



CONFIDENTIAL

WorkForce Analysis Profile™ ABC Sample, Inc.

Executive Summary

March 20, 2010



WorkForce Analysis Profile Executive Summary Introduction

The WorkForce Analysis Profile is designed to measure employees' engagement levels and their total workplace experiences. Your report identifies the "Current Reality" as identified by employees at all levels of your organization. The survey given to your employees was designed to probe the important elements in the employee/employer relationship, the give-and-take of the employment situation, and how that works for individual employees. This give-and-take includes:

- their level of engagement in the organization,
- the employees' needs and preferences in terms of compensation, benefits, work schedules, learning opportunities, and other characteristics of the workplace,
- satisfaction with employment,
- satisfaction with their manager,
- employee related activities,
- employee related attitudes,
- and a profile that identifies the six distinct ways your employees relate to work.

The WorkForce Analysis Profile help you take the first step toward building a satisfied and productive workforce that increases revenues and reduces costs in your organization.

What's the payoff?

A recent study conducted International Survey Research, LLC reported the following statistics,

- ✓ 52 percent gap in the one year performance improvement in operating income between companies with highly engaged employees versus companies whose employees have a low engagement score.
- ✓ Highly engaged companies improve 19.2% while low engagement companies declined 32.7% in operating income over the study period.
- ✓ Other findings include a 13.2% improvement in net income growth over a one-year period for companies with high employee engagement, while seeing a 3.8% decline in net income over the same period for companies with low engagement.
- ✓ Companies with high employee engagement also demonstrated a 27.8% improvement in Earnings Per Share (EPS) growth while companies with low engagement reported an 11.2% decline in EPS over the same period.

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Employee Participation

A workforce survey of the ABC Sample, Inc. employees was conducted and the participation level is reported below. The results are reported by Functional Groups. A Functional Group is defined by departments and/or job responsibilities. This Executive Overview is based on input from your participants.

Each Functional Group is listed with the number of employees in that group and the number from that group who participated in the survey. For reference, the percentage of participation is also shown.

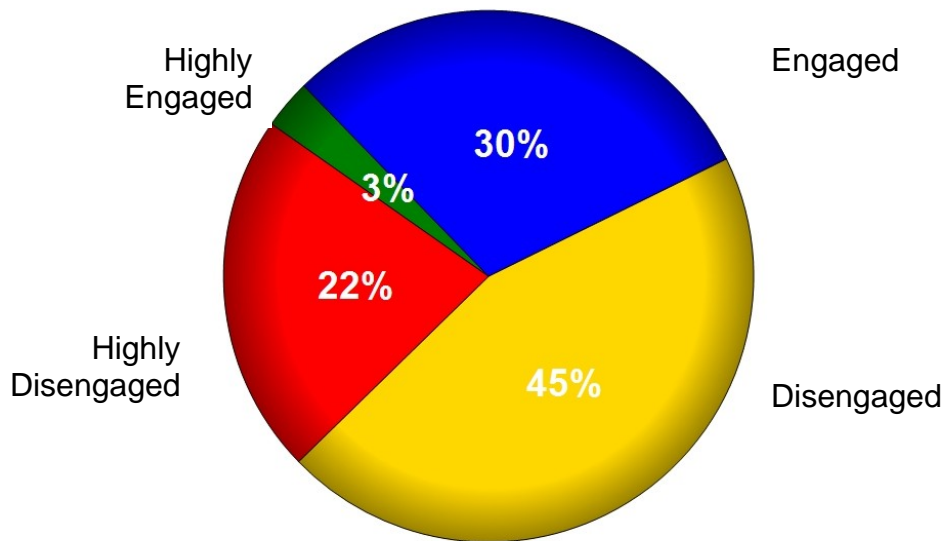
Your overall participation rate was 66%

The Study Population			
Functional Group	Employees	Participants	Percentage
Senior Management	28	28	100%
Management	192	184	96%
Sub-Totals:	220	212	
Customer Service & Support	115	88	77%
Operations	291	240	82%
Sales – Marketing	399	284	71%
Finance & Administration	155	96	62%
Manufacturing – Production	979	668	68%
Research & Development	171	88	51%
Technology	276	44	16%
Sub-Totals:	2386	1508	
Totals:	2606	1720	

Summary of Engagement Scores

This graph shows a summary of the distribution of engagement scores for your surveyed participants. The scores are presented as the percent of the total number of your participants who scored within each group.

