

# THE CORPORATION OF THE CITY OF KAWARTHA LAKES

## Report VMC2017-01

### Victoria Manor Committee of Management

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**Meeting Date:** Monday January 16, 2017  
**Meeting Time:** 9:30 am  
**Meeting Place:** Human Services Board Room  
322 Kent St. W., Lindsay

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**Subject:** 2016 Victoria Manor Employee Engagement Survey

**Author:** Pamela Kulas  
**Title:** Administrator

**Signature:**



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#### RECOMMENDATION(S):

**RESOLVED THAT** Report VMC2017-01, "2016 Employee Engagement Survey", be received for information.



**DIRECTOR**

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**OTHER**

## **BACKGROUND:**

Sienna Senior Living used a company called uSPEQ ([www.uspeq.org](http://www.uspeq.org)) and staff was asked to complete an online survey. 134 front line staff/managers completed the survey in the month of November a rate of 79.8%. The survey focuses on how the staff perceive their own job satisfaction. Surveying employees for their perception of the workplace is one important means of assessing an organization's performance.

The analysis focused on three areas of work with subcategories in each area of focus:

### Organizational Climate:

- A. Organizational Culture and Outlook
- B. Communication
- C. Leadership

### Workgroup:

- D. Teamwork
- E. Manager Support

### Team Member Support:

- F. Work Environment
- G. Team Member Development
- H. Recognition

### Overall Job Satisfaction:

- I. Overall Job Satisfaction

A detailed review of the results will allow the home's well established Quality of Worklife committee to focus on areas of strength and opportunities for improvement with an overall goal to improve the employee work experience.

Overall the results decreased from 79.3% in 2015 to 77.3% in 2016. Results indicate a high level of satisfaction with organizational culture and outlook, teamwork, team member development and manager support. Areas of opportunity include concerns not taken seriously and time follow up occurs, clear means for disseminating important information, not asked for input on decisions that affect their jobs and effective leadership.

The survey also includes opportunities for staff to add narrative commentary. These comments have not been included in this report to maintain confidentiality. The common threads are staff shortages, workload, and timely communication and follow up. However, there are positive comments such as loving working at the Manor, hope to be here for many more years, and thanks for educational opportunities offer outside the home.

**CONSULTATIONS:**

Human Resources Sienna Senior Living

**ATTACHMENTS:**



2016 Employee  
Engagement Results.

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**Team Member Engagement Survey**  
**Site Report: Victoria Manor**  
**Care Community**

**Date: November 2016**

**Prepared By: uSPEQ**

## Snapshot Explanation of Report

The purpose of this aide is to support you in understanding the reporting structure and terms.

This field indicates an example of a survey Index. The percentage of all responses to questions in the index that are either "Agree" or "Strongly Agree."



Workgroup Index

This field indicates an example of a survey area.



Teamwork

This field indicates an example of a survey question.



I believe there is good communication in my team.

Sienna Overall: All locations, including managed sites. Does not include Sienna Baltic and PSM Office.



Sienna Overall

Results for 2015 and 2016 survey periods.



2015



2016

Indicates the change between the 2015 and 2016 survey percentage of total agree.



Change

Indicates the survey rating scale.



TA: Total Agree (Strongly Agree + Agree)

SA: Strongly Agree

A: Agree

D: Disagree

SD: Strongly Disagree

<b>Demographics:</b>
<b>Front Line Team Member:</b> Total percentage of responses received for non leadership positions.
<b>Management:</b> Total percentage of responses received for leadership positions.
<b>Response Rate:</b>
<b>Target Response Rate:</b> The response rate to be achieved as determined by the organization.
<b>Actual Response Rate:</b> The actual response rate achieved.
<b>Non-Responses:</b> The percentage of Team Members who did not complete a survey.
<b>Engagement Rate: The percentage of “agree” and “strongly agree” responses to the item “Overall, I am satisfied with my job.”</b>
<b>Target:</b> The engagement rate to be achieved based on survey responses as established by the organization.
<b>Actual:</b> The engagement rate received based on survey responses completed.
<b>Top 5:</b>
Five items receiving the highest "Total Agree" score.
<b>Bottom 5:</b>
Five items receiving the lowest "Total Agree" score.
<b>Filters:</b> Located on left side of excel sheet.

The image shows a vertical list of numbers (1, 3, 4, 6, 8, 10, 37, 38, 39, 40, 41, 42, 43, 44) with a filter icon (1/2) at the top and expand/collapse icons (+/-) next to some numbers. Two callout boxes provide instructions:

- Callout 1:** Points to the '1/2' icon. Text: "1/2 allows you to expand and collapse all sections at once from indexes only to indexes and questions."
- Callout 2:** Points to the '+' and '-' icons. Text: "+/- allows you to expand and collapse all sections at once from indexes only to indexes and questions."

Team Member Engagement Survey Top Five & Bottom Five Report			
Total Agree (Agree + Strongly Agree)	2015	2016	Change
<b>Top 5 Items with Positive Responses</b>			
<b>Organizational Culture and Outlook</b>			
1. I am aware of my organization's mission.	83.7%	96.3%	12.6% ↑
<b>Teamwork</b>			
3. My coworkers and I work well together.	89.5%	93.8%	4.3% ↑
<b>Team Member Development</b>			
4. I understand my job responsibilities.	95.5%	91.6%	3.9% ↓
<b>Manager Support</b>			
1. My direct supervisor treats me with respect.	89.6%	90.2%	0.6% ↑
<b>Teamwork</b>			
4. I am encouraged to work as part of a team.	84.4%	87.1%	2.7% ↑
<b>Top 5 Items for Improvement</b>			
<b>Leadership</b>			
3. Team member concerns are taken seriously by the management team and timely follow-up occurs.	38.1%	48.5%	10.4% ↑
<b>Communication</b>			
3. I am asked for my input and/or ideas when important decisions are made that affect my work.	44.8%	51.1%	6.3% ↑
<b>Communication</b>			
2. I am kept up to date about news and issues at my organization that affect my job.	52.6%	52.2%	0.4% ↓
<b>Communication</b>			
4. My organization has a clear means for disseminating important information.	43.0%	52.2%	9.2% ↑
<b>Leadership</b>			
2. I believe that the organization is being managed effectively by the management team.	45.9%	53.0%	7.1% ↑

