ENVUE EVALS

Organizational Health Report Guide

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Report Components

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3. Quarterly Trend Analysis

This tab enables stakeholders to monitor the evolution of Organizational Health Indicators over time. With the ability to filter by demographics, it highlights Organizational Health KPI trends across quarters, aiding in strategic planning and informed decision-making.

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Diagnose trouble areas within your organization effortlessly using the Demographic Heat Map. Color-coordinated tables highlight KPIs across departments, roles, and tenures, enabling targeted interventions.

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Empower your organization with actionable insights through the Organizational Improvement Roadmap. Identify top drivers of Turnover Intentions, Burnout, Overall Employee Satisfaction and eNPS, demographic opportunity areas, and core KPIs graphed by tenure, guiding focused improvement efforts.

6. Employee Comments Tab

Harness the power of qualitative feedback with the Employee Comments Tab. Dive deep into employee sentiments and suggestions, categorized by insightful prompts and filterable by various demographics and eNPS categories.

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Organizational Health Snapshot

Use this tab to gain a bird's eye view of the organization as a whole or drill down into specific demographic or timeframes (if applicable). This tab reflects a visualization of every Organizational Health Key Performance Indicator (KPI) such as eNPS, Psychological Safety, Turnover Intention, Burnout, and Employee Job Satisfaction.
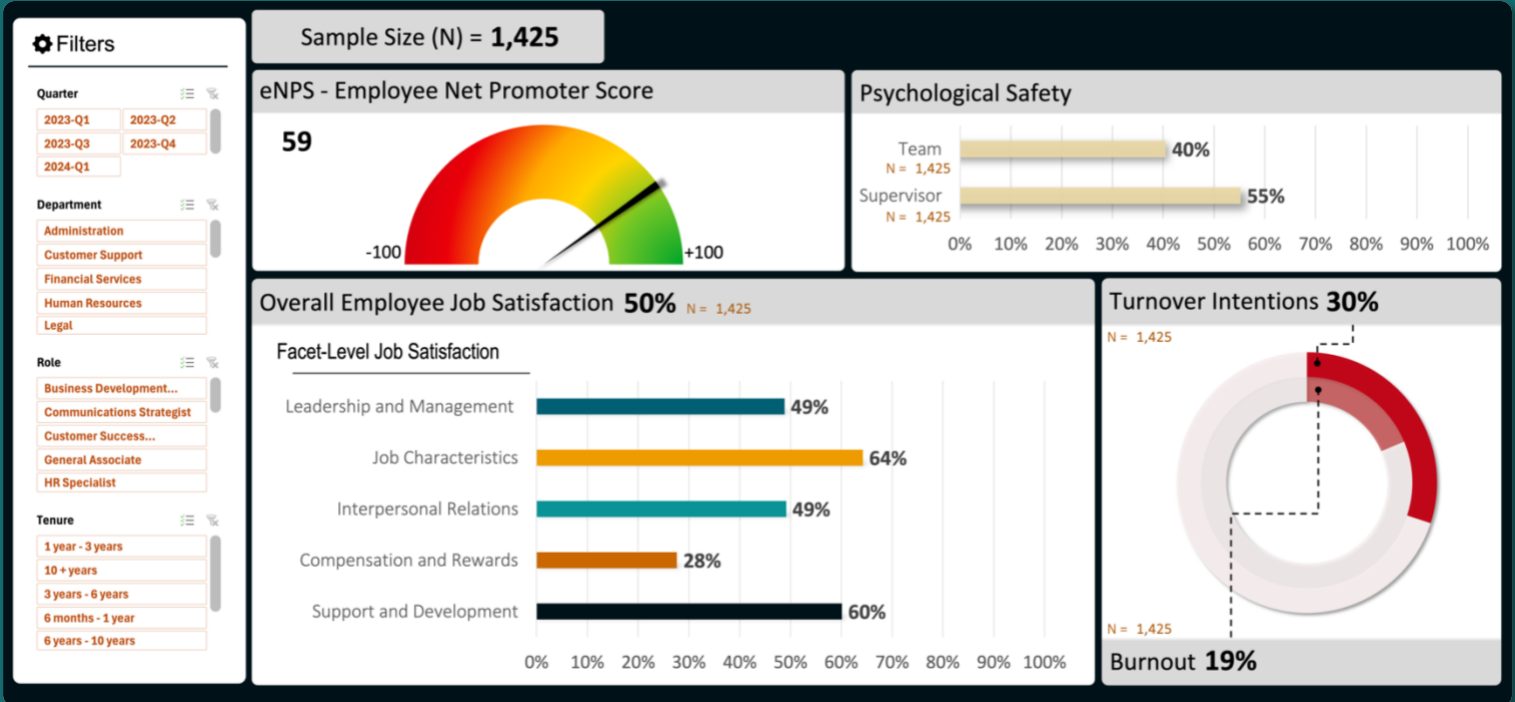
Filters

Use the filters in the left card to drill down into desired demographic groups and time periods.
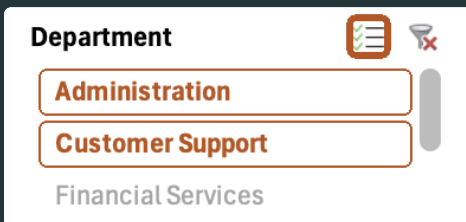
The Multi-Select icon allows for the selection of multiple demographic splits at once.

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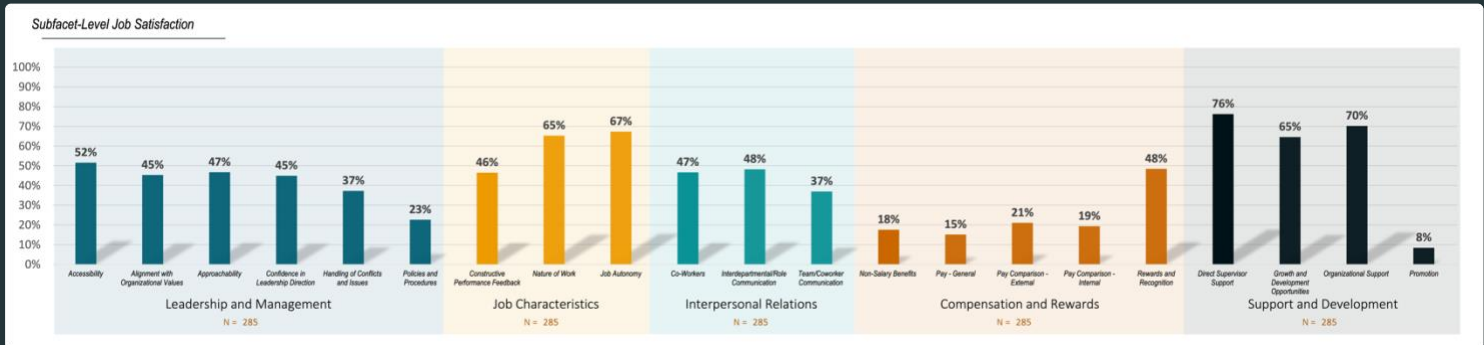
Sample Size (N)

This figure represents the total number of employees who responded overall and updates dynamically as filters are applied.

