acme

2024 People & Culture Survey:
Final Report and Recommendations

Workforce
Intel 360

Introduction to the 2024 People & Culture Survey Report

The 2024 People & Culture Survey Final Report & Recommendations for ACME summarizes a preliminary and two secondary analyses of 1,392 responses received from ACME staff and leaders between April 18 and May 10, 2024.

This final report & recommendations highlights priority insights into the organizational culture, employee satisfaction, and areas for improvement within ACME in a comprehensive manner, including crosscuts of the data from two rounds of secondary analysis and initial analysis of all demographics against all questions in the survey, with special attention to 'red flags.'

By examining every component of the demographic data collected against each of the questions posed in the survey, and followed by deeper analysis using crosscuts, specific areas for potential investigation have been identified according to suggested priority and timelines. The appendices to this final report and recommendations also include additional initial insights and data provided in the preliminary report.

This report provides a detailed analysis of the survey data, supported by visualizations and demographic breakdowns, to offer a clear understanding of the current state of people and culture within ACME. These findings and recommendations aim to guide strategic initiatives that enhance employee engagement, satisfaction, and retention, ultimately contributing to a more supportive and respectful workplace.

Summary of Findings From Preliminary Analysis:

Employee Experiences and Perspectives:

- A majority of employees feel respected, valued and proud of their work at ACME. However, potential improvements in recognition and access should be investigated.
- Employees express a strong desire to be involved in decision-making processes, highlighting the importance of participative management.

Intent to Stay or Leave:

- Most employees see themselves staying at ACME for the next year, indicating high job satisfaction and loyalty.
- However, there is a notable percentage of employees actively seeking opportunities outside of ACME, pointing to potential issues in job satisfaction or career growth opportunities.

Net Promoter Scores:

- Employees generally have a positive view of recommending their department and ACME as a good place to work.
- There is a need to further investigate the concerns of detractors to improve overall employee advocacy and satisfaction.

Work Stress and Burnout:

- Of 35 questions related to the experience of work and the culture at ACME, only two raised 'red flags' among the overall respondent group. Issues around constant work stress without a means to reduce it, and feeling burnout at work are prevalent across all demographic groups, yet even more pronounced among some demographics versus others. This widespread concern underscores the need for further investigation with the goal of identifying interventions that might improve work-life balance and provide adequate support for employee well-being.

Key Focus Areas:

- Investigations into addressing stress and burnout are our highest priority recommendations for improving employee satisfaction and workplace culture at ACME.
- Investigating issues related to work-life balance, career growth opportunities, recognition/appreciation, favoritism in work assignments, and ensuring clear communication and transparency in policies and procedures are also recommended for fostering a fair and supportive work environment.

Key Insights from Second and Third Round Analyses

- Respondents with 6-10 years tenure raise red flags across the categories at a much higher rate than other tenure groups. Further investigation is needed to understand the context. For example, is this a point where people's careers stall? Does ACME experience higher attrition among this tenure group?

- Respondents' intent to stay, mapped against their responses to burnout and stress questions, reveal very large differences between those who reported an intent to leave (have searched for work outside their department, ACME, or ACME) and those who did not. This is not surprising but lends evidence to the theory that stress and burnout contribute to attrition, or at least intent to leave/search for another position. The results are slightly less pronounced between eNPS and the burnout and stress questions, but they also reveal a strong correlation between stress, burnout and willingness to recommend (those who report high stress and burnout are far less likely to recommend their department, ACME, or ACME as good places to work).

- Workers at Longwood appear to suffer significantly more from burnout and stress than those in other locations. Exempt workers report significantly higher burnout than non-exempt as do directors and managers versus individual contributors. Grades 55,57,59 and 61 report significantly higher burnout than the average while 51,54,56,57,59 and 61 report higher stress. Workers in dining report higher burnout and stress than those elsewhere (on average).

- Respondents from ACME Dining raise more red flags than the average location, but it is the nature of those red flags that is most concerning, notably, a widespread experience of harassment and/or bullying and/or favoritism. These experiences are especially pronounced among those who prefer not to say (PNS). This group at ACME Dining raises red flags against most of the questions in the survey.

- Non-exempt/individual contributor respondents are more likely to report experiencing the negative effects of favoritism as are those with 6-10 years tenure and PNS.

- By department, a very high number of red flags are raised by respondents from Capital Projects (11) Capital Projects is matched only by Dining Residential (also 11). Overall, of the four dining departments, only 2 of 4 raise significantly more red flags than the average. Dining Retail raises 9. Otherwise, Engineering & Utilities might also be investigated with 5 red flags.

Executive Summary & Recommendations with Timelines

By implementing these recommendations, ACME can address the key concerns identified in the survey, enhance employee satisfaction, and create a more supportive, respectful, and productive work environment / culture.

Priority Recommendations & Timeline

	Now (0-6 Months)	6-18 Months	18-36 Months
1	Establish a consistent, high-quality means of capturing and analyzing data directly related to People & Culture related efforts.	Repeat People & Culture survey, track data from initiatives, analyze, compare to previous survey, and share results transparently.	Continue cycle using data to continuously assess and improve People & Culture initiatives. Repeat the People & Culture Survey annually. Gauge increases or decreases in those who answer PNS. Gauge improvements in eNPS and intent to stay.
2	Through focus groups and interviews further investigate widespread feelings of stress and burnout. Strive to include participants from the most impacted groups, including workers at Longwood, exempt workers, workers in dining, and workers in classes 51, 54-57, 59 and 61 Consider holding separate focus groups and interviews to explore stress and others to explore burnout and, potentially, work-life balance.	Depending on what the investigation reveals devise interventions designed to relieve stress and burnout, such as enabling and encouraging flexible work options; reducing workload; encouraging full use of vacation time and breaks; offering access to mental health resources such as counseling services or employee assistance programs (EAPs), and providing stress management workshops and resilience training. Consider running controlled experiments or pilots with these initiatives to determine which work best before full implementation.	Measure progress against this issue by gauging changes in future People & Culture surveys and/or through further interviews, focus groups, manager one-to-ones, etc. Continue to run crosscuts against intent to leave and likelihood to recommend versus stress and burnout questions. Connect initiatives to attrition, illness, and absenteeism rates where possible and future eNPS and intent to leave data.
3	Investigate generally lower satisfaction among workers in ACME Dining, particularly in Dining Residential and Dining Retail. Conduct interviews and/or focus groups. Address all aspects of the survey but pay particular attention to exploring incidents of	Based on the results of the investigation, consider workshops for ACME Dining leaders and individual contributors around mutual respect among co-workers. Review related workforce policies respecting application of the rules and use	Measure progress against this issue by gauging changes in future People & Culture survey responses and/or through interviews, focus groups, observations, supervisor ratings, etc. Connect initiatives to attrition, illness, and absenteeism rates where

