

Engagement Report

Victoria Manor

Current period:

Mar 29, 2022 - Apr 16, 2022

of employees: **185**

of responses: **64**

Response rate: **35%**

McLean & Company Engagement Model

Victoria Manor
Open Date: Mar 29, 2022
Close Date: Apr 16, 2022

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Employee Engagement Goes Beyond Satisfaction

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SATISFIED

ENGAGED

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization



Average Performance

Optimal Performance

Characteristics

Characteristics

Less likely to help others for the betterment of the organization

Help others for the betterment of the organization

Meet minimum performance requirements

Consistently exceed performance requirements

Generally keep to themselves

Recommend improvement opportunities

Stay at the organization because of what they **get from it**

Stay at the organization for what they **give to it**

Committed to the degree that their needs are met

Have a sense of purpose and pride in their work



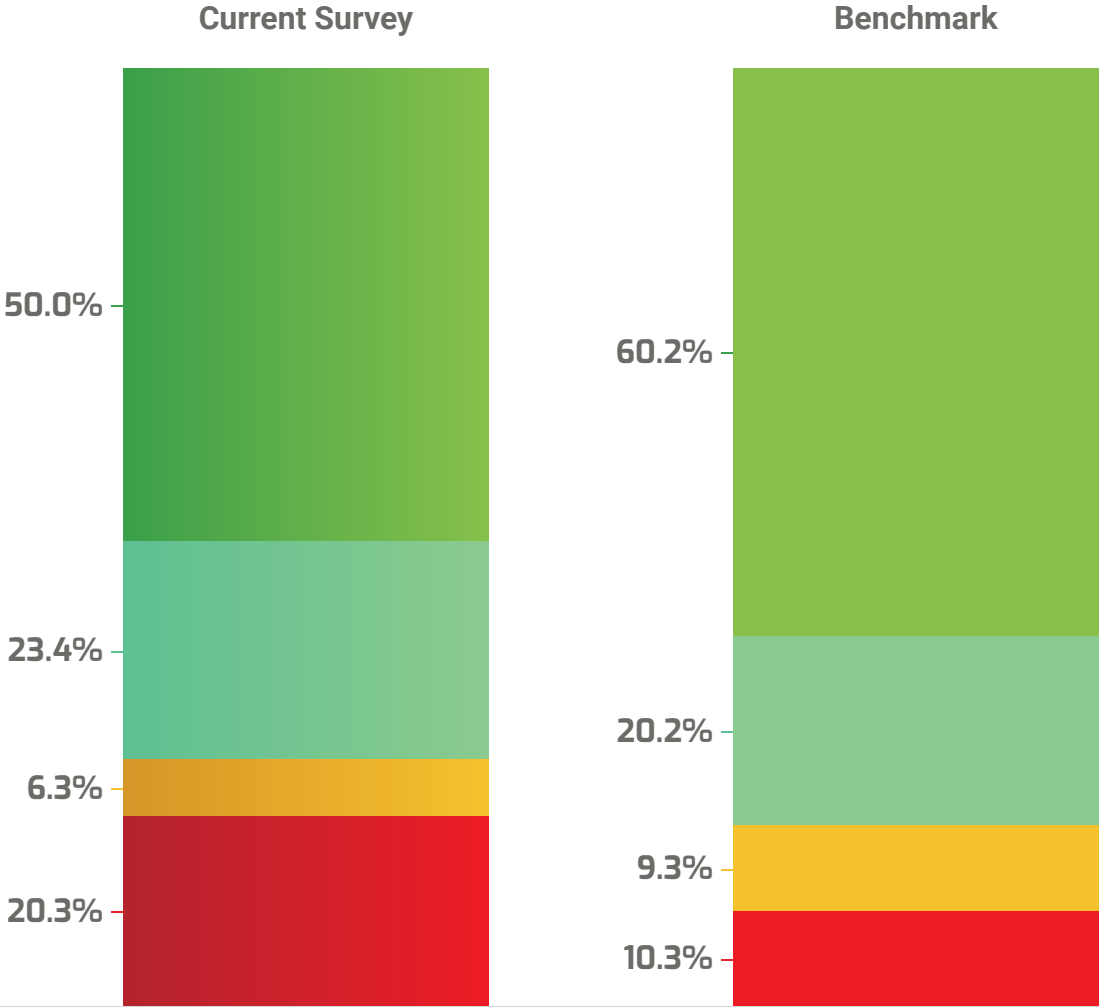
Overall Engagement Results

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See the **appendix** in this report for more information on the engagement calculation and benchmark.



ENGAGED

Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED

Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT

Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

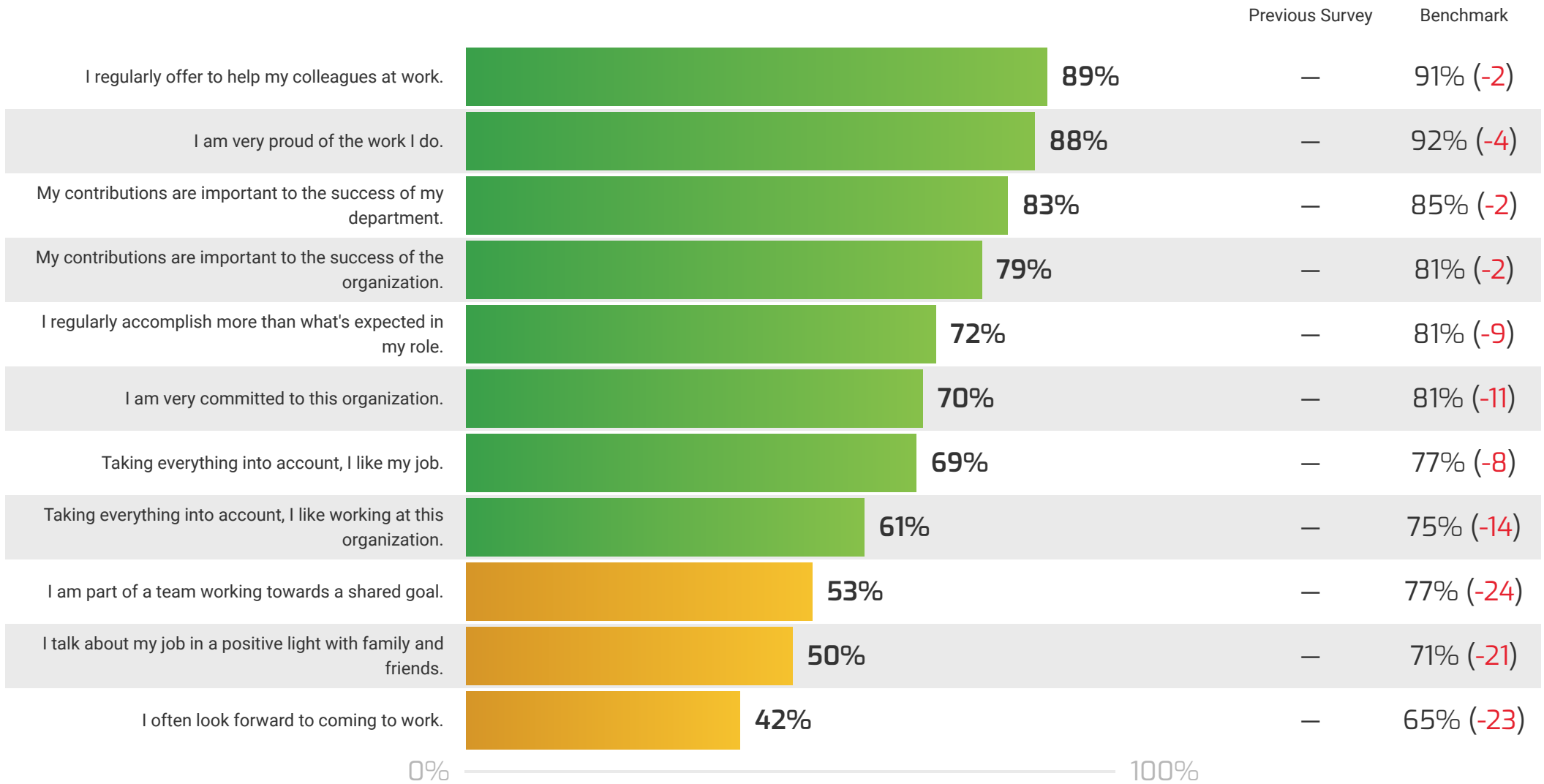
DISENGAGED

Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Engagement Measure Question Scores

Victoria Manor
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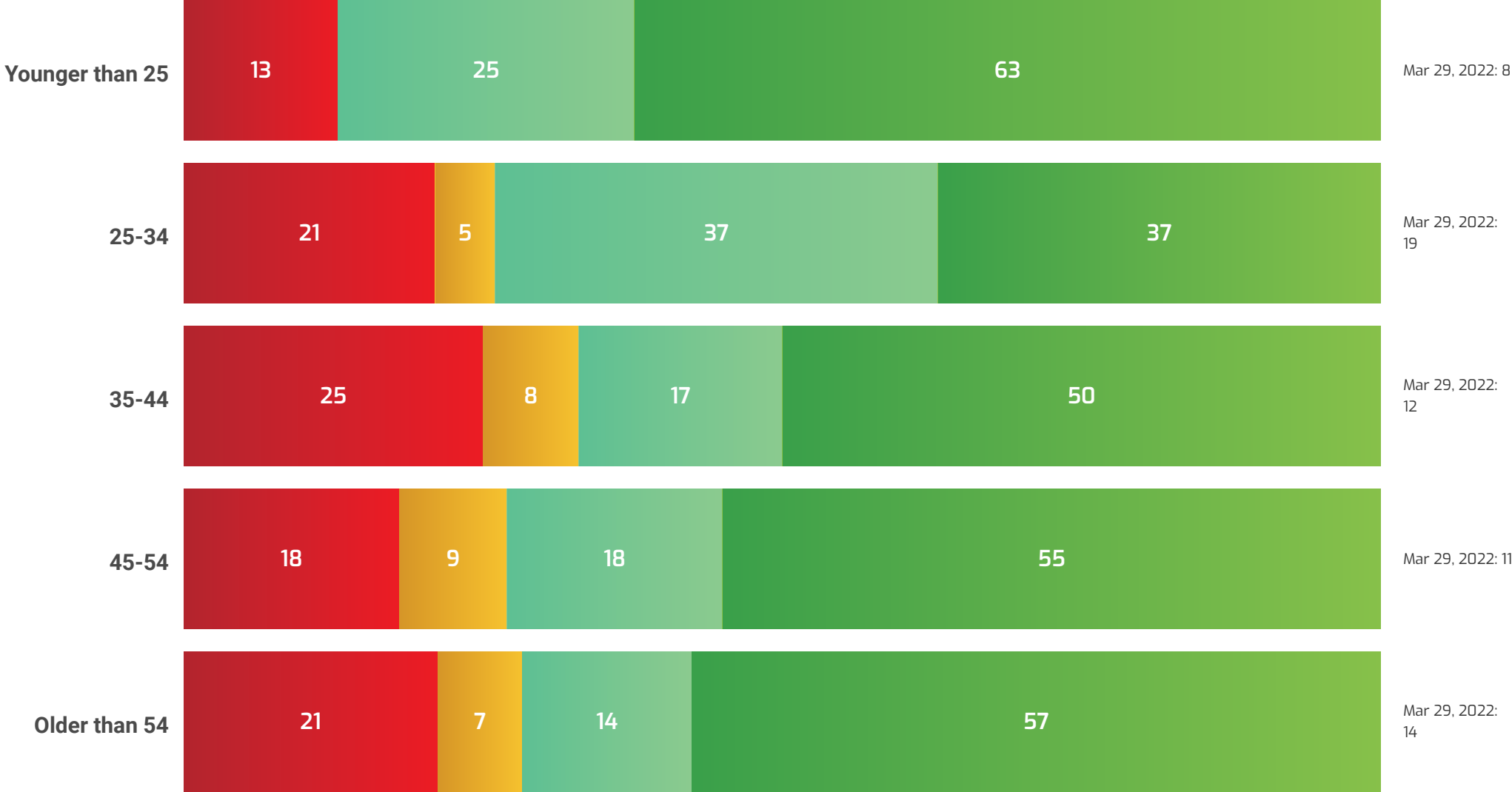


■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

Engagement by Age

Victoria Manor
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 Response Rate: 35%



