



Employee Engagement Survey

December 2022

The Rise Journey

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Executive Summary

The workplace survey is essential for creating a baseline for benchmarking and driving positive change across the organization. Annual survey data is a powerful tool for viewing organizational trends on a consistent, long-term basis which helps measure the success and ROI of people-focused initiatives. Each year provides a snapshot of culture, relationships, and organizational health. As these are constantly shifting and changing, it is important to regularly collect and review feedback, gaining insight into larger trends. While surveys are vital, they should serve as one part of a wider effort toward an ongoing practice of transparent communication focused on examining long-term trends and the more immediate results of current and recent initiatives.

Overall, [REDACTED] reports relatively strong scores despite a minor setback from gains in previous years. Similar trends surface in both the qualitative and quantitative data that have been reported since these surveys began in 2019, including a desire for a strong, cohesive culture; employees emphasizing incredibly busy schedules; the strength of managers and teams; and the importance of compensation practices. Internal and external shifts, old and new, impact [REDACTED] goals, including changes in leadership and the continuing challenges of adapting to a remote workplace.

[REDACTED]

A notable area of change year over year (YoY) stems from leaders' reported sentiments, whose engagement scores were significantly lower than both more junior employees and compared to scores from years past. [REDACTED]

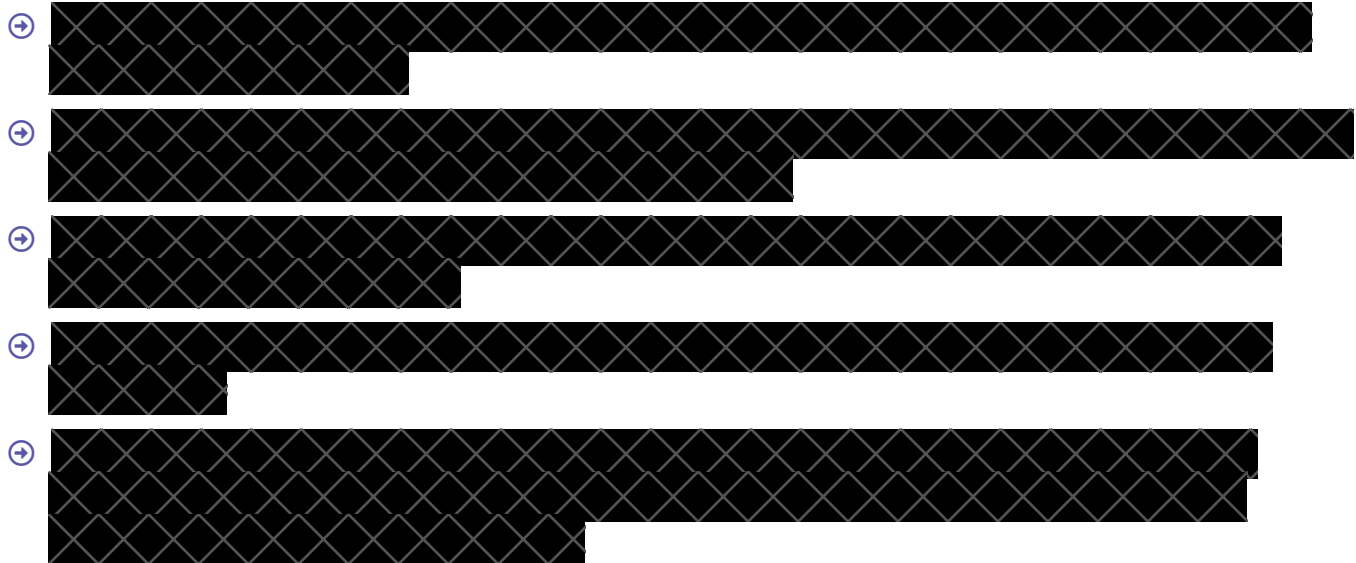
[REDACTED]