	Now (0-6 Months)	6-18 Months	18-36 Months
	harassment and/or bullying, and/or favoritism.	workshops to remind leaders and workers of ACME policy.	possible and future eNPS and intent to leave data.
4	Through focus groups, interviews, and review of rules and policies, investigate fair application of organizational policies and practices, including access to career advancement opportunities and promotions. Strive to ensure representation among non-exempt/individual contributor respondents and those with 6-10 years tenure.	If the investigation reveals flaws in communications, resolve them through more frequent and transparent explanation of the rules and policies aimed at dispelling concerns that the rules apply more to some than others. If investigation reveals that the policies and rules *are* applied unfairly or unevenly, reassert their application to all workers and leaders, track their application, and communicate these efforts widely. If career advancement and promotional opportunities are not offered evenly, revise and restructure those programs. Communicate these efforts widely and update all staff and leaders on progress.	Measure progress against this issue by gauging changes in future People & Culture survey responses and/or through additional interviews, focus groups, observation, tracking, supervisor one-on-ones, etc. Connect initiatives to attrition, illness, and absenteeism rates where possible and future eNPS and intent to leave data.
5	Investigate generally lower satisfaction among workers in Capital Projects. Though only 26 workers from this group responded, they appear to be the least satisfied workforce across ACME. Encourage at least 20 workers from Capital Projects to take part in interviews and a focus group to better understand their dissatisfaction with resources, teamwork, career advancement, fair application of rules and policies, stress, burnout, workload, favoritism, and onboarding.	Based on the results of the investigation, consider adding resources, including FTEs. Also consider workshops for leaders and workers around mutual respect and collaboration, onboarding, managing stress and burnout. Review policies, including fair and even access to career and promotional opportunities and make adjustments where needed.	Measure progress against this issue by gauging changes in future People & Culture survey responses and/or through interviews, focus groups, observations, etc. Though this group did not raise red flags around eNPS or intent to leave, connect initiatives to attrition, illness, and absenteeism rates where possible and future eNPS and intent to leave data.

Participation in focus groups and interviews should be voluntary but include a cross section of employees, including those from sub-groups that expressed the greatest dissatisfaction with elements surveyed. Focus group proceedings should take place under "Chatham House Rules" to protect anonymity, or, where greater anonymity is desired, be conducted via web meeting with an external facilitator. Interviewees should be offered anonymity with interviews conducted by external interviewers.

Secondary Recommendations

1. Enhance Career Growth Opportunities

- **Clear Career Pathways:** Develop transparent career progression frameworks, outlining clear steps for advancement within the organization.
- **Professional Development:** Increase access to training, mentoring, and educational opportunities to support employee growth and skill development.

2. Improve Recognition and Appreciation

- **Recognition Programs:** Establish robust recognition programs that regularly acknowledge and reward employees for their hard work and achievements.
- **Feedback Mechanisms:** Create opportunities for employees to provide feedback on recognition practices and make improvements based on their input.

3. Strengthen Leadership and Management Practices

- **Leadership Training:** Provide training for supervisors and managers on effective leadership, communication, and feedback skills.
- **Inclusive Leadership:** Encourage leaders to adopt practices that promote a sense of respect and support for all employees.

4. Enhance Onboarding and Integration

- **Comprehensive Onboarding Programs:** Develop onboarding programs that thoroughly introduce new hires to their roles, departments, and the overall organization.
- **Ongoing Support:** Provide continued support and resources to new employees beyond the initial onboarding period to ensure they feel integrated and included.

5. Promote Transparent Hiring and Advancement Processes

- **Standardized Hiring Practices:** Implement standardized and transparent hiring practices to ensure fairness in recruitment.
- **Career Advancement Transparency:** Clearly communicate the criteria and processes for promotions and career advancements to all employees.

6. Foster a Culture of Collaboration and Teamwork

- **Team-building Activities:** Organize regular team-building activities to strengthen collaboration and camaraderie among colleagues.
- **Collaborative Projects:** Encourage cross-departmental projects and initiatives to promote teamwork and a unified organizational culture.

Conclusion

The feedback from employees highlights both positive aspects and significant areas for improvement within ACME. More than 70% of respondents, for example, agree or strongly agree that they are proud to work at ACME and the majority would recommend ACME and their department to friends and colleagues as a good place to work. Most also see themselves remaining with ACME.

While many employees appreciate their supportive teams and immediate supervisors, there is a clear call for improved management practices to address stress, burnout, and workload. To a lesser degree, respondents seek better recognition, and a more respectful and fair work environment. Overall and by a wide margin, respondents rate compensation as the aspect of work that matters most to them, followed by core benefits and work-life balance.

ACME leadership is aware of the issues and workforce priorities raised in this survey. By addressing them, it will foster an even more positive and productive workplace culture that supports the well-being and professional growth of all employees.

Appendix A: Demographic Analysis

The following section provides a detailed analysis of the demographic composition of the survey respondents. By examining key parameters such as tenure, grade, and department, we aim to understand the makeup of the workforce. The visualizations highlight the distribution of these demographics and offer insights into areas for further investigation.

SUMMARY:

- **Tenure:** Employees with over 15 years of service make up the largest group at 30.19%. Those with 1-4 years of tenure account for 22.06%, and employees with 6-10 years constitute 15.31%. Tenure of 10-15 years represents 12.31%, 4-6 years is 10.60%, and less than 1 year is 9.53%. This distribution indicates a well-experienced workforce with a significant proportion of long-term employees.

- **Type of Worker:** Non-exempt workers constitute the largest group at 31.47%, followed by exempt workers at 25.86%. A significant portion, 9.48%, of respondents indicated they did not know their worker type.

- **Grade:** A significant portion of respondents, 40.6%, are unsure of their grade. 00-Services & Trades workers represent 13.0%. Grades 58, 57, and 56 have notable representations at 7.7%, 7.1%, and 6.2% respectively. Other grades such as 59, 60, and 55 range from 5.4% to 4.0%.

- **Role in Organization:** Individual contributors form the majority at 65.22%. Managers, supervisors, and team leads account for 24.59%, while directors make up 10.19%.

- **Veteran?:** The vast majority of respondents, 88.56%, are not veterans. Those who are make up 3.32% of the workforce, while 8.13% prefer not to disclose their veteran status.

- **Work Arrangement:** The majority of respondents, 65.88%, are fully in-person. Hybrid workers account for 25.80%, and fully remote workers make up 2.13%. Additionally, 6.18% prefer not to disclose their work arrangement.

Demographics

(Presented in descending order of response)

