

Company Name | Location - Workplace forensics report

Report generated: MM/DD/YYYY

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Onsite evaluation

Overview

Who we are

At HTI, we pride ourselves in partnering with companies to help them attract and retain an engaged and committed workforce. We've been creating unique solutions to combat employers' most challenging issues for over 20 years and have gained a proven track record of excellence in workforce and project management, earning both local and international awards and recognition. Today, we are the leading voice in labor utilization and workplace strategy innovation. While headquartered in Greenville, South Carolina, our reach spans throughout the state and beyond, with partnerships in Georgia, North Carolina, Tennessee, Illinois, Oklahoma, and Mississippi with some of the greatest companies in the world.

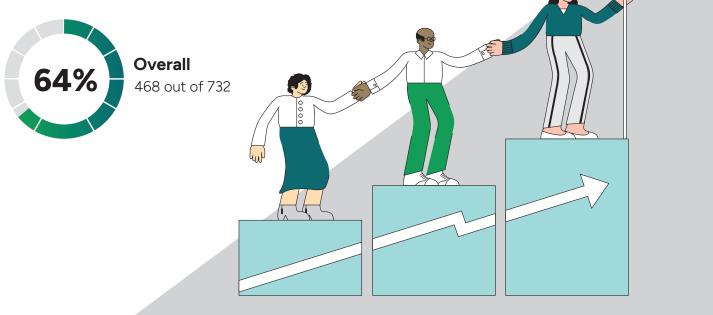
Where we start

The key to determining where you want to go is understanding where you currently are. Our Workforce Forensics Report (WFR) is a customizable tool that allows us to analyze the health of your workplace and create a road map for implementing strategies that help you become an employer of choice. It is more than an employee survey. It's a thorough evaluation of your organization completed using a combination of questionnaires, in-person interviews, and observation to generate a well-rounded analysis of your workplace, from HR practices to leadership strategy to employee perception.

Workplace forensics components

Participation

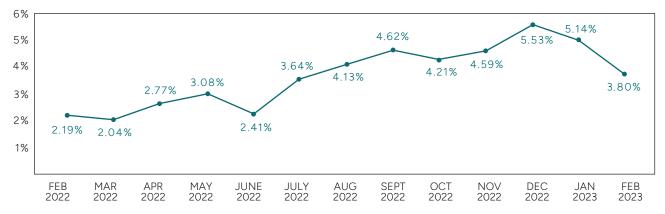
- Employee survey
- Stakeholder round table
- HR process evaluation
- Workplace observation
- Leadership interviews
- Market competitiveness evaluation



Turnover evaluation

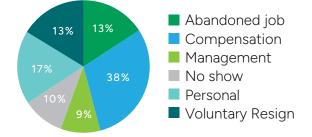
Historical turnover data is an essential metric to consider when evaluating a labor attraction and retention strategy. Analyzing past turnover rates allows us to identify potential issues that may be contributing to high turnover and pinpoint areas of the company that are particularly vulnerable to turnover. By using historical turnover data, we can develop targeted retention strategies and proactive staffing plans that ultimately lead to improved organizational performance and success.

Monthly turnover rate

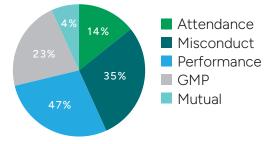


Reasons for leaving

Voluntary departures



Involuntary departures



Turnover by position within the past year

Position title	Total turnover	Position title	Total turnover
Lorem ipsum dolor sit	84	Lorem ipsum dolor sit	7
Amet consectetuer	42	Amet consectetuer	4
Adipiscing elit sed	37	Adipiscing elit sed	4
Nonummy nibh	22	Nonummy nibh	3
Tincidunt ut laoreet	11	Tincidunt ut laoreet	2
Dolore magna aliquam	8	Dolore magna aliquam	1
Erat volutpat	7	Erat volutpat	1

Potential hotspots

- Lorem ipsum Dolor sit amet
- Lorem ipsum
- Consectetuer
- Dolor sit amet
- Consectetuer

Factor model

The framework

To analyze employee attraction and retention, we look at two categories of factors that impact job satisfaction and drive: influencing factors and motivating factors.

Influencing factors

Influencing factors are the basic needs that must be met in order for employees to be satisfied with their jobs. These include things like fair pay, safe working conditions, and good relationships with colleagues. If these factors are not met, employees are likely to be dissatisfied with their jobs and may consider leaving. We typically see these factors drive turnover of new hires (under 12 months) or more tenured employees who feel that a influencing factor is no longer adequate (i.e. pay, supervision, etc).