The increased strain of regularly implementing initiatives toward these goals appears to be catching up to the organization overall as well, with decreases in employee job satisfaction, confusion over values and compensation decisions, and eagerness for in-person interaction. [REDACTED]

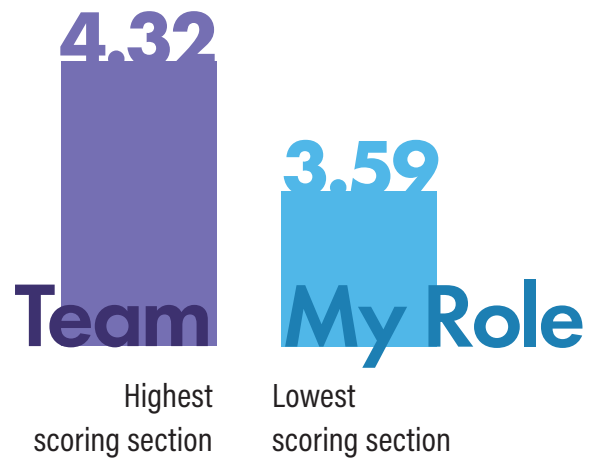
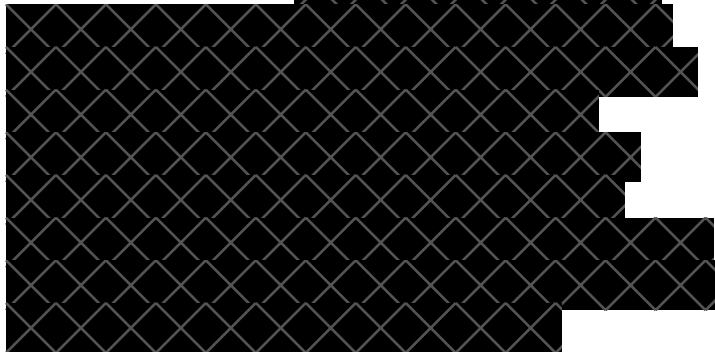
[REDACTED]

The general trend of survey responses indicate that employees:

- ⊕ Continue to be satisfied with their jobs and the organization overall; however, there is a drop in job satisfaction this year, with 70% of the organization thinking about looking for other jobs
- ⊕ Still highly prioritize Diversity, Equity, and Inclusion (DEI) work, but current DEI efforts are looked at more critically by employees focused on outcomes that directly impact their workplace experience



We see the trend of “proud to work here, but looking for a new job” in a few areas, with employees appreciating their role, their managers, and their access to resources.



- ⊕ Lowest scoring question “I rarely think about looking for a job at another organization.”
- ⊕ And the highest scoring question “The work we do at [redacted] is important.”

The section with the greatest increase was Leadership, **.23**, while the section with the greatest decrease was DEI **-.31**

Ultimately, a positive workplace culture that empowers individuals to contribute in meaningful ways depends on the entire employee experience. While some areas are consistently strong, other areas can benefit from improvement. **With that in mind, determining the highest impact areas of focus and doubling down on making sustainable changes will be the top priority.**

Unlike other organizational goals that may be finite, DEI and culture development are journeys that continue as long as the organization exists. As you reach new destinations on these journeys, you will uncover lessons and opportunities for continued progress and new areas to create an impact.

[Redacted signature block]

[Redacted signature block]

Sincerely,

The Rise Journey Team

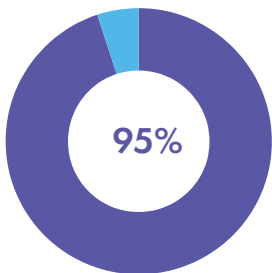
- Founder • Jessica Lambrecht, MAIB
- Co-Founder • Jes Osrow, SHRM-SCP, PHR
- Team Lead • [Redacted]
- Lead Advisor • [Redacted]
- Lead Advisor • [Redacted]
- Lead Advisor • Paul Tucker, MSW
- Support • [Redacted]

Management

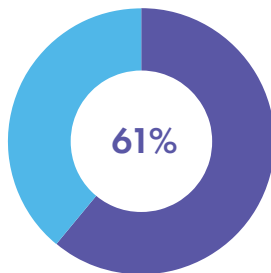


Management remains one of the highest-scoring sections of the survey, with employees reporting a 4.17 sentiment score for the second year in a row. It is remarkable how consistent this score has been since these surveys began in 2019, with scores ranging from 4.05 to 4.17. This is a cause for celebration, as management has an outsized impact on employee satisfaction, engagement, motivation, and retention.