TENURE
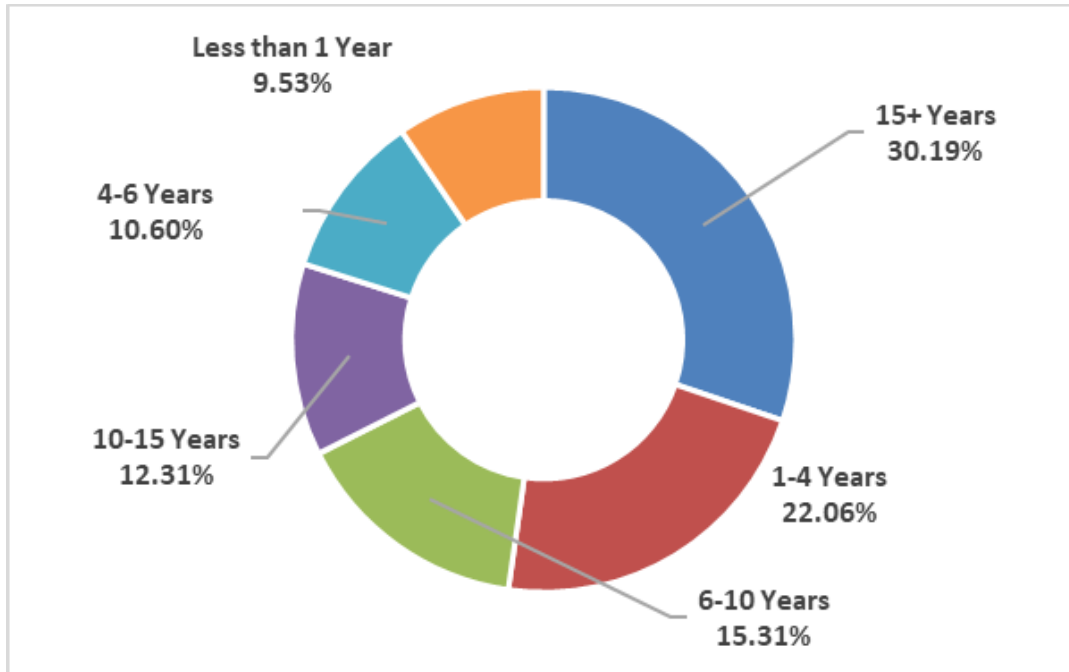
Answer Choices	Responses	
Less than 1 Year	9.53%	89
1-4 Years	22.06%	206
4-6 Years	10.60%	99
6-10 Years	15.31%	143
10-15 Years	12.31%	115
15+ Years	30.19%	282
		934

TYPE OF WORKER
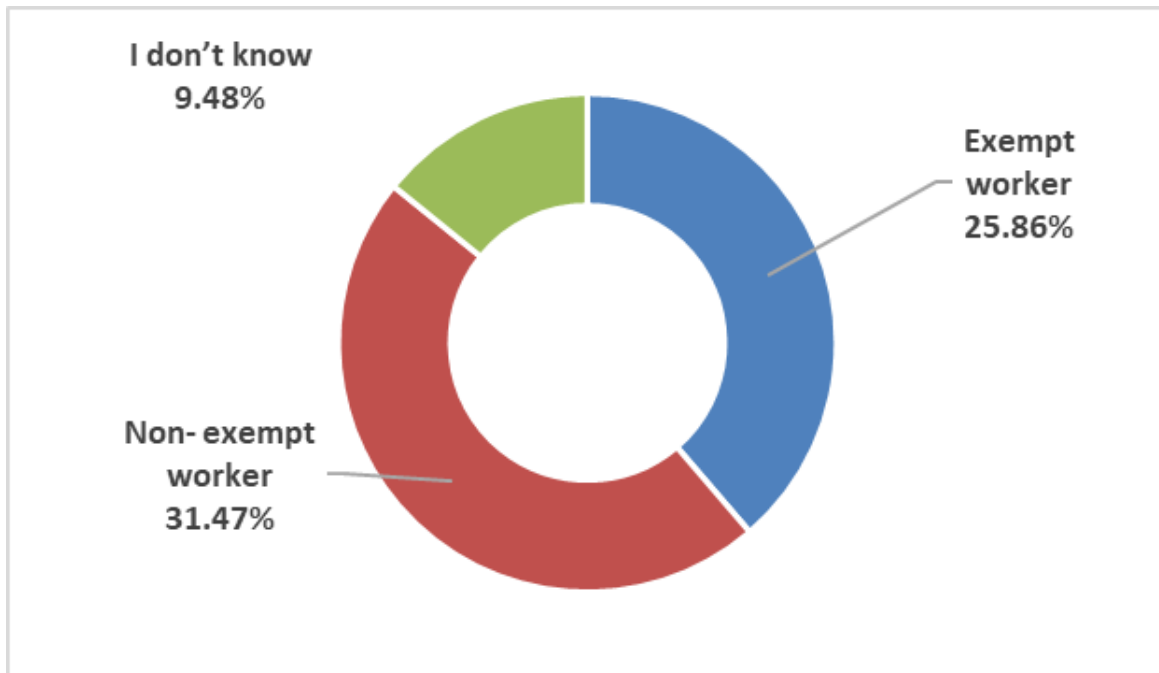
Answer Choices	Responses	
Exempt worker	25.86%	360
Non- exempt worker	31.47%	438
I don't know	9.48%	132
		930

GRADE
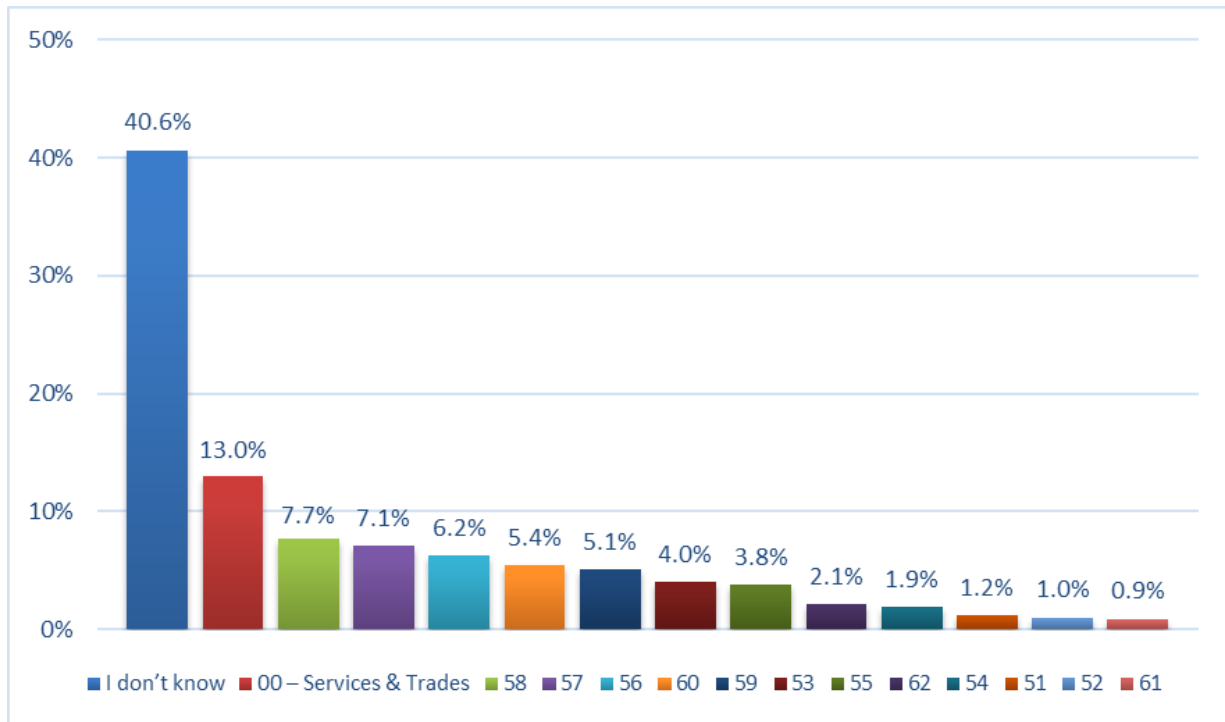
Answer Choices	Responses	
00 – Services & Trades	12.99%	117
51	1.22%	11
52	1.00%	9
53	4.00%	36
54	1.89%	17
55	3.77%	34
56	6.22%	56
57	7.10%	64
58	7.66%	69
59	5.11%	46
60	5.44%	49
61	0.89%	8
62	2.11%	19
I don't know	40.62%	366
		901

