



ACME IMPACT Survey Results

2020

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Talmetrix

Report Overview

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Survey Methodology

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)



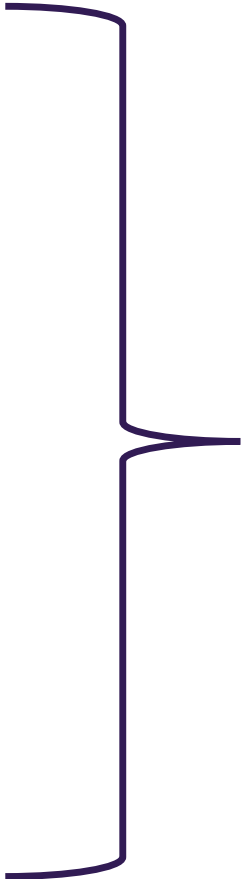
Ownership

Self assessment on accountability
(3 items)



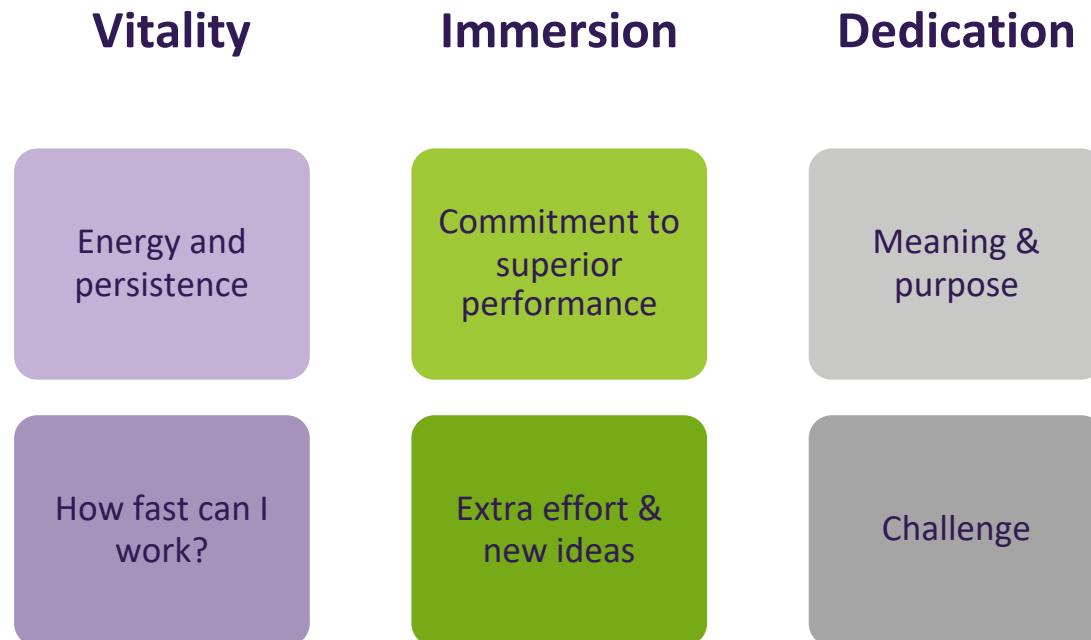
Teamwork

How well a team works together
(3 items)



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.



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.”

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.

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.



Overall Summary

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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**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:

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

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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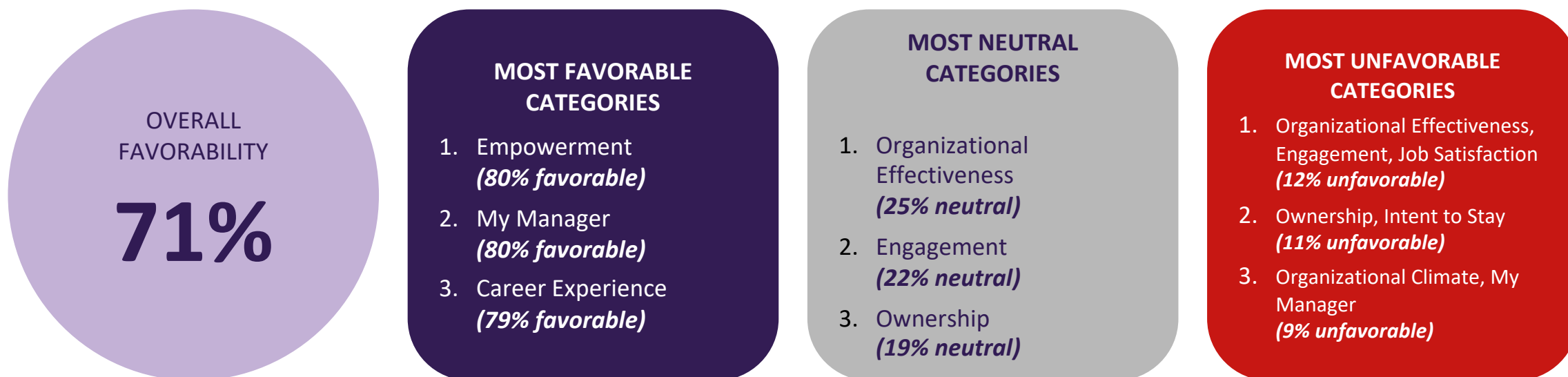
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Summary of Findings

OVERALL PARTICIPATION: 84%

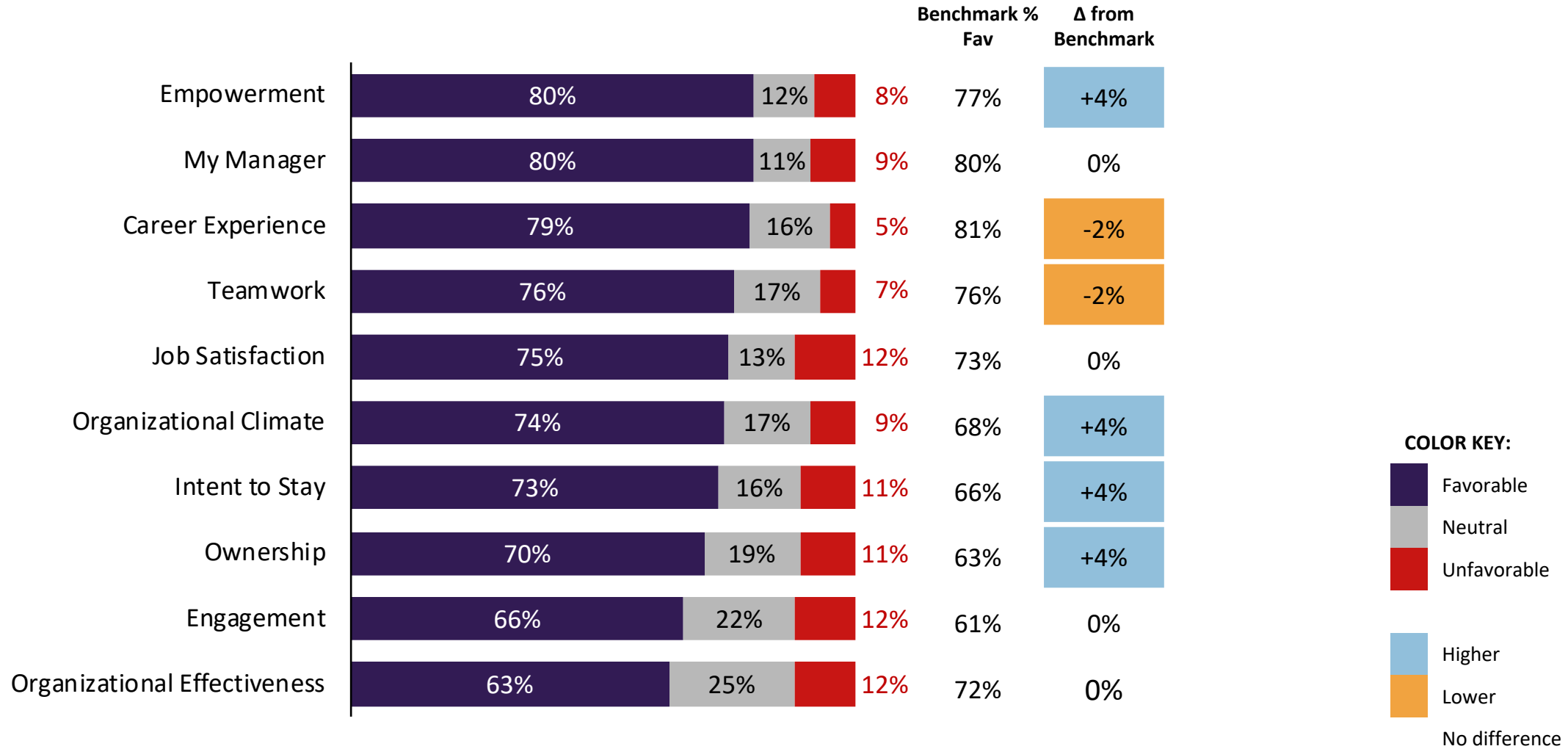


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Summary Comparison to Benchmark



Overall Category Results



Most & Least Favorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST FAVORABLE	Job Satisfaction	The money I earn at this company allows me to meet my best financial needs.	93%	5%	2%
	Organizational Climate	Disrespectful behaviors are not tolerated on my team.	93%	5%	2%
	Engagement	At work, I can't figure something out right away, I keep trying until I do.	91%	8%	1%
	Career Experience	How satisfied are you with your opportunities for growth and development at this company?	90%	8%	2%
	Ownership	Even when something is outside of my control, I reflect on what I could have done differently.	86%	12%	2%
	Teamwork	In my department we know we can rely on one another.	86%	9%	5%
	Engagement	I like thinking about new ways to do my job more effectively.	84%	10%	6%
LEAST FAVORABLE	Organizational Effectiveness	The tools and systems we use are efficient for getting work done.	26%	50%	24%
	Engagement	When things get hard at work, I stay positive.	37%	39%	24%
	Engagement	I find the work that I do meaningful and purposeful.	45%	34%	21%
	Organizational Effectiveness	Staff are evaluated based on their quality and not who generates them.	53%	29%	18%
	Organizational Effectiveness	Departments communicate well between one another.	54%	26%	20%

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See appendix for all question-level distributions

Most Neutral & Most Unfavorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST NEUTRAL	Organizational Effectiveness	The tools and systems we use are efficient for getting work done.	26%	50%	24%
	Engagement	When things get hard at work, I stay positive.	37%	39%	24%
	Engagement	I find the work that I do meaningful and enjoyable.	45%	34%	21%
	Engagement	When I am asked to do a task at work, I am certain that I can achieve it.	65%	31%	4%
	Organizational Effectiveness	Items are evaluated based on their quality and not who generated them.	53%	29%	18%
MOST UNFAVORABLE	Organizational Effectiveness	The tools and systems we use are efficient for getting work done.	26%	50%	24%
	Engagement	When things get hard at work, I stay positive.	37%	39%	24%
	Engagement	I find the work that I do meaningful and enjoyable.	45%	34%	21%
	Job Satisfaction	Considering everything, how satisfied are you with your job?	55%	24%	21%
	Organizational Effectiveness	Department communicate well between one another.	54%	26%	20%
	Ownership	When I have a problem, my manager should try to fix it.	61%	20%	19%
	Organizational Effectiveness	Items are evaluated based on their quality and not who generated them.	53%	29%	18%

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See appendix for all question-level distributions



Key Driver Results

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.

*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.

