Great Place To Work®

Sample Manager Report

Contents

- Trust Index Summary
- Guided Action Plan
- Detailed Trust Index Results

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Trust Index© Results

Survey Design

Overall design

- 63 core Trust Index© statements
- 19 Manager Index statements
- 2 open-ended questions
- 15 standard demographics

5-Point response scale

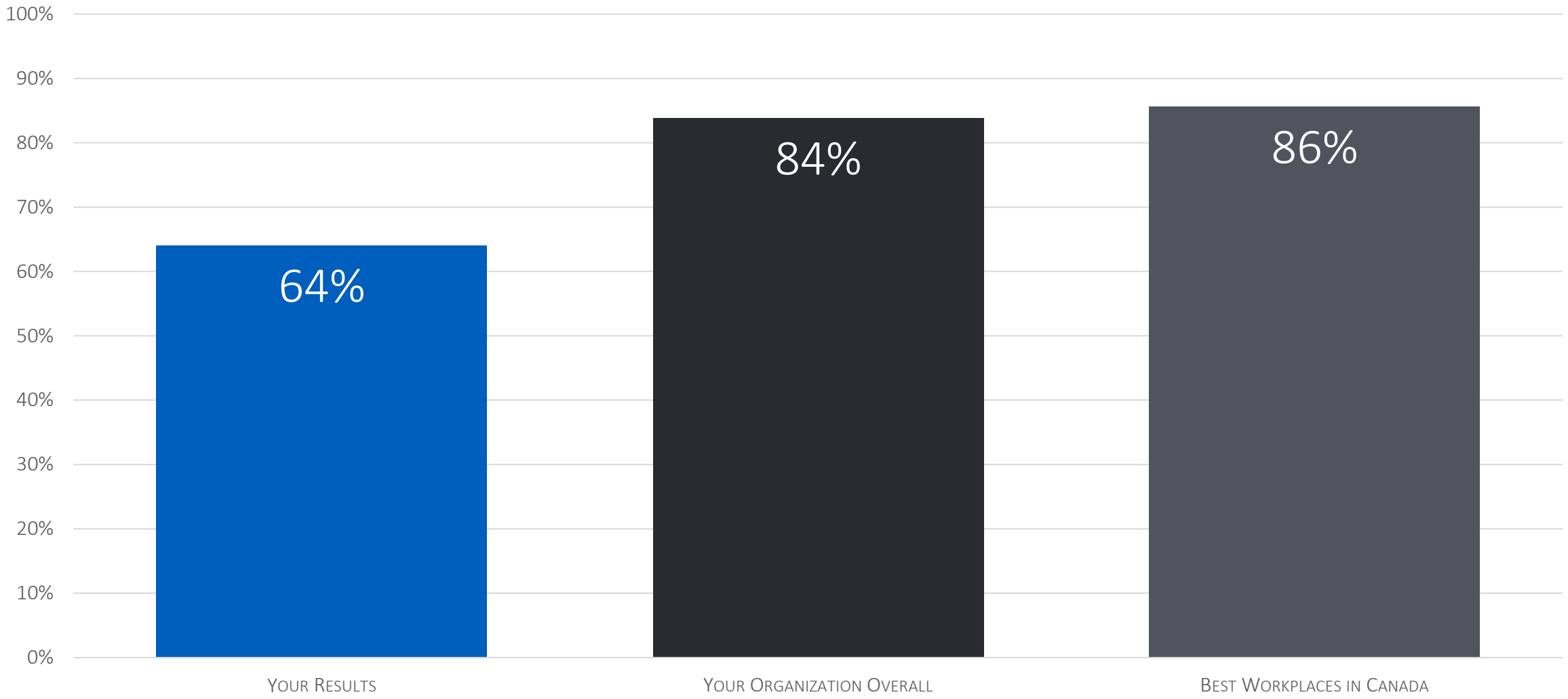
- Measures consistency of employee experience
- % Positive results presented (‘”Almost Always True” and “Often True”)