ROLE IN ORGANIZATION
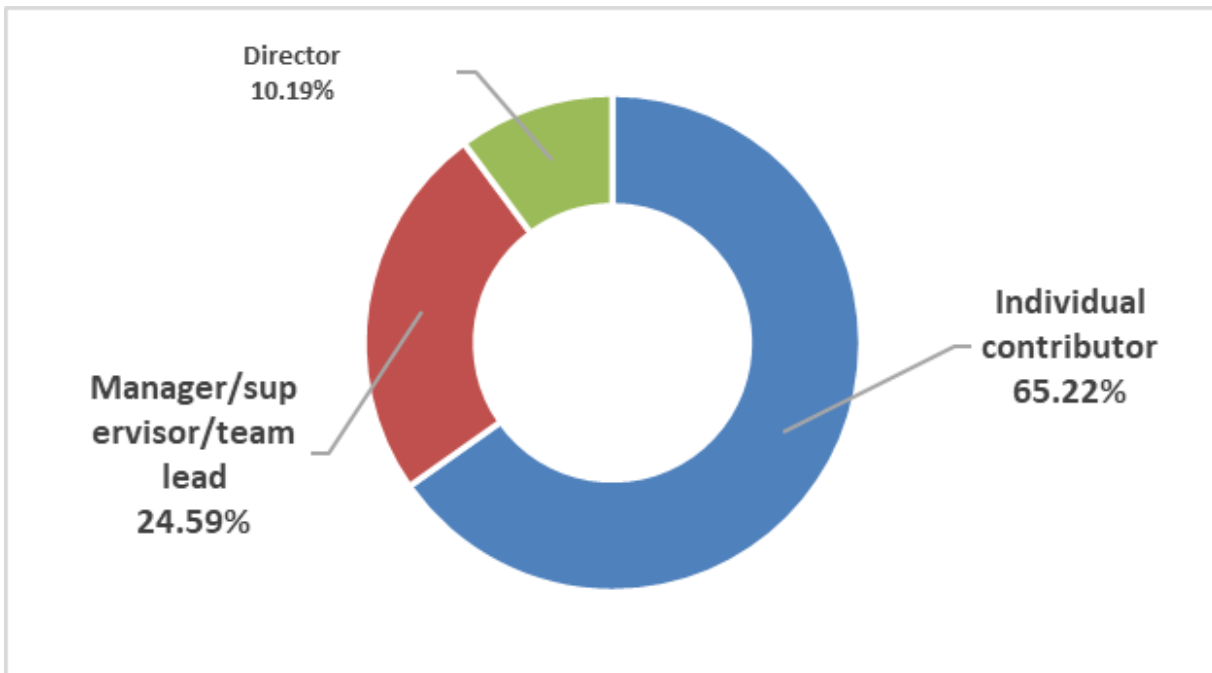
Answer Choices	Responses	
Director	10.19%	87
Manager/supervisor/team lead	24.59%	210
Individual contributor	65.22%	557
		854

VETERAN?
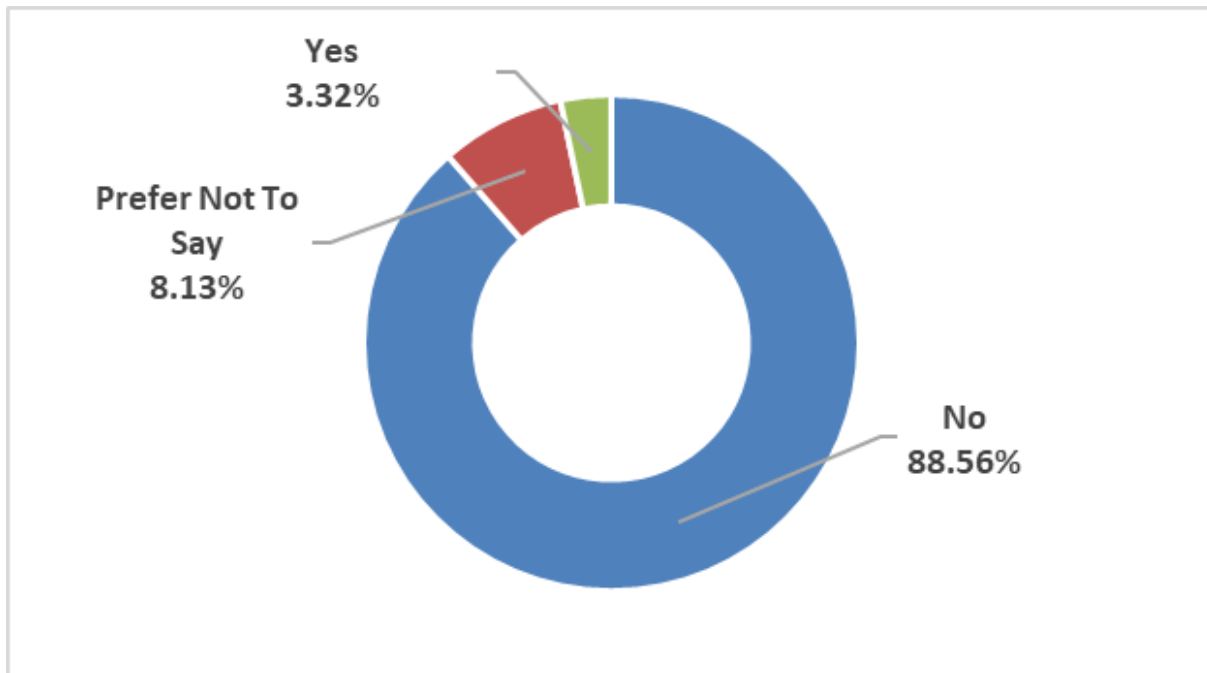
Answer Choices	Responses	
Yes	3.32%	31
No	88.56%	828
Prefer Not To Say	8.13%	76
		935

