

McLEAN &
COMPANY

New Hire Survey

Sample Company, Inc.

Current Period:

Apr 1, 2017 – Oct 31, 2017

of employees: 223

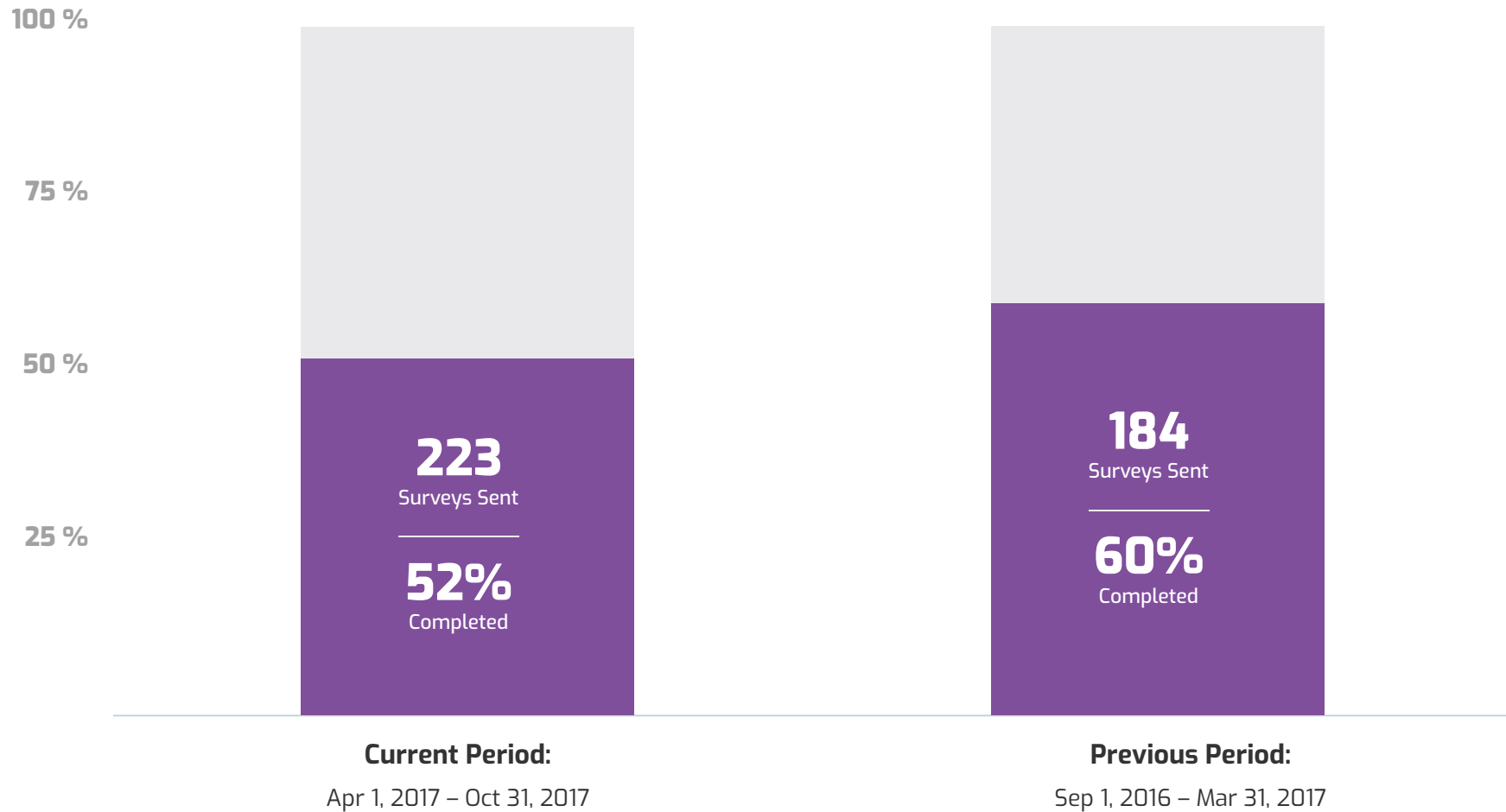
of responses: 116

responses rate: 52%

Previous Period:(for trending purposes):

