



WHAT MATTERS TO EMPLOYEES:

THE REAL DEAL



LEARNING OBJECTIVES

1. Understand what is most and least important to employees, specific to most industries.
2. Highlight the most effective strategies for recruiting and retaining top performers.
3. Develop data-driven practices to guide leaders in making smart “people” investments.

RESEARCH VARIABLES

INDUSTRY

**EMPLOYEE
TENURE**

**ORGANIZATION
SIZE**

(based on number
of employees)

**EMPLOYEE
GENERATION**

LOCATION

(U.S. regions and
international)

- Over 5,000 employee voices so far
- Over 50 organizations – 64% of them are organizations with 250 – 1,000 Employees

ABOUT THE SURVEY

24 Questions, <10 Minutes

1 EMPLOYEE VALUES

2 TURNOVER RISK

3 eNPS & NPS

4 SATISFACTION & ENGAGEMENT

5 COMMUNICATION & FEEDBACK PREFERENCES

WHAT DID WE FIND?

TURNOVER RISK

Turnover risk is defined in our research as being likely to leave within 1 year.



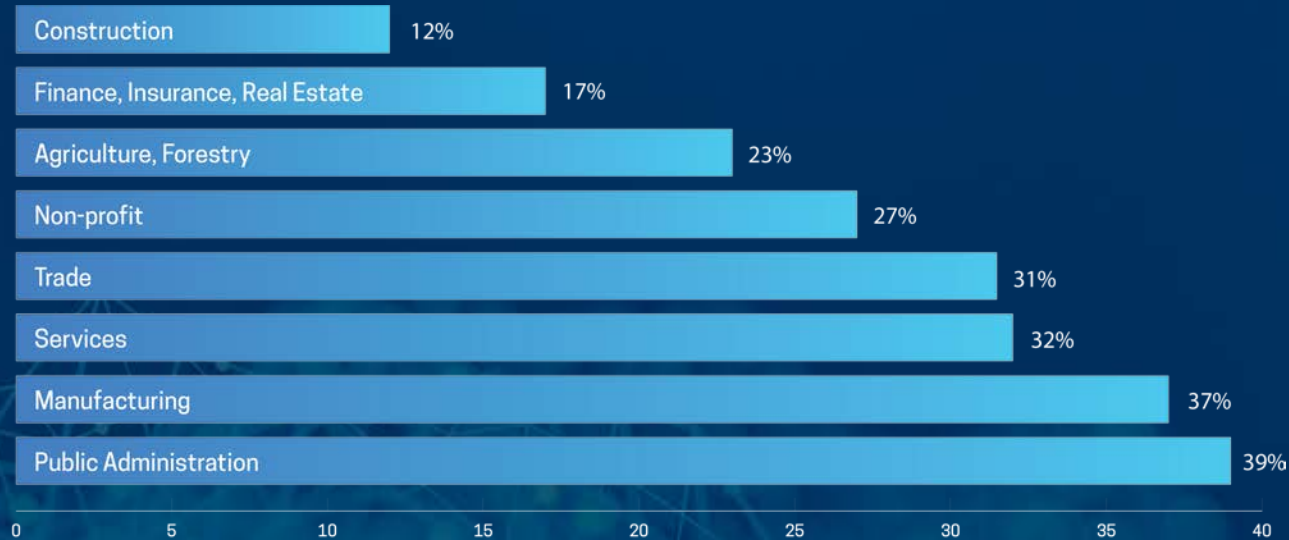
30%
EMPLOYEE TURNOVER
RISK

TOP 5 REASONS EMPLOYEES LEAVE THEIR COMPANIES:

