About This Document

owner	HR
access & use	Restricted to HR
what it is	A sample *Employee Survey Results Report* for senior management
who uses it	HR
used with	◆ *EE-HR-3910-M. Employee Survey Questionnaire*
tips	For quick and easy reference and navigation as you review this report, use the **Navigation** pane. The **Navigation** pane lists all the headings in your document. You can see where you are in the document, and jump to a different section by clicking on its heading. **To open the Navigation pane:** 1. On the Ribbon, click the **View** tab. 2. Select the **Navigation Pane** check box. 3. The **Navigation** pane opens at the left of the workspace. You can close it at any time by clicking the **Close** (X) button in the upper-right corner.

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HR Toolkits for Small Business

February 2018 Employee Survey Report

February 2018

Sample

Contents

Document #: **EE-HR-3911-R-1.0**

Document Owner: HR

Last Updated: Jan 1, 2016

About the Employee Survey

The Company conducted an employee survey in January 2015, March 2016, February 2017, and February 2018 to collect feedback from employees about their work experience.

The employee surveys were conducted by ABC Company Inc., using secure and confidential browser-based Software as a Service (SAAS) survey application to collect responses.

About the 2018 Survey Participants

- ◆ Survey participation ended on February 18, 2018.

- ◆ 64 employees (excluding executives) were invited to participate.

- ◆ Results were compiled using responses from 58 participants (91% of invited participants).

- ◆ 60 employees (94%) participated in the survey.

- ◆ Despite 3 reminders and 1 deadline extension, 2 employees responded only partially; their responses were not included in the results.

- ◆ Despite 3 reminders and one deadline extension, 4 employees did not respond. 2 of the 4 employees were away from the office.

Instructions to Participants

Following is a copy of the introduction and instructions provided to survey participants.

Overview

The Company's top goals include:

1. Providing employees with an interesting, challenging, and rewarding place to work.
2. Being recognized as a great place to work.
3. Running a profitable business.

To help us meet these goals, we are asking for your feedback.

This employee survey was designed to obtain feedback regarding your personal work experience.

All answers remain anonymous and are only seen by Example: an outside HR Consultant, Example: Name of Consultant, who will provide a summary report to management after the survey has been completed. The survey results will also be shared with staff.

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About the Survey

- This survey consists of insert # questions and should take approximately insert # minutes to complete. It is highly recommended that you complete the survey in one sitting, in a block of uninterrupted time.

- Responses that include individuals' names will not be included in the final report.

- This survey will be closed at midnight on insert deadline date. Please be sure to answer all questions by then so that you have an opportunity to provide your input.

When Completing the Survey

- We ask that you be honest, constructive, and solution-based with your answers.

- We ask that you look at solutions from an individual as well as a business perspective. Let us know how we can best make improvements that would help ensure the Company's success, as well as enhance your personal work experience. In essence, we ask that you answer the questions in the context of "what you would do if you were responsible for running the business, or your department, while being accountable for its overall results".

- We believe that if the business is successful, it's due to the sum of our contributions and we will all benefit.

- If you have any questions when completing this survey, you are welcome to contact insert name at insert phone number or by email at insert email.

Instructions for Completing the Questionnaire

- This survey consists of 31 questions as follows:

  - 25 multiple-choice questions

  - 5 open-ended questions that may require a little more effort and writing

  - 1 ranking question

- DO NOT SHARE YOUR LINK TO THIS SURVEY WITH OTHERS. You have been sent a unique link so that we are able to contact you and send you a reminder if you have not completed the survey by the specified deadline.

- All questions that show an asterisk (*) are questions that must be answered in order to proceed to the next section.

- Select one answer per multiple-choice question, unless otherwise specified.

- You are welcome to provide comments where comment boxes are provided.

- If you exit the survey without answering all questions, the program will allow you to re-enter the survey. Simply click on the survey access link included in your instructions email and you will be returned to the first question in the section from which you exited.

- You may change your answers by clicking on the 'back' button at any time.

Thank you for taking the time to give us feedback.

2018 Results

** Note: 2018 survey responses included negative references to specific named individuals. These comments were removed.

Interpretation of Results

- Managers are strongly encouraged to review all content in the **2018 Response Details** section. This section provides detailed results and comments for all questions.

  As the results could be interpreted in several different ways, it is recommended that the management team meets to review the details for discussion.

- 58 participants may not appear to be a large sample size. As such, there may be a natural tendency to dismiss or discount some of the results because the sum of responses/ratings represents a small number of employees.

  However, keep in mind that a percentage is a percentage, and all responses should be analyzed as valid data. If we sampled 500 employees and 20% (or 100 employees) responded in a certain way, that is equivalent to 12/60 employees responding in the same way. If we surveyed a larger number of employees, the variances would be minimal.

- Comments are not tied to any particular result/answer within each question. They are simply additional comments provided for the particular question.

  The order of comments has been randomized so that patterns for individual participant comments are less obvious.