Benchmarks

- Organization Overall
- Best Workplaces in Canada

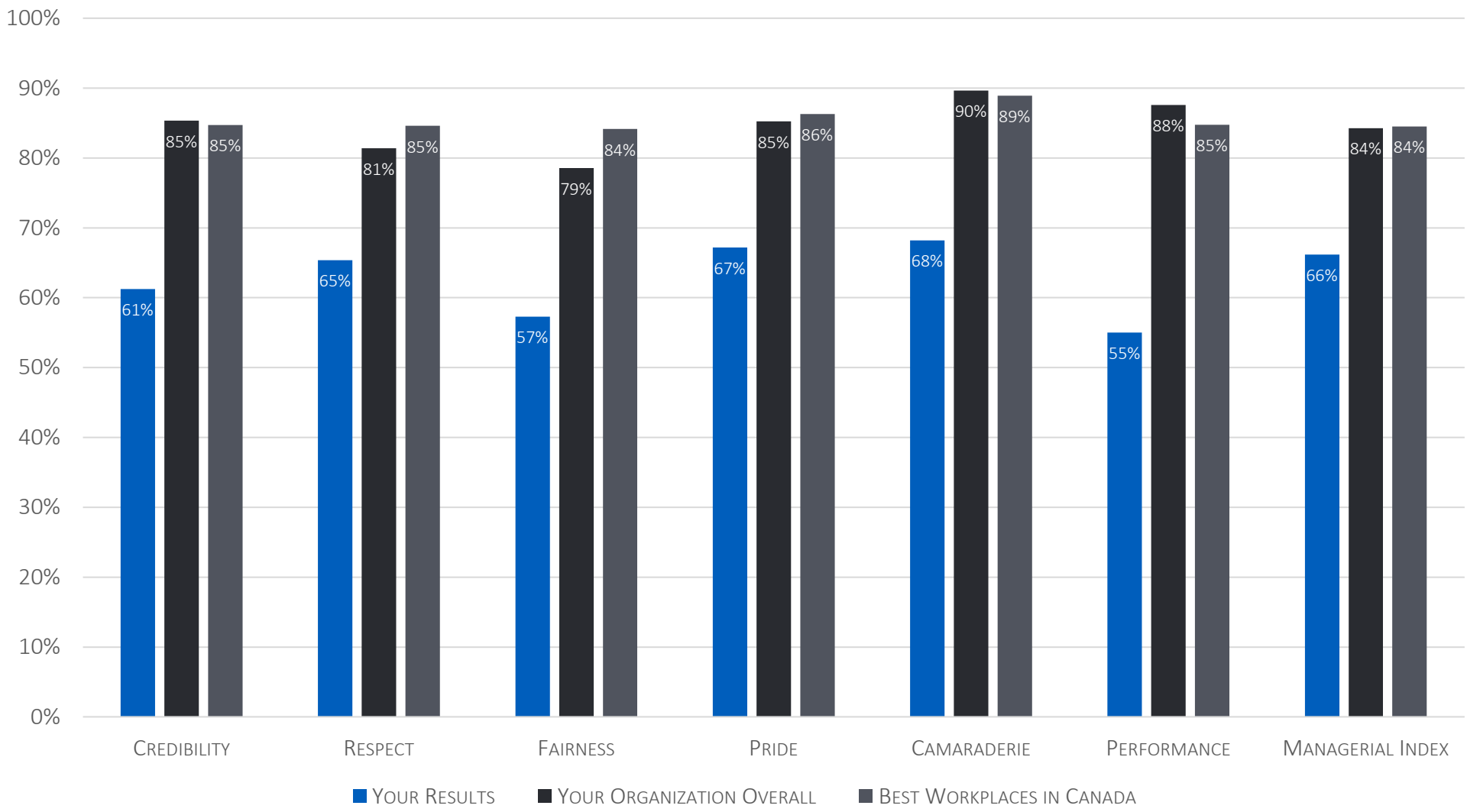
© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Overall Trust Index© Results



© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Dimension Averages



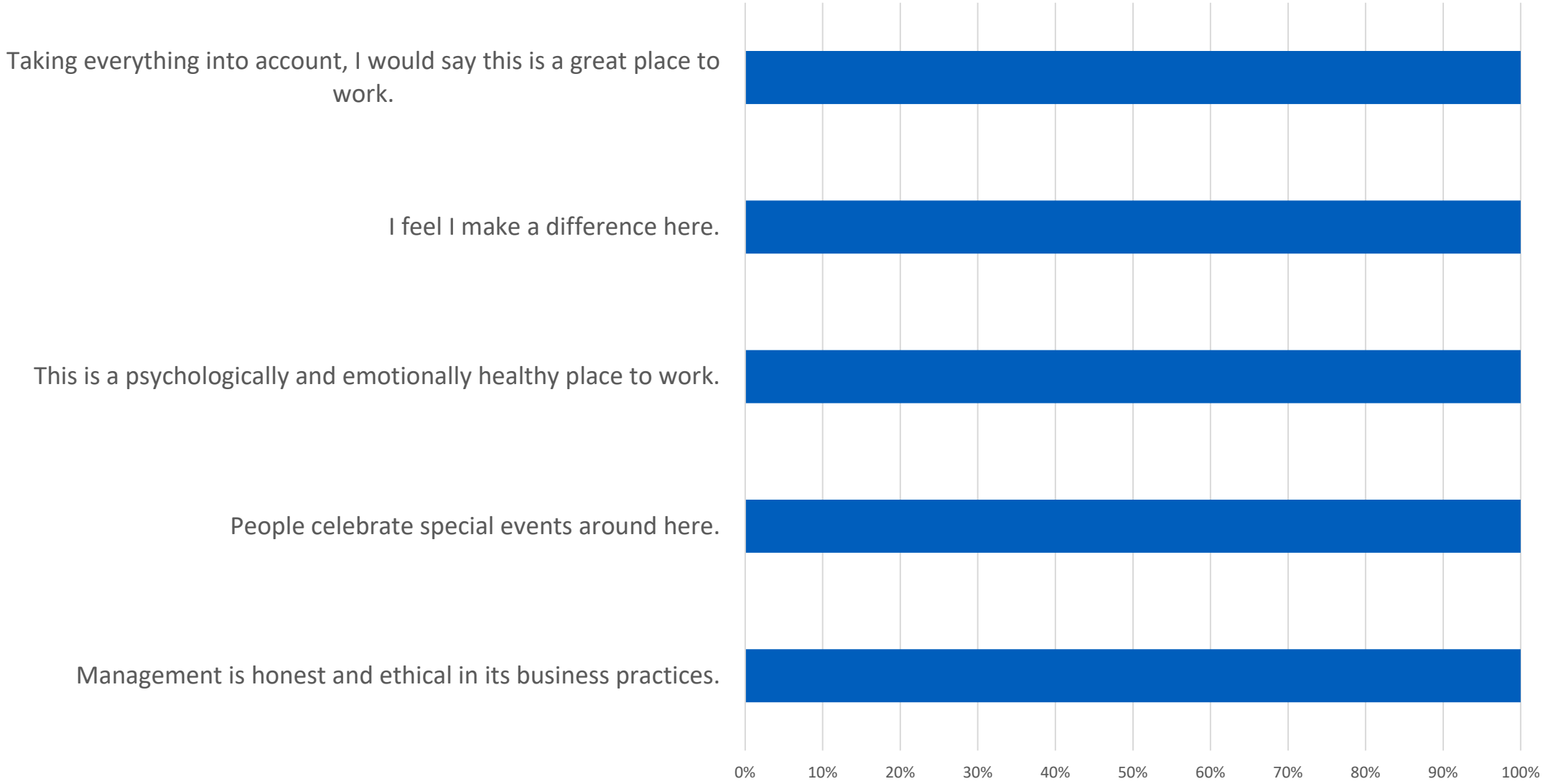
Click for Detailed Results:

- Credibility
- Respect
- Fairness
- Pride
- Camaraderie
- Performance
- Managerial Index
- Overall rating

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Top 5 Statements

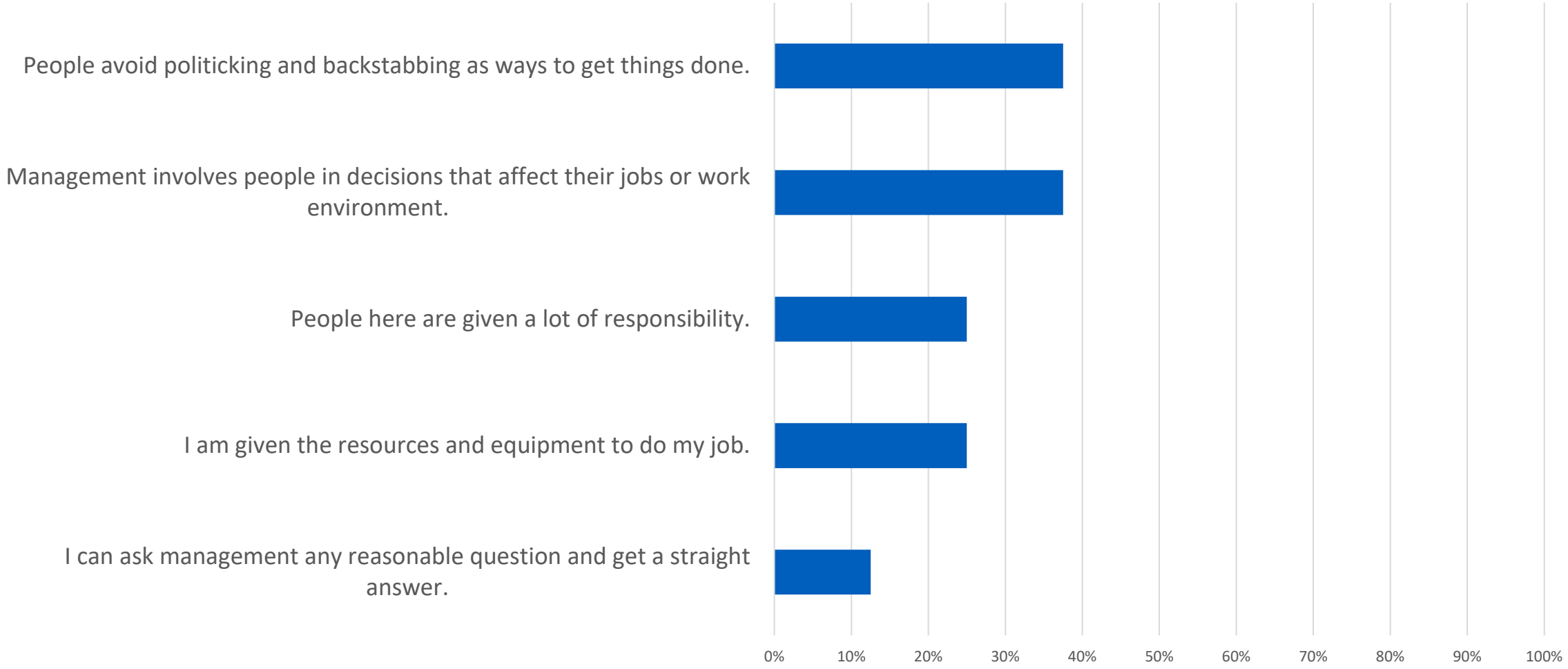
Your areas of STRENGTH to leverage and reinforce



© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Bottom 5 Statements

Your areas of OPPORTUNITY to focus on and develop



© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Guided Action Planning

Action Planning Worksheet – Opportunity #1

Trust Index Statement	I can ask management any reasonable question and get a straight answer. 13%
What does this mean?	Employees feel comfortable requesting information and asking questions; in turn, management uses an open and direct communication style to provide appropriate information or response considering the situation.
Does this score surprise you? Why or why not?	
What are some things you can do (start, stop or continue) to improve levels of trust within in your team?	
Here are some examples of behaviors exhibited by high trust leaders.	☐ Invite people to ask questions in 1:1 conversations or group settings. ☐ End team meetings by inviting 'three hard questions'. Ask "what rumours have you heard" to encourage questions people may be reluctant to ask. ☐ Whenever possible, provide a straight answer. ☐ If you don't know the answer, find out and circle back. If you can't share the information, say so. ☐ Manage your reactions when you hear something you don't agree with or something that upsets you. Be open to others' ideas.
Which of these can you adopt, or adapt for your work environment?	

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Action Planning Worksheet – Opportunity #2

Trust Index Statement	I am given the resources and equipment to do my job. 25%
What does this mean?	People have access to the training programs, information, tools, and equipment that they need to be competent in their current job.
Does this score surprise you? Why or why not?	
What are some things you can do (start, stop or continue) to improve levels of trust within in your team?	
Here are some examples of behaviors exhibited by high trust leaders.	☐ Ensure all team members under your care have the tools and resources needed to compete their jobs safely at all times. ☐ Escalate requests as necessary. ☐ Ask team members frequently if there is any way you can support them in doing their job more effectively. ☐ Understand and effectively monitor and manage your team members' workload, ensuring they have clear priorities. ☐ Where applicable, discuss with team members their unique situation and accommodations available to enable them to bring their best selves to work.
Which of these can you adopt, or adapt for your work environment?	