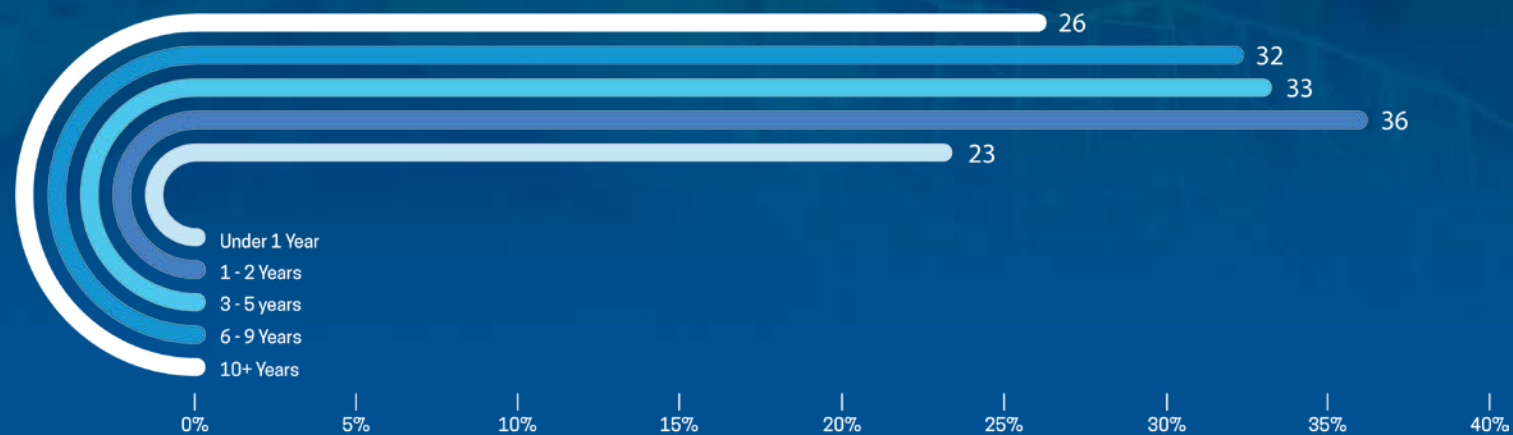
1. Compensation
2. Type of work they're doing
3. Company culture
4. Lack of flexibility
5. Lack of learning and development opportunities

TURNOVER RISK VIA DIFFERENT LENSES

By Industry

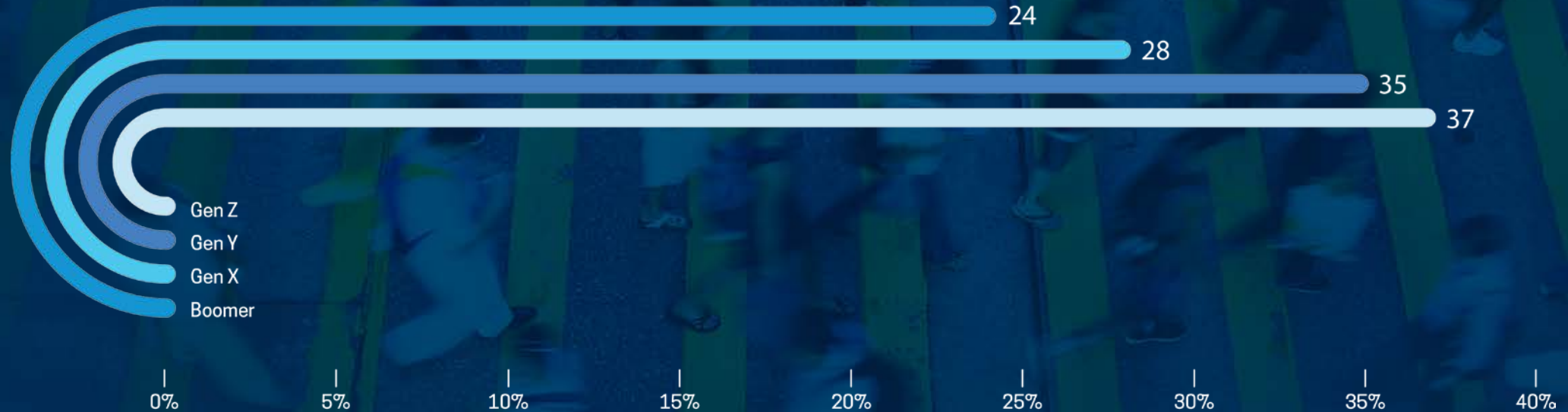


By Tenure



TURNOVER RISK BY GENERATION

The days are long gone when employees worked with 1 employer until they retired... especially true for Millennials.