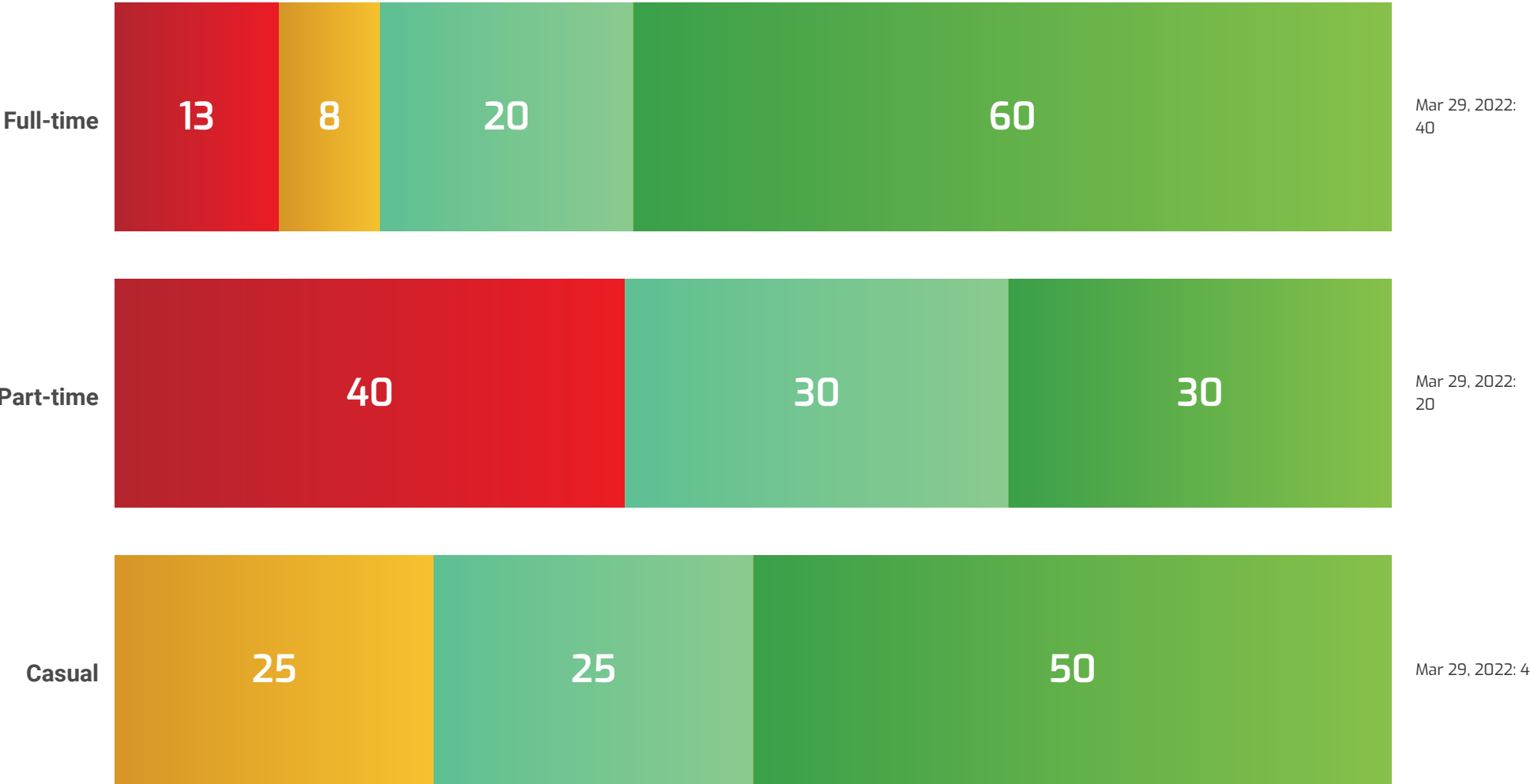
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

Engagement by Employment Status

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of employees: 185
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 Response Rate: 35%



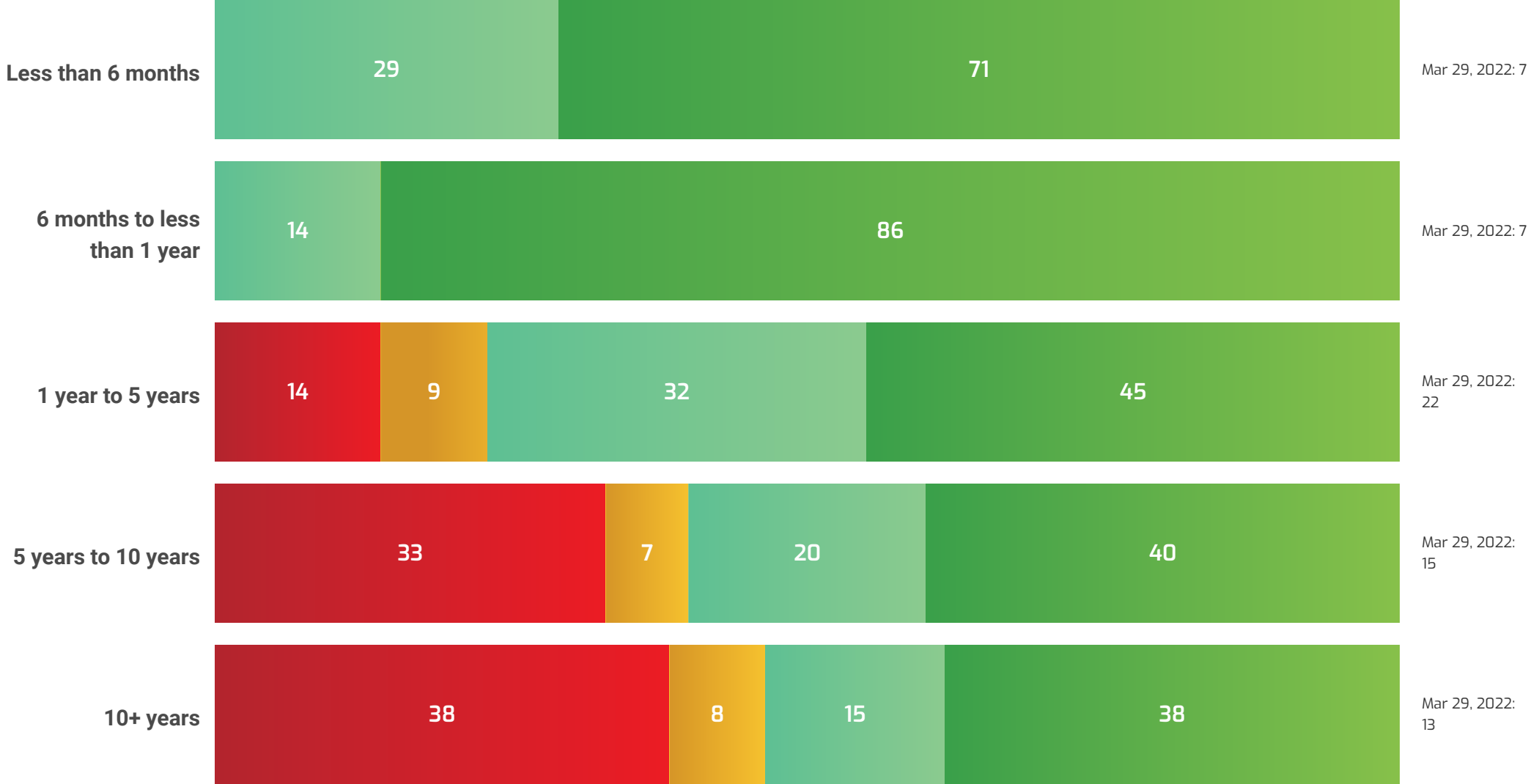
% of Employees

- Disengaged
- Indifferent
- Almost Engaged
- Engaged

Engagement by Tenure

Victoria Manor
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% of Employees
■ Disengaged ■ Indifferent ■ Almost Engaged ■ Engaged

McLean Employee Experience Score

Victoria Manor
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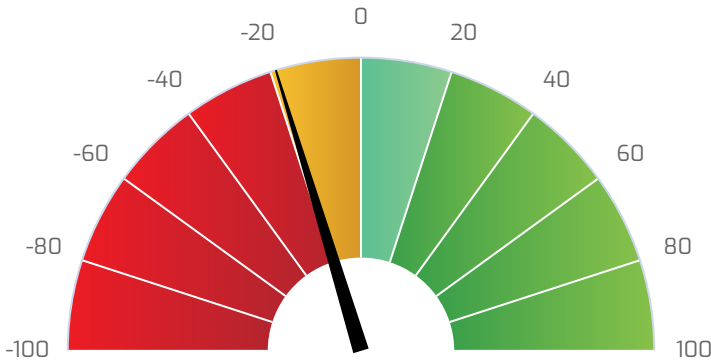
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EMPLOYEE EXPERIENCE

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

EMPLOYEE EXPERIENCE SCORE (% of Supporters - % of Detractors)



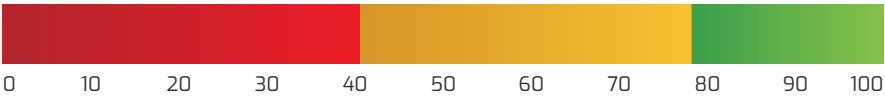
CURRENT SCORE

-18.8

AVERAGE RESPONSE
7

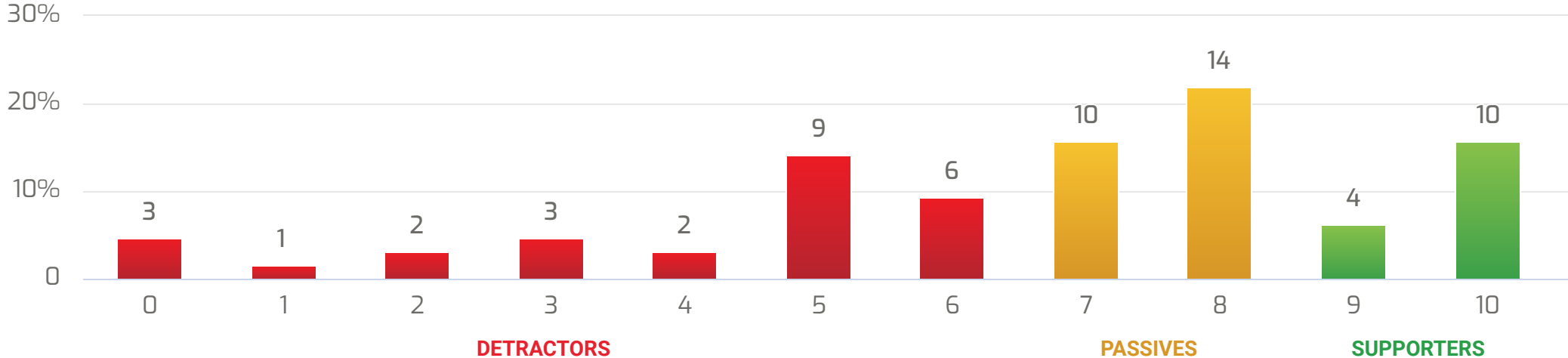
BENCHMARK
7.6

SCORE BREAKDOWN



DETRACTORS: 40.6% Answered 0-6
PASSIVES: 37.5% Answered 7-8
SUPPORTERS: 21.9% Answered 9-10