Each visual is associated with an additional KPI-level "N," indicating the number of employees included in each calculated KPI.

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Organizational Health Snapshot Cont....

Subfacet-level Job Satisfaction

At the bottom of the Organizational Health Snapshot, you will find a powerful visualization tool showcasing the top-box scores for our 21 subfacet-level job satisfaction metrics through barographs. This section is used for drilling down into the most discreet aspects of job satisfaction, providing a granular view that is essential for targeted improvement and strategic success.

Subfacet-Level Job Satisfaction

Leadership and Management — N = 285: Accessibility 52%, Alignment with Organizational Values 45%, Approachability 47%, Confidence in Leadership Direction 45%, Handling of Conflicts and Issues 37%, Policies and Procedures 23%

Job Characteristics — N = 285: Constructive Performance Feedback 46%, Nature of Work 65%, Job Autonomy 67%

Interpersonal Relations — N = 285: Co-Workers 47%, Interdepartmental/Role Communication 48%, Team/Coworker Communication 37%

Compensation and Rewards — N = 285: Non-Salary Benefits 18%, Pay - General 15%, Pay Comparison - External 21%, Pay Comparison - Internal 19%, Rewards and Recognition 48%

Support and Development — N = 285: Direct Supervisor Support 76%, Growth and Development Opportunities 65%, Organizational Support 70%, Promotion 8%

How to Interpret Scores

All metrics except eNPS are reflected in top-box scores, representing the percentage of employees who responded who report the highest levels within a given indicator.

eNPS uses an alternate scale of -100 to +100:

-100 - 0: Very Low

0 - 10: Low

11 - 20: Moderate

21 - 50: Good

51 - 70: Excellent

71 - 100: Exceptional

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Quarterly Trend Analysis **

This tab provides a comprehensive view of changes in Organizational Health KPIs across different quarters. It is designed to quickly identify trends, spot challenging periods for employees, and assess improvements following the implementation of organizational interventions. Applying demographic filters reveals insights specific to various employee groups, making the analysis more targeted.

⚙ Filters

Department
- Logistics and Supply Chain
- Marketing Solutions
- Operations Hub
- Public Relations
- Quality Assurance
- Sales

Role
- Business Development Associate
- Communications Strategist
- Customer Success Specialist
- General Associate
- HR Specialist
- Logistics Coordinator

Tenure
- 1 year - 3 years
- 10 + years
- 3 years - 6 years
- 6 months - 1 year
- 6 years - 10 years
- Less than 6 months

	2023-Q1	2023-Q2	2023-Q3	2023-Q4	2024-Q1	Q1→Q2	Q2→Q3	Q3→Q4	Q4→Q1	2023→2024
👤 Sample Size (N) =	285	285	285	285	285					
Employee Net Promoter Score										
eNPS	31	42	60	72	92	11	18	12	20	61
Burnout and Turnover Intention										
Burnout	41%	34%	14%	4%	0%	-7%	-20%	-10%	-4%	-41%
Turnover Intention	41%	37%	32%	24%	17%	-4%	-5%	-8%	-7%	-24%
Psychological Safety										
Supervisor	45%	49%	54%	61%	68%	4%	5%	7%	7%	23%
Team	37%	42%	45%	37%	41%	5%	3%	-8%	4%	4%
Overall Job Satisfaction	45%	48%	53%	50%	55%	3%	5%	-3%	5%	10%
Leadership and Management	42%	46%	52%	49%	56%	4%	6%	-3%	7%	14%
Accessibility	52%	57%	66%	71%	80%	5%	9%	5%	9%	28%
Alignment with Organizational Values	45%	49%	58%	48%	59%	4%	9%	-10%	11%	14%
Approachability	47%	50%	56%	50%	56%	3%	6%	-6%	6%	9%
Confidence in Leadership Direction	45%	49%	53%	61%	67%	4%	4%	8%	6%	22%
Handling of Conflicts and Issues	37%	42%	45%	36%	40%	5%	3%	-9%	4%	3%
Policies and Procedures	23%	28%	34%	29%	33%	5%	6%	-5%	4%	10%
Job Characteristics	59%	62%	67%	64%	68%	3%	5%	-3%	4%	9%
Constructive Performance Feedback	46%	50%	57%	64%	70%	4%	7%	7%	6%	24%
Nature of Work	65%	67%	71%	59%	61%	2%	4%	-12%	2%	-4%
Job Autonomy	67%	70%	73%	69%	74%	3%	3%	-4%	5%	7%
Interpersonal Relations	44%	47%	53%	48%	54%	3%	6%	-5%	6%	10%
Co-Workers	47%	51%	55%	46%	51%	4%	4%	-9%	5%	4%
Interdepartmental/Role Communication	48%	51%	56%	44%	49%	3%	5%	-12%	5%	1%
Team/Coworker Communication	37%	39%	48%	55%	61%	2%	9%	7%	6%	24%
Compensation and Rewards	24%	26%	29%	28%	31%	2%	3%	-1%	3%	7%
Non-Salary Benefits	18%	22%	26%	21%	25%	4%	4%	-5%	4%	7%
Pay - General	15%	16%	18%	19%	22%	1%	2%	1%	3%	7%
Pay Comparison - External	21%	23%	25%	20%	22%	2%	2%	-5%	2%	1%
Pay Comparison - Internal	19%	20%	22%	24%	25%	1%	2%	2%	1%	6%
Rewards and Recognition	48%	50%	53%	56%	59%	2%	3%	3%	3%	11%
Support and Development	55%	58%	62%	60%	66%	3%	4%	-2%	6%	11%
Direct Supervisor Support	76%	79%	81%	74%	77%	3%	2%	-7%	3%	1%
Growth and Development Opportunities	65%	68%	72%	59%	65%	3%	4%	-13%	6%	0%
Organizational Support	70%	73%	77%	79%	85%	3%	4%	2%	6%	15%
Promotion	8%	12%	18%	28%	36%	4%	6%	10%	8%	28%

Filters

Use the filters in the left card to drill down into desired demographic groups.

Department

- Administration
- Customer Support
- Financial Services

The Multi-Select icon allows for the selection of multiple demographic splits at once.

The Clear Filter icon can be used to deselect all selections within a specific filter.

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Quarterly Trend Analysis ** Cont.…

Sample Size (N)

This figure represents the number of employees included in each quarterly evaluation and updates dynamically when filters are applied. *(1)*

Quarterly Summary Columns

2023-Q1	2023-Q2	2023-Q3	2023-Q4	2024-Q1

These columns present the observed Organizational Health KPI top-box and eNPS scores for each quarter in which data was collected. Each includes a bar chart, aiding quick visual comparisons.