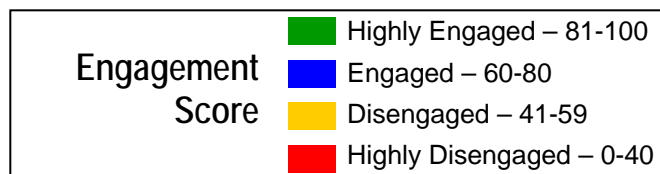
Your average Engagement Score is 52.
This is 8 points below the National Average 60.*



* Our research shows the National Average engagement score is 60.

Number of Participants for each Engagement Group

	Highly Engaged	Engaged	Disengaged	Highly Disengaged
Percentage	3%	30%	45%	22%
# Participants	49	519	765	387



Deal Categories

The Employment Deal is a combination of compensation, benefits, and workplace characteristics. The Employment Deal is broadly defined to include the work itself, workplace, management climate, and work arrangements (such as flexible schedules) in addition to traditional compensation and benefits. There are 34 different Deal Elements which group into 6 different Deal Categories.

Overview of Deal Categories

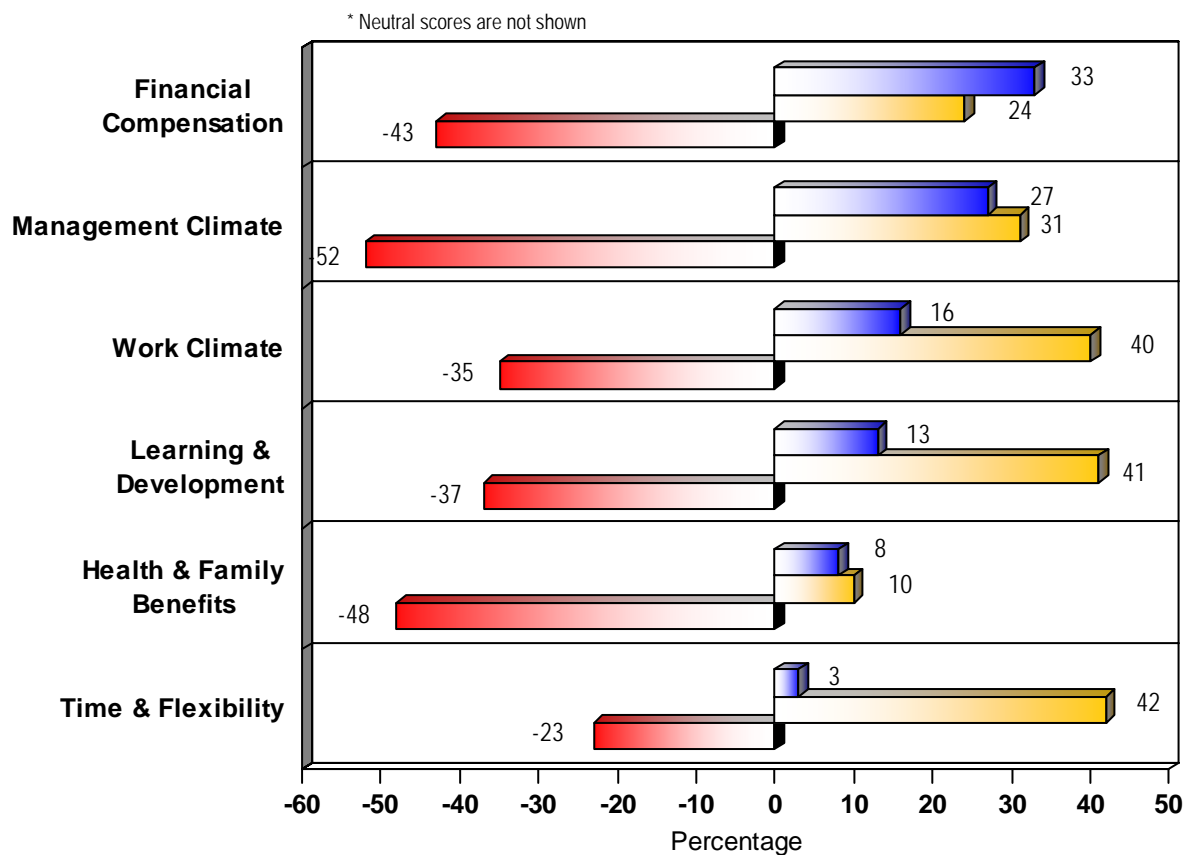
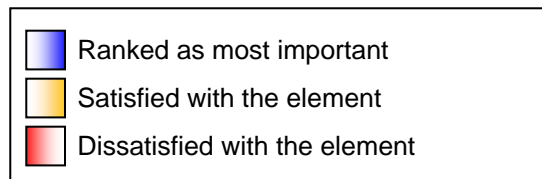
Our research divides Deal Elements into 6 different categories:

- **Financial Compensation** – pay raises, pensions, retirement savings plans, bonuses, life insurance, and stock options.
- **Time & Flexibility** – vacation, schedules, and various leaves of absence.
- **Health & Family Benefits** – health care, disability coverage, child and elder care, wellness programs, and prescription drug coverage.
- **Learning & Development** – development opportunities, growth in the workplace, and mentoring.
- **Work Climate** – work atmosphere, work being meaningful to society, new technology, and opportunities to try new things.
- **Management Climate** – respect, rewards, teamwork, and manager relationships.