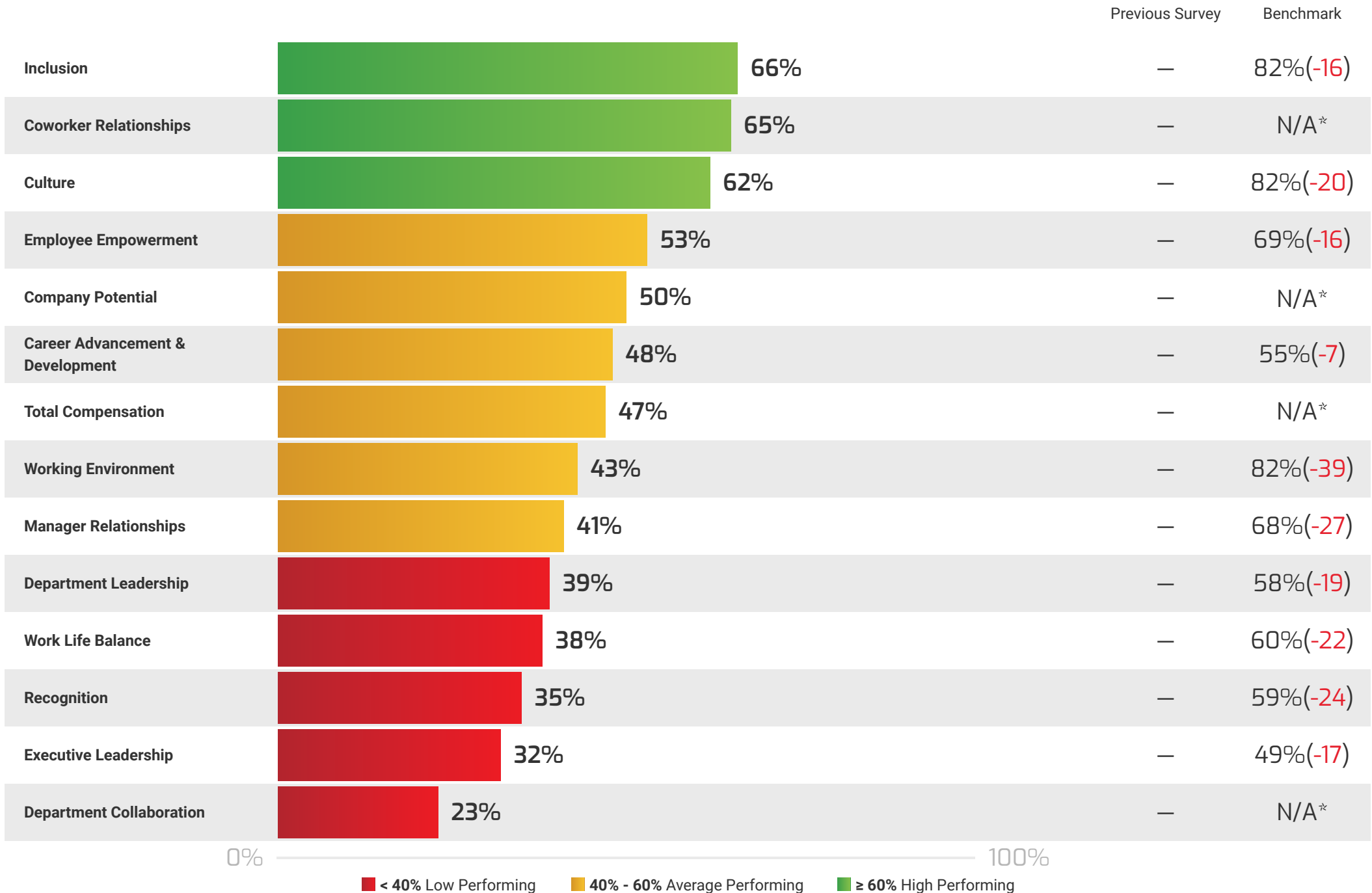
RESPONSE DISTRIBUTION



Driver Results

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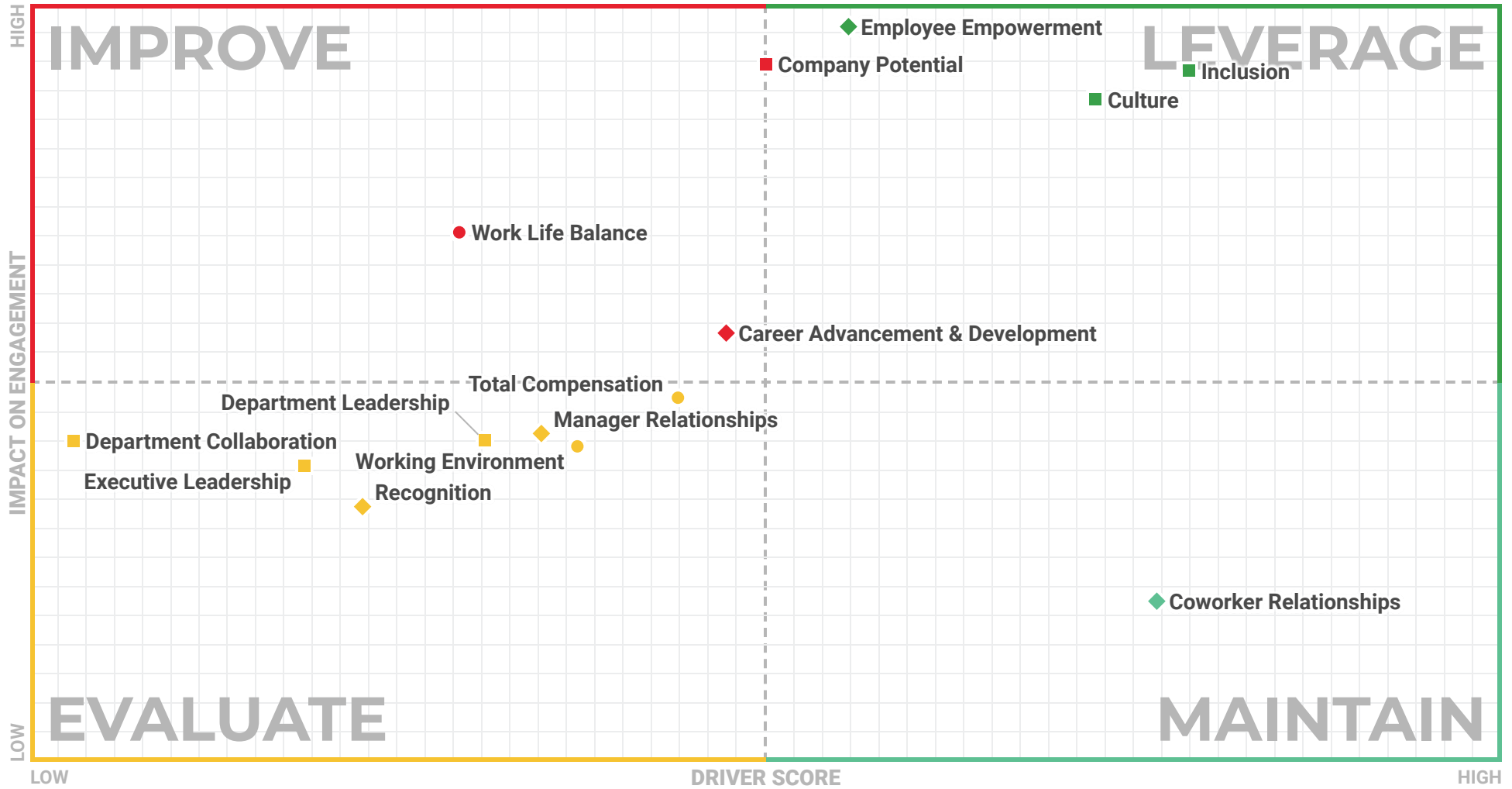


* See appendix for an explanation of the Benchmark.

Priority Matrix

Victoria Manor
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◆ Job Driver

■ Organizational Driver

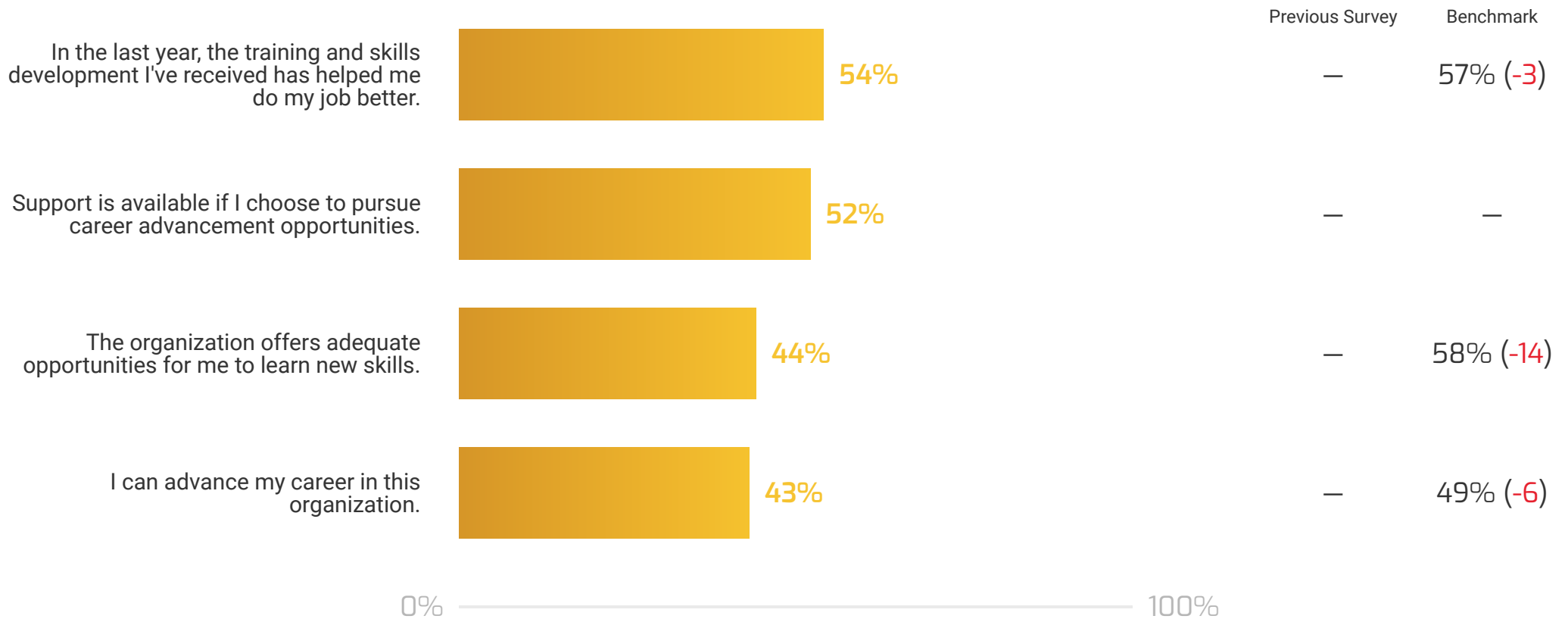
● Retention Driver

DRIVER: Career Advancement & Development

OVERALL DRIVER AVERAGE SCORE: 48%

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■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

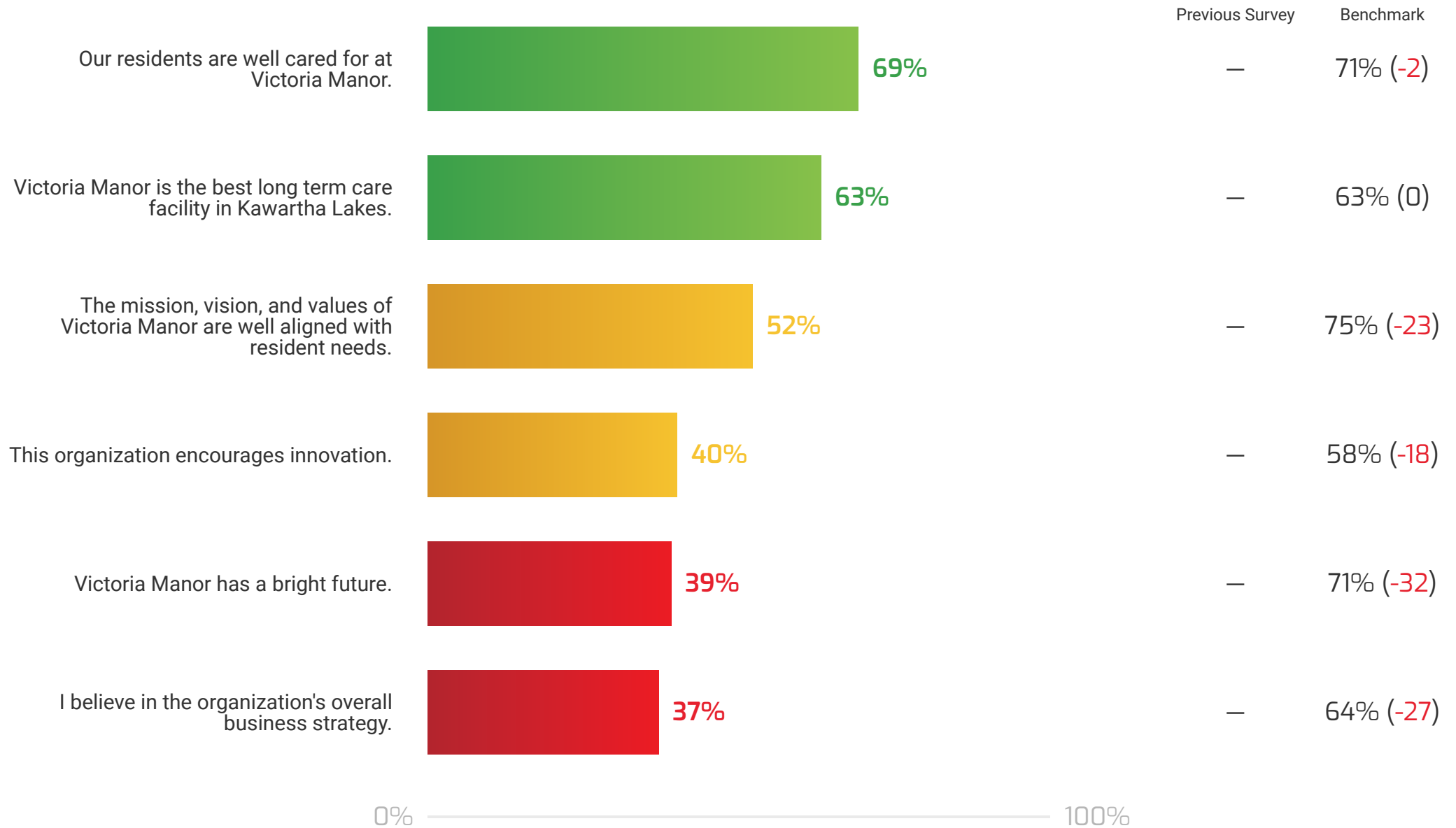
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Company Potential

OVERALL DRIVER AVERAGE SCORE: **50%**

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 Response Rate: 35%



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

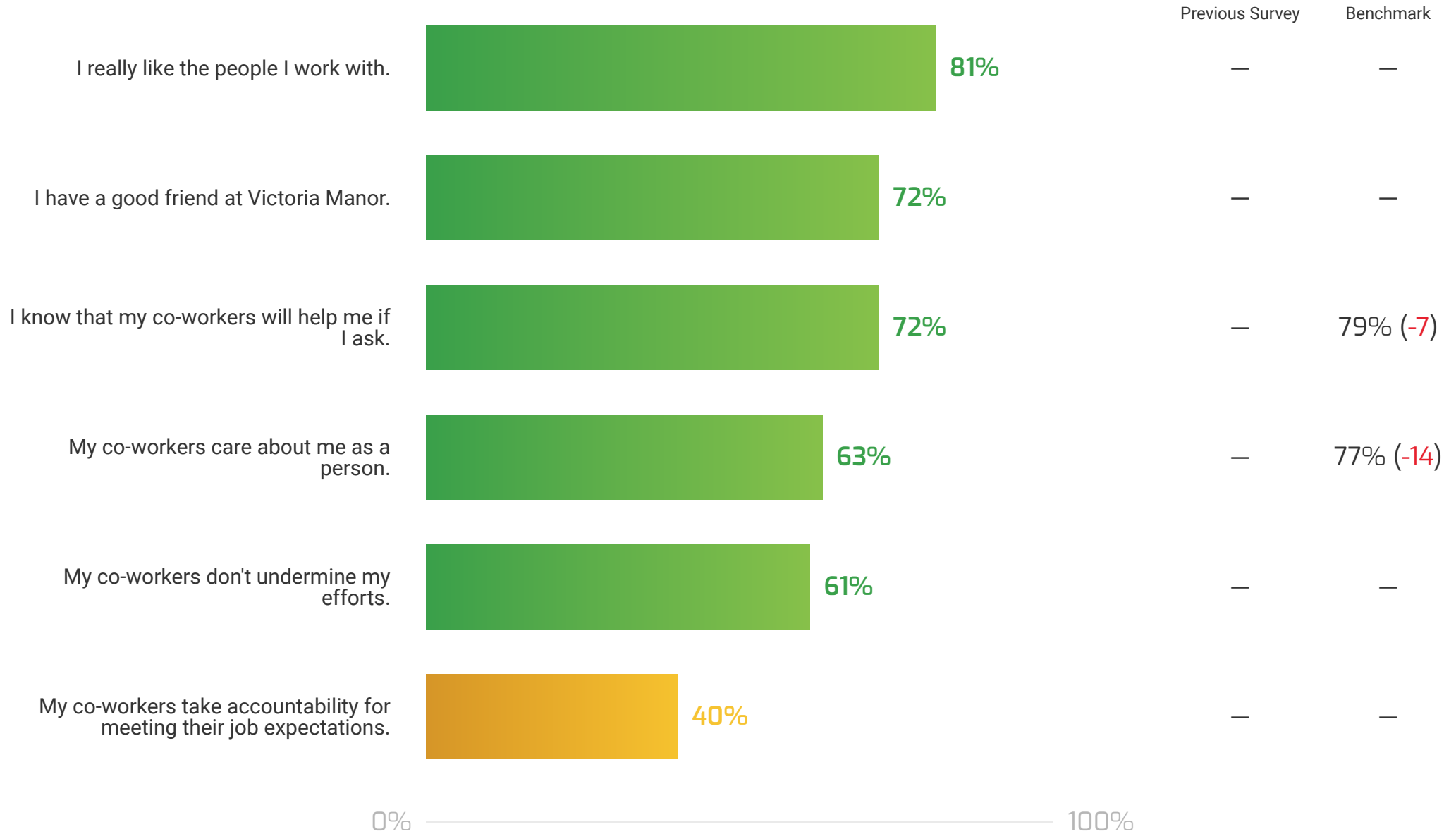
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Coworker Relationships