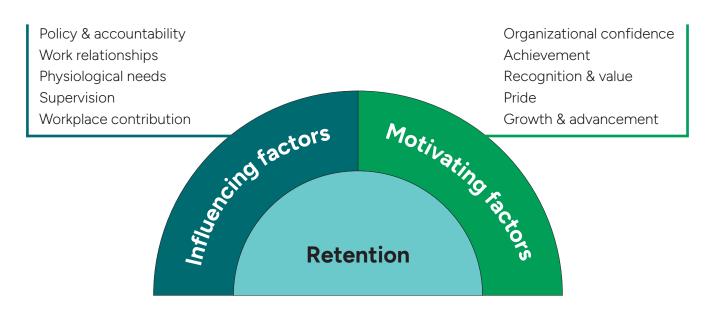
Motivating factors

Motivators, on the other hand, are factors that can increase job satisfaction and drive, such as opportunities for growth and development, recognition for good performance, and meaningful work. When these factors are present, employees are more likely to be engaged in their work and less likely to consider leaving. We typically see these factors drive turnover of more tenured employees (over 18 months) who are looking for growth, fulfillment, or have lost confidence in the organizations.

Attraction and retention model

The use of this model for turnover evaluation involves identifying the factors that are causing employees to leave an organization. By analyzing the factors that are present or absent in the workplace, employers can determine whether employees are leaving due to dissatisfaction with influencing factors or a lack of motivators. This information can then be used to develop strategies for improving job satisfaction and reducing turnover rates by following these steps:

- Identify which factors are causing dissatisfaction and decreased motivation across the organization
- Eliminate or minimize influencing stressors
- Boost job satisfaction through focus on motivational factors
- Monitor progress and reanalyze as needed



Workplace perception

Influencing factors

Influencing factors represent a risk for employers. They are consistently associated with employee retention and negative online reviews. If they are not met, employees quickly become dissatisfied and leave at the first chance. They don't lead to higher motivation when they are present but, when not present, create a barrier to increased employee motivation regardless of efforts.



Policy & accountability

An organization's policies can be a source of great frustration for employees if the policies are unclear, unnecessary, or administered unfairly. Good policies won't necessarily attract or motivate employees, but bad policy administration can quickly cause employee dissatisfaction and turnover.



Work relationships

Innately, employees want to feel a sense of belonging and camaraderie in their work environment. Creating a culture conducive to positive collaboration and communication with others is fundamental to employee satisfaction.



Physiological needs

Physiological needs are the most basic employee needs and include feeling adequately paid, being trained to perform their job, comfortable work conditions, feeling safe, and being able to maintain satisfactory work/life balance.

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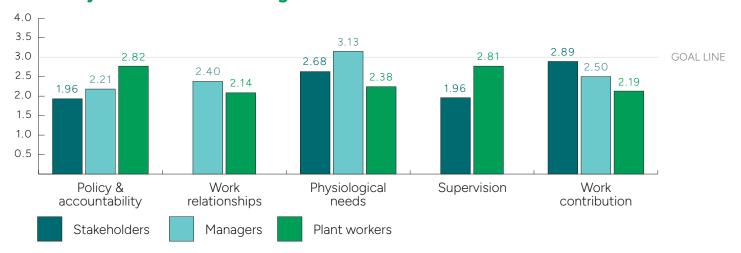
Supervision

Employees desire supervisors who are engaged, communicate effectively, offer constructive feedback, manage fairly, and inspire the entire team to meet organizational objectives. Poor supervision can lead to low engagement, poor productivity, and increased turnover.



Work contribution

Employees want to feel capable of meeting the needs of their team, seen as a valued team member, engaged in their work, and valued for their time. When an employee doesn't feel like a valuable contributor, they may feel insecure with their job status and are likely to seek work that they feel better suits their skill set and initiative.



Survey results for influencing factors

Workplace perception

Influencing factors

By employee classification

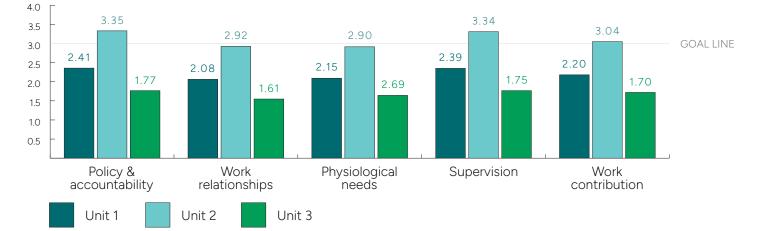
Salaried employees

Influencing factor	Rating		
	0.5 1.0 1.5 2.0 2.5 3.0 3.5 4.0		
Policy & accountability	2.50		
Work relationships	2.75		
Physiological needs	2.00		
Supervision	3.50		
Workplace contribution	3.00		