The relative importance of the Deal Elements found within the above Deal Categories varies for different individuals. When you can learn what is important to them, you can understand how to best motivate them. This may be expanded by looking at the individual Deal Elements found in the various categories. The following pages report on the importance of these individual Deal Elements for the employees.

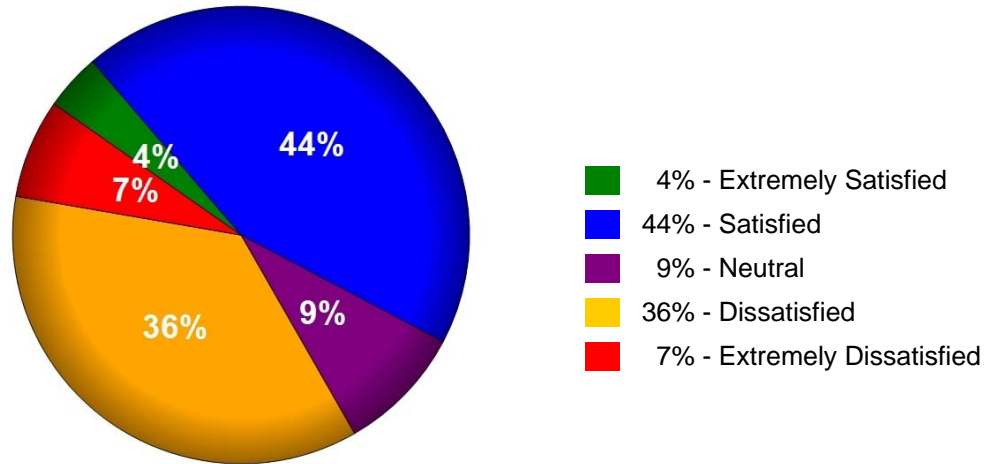
Deal Categories in Ranked Order

The Deal Categories are listed below in rank order of importance. Overall "Satisfaction" and "Dissatisfaction" with the category is then shown. The percentage of participants who scored neutral are not included in this chart.



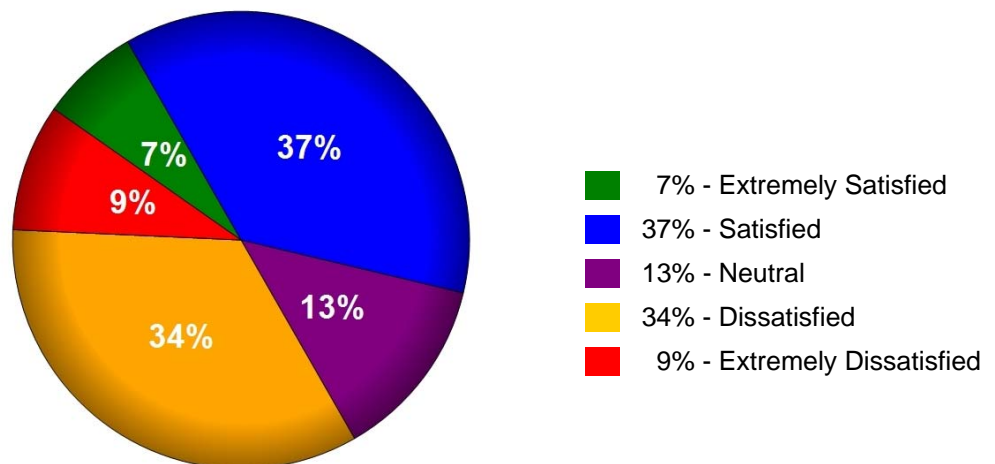
Satisfaction with Employment

This chart demonstrates participants' satisfaction with their jobs at the time of this survey. Forty-eight percent (48%) of your participants are "Satisfied" or "Extremely Satisfied." The combined percentage of participants who are "Dissatisfied" or "Extremely Dissatisfied" equals 43%.



