

Engagement Report

Royal Roads University

Current period:

Nov 19, 2024 - Dec 11, 2024

of employees: **478**

of responses: **358**

Response rate: **75%**

Benchmark: Full McLean & Company Benchmark

McLean & Company Engagement Model

Royal Roads University
Open Date: Nov 19, 2024
Close Date: Dec 11, 2024

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Response Rate: 75%



Employee Engagement Goes Beyond Satisfaction

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SATISFIED

ENGAGED

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization



Average Performance

Optimal Performance

Characteristics

Characteristics

Less likely to help others for the betterment of the organization

Help others for the betterment of the organization

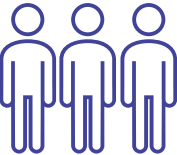


Meet minimum performance requirements

Consistently exceed performance requirements

Generally keep to themselves

Recommend improvement opportunities

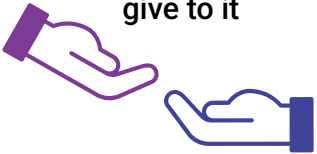


Stay at the organization because of what they **get from it**

Stay at the organization for what they **give to it**



Committed to the degree that their needs are met



Have a sense of purpose and pride in their work



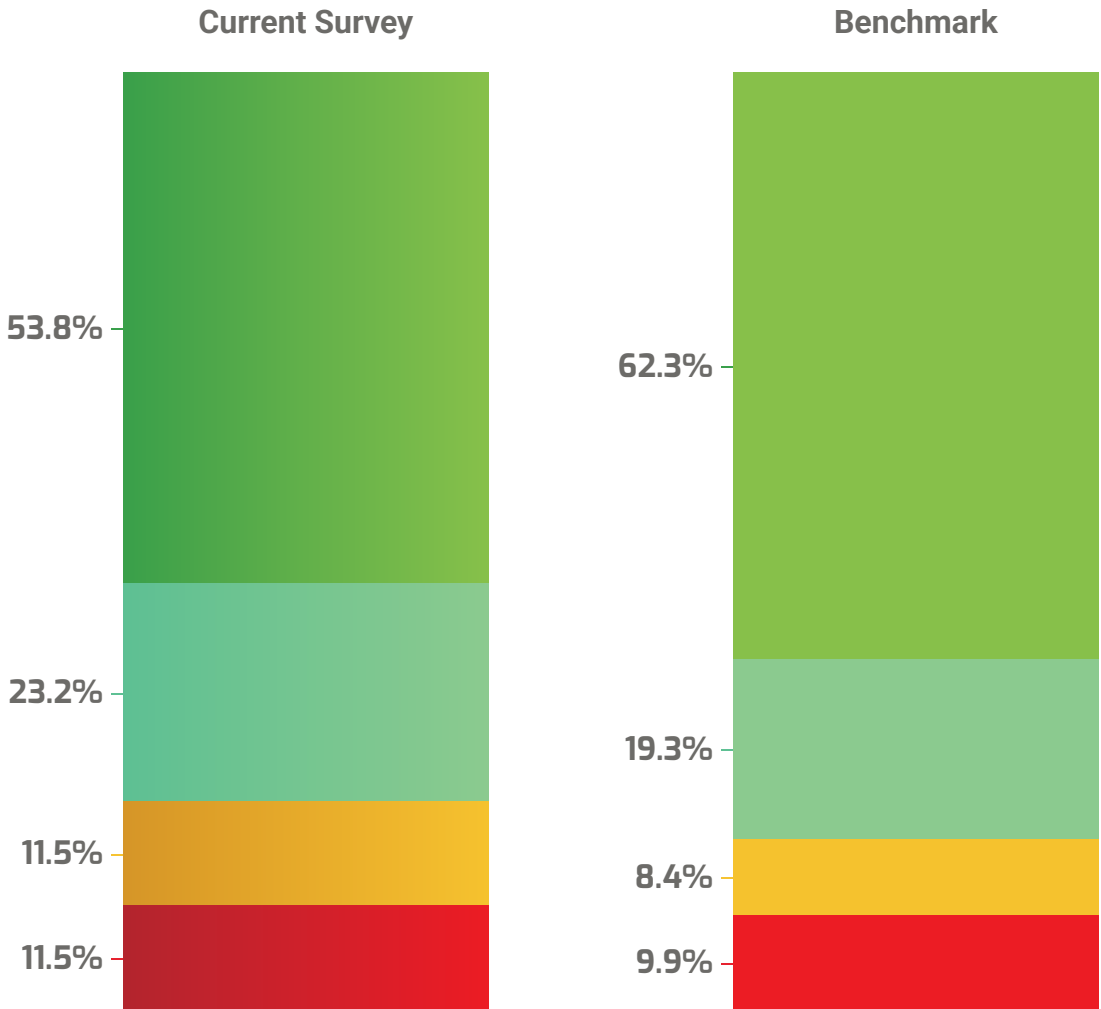
Overall Engagement Results

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See the **appendix** in this report for more information on the engagement calculation and benchmark.



ENGAGED

Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED

Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT

Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

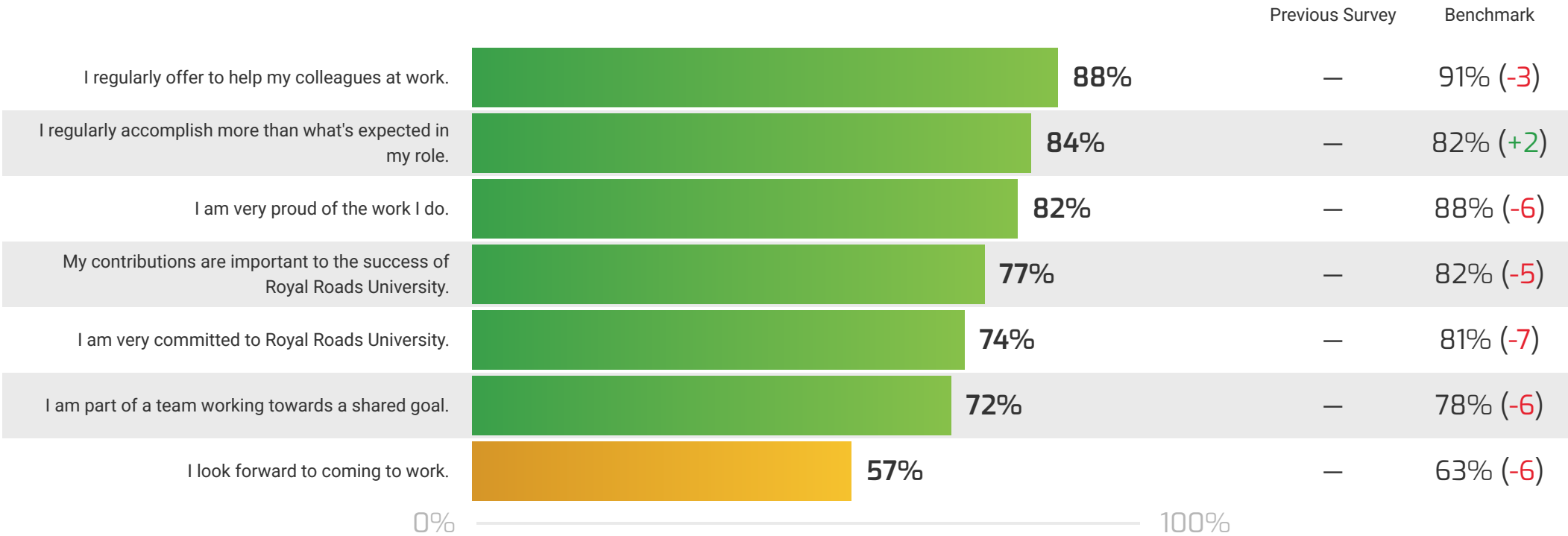
DISENGAGED

Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Engagement Measure Question Scores

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■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

