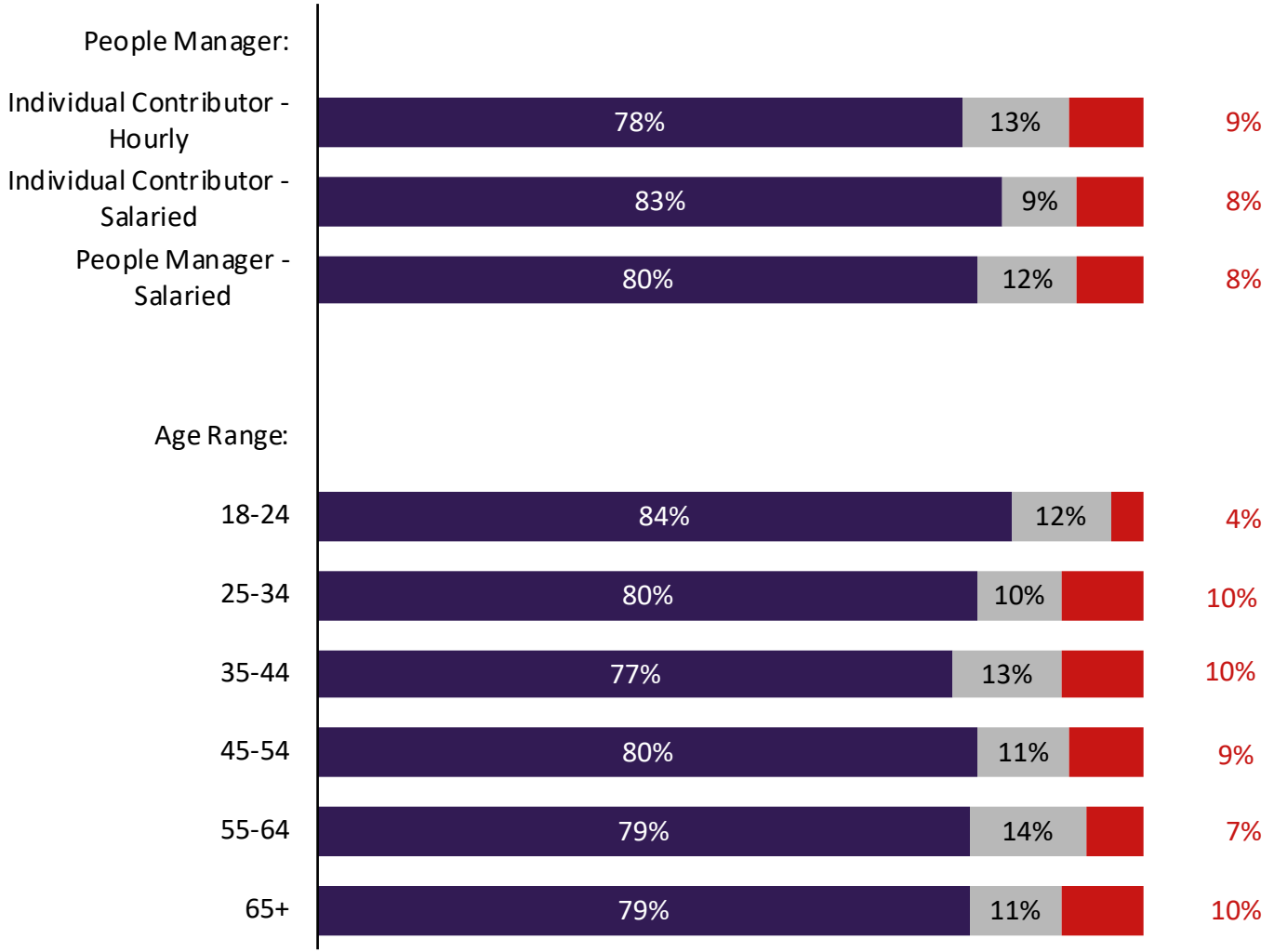


CREATED BY TALMETRIX

COLOR KEY:

- Favorable
- Neutral
- Unfavorable

My Manager Results by Groups



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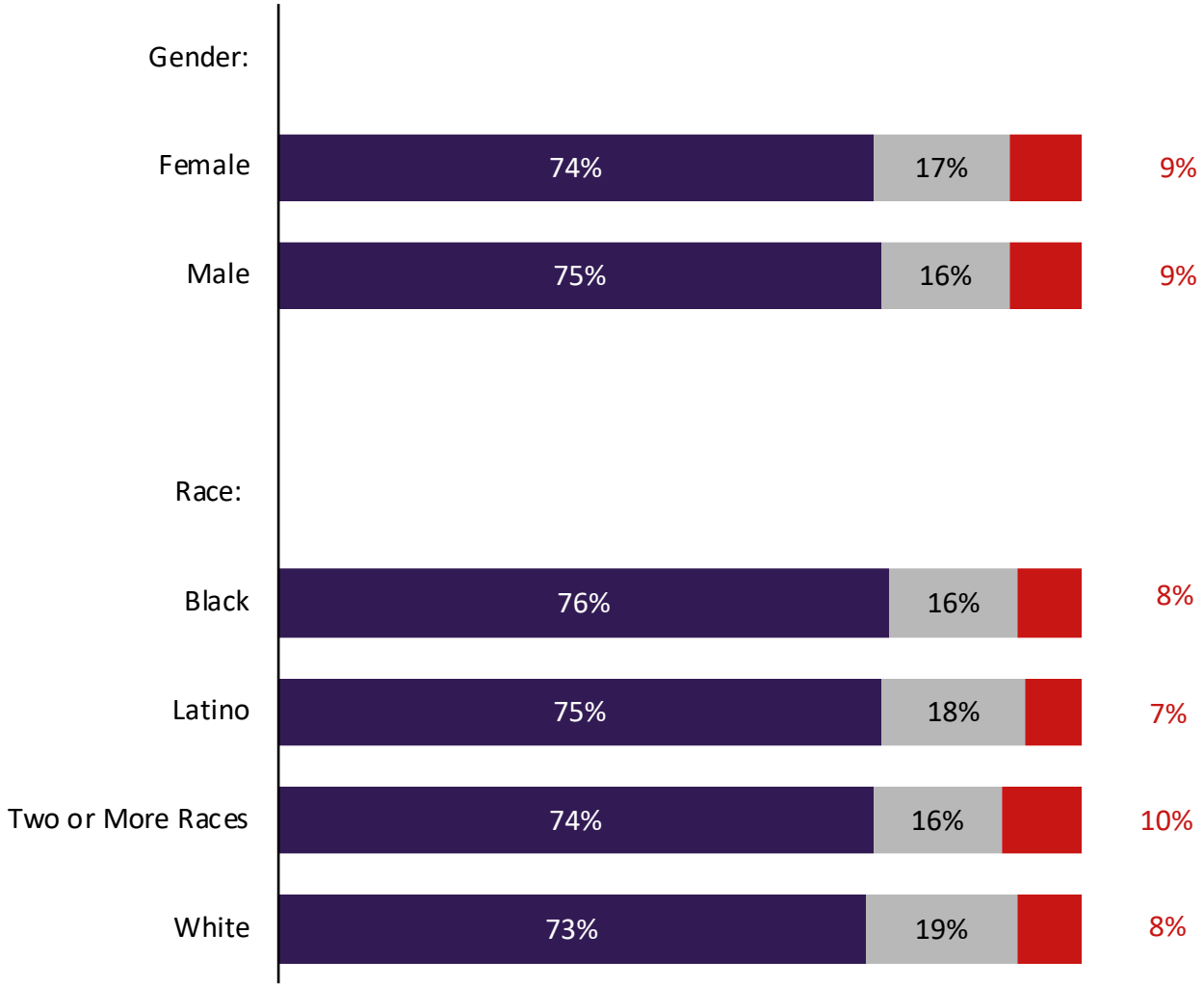
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Organizational Climate Results by Groups