Gallup research shows similar results:

50%

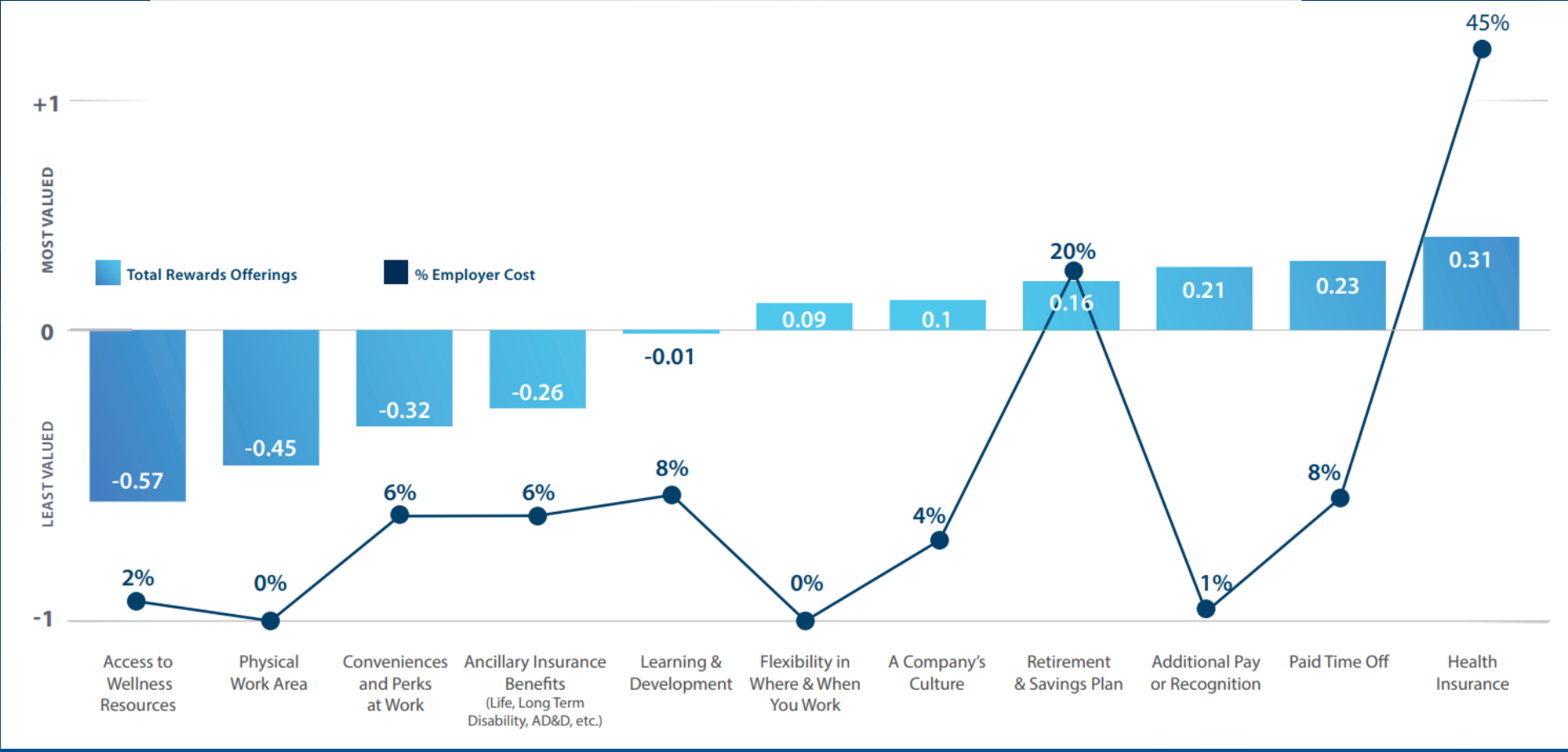
Only 50% of Millennials strongly feel they'll be working for the same employer in one year – compared to 60% of non-Millennials.