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Action Planning Worksheet – Opportunity #3

Trust Index Statement	People here are given a lot of responsibility. 25%
What does this mean?	People at the organization are given work that is meaningful relative to their position and are accountable for ensuring that the work is completed.
Does this score surprise you? Why or why not?	
What are some things you can do (start, stop or continue) to improve levels of trust within in your team?	
Here are some examples of behaviors exhibited by high trust leaders.	☐ Consider whether all team members understand why their job is valuable to the organization and how it fits into the bigger picture. ☐ Express confidence in each team member's ability to successful complete the tasks assigned to them. ☐ Challenge team members to come up with their own solutions to problems and be there to support as needed. ☐ Where applicable, help team members reach their personal best through 'stretch assignments' that may push them outside their comfort zone. ☐ When assigning a new project or task, set up check-in meetings (if appropriate) to support team members, promote communication and accountability.
Which of these can you adopt, or adapt for your work environment?	

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Action Planning Worksheet – Opportunity #4

Trust Index Statement	Management involves people in decisions that affect their jobs or work environment. 38%
What does this mean?	Management creates opportunities for people to participate in the decision-making process on matters that have an effect on their jobs or workplace.
Does this score surprise you? Why or why not?	
What are some things you can do (start, stop or continue) to improve levels of trust within in your team?	
Here are some examples of behaviors exhibited by high trust leaders.	▢ In general, spend less time talking and more time listening. ▢ Each environment is unique so try to create an approach that suits your team to share ideas and feedback. ▢ Create informal and formal ways to gather suggestions within your team (i.e. a physical suggestion box, sticky notes on an ideas board, online, etc.) ▢ Set aside time at team meetings to review all suggestions, pick the best ones and decide how to move them forward. ▢ Create a feedback mechanism for letting people know you heard and considered their suggestion, even if it wasn't chosen for implementation.
Which of these can you adopt, or adapt for your work environment?	

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Action Planning Worksheet – Opportunity #5

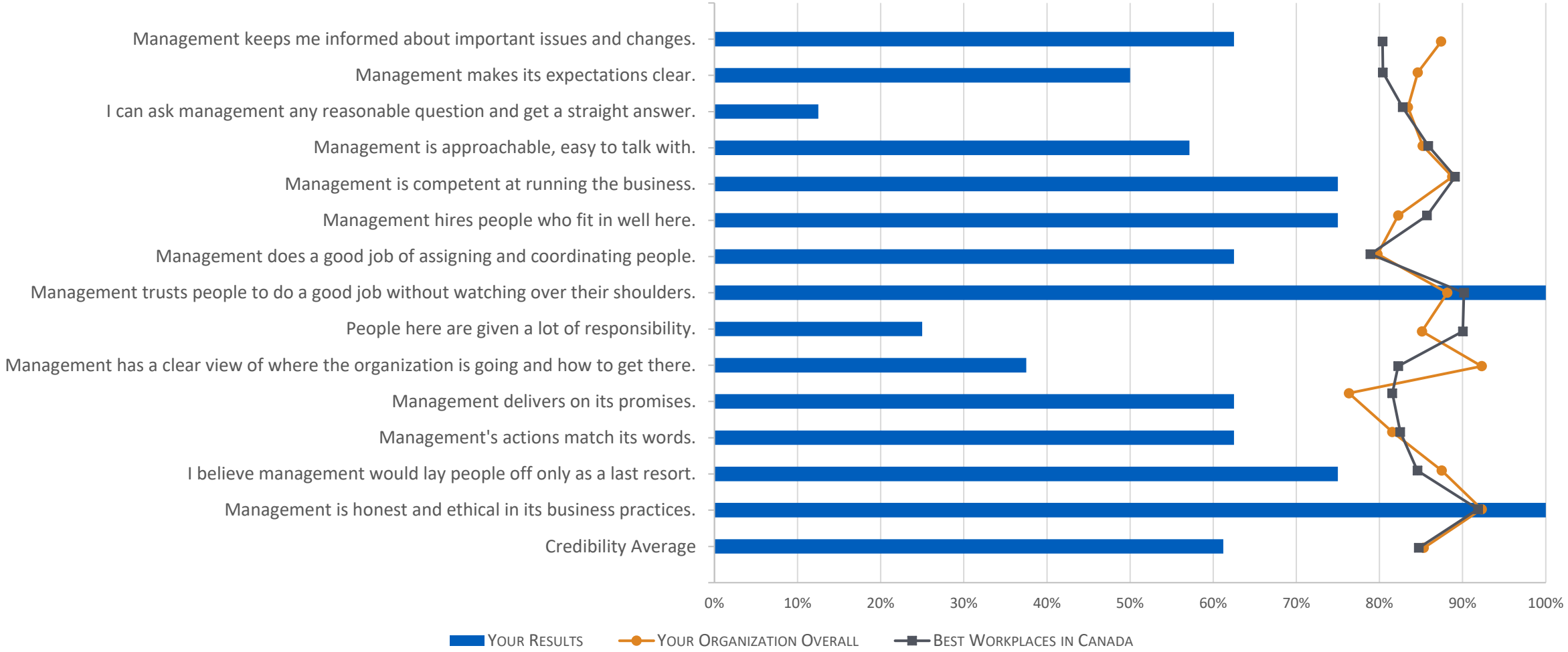
Trust Index Statement	People avoid politicking and backstabbing as ways to get things done. 38%
What does this mean?	People avoid using slander, spreading rumors, or seeking undue influence as means to further their own interests. People try to speak up honestly in meetings instead of talking in small groups to try and change or influence decisions.
Does this score surprise you? Why or why not?	
What are some things you can do (start, stop or continue) to improve levels of trust within in your team?	
Here are some examples of behaviors exhibited by high trust leaders.	☐ Lead by example. Speak positively about all team members as a way to build up the team and encourage others. ☐ If you must address team member behavior, do it respectfully and in private. ☐ Call out any unnecessary posturing or politics in team meetings. ☐ Ensure all are aware of your Equal Opportunity/Inclusion policy and commitment to a workplace free of discrimination, harassment and violence. ☐ Ensure team members are clear on the organization's behavioral "norms" and your own personal expectations for collaborative vs. political behaviors.
Which of these can you adopt, or adapt for your work environment?	