*\* Note: Calculations are rounded to the nearest 0.1%. Percentages may not equal 100.0% due to rounding.*

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
<b>Organizational Climate Index</b>		80.0%	80.3%	0.3% ↑	82.3%	79.9%	2.4% ↓	57.2%	64.6%	7.4% ↑	54.9%	61.5%	6.6% ↑	96.6%	98.2%	1.6% ↑	40.9%	68.2%	27.3% ↑
<b>A. Organizational Culture and Outlook</b>																			
1. I am aware of my organization's mission.	TA	95.2%	94.3%	0.9% ↓	95.7%	94.0%	1.7% ↓	83.7%	96.3%	12.6% ↑	82.4%	96.6%	14.2% ↑	100.0%	100.0%		100.0%	83.3%	16.7% ↓
	SA	41.8%	41.5%		44.1%	40.0%		32.6%	36.6%		29.6%	33.9%		75.0%	70.0%		50.0%	33.3%	
	A	53.4%	52.8%		51.6%	54.0%		51.1%	59.7%		52.8%	62.7%		25.0%	30.0%		50.0%	50.0%	
	D	3.1%	3.7%		2.8%	3.8%		12.6%	3.0%		13.6%	3.4%							
	SD	1.7%	2.0%		1.4%	2.2%		3.7%	0.7%		4.0%							16.7%	
2. I support the overall direction of my organization.	TA	92.9%	91.6%	1.3% ↓	93.6%	91.3%	2.3% ↓	74.6%	83.5%	8.9% ↑	72.6%	82.9%	10.3% ↑	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	37.9%	38.6%		39.7%	37.4%		27.6%	32.3%		24.2%	29.9%		62.5%	60.0%		100.0%	33.3%	
	A	55.0%	53.0%		53.9%	53.9%		47.0%	51.1%		48.4%	53.0%		37.5%	40.0%			33.3%	
	D	4.8%	5.8%		4.6%	6.0%		18.7%	12.8%		20.2%	13.7%						16.7%	
	SD	2.3%	2.6%		1.8%	2.7%		6.7%	3.8%		7.3%	3.4%						16.7%	
3. My organization demonstrates that it values diversity.	TA	90.5%	89.9%	0.6% ↓	91.4%	89.6%	1.8% ↓	72.6%	82.6%	10.0% ↑	70.4%	81.0%	10.6% ↑	100.0%	100.0%		100.0%	83.3%	16.7% ↓
	SA	35.1%	36.0%		37.7%	35.1%		23.7%	27.3%		20.8%	25.0%		62.5%	50.0%		50.0%	33.3%	
	A	55.4%	53.9%		53.7%	54.4%		48.9%	55.3%		49.6%	56.0%		37.5%	50.0%		50.0%	50.0%	
	D	6.4%	7.1%		5.7%	7.3%		20.7%	13.6%		22.4%	15.5%							
	SD	3.1%	3.0%		2.9%	3.2%		6.7%	3.8%		7.2%	3.4%						16.7%	
4. My organization has a strong focus on customer service and satisfaction.	TA	89.1%	88.2%	0.9% ↓	90.3%	87.8%	2.5% ↓	73.3%	74.4%	1.1% ↑	72.0%	71.8%	0.2% ↓	100.0%	100.0%		50.0%	83.3%	33.3% ↑
	SA	40.1%	40.1%		42.7%	38.9%		29.6%	31.6%		26.4%	27.4%		75.0%	60.0%		50.0%	66.7%	
	A	49.1%	48.1%		47.6%	49.0%		43.7%	42.9%		45.6%	44.4%		25.0%	40.0%			16.7%	
	D	6.9%	8.1%		6.3%	8.4%		17.0%	17.3%		18.4%	19.7%							
	SD	4.0%	3.7%		3.4%	3.8%		9.6%	8.3%		9.6%	8.5%					50.0%	16.7%	
<b>B. Communication</b>																			
1. I am kept well informed about plans and progress at my organization.	TA	75.5%	75.3%	0.2% ↓	78.8%	75.0%	3.8% ↓	52.6%	55.2%	2.6% ↑	50.4%	50.0%	0.4% ↓	87.5%	100.0%	12.5% ↑	50.0%	83.3%	33.3% ↑
	SA	22.1%	22.8%		24.7%	22.3%		10.4%	10.4%		8.8%	7.6%		37.5%	40.0%			16.7%	
	A	53.5%	52.6%		54.1%	52.7%		42.2%	44.8%		41.6%	42.4%		50.0%	60.0%		50.0%	66.7%	
	D	18.3%	17.6%		15.9%	17.7%		34.8%	31.3%		36.0%	35.6%		12.5%			50.0%		
	SD	6.2%	7.1%		5.3%	7.3%		12.6%	13.4%		13.6%	14.4%						16.7%	
2. I am kept up to date about news and issues at my organization that affect my job.	TA	76.6%	76.5%	0.1% ↓	79.5%	76.2%	3.3% ↓	52.6%	52.2%	0.4% ↓	51.2%	47.5%	3.7% ↓	87.5%	100.0%	12.5% ↑		66.7%	66.7% ↑
	SA	23.4%	23.8%		26.3%	23.3%		11.1%	12.7%		8.8%	10.2%		50.0%	40.0%			16.7%	
	A	53.1%	52.7%		53.2%	52.9%		41.5%	39.6%		42.4%	37.3%		37.5%	60.0%			50.0%	
	D	17.3%	16.7%		15.3%	16.7%		38.5%	31.3%		39.2%	34.7%		12.5%			100.0%	16.7%	
	SD	6.2%	6.9%		5.2%	7.1%		8.9%	16.4%		9.6%	17.8%						16.7%	
3. I am asked for my input and/or ideas when important decisions are made that affect my work.	TA	68.1%	70.1%	2.0% ↑	71.4%	69.8%	1.6% ↓	44.8%	51.1%	6.3% ↑	41.9%	47.0%	5.1% ↑	100.0%	100.0%			50.0%	50.0% ↑
	SA	20.9%	21.8%		23.5%	21.3%		11.9%	15.0%		8.9%	11.1%		62.5%	50.0%			33.3%	
	A	47.2%	48.2%		47.9%	48.4%		32.8%	36.1%		33.1%	35.9%		37.5%	50.0%			16.7%	
	D	22.2%	20.4%		19.9%	20.5%		32.1%	27.1%		33.9%	29.1%					50.0%	33.3%	
	SD	9.8%	9.5%		8.7%	9.8%		23.1%	21.8%		24.2%	23.9%					50.0%	16.7%	
4. My organization has a clear means for disseminating important information.	TA	76.2%	76.7%	0.5% ↑	79.1%	76.3%	2.8% ↓	43.0%	52.2%	9.2% ↑	40.0%	48.3%	8.3% ↑	100.0%	100.0%			50.0%	50.0% ↑
	SA	21.5%	22.5%		24.5%	21.9%		11.9%	14.9%		9.6%	11.9%		50.0%	40.0%			33.3%	
	A	54.7%	54.2%		54.6%	54.5%		31.1%	37.3%		30.4%	36.4%		50.0%	60.0%			16.7%	
	D	17.5%	16.8%		15.2%	16.9%		43.0%	31.3%		45.6%	33.9%					50.0%	33.3%	
	SD	6.3%	6.5%		5.6%	6.8%		14.1%	16.4%		14.4%	17.8%					50.0%	16.7%	



Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified			
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	
C. Leadership																				
1. I believe the management team is well informed about team member concerns and issues.	TA	75.0%	76.6%	1.6% ↑	77.9%	76.0%	1.9% ↓	47.4%	61.2%	13.8% ↑	44.0%	57.6%	13.6% ↑	100.0%	90.0%	10.0% ↓	50.0%	83.3%	33.3% ↑	
	SA	25.4%	26.5%		28.4%	26.0%		17.0%	20.9%		14.4%	16.9%		62.5%	50.0%			50.0%		
	A	49.5%	50.0%		49.5%	50.0%		30.4%	40.3%		29.6%	40.7%		37.5%	40.0%		50.0%	33.3%		
	D	16.3%	14.8%		14.1%	14.9%		33.3%	23.9%		36.0%	25.4%			10.0%			16.7%		
	SD	8.7%	8.6%		8.0%	9.1%		19.3%	14.9%		20.0%	16.9%					50.0%			
2. I believe that the organization is being managed effectively by the management team.	TA	73.1%	73.8%	0.7% ↑	75.9%	73.3%	2.6% ↓	45.9%	53.0%	7.1% ↑	43.2%	49.2%	6.0% ↑	100.0%	100.0%			50.0%	50.0% ↑	
	SA	24.3%	25.6%		27.7%	25.1%		14.1%	16.4%		12.0%	13.6%		50.0%	40.0%			33.3%		
	A	48.9%	48.2%		48.2%	48.2%		31.9%	36.6%		31.2%	35.6%		50.0%	60.0%			16.7%		
	D	17.3%	16.1%		15.3%	16.3%		26.7%	23.1%		28.0%	24.6%					50.0%	33.3%		
	SD	9.5%	10.1%		8.7%	10.4%		27.4%	23.9%		28.8%	26.3%					50.0%	16.7%		
3. Team member concerns are taken seriously by the management team and timely follow-up occurs.	TA	68.1%	70.3%	2.2% ↑	71.6%	70.0%	1.6% ↓	38.1%	48.5%	10.4% ↑	35.5%	44.8%	9.3% ↑	87.5%	90.0%	2.5% ↑		50.0%	50.0% ↑	
	SA	23.3%	25.0%		26.3%	24.5%		10.4%	16.7%		7.3%	12.9%		62.5%	50.0%			33.3%		
	A	44.8%	45.3%		45.3%	45.5%		27.6%	31.8%		28.2%	31.9%		25.0%	40.0%			16.7%		
	D	20.1%	17.9%		17.5%	17.8%		35.8%	25.8%		37.1%	27.6%		12.5%	10.0%		50.0%	16.7%		
	SD	11.9%	11.8%		10.9%	12.2%		26.1%	25.8%		27.4%	27.6%					50.0%	33.3%		
Workgroup Index			83.9%	83.4%	0.5% ↓	85.5%	83.2%	2.2% ↓	79.4%	79.2%	0.2% ↓	78.3%	78.8%	0.6% ↑	99.3%	95.8%	3.5% ↓	69.7%	50.0%	19.7% ↓
D. Teamwork																				
1. I believe there is good communication in my team.	TA	81.1%	81.5%	0.4% ↑	83.6%	81.8%	1.8% ↓	72.4%	74.2%	1.8% ↑	71.0%	72.9%	1.9% ↑	100.0%	100.0%		50.0%	50.0%		
	SA	28.1%	28.4%		31.2%	28.2%		17.9%	25.8%		17.7%	24.6%		25.0%	40.0%			25.0%		
	A	53.0%	53.1%		52.4%	53.7%		54.5%	48.5%		53.2%	48.3%		75.0%	60.0%		50.0%	25.0%		
	D	14.2%	13.2%		12.3%	12.8%		20.1%	15.2%		21.0%	16.9%					50.0%			
	SD	4.7%	5.3%		4.1%	5.4%		7.5%	10.6%		8.1%	10.2%						50.0%		
2. I am comfortable sharing my work-related opinions with coworkers.	TA	87.6%	87.4%	0.2% ↓	88.8%	87.4%	1.4% ↓	80.0%	85.6%	5.6% ↑	78.4%	83.9%	5.5% ↑	100.0%	100.0%		100.0%	100.0%		
	SA	31.9%	31.9%		34.3%	31.4%		23.7%	35.6%		22.4%	34.7%		50.0%	50.0%			25.0%		
	A	55.7%	55.5%		54.5%	56.0%		56.3%	50.0%		56.0%	49.2%		50.0%	50.0%		100.0%	75.0%		
	D	9.1%	9.1%		8.3%	9.0%		13.3%	8.3%		14.4%	9.3%								
	SD	3.3%	3.5%		2.9%	3.6%		6.7%	6.1%		7.2%	6.8%								
3. My coworkers and I work well together.	TA	92.0%	91.9%	0.1% ↓	92.8%	91.7%	1.1% ↓	89.5%	93.8%	4.3% ↑	88.6%	93.2%	4.6% ↑	100.0%	100.0%		100.0%	100.0%		
	SA	37.4%	37.7%		39.5%	37.2%		39.1%	43.1%		39.0%	40.2%		37.5%	77.8%		50.0%	50.0%		
	A	54.6%	54.2%		53.3%	54.5%		50.4%	50.8%		49.6%	53.0%		62.5%	22.2%		50.0%	50.0%		
	D	5.8%	5.9%		5.2%	6.1%		6.8%	3.8%		7.3%	4.3%								
	SD	2.2%	2.1%		1.9%	2.2%		3.8%	2.3%		4.1%	2.6%								
4. I am encouraged to work as part of a team.	TA	91.9%	91.5%	0.4% ↓	93.0%	91.4%	1.6% ↓	84.4%	87.1%	2.7% ↑	84.0%	87.3%	3.3% ↑	87.5%	100.0%	12.5% ↑	100.0%	50.0%	50.0% ↓	
	SA	37.5%	38.0%		40.2%	37.3%		31.9%	40.2%		31.2%	37.3%		50.0%	80.0%			25.0%		
	A	54.4%	53.5%		52.8%	54.1%		52.6%	47.0%		52.8%	50.0%		37.5%	20.0%		100.0%	25.0%		
	D	5.6%	5.8%		4.9%	5.8%		12.6%	8.3%		12.8%	7.6%		12.5%				50.0%		
	SD	2.5%	2.7%		2.2%	2.8%		3.0%	4.5%		3.2%	5.1%								
5. I am treated as a team member regardless of my position.	TA	85.9%	86.3%	0.4% ↑	87.2%	86.0%	1.2% ↓	73.7%	80.2%	6.5% ↑	71.5%	79.7%	8.2% ↑	100.0%	100.0%		100.0%	50.0%	50.0% ↓	
	SA	33.0%	33.5%		35.1%	32.7%		30.1%	38.9%		29.3%	35.6%		50.0%	88.9%			25.0%		
	A	52.9%	52.8%		52.1%	53.3%		43.6%	41.2%		42.3%	44.1%		50.0%	11.1%		100.0%	25.0%		
	D	9.8%	9.3%		8.9%	9.2%		18.0%	12.2%		19.5%	11.9%						50.0%		
	SD	4.3%	4.4%		3.9%	4.8%		8.3%	7.6%		8.9%	8.5%								

