New Hire Survey

Sample Company, Inc.

Current Period:
Apr 1, 2017 – Oct 31, 2017

# of employees: 223
# of responses: 116
responses rate: 52%

Previous Period (trending purposes):
Sep 1, 2016 – Mar 31, 2017
Overall Survey Participation


Surveys Sent: 223
Completed: 52%

Previous Period: Sep 1, 2016 – Mar 31, 2017

Surveys Sent: 184
Completed: 60%
Survey Participation By Department

Current Period
- Apr 1, 2017 – Oct 31, 2017

Previous Period
- Sep 1, 2016 – Mar 31, 2017

Responses rate: 52%

# of responses: 116

# of Employees: 223

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Survey Participation
- Recruiting Question Results
- Process Scores
- Employee Experience
- Top/Bottom 10 Questions
- Appendix
Survey Participation By Division

**Current Period**
- Apr 1, 2017 – Oct 31, 2017

**Previous Period**
- Sep 1, 2016 – Mar 31, 2017

- **Response Rate:** 52%
- **# of Responses:** 116
- **# of Employees:** 223

### Division Participation
- **Marketing:** 13%
- **Product:** 18%
- **Sales:** 20%
- **Logistics:** 25%
- **Finance:** 30%
- **HR:** 37%
- **IT:** 38%
- **Research:** 47%
- **Executive:** 50%
- **Legal:** 50%
- **Procurement:** 50%

### Department Sent
- **Sales:** 8
- **Logistics:** 11
- **Finance:** 5
- **HR:** 10
- **IT:** 4
- **Research:** 6
- **Executive:** 17
- **Legal:** 6
- **Procurement:** 6
Recruiting Question Results

How did you first learn about the position you applied for at this organization?

**Current Period:**
Mar 1, 2017 – May 31, 2017

- Employee referral: 28%
- External reference: 6%
- Head hunter: 0%
- High school/university/college career center: 0%
- Job fair: 19%
- Job posting site: 25%
- Organization website: 16%
- Other: 3%
- Social media: 3%

**Previous Period:**
Dec 1, 2016 – Feb 28, 2017

- Employee referral: 44%
- External reference: 4%
- Head hunter: 0%
- High school/university/college career center: 0%
- Job fair: 8%
- Job posting site: 16%
- Organization website: 4%
- Other: 20%
- Social media: 4%
Recruiting Question Results

How does your current compensation compare to the compensation you received in your last position, with your most recent former employer?

**Current Period:**
Mar 1, 2017 – May 31, 2017

- I am getting the same pay: 18%
- I am taking a pay decrease: 26%
- I received a pay increase: 41%
- N/A - Not Applicable: 15%

**Previous Period:**
Dec 1, 2016 – Feb 28, 2017

- I am getting the same pay: 16%
- I am taking a pay decrease: 44%
- I received a pay increase: 32%
- N/A - Not Applicable: 8%
Recruiting Question Results

How does your current position level compare to the position level of your last position, with your most recent former employer?

**Current Period:**
Mar 1, 2017 – May 31, 2017

- I have made a lateral move: 50%
- I have taken a demotion: 9%
- I have taken a promotion: 21%
- N/A - Not Applicable: 21%

**Previous Period:**
Dec 1, 2016 – Feb 28, 2017

- I have made a lateral move: 56%
- I have taken a demotion: 16%
- I have taken a promotion: 16%
- N/A - Not Applicable: 12%
Recruiting Question Results

For which of the following reasons did you apply and accept the position with this organization?

