



EXECUTIVE SUMMARY
**VOICE OF THE
EMPLOYEE**
TREND REPORT

FOREWORD

The *Voice of the Employee Trend Report* is an ongoing research project that provides organizations with insights into how they can recruit and retain top employees. To uncover these answers, we're going directly to the employees themselves.

With the permission of their employers, we're polling employees in a variety of industries to uncover their true workplace priorities and the relative value of various benefits and offerings – items ranging from culture to compensation.

This employee feedback is critical so that:

- Employers can budget more efficiently
- Employers can maintain a happier and more stable workforce
- Employees can enjoy an optimal work experience

SPECIAL THANKS TO

WorldatWork[®]

We would caution employers to never base their decisions about employee reward packages and workplace engagement strategies entirely on these or any other similar poll findings. Company culture, social responsibility and the duty of care for their employees also must come into play as employers design an ideal, unique workplace.

If we could identify one over-arching theme from the research, it's this: **Treat your employees like your customers – on matters ranging from communication to engagement strategies.**

Please see the information at the end of the Report about how you can support and participate in this valuable research project.

Sincerely,



JESSI RYAN

TOTAL REWARDS PRACTICE LEAD | IMA, INC.



KIM HORN

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EXECUTIVE SUMMARY

Given current historically tight labor markets, being an “employer of choice” is critical in today’s economy. The ***Voice of the Employee Trend Report*** is a resource that can highlight the benefits and rewards employers should consider offering in order to attract and retain the best employees – the people responsible for their organization’s success.

Through this research, we’re not only discovering what offerings are most valued by employees, but we’re able to isolate the data around several key variables so individual organizations can craft unique, **optimal total rewards programs**.

Those research variables include:

INDUSTRY

**EMPLOYEE
TENURE**

**ORGANIZATION
SIZE**

(based on number
of employees)

**EMPLOYEE
GENERATION**

LOCATION

(U.S. regions and
international)

EMPLOYEE NET PROMOTER SCORE¹

Employee Net Promoter Score

Net Promoter Score®, or NPS®, is a 0-10 metric typically used to measure customers' overall perception of a company's brand or products.³

Since the goal of our analysis is to treat employees like customers, it's critical to determine the extent employees are brand and product promoters as well. Thus, the NPS-related question in our employee survey is: "How likely are you to recommend [organization's] products or services to friends or colleagues?"

Responses are grouped according to:

Promoters (score 9-10) Loyal employees who will refer others to the organization's products or services and fuel business growth.

Passives (score 7-8) Employees who are satisfied but unenthusiastic about the products or services and are, therefore, potential liabilities.

Detractors (score 0-6) Unhappy employees who are likely to damage the organization and its brand through negative word of mouth about its products or services.

Similarly, *Employee* Net Promoter Score®, or eNPS®, gauges an employee's likelihood of recruiting others to join the organization. The eNPS survey question is: "How likely are you to recommend [organization] as a place to work?"

▶ The percentage of Promoters minus the percentage of Detractors determines the Net Promoter Score, which can range from -100 (if every employee is a Detractor) to 100 (if every employee is a Promoter).

Scoring range: 0+ good | 50+ excellent | 70+ world-class

AVERAGE BENCHMARK SCORE FROM
VOICE OF THE EMPLOYEE SURVEY

NPS® SCORE



eNPS® SCORE



(ALL EMPLOYEES)

OPTIMIZING THE TOTAL REWARDS MIX

Our survey addresses 12 categories of valuable benefits and offerings for employees:

- Access to wellness resources
- Additional pay or recognition
- Ancillary insurance benefits
- Company culture
- Compensation
- Conveniences and perks
- Flexibility in work locations and schedules
- Health insurance
- Learning and development
- Paid time off
- Physical work area
- Retirement and savings plans

