Sienna
SENIOR LIVING

Engagement report

Victoria Manor   July 2019

Table of Contents

Engagement

Key drivers of engagement

Highlighted segments

Values

Actions

References

Engagement

The engagement score is your best focus point to understand overall employee engagement. It can range from 0 to 10, and represents your employee population's average response to the following questions::

ENGAGEMENT
How likely is it that you would recommend Sienna Senior Living as a place to work?

BELIEF
How likely is it that you would recommend Sienna Senior Living's products or services to friends and family?

SATISFACTION
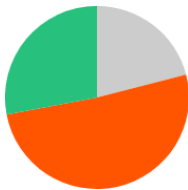Overall, how satisfied are you working at Sienna Senior Living?

Engagement score

5.8 /10

-1.2 below company benchmark (7.0)

35% aggregated participation rate

eNPS: **-23**

28% promoters (17)
21% passives (13)
51% detractors (31)

eNPS BREAKDOWN

Key drivers of engagement

SCORE	DRIVER	BENCHMARK	IMPACT

To improve your score, look at:

5.6	Growth	-1.3	
5.7	Strategy	-1.1	
4.6	Freedom of Opinion	-1.7	

Key drivers of engagement

Key drivers are the aspects of your organization's culture and strategy that have the greatest influence on employee engagement.

Those presented as **Strengths** represent your success stories. Peakon has found they make a major positive contribution to the engagement of your employees.

Whereas **Priorities** represent areas where targeted improvements would increase overall engagement. These are often aspects of work life that people feel strongly about, but are not entirely satisfied with.

The questions behind each driver can be found at the end of this slideshow.

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⚠ Growth

5.6 /10

-1.3 below company benchmark (6.9)

eNPS: -30

21% promoters (13)

28% passives (18)

51% detractors (32)

⚠ Priority

Peakon has identified that **Growth** is a strong driver of engagement amongst employees in your team.

Growth is performing below the company benchmark.

Improving **Growth** by 1 will increase Engagement by 0.2.

Growth is a priority driver with potential for improvement.

Improving **Growth** should be a priority for you.

ABOUT

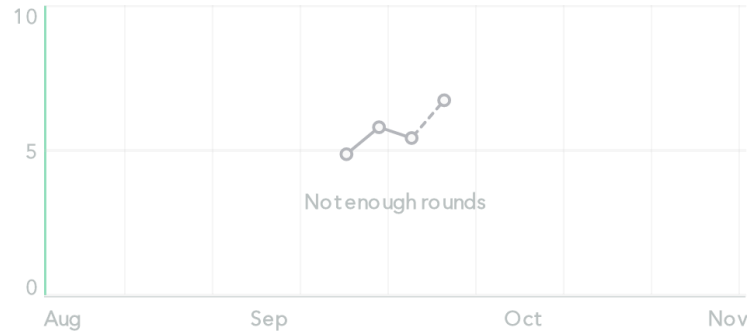Relates to the opportunities that employees perceive they have, in terms of personal and career development.

QUESTIONS

I feel that I'm growing professionally.

My job enables me to learn and develop new skills.

Either my manager or a mentor encourages and supports my development.

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⊗ Strategy

10

5

Not enough rounds

0

Aug   Sep   Oct   Nov

5.7 /10

-1.1 below company benchmark (6.8)

eNPS: -29

21% promoters (13)

29% passives (18)

50% detractors (31)

⊗ Priority

Peakon has identified that **Strategy** is a strong driver of engagement amongst employees in your team.

Strategy is performing below the company benchmark.

Improving **Strategy** by 1 will increase Engagement by 0.4.

Strategy is a priority driver with potential for improvement.

Improving **Strategy** should be a priority for you.

ABOUT

Relates to the degree employees understand and agree with the overall strategy for the organization.

QUESTIONS

The overall business goals and strategies set by senior leadership are taking Sienna Senior Living in the right direction.

Our organization does a good job of communicating the goals and strategies set by senior leadership.

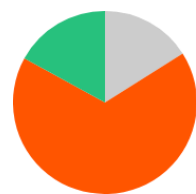I'm inspired by the purpose and mission of our organization.