Quarterly Change Columns

Q1→Q2	Q2→Q3	Q3→Q4	Q4→Q1

The quarterly change columns reflect the absolute value change in KPIs from one quarter to the next using a color-coded system for quick and intuitive interpretation of the data.

Annual Change Column

Once a full year of data has been collected, this column will show the overall change in Organizational Health KPIs compared to the same timeframe of the previous year.

How to Interpret Scores

All metrics except eNPS are reflected in top-box scores, representing the percentage of employees who responded who report the highest levels within a given indicator.

eNPS uses an alternate scale of -100 to +100:

-100 - 0: Very Low

0 - 10: Low

11 - 20: Moderate

21 - 50: Good

51 - 70: Excellent

71 - 100: Exceptional

**This tab is only available once multiple iterations of data collection have been completed.

(1) The "N" value represents the total number of individuals who have responded within each demographic category. Please be aware that the number of responses for individual items may be lower. For detailed information regarding the response count for each specific metric, please refer to the Organizational Health Snapshot tab.

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Demographic Heat Map

Diagnose trouble areas within the organization effortlessly using the Demographic Heat Map. This tab features color-coordinated tables that highlight KPIs across departments, roles, and tenures, enabling targeted interventions. Darker colors represent potential problem areas, allowing for quick identification of issues. The tab is filterable by time period, making it possible to target specific quarters or aggregate data by combining multiple rounds of data collection.
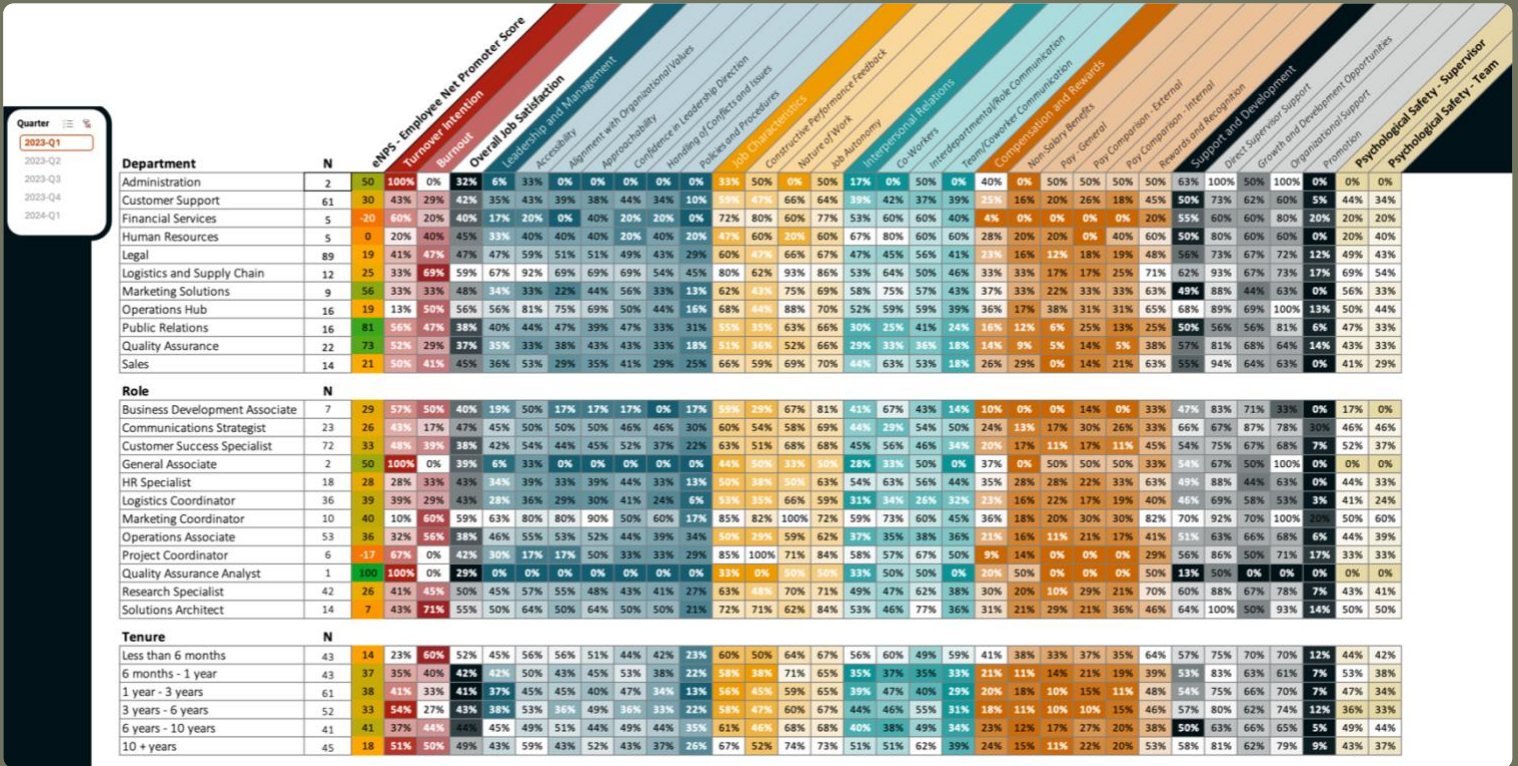
Filters

Use the filters in the left card to drill down into desired time periods.

The Multi-Select icon allows for the selection of multiple demographic splits at once.

The Clear Filter icon can be used to deselect all selections within a specific filter.

Sample Size (N)

This figure represents the number of employees included in each demographic group and updates dynamically as filters are applied. *(2)*

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Demographic Heat Map Cont.…

How to Interpret Scores

All metrics, except eNPS, are represented as top-box scores, indicating the percentage of employees who responded at the highest levels within a given indicator.

Top-Box Ratings

- Darker shades of the associated color indicate relative areas for improvement.

- White text scores indicate that a demographic is below average for a specific Organizational Health.

- Color schematics for the negatively framed KPIs, Turnover and Burnout, have been reversed so that darker shades highlight demographics of concern for all top-box scores (e.g., higher turnover and lower satisfaction will both appear in darker shades).

eNPS Ratings

eNPS scores are presented on a red-yellow-green color scale, corresponding to the following ranges:

-100 - 0: Very Low

0 - 10: Low

11 - 20: Moderate

21 - 50: Good

51 - 70: Excellent

71 - 100: Exceptional

(2) The "N" value represents the total number of individuals who have responded within each demographic category. Please be aware that the number of responses for individual items may be lower. For detailed information regarding the response count for each specific metric, please refer to the Organizational Health Snapshot tab.