2018 Summary Observations

- With 2 exceptions, the Company scored high and well above average in all areas of employment. In most cases, employees chose "strongly agree" or "agree" when rating their satisfaction with their job, environment, and employer. The overall responses continue to be outstanding, particularly when considering that the results for the previous surveys were also well above average. The Company employee feedback in 2018 resulted in only 1 question showing a material negative variance from the previous year. All other questions show neutral or positive changes when compared to 2017.

- The summary rating question "Overall, I am satisfied working here" shows a positive response rate of 98.3%! If we were to ask only 1 question in the survey, this is the most salient and captures participants' overall satisfaction rating.

- 6 areas regarding direct reports and their managers have improved when compared to 2017. Refer to **Results - Individual Question Comparisons Year-Over-Year**. Particularly noteworthy is the response to the question "I receive regular feedback about my work", which increased positively by 8% over 2017.

- In 2018, the following questions gained a 100% overall positive response from employees:

  - **100%** feel that the Company has a good culture.

  - **100%** feel that overall, the senior management team is effective.

- In 2018, no response fell into the category of "Concern". The results did indicate 2 red flag areas:

  - **24.1%** feel they are not fairly compensated within the industry. There was no change to the results of this question when compared to 2017.

  - **25.9%** feel poor performance is not tolerated. This was the only area where results were significantly more negative than results shown in 2017.

General Observations

The following table provides some guidelines for interpreting the results. Negative feedback is typically described as the combination of "Disagree" and "Strongly Disagree".

% of Participants' Negative Responses	Legend	Suggested Interpretation
0-11%	None	• Up to 6 employees • **No concern** • Does not need to be addressed at this time.
12-20%	**blue**	• Up to 12 employees • **Acceptable score - low concern** • Include in HR Project Plan as a lower priority
21-32%	**yellow**	• Up to 19 employees • **Concern** • Investigate further and include in HR Project Plan as a medium to high priority
33% +	**red**	• More than 1/3 of workforce or more than 19 employees • **Red Flag** • Investigate further and address immediately

- **100%** feel that the Company has a good culture.

- **100%** feel that overall, the senior management team is effective.

- 98.3% feel senior management ensures staff is aligned by communicating direction.

- 98.3% feel overall satisfied working at the Company.

- 96.5% receive regular feedback about their work.

- 96.5% are encouraged to update and/or enhance their skills.

- 96.5% feel people communicate comfortably with one another regardless of their position level.

- 94.8% are clear about what they need to do and how they will be evaluated.

- 94.8% feel their benefits are competitive.

- 94.8% would recommend the Company as a place to work to others.

- 93.1% feel their physical working environment and tools allow them to be productive.

- 93.1% feel motivated and supported by their manager.

- 93.1% are motivated to do all it takes to ensure the Company's success.

- 91.4% feel their manager ensures they are recognized and appreciated for good work.

- 89.6% feel their current manager ensures that they are well informed and have the information they need to do their job well.

- 89.6% are overall stimulated, challenged, and happy in their jobs.

- 85.7% hardly ever think about leaving to work elsewhere. It would take a lot to get them to leave the organization.

- 15.5% of employees feel their manager does not spend time coaching and developing them.

- 17.3% do not feel they are involved in decisions that affect their work.

- 17.3% feel there aren't opportunities for career advancement and professional growth.

While the 2 following areas are on the lower end of the '21 - 32% scale', they do fall into the 'red flag' category:

- 24.1% (or 14 employees) feel they are not fairly compensated within the industry.

- 25.9% (or 15 employees) feel poor performance is tolerated.

The top 4 rated components that make up employees' work environment in order of importance are:

- Cash compensation tied to their individual performance (e.g. performance bonus).

- Vacation days/time off.

- Having a great manager (e.g., a strong leader or one who will coach me and ensure that I have the information I need to do my job well).

◆ Health benefits – includes dental, extended health, short & long term disability, vision, insurance, etc.

Differences – Year-Over-Year Results

Calculating Year-Over-Year Differences

For the purposes of this report, the 2018 survey results were compared to 2017 survey results only. No comparisons were made to 2015 or 2016 results.

Year-over-year differences for individual response categories were calculated.

Referring to the **2018 Response Details** section of this report, the sum of positive responses (Strongly Agree and Agree) was calculated and the sum of negative responses (Disagree and Strongly Disagree) was calculated. Year-over-year total positive or negative differences were calculated.

◆ A positive number (black) means that the question received a more favorable 2018 response when compared to 2017.

◆ A red bracketed number means that the question received a less favorable 2018 response when compared to 2017.

For reporting purposes, only changes greater than 4% are considered material.

Overall Results – Individual Question Comparisons Year-Over-Year

The information found in **2018 Response Details** should be reviewed in detail, but the following table shows the summary results for the multiple-choice questions when compared to 2017 results.

Results are listed in order of % change.