Sep 1, 2016 – Mar 31, 2017

Overall Survey Participation



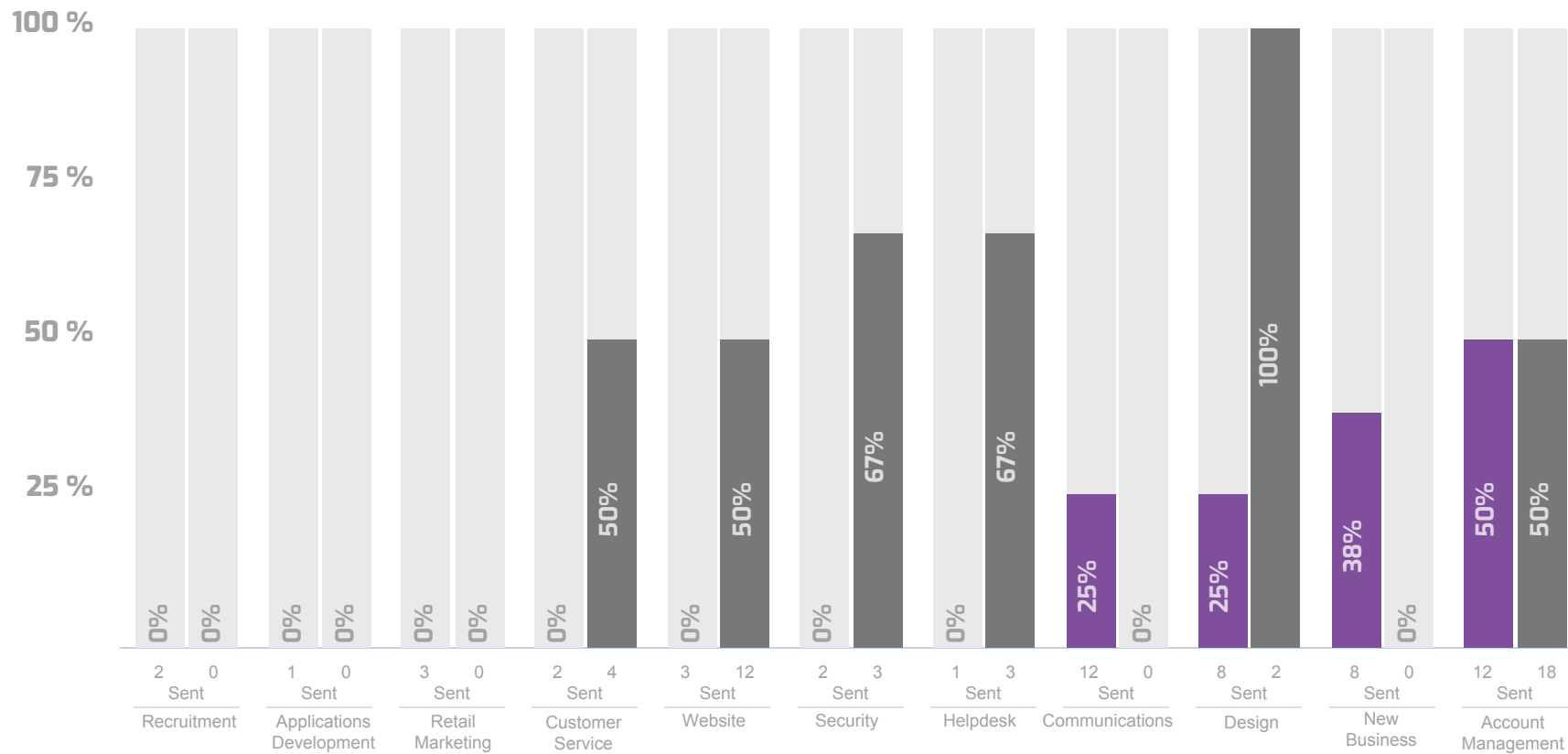
Survey Participation By Department

Current Period

● Apr 1, 2017 – Oct 31, 2017

Previous Period

● Sep 1, 2016 – Mar 31, 2017



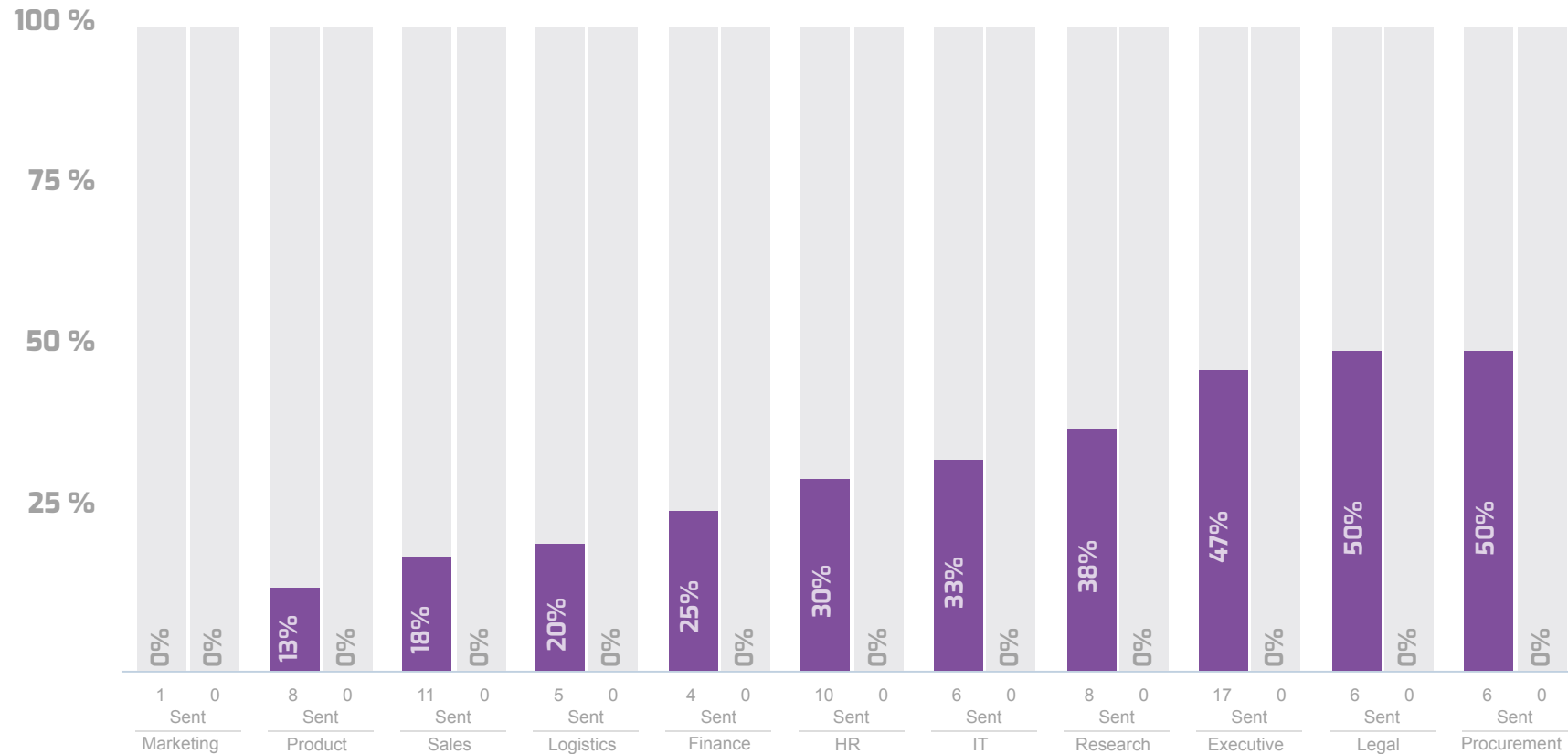
Survey Participation By Division

Current Period

● Apr 1, 2017 – Oct 31, 2017

Previous Period

● Sep 1, 2016 – Mar 31, 2017



Sample Company, Inc.
Current Period: Apr 1, 2017 – Oct 31, 2017
Previous Period: Sep 1, 2016 – Mar 31, 2017

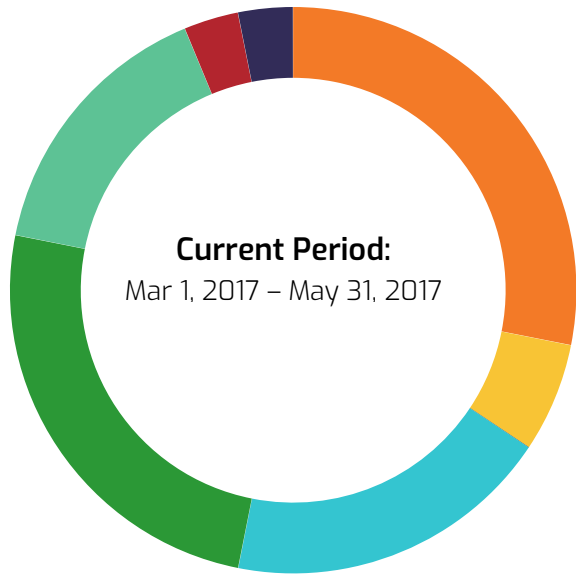
of Employees: 223
of responses: 116
Responses rate: 52%

Recruiting Question Results

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

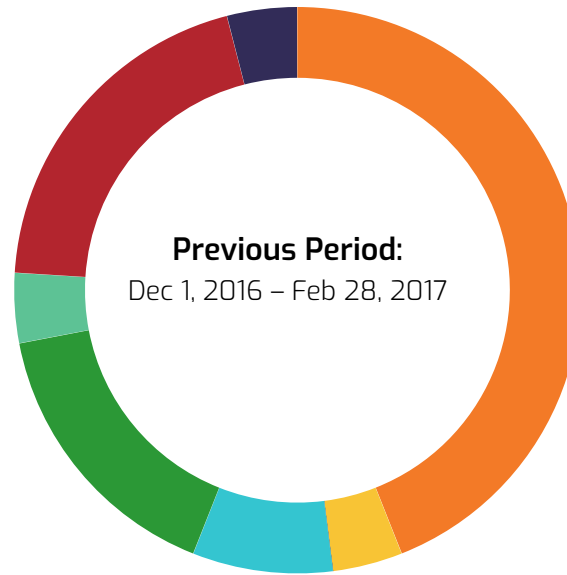
Sample Company, Inc.
Current Period: Mar 1, 2017 – May 31, 2017
Previous Period: Dec 1, 2016 – Feb 28, 2017