Top Drivers of Engagement



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

Top Drivers of Intent to Stay



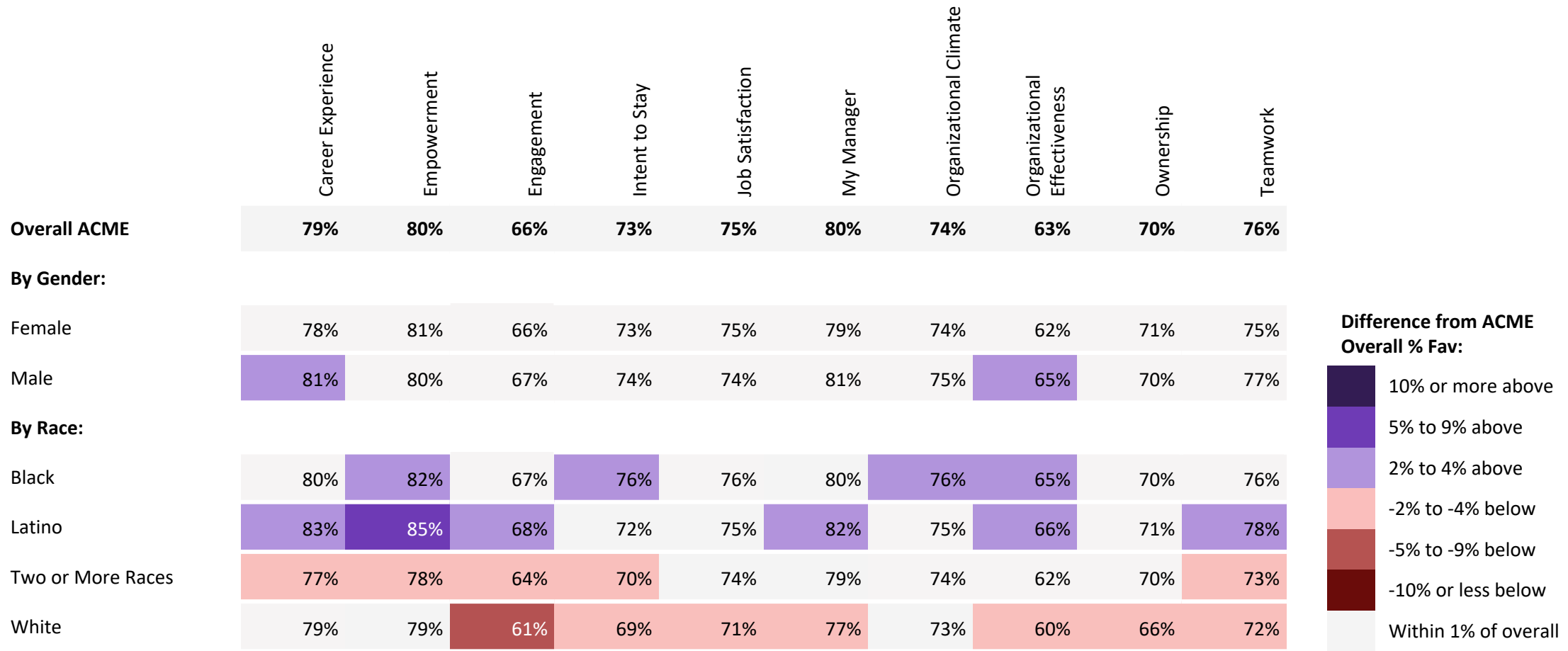
Displayed in order of influence, starting with the most impactful.

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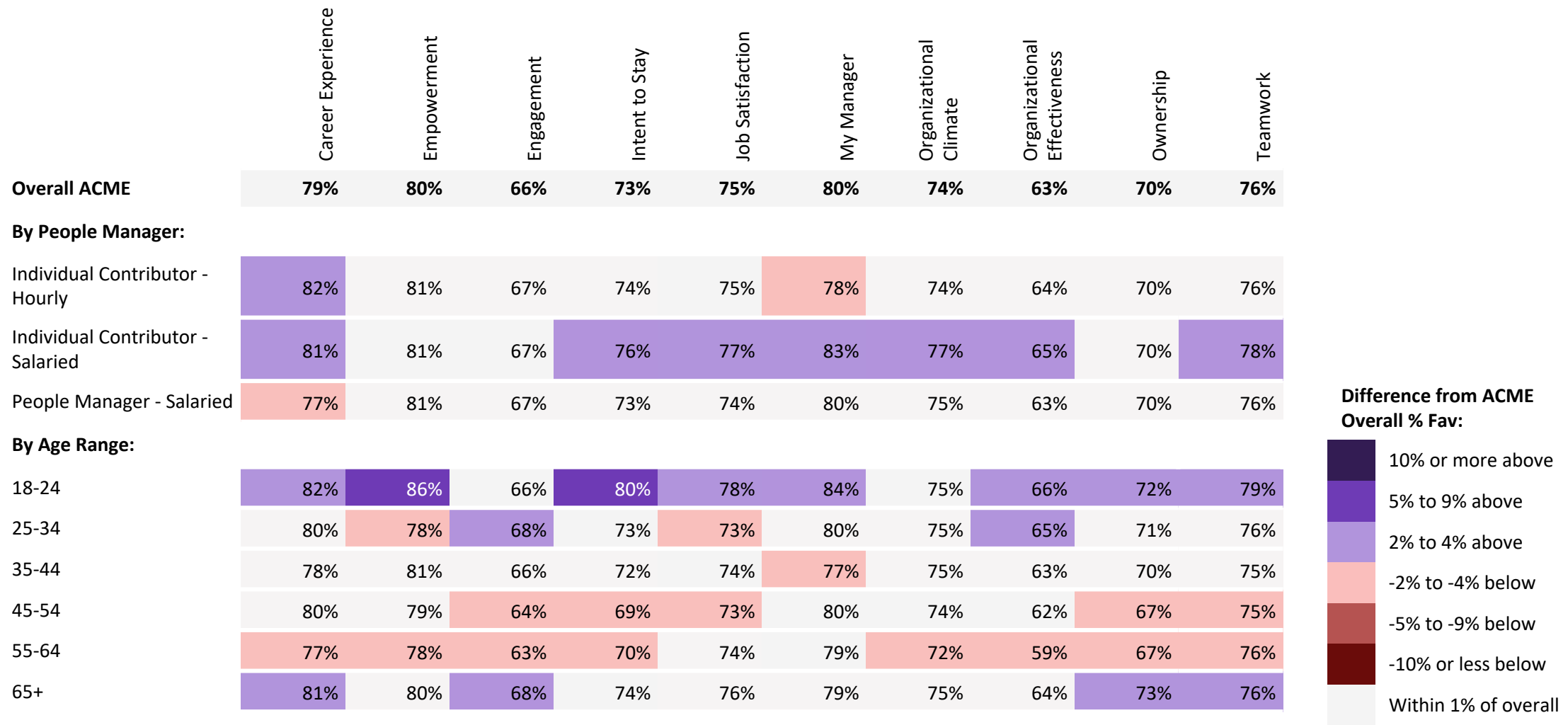
A photograph of three people in a meeting. A woman in the center is smiling broadly while looking at a laptop. To her left, another woman is looking at the screen. To her right, a man with glasses is also looking at the laptop. The laptop screen displays the Unsplash website. The image has a blue tint and a white diagonal overlay on the right side.

Group Differences

Key Group Differences by Gender & Race



Key Group Differences by People Manager & Age Range



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Detailed Survey Results

Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Career Experience	79%	16%	5%		
How satisfied are you with your opportunity for growth and development at this company?	90%	8%	2%	90%	0%
Promotions are based on merit	79%	14%	7%	79%	0%
I have opportunities to improve my skills in my current job	69%	24%	7%	69%	0%
Empowerment	80%	12%	8%		
I am able to implement ideas I have at work	81%	11%	8%	81%	0%
My manager allows me to make important decisions on my own	79%	13%	8%	79%	0%
Engagement	66%	22%	12%		
At work, if I can't figure something out right away, I keep trying until I do	91%	8%	1%	91%	0%
I like thinking about new ways to do my job more effectively	84%	10%	6%	84%	0%
I feel a great deal of energy when I'm at work	70%	20%	10%	70%	0%
I am willing to put in extra hours when this is required in order to help the company	67%	20%	13%	67%	0%
I always try to complete a task before it is due	67%	20%	13%	67%	0%
When I am not at work, I am certain that I can address it	65%	31%	4%	65%	0%
I find the work that I do meaningful and satisfying	45%	34%	21%	45%	0%
When things get hard at work, I give up	37%	39%	24%	37%	0%

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COLOR KEY:

- Higher
- Lower
- No difference

Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Intent to Stay	73%	16%	11%		
How likely is it that you will stay with the company for the next 12 months?	73%	16%	11%		
Job Satisfaction	75%	13%	12%		
The money I earn at this company allows me to meet my basic financial needs.	93%	5%	2%		
I am paid a fair amount for the work I do.	76%	12%	12%		
Considering everything, how satisfied are you with your job?	55%	24%	21%		
My Manager	80%	11%	9%		
My manager is compassionate and respectful towards me.	83%	9%	8%		
My manager is able to provide guidance and direction on urgent needs.	81%	11%	8%		
My manager coaches me to help me improve my performance.	80%	11%	9%		
My manager is committed to doing their job.	75%	17%	8%		
Organizational Climate	74%	17%	9%		
Management's actions are not consistent on the team.	93%	5%	2%		
People are recognized for their contributions at this company.	80%	15%	5%		
My company has an inclusive environment where I am heard and supported.	68%	18%	14%		
Employees are treated well at this company.	57%	28%	15%		

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COLOR KEY:

- Higher
- Lower
- No difference

Item-Level Results by Category

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Organizational Effectiveness	63%	25%	12%		
Processes are applied in the same way by everyone	82%	16%	2%		
All company communications compare well. Changes in emphasis well.	81%	11%	8%		
Senior leadership communicates a clear vision of where the company is headed.	75%	21%	4%		
Senior leaders have a realistic understanding of work that occurs at all levels within the company.	71%	21%	8%		
Team performance is not understood at the company.	68%	24%	8%		
Decisions are made without bureaucratic delay.	59%	27%	14%		
Departments communicate well between one another.	54%	26%	20%		
Work and production based on their quality and not who generates them.	53%	29%	18%		
The tools and systems we use are efficient for getting work done.	26%	50%	24%		
Ownership	70%	19%	11%		
Even when something is outside of my control, I often or always could have done differently.	86%	12%	2%		
I frequently compare my efforts with others?	63%	25%	12%		
When there is a problem, my manager usually tries to fix it?	61%	20%	19%		

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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.

Item-Level Results by Category

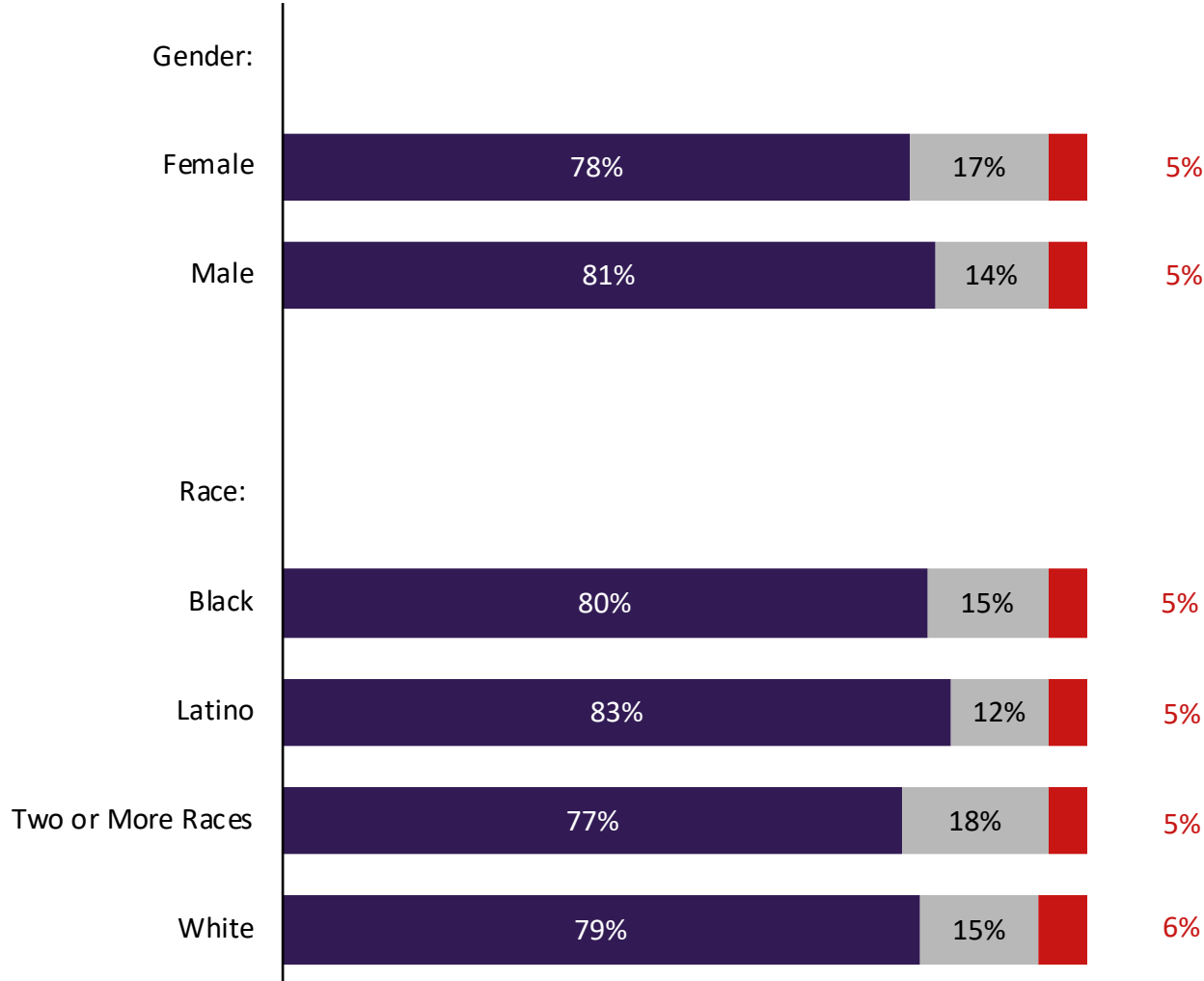
Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark
Teamwork	76%	17%	7%		
In my department we know our job role in our practice	86%	9%	5%		
People in my department are able to handle complex situations about important issues	75%	19%	6%		
People working with the people in my team	67%	22%	11%		