Questions	% Change from 2017
3. I receive regular feedback about my work.	**8.1**
6. I am encouraged to update and/or enhance my skills.	**6.5**
9. Overall, my physical working environment and tools allow me to be productive.	**6.5**
18. I feel motivated and supported by my current manager.	**6.4**
16. My current manager ensures that I am well informed and have the information I need to do my job well.	**6.3**

11. People communicate comfortably with one another regardless of their position level.	**4.9**
17. My current manager spends time coaching and developing me.	**2.8**
22. Overall, the senior management team is effective.	**1.6**
29. Overall, I am satisfied working here.	**1.6**
8. My benefits are competitive.	**1.5**
2. I am clear about what I need to do and how my job performance is evaluated.	**1.5**
10. Overall, I am stimulated, challenged, and happy in my job.	**1.2**
7. I am fairly compensated within our industry.	**0.9**
14. Overall, we have a good culture at the Company.	**0.0**
23. Senior management ensures we are aligned by communicating direction, goals, priorities, and the meaning of success for the Company.	**0.0**
5. There are opportunities for career advancement and professional growth.	**(0.6)**
15. My current manager ensures that I am recognized and appreciated when I do a good job.	**(1.9)**
31. I would recommend the Company as a place to work to others.	**(3.4)**
30. I am motivated to do all it takes to ensure the Company is successful.	**(3.5)**
4. I am involved in the decisions that affect my work.	**(4.0)**
12. Poor performance is not tolerated.	**(10.9)**

When compared year-over-year, the top 2 most important components that make up participants' work experience were, in order of importance:

2018:

- Cash compensation tied to **individual** performance (e.g. performance bonus)
- Vacation days/time off

2017:

- Having a strong manager
- Cash compensation tied to overall **Company** performance

Neutral Changes – Year-Over-Year

Questions	Neutral % Change from 2017
17. My current manager spends time coaching and developing me.	2.8
22. Overall, the senior management team is effective.	1.6
29. Overall, I am satisfied working here.	1.6
8. My benefits are competitive.	1.5
2. I am clear about what I need to do and how my job performance will be evaluated.	1.5
10. Overall, I am stimulated, challenged, and happy in my job.	1.2
7. I am fairly compensated within our industry.	0.9
14. Overall, we have a good culture at the Company.	0.0
23. Senior management ensures we are aligned by communicating direction, goals, priorities, and the meaning of success for the Company.	0.0
5. There are opportunities for career advancement and professional growth.	(0.6)
15. My current manager ensures that I am recognized and appreciated when I do a good job.	(1.9)
31. I would recommend the Company as a place to work to others.	(3.4)
30. I am motivated to do all it takes to ensure the Company is successful.	(3.5)
4. I am involved in the decisions that affect my work.	(4.0)

Positive Changes – Year-Over-Year

Questions	Positive % Change from 2017
3. I receive regular feedback about my work.	8.1

9.	Overall, my physical working environment and tools allow me to be productive.	**6.5**
6.	I am encouraged to update and/or enhance my skills.	**6.5**
18.	I feel motivated and supported by my current manager.	**6.4**
16.	My current manager ensures that I am well informed and have the information I need to do my job well.	**6.3**
11.	People communicate comfortably with one another regardless of their position level.	**4.9**

Negative Changes – Year-Over-Year

Questions	Negative % Change From 2017
12. Poor performance is not tolerated.	**(10.9)**

Results – Summary Changes Comparison Year-Over-Year

The following table summarizes and compares all year-over-year responses.

	2018	**2017**
Total positive changes year-over-year	13	15
Total negative changes year-over-year	6	6
No changes	2	
Neutral changes year-over-year	14	9
Material positive changes – year-over-year	6	10
Material negative changes – year-over-year	1	2

Summary

It is difficult to determine the reasons for employee responses, or the year-over-year changes, since the reasons for responses were not captured as part of the survey process. The comments included in each question do not necessarily correlate to the collective results and cannot be counted upon to fully explain the responses.

The purpose of the survey is to obtain summary feedback from employees on key topics, and to focus on areas of concern and make improvements where feasible.

Note that positive changes year-over-year are going to become increasingly more challenging to achieve since the scores have been high and increasing since 2015.

Recommendations

While there are no strong areas of concern, the following are some recommendations to consider:

- **Review responses** in detail to fully understand areas of concern and areas of strength. The comments include all comments from participants, regardless of their individual responses to the multiple-choice questions. A negative comment may correspond with a positive response and vice versa. All comments for each question should be reviewed in detail.

- **Implement Management Training:** The Company may already have introduced manager training in 2017. The results in the area of staff management have generally improved when compared to 2017 and may be a result of management training. "Having a strong manager" is the third most desired factor in the employees' work experience and continued management training is recommended – particularly in the areas of coaching and development and professional growth; decision making and communication; and performance management.

- **Performance Management:** Investigate the reasons for the increasing belief by employees that poor performance is tolerated and implement a review of the performance management system. 26% of employees believe that poor performance is tolerated.

- **Conduct a Job Evaluation and Compensation Review:** 25% of employees continue to believe that they are not fairly compensated. There continues to be numerous comments about compensation throughout the survey. Engagement levels appear to be high at the Company, but of those who provided comments in the "I hardly ever think about looking elsewhere" question, most sited reasons related to compensation. While compensation is not the top factor for work satisfaction, it does play a role in an employee leaving the organization when they view their pay level as significantly inferior when compared to market. It may be worth conducting a job evaluation review and benchmarking positions with external market data and sharing the results with employees. Without data, it may be difficult to defend current pay structures.