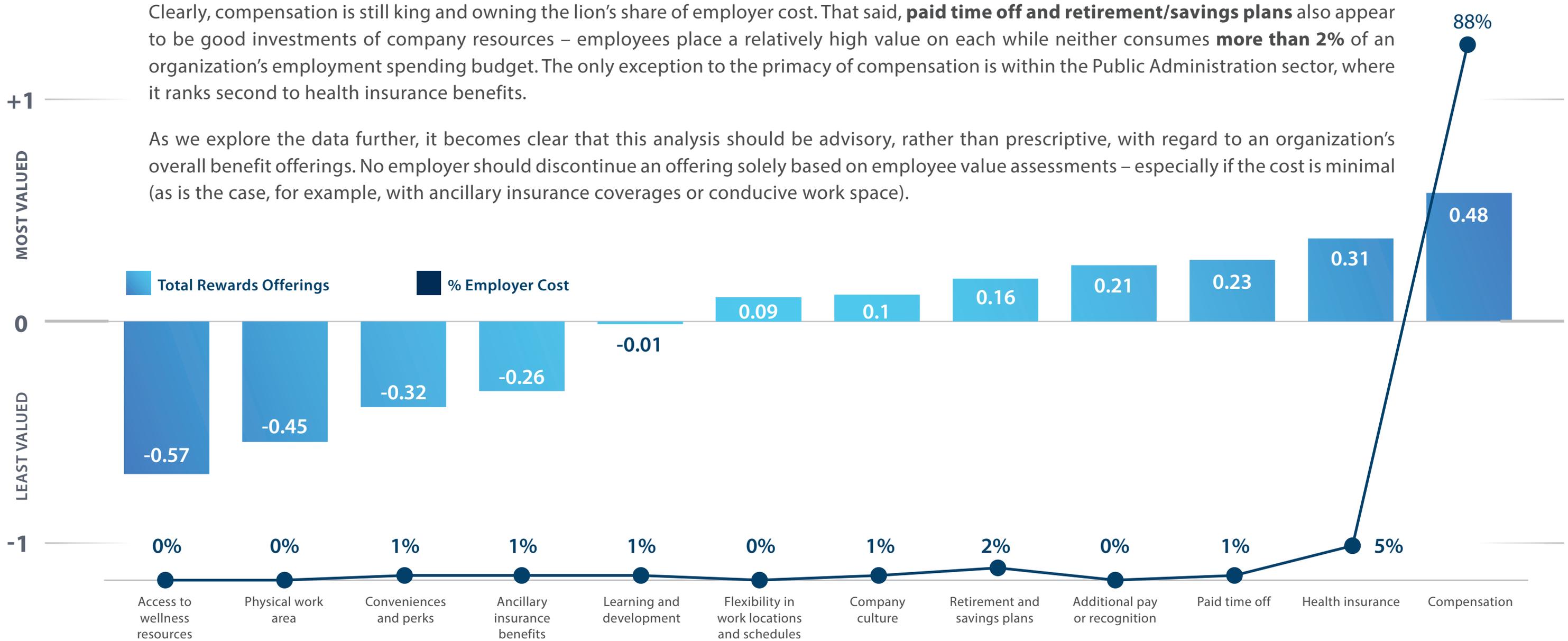
Determining the employee-perceived value of each of these, and then analyzing them in relation to all the research variables identified above (as well as NPS and eNPS scores), **can yield a wealth of data and instructive insight** – more than can be presented in this Report. (Organizations that choose to participate in the *Voice of the Employee Survey*, have access to the Report's database and can conduct this type of granular analysis.)

At a high level, it's **critical to compare** the value employees place on each of these offerings (on a scale from -1 to 1), compared with the cost employers incur for each.

TOTAL REWARDS: EMPLOYEE PREFERENCES AND ORGANIZATIONAL EXPENDITURES

Clearly, compensation is still king and owning the lion's share of employer cost. That said, **paid time off and retirement/savings plans** also appear to be good investments of company resources – employees place a relatively high value on each while neither consumes **more than 2%** of an organization's employment spending budget. The only exception to the primacy of compensation is within the Public Administration sector, where it ranks second to health insurance benefits.

As we explore the data further, it becomes clear that this analysis should be advisory, rather than prescriptive, with regard to an organization's overall benefit offerings. No employer should discontinue an offering solely based on employee value assessments – especially if the cost is minimal (as is the case, for example, with ancillary insurance coverages or conducive work space).