of Employees: 154
of responses: 34
responses rate: 22.1%



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%

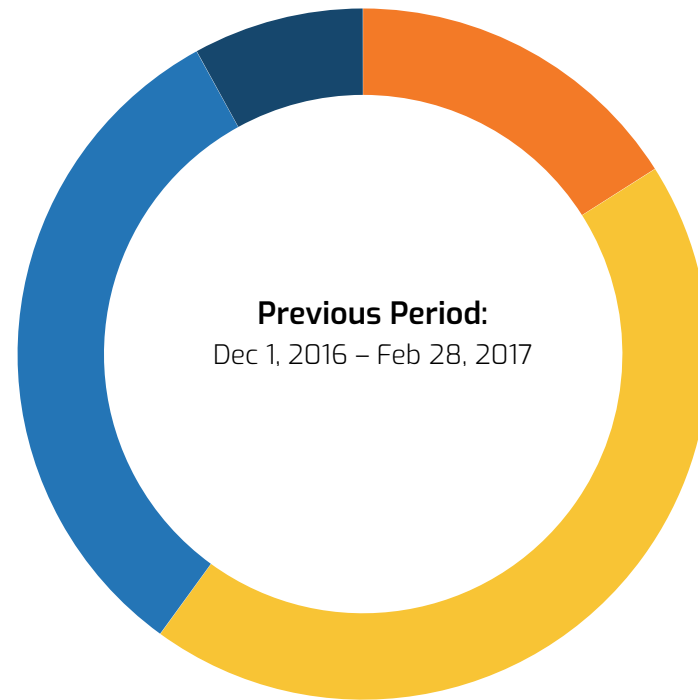
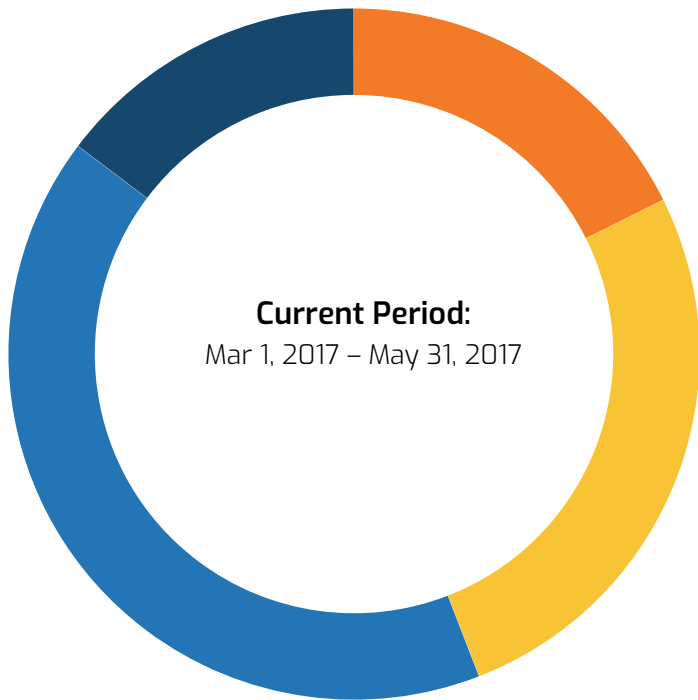


Previous Period:
Dec 1, 2016 – Feb 28, 2017

● 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?



- 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%**

- 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%**

Sample Company, Inc.
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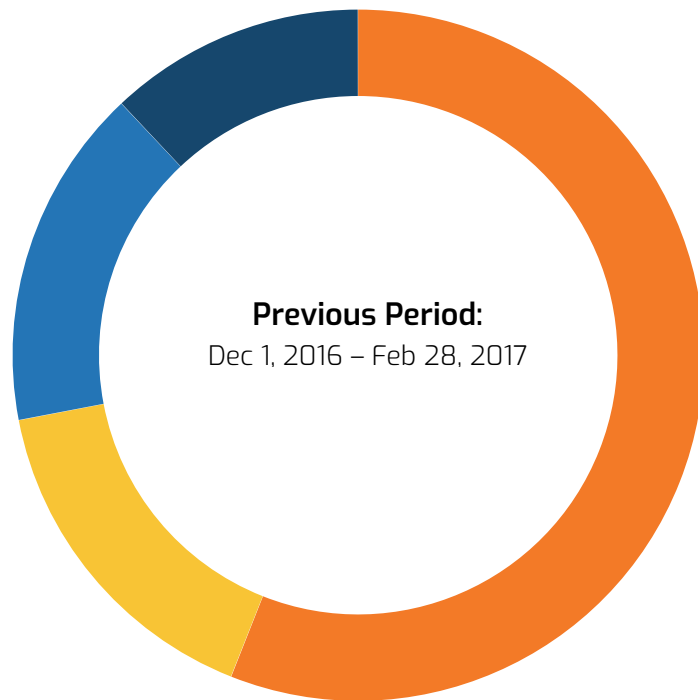
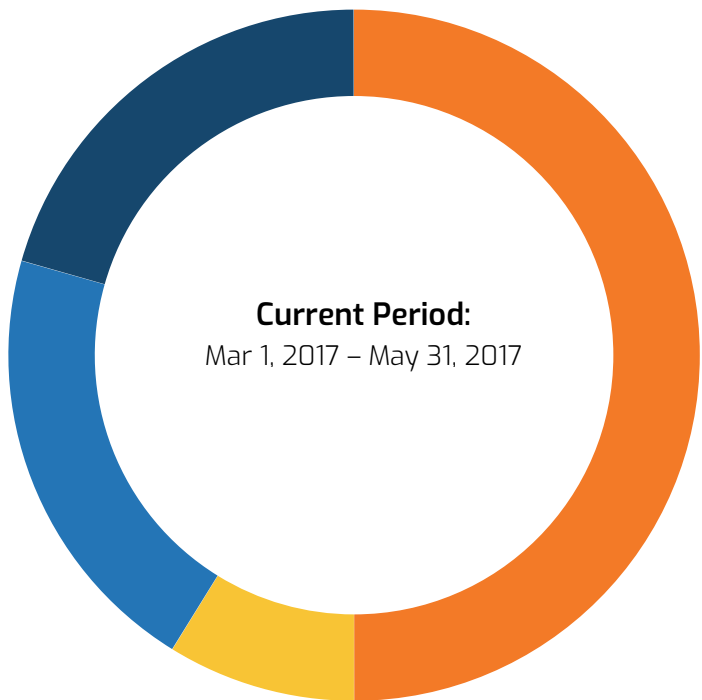
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Recruiting Question Results