- **Retirement Plan:** Now that there may be a feeling that benefits have improved in the last 2 years, implementing a retirement plan may be the next item on the benefits wish list.

Retirement plan was mentioned often throughout the survey. It is common for progressive employers to provide a retirement plan program for employees. Conduct a survey with peers in your industry to understand the industry norms and determine the feasibility of implementing a retirement plan or an employer matching program.

◆ **Show off your Results:** The employee survey results are reason to celebrate and share the results with an external audience! The Company may want to consider communicating some components of the results on their website career page or including them in their job postings. These results reinforce that the Company is a worthy employer and helps to attract high caliber candidates. There is currently no mention of the positive survey results on the corporate career page.

Appendix – 2018 Response Details

Following are the summarized responses to each question.

Multiple-Choice Questions

1. Which of the following best describes your job function?

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year
Finance	18.3	15.5	(2.8)
Administration	6.7		(6.7)
IT		8.6	8.6
Marketing	23.3		(23.3)
Sales		20.7	20.7
Business Development		15.5	15.5
Production		5.2	5.2
Development	16.7	20.7	4.0
Quality Control	6.7		(6.7)
Customer Support	10.0		(10.0)
Technology	18.3	13.8	(4.5)

2. I am clear about what I need to do & how my job performance is evaluated.

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
Agree +	35.0	34.5	(0.5)	1.5
Agree	58.3	60.3	2.0	
Disagree	5.0	3.5	(1.5)	
Disagree +	1.7	1.7	0.0	

2018 Comments:

- I don't have a proper job description; I work at 120% capacity; I am paid only a fraction of what I'm worth.

3. I receive regular feedback about my work.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	**% of Responses**		
Agree +	21.7	24.1	2.4	
Agree	66.7	72.4	5.7	**8.1**
Disagree	11.6	3.5	(8.1)	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- I sometimes find that feedback is given more often when something needs to be improved, and not always when something is done well.

- There is hardly any time in which I get feedback due to the high volume of work needed to be done.

4. I am involved in the decisions that affect my work.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	**% of Responses**		
Agree +	26.7	29.3	2.6	
Agree	60.0	53.4	(6.6)	(4.0)
Disagree	11.6	13.9	2.3	
Disagree +	1.7	3.4	1.7	

2018 Comments:

- At times yes, many times no.

- For the most part. Sometimes things get decided that affect my work and they are not communicated to me.
- Sometimes decisions are made but we are not told, and this makes us look bad.
- Not all of the decisions, some are just told to me - for example, that I will be now taking something on, without my input.

5. There are opportunities for career advancement and professional growth.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	20.0	24.1	4.1	
Agree	63.3	58.6	(4.7)	0.6
Disagree	15.0	17.3	2.3	
Disagree +	1.7	0.0	(1.7)	

2018 Comments:

- I am happy at the level I am at, the only thing I go for is making more sales for the year, but not changing position.
- I believe that it is rare, in the IT section, for someone in my position to get promoted to a new position.
- Not really, but I am the only person in my role, so that's to be expected.

6. I am encouraged to update and/or enhance my skills.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	40.0	31.0	(9.0)	
Agree	50.0	65.5	15.5	6.5
Disagree	10.0	3.5	(6.5)	
Disagree +		0.0	0.0	

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2018 Comments:

◆ With all the work that I have to do, including working extra hours, there is no time in my schedule to do so.

7. I am fairly compensated within our industry.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	1.7	5.2	3.5	
Agree	73.3	70.7	(2.6)	0.9
Disagree	21.7	19.0	(2.7)	
Disagree +	3.3	5.1	1.8	

2018 Comments:

◆ Within our industry, not the role.

◆ I think compensation levels are low to average.

◆ Bonus-dependent for total remuneration equity.

◆ There is room for improvement.

◆ Not even close – I'm under-paid $10,000 by industry standards.

◆ On the low end.

◆ I believe that there are other companies that are willing to pay more, and would not have me work extra hours, or would compensate me for those extra hours.

8. My benefits are competitive.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	15.0	13.8	(1.2)	
Agree	78.3	81.0	2.7	1.5
Disagree	6.7	5.2	(1.5)	

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	**% of Responses**		
Disagree +	0.0	0.0	0.0	

2018 Comments:

- Benefits program is great, some sort of retirement plan program would be nice.
- Retirement plan - missing component.
- Need retirement plan or stock options.
- Except on retirement plans.
- Not sure.
- I would like to see retirement plan contributions and daycare.

9. Overall, my physical working environment and tools allow me to be productive.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	**% of Responses**		
Agree +	23.3	27.6	4.3	
Agree	63.3	65.5	2.2	**6.5**
Disagree	13.4	6.9	(6.5)	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- The computer system can be quicker.
- It can get really cold in the office.
- I understand that the Company tries to cut costs wherever possible, but sometimes it seems more difficult than necessary to get the software programs you need to do your job.
- Agree. Although could use a more up to date computer.
- Challenging at times.
- Lighting could be improved. Don't like sharing a cubicle.