By building site

Hourly employees Influencing factor





By department

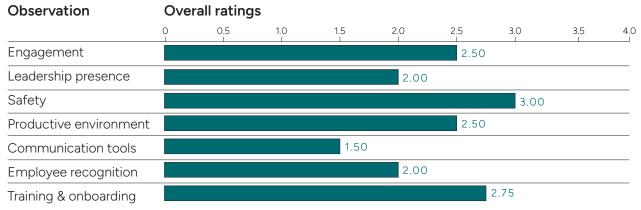
by department	Policy & accountability	Work relationships	Physiological needs	Supervision	Work contribution
Department name	2.00	2.00	2.00	2.00	2.00
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Department name	3.00	3.00	3.00	3.00	3.00
Department name	3.00	2.00	2.00	3.00	2.00
Department name	2.00	2.00	2.00	2.00	2.00
Department name	3.00	3.00	3.00	3.00	3.00
Department name	2.00	2.00	3.00	2.00	2.00
Department name	2.00	2.00	2.00	3.00	2.00
Department name	3.00	2.00	2.00	3.00	2.00
Department name	2.00	1.00	2.00	3.00	1.00
Department name	2.00	2.00	3.00	1.00	1.00
Department name	3.00	3.00	2.00	3.00	3.00

Workplace observation

Observation ratings

The workplace is made up of many components – all of which should work together to create a cohesive, balanced environment that promotes productivity while supporting and celebrating an employee's journey. Our observation ratings look at areas that drive workplace balance – engagement, leadership, environment, communication, training, etc. It only takes one pillar to throw off the balance of the others. Ensuring consistency and continuity throughout each pillar results in a healthy workplace.

Overall observation ratings



Items of note

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Market competitiveness evaluation

Social media review

Part of what sets an employer of choice apart is their willingness to look inward at areas that may be blemishing their reputation. In this digital era, social media plays a critical role in driving perceptions about your company, regardless of accuracy. Playing an active role on your social media allows for quick, personable responses which portrays your organization as caring and actionable. Aside from addressing what comments or reviews say, seeing them, reviewing them, and responding to them is the first step to moving the needle in this area.

Social media ratings



Google

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Glassdoor

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Indeed

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Increasing social media score

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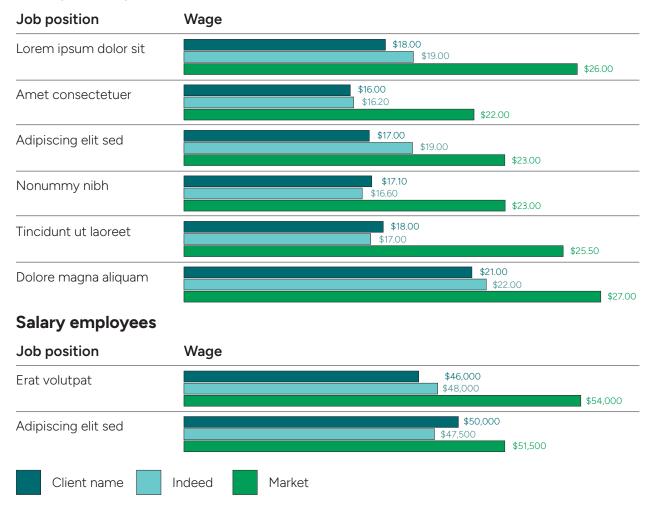
Market competitiveness evaluation

Compensation review

Compensation is a key fundamental to meeting the physiological needs of employees. Often times, employees perceive that they aren't paid equitably for the work that they perform. However, market data tells us otherwise. Conducting an objective review of compensation and benefits allows you to make educated decisions on wage adjustments and educate your employees on the competitiveness of your compensation plan.

Wage rate comparison

Hourly employees



Essential takeaways

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Market competitiveness evaluation

Benefits

How can you extend your support to employees outside of the work walls? Showing up for your people in the benefits you offer drastically improves both attraction and retention. Being sure that benefits are marketed and explained effectively in areas like your job postings, website or benefit information packets is critical to attraction, while upholding those benefits are key to retention. Lastly, offering a diverse range of benefits is key – as no two people are alike nor do they have the same needs. Benefits should not be a one-size-fits-all.