OVERALL DRIVER AVERAGE SCORE: **65%**

Victoria Manor
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of employees: 185
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 Response Rate: 35%



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

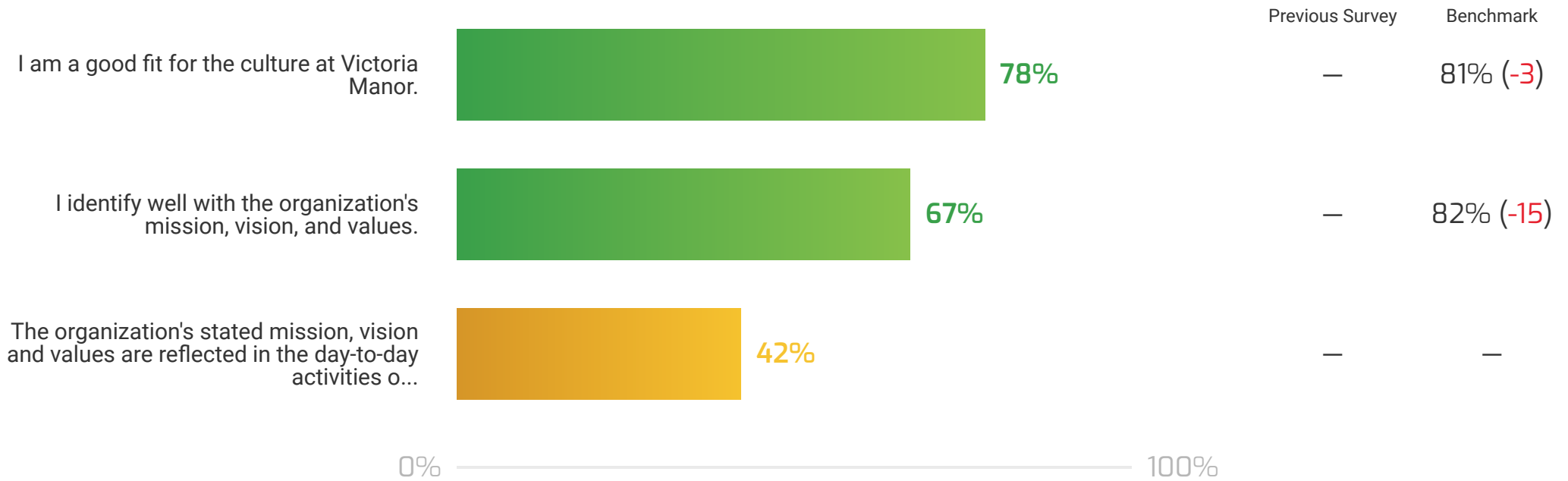
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Culture

OVERALL DRIVER AVERAGE SCORE: **62%**

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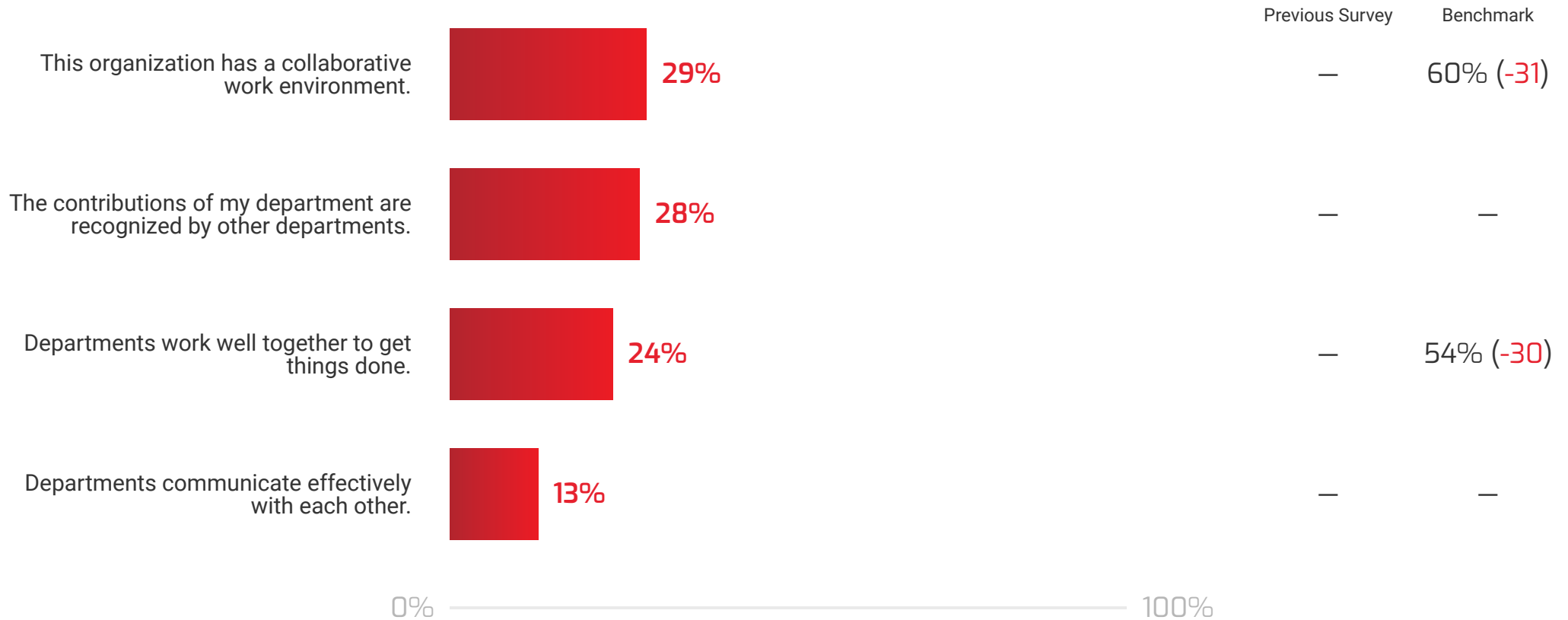
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Department Collaboration

OVERALL DRIVER AVERAGE SCORE: **23%**

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 Response Rate: 35%



0% ————— 100%

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 ■ ≥ 60% High Performing

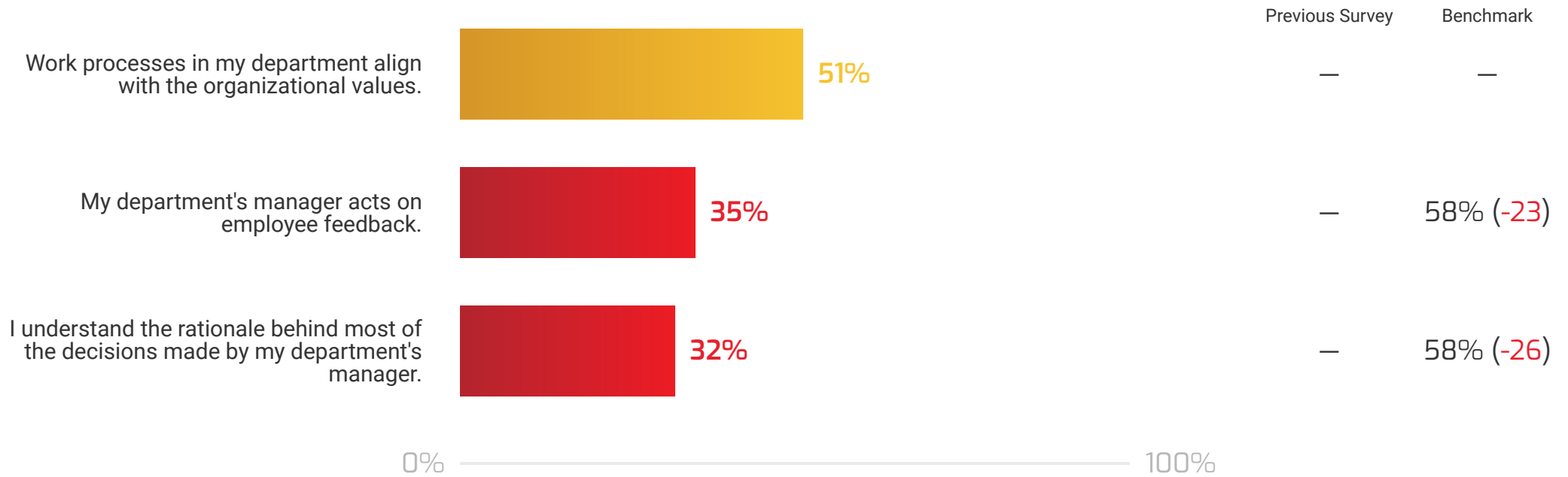
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Department Leadership

OVERALL DRIVER AVERAGE SCORE: 39%

Victoria Manor
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■ < 40% Low Performing ■ 40% - 60% Average Performing ■ ≥ 60% High Performing

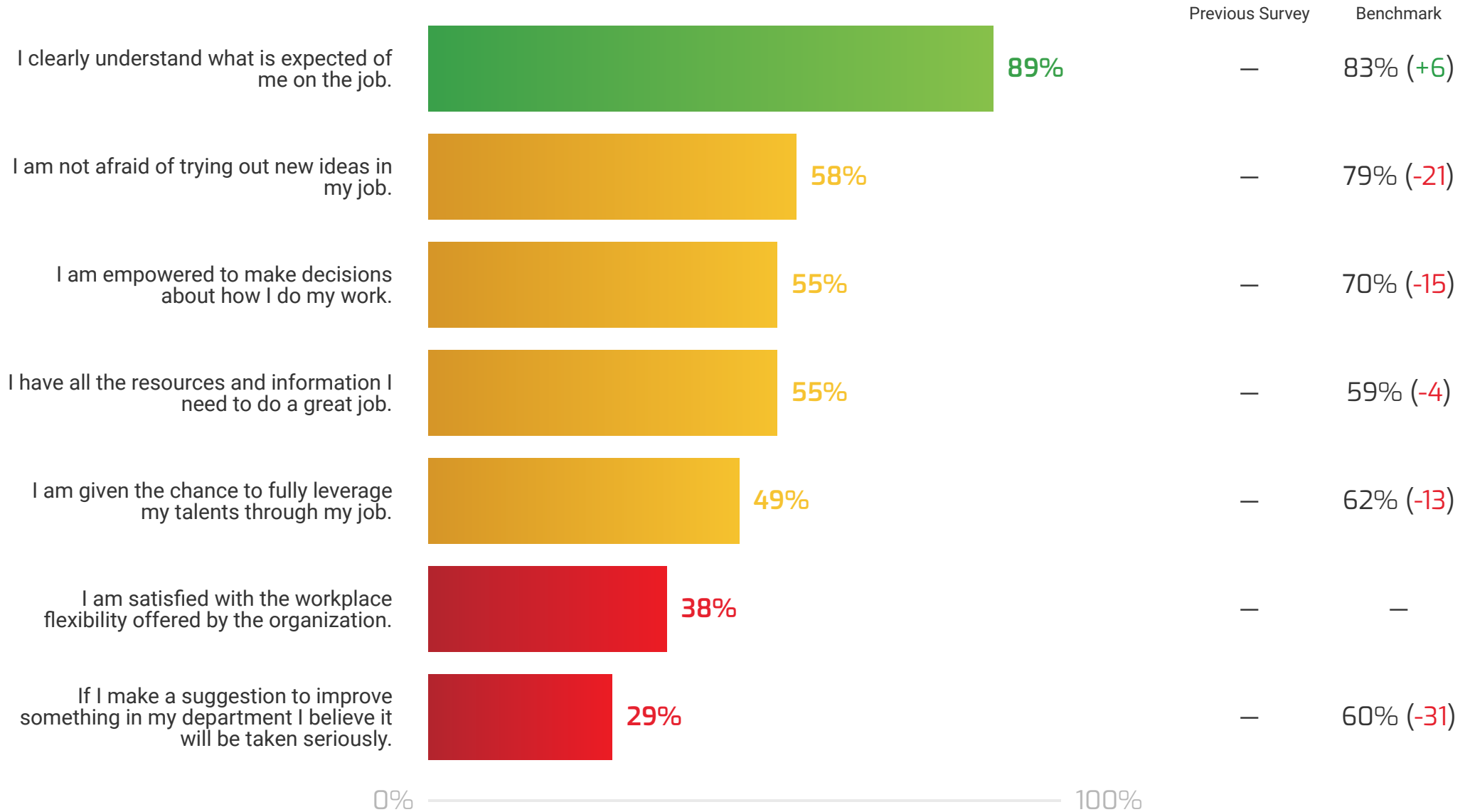
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Employee Empowerment

OVERALL DRIVER AVERAGE SCORE: **53%**

Victoria Manor
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of employees: 185
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 Response Rate: 35%