- Benefits
- Career opportunities
- Compensation
- Culture
- Development opportunities
- Employee referral
- Location
- Nature of the job
- Relevant to education
- Reputation of organization
- Social media reviews (E.g. glassdoor.com)

Responses rate: 22.1%

# of responses: 34

# of Employees: 154

Previous Period: Dec 1, 2016 – Feb 28, 2017
Interpreting The Results

- McLean & Company uses a standardized 6-point scale for data collection; respondents indicate their level of agreement to a statement by selecting one of the six points on each scale.
- The 6-point scale forces respondents to answer on one side of the scale or the other, providing the richness of data required to calculate true performance in each onboarding category.
- Results are displayed as top box scored - A top box score is the percent of respondents who selected 5 (agree) or 6 (strongly agree) to the question on the six point scale. This score displays the average top box score for each process.
- Top box scores will be color coded based on the performance legend.

Benchmarks

- McLean & Company offers clients a general benchmark to ensure the data has enough breadth and depth to maintain its integrity.
- Ultimately the state of New Hire engagement at every organization is shaped by its people, culture, history, and other factors.
- All decisions related to New Hire initiatives must be based on your organization’s results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

Rating Scale:

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Performance Legend:

- Low performing < 50%
- Average performing 50% – 70%
- High performing > 70%

Results are colour-coded according to top box scores:
## Candidate Experience

### Hiring

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>My interviewers conducted themselves professionally.</td>
<td>100% (-6%)</td>
<td>96% (-2%)</td>
<td>94%</td>
<td>94%</td>
</tr>
<tr>
<td>My interviewers made me feel excited to work at this organization.</td>
<td>91% (+3%)</td>
<td>91% (+3%)</td>
<td>94%</td>
<td>94%</td>
</tr>
<tr>
<td>The tests conducted during the hiring process were relevant to my job.</td>
<td>79% (+14%)</td>
<td>84% (+9%)</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Looking back, the description of the role provided to me as a part of the hiring process accurately reflected my actual duties and responsibilities.</td>
<td>92% (-10%)</td>
<td>79% (+3%)</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>I felt well informed of my status throughout the hiring process.</td>
<td>79% (+3%)</td>
<td>80% (+2%)</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>I was informed of the steps in the hiring process during my first interview.</td>
<td>78% (+4%)</td>
<td>84% (-2%)</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>I had a good idea of what it was like to work at this organization at the end of the hiring process.</td>
<td>83% (-9%)</td>
<td>75% (-1%)</td>
<td>74%</td>
<td>74%</td>
</tr>
</tbody>
</table>
Candidate Experience

Hiring

The length of time between application and time of hire was:

**Current Period:**
Mar 1, 2017 – May 31, 2017

- Too Short: 0%
- Just Right: 85%
- Too Long: 15%

**Previous Period:**
Dec 1, 2016 – Feb 28, 2017

- Too Short: 0%
- Just Right: 76%
- Too Long: 24%

Sample Company, Inc.


- # of responses: 34
- # of Employees: 154

McLean & Company


- # of responses: 22.1%
- # of Employees: 154
### Acclimatization

**My manager effectively communicated how my role fits the mission and vision of the organization.**
- Previous Period: 88% (+3%)
- McLean & Co. Benchmark: 83% (+8%)

**I felt that the organization had a very friendly atmosphere.**
- Previous Period: 96% (-5%)
- McLean & Co. Benchmark: 91% (—)

**My manager was very helpful in getting me familiarized with the organization.**
- Previous Period: 79% (+6%)
- McLean & Co. Benchmark: 81% (+4%)

**My manager invested time to get to know me as a person.**
- Previous Period: 88% (-6%)
- McLean & Co. Benchmark: 79% (+3%)

**I felt that the organization was well prepared for my first day on the job.**
- Previous Period: 88% (-6%)
- McLean & Co. Benchmark: 73% (+9%)

**I knew who to ask to obtain information that I didn't have.**
- Previous Period: 83% (-1%)
- McLean & Co. Benchmark: 78% (+4%)
Training and Development