Bookends (High and Low Scores)



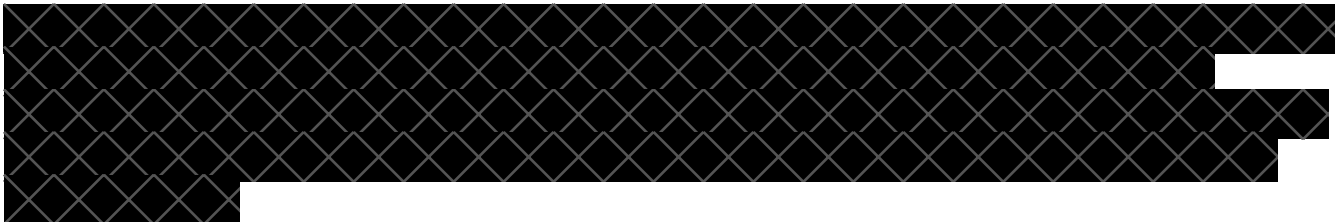
I am comfortable receiving feedback from my manager.



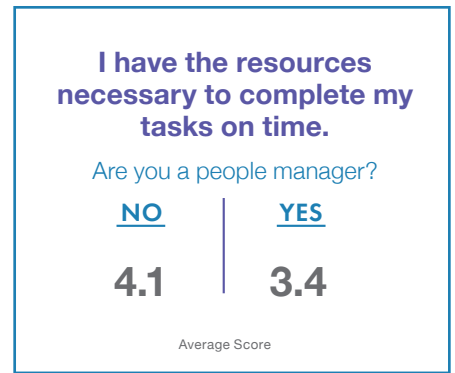
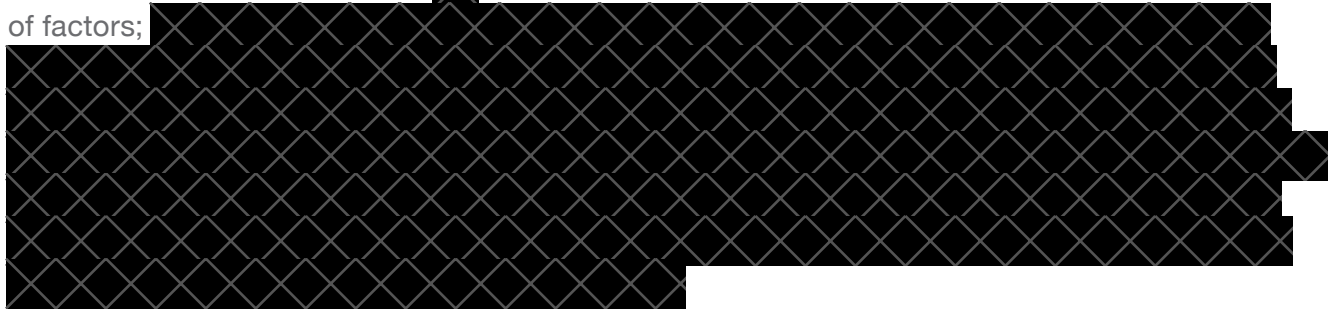
My manager actively supports my career goals.