- ◆ Company should write off noise cancelling headphones.
- ◆ It's loud, the temperature is too warm in the summer, too cold in the winter.

10. Overall, I am stimulated, challenged, and satisfied in my job.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	31.7	24.1	(7.6)	
Agree	56.7	65.5	8.8	1.2
Disagree	11.6	8.6	(3.0)	
Disagree +	0.0	1.8	1.8	

2018 Comments:

- ◆ Not regularly inspired by manager. Inspiration is found from the customers I serve.
- ◆ I don't feel challenged in my position.
- ◆ Borderline agree because I like my job, but the compensation for the extra hours would be great

11. People communicate comfortably with one another regardless of their position level.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	38.3	37.9	(0.4)	
Agree	53.3	58.6	5.3	4.9
Disagree	8.4	3.5	(4.9)	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- ◆ Up to a certain extent, realistically speaking, one always has to watch what one says, 100% honesty does not always work, and politics do get in the way.
- ◆ This is something I really like about our company.

- To a point yes, but instances of lunchroom peer chats should be chats held between employee and manager.
- Managers and above should eat in lunch room as well.
- The Company promotes this as being important yet certain people in high positions counteract that with actions that show us we cannot communicate with them openly. There is an ego issue that will even overlook something that is for the good of the Company because it will mean damaging someone's ego.

12. Poor performance is not tolerated.

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
Agree +	10.0	6.9	(3.1)	(10.9)
Agree	75.0	67.2	(7.8)	
Disagree	13.3	24.2	10.9	
Disagree +	1.7	1.7	0.0	

2018 Comments:

- Not always true, upper management do not always see what goes on however, I guess as long as the department performs well as a whole, it is acceptable.
- It can be - but often in a way that seeks to give people a chance to do better - that's OK...
- I think some people are unaware of the problem.
- There is a lot of Facebook surfing, and personal telephone conversations that get in the way of work being completed. This is often overlooked because the person doing it is liked.

14. Overall, we have a good culture at the Company.

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
Agree +	43.3	60.3	17.0	0.0
Agree	56.7	39.7	(17.0)	

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Disagree	0.0	0.0	0.0	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- All companies are a work in progress.

15. My current manager ensures that I am recognized and appreciated when I do a good job.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	48.3	36.2	(12.1)	
Agree	45.0	55.2	10.2	(1.9)
Disagree	6.7	8.6	1.9	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- I think my manager is really great at telling me how to improve my work, but when all I hear is constructive feedback it's hard to be motivated in my work.
- Borderline agree – too much to work on to do so.
- Not the manager, but my team lead does.

16. My manager ensures that I am well informed & have the information I need to do my job well.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	38.3	29.3	(9.0)	6.3

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Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree	45.0	60.3	15.3	
Disagree	11.7	10.4	(1.3)	
Disagree +	5.0	0.0	(5.0)	

2018 Comments:

- Organizational changes (e.g. layoffs) are not communicated quickly enough.
- Working a more seamless process.
- I find he/she doesn't have the proper information from his/her superior.
- Not the manager, but my team lead does.

17. My current manager spends time coaching and developing me.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	35.0	29.3	(5.7)	
Agree	46.7	55.2	8.5	2.8
Disagree	16.6	13.8	(2.8)	
Disagree +	1.7	1.7	0.0	

2018 Comments:

- Again, we both are too busy to talk/develop in terms of computing skills.
- Not the manager but my team lead does.

18. I feel motivated and supported by my current manager.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	46.7	37.9	(8.8)	
Agree	40.0	55.2	15.2	6.4
Disagree	11.6	6.9	(4.7)	
Disagree +	1.7	0.0	(1.7)	

2018 Comments:

- I definitely feel supported in that I could always go to my manager for help or feedback, but I think motivation comes from your manager approaching you to see how you are and tell you you're doing a good job.

- At times.

- I'm lucky to have a great manager.

- Again, we both are too busy.

- My current manager changed recently and the difference is wonderful. I am so happy with the transition. I feel as though the change will highly improve my working environment and my individual success overall.

- Not the manager, but my team lead does.

19. Allocate 100 points to work experience components

(Participants were instructed to exclude "base pay" as an option.)

Suppose you had to allocate 100 points to the following components that make up your total work experience (EXCLUDING base salary). Where would you allocate those points?

Based on their importance to you, please rank the following individual components to equal 100 points.

- For example, if health benefits are most important to you, you will allocate more points to health benefits than to other components.

- You are welcome to allocate all points to only one or a few components and leave the rest blank, or spread out the points if they are all important to you in some way – as long as the sum equals 100.