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Organizational Improvement Roadmap

The Organizational Improvement Roadmap tab offers valuable insights into the key drivers of Turnover Intention, Burnout, Overall Job Satisfaction, and eNPS, helping businesses pinpoint crucial areas for improvement. By identifying top demographic groups and tenure levels with the greatest improvement opportunities, it provides actionable recommendations to enhance organizational health and employee engagement.

Top Drivers *(3)*

This section displays the strongest correlations between our four key outcome-oriented KPIs. These four KPIs are considered outcome-oriented because they are influenced by factors such as job satisfaction and psychological safety. This helps identify which aspects have the greatest impact on these KPIs, providing targeted recommendations for improvement.

	Turnover Intention	r
1	Rewards and Recognition	-0.56
2	Team/Coworker Communication	-0.55
3	Non-Salary Benefits	-0.53
4	Organizational Leadership - Alignment with Organizational Values	-0.53
5	Psychological Safety - Team	-0.52

	Burnout	r
1	Job Characteristics - Nature of Work	-0.31
2	Organizational Leadership - Accessibility	-0.29
3	Organizational Leadership - Handling of Conflicts and Issues	-0.29
4	Organizational Leadership - Approachability	-0.29
5	Co-Workers	-0.29

	Overall Job Satisfaction	r
1	Team/Coworker Communication	0.79
2	Job Characteristics - Job Autonomy	0.77
3	Employee Workplace Recommendation Score	0.74
4	Organizational Support	0.73
5	Rewards and Recognition	0.72

	Employee Net Promoter Score	r
1	Burnout	-0.46
2	Interdepartmental/Role Communication	0.45
3	Job Characteristics - Job Autonomy	0.44
4	Team/Coworker Communication	0.43
5	Global Job Satisfaction	0.40

Interpreting Correlation r Values

Correlation r values indicate the strength and direction of the relationship between two variables. An r value close to 1 or -1 indicates a strong correlation, while an r value close to 0 indicates a weak correlation.

Strong Correlation: |r| > 0.7

Moderate Correlation: 0.3 < |r| ≤ 0.7

Weak Correlation: |r| ≤ 0.3

The correlation r values are statistical estimates based on combined quarterly data to enhance reliability, and therefore cannot be filtered. Only statistically significant correlations (p < .05) are included. *(4)*

(3) Top Drivers are only available for datasets with a large enough sample and effect sizes (usually needing at least 30-50 complete evaluations for reliable estimates).

(4) The number of responses is not reflected in this tab to retain legibility and ease of interpretation. For detailed information regarding the response count for each specific metric, please refer to the Organizational Health Snapshot tab.

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Organizational Improvement Roadmap Cont....

Opportunity Area by Demographic

This section highlights the top 5 demographic groups with the largest improvement opportunities for the four key outcome-oriented KPIs (Turnover Intention, Burnout, Overall Job Satisfaction, and eNPS). It reflects the demographics with the highest turnover intentions and burnout rates, and the lowest overall job satisfaction and eNPS scores. These are ranked in descending order by their associated top-box percentage or eNPS score, and are filterable by quarter or data collection period.

Quarter
- 2023-Q1
- 2023-Q2
- 2023-Q3
- 2023-Q4
- 2024-Q1

Highest Turnover Intention	%
Department	**%**
Administration	80%
Financial Services	56%
Public Relations	46%
Sales	43%
Quality Assurance	42%
Role	**%**
General Associate	80%
Quality Assurance Analyst	80%
Project Coordinator	57%
Business Development Associate	37%
Communications Strategist	33%
Tenure	**%**
3 years - 6 years	42%
10 + years	40%
6 months - 1 year	27%
6 years - 10 years	27%
1 year - 3 years	24%

Highest Burnout	%
Department	**%**
Logistics and Supply Chain	29%
Legal	24%
Public Relations	22%
Sales	21%
Marketing Solutions	18%
Role	**%**
Solutions Architect	36%
Marketing Coordinator	26%
Operations Associate	25%
Research Specialist	20%
Business Development Associate	20%
Tenure	**%**
Less than 6 months	27%
10 + years	25%
6 months - 1 year	20%
6 years - 10 years	17%
1 year - 3 years	15%

Lowest Overall Job Satisfaction	%
Department	**%**
Administration	33%
Public Relations	42%
Customer Support	43%
Financial Services	45%
Quality Assurance	47%
Role	**%**
Solutions Architect	36%
Marketing Coordinator	26%
Operations Associate	25%
Research Specialist	20%
Business Development Associate	20%
Tenure	**%**
Less than 6 months	27%
10 + years	25%
6 months - 1 year	20%
6 years - 10 years	17%
1 year - 3 years	15%

Lowest eNPS	eNPS
Department	**eNPS**
Financial Services	24
Legal	48
Customer Support	50
Sales	53
Logistics and Supply Chain	55
Role	**eNPS**
Solutions Architect	40
Project Coordinator	50
Research Specialist	53
Communications Strategist	54
Logistics Coordinator	57
Tenure	**eNPS**
Less than 6 months	53
10 + years	54
1 year - 3 years	59
6 months - 1 year	60
3 years - 6 years	60

Filters

Use the filters in the left card to drill down into desired time periods.
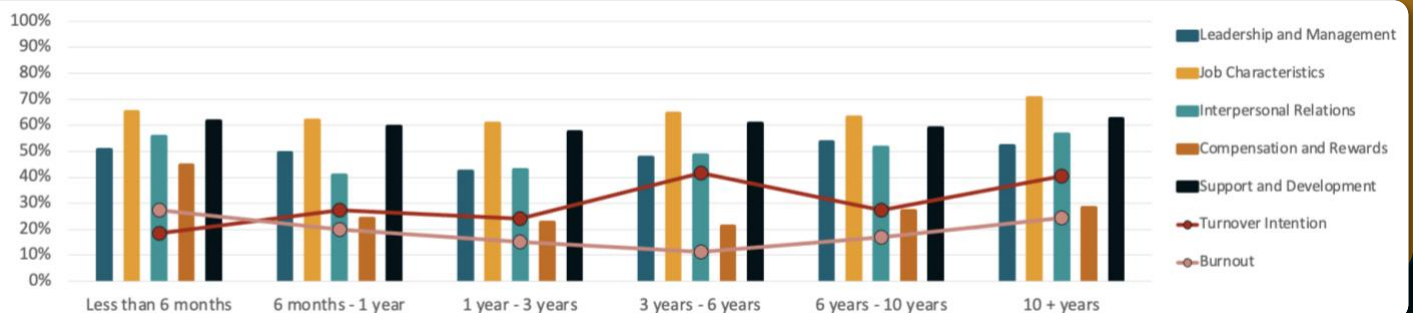
Quarter
- **2023-Q1**
- 2023-Q2
- 2023-Q3

The Multi-Select icon allows for the selection of multiple demographic splits at once.