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COLOR KEY:

- Higher
- Lower
- No difference

Career Experience Results by Groups

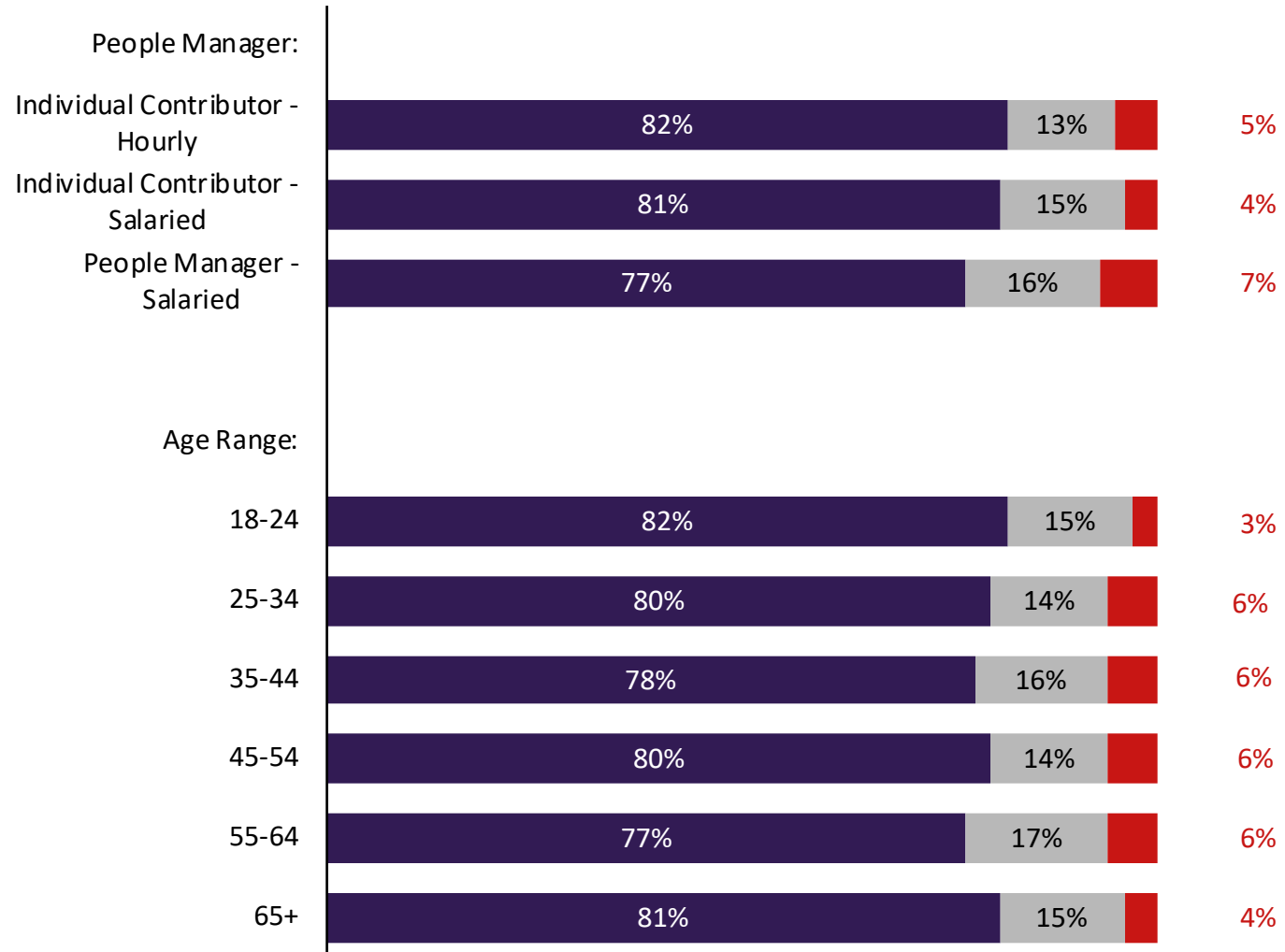


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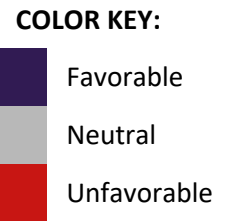
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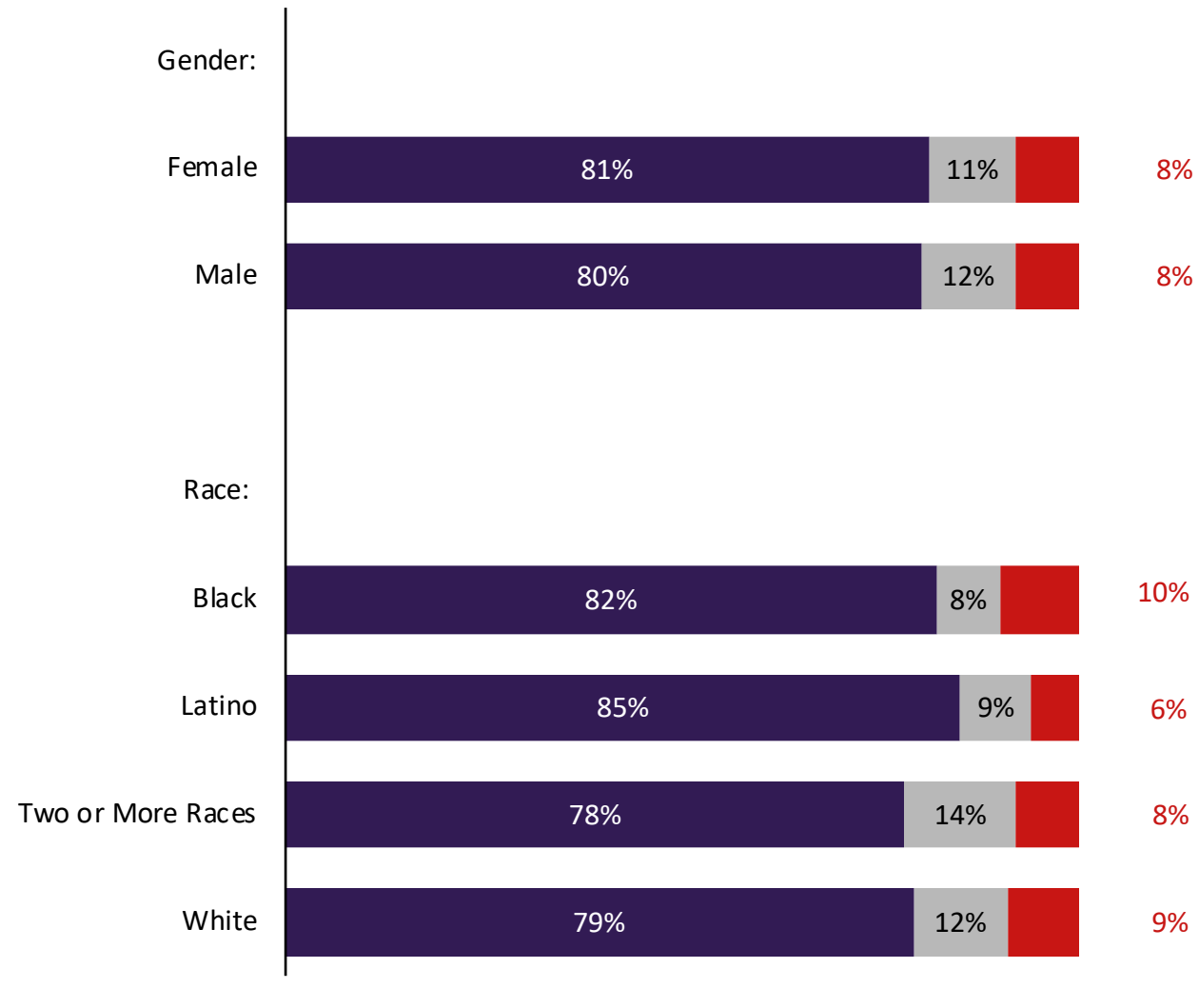
Career Experience Results by Groups



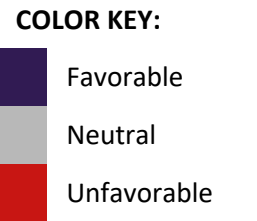
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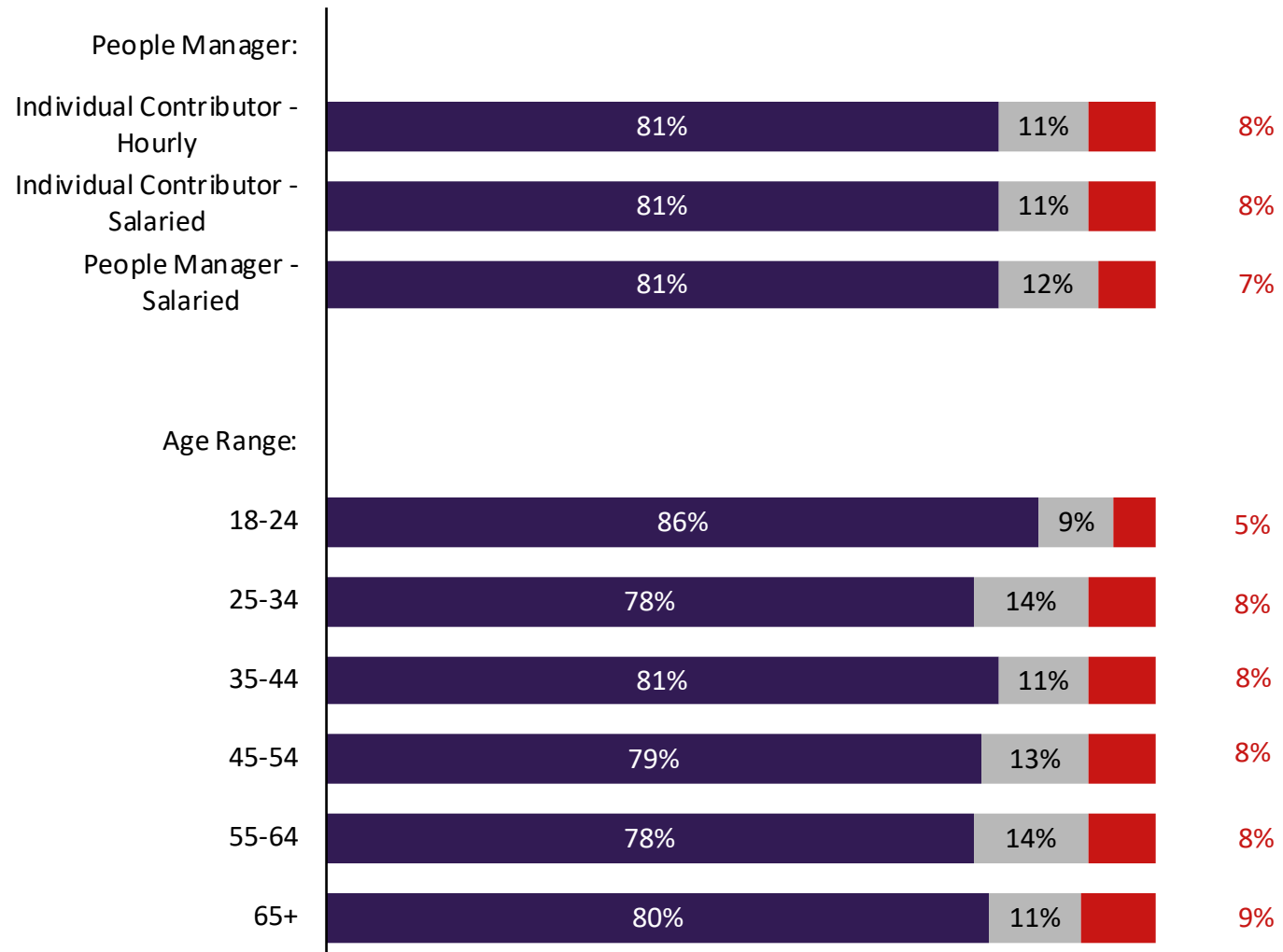
Empowerment Results by Groups