- Information presented to me was delivered in appropriate amounts.
  - Previous Period: 68% (+17%)
  - McLean & Co. Benchmark: 74% (+11%)
  - Current Period: 85%
  - Previous Period: 68% (+16%)
  - McLean & Co. Benchmark: 72% (+12%)
  - Current Period: 84%
  - Previous Period: 61% (+19%)
  - McLean & Co. Benchmark: 64% (+16%)
  - Current Period: 80%  
  - Previous Period: 64% (+11%)
  - McLean & Co. Benchmark: 72% (+3%)
  - Current Period: 75%
Defining Performance Expectations

- I received support to help me attain my short-term goals. 84% 79% (+5%) 72% (+12%)
- I received useful feedback on my work regularly. 76% 88% (-12%) 70% (+6%)
- I have a clear understanding of how my performance will be measured in my role. 76% 79% (-3%) 70% (+6%)
- I have had discussions with my manager about my long-term goals. 74% 74% (-) 60% (+14%)
- My manager helped me develop short-term goals related to my performance criteria. 74% 71% (+3%) 67% (+7%)
McLean Employee Experience Score

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

Detractors: Answered 0 - 6
Passives: Answered 7 - 8
Supporters: Answered 9 - 10

- Detractors: 3% (1 Responses)
- Passives: 38% (13 Responses)
- Supporters: 59% (20 Responses)

Employee Experience Score = % Supporters - % Detractors

- McLean Employee Experience Score: 55.88
- Previous Period Employee Experience Score: 28
- McLean & Co. Benchmark Average: 43.21

Employee Experience Score = % Supporters - % Detractors
Employee Experience

Overall Engagement Results

- **Engaged**: Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

- **Almost Engaged**: Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

- **Indifferent**: Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as "just a job", prioritizing their needs before organizational goals.

- **Disengaged**: Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

### Current Period: Mar 1, 2017 – May 31, 2017

- **Engaged**: 71%
- **Almost Engaged**: 21%
- **Indifferent**: 6%
- **Disengaged**: 3%

### Previous Period: Dec 1, 2016 – Feb 28, 2017

- **Engaged**: 44%
- **Almost Engaged**: 52%
- **Indifferent**: 4%
- **Disengaged**: 0%

### McLean & Co. Benchmark

- **Engaged**: 61%
- **Almost Engaged**: 23%
- **Indifferent**: 9%
- **Disengaged**: 7%

Responses rate: 22.1%

# of responses: 34

# of Employees: 154
## Engagement Question Results

<table>
<thead>
<tr>
<th>Question</th>
<th>Previous Period</th>
<th>McLean &amp; Co. Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking everything into account, I like working at this organization.</td>
<td>100% (-3%)</td>
<td>90% (+7%)</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>100% (-3%)</td>
<td>89% (+8%)</td>
</tr>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td>96% (+1%)</td>
<td>87% (+10%)</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td>88% (+9%)</td>
<td>91% (+6%)</td>
</tr>
<tr>
<td>I regularly accomplish more than what’s expected in my role.</td>
<td>75% (+19%)</td>
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</tr>
<tr>
<td>I am very committed to this organization.</td>
<td>96% (-2%)</td>
<td>89% (+5%)</td>
</tr>
<tr>
<td>My contributions are important to the success of the organization.</td>
<td>84% (+10%)</td>
<td>89% (+5%)</td>
</tr>
<tr>
<td>My contributions are important to the success of my team/department.</td>
<td>88% (+6%)</td>
<td>92% (+2%)</td>
</tr>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td>83% (+8%)</td>
<td>91% (—)</td>
</tr>
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<td>I regularly choose to put in extra time at work to improve my results.</td>
<td>65% (+2%)</td>
<td>70% (-3%)</td>
</tr>
<tr>
<td>Since I started, I have made recommendations for organizational improvements.</td>
<td>55% (-3%)</td>
<td>61% (-9%)</td>
</tr>
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Responses rate: 22.1%

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### Top 10 Scoring Questions