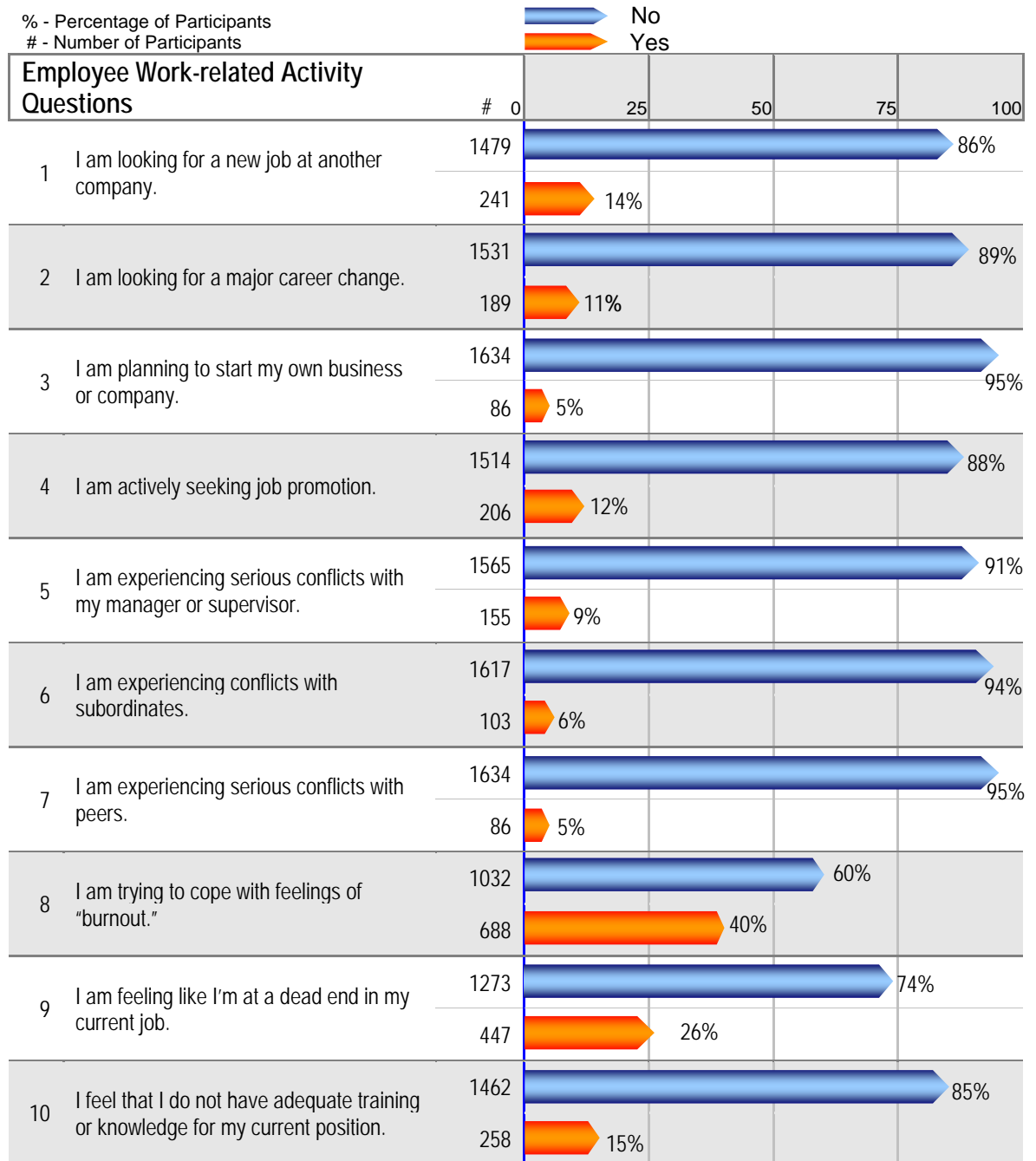
Satisfaction with Manager

This chart demonstrates participants' satisfaction with the amount of support, guidance, and overall supervision they receive from their managers. Forty-four percent (44%) of participants are "Satisfied" or "Extremely Satisfied." The combined percentage of participants who are "Dissatisfied" or "Extremely Dissatisfied" equals 43%.