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
<b>E. Manager Support</b>																			
1. My direct supervisor treats me with respect.	TA	88.9%	88.2%	0.7% ↓	89.6%	87.9%	1.7% ↓	89.6%	90.2%	0.6% ↑	88.8%	90.7%	1.9% ↑	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	38.5%	36.9%		39.9%	35.5%		36.6%	40.9%		35.2%	40.7%		57.1%	50.0%		50.0%	25.0%	
	A	50.4%	51.3%		49.7%	52.3%		53.0%	49.2%		53.6%	50.0%		42.9%	50.0%		50.0%	25.0%	
	D	6.9%	6.9%		6.5%	7.0%		7.5%	8.3%		8.0%	8.5%						25.0%	
	SD	4.1%	5.0%		4.0%	5.1%		3.0%	1.5%		3.2%	0.8%						25.0%	
2. My direct supervisor treats me fairly.	TA	87.1%	86.2%	0.9% ↓	88.0%	85.8%	2.2% ↓	87.2%	85.5%	1.7% ↓	87.0%	85.5%	1.5% ↓	100.0%	100.0%		50.0%	50.0%	
	SA	35.8%	35.1%		36.9%	33.8%		34.6%	38.9%		32.5%	39.3%		62.5%	40.0%		50.0%	25.0%	
	A	51.3%	51.1%		51.0%	52.0%		52.6%	46.6%		54.5%	46.2%		37.5%	60.0%			25.0%	
	D	8.6%	8.5%		8.0%	8.7%		8.3%	10.7%		8.9%	11.1%						25.0%	
	SD	4.3%	5.3%		4.1%	5.5%		4.5%	3.8%		4.1%	3.4%					50.0%	25.0%	
3. My direct supervisor shows a sincere interest in me as a person, not just as a team member.	TA	81.7%	81.7%		83.5%	81.4%	2.1% ↓	81.5%	81.1%	0.4% ↓	80.8%	81.4%	0.6% ↑	100.0%	90.0%	10.0% ↓	50.0%	50.0%	
	SA	34.0%	33.1%		35.8%	31.9%		34.1%	37.9%		32.0%	37.3%		62.5%	50.0%		50.0%	25.0%	
	A	47.7%	48.6%		47.7%	49.5%		47.4%	43.2%		48.8%	44.1%		37.5%	40.0%			25.0%	
	D	13.0%	12.4%		11.7%	12.4%		14.1%	17.4%		14.4%	17.8%			10.0%		50.0%	25.0%	
	SD	5.3%	5.9%		4.8%	6.1%		4.4%	1.5%		4.8%	0.8%						25.0%	
4. I believe my direct supervisor encourages and supports my professional development.	TA	82.7%	82.0%	0.7% ↓	84.9%	82.0%	2.9% ↓	81.2%	76.5%	4.7% ↓	80.5%	77.1%	3.4% ↓	100.0%	90.0%	10.0% ↓	50.0%	25.0%	25.0% ↓
	SA	32.5%	32.6%		35.0%	31.6%		30.8%	34.8%		28.5%	33.9%		62.5%	50.0%		50.0%	25.0%	
	A	50.2%	49.4%		49.8%	50.4%		50.4%	41.7%		52.0%	43.2%		37.5%	40.0%				
	D	11.9%	12.0%		10.5%	11.9%		14.3%	21.2%		14.6%	21.2%			10.0%		50.0%	50.0%	
	SD	5.4%	6.0%		4.7%	6.1%		4.5%	2.3%		4.9%	1.7%						25.0%	
5. I feel comfortable discussing my job-related concerns and issues with my direct supervisor.	TA	83.6%	82.4%	1.2% ↓	85.3%	82.1%	3.2% ↓	82.2%	78.6%	3.6% ↓	80.8%	79.5%	1.3% ↓	100.0%	90.0%	10.0% ↓	100.0%	25.0%	75.0% ↓
	SA	34.2%	33.4%		36.1%	32.2%		29.6%	34.4%		26.4%	33.3%		75.0%	50.0%		50.0%	25.0%	
	A	49.4%	49.0%		49.3%	49.9%		52.6%	44.3%		54.4%	46.2%		25.0%	40.0%		50.0%		
	D	11.0%	11.4%		9.6%	11.6%		14.8%	18.3%		16.0%	17.9%			10.0%			50.0%	
	SD	5.3%	6.2%		5.1%	6.3%		3.0%	3.1%		3.2%	2.6%						25.0%	
6. I receive praise and recognition from my direct supervisor when I do a good job.	TA	76.1%	75.5%	0.6% ↓	78.5%	75.1%	3.4% ↓	74.4%	69.5%	4.9% ↓	73.2%	68.4%	4.8% ↓	100.0%	100.0%		50.0%	25.0%	25.0% ↓
	SA	29.8%	29.6%		31.9%	28.4%		27.8%	31.3%		24.4%	29.9%		75.0%	50.0%		50.0%	25.0%	
	A	46.3%	45.9%		46.7%	46.7%		46.6%	38.2%		48.8%	38.5%		25.0%	50.0%				
	D	16.1%	16.1%		14.4%	16.4%		15.8%	21.4%		17.1%	22.2%						50.0%	
	SD	7.8%	8.3%		7.0%	8.6%		9.8%	9.2%		9.8%	9.4%					50.0%	25.0%	
7. My direct supervisor gives me feedback that helps me improve my performance.	TA	80.2%	79.1%	1.1% ↓	82.1%	79.0%	3.1% ↓	72.2%	67.4%	4.8% ↓	70.7%	66.9%	3.8% ↓	100.0%	90.0%	10.0% ↓	50.0%	25.0%	25.0% ↓
	SA	29.6%	29.4%		32.0%	28.4%		22.6%	34.1%		20.3%	33.1%		62.5%	50.0%			25.0%	
	A	50.6%	49.8%		50.2%	50.6%		49.6%	33.3%		50.4%	33.9%		37.5%	40.0%		50.0%		
	D	13.8%	14.1%		12.5%	14.1%		21.8%	22.0%		23.6%	22.0%			10.0%			50.0%	
	SD	6.0%	6.7%		5.4%	7.0%		6.0%	10.6%		5.7%	11.0%					50.0%	25.0%	
8. My direct supervisor encourages me to suggest better ways of doing work.	TA	79.3%	78.9%	0.4% ↓	81.4%	78.7%	2.7% ↓	72.9%	71.8%	1.1% ↓	71.5%	70.9%	0.6% ↓	100.0%	90.0%	10.0% ↓	50.0%	50.0%	
	SA	28.3%	29.4%		30.8%	28.3%		23.3%	30.5%		21.1%	29.1%		62.5%	50.0%			25.0%	
	A	51.0%	49.5%		50.6%	50.4%		49.6%	41.2%		50.4%	41.9%		37.5%	40.0%		50.0%	25.0%	
	D	14.8%	14.0%		13.2%	14.2%		21.1%	20.6%		22.8%	21.4%			10.0%			25.0%	
	SD	5.8%	7.1%		5.4%	7.2%		6.0%	7.6%		5.7%	7.7%					50.0%	25.0%	
9. I feel supported in my work.	TA	79.1%	78.6%	0.5% ↓	81.1%	78.3%	2.8% ↓	73.1%	72.3%	0.8% ↓	71.8%	71.6%	0.2% ↓	100.0%	90.0%	10.0% ↓	50.0%	50.0%	
	SA	29.1%	29.4%		31.6%	28.3%		21.6%	33.1%		19.4%	31.0%		62.5%	60.0%			25.0%	
	A	50.0%	49.2%		49.5%	50.0%		51.5%	39.2%		52.4%	40.5%		37.5%	30.0%		50.0%	25.0%	
	D	14.0%	13.7%		12.6%	13.9%		17.2%	19.2%		18.5%	19.8%			10.0%			25.0%	
	SD	6.9%	7.6%		6.3%	7.8%		9.7%	8.5%		9.7%	8.6%					50.0%	25.0%	