0% ————— 100%

■ < 40% Low Performing
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 ■ ≥ 60% High Performing

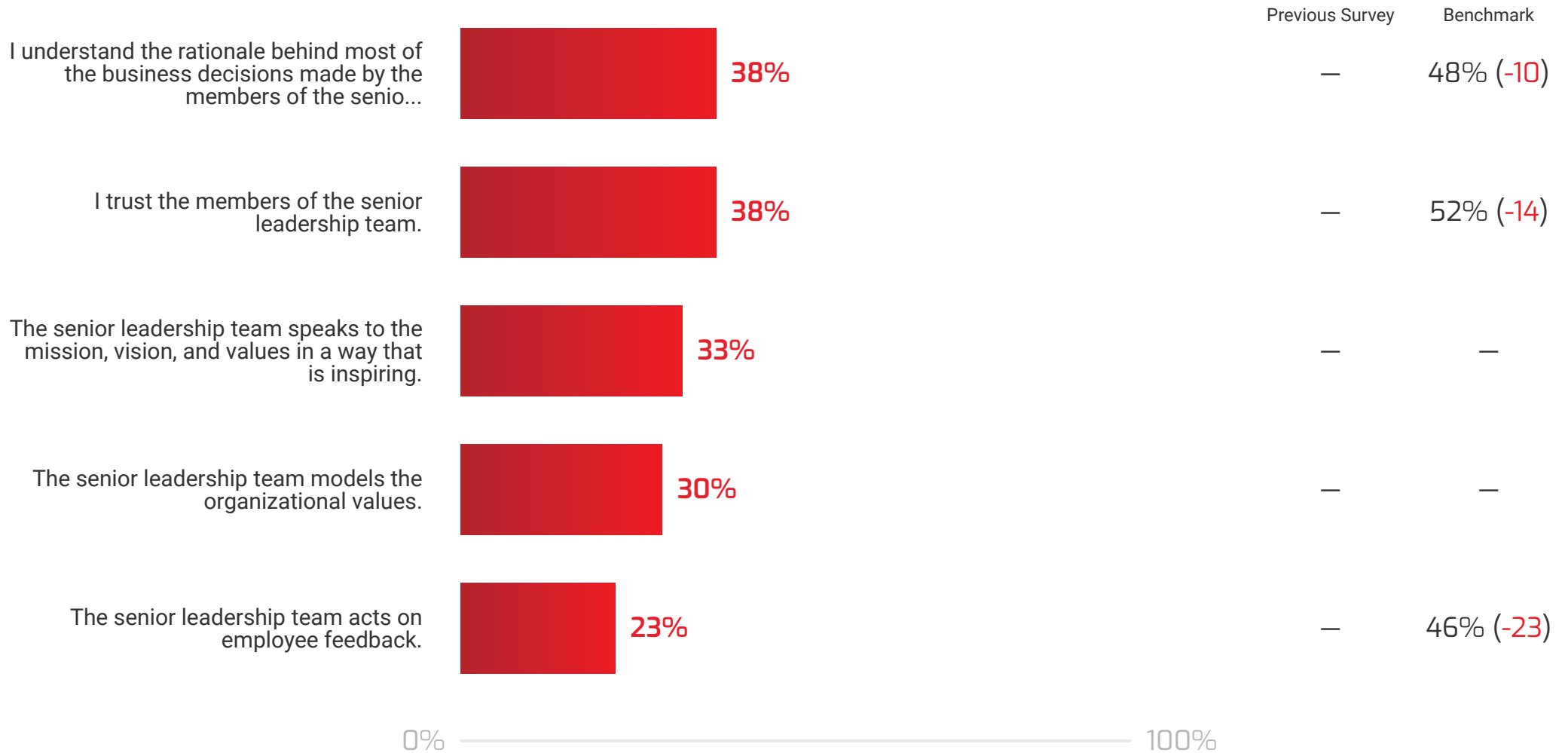
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Executive Leadership

OVERALL DRIVER AVERAGE SCORE: **32%**

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 Response Rate: 35%



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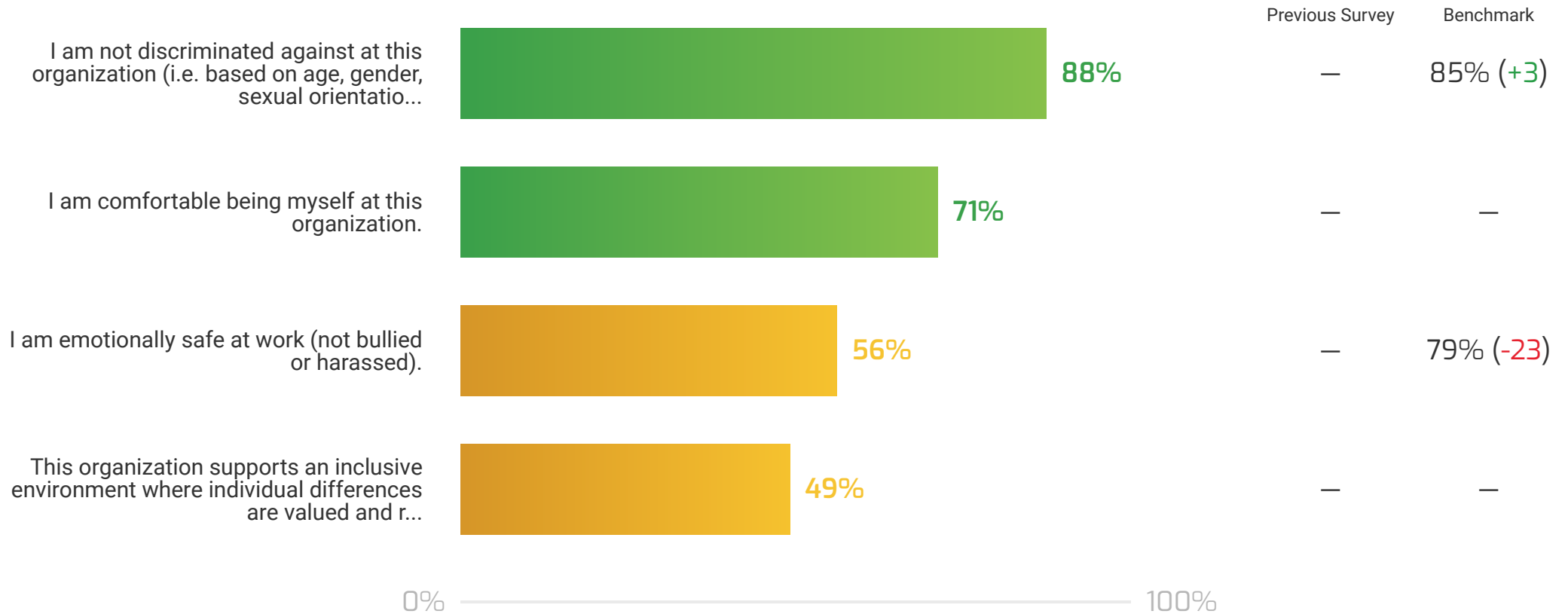
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Inclusion

OVERALL DRIVER AVERAGE SCORE: **66%**

Victoria Manor
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0% ————— 100%

■ < 40% Low Performing
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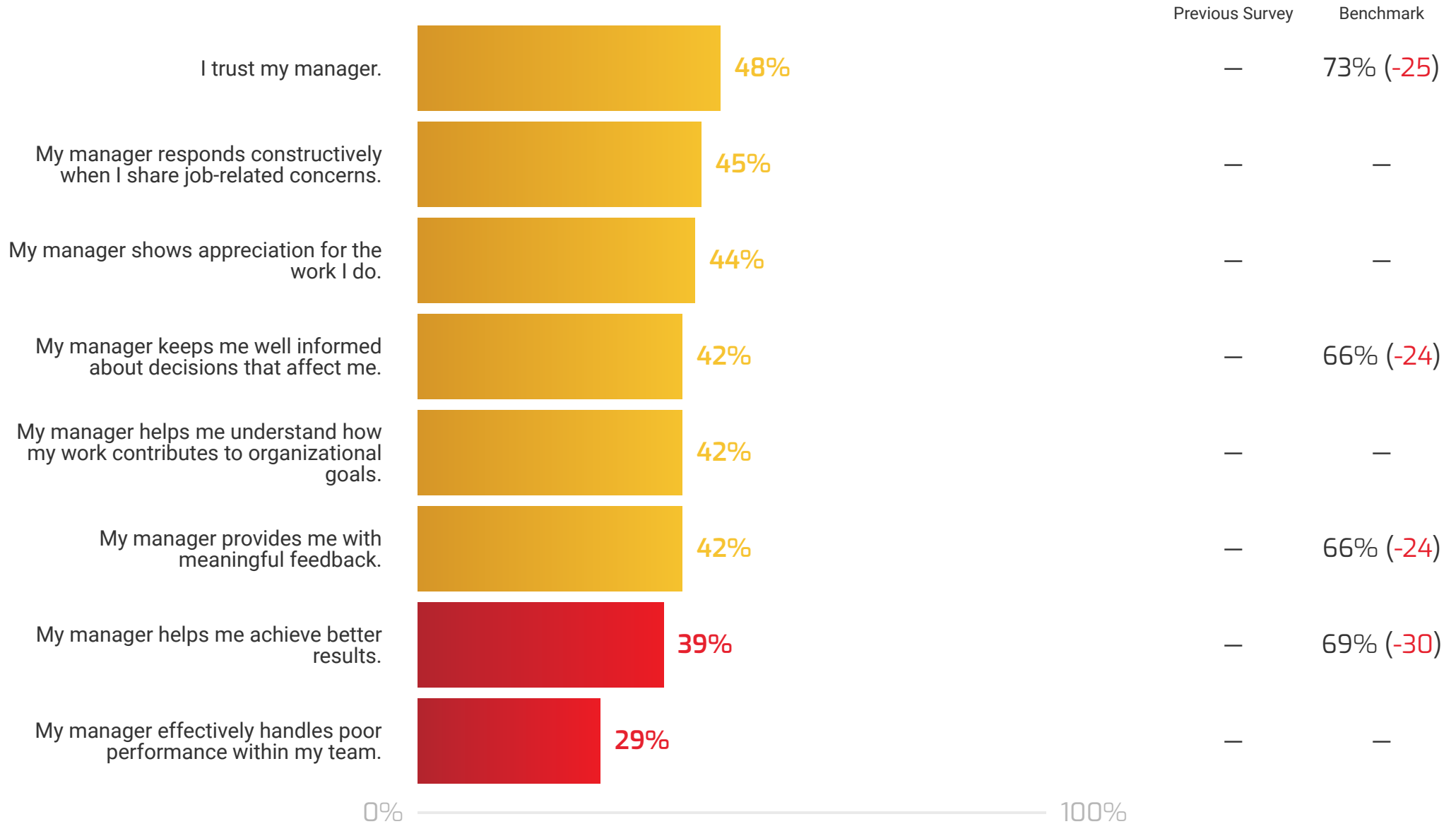
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Manager Relationships

OVERALL DRIVER AVERAGE SCORE: 41%

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0% ————— 100%

■ < 40% Low Performing
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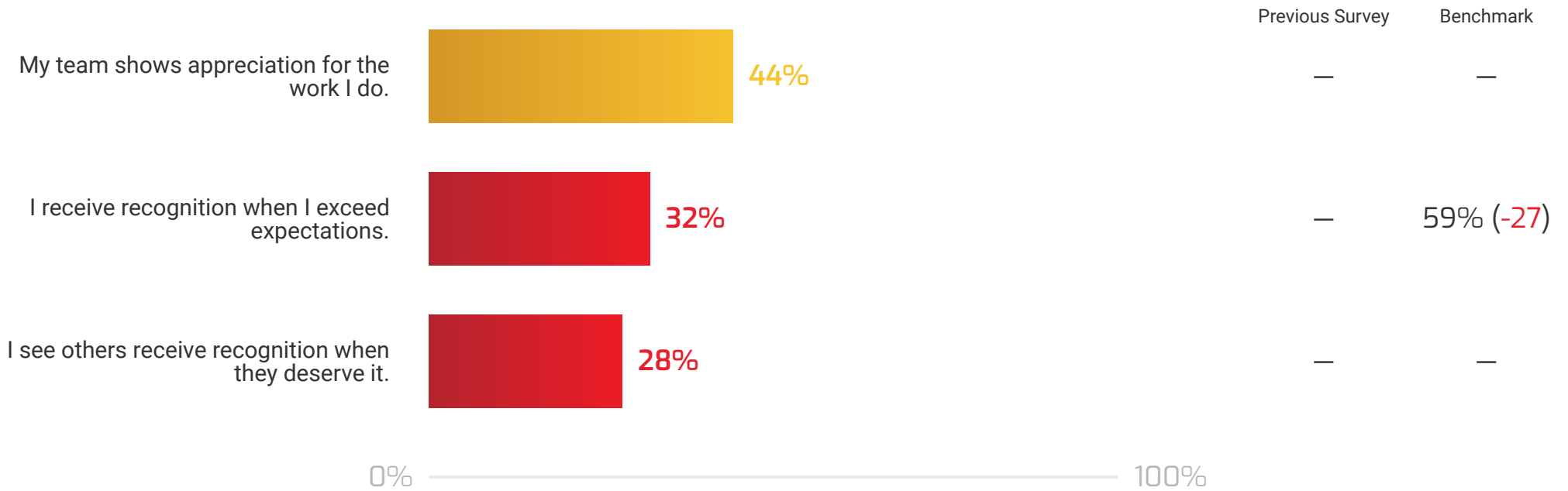
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Recognition

