

Overview

Under Blessing-White's approach, employee engagement represents an alignment of **maximum job satisfaction** ("I like the work and do it well") with **maximum job contribution** ("I help achieve the goals of the organization"). Blessing-White describes the point of maximum job satisfaction and maximum job contribution as a "**great day at work**" to make it easier to understand. Increasing the number of great days experienced by staff will drive our results.

The following survey results reflect the input of 383 employees (91% response rate).



The Engaged: High contribution & high satisfaction

Almost Engaged: Medium to high contribution & satisfaction

Crash & Burners: High contribution but low satisfaction

Honeymooners & Hamsters: High satisfaction but low contribution.

The Disengaged: Low contribution and satisfaction

MGT is a high-performing division, with very talented people. The survey results show that we need to make changes to improve employee engagement. The management team is committed to better understanding the concerns raised and taking steps to improve the overall environment. We encourage each of you to help us in this process. Engagement won't happen solely by management action: it requires active efforts of each of us.

The following pages address key highlights, detailed results, and next steps.

Key Highlights

Blessing-White's approach is designed around the concept that the most successful organizations make engagement a shared responsibility and daily priority. That means all levels of the workforce have a role to play, and engagement isn't separated out as an initiative. It's a goal woven into daily priorities. [View Blessing-White's animated shared responsibility model.](#)

- **I is for individuals.** Individuals need to be accountable for their own engagement. If they don't know what's important to them and what they do well, they won't find job conditions and roles that fit. Everyone in your workforce needs to understand this and *act* on their own engagement.
- **M is for managers.** Managers need to *care* about engagement. They can't "make" people engaged. They *can* coach individuals to fulfill their personal aspirations while delivering on the organization's strategic priorities. They must build strong relationships and build trust, too.
- **E is for executives.** Senior leaders must create an environment that fuels engagement. It's about building the case for a culture of engagement, not just results.

Overall favorability index is 68%.¹ This figures provides a baseline, and serves as a comparative metric (e.g., when comparing year-over-year scores).

IME index.¹ Like the favorability index, these scores can serve as baselines and comparative metrics for tracking progress in building a culture of engagement.

Index	Description	MGT Division results (favorability)
Individual (I)	8 items that reflect how employees feel about their work and the organization	79%
Manager (M)	9 items that reflect how employees perceive their immediate manager/supervisor	65%
Executive (E)	5 items that reflect how employees perceive senior leaders	58%

As a reminder, the following definitions were used in the survey:

- **Organization** — refers to the Board.
- **My Manager** — refers to the person who directly supervises you.
- **Senior Leaders** — refers to MGT Division officers.
- **Section** — refers to your section or program group.

Top 3 items

- I do more than is expected of me. (94.3%)
- I understand how my own work priorities support the organization's strategy. (86.7%)
- I am proud to work here. (84.9%)

Bottom 3 items

- It is safe to speak up and constructively challenge things around here. (39.2%)
- There is a fair system in place to evaluate employee performance. (35.5%)
- I believe real change will come as a result of this survey. (25.1%)

Detailed results are presented on the following pages.

¹ This index aggregates the % favorable responses (strongly agree and agree) for 22 core items (equally weighted)

Detailed results

For each item, the average response is included at the far right, next to the distribution of responses. Percentages in bold reflect neutral responses that are 15% or greater. Large neutral responses may mean that employees are not sure how to answer or have a "wait and see" mindset.

Item#	Individual	I/M/E	% Favorable ²	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average Response
1	I trust my manager.	M	68.4%	31%	38%	15%	9%	7%	3.76
2	I am clear on my work priorities - i.e., what I need to achieve in the next 3-6 months.	I	78.9%	31%	48%	13%	8%	1%	4.00
3	I am proud to work here.	I	84.9%	52%	33%	11%	3%	1%	4.31
4	I think of my work as more than "just a job."	I	78.6%	46%	33%	13%	5%	3%	4.13
5	I like the work that I do.	I	82.0%	47%	35%	12%	4%	1%	4.22
6	I trust the senior leaders of my division.	E	55.6%	22%	34%	25%	11%	8%	3.51
7	I understand how my own work priorities support the organization's strategy.	I	86.7%	36%	51%	10%	2%	1%	4.19
8	I do more than is expected of me.	I	94.3%	55%	39%	5%	1%	0%	4.48
9	I have career opportunities in this organization.	I	54.0%	23%	31%	22%	16%	8%	3.45
10	More often than not, I am very satisfied to work here.	I	72.8%	33%	39%	16%	9%	2%	3.93
11	I have a great working relationship with my manager.	M	68.7%	35%	34%	20%	6%	5%	3.86
12	My manager encourages me to use my talents as much as possible.	M	66.6%	30%	37%	17%	11%	5%	3.75
13	My manager asks for and acts on my input.	M	64.5%	27%	38%	20%	9%	6%	3.70
14	My manager recognizes and rewards my achievements.	M	60.6%	26%	35%	19%	14%	6%	3.59
15	My manager treats me as an individual with unique interests and needs.	M	66.3%	27%	39%	16%	13%	5%	3.70
16	My manager provides regular, specific feedback on my performance.	M	58.7%	21%	37%	23%	13%	5%	3.57
17	My manager delegates assignments effectively without micromanaging me.	M	70.5%	33%	38%	16%	8%	6%	3.84
18	My manager has built a strong sense of belonging within our section or department.	M	60.3%	25%	36%	21%	11%	8%	3.58

² This column represents the sum of Strongly Agree and Agree responses; numbers may not foot due to rounding.