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Detailed Trust Index© Results

Credibility

The extent to which employees see management as credible (believable, trustworthy), by assessing employees' perceptions of management's communication practices, competence, and integrity.

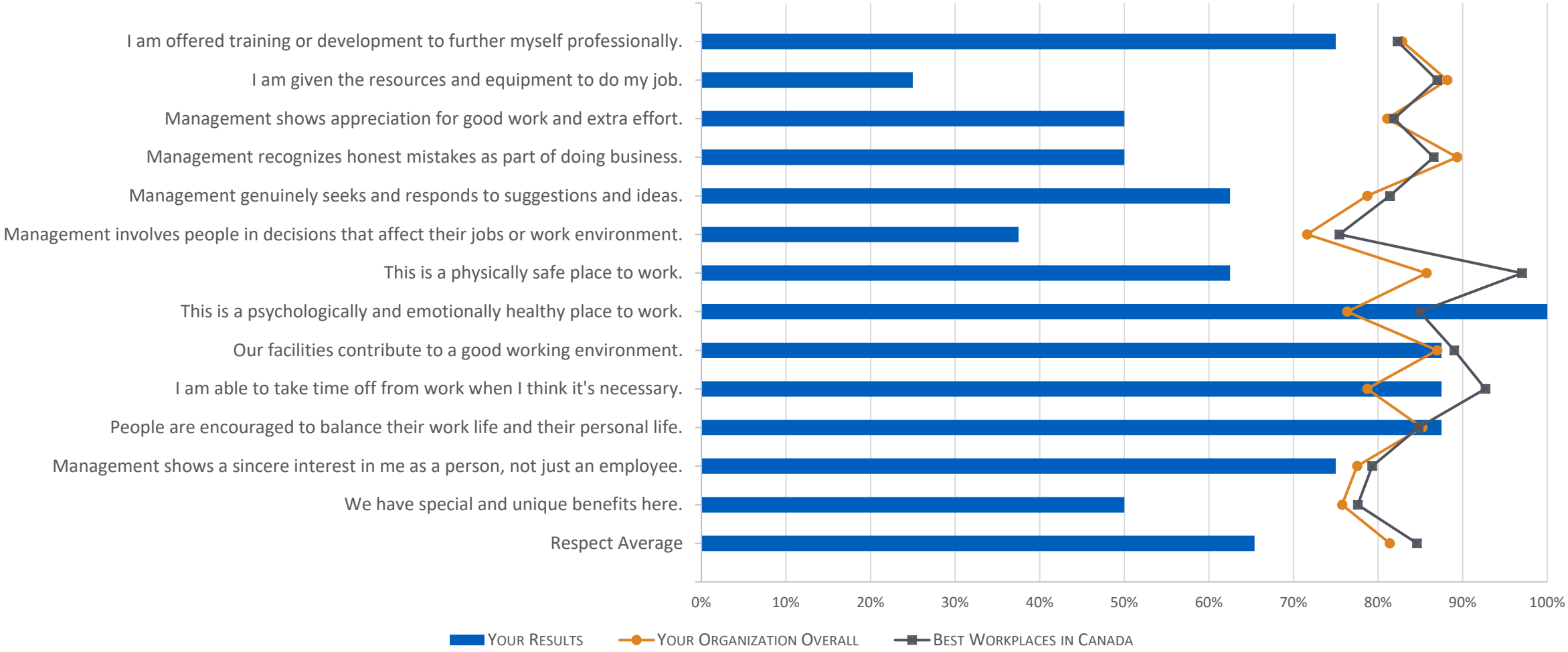


Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Respect

The extent to which employees feel respected by management, by assessing the levels of support, collaboration, and caring employees experience through management's actions toward them.