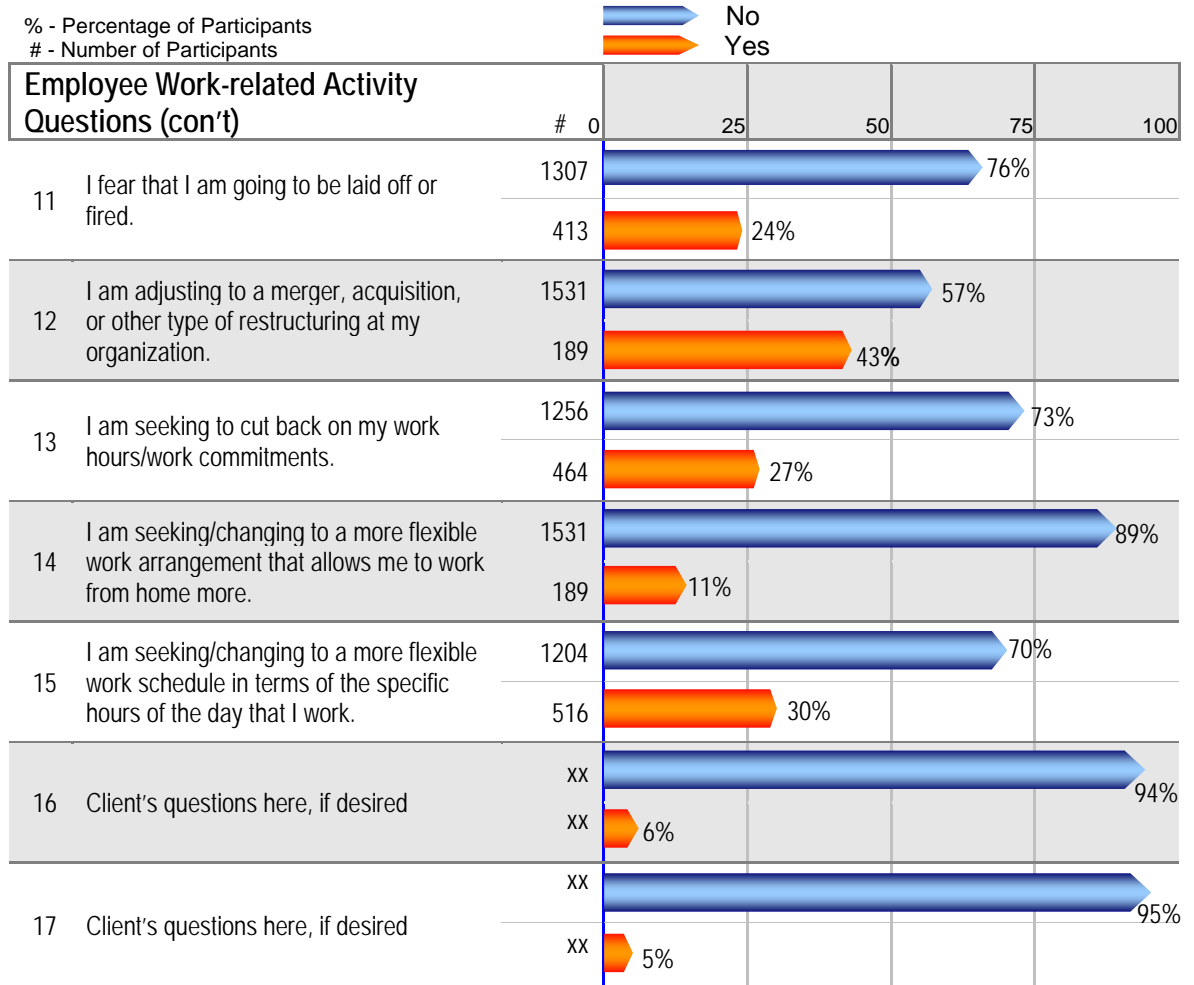


Employee Work-related Activities

These questions taken from the survey are a straightforward look at work-related activities as reported by the participants. The questions call for a simple “Yes” or “No” and the percentage of the participants that gave each response is shown for each question.



Employee Work-related Activities (con't)



Employee Work-related Attitudes

The following question set was designed to capture employee attitudes associated with their work. The employees were asked: "Please indicate how much you agree or disagree that the following phrases describe you." Only one response was allowed for each question. The percentage of respondents who selected each response is given for each statement.

% - Percentage of Participants
- Number of Participants

Employee Work-related Attitude Questions		Agree	Neutral	Disagree
1 Confident in my own abilities	%	87%	6%	7%
	#	1497	103	120
2 Ambitious; strive to get ahead	%	63%	22%	15%
	#	1084	378	258
3 Optimistic	%	75%	15%	10%
	#	1290	258	172
4 Open to new ideas	%	94%	3%	3%
	#	1616	52	52
5 Very creative	%	56%	27%	17%
	#	963	464	292
6 A hard worker	%	96%	2%	2%
	#	1652	34	34
7 A high achiever at work	%	77%	17%	6%
	#	1325	292	103
8 Like to work with new technologies	%	70%	17%	13%
	#	1205	292	223
9 Can be counted on; reliable	%	97%	1%	2%
	#	1669	17	34
10 A team player	%	94%	3%	3%
	#	1616	52	52
11 In order to be motivated, I need to understand the big picture of what my company is doing	%	81%	12%	7%
	#	1393	206	120
12 I feel overwhelmed by my responsibilities outside of work	%	19%	24%	57%
	#	326	413	981