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
10. Overall, I am satisfied with my direct supervisor.	TA	83.3%	82.7%	0.6% ↓	85.0%	82.4%	2.6% ↓	81.3%	80.8%	0.5% ↓	80.6%	81.2%	0.6% ↑	100.0%	88.9%	11.1% ↓	50.0%	50.0%	
	SA	33.3%	33.1%		35.2%	31.8%		29.9%	37.7%		27.4%	35.9%		62.5%	66.7%		50.0%	25.0%	
	A	50.0%	49.6%		49.8%	50.6%		51.5%	43.1%		53.2%	45.3%		37.5%	22.2%			25.0%	
	D	10.7%	10.4%		9.5%	10.6%		14.2%	13.8%		15.3%	13.7%			11.1%			25.0%	
	SD	6.0%	6.8%		5.5%	7.0%		4.5%	5.4%		4.0%	5.1%					50.0%	25.0%	
11. My direct supervisor recognizes that making honest mistakes and learning from them are part of doing business.	TA	84.0%	83.1%	0.9% ↓	84.9%	82.5%	2.4% ↓	81.2%	80.6%	0.6% ↓	80.5%	80.2%	0.3% ↓	100.0%	100.0%		50.0%	50.0%	
	SA	30.8%	30.6%		32.4%	29.4%		30.1%	38.8%		27.6%	37.9%		62.5%	55.6%		50.0%	25.0%	
	A	53.2%	52.5%		52.4%	53.1%		51.1%	41.9%		52.8%	42.2%		37.5%	44.4%			25.0%	
	D	10.2%	10.1%		9.5%	10.4%		12.0%	14.0%		13.0%	14.7%						25.0%	
	SD	5.8%	6.8%		5.7%	7.1%		6.8%	5.4%		6.5%	5.2%					50.0%	25.0%	
12. My performance evaluation provides me with clear guidelines for progress and growth.	TA	81.9%	81.4%	0.5% ↓	83.6%	81.7%	1.9% ↓	72.2%	71.3%	0.9% ↓	70.1%	69.6%	0.5% ↓	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	28.9%	29.1%		31.1%	28.5%		23.8%	27.9%		21.4%	25.2%		62.5%	60.0%			25.0%	
	A	53.0%	52.4%		52.5%	53.2%		48.4%	43.4%		48.7%	44.3%		37.5%	40.0%		100.0%	25.0%	
	D	11.5%	11.4%		10.3%	11.2%		16.7%	16.3%		17.9%	17.4%						25.0%	
	SD	6.6%	7.1%		6.1%	7.1%		11.1%	12.4%		12.0%	13.0%						25.0%	
Team Member Support Index		82.8%	82.9%	0.2% ↑	84.4%	82.9%	1.5% ↓	67.5%	68.3%	0.8% ↑	65.3%	66.1%	0.8% ↑	98.1%	94.6%	3.5% ↓	76.9%	66.7%	10.3% ↓
F. Work Environment																			
1. I believe my workplace is safe.	TA	88.2%	86.7%	1.5% ↓	89.3%	86.1%	3.2% ↓	74.6%	67.2%	7.4% ↓	72.6%	64.4%	8.2% ↓	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	32.4%	32.1%		34.8%	30.5%		20.9%	20.6%		17.7%	18.6%		75.0%	50.0%				
	A	55.9%	54.6%		54.5%	55.6%		53.7%	46.6%		54.8%	45.8%		25.0%	50.0%		100.0%	66.7%	
	D	8.3%	9.6%		7.7%	10.1%		17.2%	22.9%		18.5%	25.4%							
	SD	3.5%	3.7%		3.0%	3.9%		8.2%	9.9%		8.9%	10.2%						33.3%	
2. My organization is a physically comfortable place to work.	TA	83.6%	83.2%	0.4% ↓	84.7%	82.5%	2.2% ↓	69.4%	64.9%	4.5% ↓	66.9%	61.9%	5.0% ↓	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	29.0%	29.6%		31.1%	28.4%		19.4%	19.8%		16.1%	17.8%		75.0%	50.0%				
	A	54.7%	53.6%		53.6%	54.1%		50.0%	45.0%		50.8%	44.1%		25.0%	50.0%		100.0%	66.7%	
	D	11.4%	11.6%		10.5%	12.1%		18.7%	20.6%		20.2%	22.0%						33.3%	
	SD	5.0%	5.2%		4.8%	5.5%		11.9%	14.5%		12.9%	16.1%							
3. Health and safety process are regularly reviewed and discussed with team members.	TA	84.5%	84.0%	0.5% ↓	86.6%	84.0%	2.6% ↓	70.7%	63.4%	7.3% ↓	68.3%	60.2%	8.1% ↓	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	30.9%	30.1%		34.0%	29.7%		21.8%	22.1%		18.7%	20.3%		75.0%	50.0%				
	A	53.6%	53.9%		52.6%	54.4%		48.9%	41.2%		49.6%	39.8%		25.0%	50.0%		100.0%	66.7%	
	D	10.9%	11.2%		9.4%	11.0%		21.1%	24.4%		22.8%	26.3%						33.3%	
	SD	4.6%	4.8%		4.1%	4.9%		8.3%	12.2%		8.9%	13.6%							