WORK ARRANGEMENT
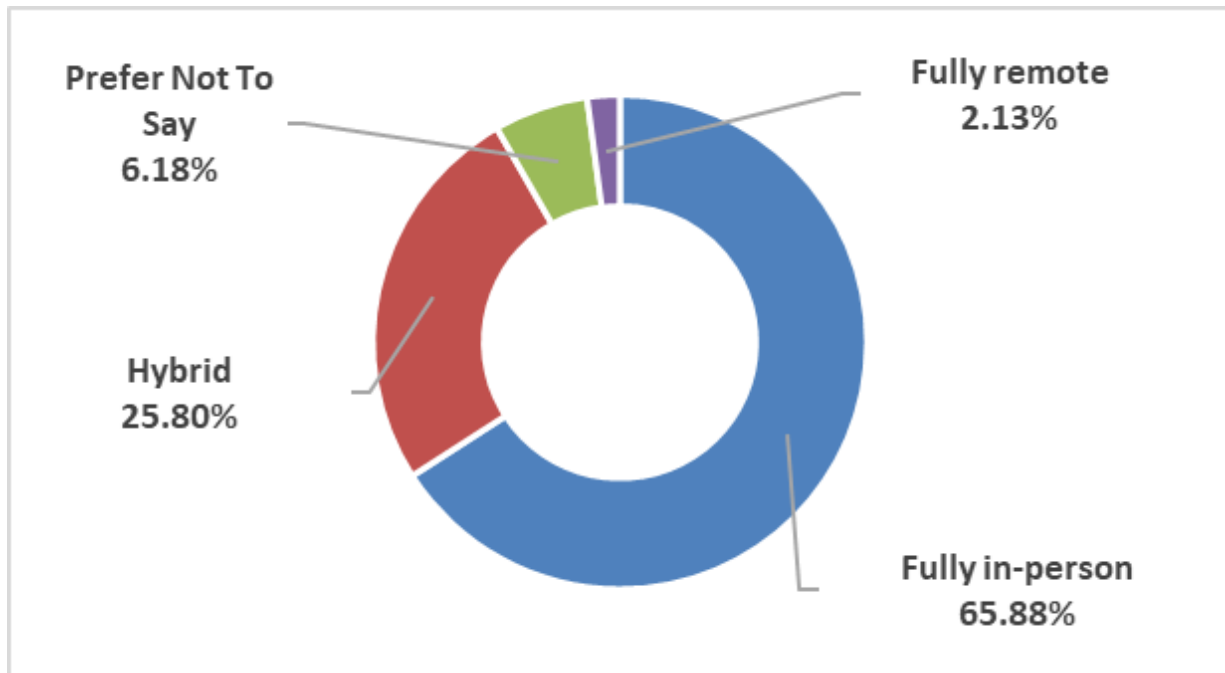
Answer Choices	Responses	
Fully in-person	65.88%	618
Fully remote	2.13%	20
Hybrid	25.80%	242
Prefer Not To Say	6.18%	58
		938

Appendix B: eNPS Results and Intent to Stay

eNPS is calculated by subtracting net detractors (those who scored 1-6) from net promoters (those who scored 9-10).

I would recommend ACME to my personal and professional network as a good place to work.
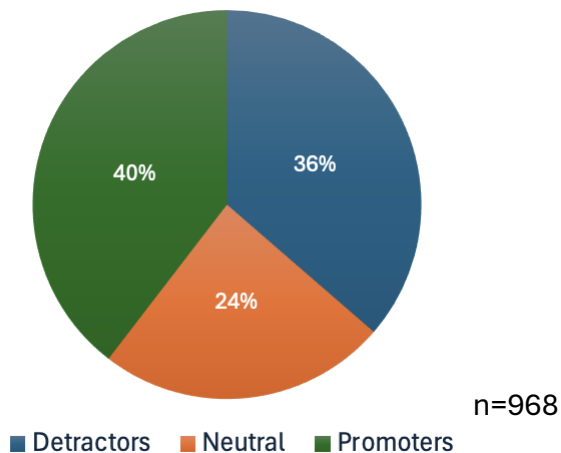
Net Promoter Score: +4%

n=968

■ Detractors ■ Neutral ■ Promoters

I would recommend my department to my personal and professional network as a good place to work.
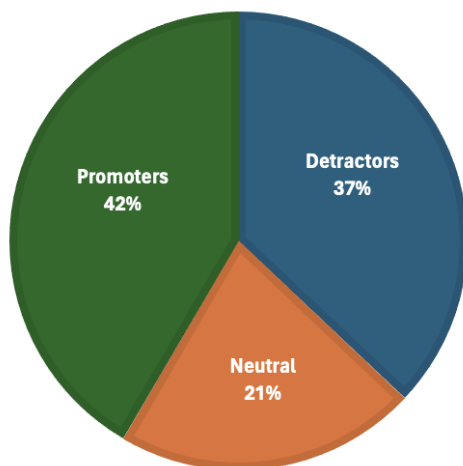
Net Promoter Score: +5%

n=969

Intent to Stay or Leave

I see myself still working at ACME a year from now.

■ Disagree ■ Neutral ■ Agree ■ IDK/PNS
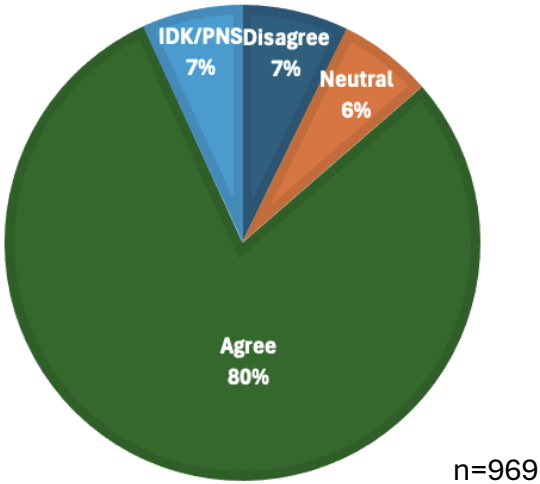
IDK/PNS 7%
Disagree 7%
Neutral 6%
Agree 80%

n=969

In the past 12 months, I have actively applied for or pursued other job opportunities outside of My Department.

IDK/PNS 13%
Agree 23%
Neutral 6%
Disagree 58%

n=969

In the past 12 months, I have actively applied for or pursued other job opportunities outside of ACME.

- Disagree - Neutral - Agree - IDK/PNS   n=979

IDK/PNS 13%
Agree 23%
Neutral 6%
Disagree 58%

In the past 12 months, I have actively applied for or pursued other job opportunities outside of ACME.