Employee Work-related Attitudes (con't)

% - Percentage of Participants
- Number of Participants

Employee Work-related Attitude Questions (con't)		Agree	Neutral	Disagree	
13	I feel that I have too much on my plate at work	%	45%	23%	32%
		#	774	396	550
14	Loyal to the organization	%	30%	17%	53%
		#	516	292	911
15	I am proud to tell others that I am part of this organization.	%	47%	27%	26%
		#	808	464	448
16	This organization really inspires the very best in me in the way of job performance.	%	27%	23%	50%
		#	464	396	860
17	This is the best of all possible organizations for which to work.	%	25%	33%	42%
		#	430	568	722
18	I really care about the fate of this organization.	%	74%	14%	12%
		#	1272	241	206
19	It would take very little change in my present circumstances to cause me to leave this organization.	%	37%	21%	42%
		#	636	361	723
20	There is not too much to be gained by sticking with this organization indefinitely.	%	30%	31%	39%
		#	516	533	671
21	Deciding to work for this organization was a definite mistake on my part.	%	11%	22%	67%
		#	190	378	1152
22	Client's question here if desired.	%	xx%	xx%	xx%
		#	xx	xx	xx
23	Client's question here if desired.	%	xx%	xx%	xx%
		#	xx	xx	xx

Average Engagement Scores by Functional Group

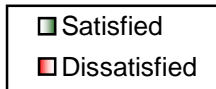
The information in this table allows a comparison between the average engagement levels for each Functional Group. Note that the overall National Average score of 60 is clearly indicated for reference. Your Functional Groups are compared to the National average but there is no average for specific Functional Groups as they are unique to each organization.

Your average Engagement Score is 52.
This is 8 points below the National Average.

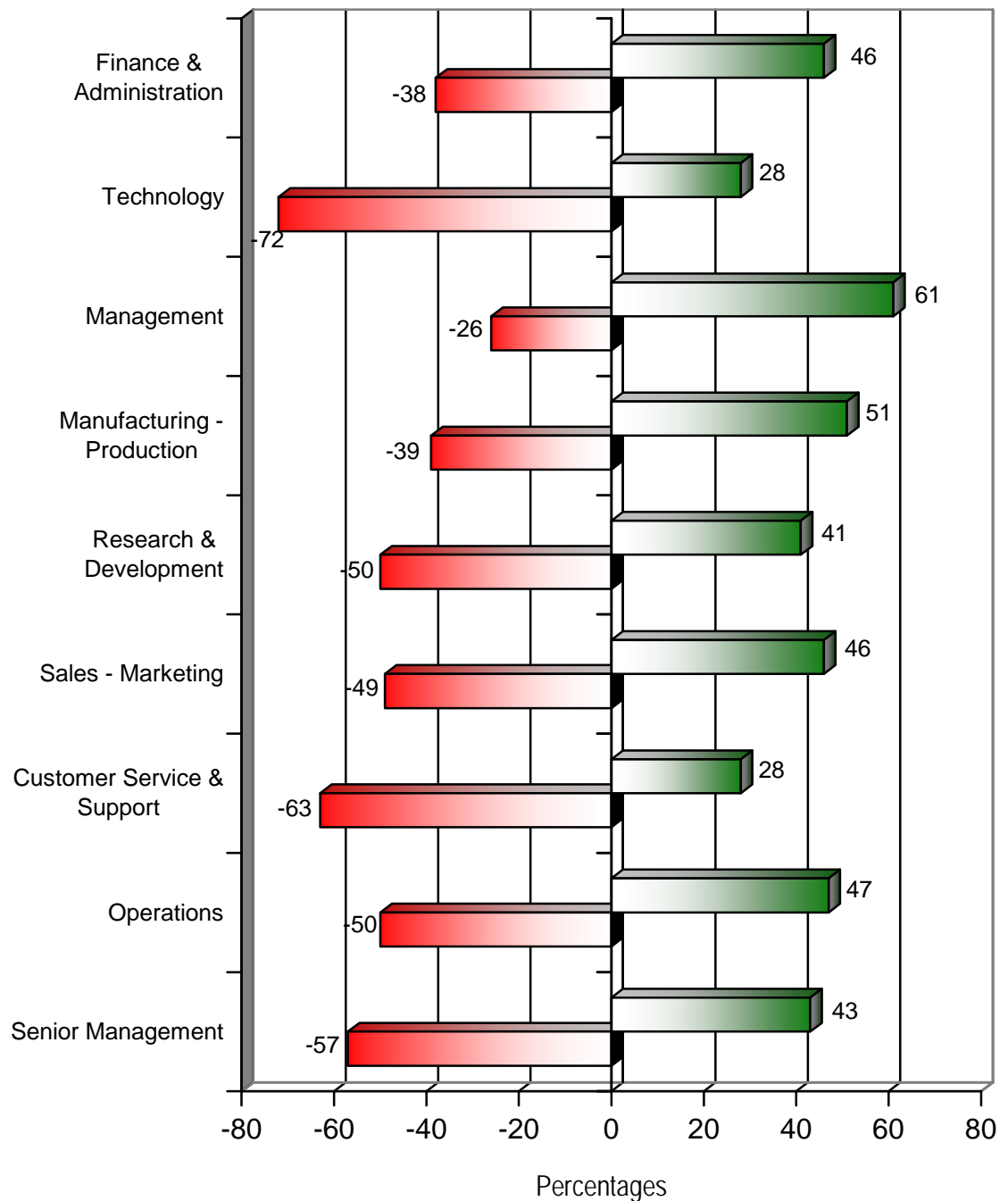
Functional Group	Average Engagement Score	0	* National Average 60	100
Finance & Administration	58			
Management	58			
Operations	56			
Customer Service & Support	54			
Research & Development	52			
Sales - Marketing	50			
Manufacturing - Production	49			
Senior Management	45			
Technology	44			