McLean Employee Experience Score

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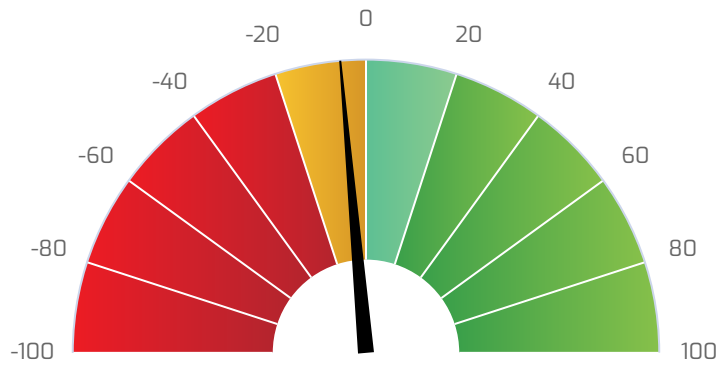


EMPLOYEE EXPERIENCE

How likely would you be to recommend Royal Roads University to a qualified friend or a family member as a great place to work?

EMPLOYEE EXPERIENCE SCORE

(% of Supporters - % of Detractors)



CURRENT SCORE

-5.6

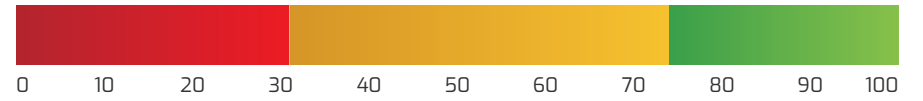
AVERAGE RESPONSE

7

BENCHMARK

12.6

SCORE BREAKDOWN



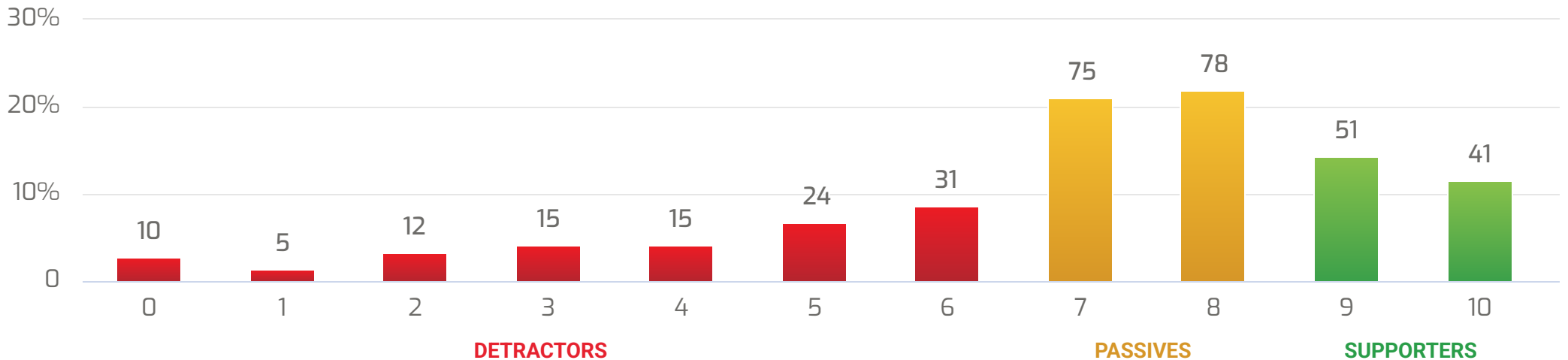
DETRACTORS: 31.4% **PASSIVES: 42.9%** **SUPPORTERS: 25.8%**