MINIMIZING UNWANTED TURNOVER

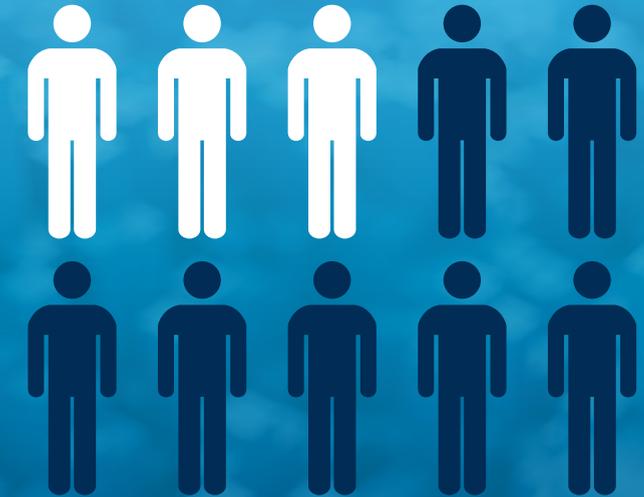
Employee turnover is unavoidable, and in some cases healthy. The presence and influence of under performers and others that don't buy into the organization's mission and purpose can be toxic. While our self-reporting employee survey doesn't distinguish between "valued" and "non-valued" employees, we're uncovering certain trends and characteristics that can predict turnover (the likelihood of leaving within the next 12 months) in certain situations.

Turnover risk across all employee groups is remarkably high at 30%. Some of these respondents could be employees who are simply "sending a message," but this high level should be concerning, nonetheless.

Interestingly, the outliers are employees in the Construction industry (with the lowest turnover risk) and the Public Administration sector (with the highest turnover risk).

30%

EMPLOYEE TURNOVER RISK
(ALL EMPLOYEES)



Contrary to the business adage that "people leave their manager and not their company," the top five reasons (in rank order) employees leave their companies are:

1. Compensation
2. Type of work they're doing
3. Company culture
4. Lack of flexibility
5. Lack of learning and development opportunities

IDEAL COMMUNICATION STYLE

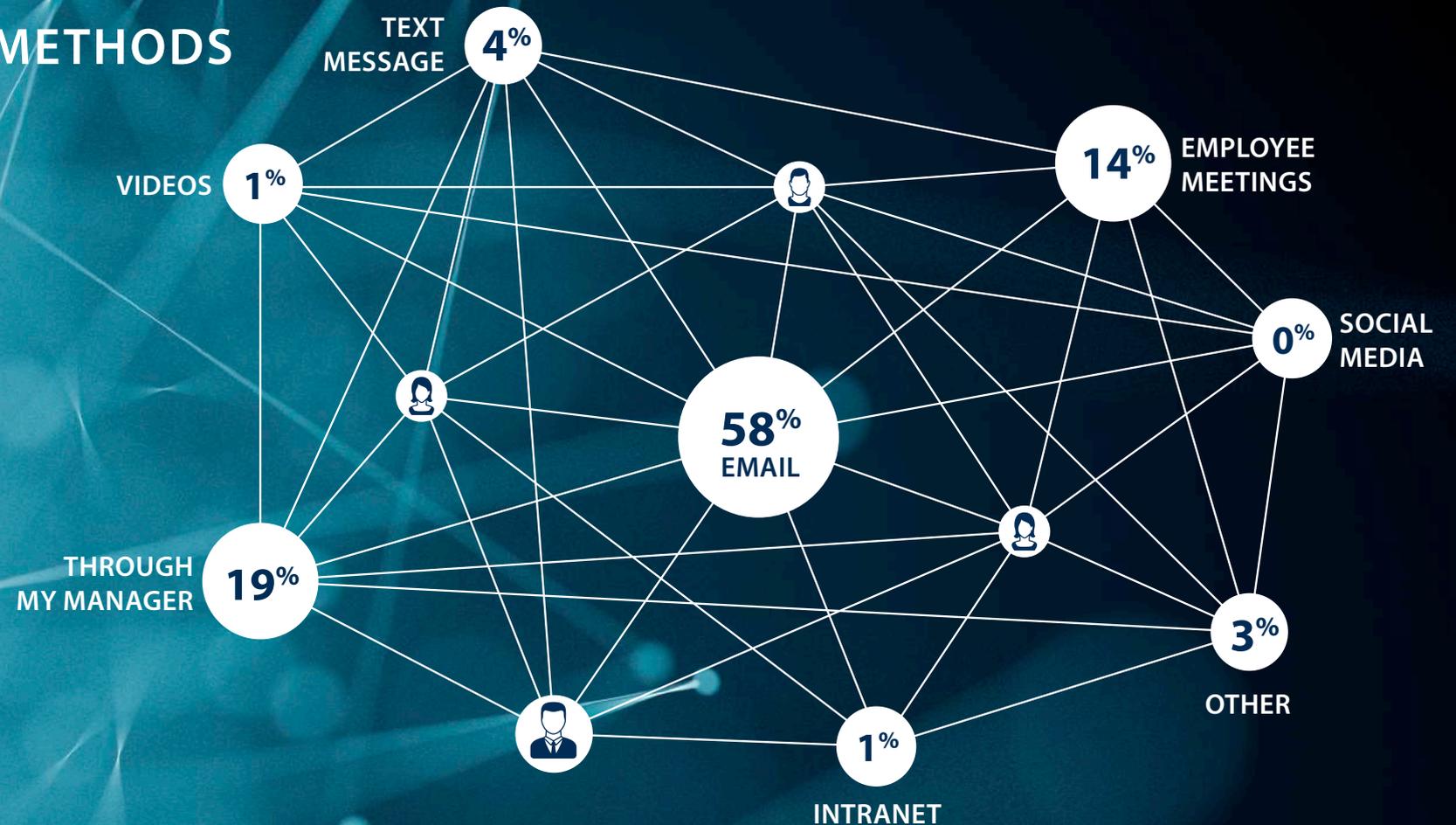
In the survey, employees indicate very clearly how they wish to receive internal communication. Employers might be quick to assume they must mimic the social-media, app-driven culture most employees