- Disagree - Neutral - Agree - IDK/PNS

IDK/PNS 13%
Agree 18%
Neutral 6%
Disagree 63%

n=969
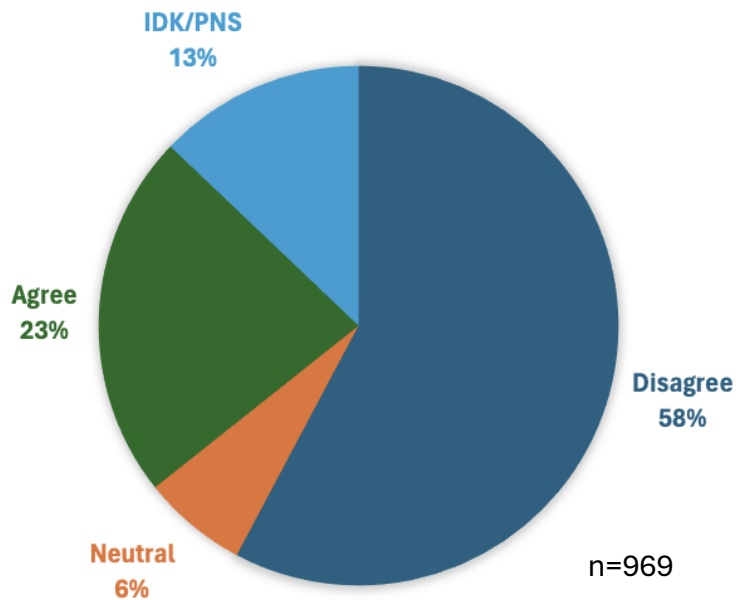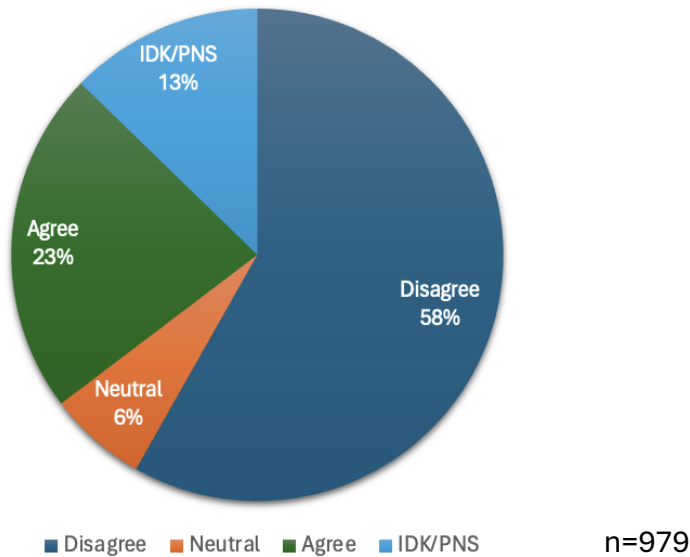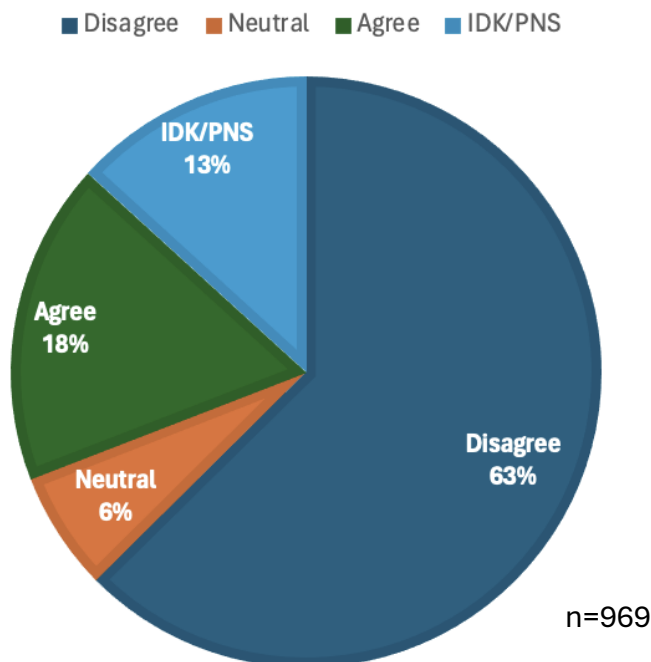
Appendix C: Most Important Aspects of Job

Please select the 3 aspects of a job that matter most to you from the list outlined below.		
Answer Choices		**Responses**
Compensation (salary/pay)		668
Work-life balance		403
Career growth opportunities		318
Job security		331
Connection to the mission		73
Work environment/culture		240
Autonomy/independence		77
Flexible work arrangements		176
Recognition/appreciation		121
Benefits (health insurance, pension/retirement, PTO, etc.)		490

Appendix D: Initial Analysis to Identify General Respondent Red Flags (Results where at least one-third (33%) of respondents disagree)

Overall Results Red Flags (n=1106)

Survey Question	Finding
I often feel burnout at work	47.7% agree
I experience constant work stress without a way to deal with it.	41.5% agree

By Tenure

Response count in purple

Tenure	Survey Question	Finding
1-4 years (250)	I often feel burnout at work	42.8% agree
	I experience constant work stress without a way to deal with it.	37% agree
4-6 years (152)	I often feel burnout at work	46.5% agree
	I experience constant work stress without a way to deal with it.	38% agree
6-10 years (194)	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	33.7%
	I often feel burnout at work	52% agree
	I experience constant work stress without a way to deal with it.	44.5% agree
	Favoritism is not shown in work assignments.	38% disagree
10-15 years (169)	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	33%
	I often feel burnout at work	46% agree
	I experience constant work stress without a way to deal with it.	40% agree
	Favoritism is not shown in work assignments.	33% disagree
15+ years (328)	I often feel burnout at work	49.5% agree
	I experience constant work stress without a way to deal with it.	44.5% agree

By Work Arrangement

Response count in purple

Work Arrangement	Survey Question	Finding
Fully in-person (637)	I often feel burnout at work.	47% agree
	I experience constant work stress without a way to deal with it.	41.5% agree
Fully Remote (79)	I often feel burnout at work.	37% agree
	Favoritism is not shown in work assignments (for example, overtime and promotions).	34.5% disagree
Hybrid (295)	I often feel burnout at work.	46.5% agree

Work Arrangement	Survey Question	Finding
	I experience constant work stress without a way to deal with it.	37.5% agree
Prefer Not to Say (116)	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	36.6% disagree
	Favoritism is not shown in work assignments (for example, overtime and promotions).	37.5% disagree
	I often feel burnout at work.	44% agree
	I experience constant work stress without a way to deal with it.	42% agree

Response count in purple

By Type of Worker

Type of Worker	Survey Question	Finding
Exempt (349)	I often feel burnout at work.	51% agree
	I experience constant work stress without a way to deal with it.	42.5% agree
I don't know (122)	I have experienced bullying or harassment more than once in my department.	33% agree
	I often feel burnout at work.	44.5% agree
	I experience constant work stress without a way to deal with it.	46% agree
Non-exempt Worker (404)	Favoritism is not shown in work assignments (for example, overtime and promotions).	33.4% disagree
	I often feel burnout at work.	45.5% agree
	I experience constant work stress without a way to deal with it.	39.5% agree

By Role in Organization

Response count in purple

Role	Survey Question	Finding
Director (146)	I often feel burnout at work.	50.5% agree
	I experience constant work stress without a way to deal with it.	40.5% agree
Manager (263)	I often feel burnout at work.	50% agree
	I experience constant work stress without a way to deal with it.	44.5% agree
Individual Contributor (578)	Favoritism is not shown in work assignments (for example, overtime and promotions).	32.8% disagree
	I often feel burnout at work.	44% agree
	I experience constant work stress without a way to deal with it.	39% agree

By Grade

Note: *Red flags for burnout and stress not included in Grade results below*

Grade	Survey Question	Finding
51 (9)	I feel valued for the work that I do	36.4% disagree
	My direct supervisor/manager clearly communicates expectations.	36.4% disagree
52 (7)	As long as I act in a professional manner, I can be my real self at work without fear of negative consequences.	55.6% disagree
	The recruiting and hiring process is based on clear and transparent criteria.	55.6% disagree
	Flexible work arrangements are based on clear and transparent criteria regardless of a person's relationship to their supervisor.	44.4% disagree
	I receive appropriate recognition when I do good work.	33.3% disagree
	I feel comfortable sharing my work-related ideas at work.	33.3% disagree
53 (33)	In the past 12 months, i have actively applied for or pursued other job opportunities outside of my department.	33.3% agree
55 (32)	Favoritism is not shown in work assignments (for example, overtime and promotions).	35.3% disagree
57 (62)	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	32.8% disagree
00 – Services & Trades (111)	My department's senior leadership treats caring for employees as a priority.	43.6% disagree
	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	39.3% disagree
	Favoritism is not shown in work assignments (for example, overtime and promotions).	35.9% disagree
	The recruiting and hiring process is based on clear and transparent criteria.	33.3% disagree
	I feel valued for the work that I do	32.5% disagree
I don't know (348)	Favoritism is not shown in work assignments (for example, overtime and promotions).	32.2% disagree

By Veteran Status

Veteran Status	Survey Question	Finding
Prefer Not to Say (134)	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	41.5% disagree
	Favoritism is not shown in work assignments.	39% disagree
	All my colleagues and I are expected to follow the same rules and policies.	35.4% disagree