The Clear Filter icon can be used to deselect all selections within a specific filter.

Core KPIs by Tenure

This section visualizes the top-box scores for Turnover Intention, Burnout, and each facet of Job Satisfaction by tenure level- ideal for diagnosing KPI deficiencies and trends across different tenure groups within the organization.

Legend: Leadership and Management, Job Characteristics, Interpersonal Relations, Compensation and Rewards, Support and Development, Turnover Intention, Burnout

Tenure groups: Less than 6 months, 6 months - 1 year, 1 year - 3 years, 3 years - 6 years, 6 years - 10 years, 10 + years

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Employee Comments Tab

Unlock the potential of qualitative feedback with the Employee Comments Tab. This tab allows businesses to delve deep into employee sentiments and suggestions, categorized by insightful prompts and filterable by various demographics and eNPS categories. Responses to open-ended questions provide valuable insights into multiple components of the employee experience, helping develop specific solutions and business practices to improve Organizational Health KPI performance.

Filters

Quarter

2023-Q1 | 2023-Q2
2023-Q3 | 2023-Q4
2024-Q1

Department

Administration
Customer Support
Financial Services
Human Resources
Legal

Role

Business Development..
Communications Strategist
Customer Success..
General Associate
HR Specialist

Tenure

1 year - 3 years
10 + years
3 years - 6 years
6 months - 1 year
6 years - 10 years

eNPS Category

Detractor
Passive
Promoter

Comment Items

- What additional thoughts or experiences would you like to share regarding your experience in this workplace?
- What initiatives, practices, or policies do you believe positively contribute to the work environment?
- What obstacles or challenges do you encounter that affect your productivity or job satisfaction?

A culture of blame and finger-pointing discourages collaboration and problem-solving, creating a tense and hostile work enviro

A culture of blame and punishment for mistakes creates fear of failure and stifles innovation and risk-taking.

A culture of overwork and presenteeism discourages work-life balance and contributes to burnout and declining job satisfactio

A disconnect between company values and actions undermines trust and commitment among employees, leading to disengag

A lack of diversity and inclusion initiatives within the workplace leads to feelings of exclusion and disengagement.

A lack of opportunities for feedback and input on decision-making processes leaves employees feeling undervalued and ignore

A lack of recognition for overtime work or extra effort put in by employees leads to feelings of resentment and disengagement.

A lack of transparency from leadership about company decisions and direction leads to rumors and speculation, breeding mist

A toxic work environment characterized by gossip, favoritism, and cliques creates tension and erodes morale among colleagues

Although infrequent, brief periods of high workload can arise during project deadlines, but our team's resilience and support s

Although infrequent, occasional technical issues may arise, but our dedicated IT support team ensures prompt resolution, mini

Bureaucratic processes and red tape slow down decision-making and hinder progress on important projects.

Constant restructuring and organizational changes create instability and uncertainty about the future, impacting morale and jo

Excessive bureaucracy and rigid hierarchy make it difficult to voice concerns or suggest improvements without fear of reprisal.

I occasionally feel that there's not enough recognition for the extra effort I put in, which can impact my motivation to go above

I occasionally struggle with maintaining a healthy work-life balance, especially during busy periods when the workload become

I often encounter obstacles related to outdated technology or software systems, which can slow down my workflow and make

I rarely encounter obstacles to productivity, but when faced with challenges, the supportive environment and resources availa

I seldom encounter significant obstacles to productivity, but when issues arise, our proactive approach and problem-solving m

I sometimes feel that there's a disconnect between the company's stated values and the actions I see in the workplace, which

Inadequate recognition for achievements and contributions diminishes morale and makes employees feel unappreciated.

Inadequate resources and outdated tools hinder productivity and make tasks more time-consuming than necessary.

Inadequate support from management and lack of feedback or guidance leave me feeling directionless and unsupported in my

Inadequate training and development opportunities leave me feeling ill-equipped to handle the demands of my role effectively

Inconsistent or unfair performance evaluations and promotions breed resentment and disillusionment among employees.

Ineffective conflict resolution processes and unresolved interpersonal conflicts create tension and disrupt productivity within

Ineffective leadership and lack of vision or direction from management result in confusion and disorganization within teams.

Inefficient workflows and outdated systems make it challenging to complete tasks efficiently and effectively.

Insufficient staffing levels and high turnover rates result in increased workloads and decreased morale among remaining emplo

Lack of recognition and appreciation for hard work and dedication leaves me feeling undervalued and demotivated.

Limited access to necessary resources and support from IT or other departments impedes progress and slows down productivit

Limited opportunities for career advancement or professional growth make it challenging to stay motivated and committed to

Expand/Collapse Buttons
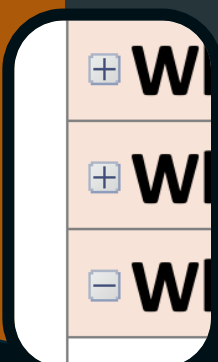
The *Expand Button* can be used within the table to display hidden comments for any given open-ended question.

The *Collapse Button* allows for comment data for a given item to be hidden for report clarity, ensuring focus on the most relevant data.

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# Employee Comments Tab Cont.…

Filters

Use the filters in the left card to drill down into desired demographic groups, time periods, and eNPS categories.

eNPS Category is included as an additional filter in this tab to quickly drill down into detractor, passive, and promoter comments for more targeted insights.

The Multi-Select icon allows for the selection of multiple demographic splits at once.
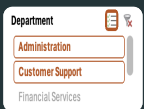
The Clear Filter icon can be used to deselect all selections within a specific filter.

Example Items *(5)*

Overall Employee Experience: What additional thoughts or experiences would you like to share regarding your experience in this workplace?

Workplace Strengths: What initiatives, practices, or policies do you believe positively contribute to the work environment?

Employee Challenges: What obstacles or challenges do you encounter that affect your productivity or job satisfaction?

Improvement Areas: What specific changes or improvements do you think could enhance the overall workplace experience?

Support and Resource Recommendations: What specific types of resources or support (e.g., tools, training, or assistance) do you feel would be most beneficial to you in your current role?

(5) Specific items will be developed based on the needs and industry standards of each client engagement, ensuring our systems are tailored to provide the most relevant and actionable insights for your unique business context.

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Organizational Health Key Performance Indicators (KPIs)

Employee Net Promoter Score (eNPS)

eNPS is a metric used to measure the loyalty and satisfaction of employees within an organization. Like the traditional Net Promoter Score used in customer satisfaction surveys, eNPS asks employees a single question: "How likely are you to recommend your organization as a place to work to a friend or family member?" on an 11-point (0- 10) scale.


Responses are categorized into three groups:

Promoters (score 9-10): Employees who are highly satisfied and likely to recommend the company as a great place to work.

Passives (score 7-8): Employees who are generally satisfied but may not actively promote the company.