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

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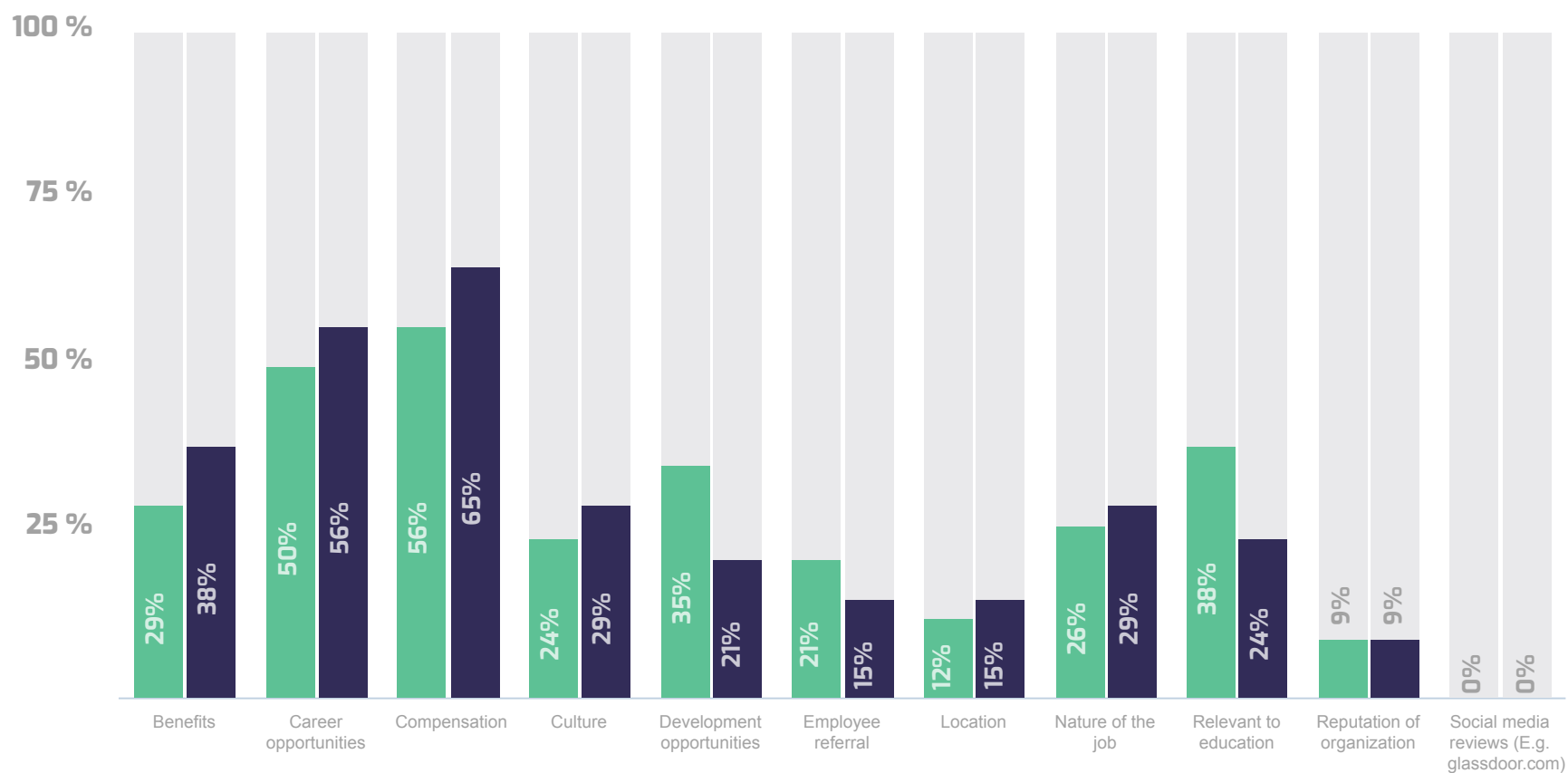
- I have made a lateral move **50%**
- I have taken a demotion **9%**
- I have taken a promotion **21%**
- N/A - Not Applicable **21%**

- 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?

● Reason Applied ● Reason Accepted



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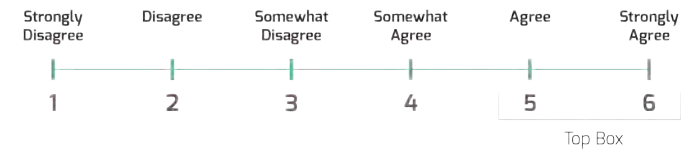
Interpreting The Results

- 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:



Performance Legend:

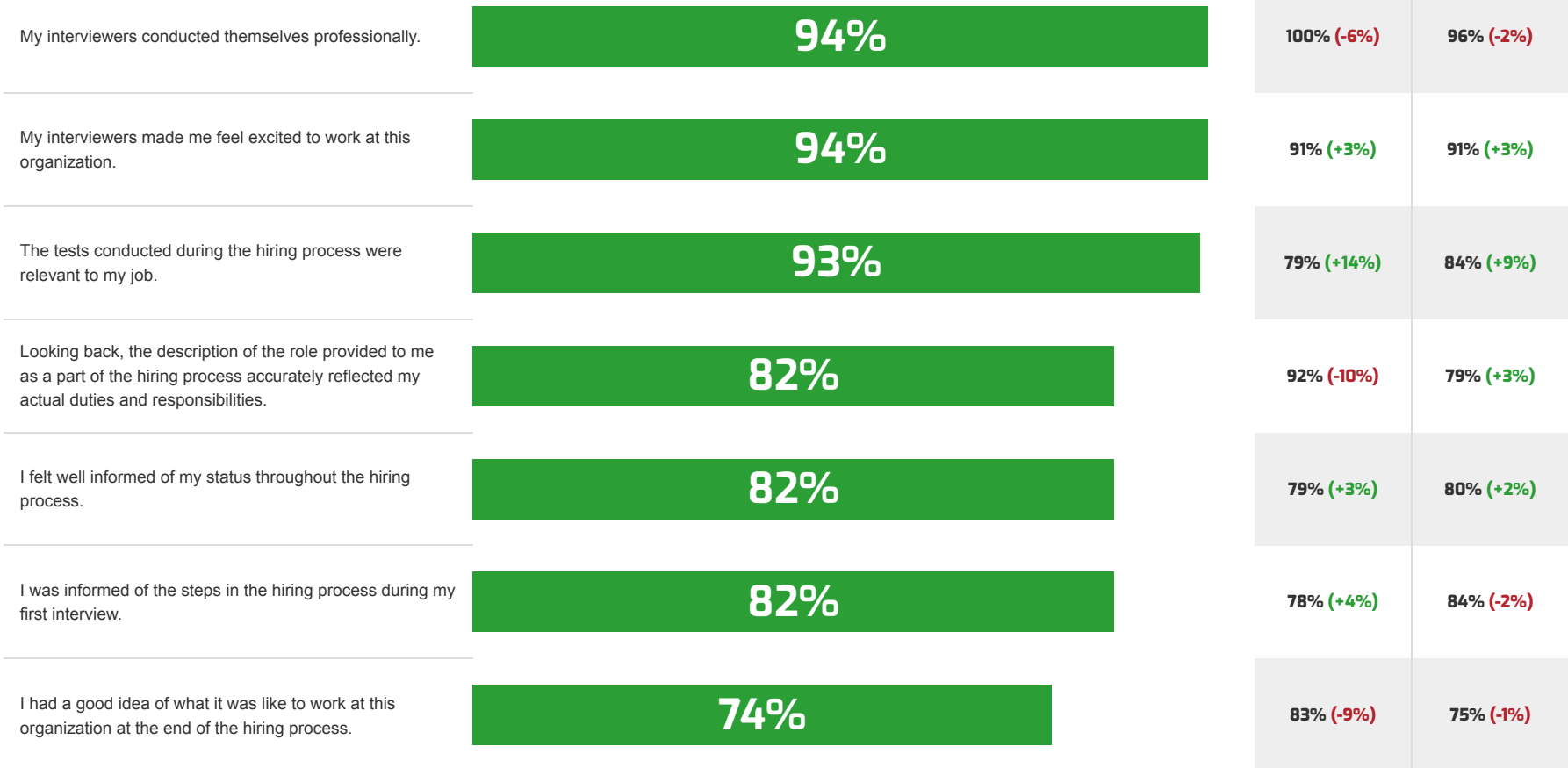
Results are colour-coded according to top box scores:



Candidate Experience Hiring

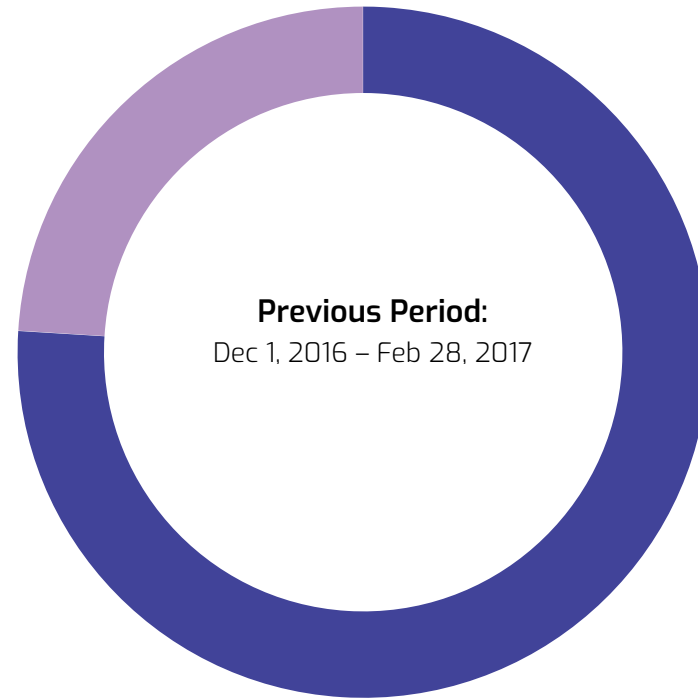
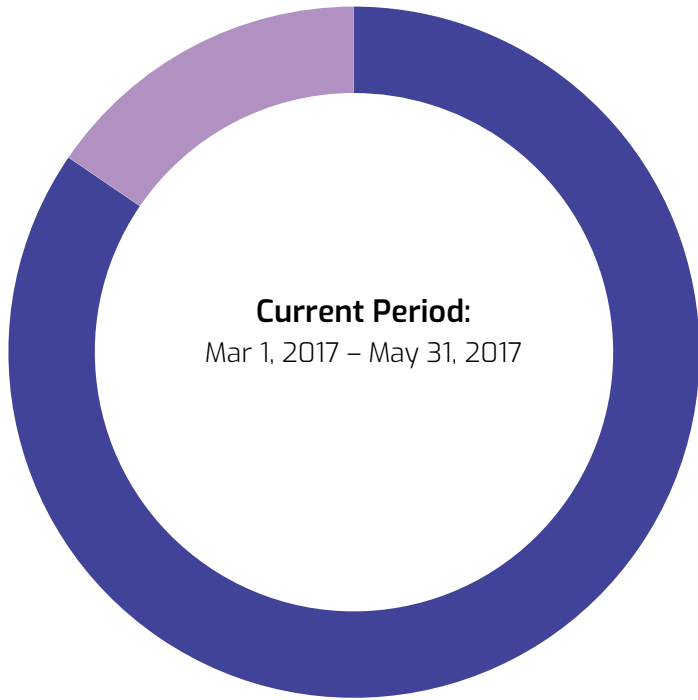
● < 50% Low Performing
 ● 50% – 70% Average Performing
 ● > 70% High Performing

Previous Period
 McLean & Co. Benchmark



Candidate Experience Hiring

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



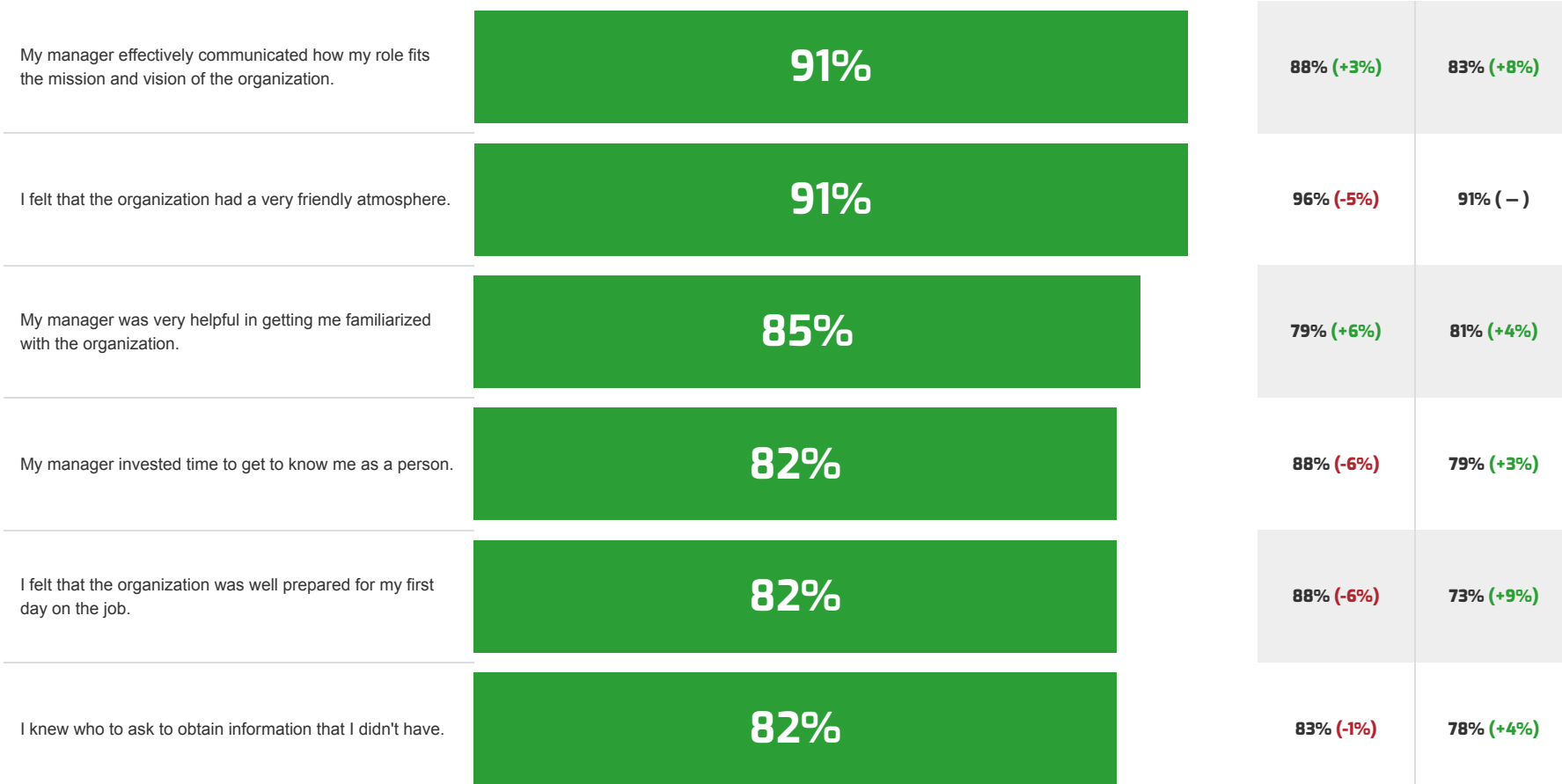
- Too Short 0%
- Just Right 85%
- Too Long 15%