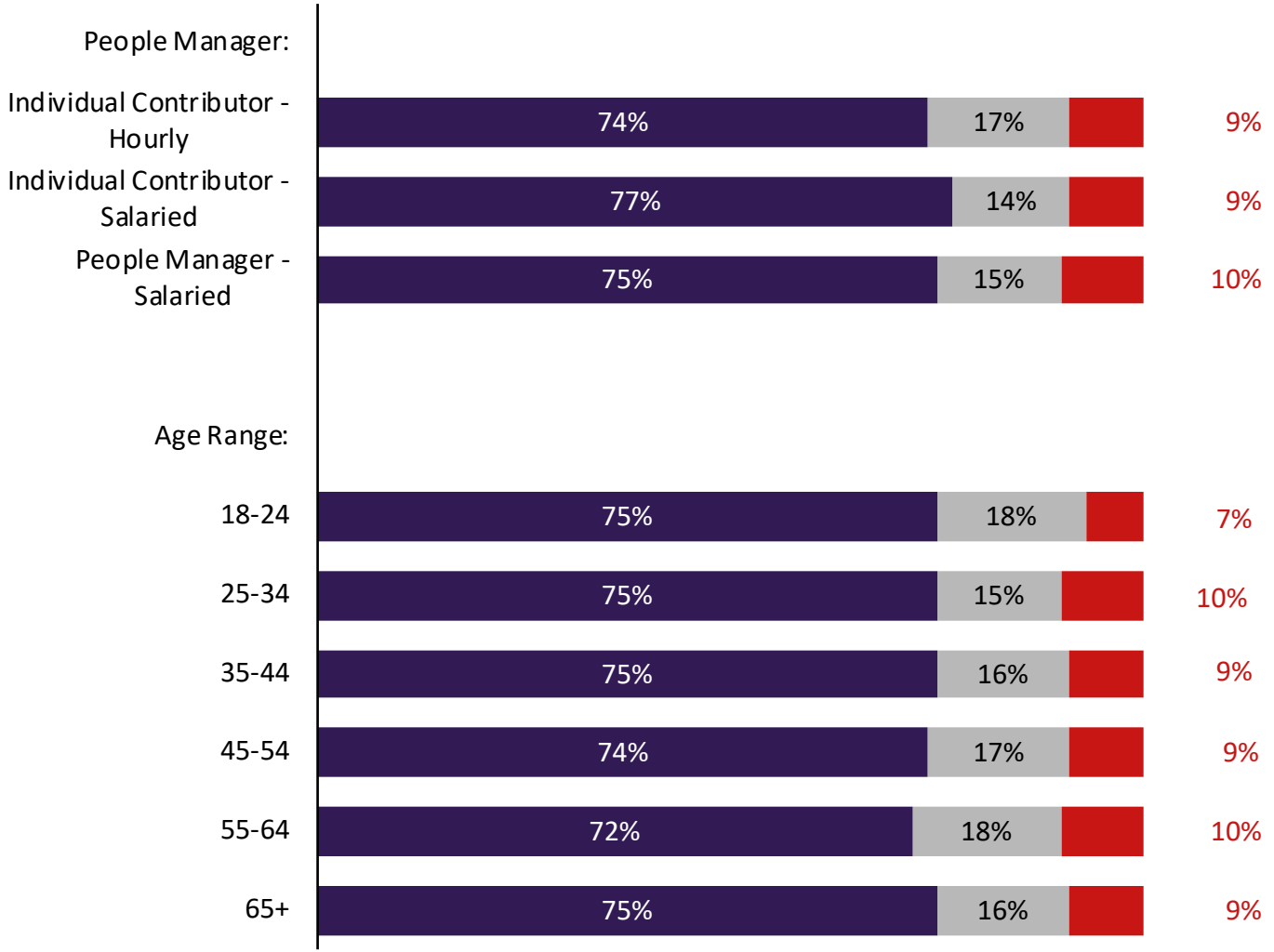


CREATED BY TALMETRIX

COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Organizational Climate Results by Groups