<table>
<thead>
<tr>
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<th>Previous Period</th>
<th>McLean &amp; Co. Benchmark</th>
<th>Change</th>
<th>New Hire Survey</th>
<th>McLean &amp; Company</th>
<th>Benchmark</th>
<th>Change</th>
<th>Improvement</th>
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<td>My manager was very helpful in getting me familiarized with the organization.</td>
<td>79% (+6%)</td>
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<td>Information presented to me was delivered in appropriate amounts.</td>
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<td>74% (+11%)</td>
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</tr>
<tr>
<td>The training included an appropriate amount of hands-on learning.</td>
<td>68% (+16%)</td>
<td>72% (+12%)</td>
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<tr>
<td>I received support to help me attain my short-term goals.</td>
<td>79% (+5%)</td>
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</table>
## Bottom 10 Scoring Questions

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<tbody>
<tr>
<td>Looking back, the description of the role provided to me as a part of the hiring process accurately reflected my actual duties and responsibilities.</td>
<td>82%</td>
<td>92% (-10%)</td>
<td>79% (+3%)</td>
<td></td>
<td></td>
<td></td>
<td>92% (-10%)</td>
</tr>
<tr>
<td>I felt well informed of my status throughout the hiring process.</td>
<td>82%</td>
<td>79% (+3%)</td>
<td>80% (+2%)</td>
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<td></td>
<td>79% (+3%)</td>
</tr>
<tr>
<td>I was informed of the steps in the hiring process during my first interview.</td>
<td>82%</td>
<td>78% (+4%)</td>
<td>84% (-2%)</td>
<td></td>
<td></td>
<td></td>
<td>78% (+4%)</td>
</tr>
<tr>
<td>I was provided information about what would be involved in my training prior to starting the job.</td>
<td>80%</td>
<td>61% (+19%)</td>
<td>64% (+16%)</td>
<td></td>
<td></td>
<td></td>
<td>61% (+19%)</td>
</tr>
<tr>
<td>I received useful feedback on my work regularly.</td>
<td>76%</td>
<td>88% (-12%)</td>
<td>70% (+6%)</td>
<td></td>
<td></td>
<td></td>
<td>88% (-12%)</td>
</tr>
<tr>
<td>I have a clear understanding of how my performance will be measured in my role.</td>
<td>76%</td>
<td>79% (-3%)</td>
<td>70% (+6%)</td>
<td></td>
<td></td>
<td></td>
<td>79% (-3%)</td>
</tr>
<tr>
<td>The training provided was effective in transitioning me into my role.</td>
<td>75%</td>
<td>64% (+11%)</td>
<td>72% (+3%)</td>
<td></td>
<td></td>
<td></td>
<td>64% (+11%)</td>
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<tr>
<td>I had a good idea of what it was like to work at this organization at the end of the hiring process.</td>
<td>74%</td>
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<td>75% (-1%)</td>
<td></td>
<td></td>
<td></td>
<td>83% (-9%)</td>
</tr>
<tr>
<td>I have had discussions with my manager about my long-term goals.</td>
<td>74%</td>
<td>74%</td>
<td>60% (+14%)</td>
<td></td>
<td></td>
<td></td>
<td>74% (+3%)</td>
</tr>
<tr>
<td>My manager helped me develop short-term goals related to my performance criteria.</td>
<td>74%</td>
<td>71% (+3%)</td>
<td>67% (+7%)</td>
<td></td>
<td></td>
<td></td>
<td>71% (+3%)</td>
</tr>
</tbody>
</table>
Appendix

Engagement Calculation
The survey questions were developed by subject matter experts. The reliability of the overall engagement score was calculated using Cronbach’s alpha. The reliability for engagement was found to be $\alpha = 0.92$. Engagement is calculated by averaging the responses to the engagement measure questions, for each employee. Average scores correlate to our four levels of engagement.

- Average scores between 5.01 – 6.00 = Engaged
- Average scores between 4.51 – 5.00 = Almost engaged
- Average scores between 4.01 – 4.50 = Indifferent
- Average scores less than 4.01 = Disengaged