value outside the workplace, but the majority of employees actually prefer to receive important work information via email.

This preference varies somewhat by the size of the organization, but not as much as one might expect. Efficiency, apparently, is valued in all types of settings.

PREFERRED COMMUNICATION METHODS

(ALL EMPLOYEES)



ENHANCING EMPLOYEE ENGAGEMENT THROUGH FEEDBACK

Since communication is two-way, the other side of optimal communication within an organization is the extent to which employees wish to communicate their opinions, suggestions and concerns. This also encompasses “engagement” – employee psychological investment or “buy-in.”

Employees want to be empowered to weigh in and share their input. More than **50% would like to do this at least monthly** and more than **80% want this opportunity at least quarterly.**

DESIRED FREQUENCY FOR OFFERING INPUT AND FEEDBACK (ALL EMPLOYEES)



IDEAL LEADERSHIP STYLE

The leadership skills and styles exhibited at the top of the organization can make or break an employee's experience and job satisfaction. Today's strongest leaders are people leaders.

According to the survey, today's leaders have room for improvement in this regard.

EMPLOYEES TEND TO BE MOST CRITICAL OF A LEADERSHIP TEAM'S FAILURE TO SERIOUSLY CONSIDER EMPLOYEE INPUT.

LEVEL OF TRUST IN THE ORGANIZATION'S LEADERSHIP (ALL EMPLOYEES)



ENHANCING INSTITUTIONAL PRIDE

Employees need to understand how they are involved in an organization before they can **feel proud** about being part of it.

Institutional pride, therefore, is related to whether employees believe their efforts are helping their organization reach its goals. **Pride** also seems correlated to whether employees consider the organization to be **diverse and inclusive**.

Finally, the data shows that institutional pride is closely related to eNPS, presumably a causal relation.

Once again, Construction and Public Administration set the extremes, recording the highest institutional pride numbers and the lowest, respectively.

INSTITUTIONAL PRIDE BY INDUSTRY



SCALE OF 1 (LOW AGREEMENT) TO 5 (HIGH AGREEMENT)

JOIN US IN THIS RESEARCH

If your organization would like to participate in this research and gain access to a deeper level of benefits data analysis, all you need to do is register with us and then circulate the short survey to your employees.

Contact us at:
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