

2020-21 EMPLOYEE OPINION SURVEY

TOP Five Performance Components:

- **Engagement: 85%** Agree/Strongly Agree that they are engaged with their work and the organization as a whole - *decreased 2% points over last year's favorable*
- **Satisfaction: 82%** Agree/Strongly agree that they are satisfied with their individual job and type of work – *decreased 2% points over last year's favorable*
- **Leadership: 81%** Agree/Strongly agree that they are satisfied with leadership (direct and executive leadership) -*increased 1% points over last year's favorable*
 - ✓ **Executive Leadership: 78%** Agree/Strongly agree that they are satisfied with executive leadership - *decrease 2% points over last year's favorable*
 - ✓ **Direct Leadership: 84%** Agree/Strongly agree that they are satisfied with direct leadership - *increased 3% points over last year's favorable*
- **Communication: 80%** Agree/Strongly agree that they are satisfied with internal communication - *increased 2% points over last year's favorable*
- **Benefits: 79%** Agree/Strongly agree that they are satisfied with the benefits offered - *decreased 1% point over last year's favorable*

BOTTOM Two Performance Components:

- **Culture: 21%** of employees selected an unfavorable or neutral response when responding to questions relating to effective culture
 - ✓ Year over year comparison of favorable responses – **Decreased by 3% points**
 - ✓ Overall response - **79% Favorable**
 - ✓ What action did we take in 2020?
 - We leveraged our company-wide communication plan
 - Focused on sustaining community events and group engagement opportunities
 - Focused on transparent and inclusive decision making
 - We monitored the impact of the move to remote work on the culture and any potential correlations
- **Work Processes: 24%** of employees selected an unfavorable or neutral response when responding to questions relating to internal work processes
 - ✓ Year over year comparison of favorable responses – **Increased by 5% points**
 - ✓ Overall response - **76% Favorable**
 - ✓ What action did we take in 2020?
 - We leveraged the process improvement and process documentation capacity established by our process improvement team

Survey methodology:

- The employee survey was:
 - launched on April 7, 2021
 - sent to 148 employee email accounts with multiple follow-up statuses and reminder emails
 - managed through an on-line survey tool
 - open for 22 days
 - closed on April 28, 2021 with a response from 145 employees

2020-21 EMPLOYEE OPINION SURVEY WHAT WE ANTICIPATE MOVING FORWARD:

We have identified performance components we want to focus on in 2021-22:

Work Culture:

As a community, we have an opportunity to better align how we support each other and how we interact.

- We will create opportunities for the C4HCO “community” to have input as we establish meaningful adjustments to our current approach to Workplace Culture
- We will continue to evaluate the impact of remote work on our culture - specifically, as we look ahead to working remote through the remainder of 2021
- We will move to identify solutions to support, develop and maintain a greater workplace culture focus as a remote community

Work Processes:

Work Processes is still a newer component and will continue to be focused on.

- Efforts from the previous year show an improvement of five percentage points
- As a community, we will continue to identify process and procedures as well as the needed documentation
- We will focus on identifying process and policy archival, review schedules, as well as organization-wide communication of and access to processes/policies

Benefits (as a medium priority):

The Benefits component is ranked fifth of our Top Five ratings. As a result, it will be critical to closely monitor this component and evaluate opportunities for improvement over the upcoming year. This focus will help to assure this measure does not dip at the cost of improvements elsewhere.