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
<b>G. Team Member Development</b>																			
1. I have the information and resources I need to do my job properly.	TA	85.1%	84.2%	0.9% ↓	86.7%	84.2%	2.5% ↓	74.1%	65.6%	8.5% ↓	72.8%	62.7%	10.1% ↓	100.0%	100.0%		50.0%	66.7%	16.7% ↑
	SA	26.1%	26.2%		29.3%	25.8%		11.1%	15.3%		9.6%	14.4%		37.5%	30.0%				
	A	59.0%	58.0%		57.5%	58.4%		63.0%	50.4%		63.2%	48.3%		62.5%	70.0%		50.0%	66.7%	
	D	11.2%	11.4%		10.1%	11.3%		17.0%	23.7%		17.6%	26.3%					50.0%		
	SD	3.7%	4.4%		3.1%	4.6%		8.9%	10.7%		9.6%	11.0%						33.3%	
2. I am given the training and support I need to do my job well.	TA	86.7%	86.1%	0.6% ↓	88.3%	86.5%	1.8% ↓	69.6%	69.8%	0.2% ↑	67.2%	68.1%	0.9% ↑	100.0%	80.0%	20.0% ↓	100.0%	100.0%	
	SA	28.0%	27.5%		30.9%	27.2%		16.3%	17.1%		15.2%	16.4%		37.5%	30.0%				
	A	58.7%	58.6%		57.4%	59.3%		53.3%	52.7%		52.0%	51.7%		62.5%	50.0%		100.0%	100.0%	
	D	10.0%	10.0%		9.0%	9.6%		23.7%	21.7%		25.6%	22.4%			20.0%				
	SD	3.3%	3.9%		2.7%	3.9%		6.7%	8.5%		7.2%	9.5%							
3. I receive the tools and equipment I need to do my job well.	TA	81.3%	80.8%	0.5% ↓	83.5%	80.4%	3.1% ↓	63.4%	66.7%	3.3% ↑	61.3%	63.8%	2.5% ↑	100.0%	100.0%		50.0%	66.7%	16.7% ↑
	SA	25.8%	26.6%		28.3%	26.1%		14.2%	16.3%		12.9%	15.5%		37.5%	30.0%				
	A	55.5%	54.1%		55.2%	54.3%		49.3%	50.4%		48.4%	48.3%		62.5%	70.0%		50.0%	66.7%	
	D	13.8%	14.1%		12.4%	14.2%		25.4%	24.8%		26.6%	26.7%					50.0%	33.3%	
	SD	4.9%	5.1%		4.1%	5.4%		11.2%	8.5%		12.1%	9.5%							
4. I understand my job responsibilities.	TA	96.2%	95.6%	0.6% ↓	96.3%	95.6%	0.7% ↓	95.5%	91.6%	3.9% ↓	95.1%	92.4%	2.7% ↓	100.0%	90.0%	10.0% ↓	100.0%	66.7%	33.3% ↓
	SA	42.2%	41.4%		44.2%	41.0%		37.6%	33.6%		35.8%	33.1%		50.0%	50.0%		100.0%		
	A	54.0%	54.2%		52.1%	54.6%		57.9%	58.0%		59.3%	59.3%		50.0%	40.0%			66.7%	
	D	2.4%	2.7%		2.3%	2.7%		3.8%	6.9%		4.1%	5.9%			10.0%			33.3%	
	SD	1.4%	1.7%		1.4%	1.8%		0.8%	1.5%		0.8%	1.7%							
5. I have opportunities for professional growth and development.	TA	78.2%	78.8%	0.6% ↑	80.4%	79.6%	0.8% ↓	55.6%	68.8%	13.2% ↑	52.8%	67.0%	14.2% ↑	100.0%	100.0%		50.0%	33.3%	16.7% ↓
	SA	26.5%	26.3%		29.2%	26.2%		18.5%	20.3%		16.0%	18.3%		62.5%	50.0%				
	A	51.7%	52.6%		51.2%	53.4%		37.0%	48.4%		36.8%	48.7%		37.5%	50.0%		50.0%	33.3%	
	D	15.2%	15.2%		13.9%	14.8%		31.9%	24.2%		34.4%	25.2%						66.7%	
	SD	6.6%	6.0%		5.6%	5.7%		12.6%	7.0%		12.8%	7.8%					50.0%		
6. I am completely clear regarding my role and responsibilities in my current position.	TA	93.0%	92.5%	0.5% ↓	93.5%	92.8%	0.7% ↓	86.5%	82.8%	3.7% ↓	85.4%	82.6%	2.8% ↓	100.0%	90.0%	10.0% ↓	100.0%	66.7%	33.3% ↓
	SA	38.1%	37.4%		40.6%	36.9%		28.6%	28.1%		26.0%	26.1%		62.5%	60.0%		50.0%		
	A	54.9%	55.2%		52.9%	55.9%		57.9%	54.7%		59.3%	56.5%		37.5%	30.0%		50.0%	66.7%	
	D	4.9%	5.3%		4.4%	5.0%		9.8%	12.5%		10.6%	12.2%			10.0%			33.3%	
	SD	2.1%	2.2%		2.1%	2.2%		3.8%	4.7%		4.1%	5.2%							