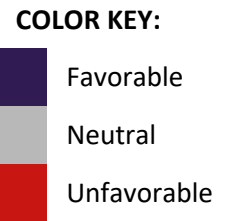
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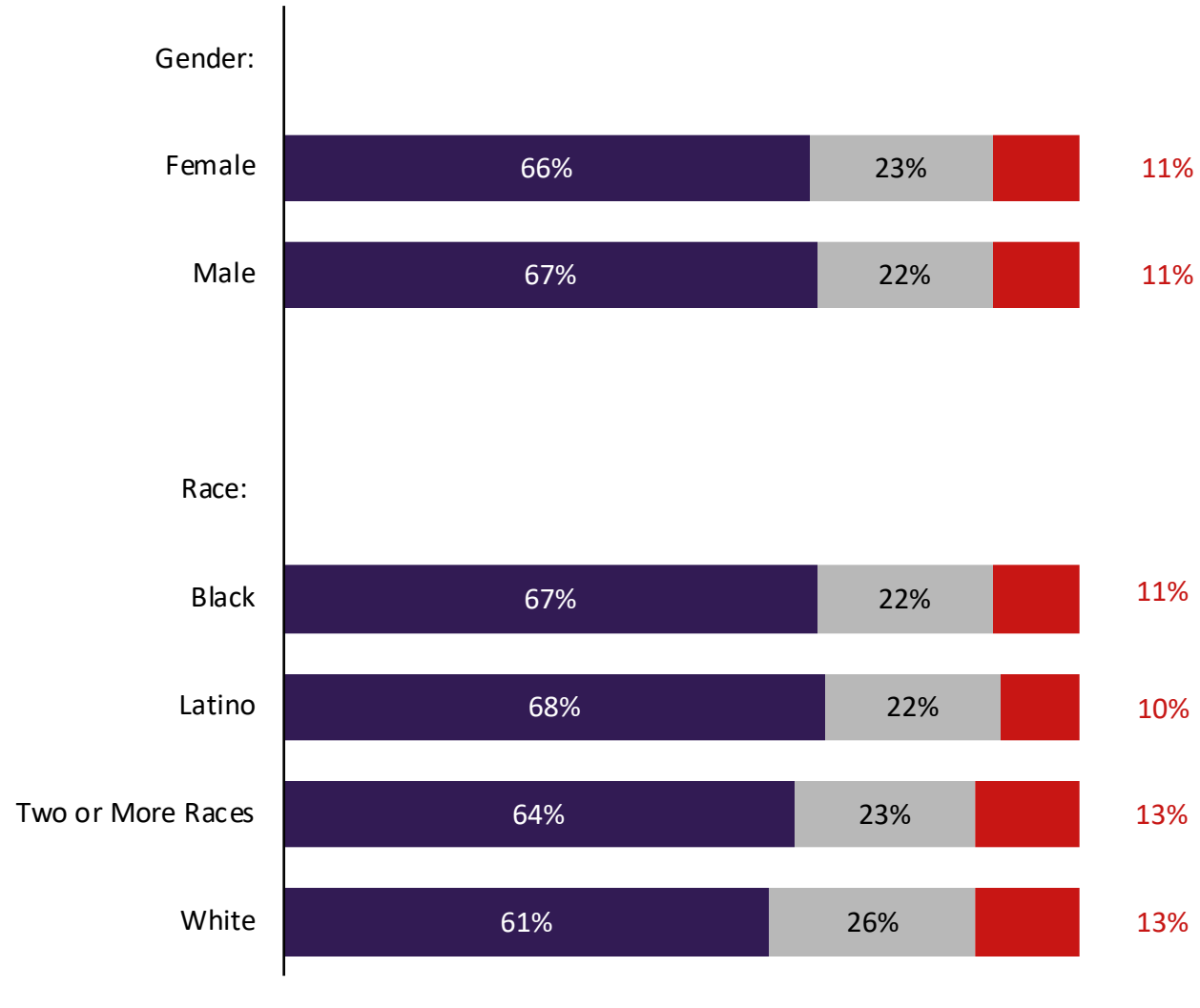
Empowerment Results by Groups



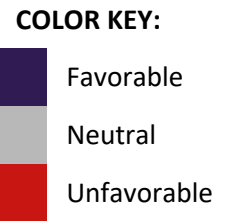
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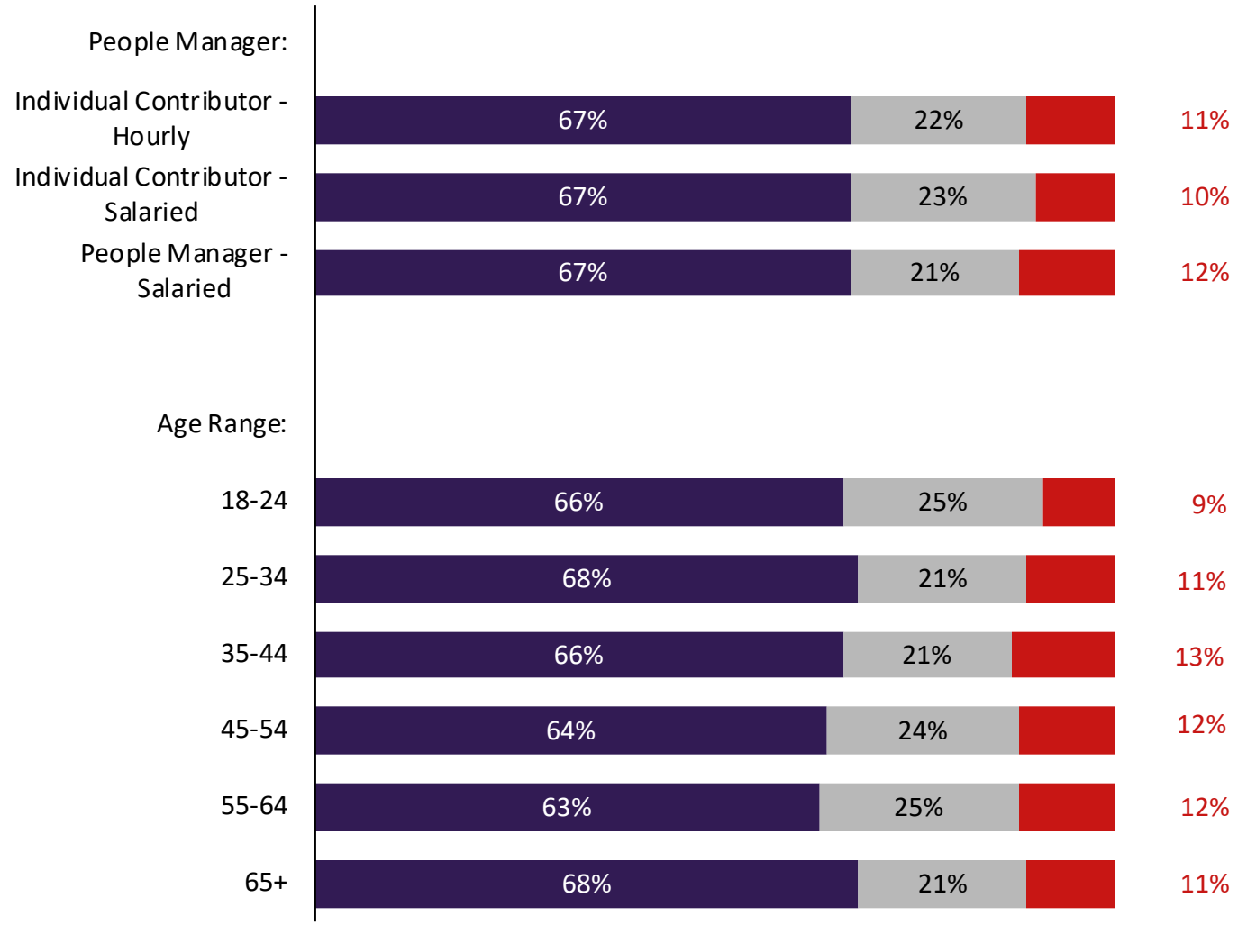
Engagement Results by Groups



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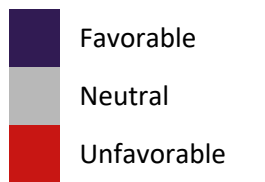