Detractors (score 0-6): Employees who are dissatisfied and may even discourage others from working for the company.
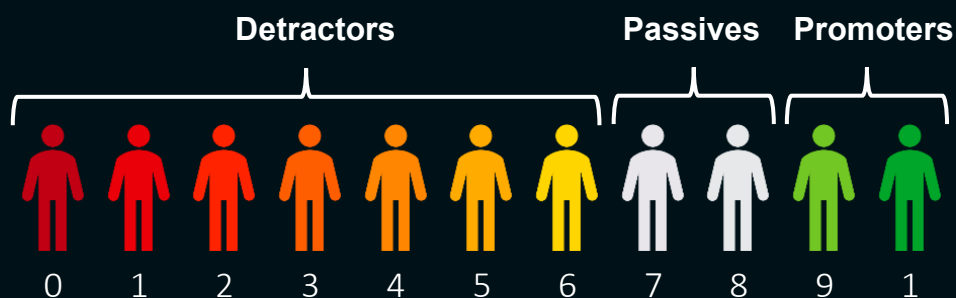
How to eNPS calculated?

To calculate eNPS, we subtract the percentage of detractors from the percentage of promoters. The resulting score can range from -100 to +100, with higher scores indicating a more positive overall employee experience.

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How to Interpret Scores

-100 - 0: Very Low

0 - 10: Low

11 - 20: Moderate

21 - 50: Good

51 - 70: Excellent

71 - 100: Exceptional

Why is eNPS important?

eNPS serves as a valuable tool for businesses to gauge overall employee satisfaction and identify areas for improvement. Regularly measuring eNPS allows organizations to track changes over time and assess the effectiveness of initiatives aimed at enhancing the employee experience.

eNPS data provides insights into employee engagement, morale, and organizational culture. By including eNPS alongside other key performance indicators can offer a comprehensive view of the company's health. Additionally, eNPS benchmarks can be compared to industry standards to evaluate the organization's competitive position in attracting and retaining talent.

Turnover Intentions **30%**

Burnout **19%**
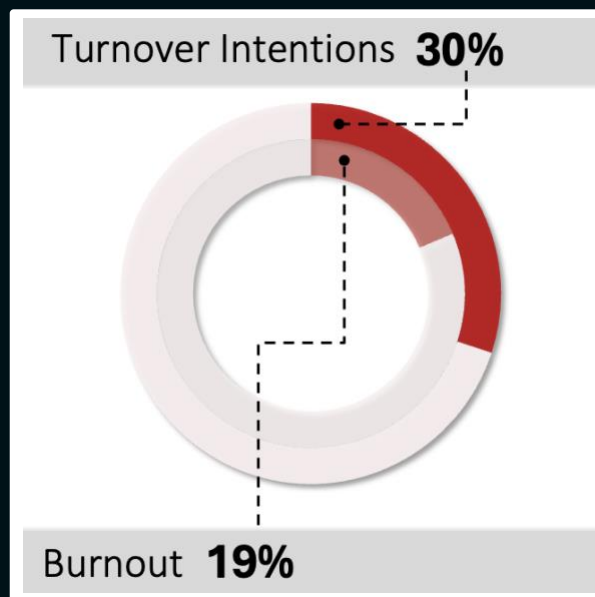
Turnover Intention

Turnover Intention, also reflected through top-box scores, is a critical metric for understanding employees' intentions regarding their continued tenure within the organization. These scores are derived from surveys that capture various behavioral indicators related to turnover intention, encompassing factors such as:

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- Employees' plans for the future.

- Their level of engagement with their current role.

- Employees' openness to exploring new career opportunities.

By analyzing these factors collectively, your organization can gain a holistic view of employees' attitudes and motivations surrounding their job satisfaction and commitment to the organization. This data enables proactive identification of at-risk demographics and allows for targeted interventions to address underlying issues and retain valuable talent. Strategies for mitigating turnover intention may include initiatives focused on enhancing job satisfaction, providing opportunities for career development and advancement, fostering a positive organizational culture, and promoting work-life balance. By effectively addressing the factors contributing to turnover intention, organizations can cultivate a more engaged, motivated, and stable workforce, ultimately driving long-term success and growth.

How to Interpret Scores

Turnover Intention is measured using top-box scores, representing the percentage of respondents who report the highest levels (4 or 5 on our 5-point agreement scale*) of turnover ideation indicators. These metrics can be interpreted as the proportion of employees likely to leave the organization within the next 12 months. For example, we could interpret this as "30% of employees indicate they have high intentions of leaving the organization in the next 12 months". Turnover Intentions is one of our few Organizational Health KPIs that should be low in a healthy organization.

To increase methodological integrity, we also ask respondents a yes/no question about their retirement plans ("Do you plan to retire from the organization within the next year?"). Responses indicating plans to retire are excluded from the turnover intention top-box score to focus on traditional voluntary turnover.

The top-box scores using the 1-5 scale are calculated after reverse coding any necessary items to ensure accuracy and consistency in the interpretation.

Burnout

Burnout is assessed through top-box scores indicative of the level of burnout experienced by employees. These scores are derived from evaluating responses to various indicators encompassing:

- Emotional exhaustion.

- Overwhelming job demands.

- Negative feelings toward work tasks.

- Feelings of detachment during work interactions.

- Perceived decline in performance over time.

- Diminished sense of accomplishment due to lack of recognition or support.

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By analyzing these indicators collectively, organizations gain nuanced insights into the prevalence and impact of burnout among employees. This comprehensive understanding enables targeted interventions to address burnout's root causes and mitigate its adverse effects on employee well-being and organizational performance. Strategies may involve implementing measures to reduce workload, fostering a supportive work environment, providing resources for stress management and resilience-building, and promoting a culture of recognition and appreciation. Proactively addressing burnout not only enhances employee engagement, retention, and productivity but also fosters a healthier and more sustainable workplace environment.

How to Interpret Scores

Burnout is reflected in top-box scores representing the percentage of respondents who report the highest level (4 or 5 on our 5-point agreement scale*) on the burnout indicators. We can speak to these metrics in percentages of employees who experience high levels of burnout. For example, we could interpret this as "19% of employees indicate they have a high level of burnout at work". Burnout is one of our few Organizational Health KPIs that should be low in a healthy organization.

*The top-box scores using the 1-5 scale are calculated after reverse coding any necessary items to ensure accuracy and consistency in the interpretation.