Item#	Individual	I/M/E	% Favorable ²	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average Response
19	Senior leaders act in alignment with our organization's core values or guiding principles.	E	60.8%	18%	43%	25%	8%	7%	3.58
20	Senior leaders communicate honestly.	E	50.7%	17%	33%	30%	10%	9%	3.39
21	Senior leaders link the work of the division to a larger purpose.	E	70.0%	21%	49%	20%	6%	4%	3.78
22	Senior leaders have created a work environment that drives high performance.	E	51.2%	17%	34%	28%	11%	9%	3.38
23	My job makes full use of my skills and abilities.	C	57.2%	19%	38%	15%	20%	8%	3.41
24	My organization provides me with the information and resources to do a good job	C	69.2%	21%	48%	19%	9%	3%	3.76
25	It is safe to speak up and constructively challenge things around here.	C	39.2%	11%	28%	28%	16%	17%	3.01
26	I believe that real change will come as a result of this survey.	C	25.1%	8%	17%	40%	21%	14%	2.84
27	There is a fair system in place to evaluate employee performance.	C	35.5%	8%	28%	32%	19%	14%	2.97
28	My organization is committed to promoting diversity and inclusion.	C	57.2%	14%	44%	29%	9%	5%	3.52
29	I believe in and am inspired by what our organization is trying to achieve.	C	63.4%	19%	45%	29%	5%	3%	3.72
30	I feel valued and respected in my division.	C	58.0%	19%	39%	23%	12%	8%	3.50
31	My organization values employees with varied backgrounds and experiences.	C	64.8%	17%	48%	22%	9%	4%	3.65
32	My manager treats me with respect.	C	73.9%	38%	36%	14%	8%	4%	3.97
33	My organization's policies promote fair treatment of employees regardless of their different diversity characteristics	C	66.1%	23%	43%	21%	7%	5%	3.71

Choose the item that would *most* improve your job satisfaction.³

Career Development opportunities and training.	24%
More opportunities to do what I do best.	22%
More flexible job conditions (e.g., control over how my work gets done, flex time, telecommuting).	15%
Other:	13%
A better relationship with my manager.	7%
Improved cooperation among my coworkers.	6%
More challenging work.	6%
Greater clarity about what the organization needs me to do - and why.	4%
Greater clarity about my own work preferences and career goals.	2%

Top write-in responses:

More career opportunities.

Fair Evaluations

Choose the item that would *most* improve your job performance.³

Development opportunities and training.	23%
Regular, specific feedback about how I'm doing.	17%
More resources.	16%
Other:	12%
Greater clarity about what the organization needs me to do - and why.	11%
Better communication with my manager.	9%
A coach or a mentor other than my manager.	8%
A better relationship with my coworkers.	3%

Top write-in responses:

More communication from Senior Leadership.

More recognition

³ Employees selected only one response from a list provided. Percentages represent the proportion of responses.

Do you plan to remain with your organization through the next 12 months?

Yes = 79%

Probably = 17%

No = 4%

Employees who answered “yes” were asked: **What is the most important factor influencing your plans to stay?**⁴

My work. I like the work that I do.	32%
My Career. I have significant development or advancement opportunities here.	15%
My finances.	11%
My organization's mission. I believe in what we do.	10%
My job conditions. I have flexible hours, a good commute, etc.	10%
No desire for change. I am comfortable here.	9%
The economy. I don't think there are other job opportunities for me out there.	7%
My manager. I am committed to this person.	4%
My colleagues. I have strong relationships on the job.	3%

Employees who responded “no” or “probably” were asked: **What is the most important factor influencing your thoughts about leaving?**⁴

My Career. I don't have opportunities to grow or advancement here.	31%
My work. I don't like what I do or it doesn't make the most of my talents.	19%
My manager. I don't like working for him or her.	12%
My finances. I want to earn more money.	11%
My desire for change. I want to try something new.	7%
My job conditions. I don't have the flexibility, commute, resources, etc., that I need.	7%
My ability to contribute to the mission/direction of the organization.	6%
The economy. I think better jobs in my field are available.	5%
My colleagues. I don't want to work with or around them.	1%

⁴ Employees selected only one response from a list provided. Percentages represent the proportion of responses.

Next steps

- Section discussions throughout the division (Jan-Feb)
- Management Division management team discussions to identify and prioritize most impactful changes (Mar-Apr)
- Board division directors discussions of issues that require a collective response
 - Will be considered in the development of the Board's strategic plan
- Focus on implementing the changes (Ongoing)
 - You may be asked (or could volunteer) to work on a task force or improvement team (at the Board, division, or section level)