Engagement Results by Groups

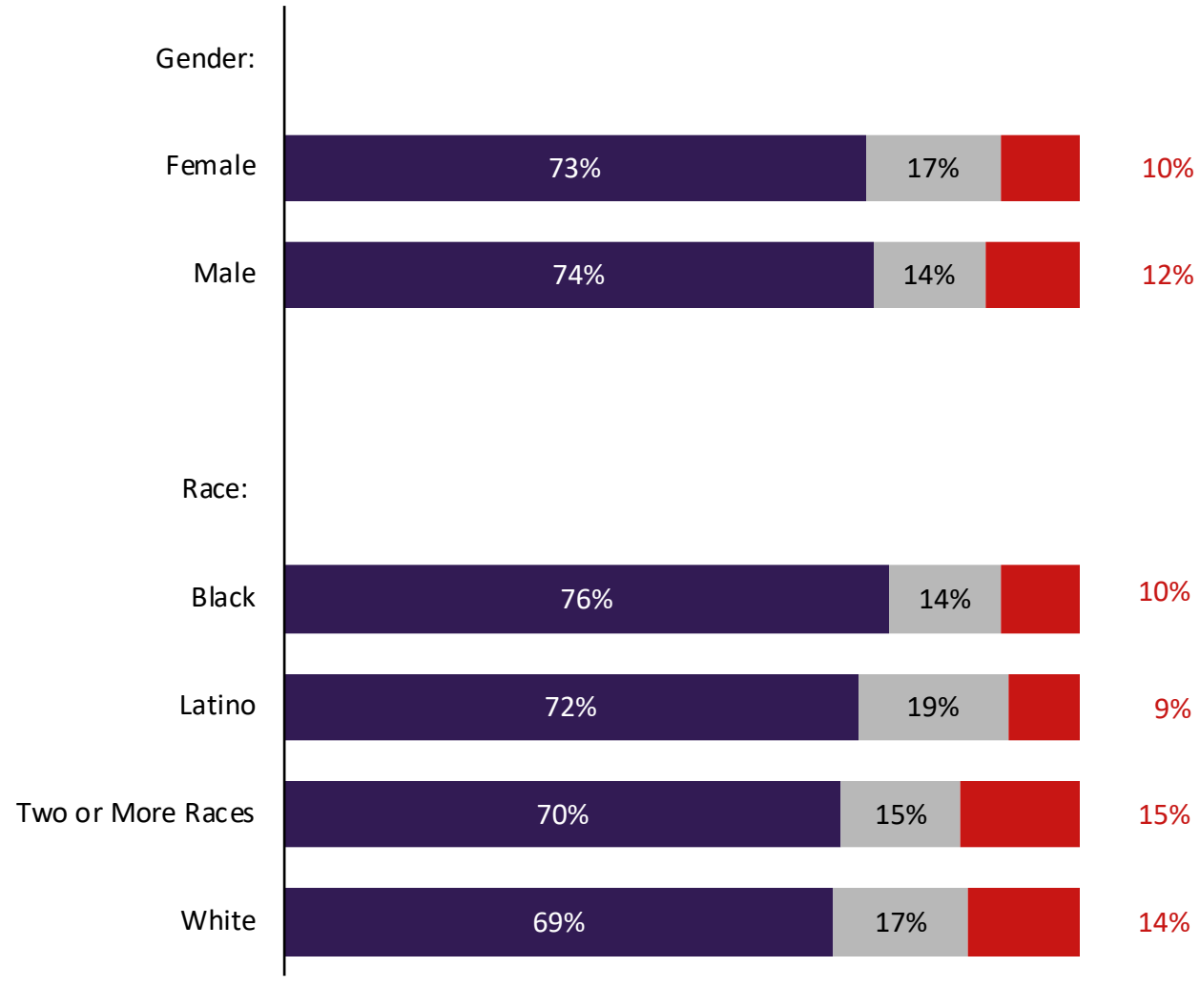


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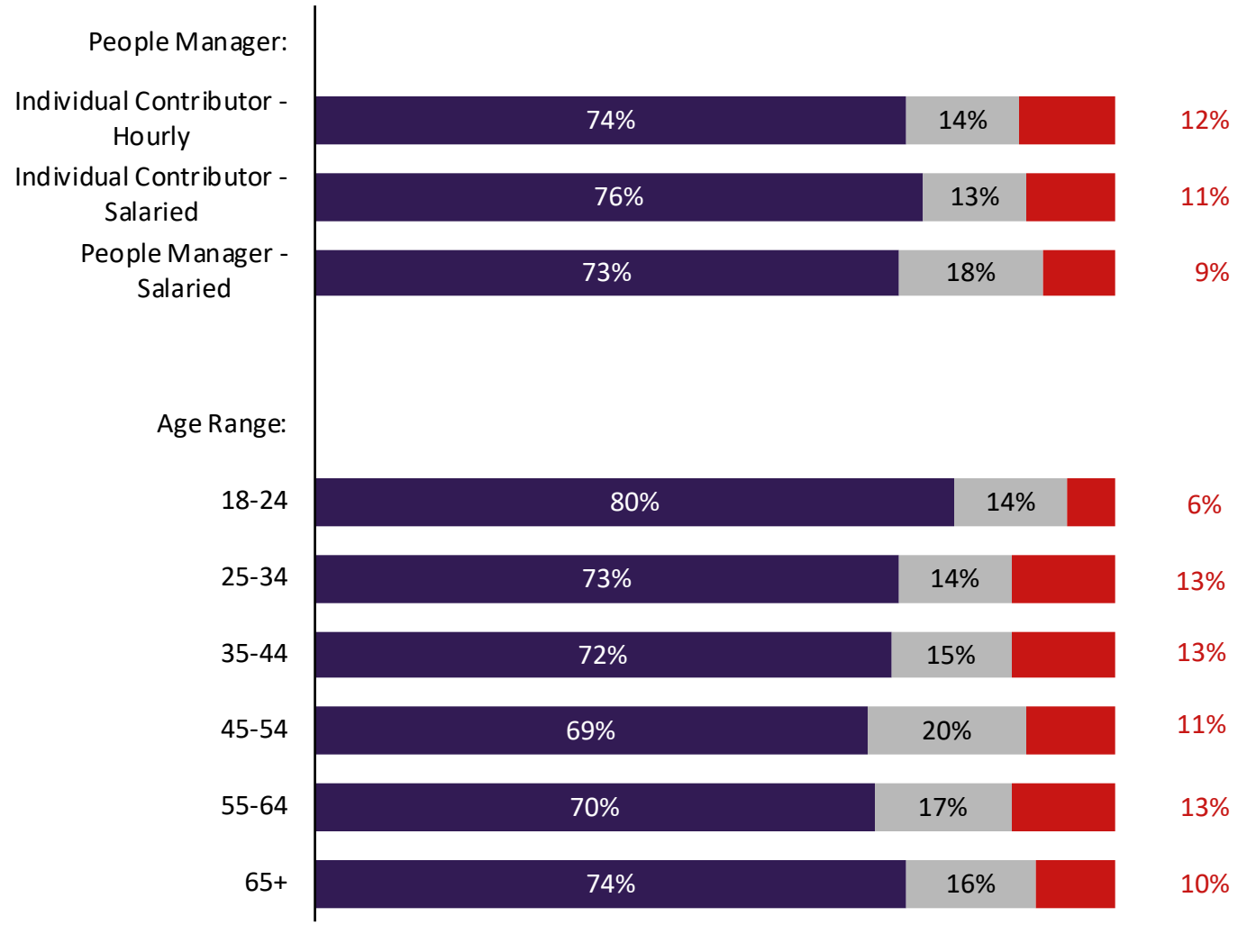
Intent to Stay Results by Groups



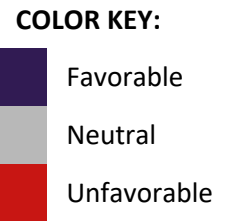
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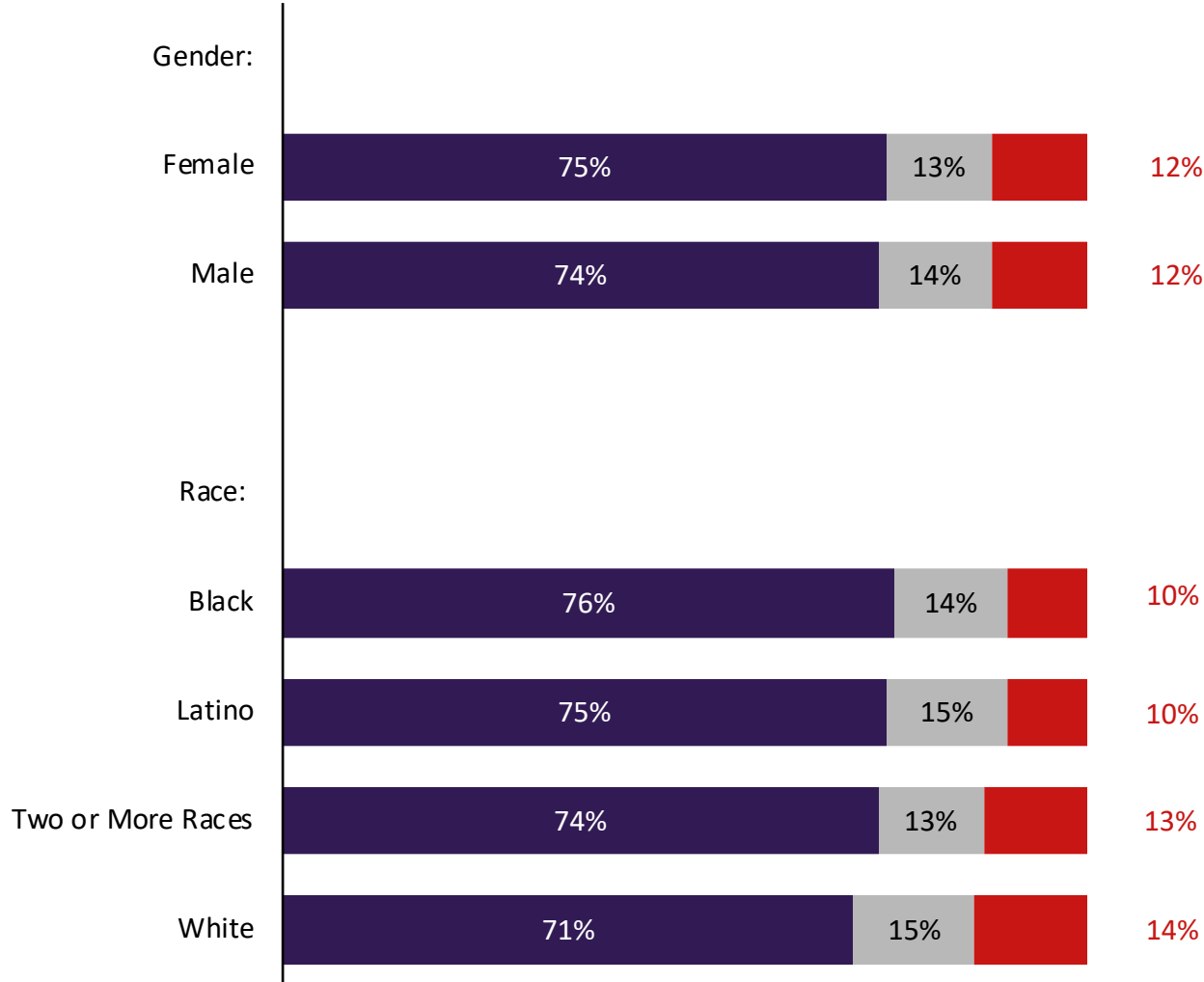
Intent to Stay Results by Groups



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Job Satisfaction Results by Groups

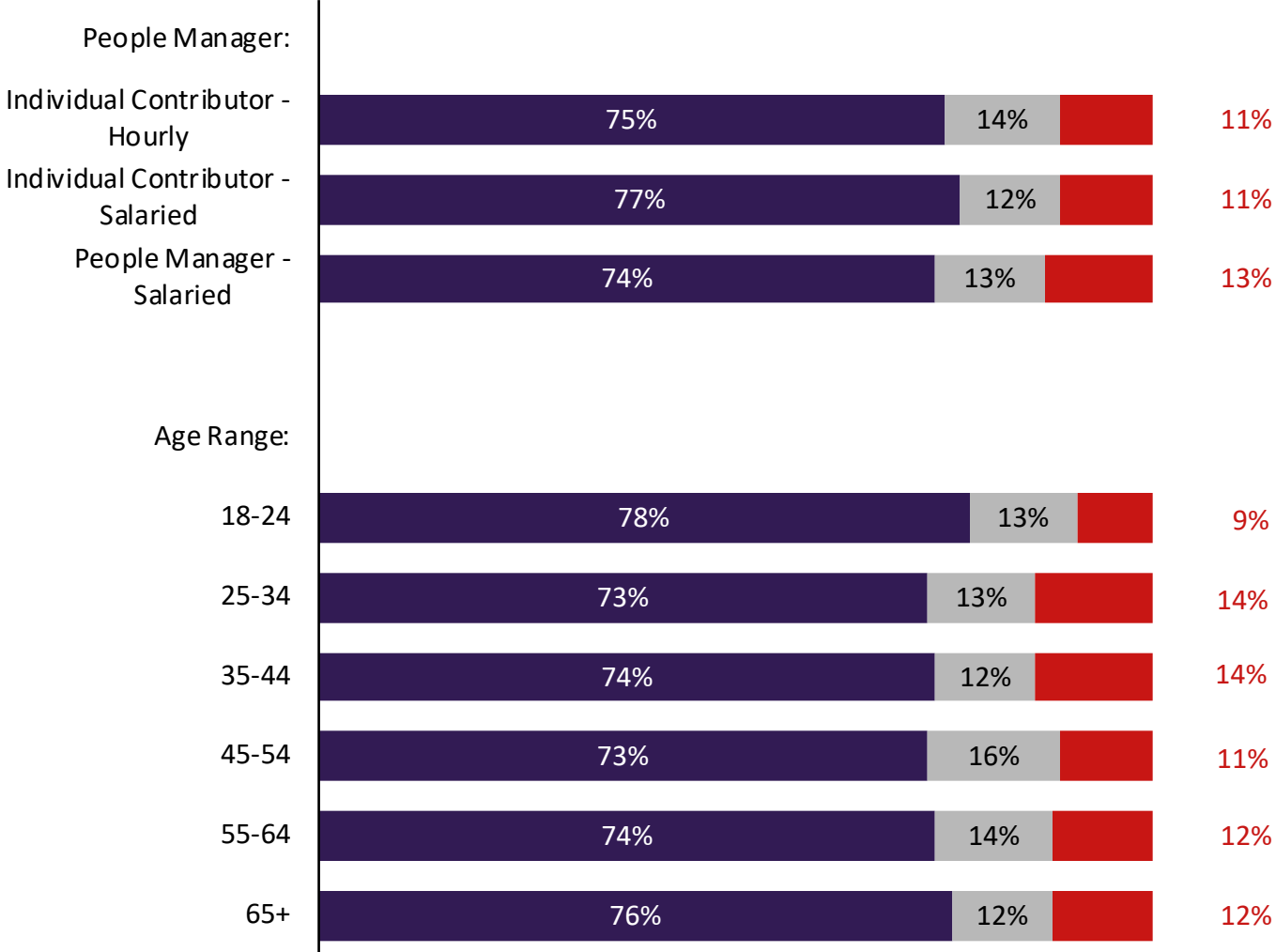


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Job Satisfaction Results by Groups