OVERALL DRIVER AVERAGE SCORE: 35%

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Response Rate: 35%



■ < 40% Low Performing ■ 40% - 60% Average Performing ■ ≥ 60% High Performing

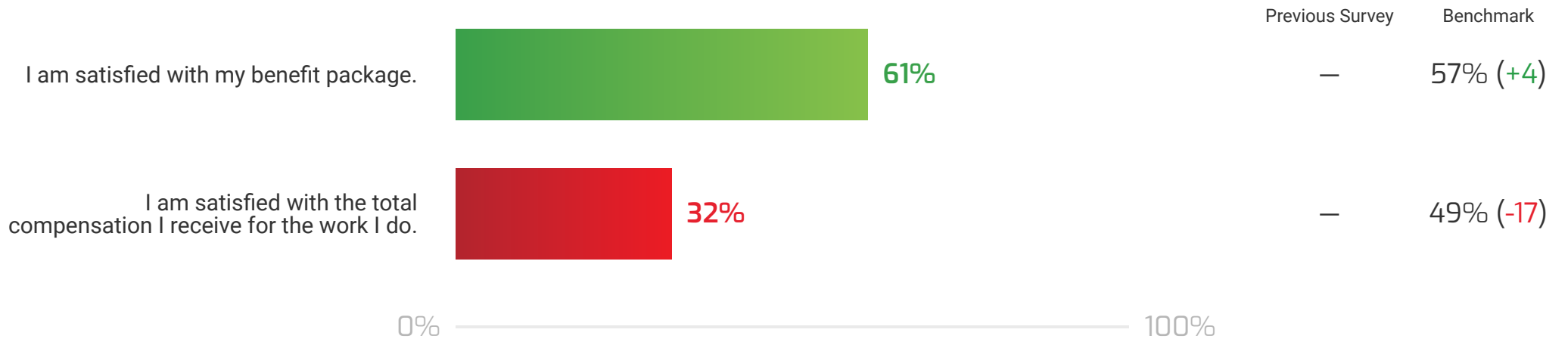
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Total Compensation

OVERALL DRIVER AVERAGE SCORE: 47%

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Response Rate: 35%



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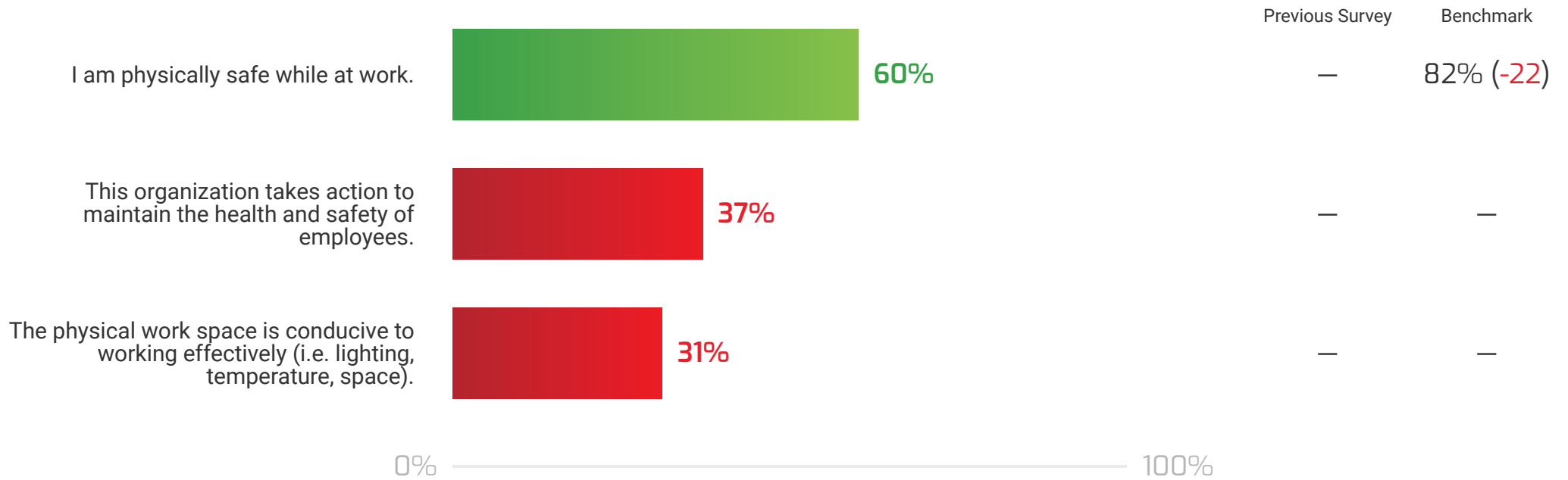
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Working Environment

OVERALL DRIVER AVERAGE SCORE: **43%**

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 Response Rate: 35%



■ < 40% Low Performing
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 ■ ≥ 60% High Performing

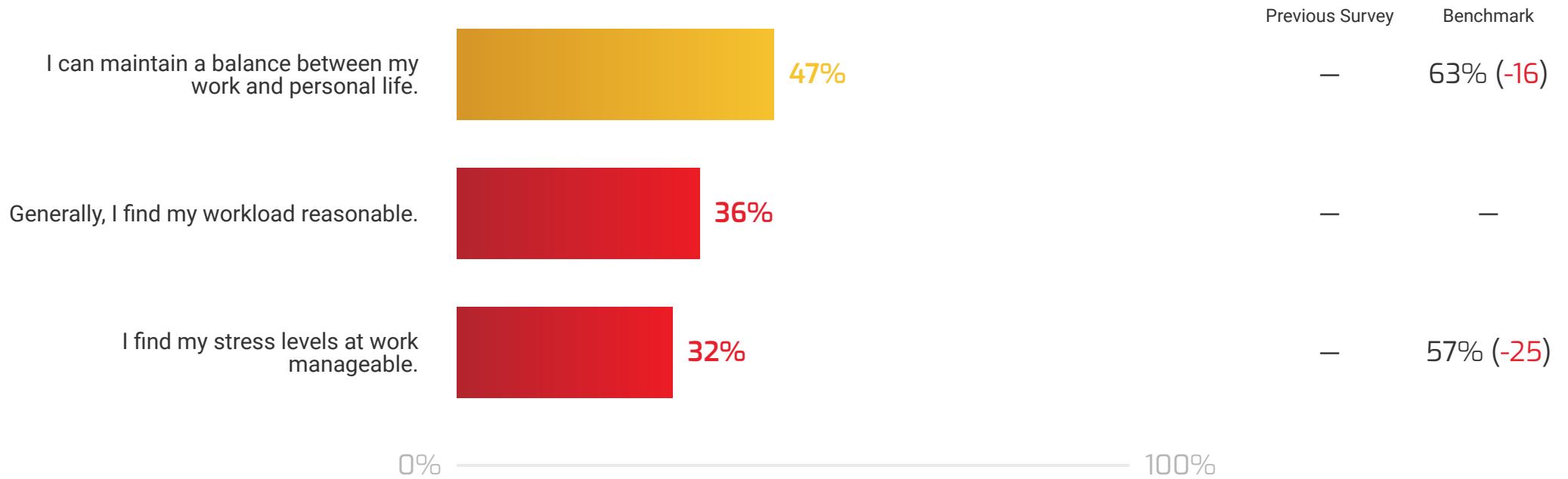
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Work Life Balance

OVERALL DRIVER AVERAGE SCORE: **38%**

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Response Rate: 35%



0% ————— 100%

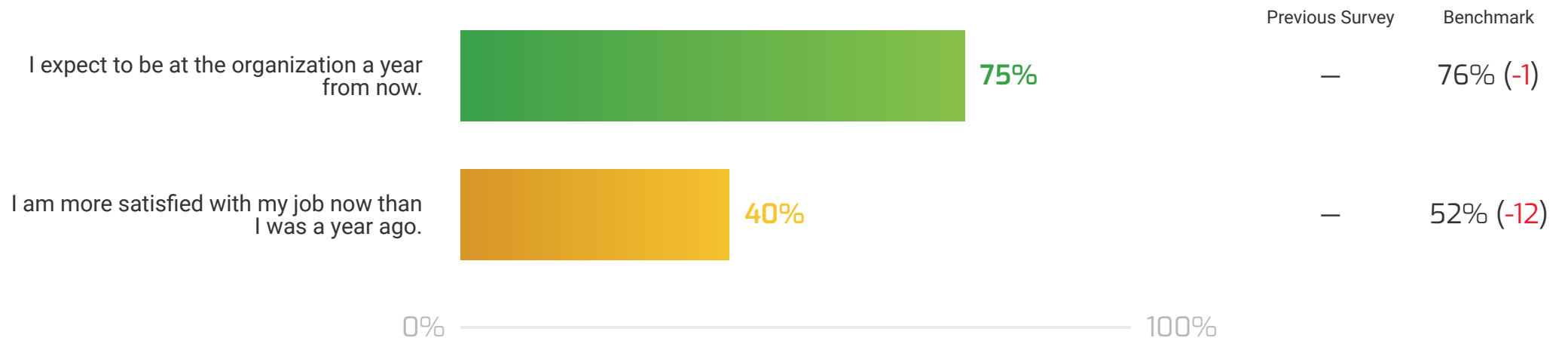
■ < 40% Low Performing ■ 40% - 60% Average Performing ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

Trending Questions

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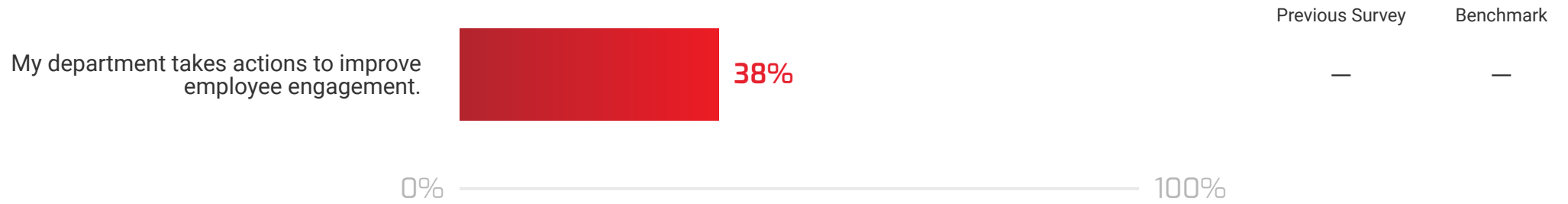


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 ■ ≥ 60% High Performing

Taking Action Questions

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of responses: 64
Response Rate: 35%



■ < 40% Low Performing ■ 40% - 60% Average Performing ■ ≥ 60% High Performing

Overall Results Distribution

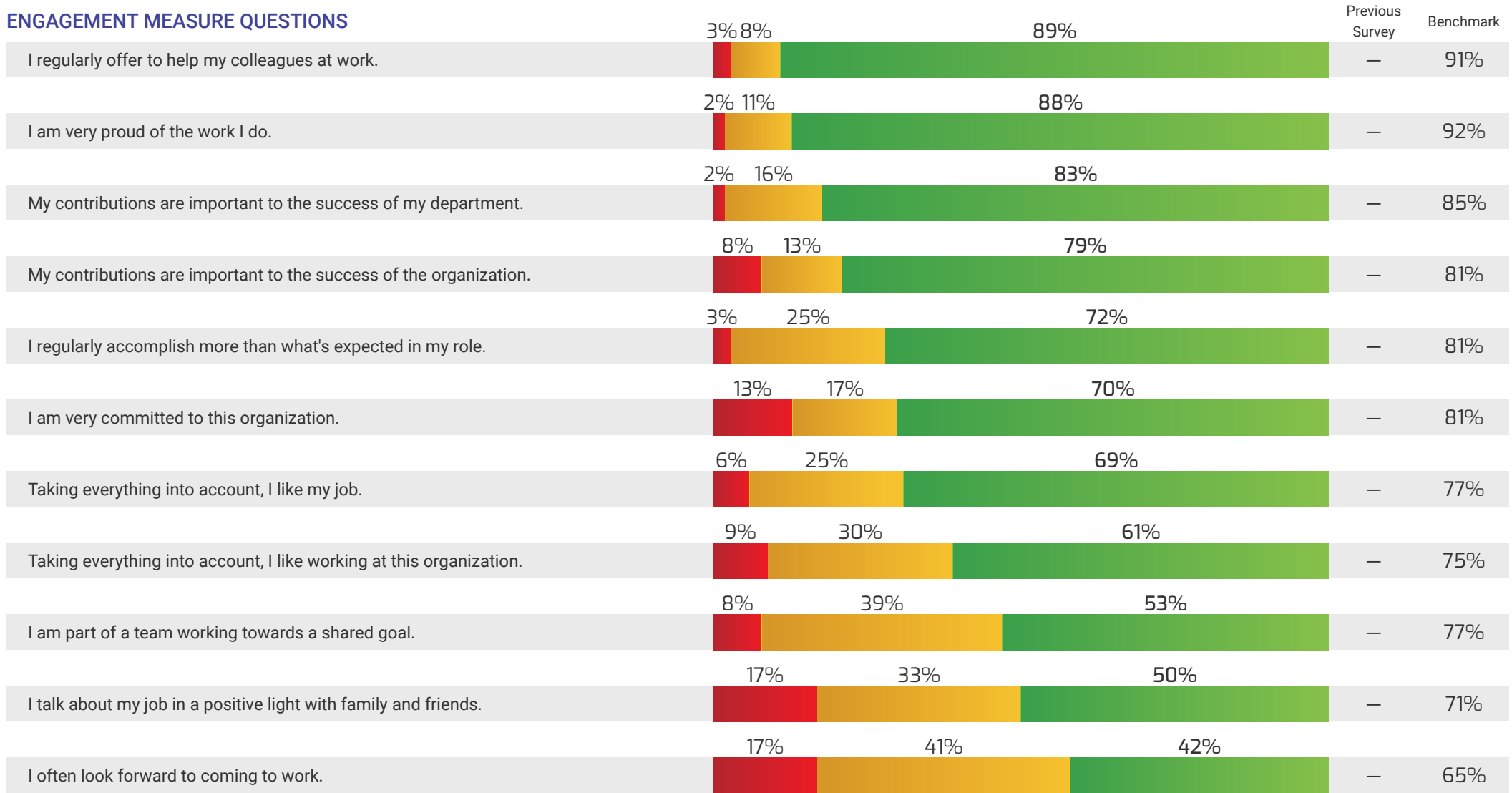
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 Response Rate: 35%



ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

ENGAGEMENT MEASURE QUESTIONS



TAKING ACTION QUESTIONS



■ Bottom Box

■ Middle Box

■ Top Box

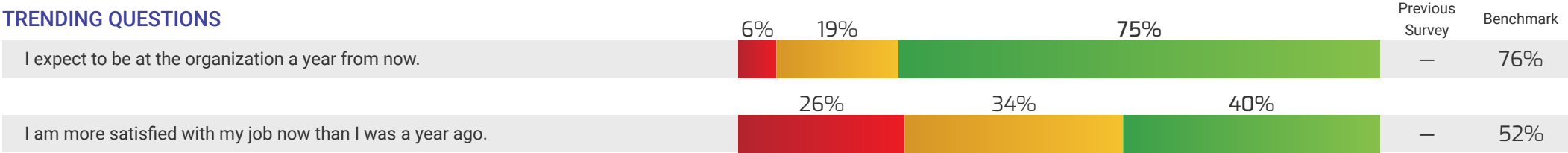
Overall Results Distribution

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TRENDING QUESTIONS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

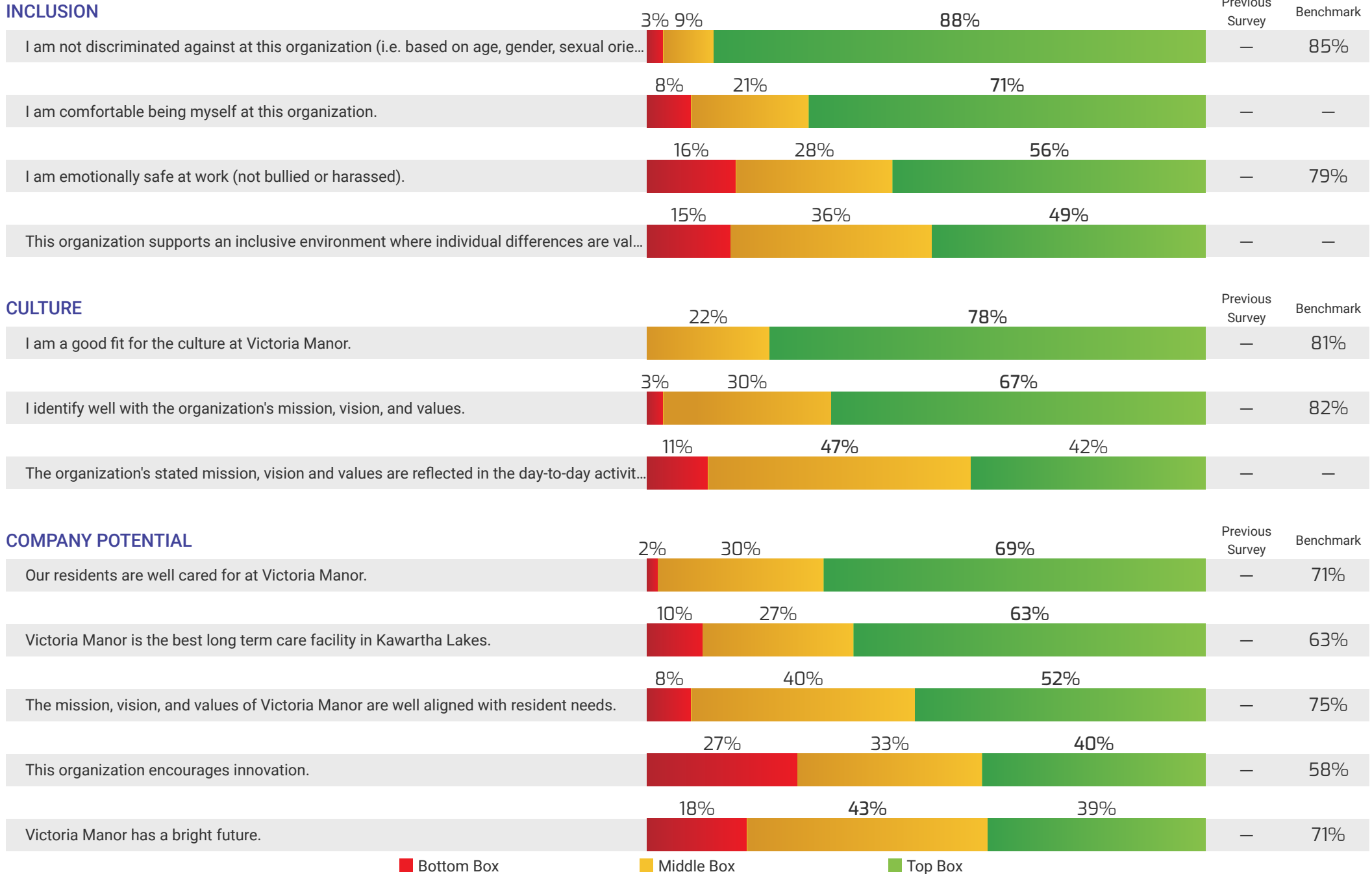
Overall Results Distribution

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 Response Rate: 35%



ORGANIZATION DRIVER QUESTIONS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

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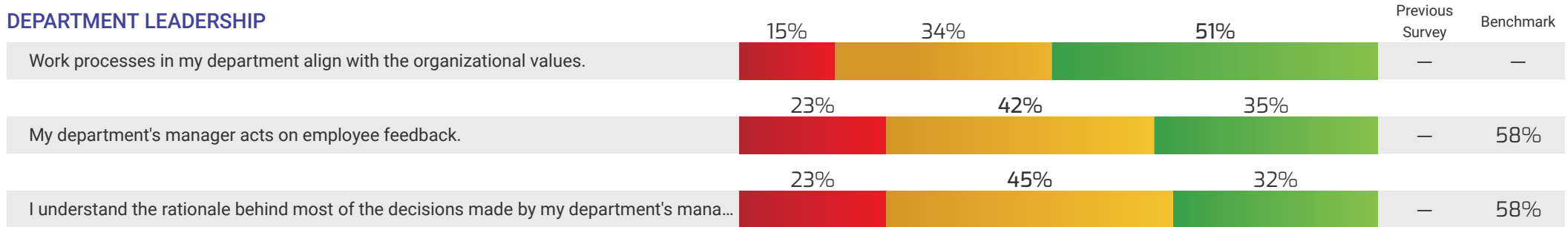
of employees: 185
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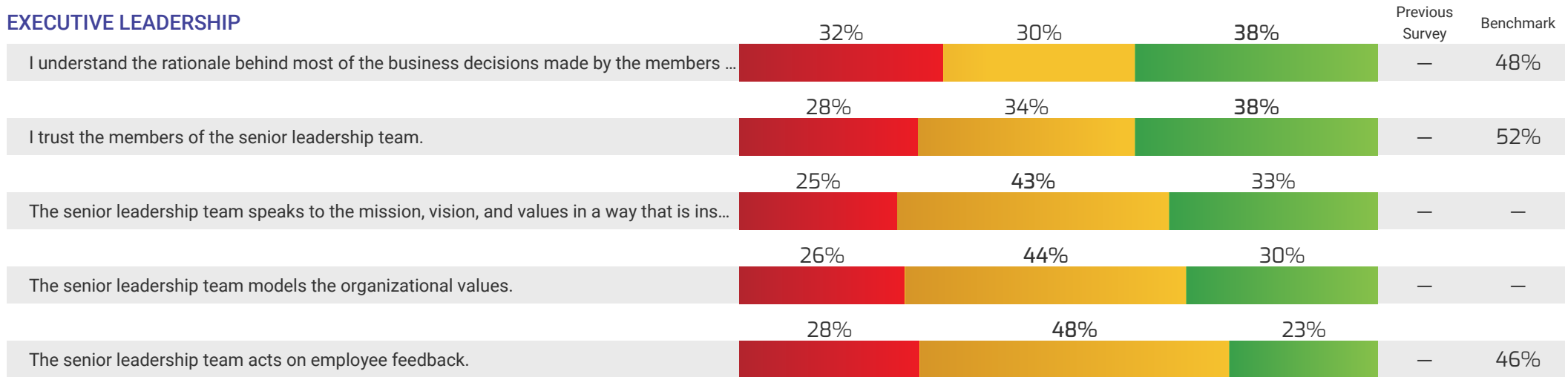
COMPANY POTENTIAL



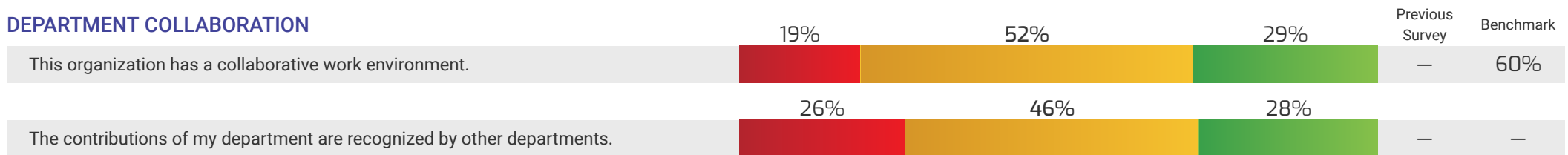
DEPARTMENT LEADERSHIP



EXECUTIVE LEADERSHIP



DEPARTMENT COLLABORATION



■ Bottom Box
 ■ Middle Box
 ■ Top Box

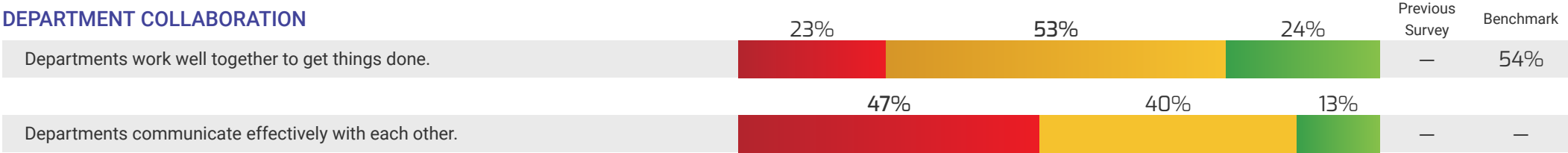
Overall Results Distribution

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DEPARTMENT COLLABORATION



Bottom Box

Middle Box

Top Box

Overall Results Distribution

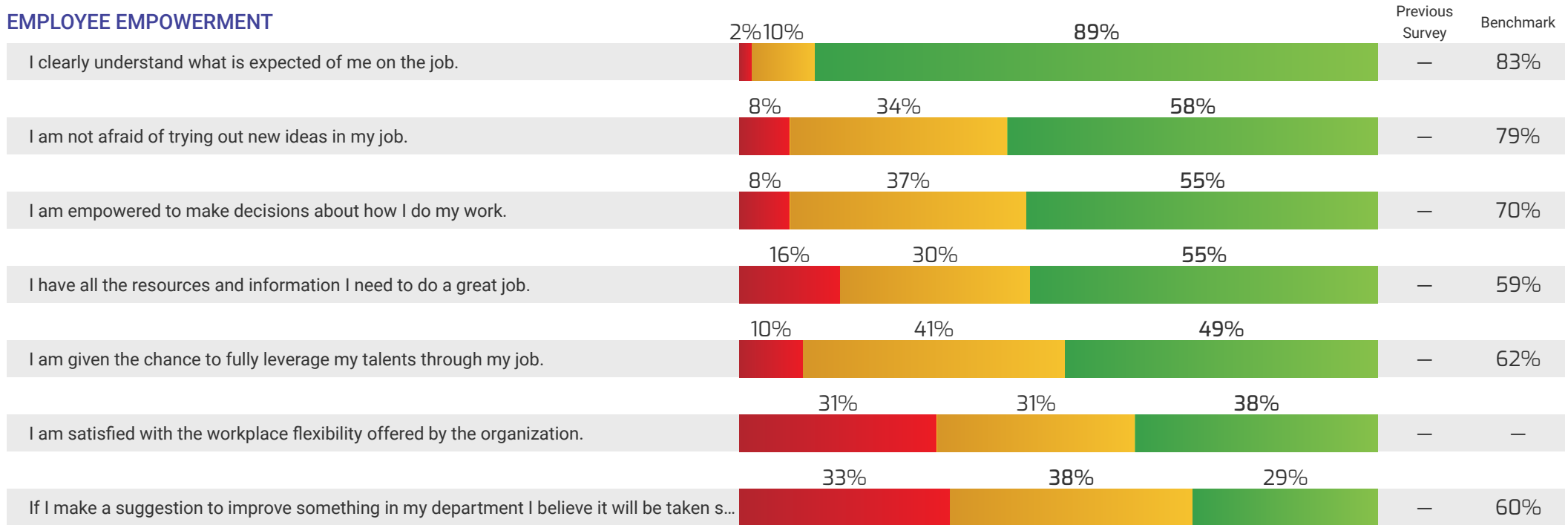
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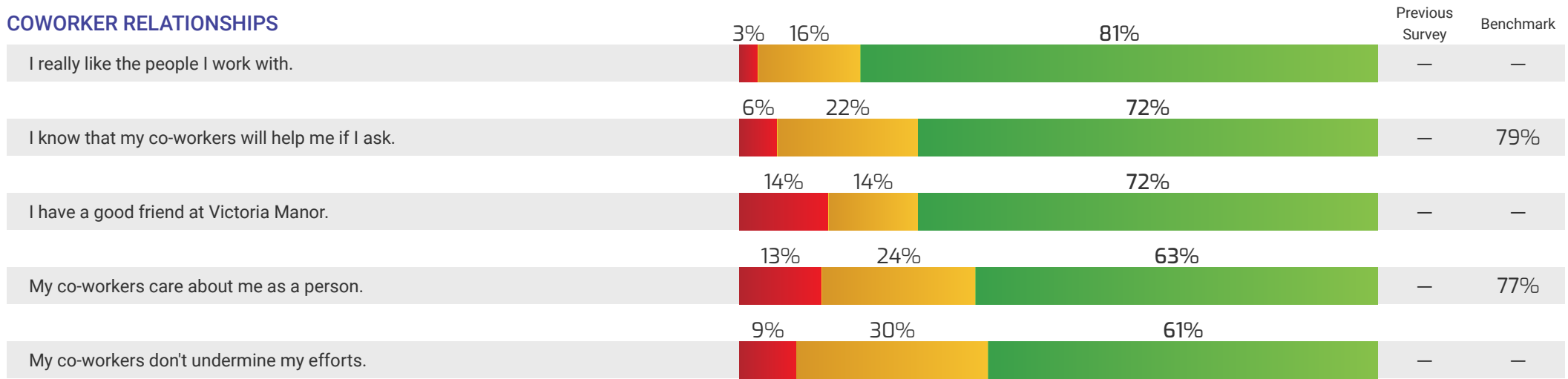