LEARNING OBJECTIVE #1

1. Understand what is most and least important to employees, specific to most industries.

EMPLOYEE PREFERENCES & COMPANY EXPENDITURES

This graph indicates employee values (bars) & average percent of employer spend when compensation (the most valued and expensive aspect) is removed.



Source: IMA Voice of the Employee Trend Report, 2019

EMPLOYEE PREFERENCE OUTLIERS – BY INDUSTRY

| INDUSTRY | HIGHER THAN AGGREGATE GROUP | LOWER THAN AGGREGATE GROUP |
|---|---------------------------------------|----------------------------|
| Agriculture, Forestry | Learning & Development | Company Culture |
| Construction (highest eNPS) | Company Culture | In line with benchmark |
| Finance, Insurance, Real Estate | Flexibility in When & Where they Work | In line with benchmark |
| Manufacturing | In line with benchmark | In line with benchmark |
| Non-Profit | In line with benchmark | In line with benchmark |
| Public Administration | Health Insurance | Company culture |
| Services | In line with benchmark | Retirement & Savings Plans |
| Trade | PTO & Culture | Retirement & Savings Plans |
| Transportation, Communications, Electric, Gas | In line with benchmark | In line with benchmark |



TAKEAWAY MESSAGE

Benchmark data is a NICE to have...

But your own organization's data is a NEED to have

LEARNING OBJECTIVE #2

1. Understand what is most and least important to employees, specific to most industries.
2. Highlight the most effective strategies for recruiting and retaining top performers.

NET PROMOTER SCORE® (NPS)

MEASURES THE OPINIONS OF EMPLOYEES REGARDING PRODUCTS AND SERVICES.

Employees are asked:

“How likely are you to recommend [organization’s] products or services?”

0 - 10 SCALE RESPONSES ARE GROUPED ACCORDING TO: **Promoters (9-10) | Passives (7-8) | Detractors (0-6)**

eNPS and NPS score = % Promoters - % Detractors

SCORES RANGE FROM -100 to 100

0+ is good | 50+ is excellent | 70+ is world-class

EMPLOYEE NET PROMOTER SCORE® (eNPS)

A RATING OF THE ORGANIZATION AS AN IDEAL EMPLOYER.

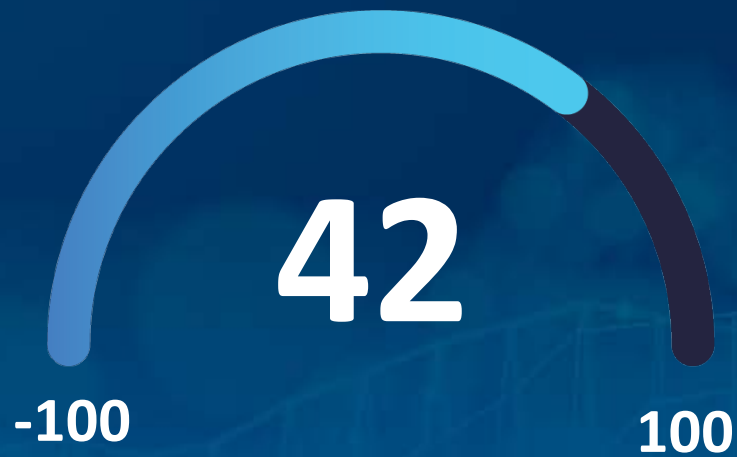
Employees are asked:

“How likely are you to recommend [organization] as a place to work?”