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ⓘ Freedom of Opinion

Aug — Sep — Oct — Nov

Not enough rounds

4.6 /10

-1.7 below company benchmark (6.3)

eNPS: **-49**

17% promoters (11)

16% passives (10)

67% detractors (42)

ⓘ Priority

Peakon has identified that **Freedom of Opinion** is a strong driver of engagement amongst employees in your team.

Freedom of Opinion is performing below the company benchmark.

Freedom of Opinion is a priority driver with potential for improvement.

Improving **Freedom of Opinion** should be a priority for you.

ABOUT

Reflects the extent to which employees feel they are able to express their opinions without fear of retribution.

QUESTIONS

At work, my opinions seem to count.

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Driver scores and questions 1/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Engagement	**5.8**	-1.2	"How likely is it that you would recommend Sienna Senior Living as a place to work?"
Belief	**5.7**	-1.2	"How likely is it that you would recommend Sienna Senior Living's products or services to friends an..."
Satisfaction	**6.0**	-1.1	"Overall, how satisfied are you working at Sienna Senior Living?"
Accomplishment	**7.2**	-0.8	"Most days, I feel a sense of accomplishment from what I do."
Autonomy	**6.2**	-1.1	"I feel like I am given enough freedom to decide how to do my work."
Environment	**6.2**	-0.9	
Equipment	**6.2**	-0.9	"I have the materials and equipment that I need to do my job well."
ⓘ Freedom of Opinion	**4.6**	-1.7	"At work, my opinions seem to count."

Driver scores and questions 2/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Goal Setting	7.6	-0.7	"At work, I know what is expected of me every day."
Alignment	6.9	-1.1	"I understand how my work supports the goals of my team and department."
⊙ Growth	5.6	-1.3	"I feel that I'm growing professionally."
Learning	5.6	-1.5	"My job enables me to learn and develop new skills."
Mentoring	5.4	-1.2	"Either my manager or a mentor encourages and supports my development."
Management Support	5.4	-1.6	"My manager provides me with the support that I need to complete my work."
Meaningful Work	7.9	-0.5	"The work I do is meaningful to me."
Fit	6.9	-1.0	"At work, I have the opportunity to do what I do best every day."

Driver scores and questions 3/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Organizational fit	6.6	-0.7	"Sienna Senior Living's values provide a good fit with the things that I consider important in life."
Peer Relationships	7.2	-0.7	"I can count on my coworkers to help out when needed."
Recognition	4.7	-1.7	"If I do great work, I know that it will be recognized."
Performance	5.2	-1.5	"I get enough feedback to understand if I'm doing my job well."
Reward	5.0	-0.7	"I am rewarded fairly (e.g. pay, promotion, training) for my contributions to Sienna Senior Living."
Process	5.3	-0.5	"The processes for calculating pay in our organization seem fair and unbiased."
⚠ Strategy	5.7	-1.1	"The overall business goals and strategies set by senior leadership are taking Sienna Senior Living ..."

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Driver scores and questions 4/4

DRIVER	SCORE	BENCHMARK	QUESTIONS
Communication	**5.5**	-1.0	"Our organization does a good job of communicating the goals and strategies set by senior leaders…"
Mission	**6.2**	-0.9	"I'm inspired by the purpose and mission of our organization."
Workload	**5.1**	-1.4	"I find my workload manageable."

Values

Using Values, you can now track whether people feel their experience at work is aligned with your stated company values. At Peakon, we see values as a way of steering your company culture to create an organization that can fulfil your long-term vision, while also being a way of describing what are desirable behaviors in the here and now.

To deliver this insight, Peakon asks each employee to answer the following question with a rating on a 0–10 scale (each value is prefixed before the question, for example):