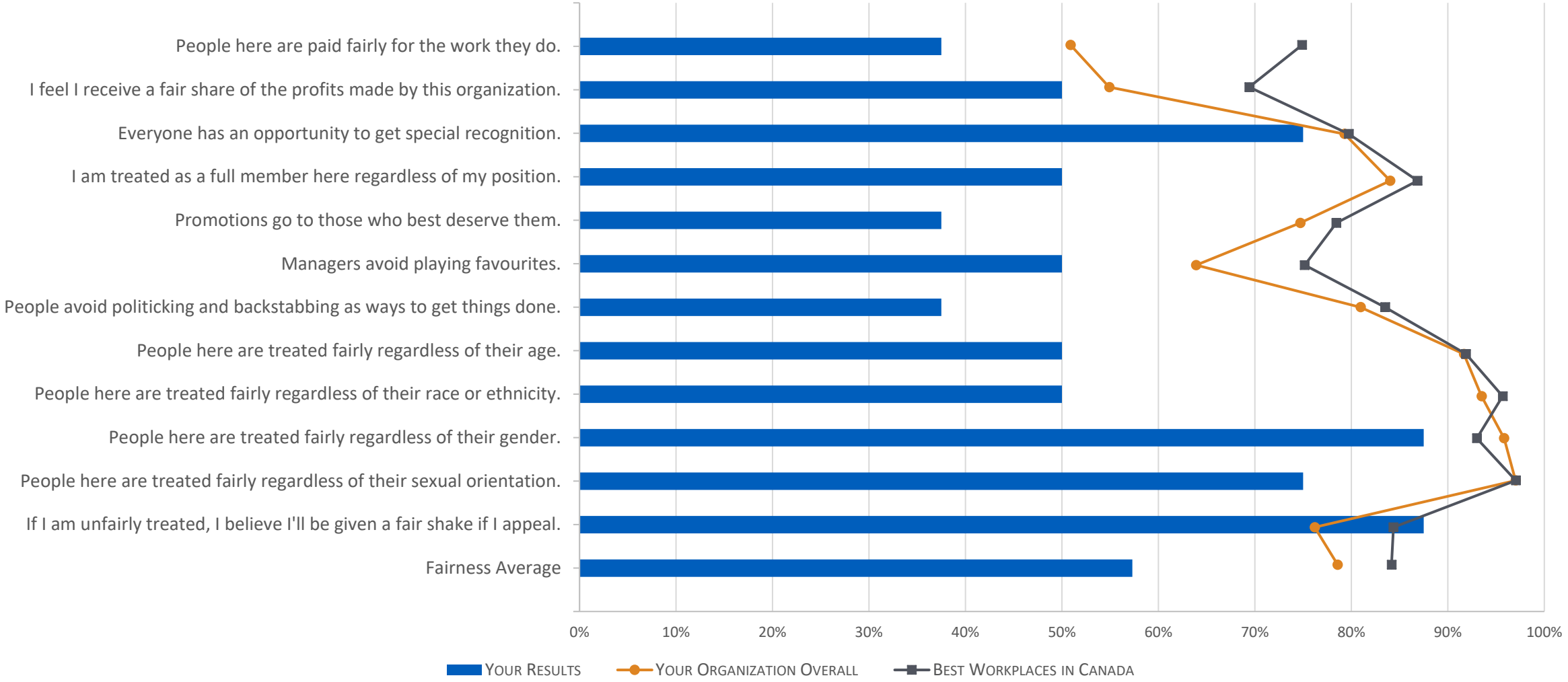


Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Fairness

The extent to which employees perceive that management practices and policies are fair by assessing the equity, impartiality, and justice employees perceive in the workplace.

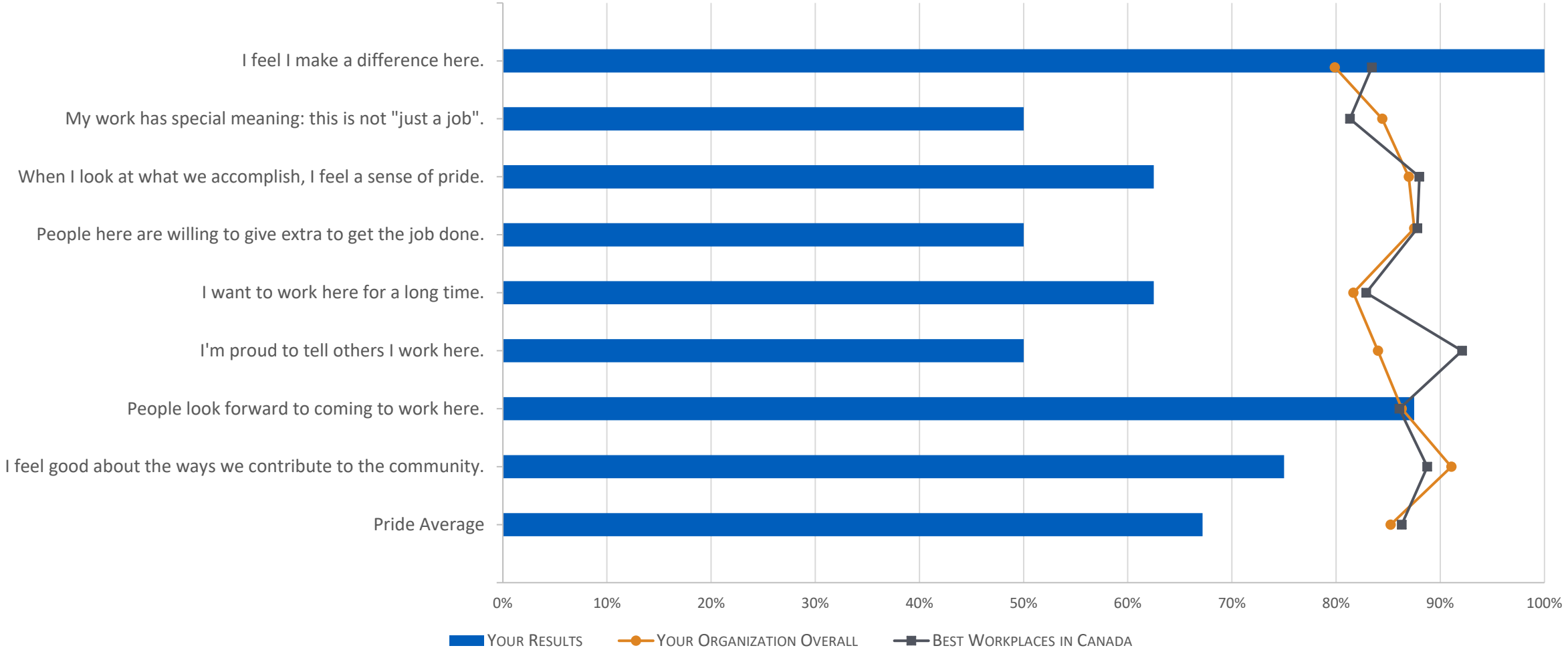


Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Pride

Employees' sense of pride in their work by assessing the feelings employees have toward their jobs, team or work group, and the company workplace.