NPS® & eNPS®

AVERAGE BENCHMARK SCORE FROM VOICE OF THE EMPLOYEE SURVEY

NPS® Score



eNPS® Score



(ALL EMPLOYEES)

TAKEAWAY MESSAGE

NPS & eNPS are validated metrics that ALL leaders should be tracking regularly



RECRUIT & RETAIN TOP TALENT



Get VOE a Seat at the
Table

TURNOVER RISK

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30%

EMPLOYEE TURNOVER
RISK

RECRUIT & RETAIN TOP TALENT



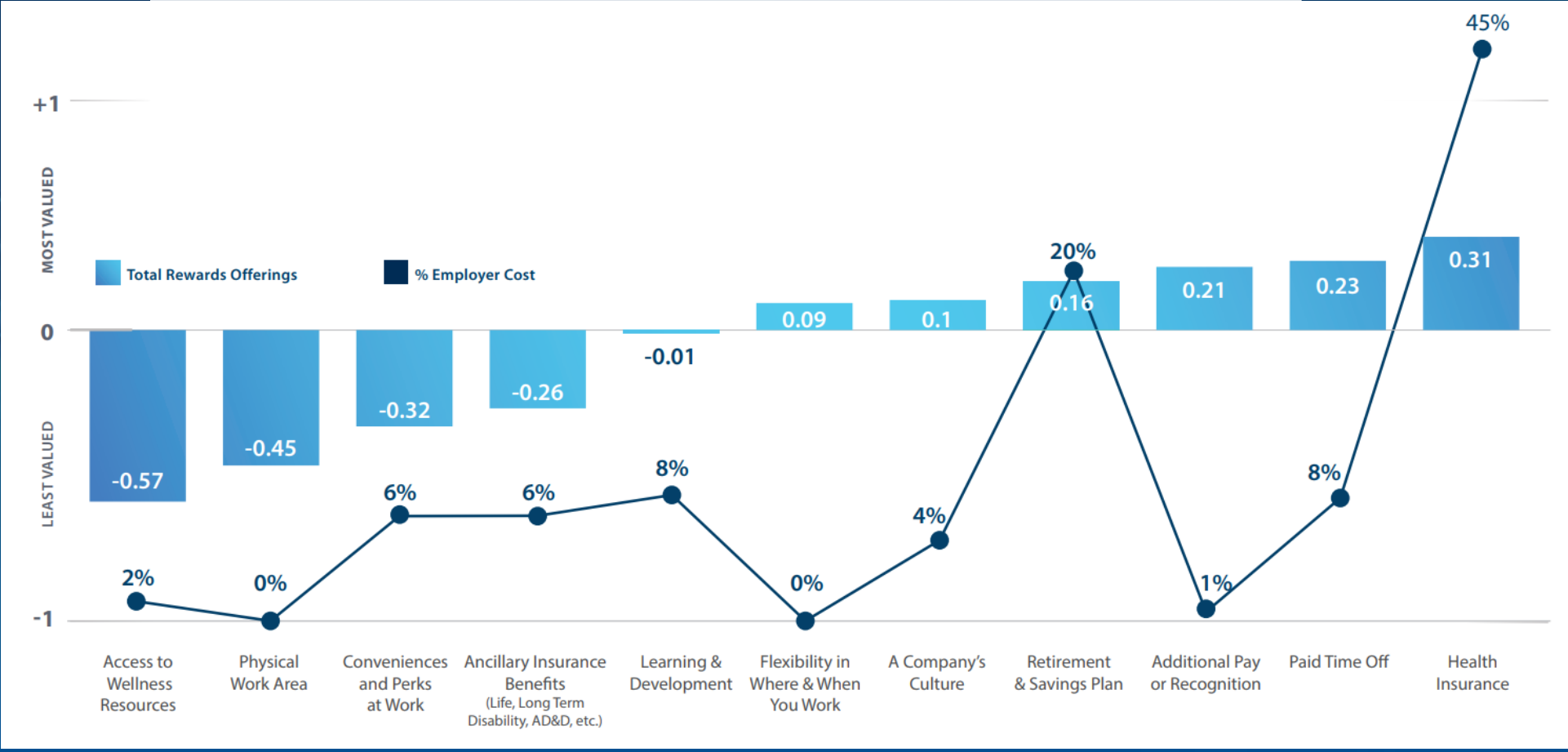
Get VOE a Seat at the
Table



Customize Your Employee
Value Proposition (EVP)

EMPLOYEE PREFERENCES & COMPANY EXPENDITURES

This graph indicates employee values (bars) & average percent of employer spend when compensation (the most valued and expensive aspect) is removed.