Leading the Future: Does your day-to-day experience of working here feel aligned to this value?
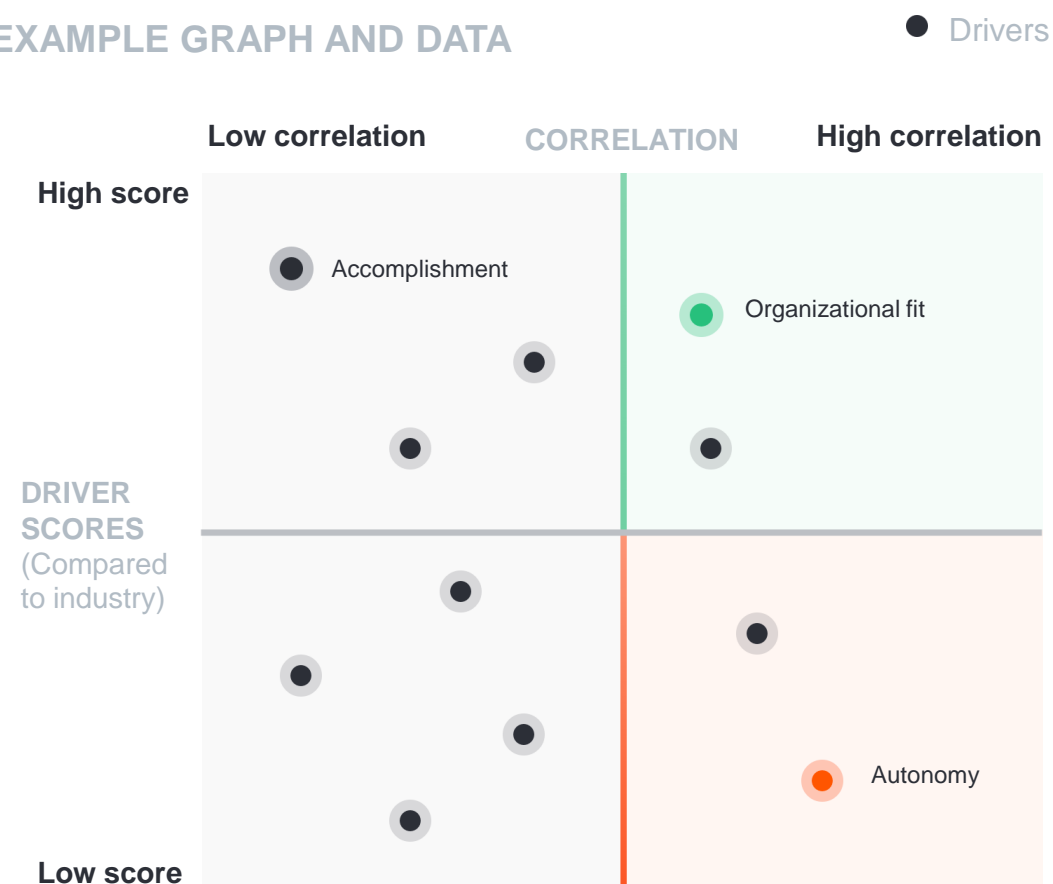
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Values Overview

SCORE	VALUE	BENCHMARK	DISTRIBUTION (DETRACTORS, PASSIVES, PROMOTERS)
6.0	Leading the Future	-0.9	51% 22% 27%
5.5	Management Behaviour	-1.0	57% 17% 26%

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References

Drivers Analysis

EXAMPLE GRAPH AND DATA

● Drivers

Low correlation   **CORRELATION**   High correlation

High score

Low score

Accomplishment

Organizational fit

DRIVER SCORES (Compared to industry)

Autonomy

Determining score and correlation with engagement

First we determine whether the company scores high or scores low compared to the industry benchmark (on the y-axis). A high score is defined as being in the top 25% of the industry, and a low score as being in the bottom 75%. Peakon then identifies what drivers have the highest impact on Engagement. This is described as the correlation between the driver and Engagement (on the x-axis).