Choice	2017 % of Responses	2018 % of Responses
Cash compensation tied to overall company performance (e.g. profit sharing)	12.5	10.5
Cash compensation tied to your individual performance (e.g. performance bonus)	11.7	13.3
Health benefits – includes dental, extended health, short & long term disability, vision, insurance, etc.	10.7	10.9
Vacation days/time off	11.6	12.6
Training and development benefits	6.3	7.0
Career growth opportunities	7.9	9.1
Gym and fitness or wellness benefits	2.9	3.8
Physical work environment and surroundings (facilities, furniture, lighting, noise and distraction levels)	4.4	3.8
Resources (high quality tools and equipment to do my job well)	5.0	4.3
Having a great manager (e.g. a strong leader or one who will coach me and ensure that I have the information I need to do my job well)	13.2	12.4
Being part of a successful company	9.5	7.2
Social activities	2.6	3.2
Other	1.7	1.9

2018 Breakdown of 'Other':

- Competitive base compensation
- Retirement Plan
- Company culture
- Retirement Plan matching
- Pension Plan/Retirement Plan match

21. How can we best improve communication?

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year
Quarterly staff meetings ("All Hands" meetings)	51.6	53.4	1.8
Round tables with senior management	15.0	24.1	9.1
Intranet	16.7	13.8	(2.9)
Other	16.7	8.7	(8.0)

2018 Breakdown of 'Other' and Comments:

- I think we've really done a great job improving communication here. The all-staff meetings are really good for getting everyone on the same page. The only improvement I could suggest is for when someone leaves or is "let go" – there seem to be inconsistencies in how that is handled. Sometimes there are team meetings or an email about it, other times it's not mentioned at all and is very secretive. In all instances (whether an employee leaves on good terms or bad), I think there should be some sort of communication about it.

- I feel the all hands meeting are a sufficient means of communication.

- Increased interactivity. I note that people drift when being spoken to for a couple hours straight.

- There needs to be more communication between departments.

- Senior management needs to be on the same page. Many times different direction comes from different senior managers.

- All of the above.

- Have our managers well informed and they can tell us at our weekly meetings.

- Making sure that decisions that affect someone's job are communicated quickly. Think about how many people are affected by the decision and keep them up to date as things change.

- I find quarterly staff meetings are too long, and too much of a pep-rally without much practical info - just extremely high level stuff that doesn't really help with doing my job.

22. Overall, the senior management team is effective.

** Note: the wording of this question in 2017 read: "The Company is well managed"

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	36.7	39.7	3.0	1.6
Agree	61.7	60.3	(1.4)	
Disagree	1.6	0.0	(1.6)	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- There should be something in the middle of Agree and Disagree. Some work some don't.
- Very good team.

23. Senior management ensures we are aligned by communicating direction, goals & priorities, & the meaning of success for the Company.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	26.6	29.3	2.6	(0.0)
Agree	71.7	69.0	(2.7)	
Disagree	1.7	1.7	0.0	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- At a high level yes, but lacking in smaller lower level communication.
- There is not enough communication to the teams during the thought process of big ideas, our thoughts could be beneficial if we were brought into the loop. A different perspective other than the senior team.
- They know what they are, but they don't communicate it very effectively, aside from randomly mentioning it at meetings – a standing email may be better so it's right in front of everyone, and quantifiable.

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29. Overall, I am satisfied working at the Company.

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
Agree +	40.0	39.7	(0.3)	
Agree	56.7	58.6	1.9	1.6
Disagree	3.3	1.7	(1.6)	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- More a reflection of where I am personally career wise, still love working with the people at the Company.

- I am satisfied but not enthusiastic. Satisfied isn't something you want to be with your job. Better work and increased compensations would change that from satisfied to happy.

- Borderline agree – there are always things that will increase my satisfaction in working at the Company.

30. I am motivated to do all it takes to ensure the Company is successful.

Choice	2017 % of Responses	2018 % of Responses	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
Agree +	46.7	46.6	(0.1)	
Agree	50.0	46.6	(3.4)	(3.5)
Disagree	3.3	6.8	3.5	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- Again, this has to do with where I am career wise.

- Of course I want the Company I work for to succeed because that reflects on me as well.

- We can only expect to get as much as we give.

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- My family always comes first, I would never put anything above that. Even as much as I like my career here, if my family needed me more that is where I would be.
- I still feel motivated to do the work at the Company, and hopefully that will translate to the Company's success.

31. I would recommend the Company as a place to work to others.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	50.0	39.7	(10.3)	(3.4)
Agree	48.3	55.2	6.9	
Disagree	1.7	5.1	3.4	
Disagree +	0.0	0.0	0.0	

2018 Comments:

- I would recommend it in terms of culture, but feel that the pay is way below the average for the jobs being done.
- I have done so, but have not been rewarded for doing so.

32. It would take a lot to get me to leave the Company. I hardly ever think about leaving to work elsewhere.

This question was added in 2018.

Choice	2017	2018	Difference Year-Over-Year	Difference 2018 Positive vs. Negative Responses
	% of Responses	% of Responses		
Agree +	N/A	32.0		N/A
Agree		53.7		
Disagree		12.5		
Disagree +		1.8		

Note: 2 participants declined participation in this question. Percentages were calculated based on 56 responses.