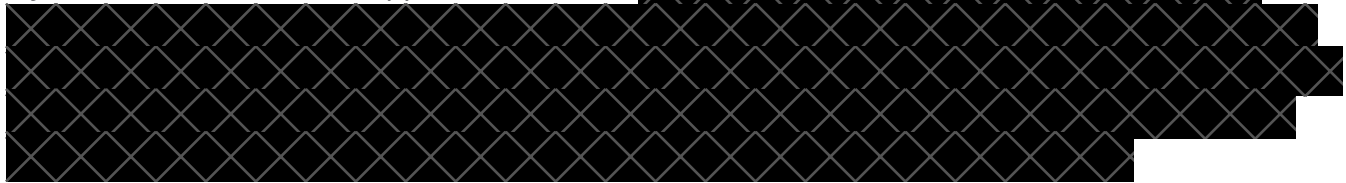
Management is way too overworked! Feels like they don't have time to do their jobs and manage staff. Not enough time to care about their own work and raising other people up. [Redacted] is running too lean."



Management is often the most demanding role in an organization: they are uniquely positioned to operationalize leadership and organizational goals while ensuring the efficacy and compliance of their own team. Managers at [redacted] exhibit signs of burnout, which can be due to any number of factors; [redacted]



Overall, these are strong scores, and managers should be recognized for their strong feedback practices, which make employees feel seen and heard and ultimately valued. Of all the questions, one did stand out as having a drop from last year: “I have the resources necessary to complete my tasks on time” which dropped 0.46 to 3.66. [redacted]



- ➔ **Women (3.4)** scored lower than **men (4.3)**
- ➔ **[redacted] area (3.3)** scored lower than **[redacted] area (4.1)**
- ➔ [redacted]
- ➔ **People managers (3.4)** scored lower than **non-people managers (4.1)**
- ➔ [redacted]

Organizational Wellbeing

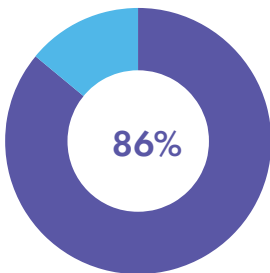


The overall section score remained steady from 2021. While this may seem unremarkable at first glance, many organizations have lost ground in this area over the past few years and stability is a sign of high responsiveness to challenges during a turbulent year. That said, 3.89 is marginally lower than peak at 4.12 in 2020. While there is work to be done around work-life balance, employees largely feel that meets their needs.

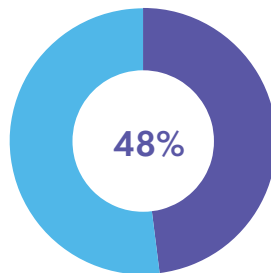
saw a notable increase for “My job performance is evaluated fairly”, which increased to 84% from 71% in 2021, a very positive sentiment consistent with similar findings in the ‘My Role’ section. Considering the work has done over the years, with a focus on equity and inclusion, this is a remarkable victory and a cause for celebration.

My job performance is evaluated fairly.	
I identify as:	Avg. Score
Decline to answer	4.2
Man	4.5
Woman	4.1
Tenure	Avg. Score
1-2 years	4.3
3-5 years	4.1
5+ years	4.5

Bookends (High and Low Scores)



I have a voice and an opportunity to shape the priorities of my team.



Leadership models healthy time management practices.

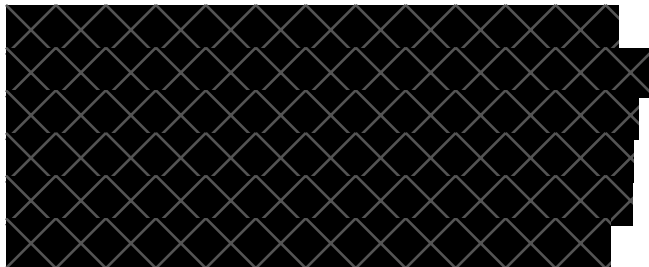
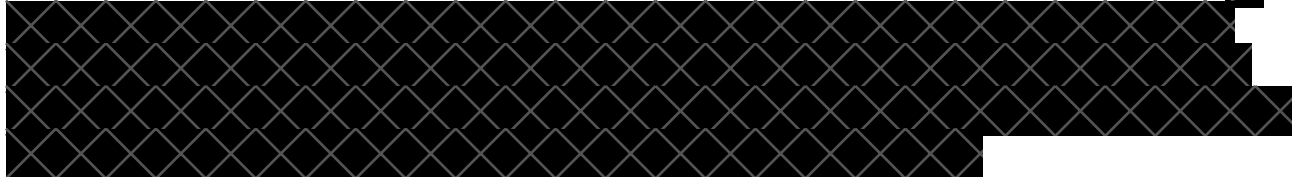
Work-Life Balance