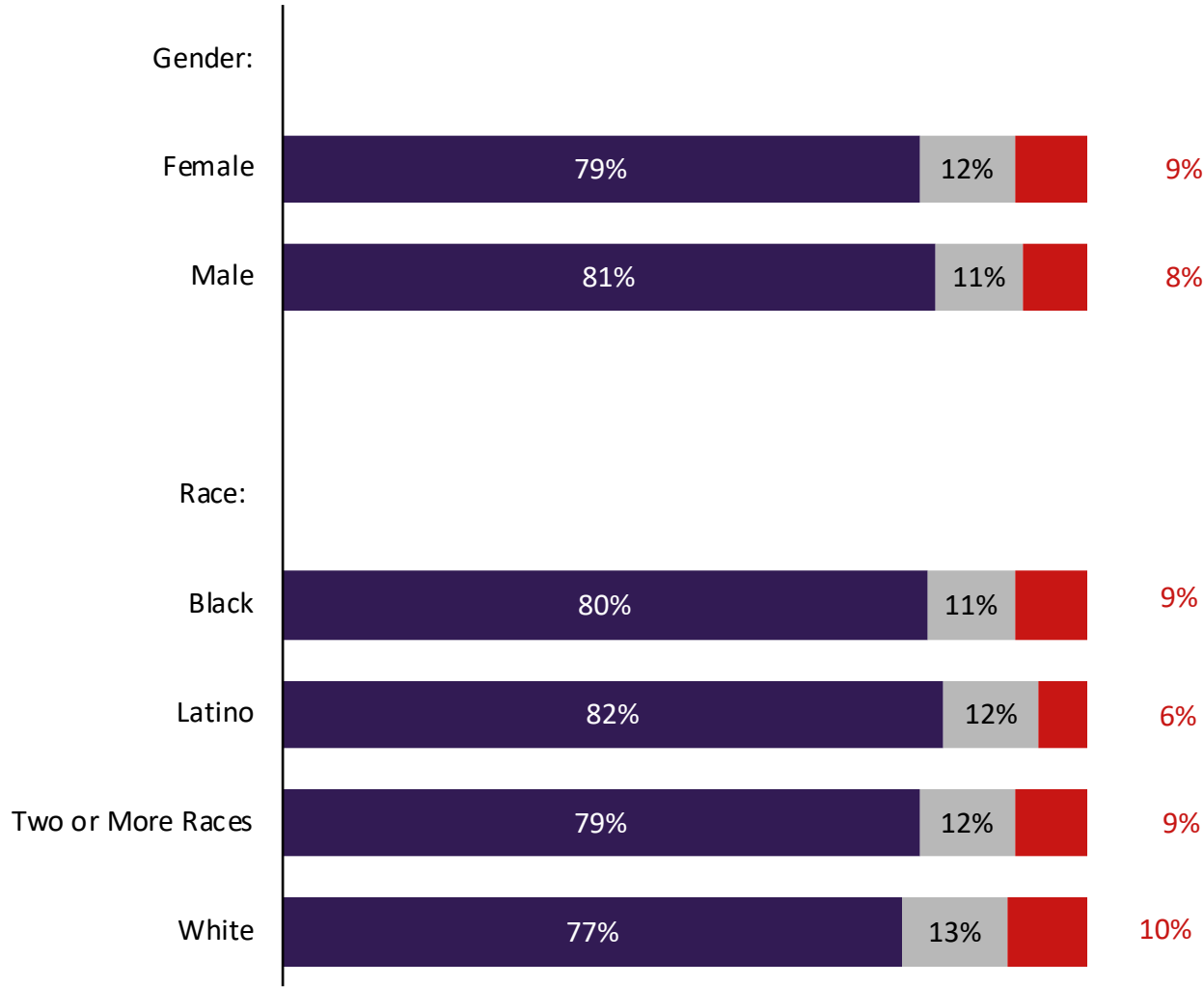


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My Manager Results by Groups

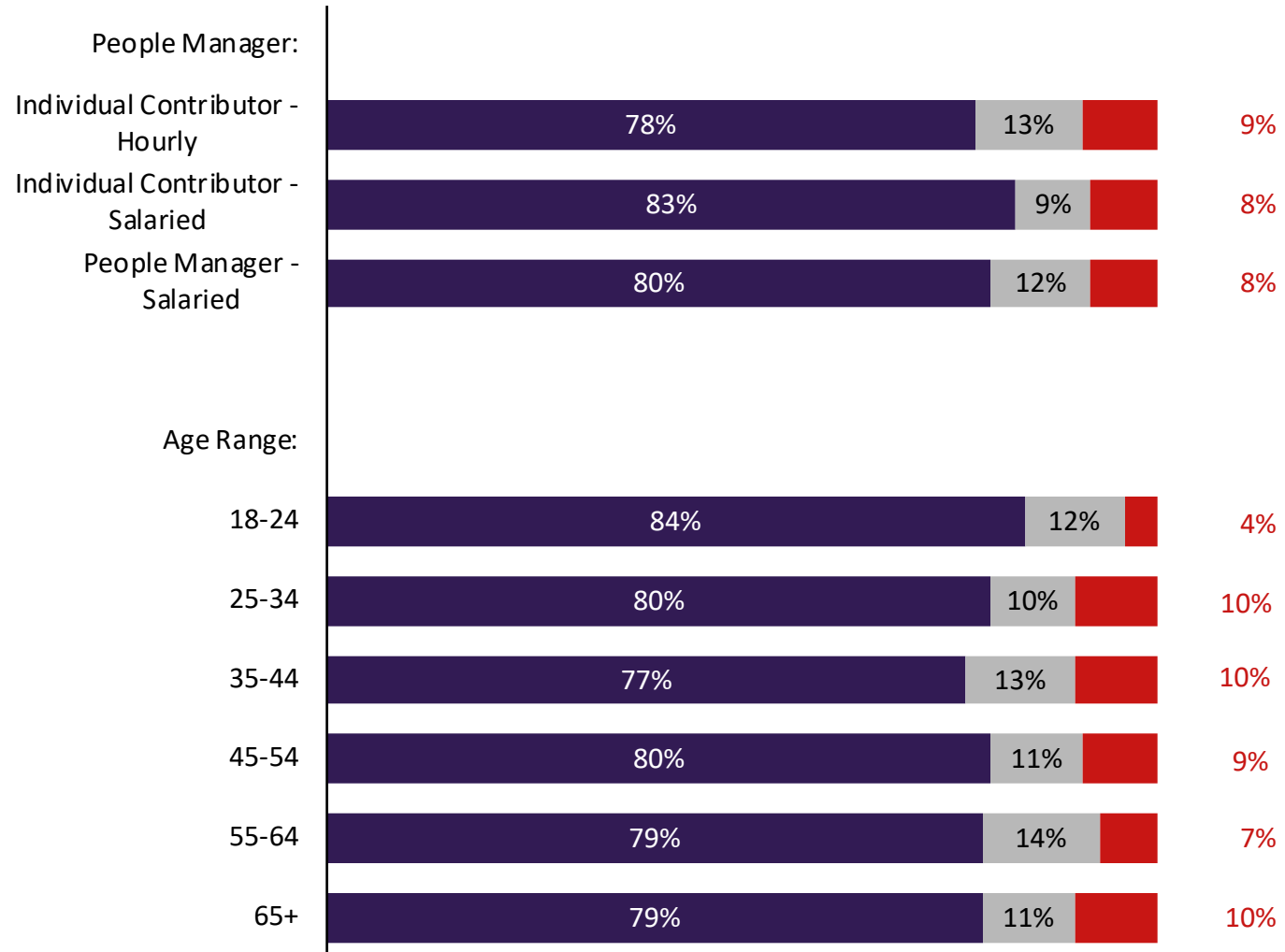


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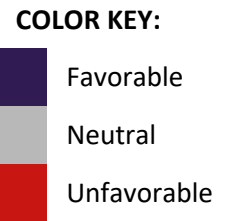
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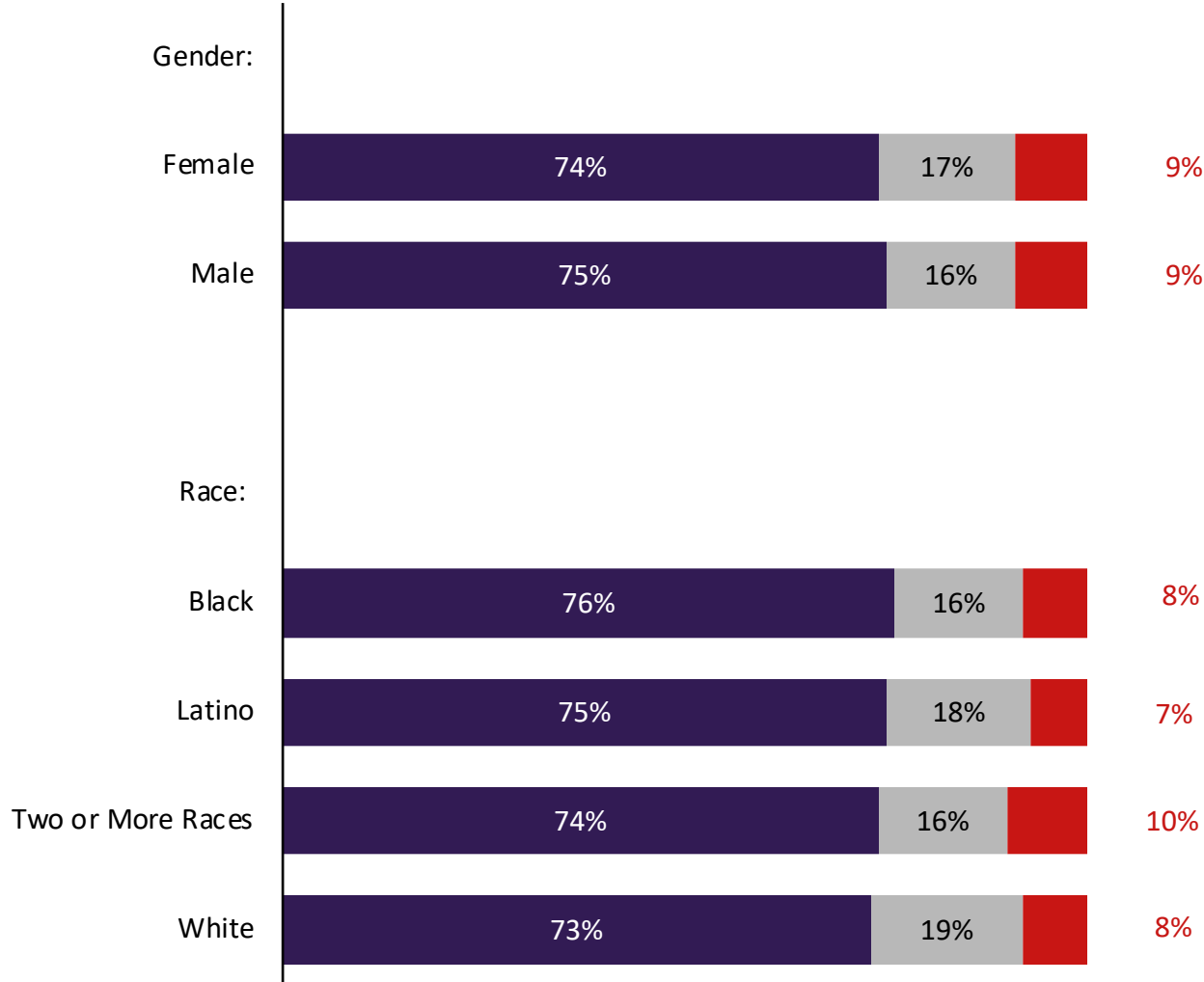
My Manager Results by Groups



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Organizational Climate Results by Groups

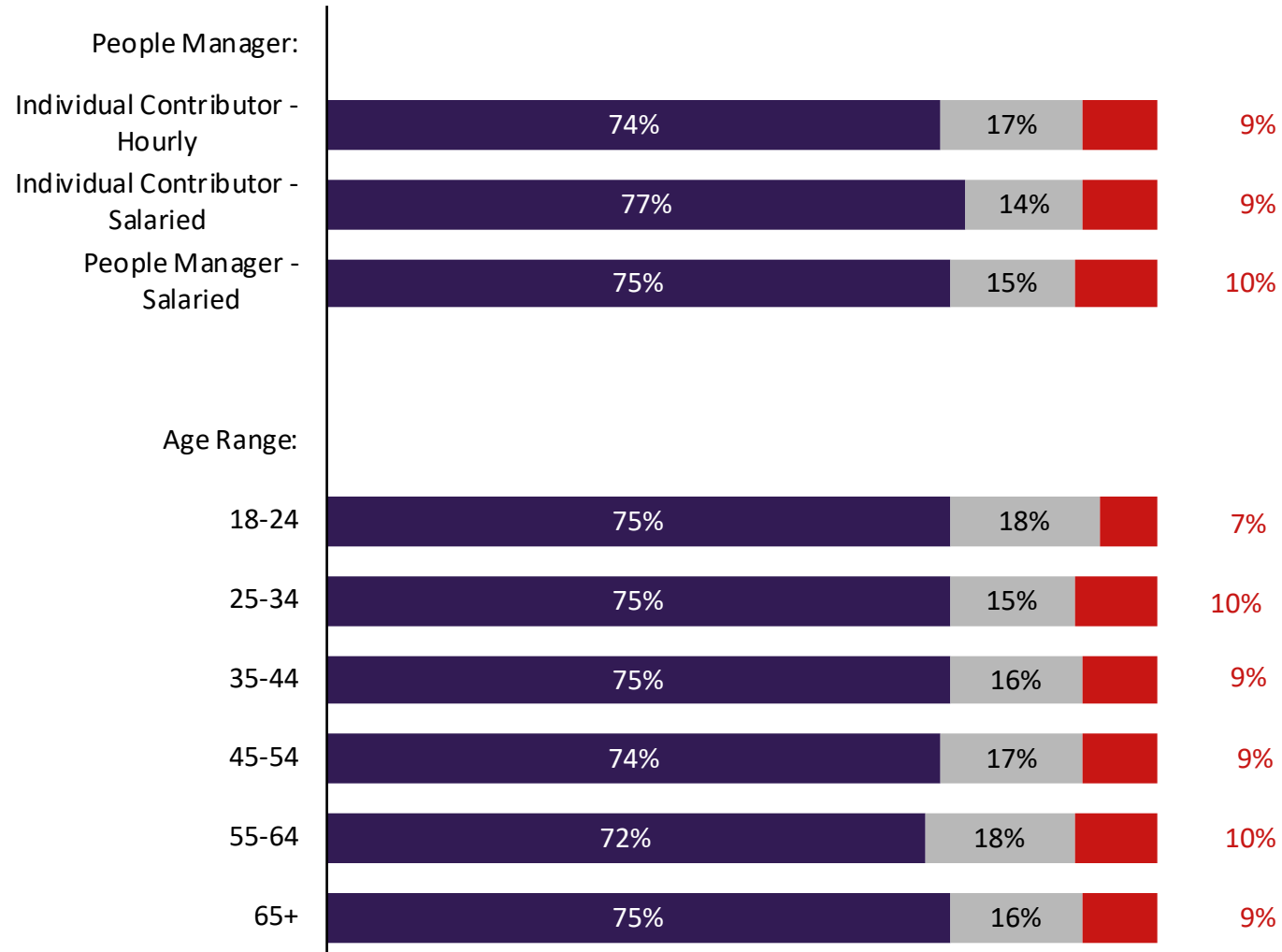


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Organizational Climate Results by Groups