Satisfaction with Employment by Functional Group

An employee's satisfaction with their employment is an important component of their overall experience on the job and significantly impacts their likelihood of maintaining employment with your company. This table reports on the participants' satisfaction with employment sorted into Functional Groups.

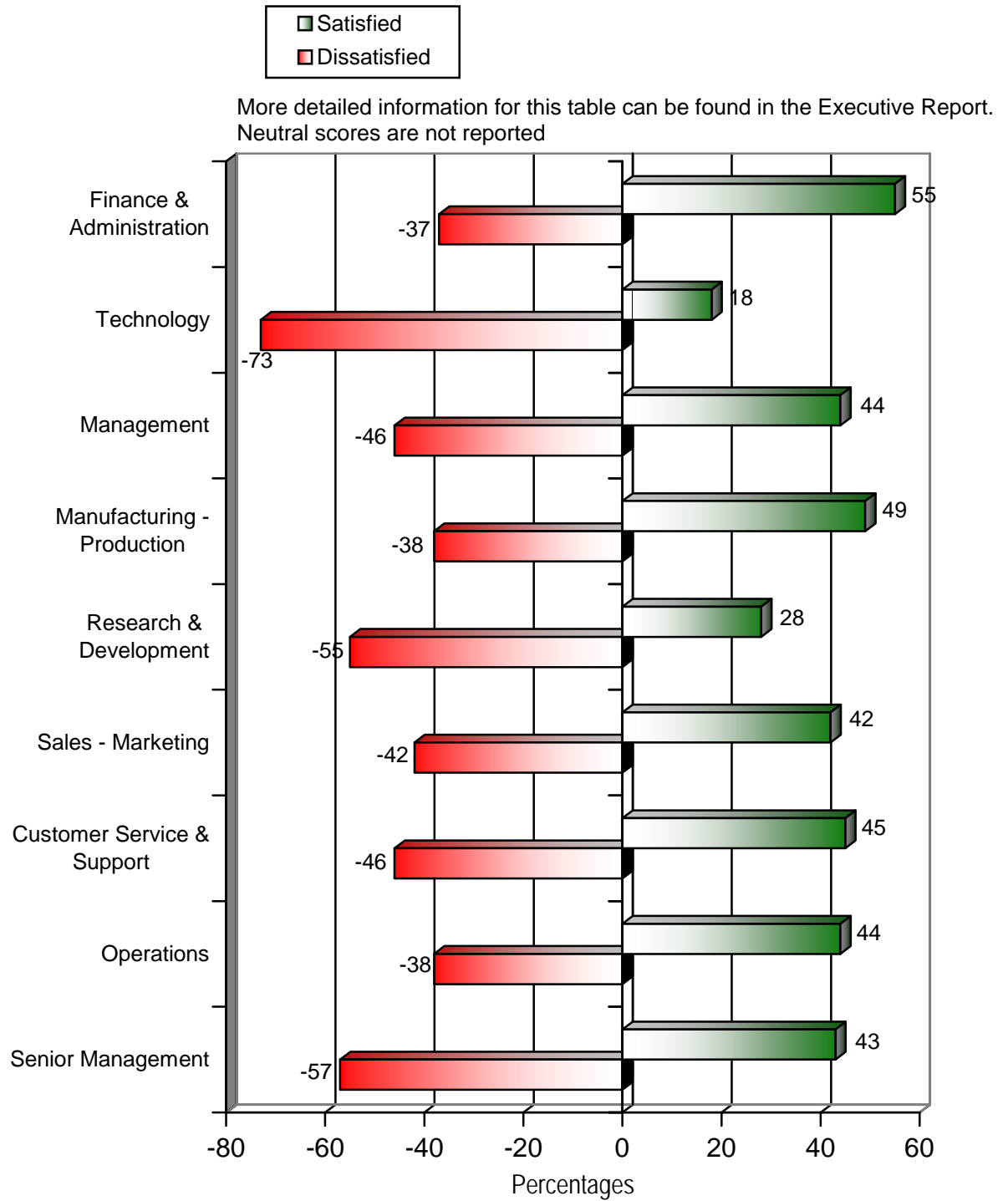


More detailed information for this table can be found in the Executive Report.
Neutral scores are not reported



Satisfaction with Manager by Functional Group

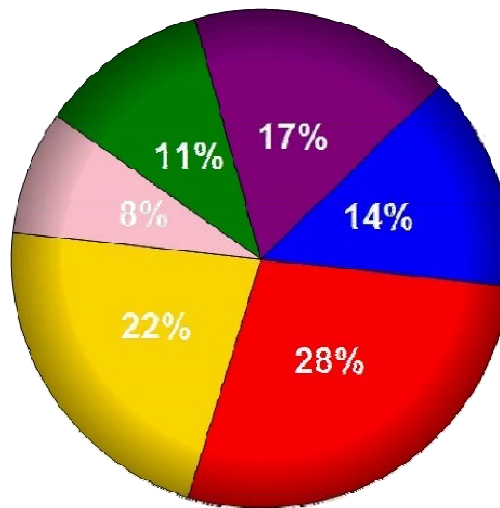
An employee's satisfaction with their manager is also an important component of their overall experience on the job and significantly impacts their likelihood of maintaining employment with your company. This table reports on the participants' satisfaction with manager sorted into Functional Groups.



Segmentation Distribution

The employee mixture of segment distribution in the organization, represented by percentage points, is shown in the following graphic. This information helps support the use of specific approaches to impact the most employees as you act to raise their engagement level.

Percentage of Your Participants
For Each Segment



- **Maverick Contributors (11%)** want to experience new things and find adventure in work. Work is one of multiple opportunities to live lives filled with change and excitement.
- **Accomplished Contributors (17%)** focus on adding to the success of the enterprise. Work is an opportunity to be a valuable part of a winning team.
- **Stalled Optimists (14%)** want to make a living and get their careers in gear. Work is a source of livelihood but not yet (or not currently) a satisfying priority in their lives.