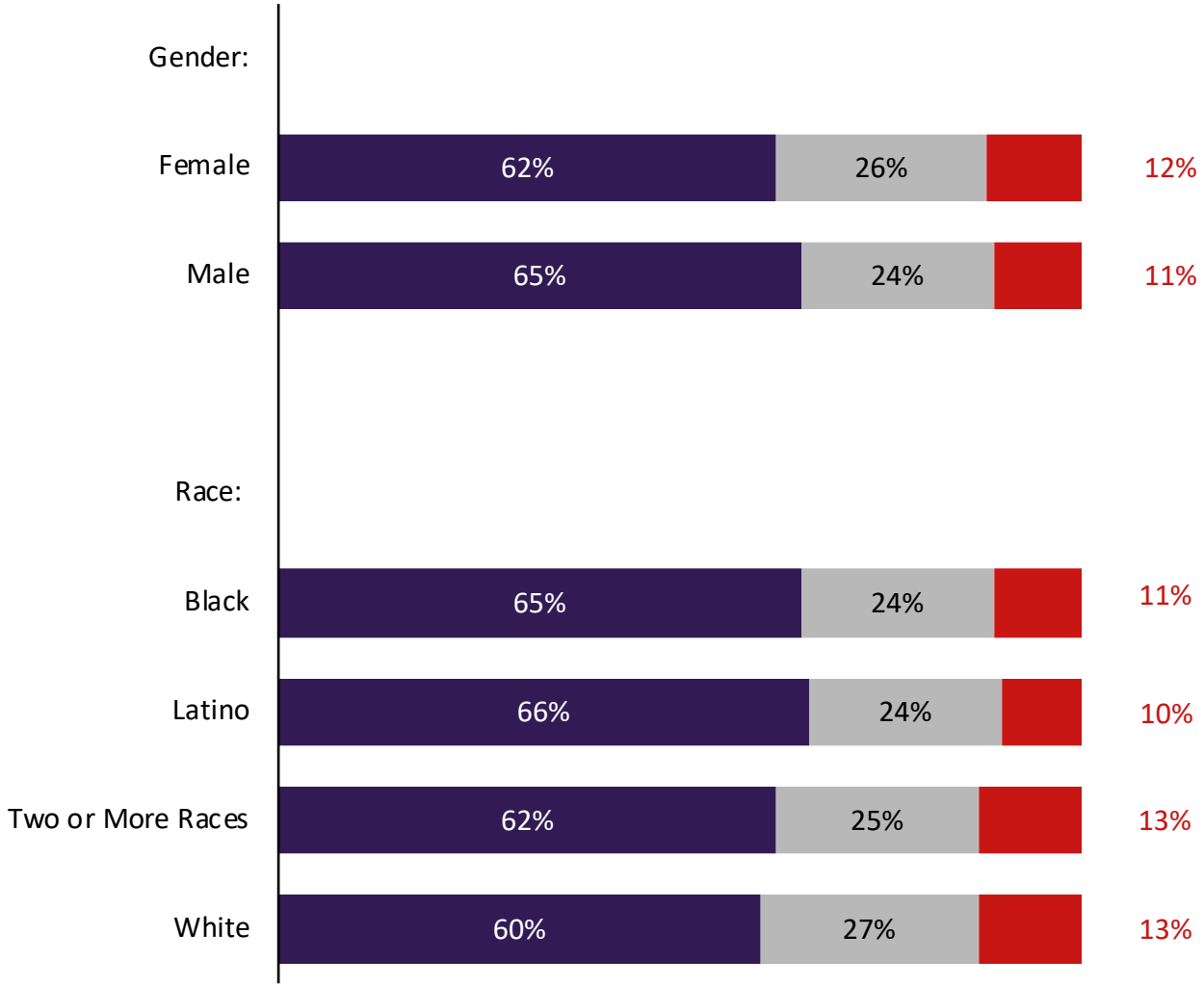


CREATED BY TALMETRIX

COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Organizational Effectiveness Results by Groups



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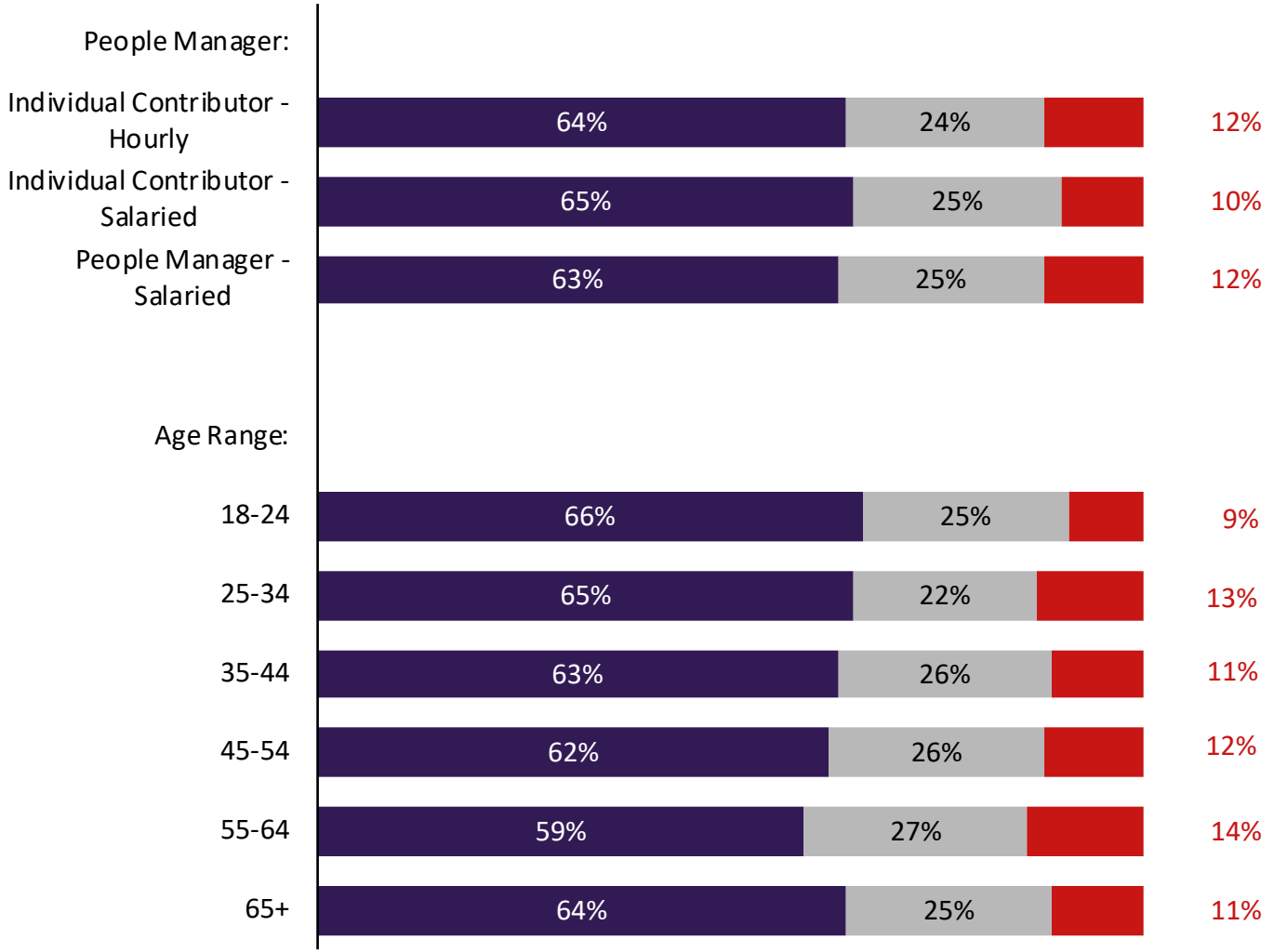
COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Organizational Effectiveness Climate Results by Groups



