Problem

Significant decrease in Workforce Partnership in National Ranking from 2008 to 2011 (52nd percentile to 29th percentile)

Overall Partnership Scores

This is your Overall Partnership Score, a combination of employees' Overall Satisfaction and Overall Engagement. It is the highest-level "picture" of your workforce, including overall mean score as well as comparative data.

<table>
<thead>
<tr>
<th>Period</th>
<th>n</th>
<th>Mean Score</th>
<th>% Favorable</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2011</td>
<td>544</td>
<td>70.4</td>
<td>▲ 81.1%</td>
<td>29th ▼</td>
</tr>
<tr>
<td>November 2008</td>
<td>437</td>
<td>69.4</td>
<td>▲ 80.5%</td>
<td>52nd</td>
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Significant drop in Workforce Partnership in National Ranking from 2008 to 2011

Goal/Target

Exceed national percentile ranking of 90th percentile in Workforce Partnership in 2015
Requires Mean Score of 80; Identified gap (Current to Goal) of 10 percentage pts in Mean score

Initial State 2011

Workforce Partnership is function of Employee Satisfaction and Employee Engagement

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<td>▼ 75.0%</td>
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<td>67.1</td>
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Year 1 (2012)

Develop and implement standard work for management:
- Formalize system of manager rounding on staff
- Standard Monthly Meeting process for managers and Executives
- Standard Monthly Meeting process for Executives/CEO/Board

Year 2 (2013)

Tiered management system to improve communication & coaching
- Daily huddles from front line through C-suite
- Initiate High/Middle/Low performer feedback conversations w/ mgmt
- Manager with Executive; Executive with CEO; CEO with Board

Year 3 (2014)

Stabilize, improve, and sustain standard management work by developing formal leadership training program
- Assess leadership performance evaluation programs to ensure continued support of leader standard work
- Review and revise management processes / standard leader work / performance evaluation processes

Analysis 2011

Voice of the (Internal) Customer

- Approach to managing left to individual manager's preference and habit.
-Wide differences in management behavior/interaction with team throughout organization.

Employee Partnership May 2011

- Opportunities rank based on importance to employee + low result
- Top 10 opportunities explicitly reflect "direct manager" issues of communication, coaching, & trust

Analysis 2012

Year 3 (2014)

- Partnership improvement of 3.1% is close to targeted pace to achieve 10% goal over three-year period.
- Greatest opportunities remain "direct management" issues. Continued focus on mgmt education required.
- Discretion and, of course, still need to focus on all of these, but need to work on "direct manager" issues to improve employee confidence.
- Additional drill down needed to analyze "weak" performing departments/managers & provide mentoring.

Followup / Unresolved issues / Concerns / Barriers

- Focus diverted by financial performance issues. Workforce reduction required to meet financial imperatives.
- In 2013 must re-build performance and employee confidence. Distractions; tempting to deviate from plan.
- Challenge will be to see enhanced management concepts as the means to achieving employee confidence; not just additional work for managers and leadership team.

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Countermeasures / Future Plan

- Develop and implement standard work for management:
  - Formalize system of manager rounding on staff
  - Standard Monthly Meeting process for managers and Executives
  - Standard Monthly Meeting process for Executives/CEO/Board

- Tiered management system to improve communication & coaching
  - Daily huddles from front line through C-suite

- Initiate High/Middle/Low performer feedback conversations w/ mgmt
  - Manager with Executive; Executive with CEO; CEO with Board