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

Acclimatization

● < 50% Low Performing
● 50% – 70% Average Performing
● > 70% High Performing

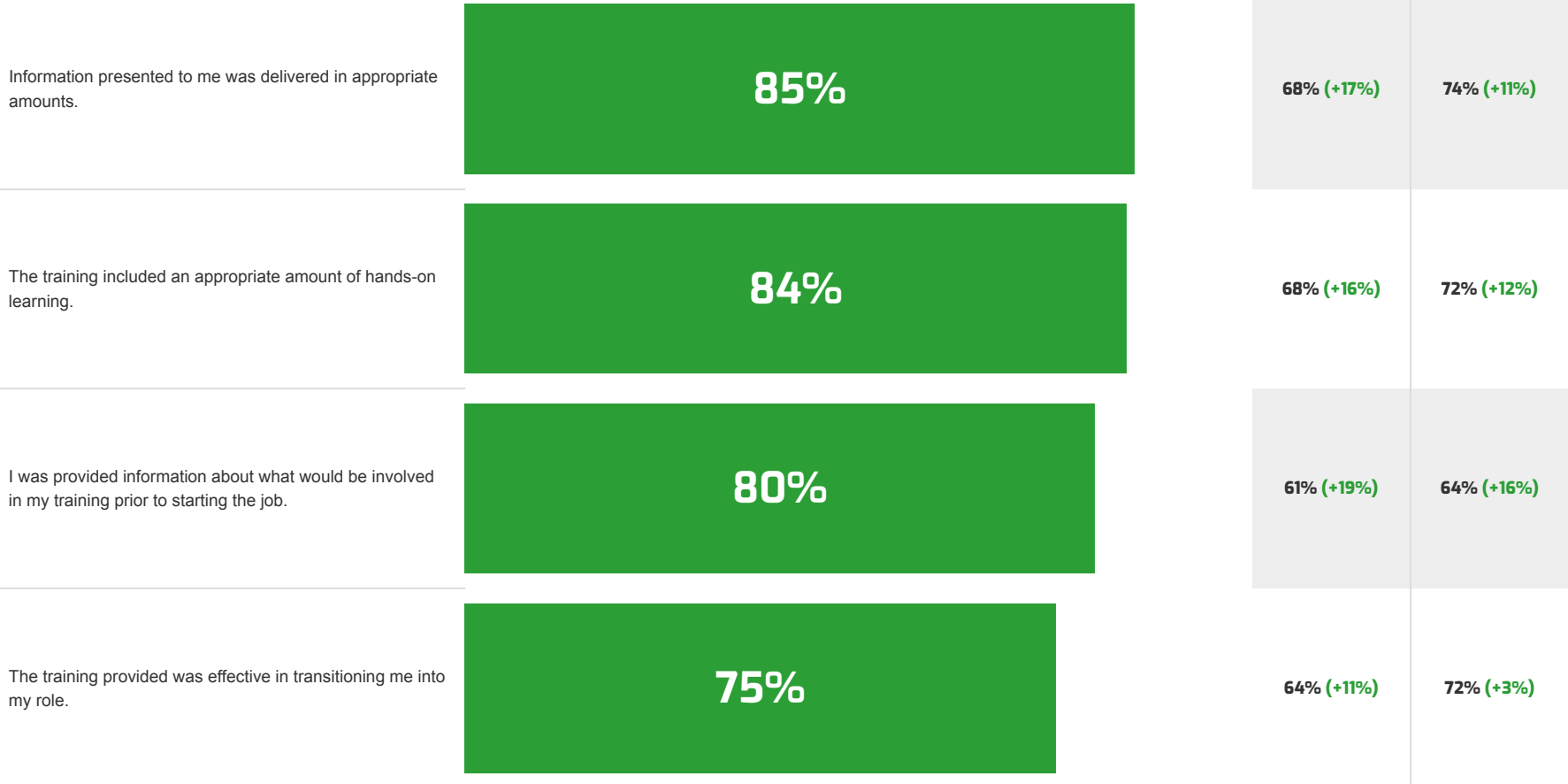
Previous Period
 McLean & Co. Benchmark



Training and Development

● < 50% Low Performing
● 50% – 70% Average Performing
● > 70% High Performing

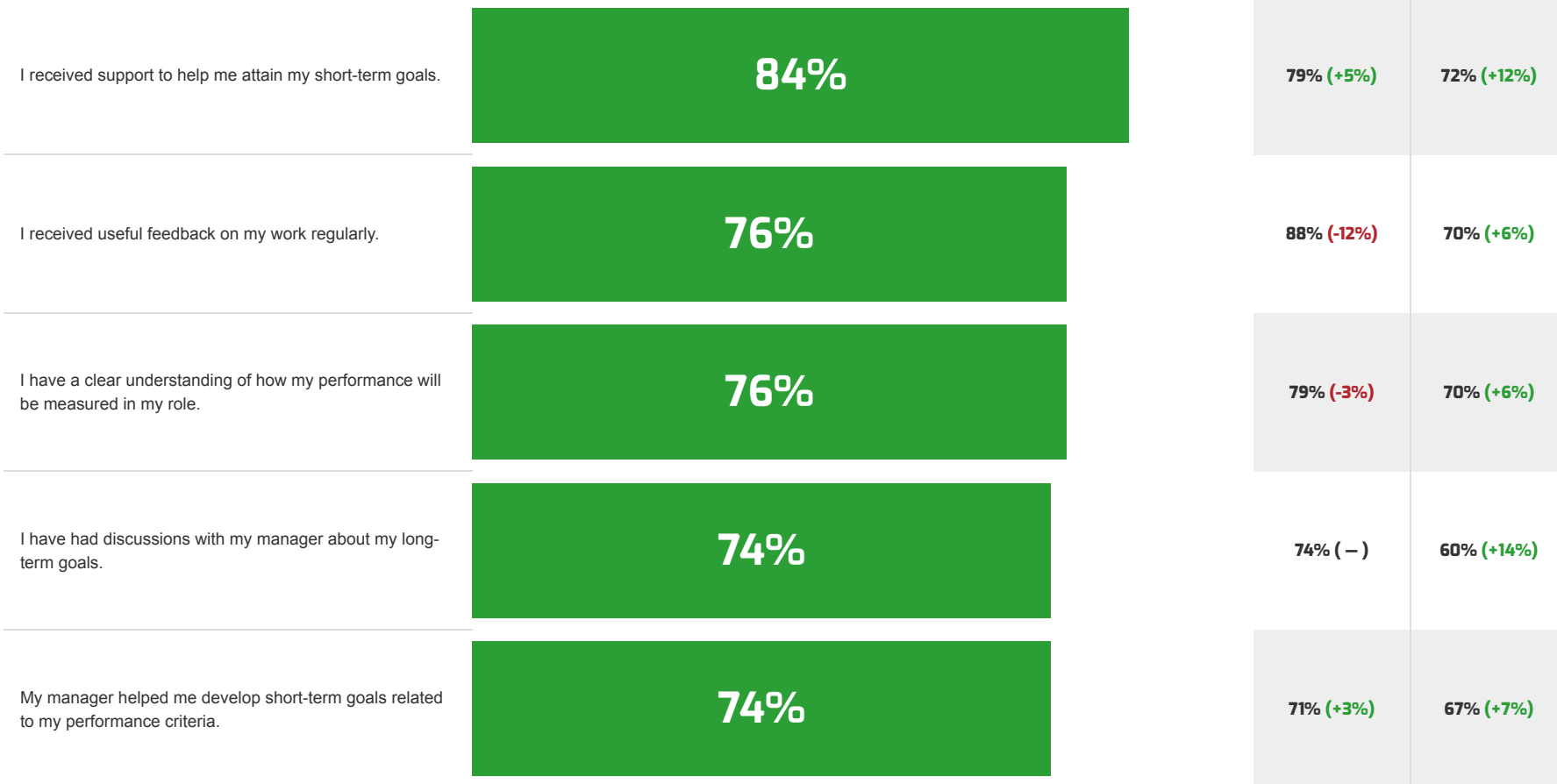
Previous Period
 McLean & Co. Benchmark



Defining Performance Expectations

● < 50% Low Performing
 ● 50% – 70% Average Performing
 ● > 70% High Performing

Previous Period