JOB DRIVER QUESTIONS

EMPLOYEE EMPOWERMENT



COWORKER RELATIONSHIPS



Bottom Box

Middle Box

Top Box

Overall Results Distribution

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 Close Date: Apr 16, 2022

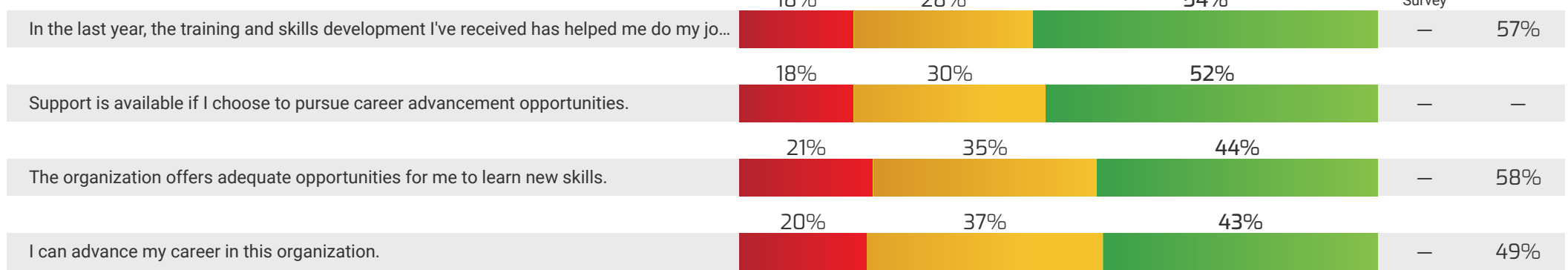
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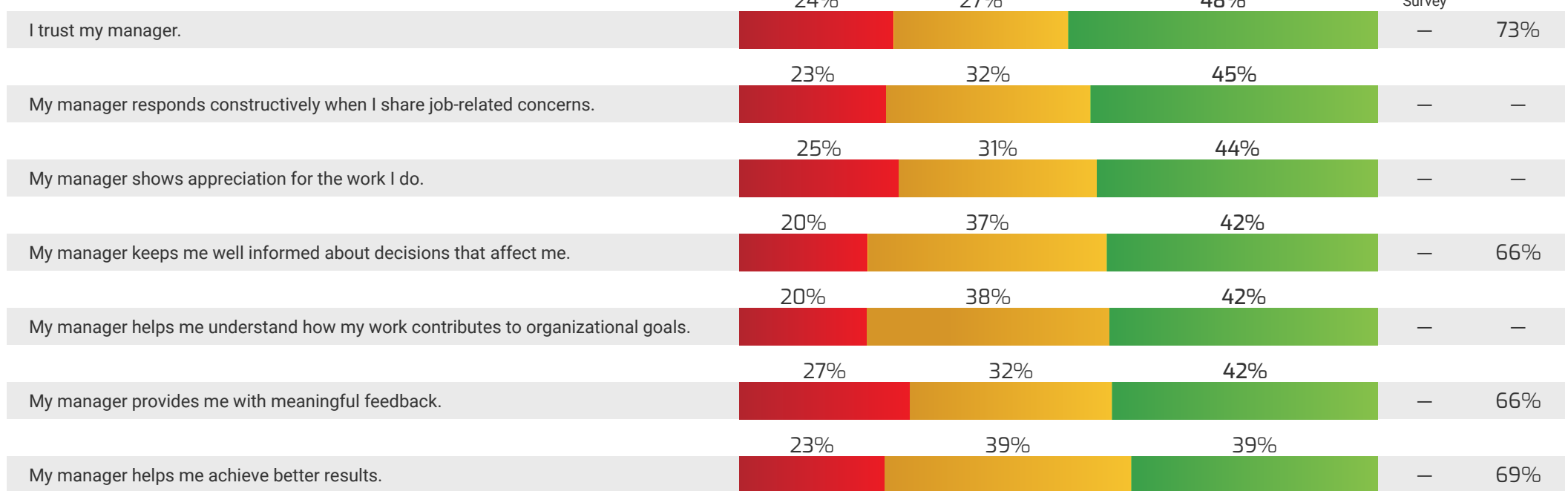
COWORKER RELATIONSHIPS



CAREER ADVANCEMENT & DEVELOPMENT



MANAGER RELATIONSHIPS



Bottom Box

Middle Box

Top Box

Overall Results Distribution

Victoria Manor
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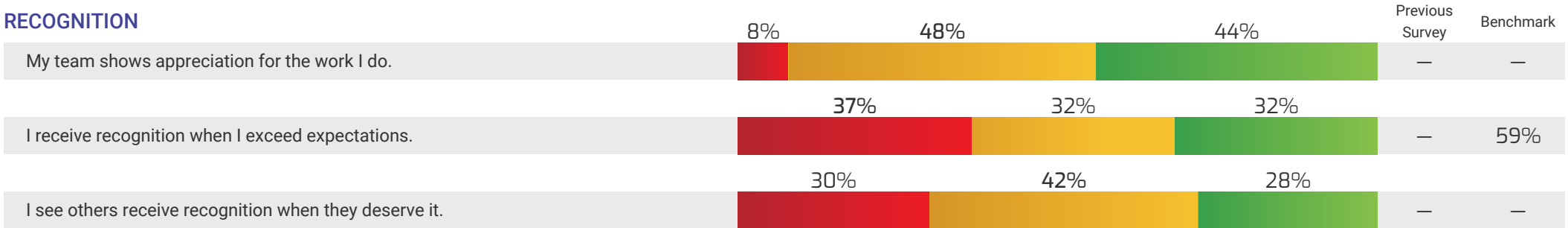
of employees: 185
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MANAGER RELATIONSHIPS



RECOGNITION



Bottom Box

Middle Box

Top Box

Overall Results Distribution

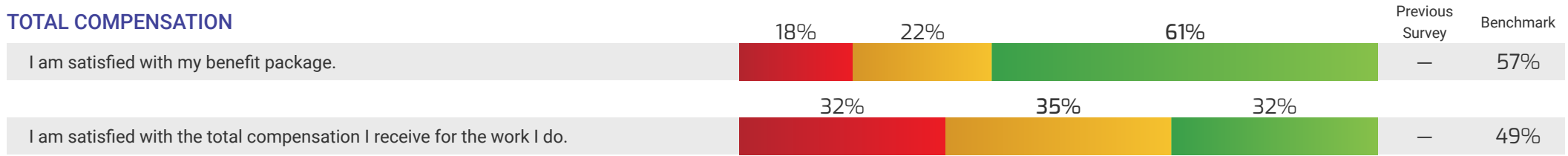
Victoria Manor
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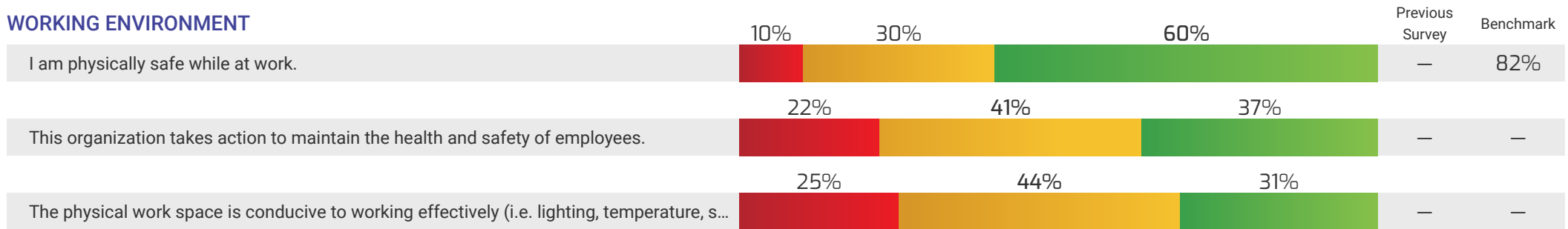


RETENTION DRIVER QUESTIONS

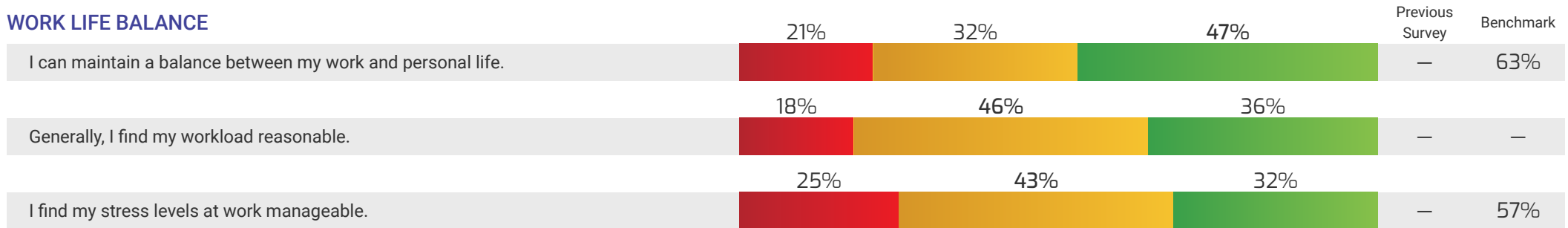
TOTAL COMPENSATION



WORKING ENVIRONMENT



WORK LIFE BALANCE



■ Bottom Box

■ Middle Box

■ Top Box

Interpreting the Results

Engagement Calculation

Each survey respondent is classified into one of four engagement levels based on their average response to the engagement measure questions.

The classification is as follows:

Average response to the engagement measure questions is **greater than 5 = Engaged**

Average response to the engagement measure questions is **greater than 4.5 but less than or equal to 5 = Almost Engaged**

Average response to the engagement measure questions is **greater than 4 but less than or equal to 4.5 = Indifferent**

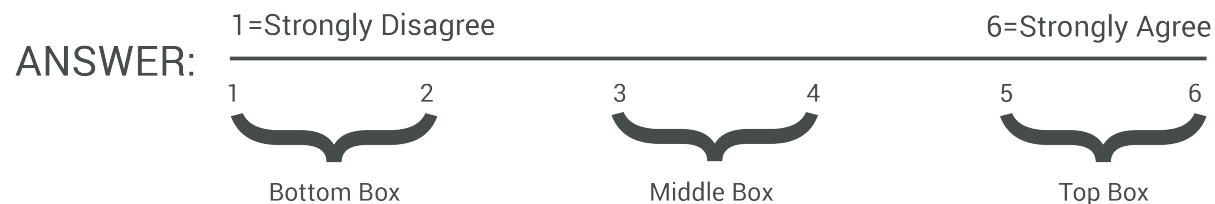
Average response to the engagement measure questions is **less than or equal to 4 = Disengaged**

The percentage of respondents in each engagement level type is then included within the reports.

Question and Driver Calculations

McLean & Company uses a 1 to 6-point agreement scale for data collection, with the additional option to respond not applicable (N/A) when participants deem that the question does not apply to them. Respondents are asked to indicate the extent to which they agree with each statement by choosing a whole number between 1 and 6 on the scale. The question results are displayed as bottom, middle, and top box results, which correspond to the percentage of respondents who selected 1 or 2, 3 or 4, and 5 or 6, respectively. Not applicable (N/A) responses are not included in any results calculations.

The top box scores for each driver are calculated by compiling the responses for all the questions under each driver and subsequently determining a new top box score (the percentage of responses that were 5 or 6) overall.



continued on next page ...

Benchmarks

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on the organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

McLean & Company offers clients a generic or industry specific benchmark. The generic benchmark is comprised of all standard engagement surveys completed by McLean & Company clients. Industry specific benchmarks are comprised of McLean & Company clients sorted into industry designations as specified by the North American Industry Classification System (NAICS). Industry specific benchmarks are only available for industries which have a large enough data set.

* Driver-level benchmarking has not been provided due to the addition of custom question(s). Please refer to the driver slides for question-level benchmarks where applicable.

Priority Matrix

The prioritization grid is created by plotting the top box scores for each driver on the horizontal axis and the impact of each driver on engagement on the vertical axis. The impact each driver has on engagement is determined by calculating the correlation between each driver and engagement and then multiplying this correlation score by the slope between each driver and engagement. An iterative algorithm places the quadrants such that 3 drivers are positioned in the top left-hand quadrant, the "Improve" quadrant. These "Improve" quadrant drivers have lower top-box scores and higher impact scores relative to the other drivers.

The priority matrix is an informative tool in analyzing results and determining where future engagement efforts and actions could take place. It, however, is simply a part of the analysis and additional information must be considered before making final decisions.