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		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
H. Recognition																			
1. I believe everyone has an opportunity to receive recognition.	TA	82.5%	83.0%	0.5% ↑	83.7%	82.8%	0.9% ↓	66.2%	67.7%	1.5% ↑	64.2%	65.0%	0.8% ↑	100.0%	100.0%		50.0%	66.7%	16.7% ↑
	SA	29.9%	30.8%		31.1%	29.9%		23.3%	21.5%		21.1%	20.5%		62.5%	40.0%				
	A	52.6%	52.2%		52.6%	52.9%		42.9%	46.2%		43.1%	44.4%		37.5%	60.0%		50.0%	66.7%	
	D	11.8%	11.9%		11.0%	12.0%		18.0%	21.5%		19.5%	23.1%						33.3%	
	SD	5.7%	5.1%		5.3%	5.2%		15.8%	10.8%		16.3%	12.0%					50.0%		
2. I believe my job at my organization is secure.	TA	79.6%	80.6%	1.0% ↑	81.7%	80.3%	1.4% ↓	63.4%	68.5%	5.1% ↑	60.5%	66.7%	6.2% ↑	100.0%	90.0%	10.0% ↓	100.0%	66.7%	33.3% ↓
	SA	23.1%	24.7%		25.9%	23.9%		17.2%	16.2%		14.5%	14.5%		50.0%	40.0%		50.0%		
	A	56.5%	55.8%		55.8%	56.4%		46.3%	52.3%		46.0%	52.1%		50.0%	50.0%		50.0%	66.7%	
	D	14.4%	13.9%		13.0%	14.1%		23.1%	17.7%		25.0%	18.8%			10.0%				
	SD	6.0%	5.5%		5.3%	5.6%		13.4%	13.8%		14.5%	14.5%						33.3%	
3. I believe team members at my organization are promoted on the basis of merit.	TA	69.5%	71.4%	1.9% ↑	71.7%	71.7%		47.0%	56.6%	9.6% ↑	44.3%	53.4%	9.1% ↑	87.5%	90.0%	2.5% ↑	50.0%	66.7%	16.7% ↑
	SA	18.5%	20.8%		21.0%	20.4%		12.1%	10.9%		10.7%	10.3%		37.5%	20.0%				
	A	51.0%	50.6%		50.7%	51.3%		34.8%	45.7%		33.6%	43.1%		50.0%	70.0%		50.0%	66.7%	
	D	19.8%	19.4%		18.4%	19.1%		31.1%	27.9%		32.8%	30.2%		12.5%	10.0%				
	SD	10.7%	9.2%		9.9%	9.2%		22.0%	15.5%		23.0%	16.4%					50.0%	33.3%	
4. I believe there is recognition of high performing team members.	TA	67.6%	71.1%	3.5% ↑	70.2%	71.0%	0.8% ↑	40.5%	54.3%	13.8% ↑	37.2%	50.9%	13.7% ↑	87.5%	90.0%	2.5% ↑	50.0%	66.7%	16.7% ↑
	SA	20.2%	22.8%		22.7%	22.2%		13.0%	16.3%		11.6%	13.8%		37.5%	50.0%				
	A	47.4%	48.3%		47.5%	48.8%		27.5%	38.0%		25.6%	37.1%		50.0%	40.0%		50.0%	66.7%	
	D	21.6%	19.2%		20.1%	19.1%		33.6%	27.9%		35.5%	29.3%		12.5%	10.0%			33.3%	
	SD	10.8%	9.7%		9.7%	9.9%		26.0%	17.8%		27.3%	19.8%					50.0%		