	My department's senior leadership treats caring for employees as a priority.	33.9% disagree
	I receive appropriate recognition when I do good work.	32.1% disagree
	I often feel burnout at work.	51.5% agree
	I experience constant work stress without a way to deal with it.	33% agree
No (838)	I often feel burnout at work.	46.5% agree
	I experience constant work stress without a way to deal with it.	40% agree
Yes (91)	Favoritism is not shown in work assignments (for example, overtime and promotions).	35.6% disagree
	Career advancement, including promotions and assignments, are based on clear and transparent criteria.	34.5% disagree
	All my colleagues and I are expected to follow the same rules and policies.	33.3% disagree
	I often feel burnout at work.	49.5% agree
	I experience constant work stress without a way to deal with it.	34% agree

Appendix E: Round Two & Three Analysis With Cross Cuts

Correlations between Intent to Stay and Tenure (against 35 questions)

Those who disagree with the statement**: I see myself working at ACME a year from now.**

Tenure	Number of Red Flags	N=	PNS
Less than 1 year	23	5 of 89 (5.5%)	0
1-4 Years	22	18 of 206 (8.75%)	0
4-6 Years	24	12 of 99 (12%)	1-2
6-10 Years	26	7 of 143 (5%)	0-1
10-15 Years	16	7 of 115 (6%)	0-1
15+ Years	32	17 of 282 (6%)	0-1

Those who agree with the statement**: In the past 12 months, I have actively applied for or pursued other job opportunities outside of my department.**

Tenure	Number of Red Flags	N=	PNS
Less than 1 year	6	6	0-1
1-4 Years	5	49	0-2
4-6 Years	12	25	0-1
6-10 Years	20	33	0-1
10-15 Years	7	35	0-2
15+ Years	14	57	0-2

Those who agree with the statement**: In the past 12 months, I have actively applied for or pursued other job opportunities outside of ACME.**

Tenure	Number of Red Flags	N=	PNS
Less than 1 year	6	6	0
1-4 Years	4	44	0-2

4-6 Years	13	27	0-1
6-10 Years	21	31	0-1
10-15 Years	11	32	0-1
15+ Years	13	47	0-3

Those who agree with the statement: **In the past 12 months, I have actively applied for or pursued other job opportunities outside of ACME.**

Tenure	Number of Red Flags	N=	PNS
Less than 1 year	5	9	0-1
1-4 Years	5	34	0-1
4-6 Years	12	21	0
6-10 Years	19	27	0-1
10-15 Years	17	26	0-1
15+ Years	13	40	0-2

Correlations between Intent to Stay and Burnout

Those who disagree/agree with the statement: **I see myself working at ACME a year from now and agree with the question: I often feel burnout at work.**

Disagree/Agree	Agree/Agree	Overall
68.5% (n=70)	44% (n=771)	47.8% (n=1006)

Those who agree/disagree with the statement: **In the past 12 months, I have actively applied for or pursued other job opportunities outside of my department and agree with the question: I often feel burnout at work.**

Agree/Agree	Disagree/Agree	Overall
68% (n=216)	40.5% (n=547)	47.8% (n=1006)

Those who agree/disagree with the statement: **I have actively applied for or pursued other job opportunities outside of ACME and agree with the question: I often feel burnout at work.**

Agree/Agree	Disagree/Agree	Overall
68% (n=197)	40% (n=570)	47.8% (n=1006)

Those who agree/disagree with the statement**: In the past 12 months, I have actively applied for or pursued other job opportunities outside of ACME and agree with the question: I often feel burnout at work.**

Agree/Agree	Disagree/Agree	Overall
68% (n=168)	41% (n=596)	47.8% (n=1006)

Correlations between Intent to Stay and Constant Stress

Those who disagree/agree with the statement**: I see myself working at ACME a year from now and agree with the question: I experience constant stress without a way to reduce it.**

Disagree/Agree	Agree/Agree	Overall
58.5% (n=70)	38% (n=771)	41.5% (n=1006)

Those who agree/disagree with the statement**: In the past 12 months, I have actively applied for or pursued other job opportunities outside of my department and agree with the question: I experience constant stress without a way to reduce it.**

Agree/Agree	Disagree/Agree	Overall
63.5% (n=216)	31.5% (n=547)	41.5% (n=1006)

Those who agree/disagree with the statement**: I have actively applied for or pursued other job opportunities outside of ACME and agree with the question: I experience constant stress without a way to reduce it.**

Agree/Agree	Disagree/Agree	Overall
65.5% (n=197)	31% (n=570)	41.5% (n=1006)

Those who agree/disagree with the statement**: In the past 12 months, I have actively applied for or pursued other job opportunities outside of ACME and agree with the question: I experience constant stress without a way to reduce it.**

Agree/Agree	Disagree/Agree	Overall
64% (n=168)	32.5% (n=596)	41.5% (n=1006)

Correlations between Burnout and eNPS results

Those who disagree/agree with the statement**: I would recommend my <u>department</u> to my personal and professional network as a good place to work and agree with the question: I often feel burnout at work.**

Disagree/Agree	Agree/Agree	Overall
65.5% (n=151)	40% (n=659)	47.8% (n=1006)

Those who disagree/agree with the statement**: I would recommend <u>ACME</u> to my personal and professional network as a good place to work and agree with the question: I often feel burnout at work.**

Disagree/Agree	Agree/Agree	Overall
63.5% (n=118)	41.5% (n=668)	47.8% (n=1006)

Correlations between Constant Stress and eNPS results

Those who disagree/agree with the statement**: I would recommend my <u>department</u> to my personal and professional network as a good place to work and agree with the question: I experience constant stress without a way to reduce it.**

Disagree/Agree	Agree/Agree	Overall
67.5% (n=151)	41.5% (n=659)	41.5% % (n=1006)

Those who disagree/agree with the statement**: I would recommend <u>ACME</u> to my personal and professional network as a good place to work and agree with the question: I experience constant stress without a way to reduce it.**

Disagree/Agree	Agree/Agree	Overall
65% (n=118)	33% (n=668)	41.5% (n=1006)

Correlations between Burnout and Type of Worker

Those who **agree with the question: I often feel burnout at work.**

Exempt	Non-Exempt	IDK	Overall
52% (n=360)	45.5% (n=438)	43% (n=132)	47.8% (n=1006)

Correlations between Constant Stress and Type of Worker

Those who **agree with the question: I experience constant stress without a way to reduce it.**

Exempt	Non-Exempt	IDK	Overall
42% (n=360)	39% (n=438)	45% (n=132)	41.8% (n=1006)

Correlations between Burnout and Grade

Those who **agree with the question: I often feel burnout at work.**

01	51	52	53	54	55	56	57	Overall
45%	36%	22%	42%	35%	50%	40.5%	54.5%	47.8%
(n=117)	(n=11)	(n=9)	(n=36)	(n=17)	(n=34)	(n-56)	(n=64)	(n=1006)

58	59	60	61	IDK	Overall
43.5%	69.5%	45%	75%	47%	47.8%
(n=69)	(n=46)	(n=49)	(n=8)	(n=366)	(n=1006)

Correlations between Constant Stress and Grade

Those who **agree with the question: I experience constant stress without a way to reduce it.**