- **Detached Contributors (28%)** often find work to be an unpleasant obligation. Work's value is largely near-term economic gain.
- **Fair & Square Traditionalists (22%)** want to follow a stable path to a secure future. Work is about the American dream – a steady, predictable path to success.
- **Self-Empowered Innovators (8%)** want to create things and have long-term impact. Work is about building something with value lasting beyond themselves.

Comparison of Your Organization vs. National Average

This table summarizes segment membership and engagement levels when compared to national averages. Let's start with the first row where you have 284 participants who are Accomplished Contributors. This represents 17% of the total number of participants for your organization (1720), and their average engagement score is 58. Nationally, Accomplished Contributors represent 17% of the total population and their average engagement score is 64.

Segment	ABC Sample, Inc.			National	
	Participants	Percent of Total Participants	Average Engagement Score	Percent of National Population	Average Engagement Score
Accomplished Contributors	284	17%	58	17%	64
Detached Contributors	472	28%	41	15%	45
Fair & Square Traditionalists	370	22%	60	20%	64
Maverick Contributors	233	11%	49	15%	62
Self-Empowered Innovators	129	8%	65	14%	71
Stalled Optimists	232	14%	50	19%	54
Total # of Participants	1720	100%	52	100%	60

Final Thoughts

This Executive Summary represents an overview of the results. The full presentation of the results for this organization consists of an Executive Overview Report and a Functional Group Analysis Report for each of the functional groups identified by the organization. These reports should be read for a comprehensive understanding of this workforce.

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