Psychological Safety
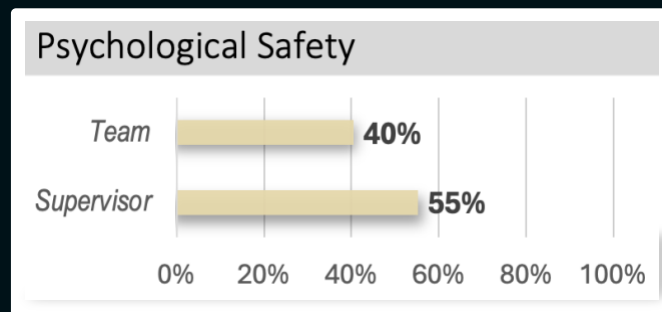
Psychological Safety is a concept that refers to the perceived climate within a team or organization where individuals feel comfortable taking interpersonal risks, such as speaking up with ideas, questions, concerns, or mistakes, without fear of negative consequences to their status, career, or self-image. It's about fostering an environment where people feel accepted, respected, and valued for their contributions, leading to increased trust, collaboration, and innovation.

Psychological Safety is broken across two separate sub-facets:

Team Psychological Safety

This metric measures the extent to which team members feel psychologically safe within their workgroup. Higher scores indicate that the more employees feel comfortable taking interpersonal risks, contributing openly, and engaging in candid discussions without fear of negative repercussions.

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Supervisor Psychological Safety

This metric evaluates employees' perceptions of psychological safety in their relationship with their immediate supervisor. It reflects the degree to which employees feel supported, respected, and able to communicate openly with their supervisor, fostering a trusting and constructive working relationship.

How to Interpret Scores

Psychological Safety is reflected in top-box scores representing the percentage of respondents who report the highest level (4 or 5 on our 5-point agreement scale*) of perceived psychological safety within their team and with their supervisor. We can speak to these metrics in percentages of employees who experience high levels of psychological safety. For example, we could interpret this as "40% of employees indicate they have a high level of psychological safety with their team and 55% have a high level of psychological safety with their supervisor".

Why is Psychological Safety important?

Psychological Safety benchmarking provides valuable insights into the organizational climate and leadership effectiveness. High scores indicate a culture that values open communication, collaboration, and learning, which can lead to improved employee engagement, retention, and performance. Conversely, low scores may signal issues such as fear of speaking up, lack of trust, or ineffective leadership practices, highlighting areas for intervention and improvement. Regularly monitoring Psychological Safety metrics allows organizations to track progress, identify trends, and implement targeted interventions to create a more supportive and inclusive work environment.

The top-box scores using the 1-5 scale are calculated after reverse coding any necessary items to ensure accuracy and consistency in the interpretation.

Overall Employee Job Satisfaction

Overall Employee Job Satisfaction is a composite metric derived from Envue Evals' proprietary five-facet evaluation of Job Satisfaction. These facets include Leadership and Management Satisfaction, Job Characteristics Satisfaction, Interpersonal Relationship Satisfaction, Compensation and Rewards Satisfaction, and Organizational

Support Satisfaction. By averaging the top-box scores of each facet equally, this metric offers a concise reflection of employees' holistic satisfaction with their job.

How to Interpret Scores

Overall Job Satisfaction is measured using top-box scores, representing the percentage of respondents who report the highest levels (4 or 5 on our 5-point agreement scale) across five key facets of job satisfaction. This composite metric provides a concise reflection of employees' holistic satisfaction with their job. For instance, if the top-box score is 70%, it can be interpreted as "70% of employees are highly satisfied with their job overall." High overall job satisfaction is a positive indicator of a healthy organization, fostering employee retention and engagement.

The top-box scores using the 1-5 scale are calculated after reverse coding any necessary items to ensure accuracy and consistency in the interpretation.

Facet-Level Employee Job Satisfaction
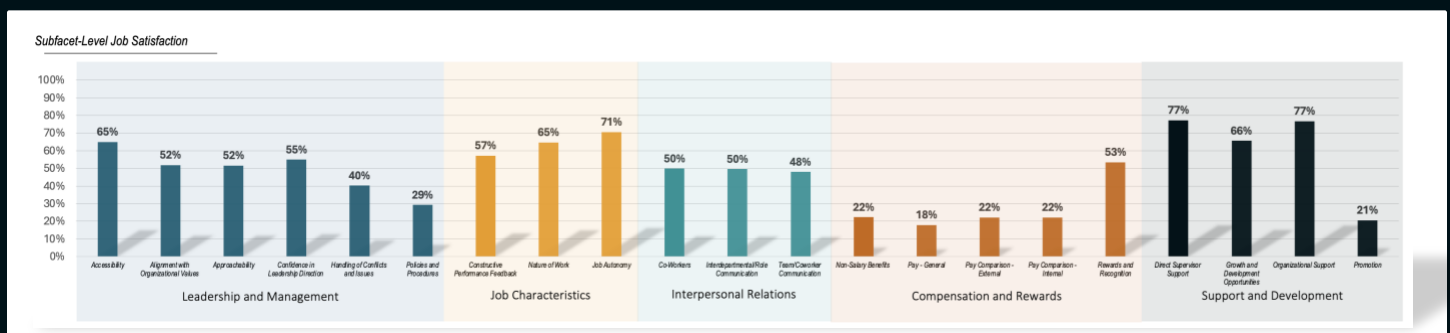
In addition to the overall Job Satisfaction metric, Envue Evaluations provides insights into the five main facets individually, each with various sub-facets crucial for organizational success. By reflecting facet and sub-facet level aggregations, organizations can pinpoint and address specific causes of employee job dissatisfaction more effectively.

How to Interpret Scores

Each facet's top-box score indicates the percentage of respondents who report the highest levels (4 or 5 on our 5-point agreement scale*) of satisfaction in that specific area. For example, if the top-box score for Compensation and Rewards Satisfaction is 60%, it can be interpreted as "60% of employees are highly satisfied with their compensation and rewards." This granular approach allows organizations to pinpoint and address specific causes of job dissatisfaction more effectively, enabling targeted interventions to enhance overall workplace happiness and engagement.

This approach offers a comprehensive understanding of the factors contributing to employee satisfaction, enabling targeted interventions to enhance overall workplace happiness and engagement. These five facets include:

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1. Leadership and Management Satisfaction

This facet measures employees' perceptions and experiences regarding the effectiveness of leadership and management practices within the organization. It encompasses multiple dimensions critical to fostering a positive work environment and driving organizational success which includes:

Leadership Accessibility

This sub-facet reflects how easily employees can access and communicate with organizational leaders.

Alignment with Organizational Values

This sub-facet measures the extent to which leaders embody and act in accordance with the organization's core values.

Leadership Approachability

This sub-facet evaluates how approachable employees find the leadership in the organization and the extent to which leaders foster a welcoming atmosphere for open communication.

Confidence in Leadership Direction

This sub-facet measures employees' confidence in the strategic decisions and direction provided by organizational leaders.

Handling of Conflicts and Issues

This sub-facet evaluates employees' perceptions regarding how effectively and fairly leadership manages and resolves conflicts within the organization.

Policies and Procedures

This sub-facet reflects several components regarding employees' perceptions of the policies and procedures within the organization including:

- Policy Efficiency: How well the organization's policies and procedures contribute to employee efficiency in their roles.