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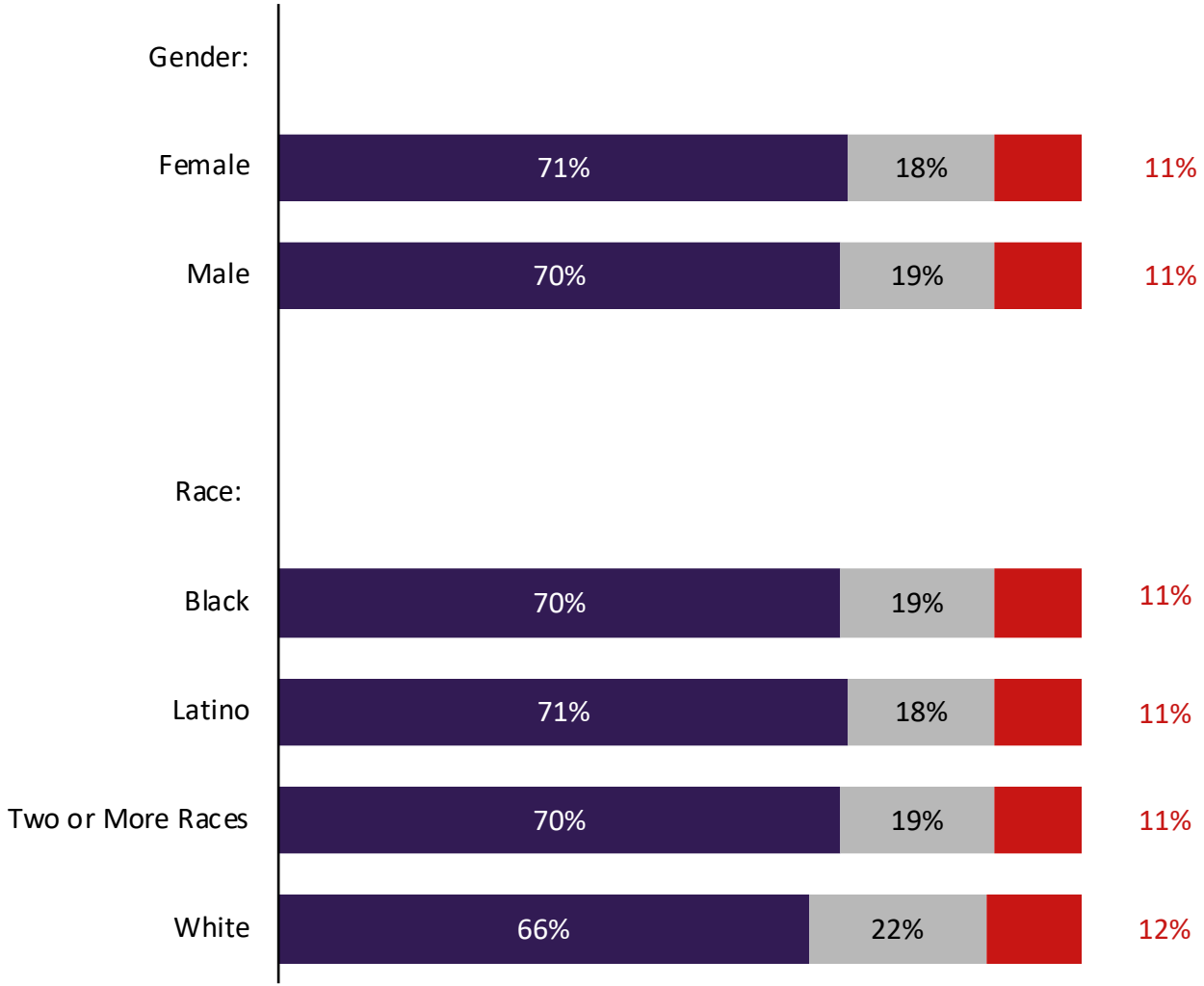
Ownership Results by Groups