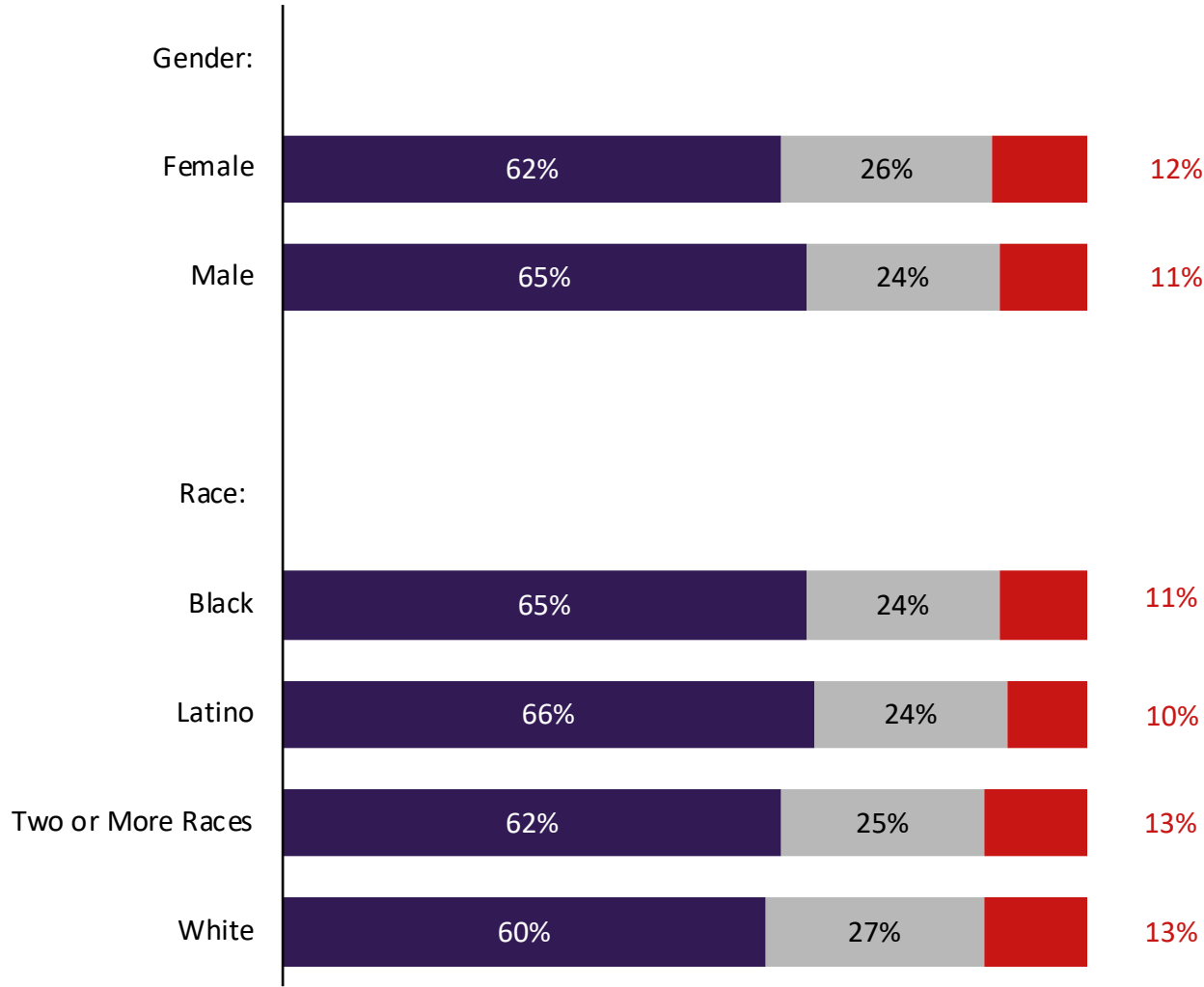


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Organizational Effectiveness Results by Groups

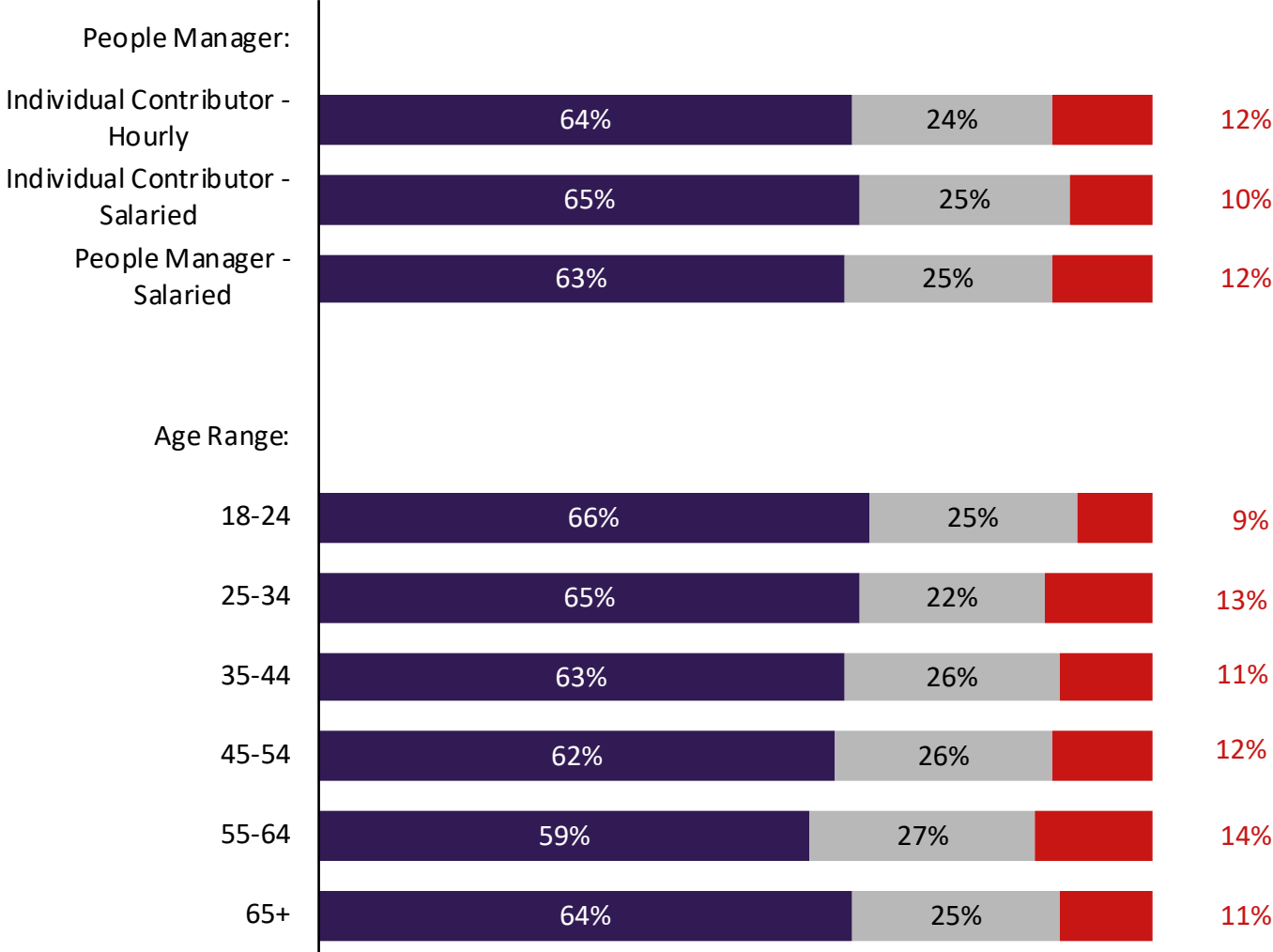


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COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Organizational Effectiveness Climate Results by Groups

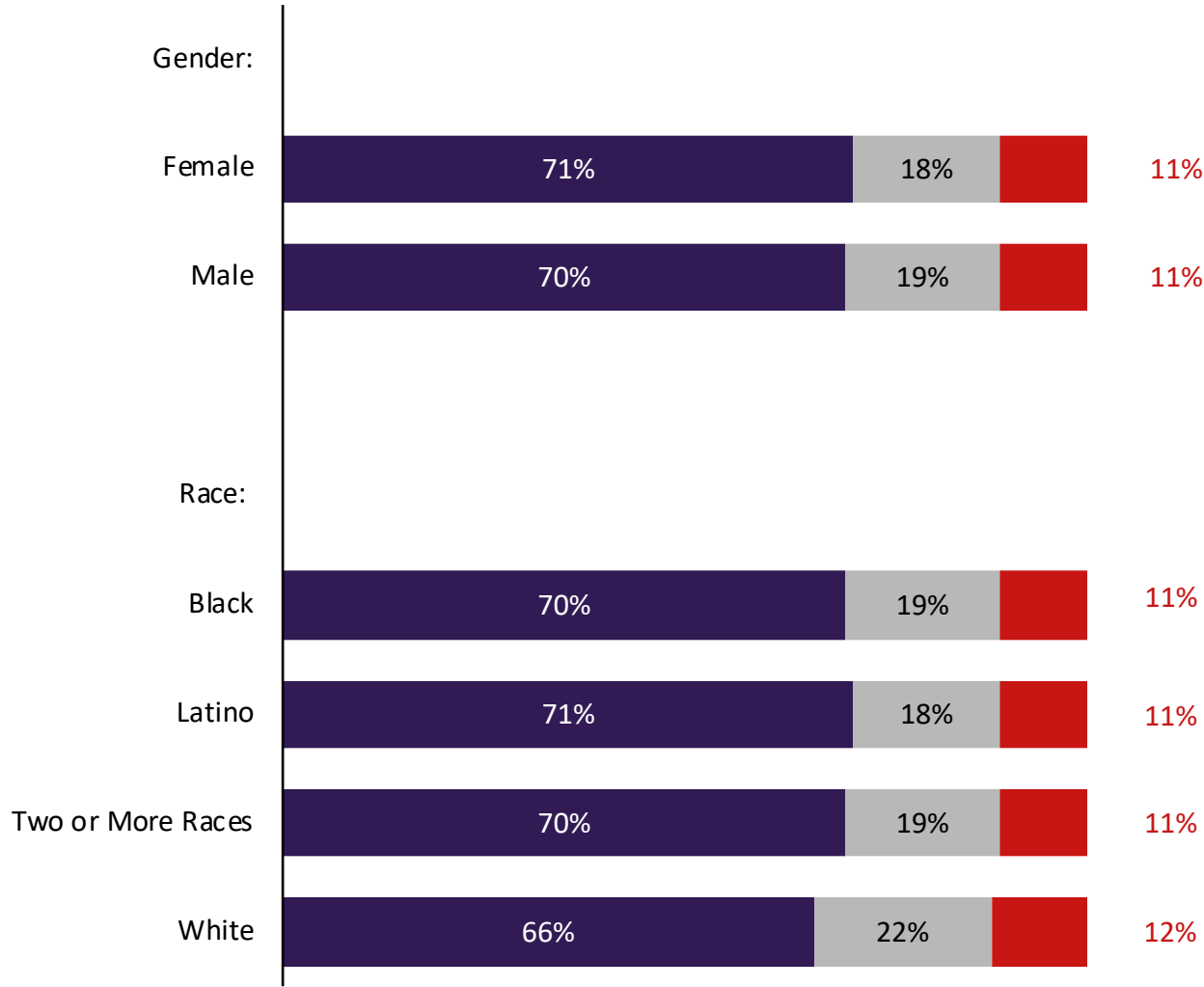


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- Favorable
- Neutral
- Unfavorable