Other benefits highlighted in job postings

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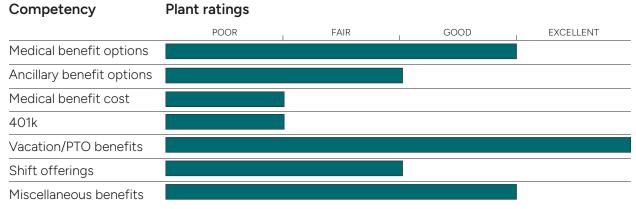


88% of benchmark companies offer more than one benefit plan option *HTI internal survey*



Just under 90% of job seekers say they give consideration to health, dental, and vision insurance benefits as part of their job search SHRM

Benefits benchmark



Essential takeaways

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Recommendations - Influencing factors

Work relationships - 3.12 out of 4

High priority

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Physiological needs - 2.57 out of 4

High priority

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Recommendations - Influencing factors

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Workplace contribution - 3.04 out of 4

High priority

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Moderate priority

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Supervision - 3.21 out of 4

High priority

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Moderate priority

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Policy & accountability - 2.14 out of 4

High priority

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Recommendations - Influencing factors

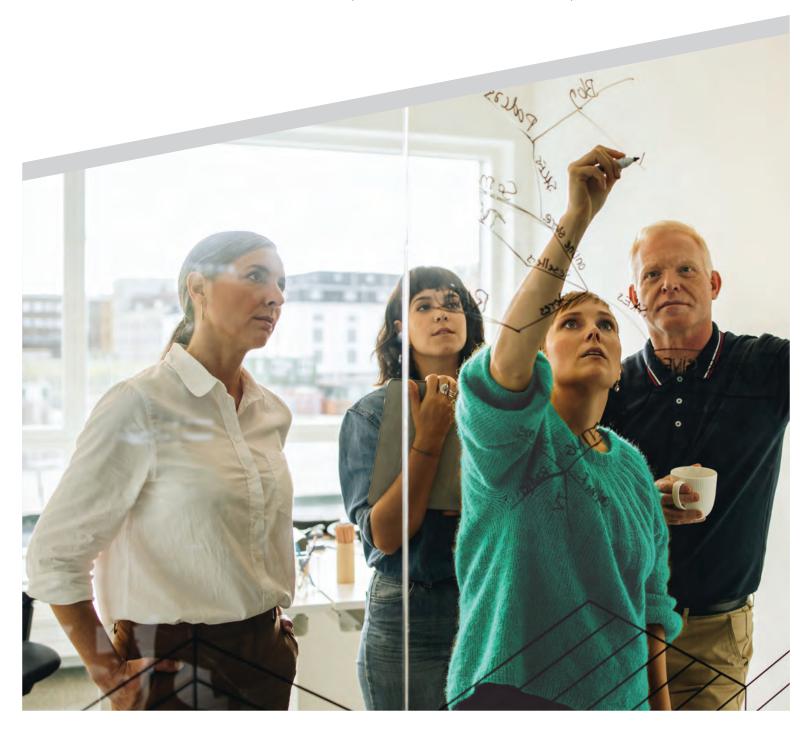
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Workplace culture

Motivating factors

Motivating factors create satisfaction by fulfilling individuals' needs for meaning and personal growth. When employees are motivated, they extend discretionary effort and become emotionally invested in the success of the organization. Once the factors are addressed, the motivators will promote job satisfaction, encourage production, and foster long-term loyalty to the company.



Organizational confidence

No matter how great your business strategy, you won't get far if your employees lack confidence in the organization and its leaders. Organizational confidence is built on a culture of trust, honesty, accountability, and genuine concern for the well-being of employees.



Achievement

A sense of accomplishment is a proven factor in fulfilling a worker's expectations and can be achieved through setting clear, achievable goals, ensuring employees understand how they're measured, giving regular, timely feedback on performance, and celebrating success. It's important to ensure that the goals and expectations set for employees are challenging while being reasonable and achievable.



Recognition & value

Individuals at all levels of the organization want their accomplishments acknowledged, their ideas and feedback valued, and their efforts appreciated.



Pride

Employees want to understand the mission of the organization, how their work contributes to a greater purpose, and be proud of the organization they work for. Recently, we've seen a significant priority shift in this factor as employees seek to find purpose in the work that they do each day.



Growth & advancement

It's important to provide all employees with clear career paths, cross-training opportunities, and positional growth. Advancement in the workplace leads to positive job satisfaction, whereas little to no growth possibility leads to a significant decrease in job satisfaction and a desire to seek growth elsewhere.