Work-Life Balance (WLB) has a significant impact on the overall employee experience, **with 90% of respondents reporting it's important to their job satisfaction** and serves as a predictor for productivity, collaboration, and retention. *“Leadership models healthy time management practices”* has one of the lowest scores (48%), which is slightly higher than last year.



Employee comments express frustration with a lack of boundaries between work and life; with lean teams, this challenge is exacerbated.

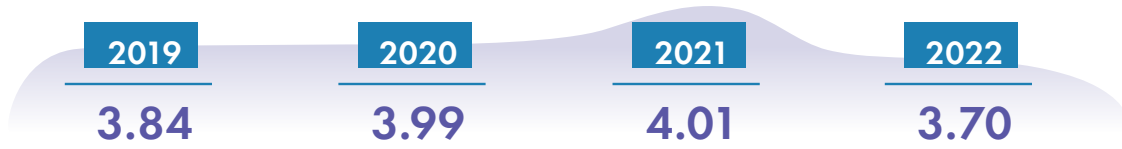
The lack of, or perceived lack of, WLB is likely driving the sentiment scores for senior staff.



“Modeling healthy time management practices varies across the board, it’s very hard for all of us.”

The U.S. Surgeon General's State of Workplace Wellbeing indicates that 81% of people will look for a new role where employers are more supportive of their mental health.

DEI



█ has been highly focused on DEI work for years and has made many notable gains during this time.

Despite lower scores throughout this section, the foundation necessary for implementing the values of DEI are present: valuing diversity (79%), feeling respected (81%), equal access to resources (76%), and managers treating people equitably (79%) are above average.

One area that stands out in particular is the gap between the perception that all individuals have access to the same resources (76% from 71% in 2021) and the perception that all employees have equal opportunities to succeed (57% from 68% in 2021).

Since 2019, employees have shared feedback that they appreciate — and to some degree, expect — sincere efforts to be made in DEI.

Managers play an integral role in bridging these gaps, but they need the tools to do so:

- ⊕ What career development opportunities can they offer?
- ⊕ What advancement opportunities exist?
- ⊕ Do managers have a clear framework for determining paths forward, creating career plans, and how to foster individuals toward meeting those goals?
- ⊕ Do managers have the autonomy or authority to make these decisions?

Finally, as organizations develop, further refine, and make progress in their DEI goals, we often see internal tensions rise.

Indicators of this effect may be seen in agreement for *“I can voice a contrary opinion without fear of negative consequences”* (48% from 56% in 2021) and *“*

related finding from an ongoing Rise Journey survey (with over 2,000 respondents to date), shows 82% of employees reporting that DEI training directly impacts their likelihood of staying at their current organization, and 84% reporting DEI training directly impacts their feeling of inclusion in the workplace.

Questions worth exploring:

- ⊕ What are the aspects of DEI work that employees are looking for?
- ⊕ Have there been more performative and/or checkbox work instead of changing programs, systems, etc.?

- ⊕ [Redacted]
- ⊕ [Redacted]

Notable Stats:

- ⊕ [Redacted]
- ⊕ [Redacted]
- ⊕ In 2021, women and POC had improvement across DEI scores. In particular, they indicated that the DEI work has improved their overall experience at work.
- ⊕ In 2022, most of the DEI questions received lower scores from women compared to last year.
 - Additionally, voicing a contrary opinion scored low for both men and women.
 - On the other hand, this section received mostly higher scores from POC individuals compared to last year.

Bookends (High and Low Scores)

[Redacted]

[Redacted]