Identifying strengths

A strength is a driver with a high score and a high correlation with engagement. In our example on the left, Peakon would identify Organizational Fit as a strength.
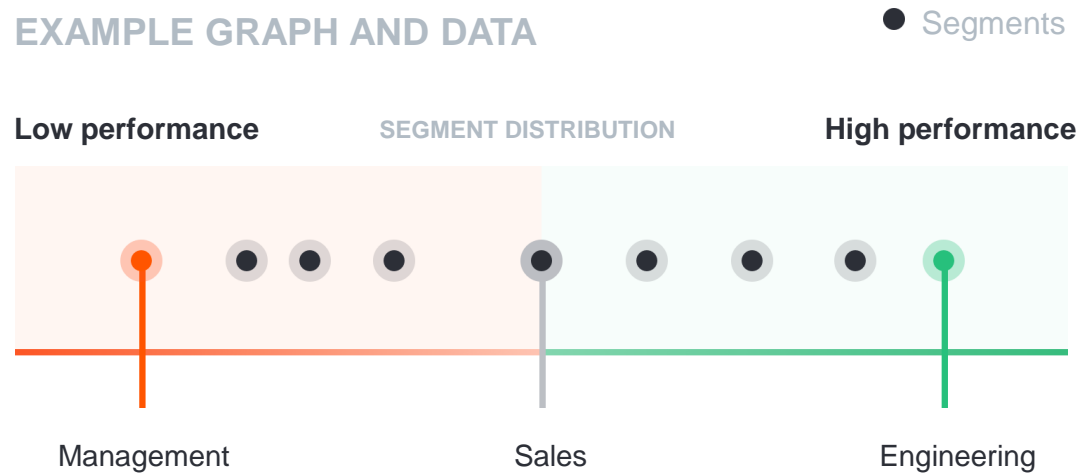
Identifying priorities

A priority is a driver with a low score and a high correlation with Engagement. In our example, Peakon would identify Autonomy as a priority, meaning you would be able to raise Engagement significantly by working on it.

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Segment Analysis

EXAMPLE GRAPH AND DATA

● Segments

Low performance   SEGMENT DISTRIBUTION   **High performance**

Management   Sales   Engineering

Peakon can also highlight specific segments that are interesting, without you having to sift through all the slices of data.
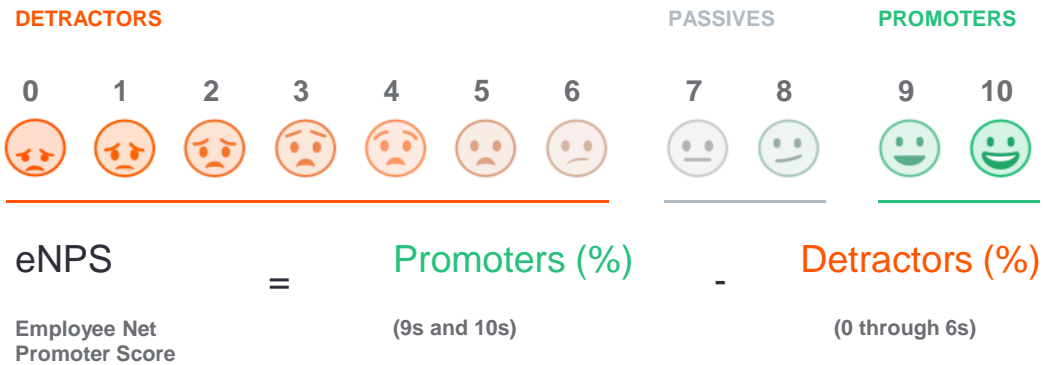
Identifying strengths
A segment highlighted in strengths scores highly across multiple drivers, and is usually a case of best-practise management within the organization.

Identifying priorities
Priority segments generally score badly on multiple drivers, and therefore usually require management attention as there is a big opportunity to improve.

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eNPS

DETRACTORS   PASSIVES   PROMOTERS

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

eNPS   =   Promoters (%)   -   Detractors (%)

**Employee Net
Promoter Score**

(9s and 10s)   (0 through 6s)

Peakon's engagement question ("How likely is it that you would recommend Sienna Senior Living as a place to work?") follows the methodology of eNPS (employee Net Promoter Score). eNPS is a variant of NPS, a metric you may be familiar with as a measure of customer loyalty. Therefore, it's possible to present your engagement score in the eNPS format, with the result ranging from -100 to 100. To do so, the calculation on the left is used.

Engagement Outcomes

Theses scores provide a more granular view of the outcomes associated with employee engagement. Together with the eNPS question, outcome questions make up the composite engagement score.

BELIEF
"How likely is it that you would recommend Sienna Senior Living's products or services to friends and family?"

Employees internalize the company's goals as their own and take it upon themselves to help the company achieve them through what Self-Determination Theory refers to as "autonomous motivation."

SATISFACTION
"Overall, how satisfied are you working at Sienna Senior Living?"

When employees feel their needs are satisfied by their jobs they experience an increase in psychological, and often physical, well-being that has a cyclical and reinforcing effect on engagement.