 McLean & Co. Benchmark



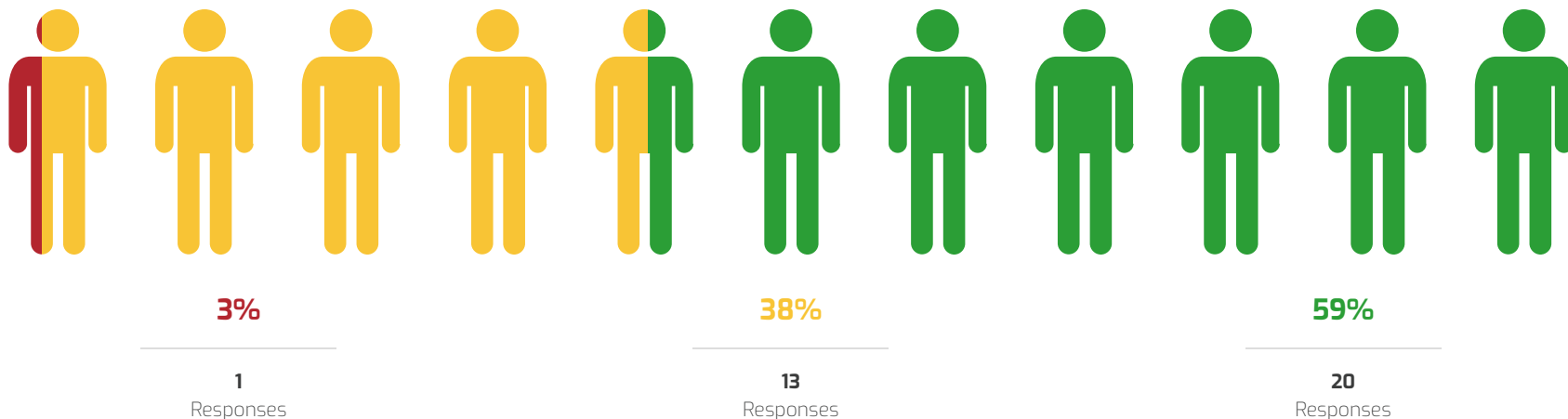
McLean Employee Experience Score

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



Employee Experience Score

55.88

Previous Period Employee Experience Score

28

McLean & Co. Benchmark Average

43.21

Employee Experience Score = % Supporters - % Detractors

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

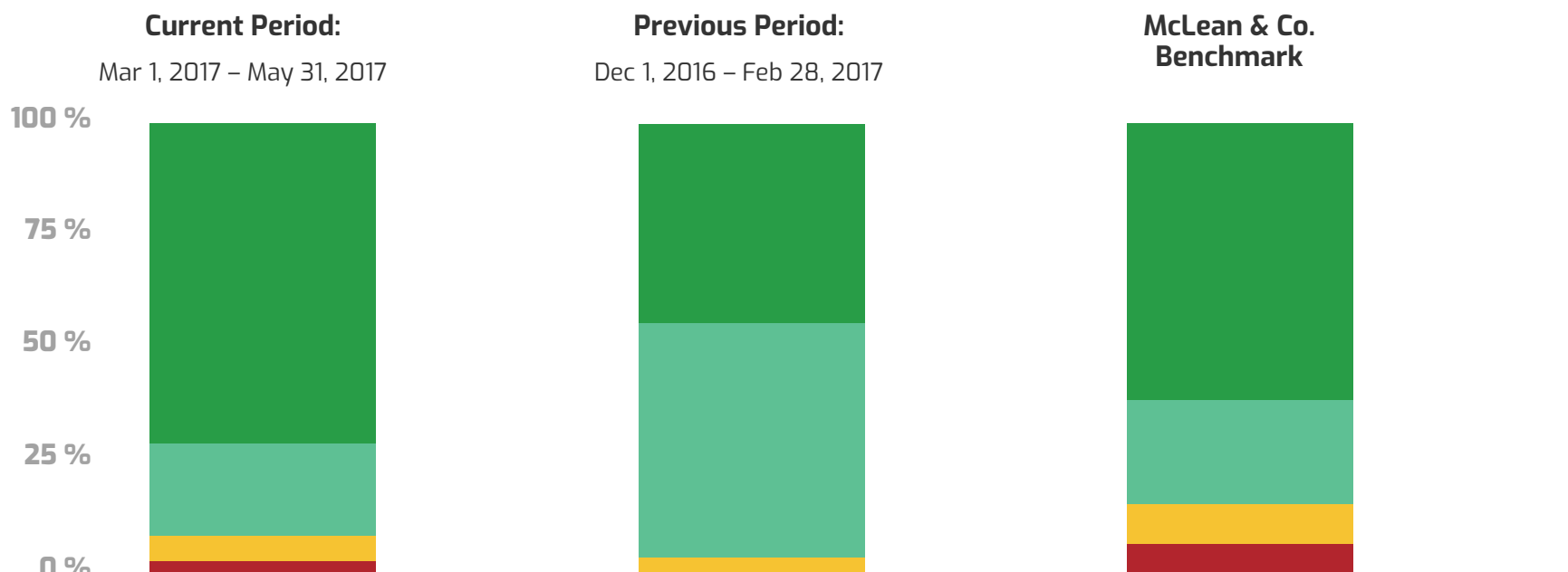
Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

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.