Survey results for motivating factors

Workplace culture

Motivating factors

By employee classification

Salaried employees

Motivating factor	Rating
	0.5 1.0 1.5 2.0 2.5 3.0 3.5 4.0
Organizational confidence	2.00
Achievement	2.50
Recognition & value	2.50
Pride	2.00
Growth & advancement	3.00

Hourly employeesMotivating factorRating0.5 1.0 1.5 2.0 2.5 3.0 3.5 4.0Organizational confidence2.00Achievement2.50Recognition & value2.50Pride2.00

Growth & advancement

4.0 3.13 3.13 3.13 3.5 2.89 2.82 GOAL LINE 2.68 2.68 2.68 3.0 2.50 2.38 2.38 2.38 2.21 2.5 2.19 1.96 2.0 1.5 1.0 0.5 Achievement Recognition & Pride Growth & Organizational confidence value advancement Unit 1 Unit 2 Unit 3

By department

	Organizational confidence	Achievement	Recognition & value	Pride	Growth & advancement
Department name	2.00	2.00	2.00	2.00	2.00
Department name	2.00	1.00	2.00	2.00	2.00
Department name	3.00	3.00	3.00	3.00	3.00
Department name	3.00	2.00	2.00	3.00	2.00
Department name	2.00	2.00	2.00	2.00	2.00
Department name	3.00	3.00	3.00	3.00	3.00
Department name	2.00	2.00	3.00	2.00	2.00
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Department name	3.00	2.00	2.00	3.00	2.00
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Department name	2.00	2.00	3.00	1.00	1.00
Department name	3.00	3.00	2.00	3.00	3.00

By building site

17

3.00

Workplace culture

Company perceptions

A wide range of factors can form perceptions individuals hold about their workplace. Personality, connection, environment, position and many other variables all effect how an employee, at any level, perceives their job and their place of work. Often, these perceptions do not always paint an accurate picture of a certain job, department or company. Additionally, there are often many discrepancies of what leaders perceive, compared to that of their employees and their actual experiences. This section of the report allows us to take a look at what those perceptions are and how they vary among different groups, in order to re-align and address discrepancies.

How stakeholders want the company described:

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- Ipsum
- Dolor
- Diam
- Nonummy

How managers describe the company:

- Lorem
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- Dolor
- Diam
- Nonummy

How employees describe the company:

- Lorem
- Ipsum
- Dolor
- Diam
- Nonummy

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A clear vision is critical to building a strong organization that drives home success.

Recommendations - Motivating factors

Organizational confidence - 2.03 out of 4

High priority

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Recognition & value - 2.32 out of 4

Moderate priority

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Recommendations - Motivating factors

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Pride - 2.51 out of 4

Moderate priority

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Growth & advancement - 2.63 out of 4

Moderate priority

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Achievement - 2.77 out of 4

High priority

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Moderate priority

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Recommendations - Motivating factors

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Risk | Overview

In the workplace, both motivators and influencers exist independently of one another. In other words, a job can have motivators that contribute to satisfaction, but also influencing factors that increase dissatisfaction if they are absent. This, in turn, creating a factor combination that influences both retention and engagement.

Your position

Low/low

Employees here have concerns across both factors. In this quadrant you typically struggle to retain new talent and begin to see turnover with more senior employees as well. It's important for employers in this quadrant to quickly address risk with influencing factors and strategically plan to address motivational factors.

The closeness of your score to the norm line in both factors, suggest that you can make improvements to employee retention quickly through addressing critical factors.

Influencing risk scores (out of 4)

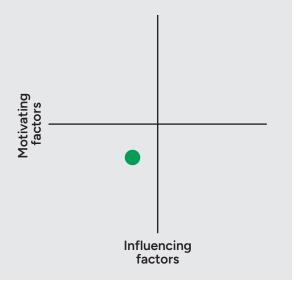
- Job related training 2.17
- Clear job expectations 2.25
- Adequate pay 2.37
- Equal distribution of work 2.44
- Work/life balance 2.77
- Diverse & inclusive work environment 3.02

Motivating risk scores (out of 4)

- Employee-centered decisions 2.11
- Leadership communication 2.24
- Leadership follow through 2.39
- Employee input 2.44
- Employee recognition 2.49
- Professional development 2.66
- Organizational purpose 2.72
- Career advancement 2.83
- Valued by leadership 2.85
- Realistic goals 2.91

Understanding is the first step to building an engaged and committed workforce.

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Final recommendations

Spotlights

It's important not to over focus on areas of opportunity and lose sight of what's currently being done well. The following areas are key initiatives currently in place that positively impacted overall recommendations.

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Final recommendations

Key focus areas

Based on overall analysis, these areas will most significantly impact the organization's employee-centered initiatives.

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Priority #1

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Priority #2

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Priority #3

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Priority #4

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Priority #5

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Priority #6

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Ready to transform your workforce and boost your team?

HTI | Corporate Headquarters 105 North Spring Street Greenville, SC 29601