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2018 Comments:

- The poor salary makes me think about it quite a bit. Staying in hopes that things improve on that level.

- But I do think about it usually because of the opportunity for more money.

- If the compensation package could be a bit more competitive and more aligned to the performance.

- I feel that down the road, there will be other opportunities that I cannot ignore, so it will be up to the Company to make me feel great to work here.

Open-Ended Questions

NOTE for the purposes of this report: *It was decided by the Company that the responses to the following questions should be open-ended and not categorized as pre-defined options/categories for respondents. Open-ended questions are challenging to group as the responses can be slotted into various categories depending on wording.*

For this reason, even though 2017 responses have been included for reference, keep in mind that year-over-year results and differences are not always applicable and cannot be given too much weight.

13. What 3 words would you use to describe our culture?

Responses Grouped	2017 % of Responses	2018 % of Responses
Fun/Casual/Enjoyable/Positive/Comfortable	50.0	58.8
Team/Friendly/Motivated/Supportive	39.0	29.1
Enthusiasm for Business and Industry	11.0	12.1
Negative responses	0.0	0.0

2018 Breakdown of Negative responses:

- There were no negative responses, although "Intense" and "Work" could be considered neutral ones.

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24. Please identify at least 1 thing that we should be doing to enhance your work experience at the Company.

Responses Grouped	2017	2018	Difference Year-Over-Year
	% of Responses	% of Responses	
Company communication and clear direction	15.0	11.4	(3.6)
Training	6.0	4.3	(1.7)
Receiving Feedback/Recognition	2.0	5.7	3.7
Departmental and inter-departmental communication and direction and cooperation	10.0	7.1	(2.9)
Clearly define individual's role	2.0	1.4	(0.6)
More/better resources and more/better staff	13.0	14.4	1.4
Career development	4.0	1.4	(2.6)
More accountability/assertiveness/pro-activity	1.0	5.7	4.7
More travel opportunities	2.0	7.1	5.1
Rewards for performance	5.0	12.9	7.9
Set criteria for setting salaries – higher pay	6.0	0	(6.0)
Higher compensation and benefits	19.0	15.7	(3.3)
Other	15.0	12.9	(2.1)

2018 Breakdown of 'Other':

- Seek my input

- More structure for departments

- Do not shrink the cubicle size

- Some cubicles could be brighter, lack of lighting

- Better temperature control in the office (currently too hot)

- More innovative marketing programs

- More collaboration

- Letting everyone have input in new policies and procedures

- Being more conscious of rules that only apply to certain people and not others

25. Identify at least 1 thing that you believe would ensure the Company's future success & help us to become #1 in the industry.

Responses Grouped	2017	2018	Difference Year-Over-Year
	% of Responses	% of Responses	
Focus on culture, employee satisfaction, and employee growth/career	18.0	17.7	(0.3)
More selling of and focus on sales – including training	19.0	11.4	(7.6)
Company communication and clear direction	17.0	12.7	(4.3)
Hire best people with experience to execute	1.0	5.1	4.1
Focus on solutions and action	11.0	6.3	(4.7)
Consistent employee treatment – no favoritism	0.0	6.3	6.3
Better advertising, marketing/website	11.0	11.4	0.4
Improve employee compensation/benefits	11.0	13.9	2.9
Other	12.0	15.2	3.2

2018 Breakdown of 'Other':

- Stay positive in everything that we do
- Confidence
- All good
- Sorry, I can't think of anything besides to keep doing what we're doing
- To be determined
- The Company is #1
- Not sure at this time – something that I would like to put more thought into but am not able to save and return to this section as technical issue
- Continue to have visionary leader focused on the Company's growth
- Modest

26. Please identify at least 1 thing that you like about working for the Company.

Responses Grouped	2017	2018	Difference Year-Over-Year
	% of Responses	% of Responses	
Great people/environment/culture	68.0	78.0	10.0
Great industry/great company/the work	32.0	22.0	(10.0)

27. What is (are) your greatest source(s) of frustration at work?

Responses were not grouped. They should be reviewed in detail.

- None.
- Internet is down everything stops.
- All good.
- Others not being considerate of my time and can't take no for an answer.
- Slow internet at times.
- Lack of communication between departments which leads to things falling into the cracks.
- Email overload.
- Inconsistencies in compensation levels for similar positions
- Lack of communication in some areas.
- Slow computers.
- Slow down – we are always running at the speed of light – too much going on and not enough time to do things better.
- Things outside of my control (waiting for suppliers' feedback/approval).
- Lack of communication.
- To be determined.
- Slow computer system.
- My clients.
- Re-alignment of teams...can't keep track.
- Deadline changes.
- Increasing amount of compliance/reporting requirements.

- Computer/system problem.

- Conflicts with co-workers.

- I got complains from departments when it was not even our fault.

- The feeling of having all undesired tasks thrown on my plate.

- None.

- Lack of industry knowledge.

- No prior input into decisions that affect me.

- Poor compensations for the work I do.

- Slow computers.

- Not enough time to complete all the tasks.

- Equality & consistency between Departments.