00	51	52	53	54	55	56	57	Overall
42.5%	45.5%	22%	30.5%	46.5%	41%	46.5%	44%	41.8%
(n=117)	(n=11)	(n=9)	(n=36)	(n=17)	(n=34)	(n-56)	(n=64	(n=1006)

58	59	60	61	IDK	Overall
36%	48%	42%	50%	41.5%	41.8%
(n=69)	(n=46)	(n=49)	(n=8)	(n=366)	(n=1006)

Correlations between Burnout and Role in Organization

Those who **agree with the question: I often feel burnout at work.**

Director	Manager	IC	Overall
61% (n=87)	53% (n=210)	44.5% (n=557)	47.8% (n=1006)

Correlations between Constant Stress and Role in Organization

Those who **agree with the question: I experience constant stress without a way to reduce it.**

Director	Manager	IC	Overall
47% (n=87)	47% (n=210)	39% (n=557)	41.8% (n=1006)

Correlations between Burnout and Work Arrangement

Those who **agree with the question: I often feel burnout at work.**

Fully In-Person	Fully Remote	Hybrid	PNS	Overall
47.5% (n=618)	45% (n=20)	48% (n=242)	52% (n=58)	47.8% (n=1006)

Correlations between Constant Stress and Work Arrangement

Those who **agree with the question: I experience constant stress without a way to reduce it.**

Fully In-Person	Fully Remote	Hybrid	PNS	Overall
42% (n=618)	35% (n=20)	38.5% (n=242)	48% (n=58)	41.8% (n=1006)

Correlations between Burnout and 'Work in Dining'

Those who **agree with the question: I often feel burnout at work.**

Yes	No	Overall
61.5% (n=263)	44% (n=785)	47.8% (n=1006)

Correlations between Constant Stress and 'Work in Dining'

Those who **agree with the question: I experience constant stress without a way to reduce it.**

Yes	No	Overall
54.5% (n=263)	38% (n=785)	41.8% (n=1006)

ACME Dining

In dining department (ACME Dining and Hospitality: Residential, ACME Dining and Hospitality: Retail, ACME Dining and Hospitality: Catering, ACME Dining and Hospitality: Other).

ACME Dining Red Flags

By Role in Organization

Director (n=8)	Mgr/Super (n=55)	Ind. Contributor (n=123)	Overall (n=1006)	
2 Red Flags Stress, Burnout,	3 Burnout, Stress, Bullying	7 Tools /resources, Flex Work (Super), Hiring, Same Rules, Burnout, Stress, Sr. Ldshp Cares, Favoritism	2 Burnout, Stress	
			Overall in Dining (n=221-263) 4 Burnout, Stress, Bullying, Favoritism	

By Type of Worker

Exempt (n=52)	Non-Exempt (n=115)	IDK (n=36)	Overall (n=1006)	
4 Red Flags Burnout, Stress, Bullying, Onboarding (Learn)	9 Valued, Tools /resources, Super (Feedback), Flex Work (Super), Same Rules, Burnout, Stress, Sr. Ldshp Cares, Favoritism	5 Recognition, Burnout, Stress, Bullying, Favoritism,	2 Burnout, Stress	
			Overall in Dining (n=221-263) 4 Burnout, Stress, Bullying, Favoritism	

Summary: Bullying or Harassment In ACME Dining

"I have experienced bullying or harassment more than once in my department"

- **Overall 23.7% agree (n=1006), within dining 38.8% agree (n=221)**
- Within dining:
  - Tenure

- 6-10 years – 54.5% (13)
- 10-15 years – 69.6% (23)
- 15+ years – 43.8% (73)

  - Exempt vs Non
    - Exempt – 36.5% (52)
    - Non-Exempt – 36.5% (115)
    - I don't know – 52.8% (36)
  - Designation
    - Director – 12.5% (8)
    - Manager/supervisor/team lead – 45.5% (55)
    - Individual contributor 39% – (123)
- Fully in person within dining – 40% (190)
- Grade
  - 00 – Services & Trades – 40% (30)
  - 56 – 56.5% (11)
  - 57 – 52.9% (17)
  - I don't know 36.9% (111)

Open Ended Responses - Thinking Of Yourself : Your Experiences And Perspectives At Work:

The open responses provided by employees offer a rich and nuanced picture of their experiences and perspectives at work. Several key themes emerged from the feedback, which can be categorized into areas of teamwork and support, management and leadership, job satisfaction and recognition, work environment, and specific concerns. Here's a detailed write-up on these themes with direct quotes from employees:

1. Teamwork and Support:

- **Positive Experiences:** Many employees expressed satisfaction with their teams, highlighting strong support systems and a sense of camaraderie. For example, one employee noted, "*I am*

lucky to say that I love coming to work every day and spend my working hours with an amazing team, we are not only coworkers, we are a family that takes care of each other every single day."

- **Challenges:** Conversely, there are reports of insufficient teamwork, where employees feel isolated or unsupported. An employee shared, "*We are directed to not discuss projects and workloads with each other, so it's hard to say we are currently collaborative. However, we do try to support one another as best we can without getting in trouble or facing retribution.*"

2. Management and Leadership:

- **Supportive Management:** Several responses praised direct supervisors and managers for their supportive and respectful behavior. An employee commented, "*My supervisor is wonderful to work for. She gives me the space I need to do my work creatively and effectively and accepts my professional knowledge.*"

- **Areas for Improvement:** A significant number of employees pointed out issues with higher management, including passive-aggressive behavior and lack of effective communication. One employee said, "*Direct supervisor lacks the temperament to do an effective job. He is very passive-aggressive, resistive to any ideas that are not his own, and bristles at being questioned or challenged in any way.*"

3. Job Satisfaction and Recognition:

- **Feeling Valued:** Employees who feel recognized and appreciated for their work report higher job satisfaction. One stated, "*I feel valued and am comfortable with my work and in my interactions with others in my department.*"

- **Lack of Recognition:** Conversely, many employees feel undervalued and underappreciated, citing inadequate compensation and lack of promotions. An employee shared, "*For what we work hard, we never receive any reward. This type of practice deflates the meaning and purpose of a performance review.*"

4. Work Environment:

- **Positive Work Culture:** Employees who experience a positive work culture, characterized by respect and inclusion, express higher levels of job satisfaction. "*Our team is set up to succeed from the top down,*" noted one employee.

- **Negative Work Culture:** Concerns about toxic work environments, where bullying and favoritism are prevalent, are common. One employee shared, "*I work in a hostile environment that I don't want to be at due to the lack of resources to do the job. Being one out of four at my position and being asked to do all their work is crazy.*"

5. Specific Concerns:

- **Burnout and Stress:** A recurring theme is the high level of stress and burnout. "*I feel like I'm thrown in the deep end over and over again with no life jacket,*" one employee lamented, highlighting the need for better support and resources.

- **Communication and Transparency:** Many employees highlighted the need for better communication and transparency. "*There is never any positive reinforcement. Very rarely have I been criticized in my past employment for something I could have done better. It's never been done professionally here at ACME,*" shared one employee, emphasizing the need for constructive feedback.

- **Fairness and Equity:** Concerns about fairness in work assignments, promotions, and recognition are prominent. An employee noted, "*Favoritism and personal relationships outside of work that reflect on favoritism needs to stop.*"