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COLOR KEY:

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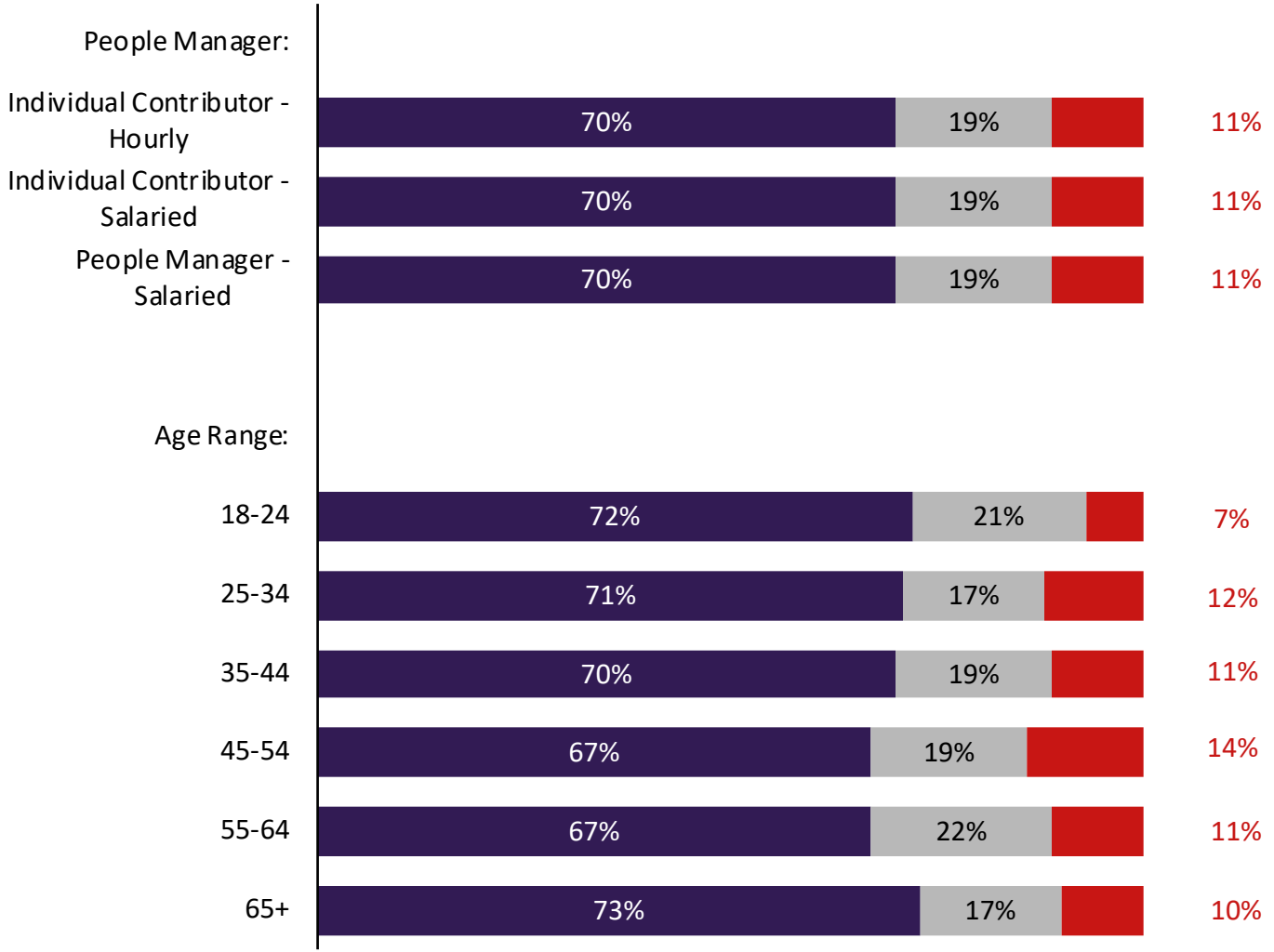
- Unfavorable