Source: IMA Voice of the Employee Trend Report, 2019

EMPLOYEE ENGAGEMENT DRIVERS

EMPLOYEES RANK COMPANY'S PERFORMANCE IN EACH CATEGORY
SCALE OF 1 (LOW PERFORMANCE) TO 5 (HIGH PERFORMANCE)



RECRUIT & RETAIN TOP TALENT



Get VOE a Seat at the
Table



Customize Your Employee
Value Proposition (EVP)



Treat Employees Like
Customers:

Ask
Analyze
Act

LEARNING OBJECTIVE #3

1. Understand what is most and least important to employees, specific to most industries.
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ENHANCING ENGAGEMENT WITH FEEDBACK

DESIRED FREQUENCY FOR OFFERING INPUT AND FEEDBACK (ALL EMPLOYEES)



Employees want to be empowered to weigh in and share their input with their employer.

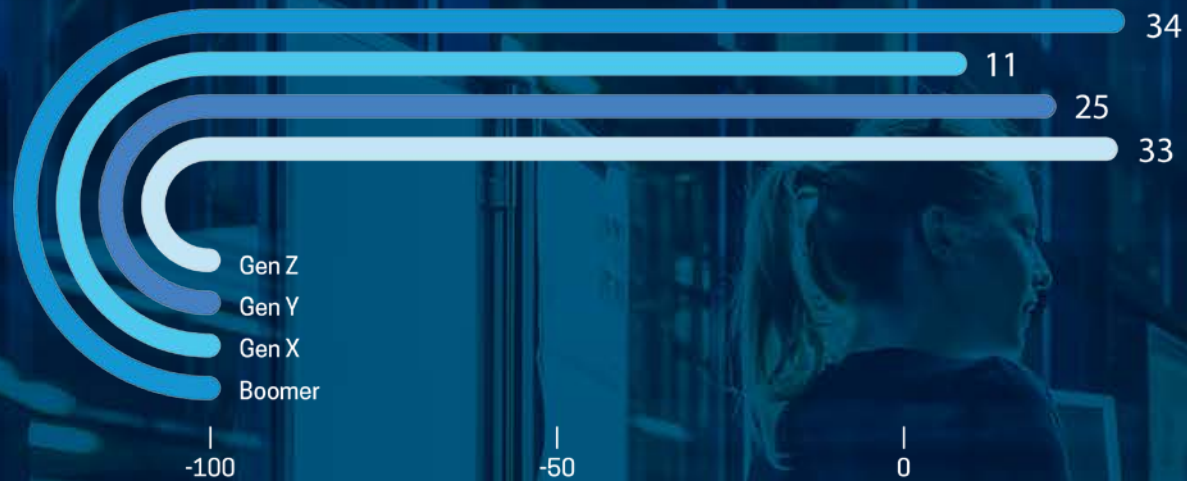
More than **50%** would like to do this at least monthly.

More than **80%** want this opportunity at least quarterly.

Want to make sure your employees feel heard? Sign up for the Voice of the Employee Study and get custom insights from your own employees – plus full access to the complete report and all the data!

eNPS® THROUGH DIFFERENT LENSES

Generational



Large Organizations

We see large organizations (> 1,000 employees) have the biggest challenge with recruiting through their employees – i.e., they have the lowest eNPS.



Tenure

Not surprising, newly hired employees are the most willing to recruit others to join their organization.



COMMUNICATING WITH YOUR EMPLOYEES

EMPLOYEE
COMMUNICATION
PREFERENCE

58%

EMAIL

30-35%

MEETINGS/
MANAGERS

1%

INTRANET

0%

SOCIAL
MEDIA

LEARNING OBJECTIVES

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JOIN IN THE RESEARCH

Sign up for the Voice of the Employee Study and get insights about your own employees!

<https://imacorp.com/participate-in-voe-study/>

CONTACT

VOE@imacorp.com





THANK YOU