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
<b>Overall Job Satisfaction Index</b>		83.7%	84.1%	0.4% ↑	85.2%	83.9%	1.3% ↓	72.3%	75.4%	3.1% ↑	70.6%	74.0%	3.4% ↑	94.6%	100.0%	5.4% ↑	85.7%	35.7%	50.0% ↓
<b>I. Overall Job Satisfaction</b>																			
1. Overall, I am treated with dignity and respect at my organization.	TA	85.1%	84.9%	0.2% ↓	86.2%	84.3%	1.9% ↓	76.9%	82.0%	5.1% ↑	75.8%	81.0%	5.2% ↑	100.0%	100.0%		50.0%	50.0%	
	SA	28.3%	29.4%		30.6%	28.3%		20.9%	18.8%		19.4%	17.2%		50.0%	40.0%				
	A	56.8%	55.6%		55.6%	56.0%		56.0%	63.3%		56.5%	63.8%		50.0%	60.0%		50.0%	50.0%	
	D	10.4%	9.7%		9.9%	10.1%		14.2%	10.9%		14.5%	12.1%					50.0%		
	SD	4.4%	5.4%		3.9%	5.7%		9.0%	7.0%		9.7%	6.9%						50.0%	
2. Taking everything into account, I believe my organization is a great place to work.	TA	84.7%	85.1%	0.4% ↑	86.1%	84.7%	1.4% ↓	69.7%	73.6%	3.9% ↑	67.2%	71.8%	4.6% ↑	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	28.7%	29.9%		31.0%	29.0%		20.5%	21.7%		18.9%	17.9%		50.0%	70.0%				
	A	56.0%	55.3%		55.1%	55.7%		49.2%	51.9%		48.4%	53.8%		50.0%	30.0%		100.0%	50.0%	
	D	10.8%	10.1%		10.0%	10.3%		20.5%	17.8%		22.1%	19.7%							
	SD	4.5%	4.8%		3.9%	5.0%		9.8%	8.5%		10.7%	8.5%						50.0%	
3. I would refer a friend to work here.	TA	80.0%	80.7%	0.7% ↑	81.9%	80.7%	1.2% ↓	58.2%	63.6%	5.4% ↑	55.6%	60.7%	5.1% ↑	87.5%	100.0%	12.5% ↑	100.0%	50.0%	50.0% ↓
	SA	28.0%	30.0%		30.9%	29.2%		20.1%	20.9%		18.5%	17.1%		50.0%	70.0%				
	A	52.0%	50.7%		51.0%	51.5%		38.1%	42.6%		37.1%	43.6%		37.5%	30.0%		100.0%	50.0%	
	D	13.1%	12.4%		12.0%	12.2%		23.1%	20.9%		24.2%	23.1%		12.5%					
	SD	6.9%	6.9%		6.1%	7.2%		18.7%	15.5%		20.2%	16.2%						50.0%	
4. There are opportunities available at my workplace for me to develop new skills.	TA	74.5%	75.6%	1.1% ↑	76.8%	75.4%	1.4% ↓	55.2%	61.7%	6.5% ↑	52.4%	58.6%	6.2% ↑	100.0%	100.0%		50.0%	50.0%	
	SA	24.3%	24.7%		26.6%	24.1%		14.9%	18.0%		12.9%	16.4%		50.0%	40.0%				
	A	50.2%	50.9%		50.1%	51.3%		40.3%	43.8%		39.5%	42.2%		50.0%	60.0%		50.0%	50.0%	
	D	18.6%	17.6%		17.5%	17.7%		32.8%	25.8%		35.5%	27.6%						50.0%	
	SD	6.9%	6.8%		5.7%	7.0%		11.9%	12.5%		12.1%	13.8%					50.0%		
5. I am likely to still be working at my home in two years.	TA	85.9%	86.0%		87.8%	86.7%	1.1% ↓	84.4%	86.8%	2.4% ↑	84.0%	86.3%	2.3% ↑	87.5%	100.0%	12.5% ↑	100.0%	50.0%	50.0% ↓
	SA	30.4%	30.4%		33.1%	30.2%		27.4%	26.4%		25.6%	23.9%		50.0%	60.0%		50.0%		
	A	55.5%	55.5%		54.7%	56.6%		57.0%	60.5%		58.4%	62.4%		37.5%	40.0%		50.0%	50.0%	
	D	9.8%	9.6%		8.6%	8.8%		11.1%	8.5%		11.2%	9.4%		12.5%					
	SD	4.3%	4.4%		3.6%	4.4%		4.4%	4.7%		4.8%	4.3%						50.0%	
6. I get a sense of accomplishment from my work.	TA	88.5%	88.4%	0.1% ↓	89.8%	88.3%	1.5% ↓	82.1%	82.8%	0.7% ↑	81.5%	82.8%	1.3% ↑	87.5%	100.0%	12.5% ↑	100.0%		100.0% ↓
	SA	33.2%	32.7%		35.6%	31.8%		30.6%	28.1%		29.0%	26.7%		50.0%	50.0%		50.0%		
	A	55.3%	55.8%		54.2%	56.5%		51.5%	54.7%		52.4%	56.0%		37.5%	50.0%		50.0%		
	D	7.9%	7.5%		7.0%	7.4%		11.2%	7.8%		11.3%	7.8%		12.5%				50.0%	
	SD	3.6%	4.1%		3.2%	4.2%		6.7%	9.4%		7.3%	9.5%						50.0%	
7. Overall, I am satisfied with my job.	TA	87.1%	87.7%	0.6% ↑	88.2%	87.5%	0.7% ↓	79.3%	77.3%	2.0% ↓	77.6%	76.9%	0.7% ↓	100.0%	100.0%		100.0%		100.0% ↓
	SA	32.4%	33.2%		35.1%	32.7%		23.0%	27.3%		21.6%	23.9%		50.0%	77.8%				
	A	54.8%	54.5%		53.0%	54.8%		56.3%	50.0%		56.0%	53.0%		50.0%	22.2%		100.0%		
	D	8.9%	8.1%		8.2%	8.1%		14.8%	14.8%		16.0%	15.4%						50.0%	
	SD	4.0%	4.3%		3.6%	4.4%		5.9%	7.8%		6.4%	7.7%						50.0%	
<b>Demographics</b>																			
Front Line Team Member		88.6%	89.5%		85.7%	85.9%		92.6%	88.1%										
Management		11.4%	10.5%		10.0%	8.3%		5.9%	7.5%										
<b>Response Rate</b>																			
Target Response Rate		80.0%	80.0%		80.0%	80.0%		80.0%	80.0%										
Actual Response Rate		80.8%	85.2%	4.4% ↑	62.1%	83.9%	21.8% ↑	84.9%	79.8%	5.1% ↓									
Non-Responses		19.2%	15.0%		37.9%	16.1%		15.1%	20.2%										
<b>Engagement Rate</b>																			
Target		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%	
Actual		87.1%	87.7%	0.6% ↑	88.2%	87.5%	0.7% ↓	79.3%	77.3%	2.0% ↓	77.6%	76.9%	0.7% ↓	100.0%	100.0%		100.0%		100.0% ↓

\* Note: calculations are rounded to the nearest 0.1%.

Percentages may not equal 100.0% due to rounding.