- Clarity and Logic: The clarity and logical consistency of the organization's policies and procedures.

- Protocol Hindrance: The extent to which overly burdensome protocols negatively impact employee performance.

- Overall Policy Agreement: The level of employee agreement with the organization's policies.

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2. Job Characteristics Satisfaction

This facet measures employees' perceptions and satisfaction with various aspects of their roles and responsibilities, aligning with established principles of job design and employee motivation models like the Hackman and Oldham Job Characteristics Model (JCM). It explores critical factors such as skill variety, task significance, autonomy, and task identity, which are known to significantly influence job satisfaction, engagement, and ultimately, productivity.

Constructive Performance Feedback

This sub-facet evaluates the quality and effectiveness of performance feedback provided to employees. It includes:

- Feedback Regularity: Employees' satisfaction regarding the frequency with which they receive feedback on their performance.

- Feedback Constructiveness: How useful and helpful the feedback is in terms of improving job performance.

- Improvement Focused: Employees' perception of feedback being oriented towards helping them grow and improve.

Nature of Work

This sub-facet examines employees' satisfaction with the intrinsic aspects of their job roles and tasks. It includes:

- Pride in Work: The level of pride employees have in the work they do.

- Meaningfulness: The extent to which employees find their work to be meaningful and fulfilling.

- Task Repetitiveness: Whether employees find their tasks repetitive and lacking variety

Job Autonomy

This sub-facet gauges the level of autonomy and discretion employees have in carrying out their job responsibilities. It includes:

- Decision-Making Autonomy: The degree of freedom employees have in making decisions related to their work tasks.

- Flexibility in Work Methods: The flexibility employees have in choosing how to complete their tasks

- Control over Work Schedule: The control employees have over their work schedule and hours for personal needs.

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- **Freedom from Micro-Management:** The extent to which employees feel they can work independently without excessive oversight.

- **Autonomy in Work Environment:** The perceived level of autonomy employees have over their physical or virtual work environment.

3. Interpersonal Relations Satisfaction

This facet conceptualizes employee perception and satisfaction regarding interactions and relationships within the workplace. It encompasses key dimensions vital for fostering a positive and supportive work environment, which are critical for enhancing teamwork, communication, and overall organizational effectiveness.

Co-Workers

This sub-facet evaluates employees' satisfaction with their relationships and interactions with colleagues. It includes:

- **Collaboration Enjoyability:** The extent to which employees find collaboration with their colleagues to be both enjoyable and productive.

- **Co-Worker Incompetence:** The stress employees experience due to working with incompetent colleagues.

Interdepartmental/Role Communication (IRC)

This sub-facet examines satisfaction with communication channels and practices between different departments and roles within the organization. It encompasses:

- **IRC Satisfaction:** The overall satisfaction with communication between departments and roles.

- **IRC Challenges:** The extent to which employees feel communicating with those in different roles or departments is challenging.

- **IRC Breakdowns:** The frequency of communication breakdowns between different departments or roles.

Team/Coworker Communication

This sub-facet gauges satisfaction with communication processes and interactions within teams and among coworkers. It includes:

- **Open Communication:** How openly team members communicate, particularly on challenging subjects.

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- **Active Listening:** The extent to which team members actively listen to each other's contributions during discussions.

- **Communication Channels:** The clarity and effectiveness of communication channels within the team for sharing information.

4. Compensation and Rewards Satisfaction

This facet measures employees' perceptions and satisfaction regarding the compensation and rewards structure within the organization. It encompasses various components that are crucial for motivating and retaining talent, ensuring employees feel valued and fairly compensated for their contributions.

Non-Salary Benefits

This sub-facet evaluates employees' satisfaction with the range and quality of non-monetary benefits provided to employees.

Pay – General

This sub-facet examines employees' satisfaction with the overall level of monetary compensation provided to employees.

Pay Comparison – External

This sub-facet gauges employees' satisfaction with the competitiveness of the organization's pay structure compared to external benchmarks and industry standards.

Pay Comparison – Internal

This sub-facet assesses employees' satisfaction with the fairness and equity of the organization's internal pay structure.

5. Support and Development Satisfaction

This facet measures employees' perceptions and satisfaction regarding the support, growth opportunities, and developmental prospects provided by the organization. It encompasses key factors crucial for talent development, engagement, and retention, ensuring that employees feel valued and empowered to grow within the company.

Direct Supervisor Support

This sub-facet evaluates satisfaction with the support and guidance provided by direct supervisors. It includes:

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- Support Assurance: The extent to which employees feel their supervisor is willing to provide support when needed.

- Opinion Valuation: The degree to which employees feel their supervisor values and considers their opinions.

- Well-being Concern: The level of concern and care employees perceive from their supervisor regarding their overall well-being.

- Forgiveness: Employees' perception of their supervisor's willingness to forgive honest mistakes.

- Consideration of Goals and Values: How much employees feel their supervisor takes their personal goals and values into account.

Organizational Support

This sub-facet gauges satisfaction with the overall level of support provided by the organization for employee growth and development. This sub-facet consists of similar indicators as Direct Supervisor Support but are framed in the context of the organization as a whole.

The consistency in measurement of sub-facet indicators across both Direct Supervisor Support and Organizational Support serves the critical purpose of enhancing comparability between the two support constructs. Employing the same sub-facets allows for more direct and meaningful comparisons between the support provided by supervisors and the organization. This comparability is essential for identifying discrepancies, such as situations where employees feel supported by their organization but not by their direct supervisors, or vice versa.

The Organizational Support sub-facet includes:

- Support Assurance: The extent to which employees feel confident that their organization would provide support when necessary.

- Opinion Valuation: How much employees feel that their organization values and considers their opinions.

- Well-being Concern: Resource Availability: Measuring the availability of resources that facilitate learning and skill enhancement.

- Forgiveness: Employees' perception of the organization's willingness to forgive honest mistakes.

- Consideration of Goals and Values: How much employees feel their personal goals and values are taken into account by the organization.

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Growth and Development Opportunities

This sub-facet examines satisfaction with the availability and accessibility of growth and development opportunities within the organization. It includes:

- **Growth Opportunities:** The clarity and availability of opportunities for professional growth within the organization.

- **Development Programs:** The frequency of the organization's training and development programs in supporting career growth.

- **Encouragement for Skill Enhancement:** The extent to which employees are motivates to assume new responsibilities for skill development.

Promotion

This sub-facet assesses satisfaction with promotional prospects and advancement opportunities within the organization. It includes:

- **Availability of Promotions:** The perceived abundance of promotional opportunities within the organization.

- **Promotion Difficulty:** How challenging employees find the promotion process in their organization compared to similar organizations.

The top-box scores using the 1-5 scale are calculated after reverse coding any necessary items to ensure accuracy and consistency in the interpretation.

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