- It's a pro (it got us here and drives growth) and a con – the entrepreneurial style of decision making can be challenging as projects are continually dreamed up and set in motion on top of existing work. As we grow it gets harder on the staff at the bottom.

- Computer is slow.

- Last minute tasks that destroy my planned agenda.

- No clear career development path presented.

- Poor/negative attitudes.

- People who do not do their job and in turn affect mine.

- Tardiness – employee showing up late every day and leaving early and their manager is not doing anything about it.

- Communications between departments and senior team.

- N/A.

- Stress generated by long work days in last year.

- Over worked, under paid.

- None.

- Actions speak louder than words. Don't TELL us what the Company culture is, SHOW us...Managers/Senior VP's need to swallow their pride sometimes for the good of the Company. Even if a good idea comes from someone way down on the totem pole. Reward the good idea rather than punishing the step outside the "rank" boundaries. We should all work towards the common good rather than worrying about who is above who.

- One Department not knowing what another is doing.

- The lack of communication between depts.

- Decisions being made that affect me directly which I have no involvement in.

- Not enough programmers working on fixing issues.

- Reactive management.

- Long hours.

- Lack of clear job description and role.

- Too new to share any at this time.

- Not being communicated to on different initiatives of the Company.

- Overtime work should be compensated.

- Office politics.

- Being short staffed so not enough time to do clean-up.

- Last minute requests.

- I hate my chair.

- Inability of certain senior management to both identify and perform to objectives.

- A policy-driven manager who follows the HR manual line by line until there's something that might benefit them.

- Consideration of years of experience in travel industry.

- Shared work space.

- Lack of effort.

- Mail not being picked up daily.

- Not always knowing the "big picture" and how it will affect everyone until after said and done.

- Immature behavior – conversation topics.

- No compensation for said long hours.

- Too much 'last minute' tasks with no planning around them, regardless of current workload.

- Long hours; working on weekends.

- Kitchen duty.

- Communication from top can be slow.

- Consistent excuses by others for ones lack of work ethic.

- MSN and Facebook should be banned.

- Pay rate is questionable – I'm sure there are other companies that can pay more.

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- Lack of any development resources to actually get things done with.

- Last minute changes and a lack of communication for projects that lead to missing deadlines and re-doing work that could have been avoided if communication was stronger.

- Current manager can improve on communication skills (i.e. better planning tasks/projects).

- Compensation could be much better.

- Lack of communication between others that results in increasing my workload or re-doing tasks I have already completed.

- No comment.

28. If you could change only 1 thing at the Company, what change would you make?

Responses were not grouped. They should be reviewed in detail.

- So far so good, can't think of anything I want to change.

- None in mind at this time.

- All good.

- Improve processes within the Company to be more efficient and have everyone understand the processes and procedures of the Company.

- Carry over vacation days or get paid for the ones that you did not use.

- Communication.

- Improve our communication practices and processes with the field.

- Managers without staff responsibility would be bumped up to the higher bonus level. I think it's highly unfair that the performance of those managing projects is seen as less valuable than the performance of those managing people. The success of some projects can have a direct impact on whether or not we meet our annual objectives, which is just as important as being responsible for other employees. Both positions have the same level of accountability and should be compensated accordingly.

- Higher pay.

- Two computer screens at each work station to save time.

- People in positions based upon tenure and not performance.

- Each manager/team member should be responsible for documenting their job responsibilities for training purposes (I took over a new project and felt I had to teach a lot of it to myself and have since made these documents for future 'take-overs' of this project).

- I wouldn't move employees and wouldn't change their boss frequently.

- My salary.

- Offer flex days.

- Nothing.

- Better clarification of the different job descriptions everyone does and what the different departments handle.

- Add in a Hawaiian shirt day at work.

- Christmas vacation.

- Drive partner sales growth.

- Vacation policy.

- Higher wages.

- Have more vacation days.

- More communication.

- It's pretty good as is.

- Implement a retirement plan for staff.

- Increase level of industry knowledge.

- Make my job a bit more challenging – more work and increase compensation.

- Upgrade to better equipment to do our jobs faster and more efficiently.

- Have a day care at work.

- Equality & consistency between departments.

- Improve project management and communication across departments and encourage agendas for meetings.

- Layout.

- Further integration among functional areas.

- If we ever did this survey again, a "neutral" choice for the multi-choice questions would be helpful. Sometimes we may not agree nor disagree as we have very neutral feelings or no opinions on the subject.

- Retirement plans.

- Flex Days.

- Lunch room is too noisy during lunch break. Hopefully, they can close the door or write a note to keep their voice down because some employees are still working.

- Have an open communication plan, not so many closed door meetings.

- More fruit supplies :-).

- Retirement plan on payroll.

- Better travel deals for employees.

- No comment.

- None.

- Vacation Time.

- Not having a review every 3 months.

- The front carpet.

- Not enable upper management to hire friends.

- Proactive management.

- Compensation for overtime.

- More defined roles and actual responsibilities for everyone.

- More open concept working area.

- Nothing.

- Maybe, the way the corporate office is set up – looks crowded.