Ownership Results by Groups



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COLOR KEY:

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- Neutral
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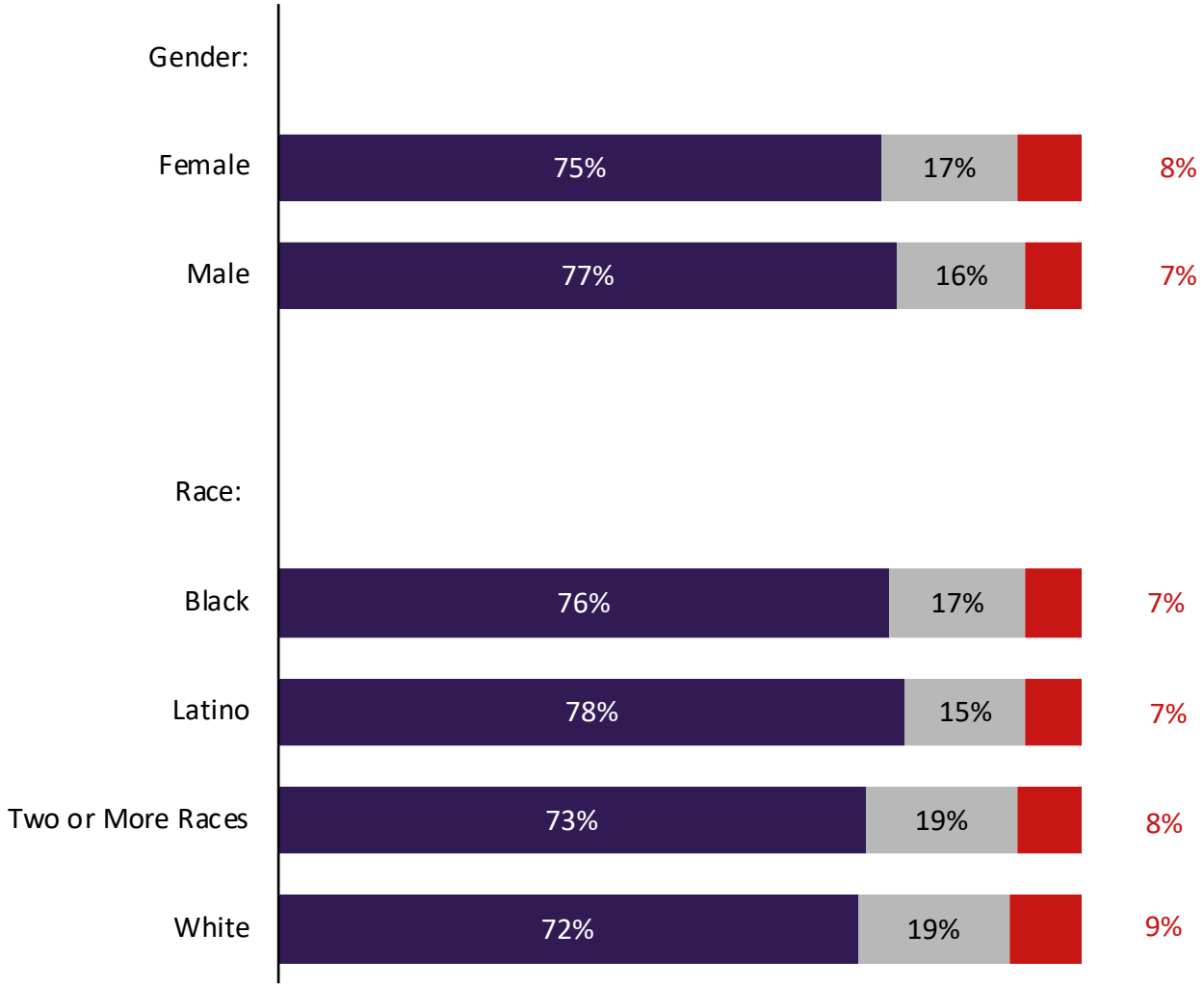
Teamwork Results by Groups



COLOR KEY:

- Favorable
- Neutral
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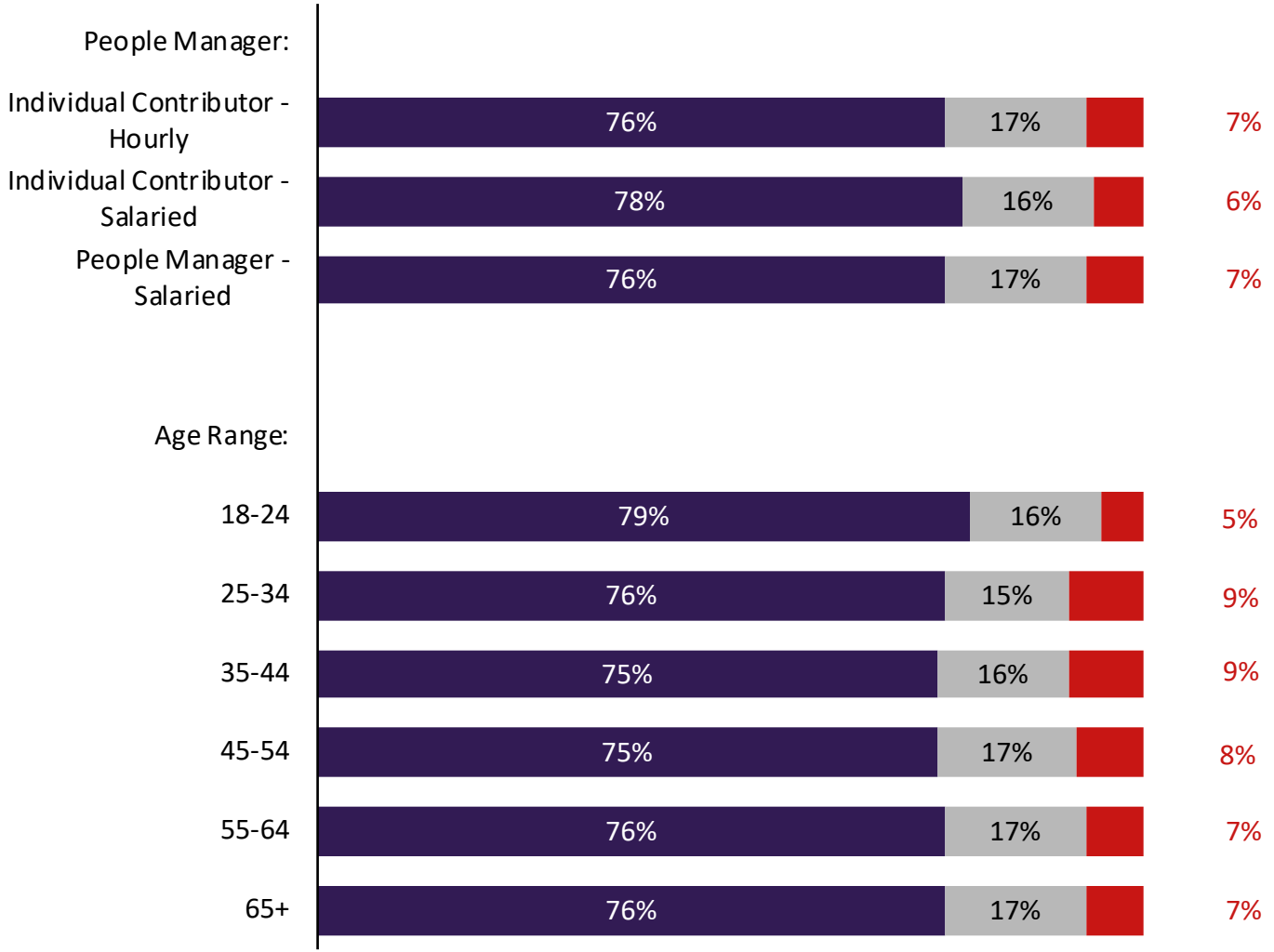
Teamwork Results by Groups



CREATED BY TALMETRIX

COLOR KEY:

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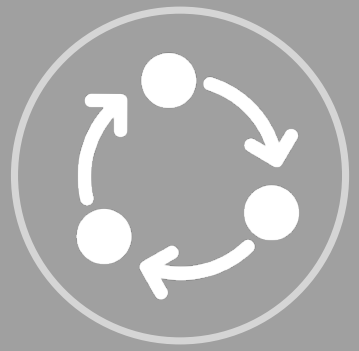

People Analytics Solutions

Get visibility into people data to improve performance and employee experience.

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- Diversity & Inclusion
- Workforce Planning
- Custom Insights

Talent Market Insights

Understand what perceptions, practices and/or programs attract and retain talent.

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- Human Capital Practices Benchmarks
- Industry HCM Analysis
- Custom HCM Studies

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