Ownership Results by Groups

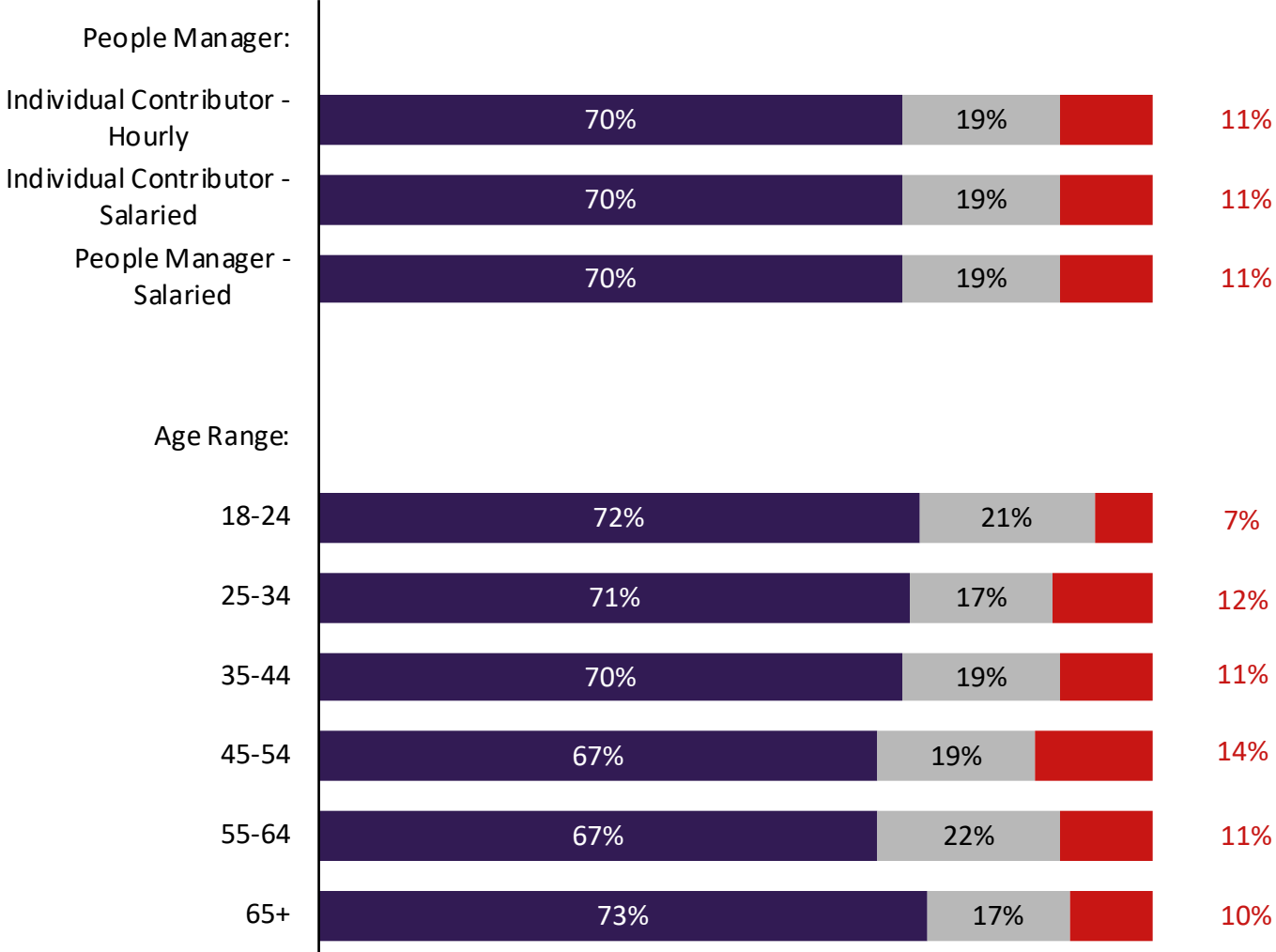


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- Neutral
- Unfavorable

Ownership Results by Groups

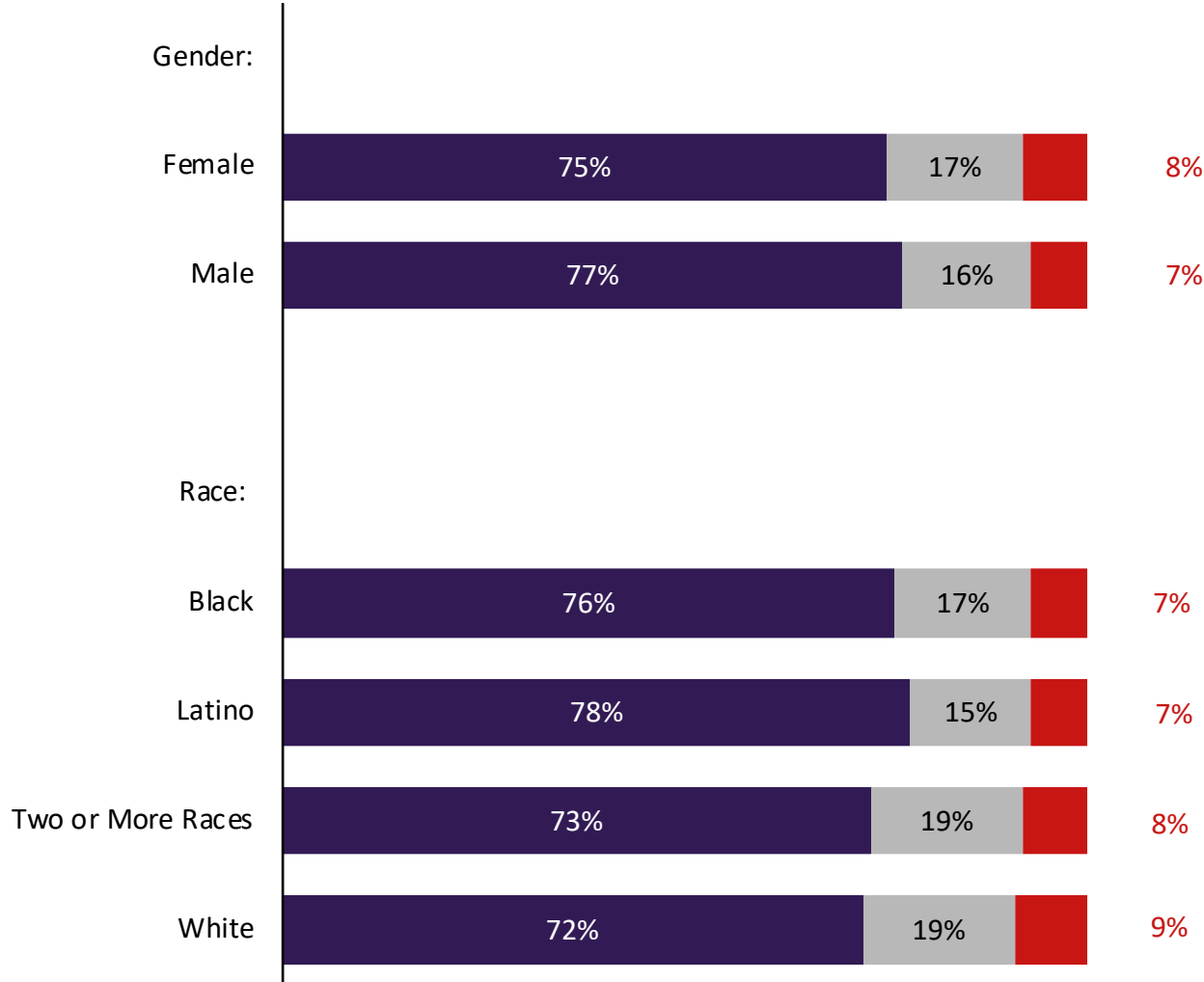


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COLOR KEY:

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- Neutral
- Unfavorable

Teamwork Results by Groups

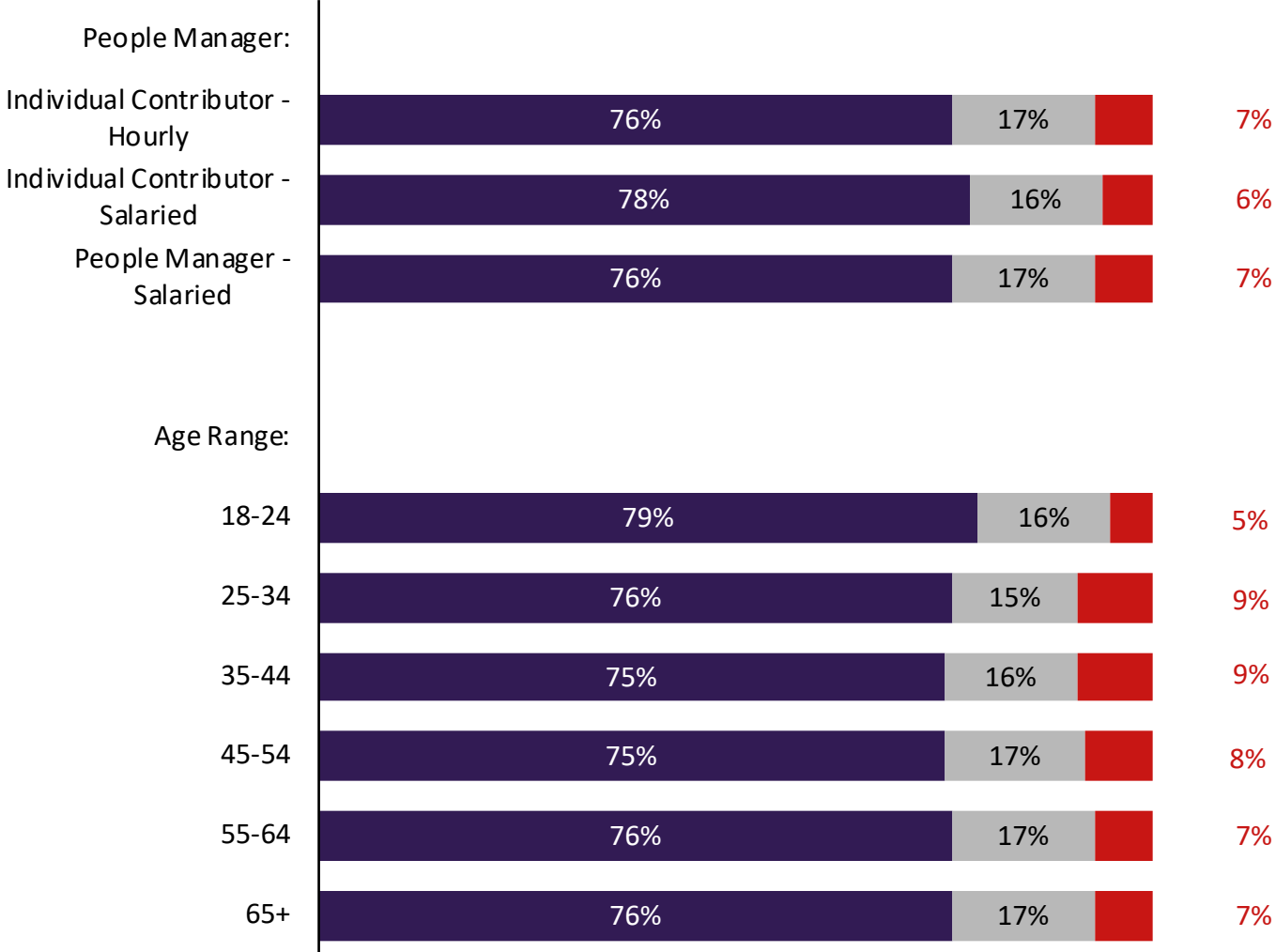


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COLOR KEY:

- Favorable
- Neutral
- Unfavorable

Teamwork Results by Groups



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COLOR KEY:

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- Neutral
- Unfavorable

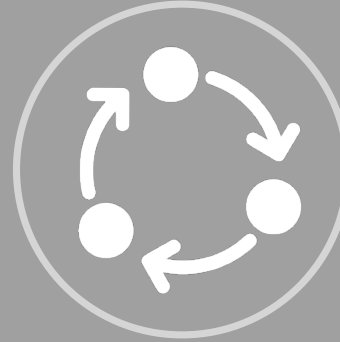
Let our research and data scientists work for you!



Employee Feedback Solutions

Measure what matters to improve performance, culture and business outcomes.

- Organizational Surveys
- Life Cycle Surveys
- Performance Management
- Custom Surveys



People Analytics Solutions

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

- Workforce Insights
- Diversity & Inclusion
- Workforce Planning
- Custom Insights



Talent Market Insights

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

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