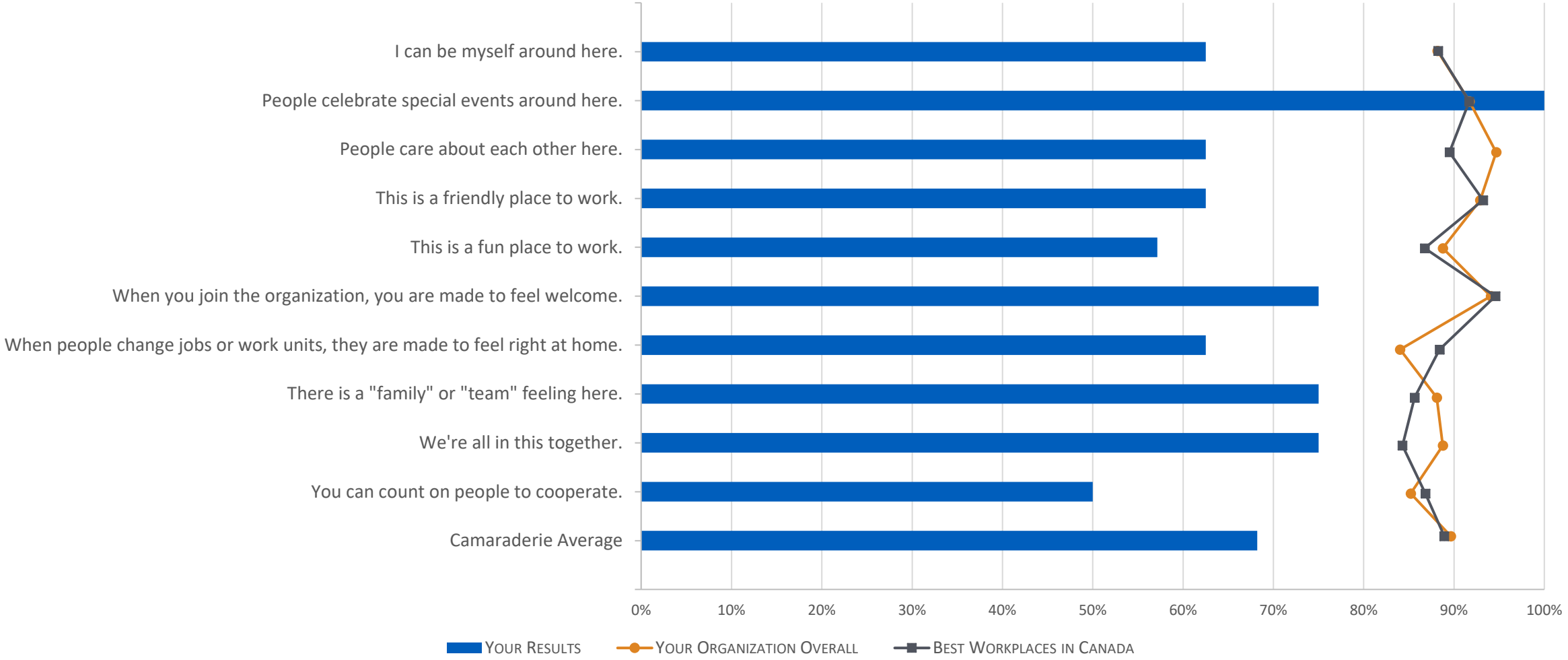


Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Camaraderie

Employees' sense of camaraderie in the workplace by assessing the quality of the intimacy, hospitality, and community within the workplace.



Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

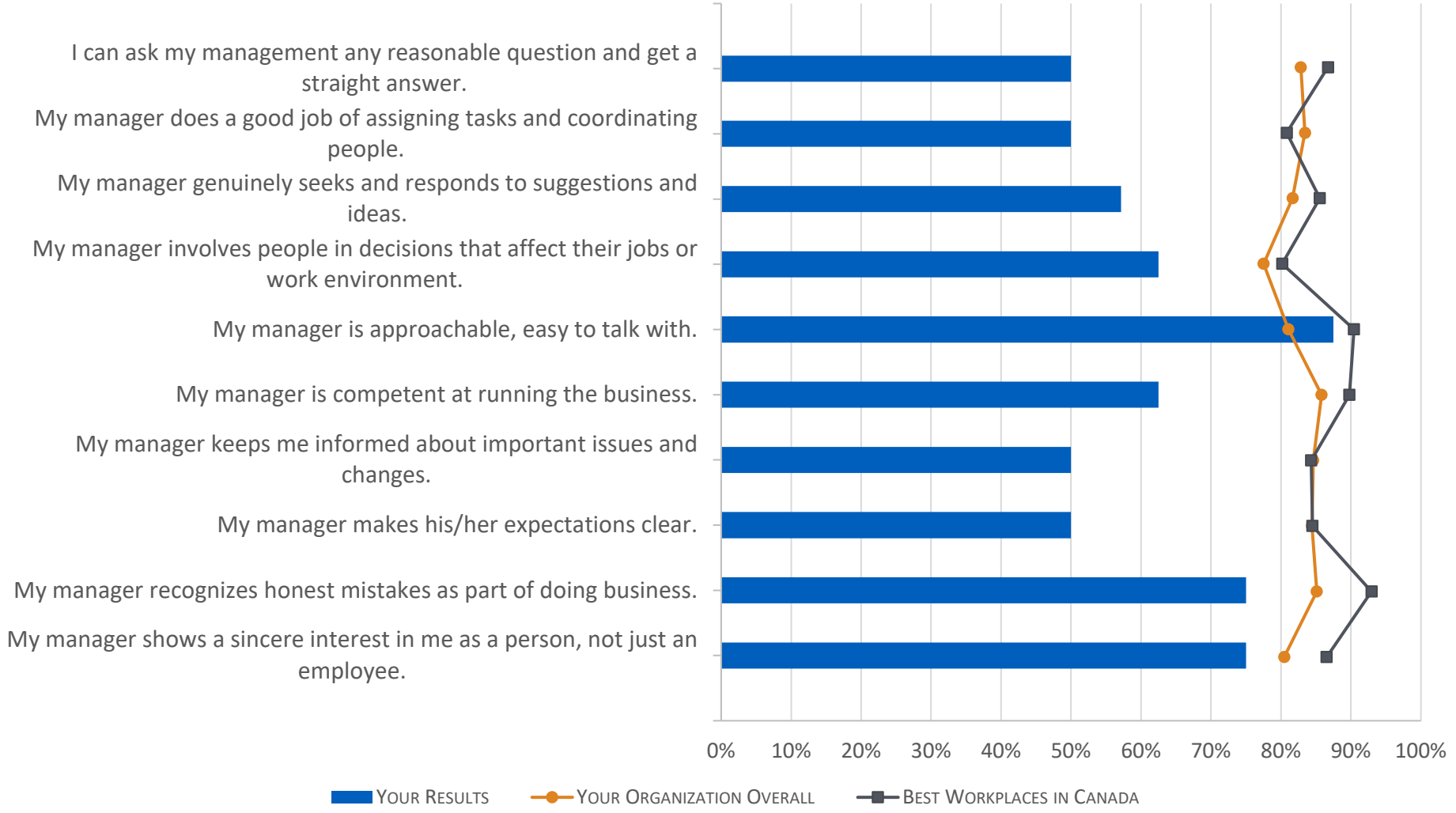
Performance

Survey statements related to various outcome metrics, e.g., service quality, Innovation, adaptability, leadership, net promoters

Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Managerial Index – Part 1



Back to averages

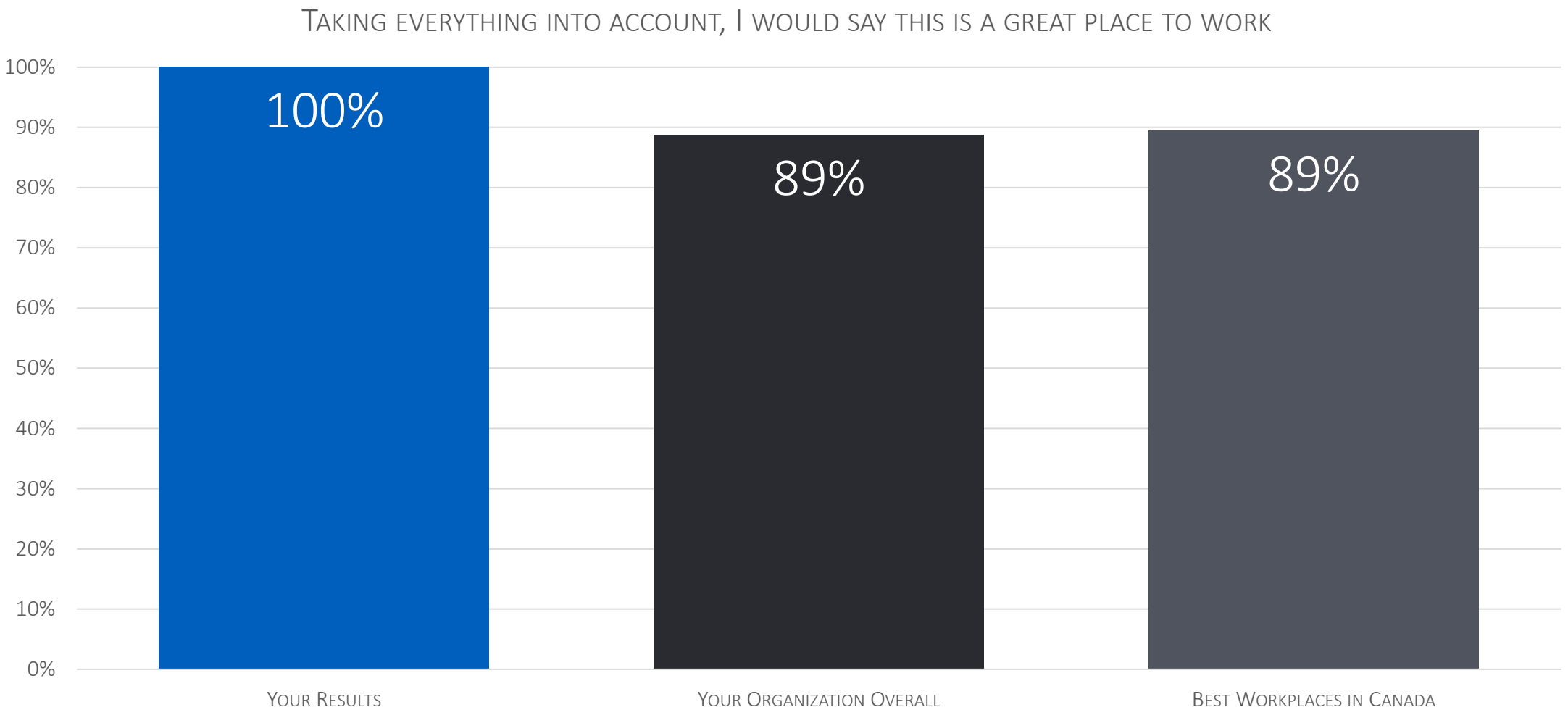
© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Managerial Index – Part 2

Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Overall ating



Back to averages

© 2020 Great Place To Work® Institute Inc. All Rights Reserved.

Great Place To Work®

Thank You

www.greatplacetowork.ca