Engaged	71%	Engaged	44%	Engaged	61%
Almost Engaged	21%	Almost Engaged	52%	Almost Engaged	23%
Indifferent	6%	Indifferent	4%	Indifferent	9%
Disengaged	3%	Disengaged	0%	Disengaged	7%

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Engagement Question Results

● < 50% Low Performing
 ● 50% – 70% Average Performing
 ● > 70% High Performing

Previous Period
 McLean & Co. Benchmark

Question	Current Period	Previous Period	McLean & Co. Benchmark
Taking everything into account, I like working at this organization.	97%	100% (-3%)	90% (+7%)
Taking everything into account, I like my job.	97%	100% (-3%)	89% (+8%)
I talk about my job in a positive light with family and friends.	97%	96% (+1%)	87% (+10%)
I am very proud of the work I do.	97%	88% (+9%)	91% (+6%)
I regularly accomplish more than what's expected in my role.	94%	75% (+19%)	75% (+19%)
I am very committed to this organization.	94%	96% (-2%)	89% (+5%)
My contributions are important to the success of the organization.	94%	84% (+10%)	89% (+5%)
My contributions are important to the success of my team/ department.	94%	88% (+6%)	92% (+2%)
I regularly offer to help my colleagues at work.	91%	83% (+8%)	91% (-)
I regularly choose to put in extra time at work to improve my results.	67%	65% (+2%)	70% (-3%)
Since I started, I have made recommendations for organizational improvements.	52%	55% (-3%)	61% (-9%)

Top 10 Scoring Questions

● < 50% Low Performing
 ● 50% – 70% Average Performing
 ● > 70% High Performing

Previous Period
 McLean & Co. Benchmark

Question	Score	Previous Period	McLean & Co. Benchmark
My interviewers conducted themselves professionally.	94%	100% (-6%)	96% (-2%)
My interviewers made me feel excited to work at this organization.	94%	91% (+3%)	91% (+3%)
The tests conducted during the hiring process were relevant to my job.	93%	79% (+14%)	84% (+9%)
My manager effectively communicated how my role fits the mission and vision of the organization.	91%	88% (+3%)	83% (+8%)
I felt that the organization had a very friendly atmosphere.	91%	96% (-5%)	91% (-)
My manager was very helpful in getting me familiarized with the organization.	85%	79% (+6%)	81% (+4%)
Information presented to me was delivered in appropriate amounts.	85%	68% (+17%)	74% (+11%)
The training included an appropriate amount of hands-on learning.	84%	68% (+16%)	72% (+12%)
I received support to help me attain my short-term goals.	84%	79% (+5%)	72% (+12%)
Looking back, the description of the role provided to me as a part of the hiring process accurately reflected my actual duties and responsibilities.	82%	92% (-10%)	79% (+3%)

Bottom 10 Scoring Questions

● < 50% Low Performing
 ● 50% – 70% Average Performing
 ● > 70% High Performing

Previous Period
 McLean & Co. Benchmark

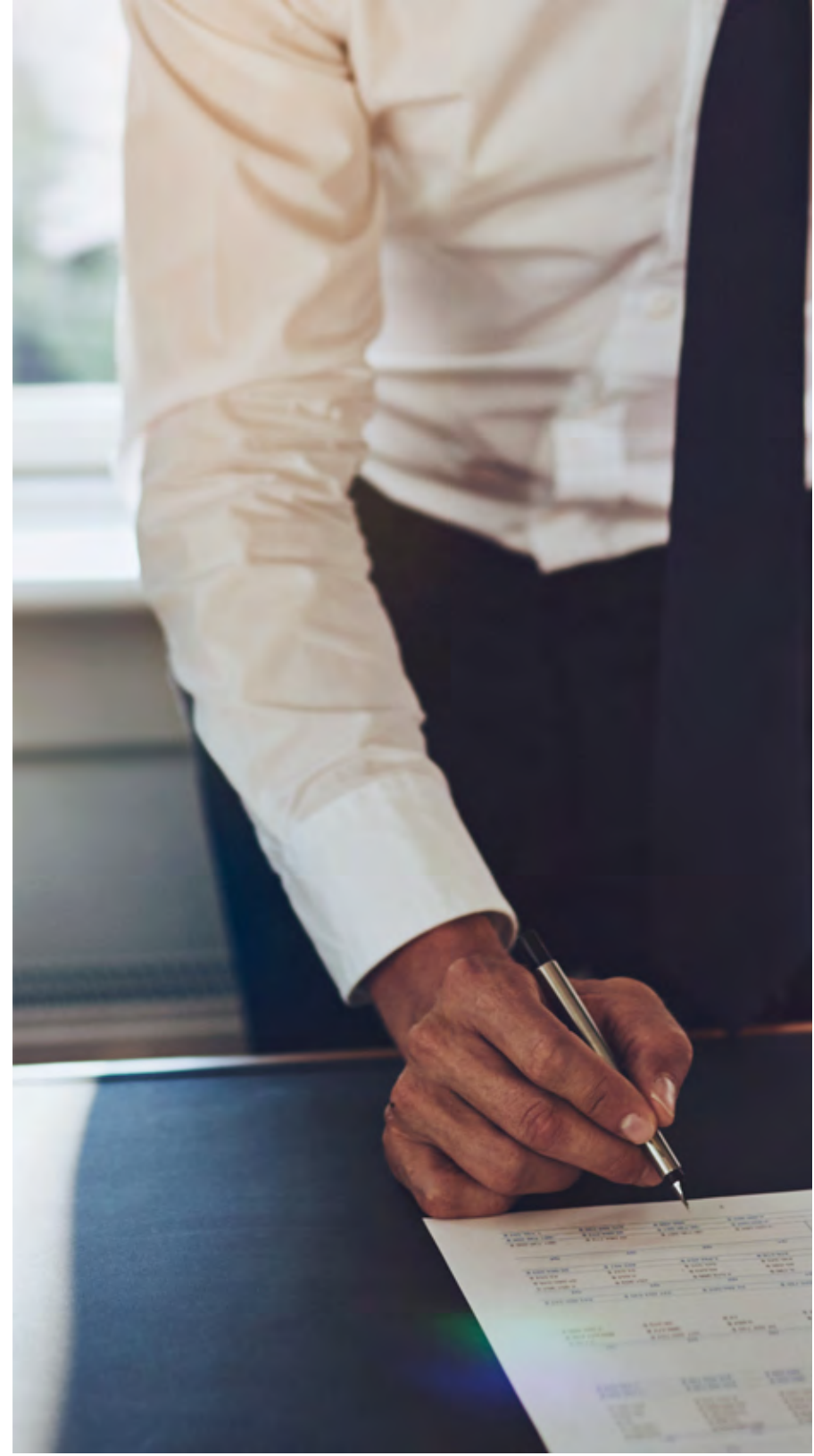
Question	Score	Previous Period	McLean & Co. Benchmark
Looking back, the description of the role provided to me as a part of the hiring process accurately reflected my actual duties and responsibilities.	82%	92% (-10%)	79% (+3%)
I felt well informed of my status throughout the hiring process.	82%	79% (+3%)	80% (+2%)
I was informed of the steps in the hiring process during my first interview.	82%	78% (+4%)	84% (-2%)
I was provided information about what would be involved in my training prior to starting the job.	80%	61% (+19%)	64% (+16%)
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%)
The training provided was effective in transitioning me into my role.	75%	64% (+11%)	72% (+3%)
I had a good idea of what it was like to work at this organization at the end of the hiring process.	74%	83% (-9%)	75% (-1%)
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%)

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**



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