Answered 0-6

Answered 7-8

Answered 9-10

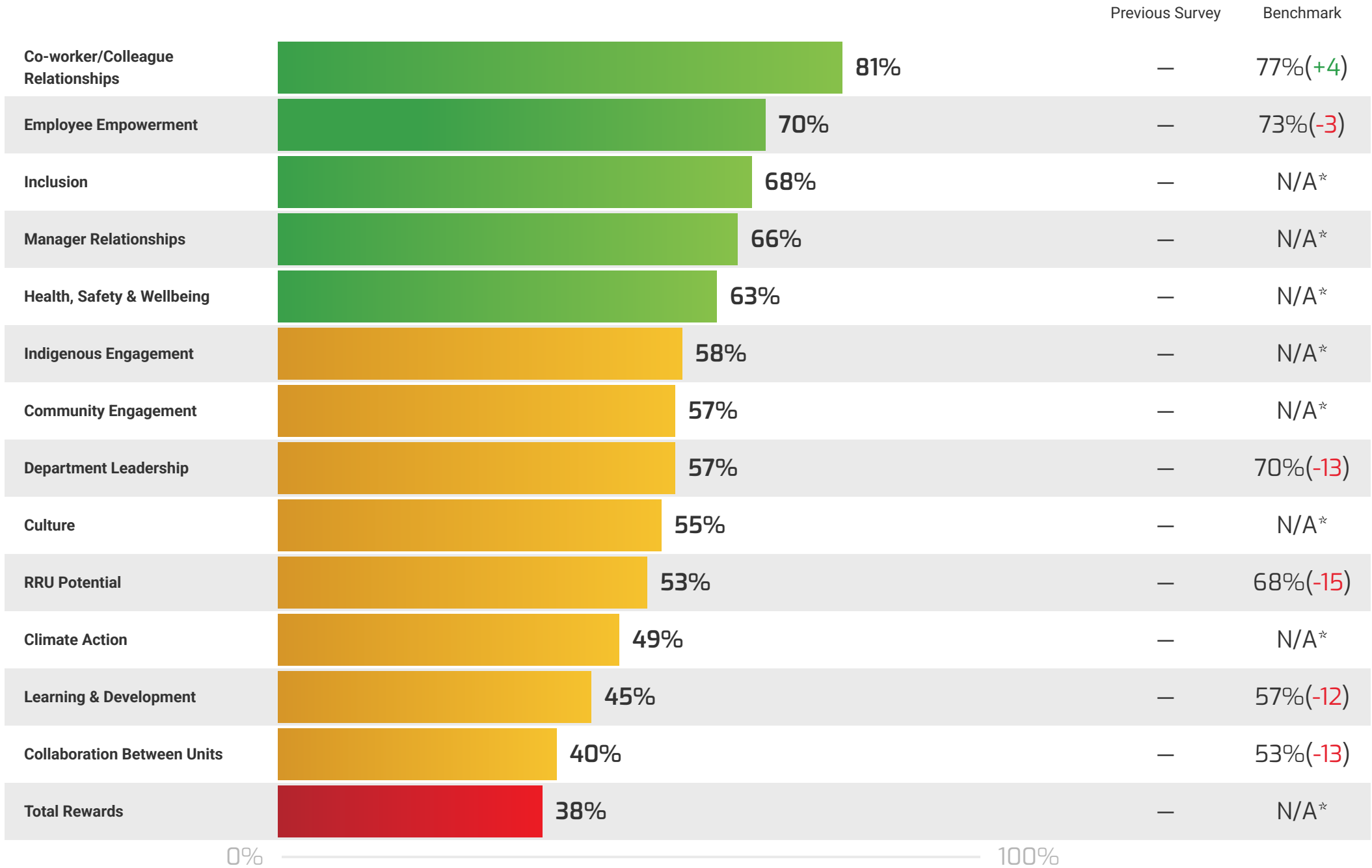
RESPONSE DISTRIBUTION



Driver Results

Royal Roads University
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 Response Rate: 75%



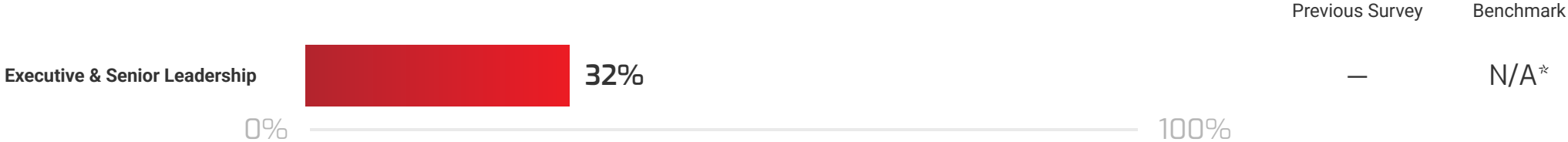
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 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

* See appendix for an explanation of the Benchmark.

Driver Results

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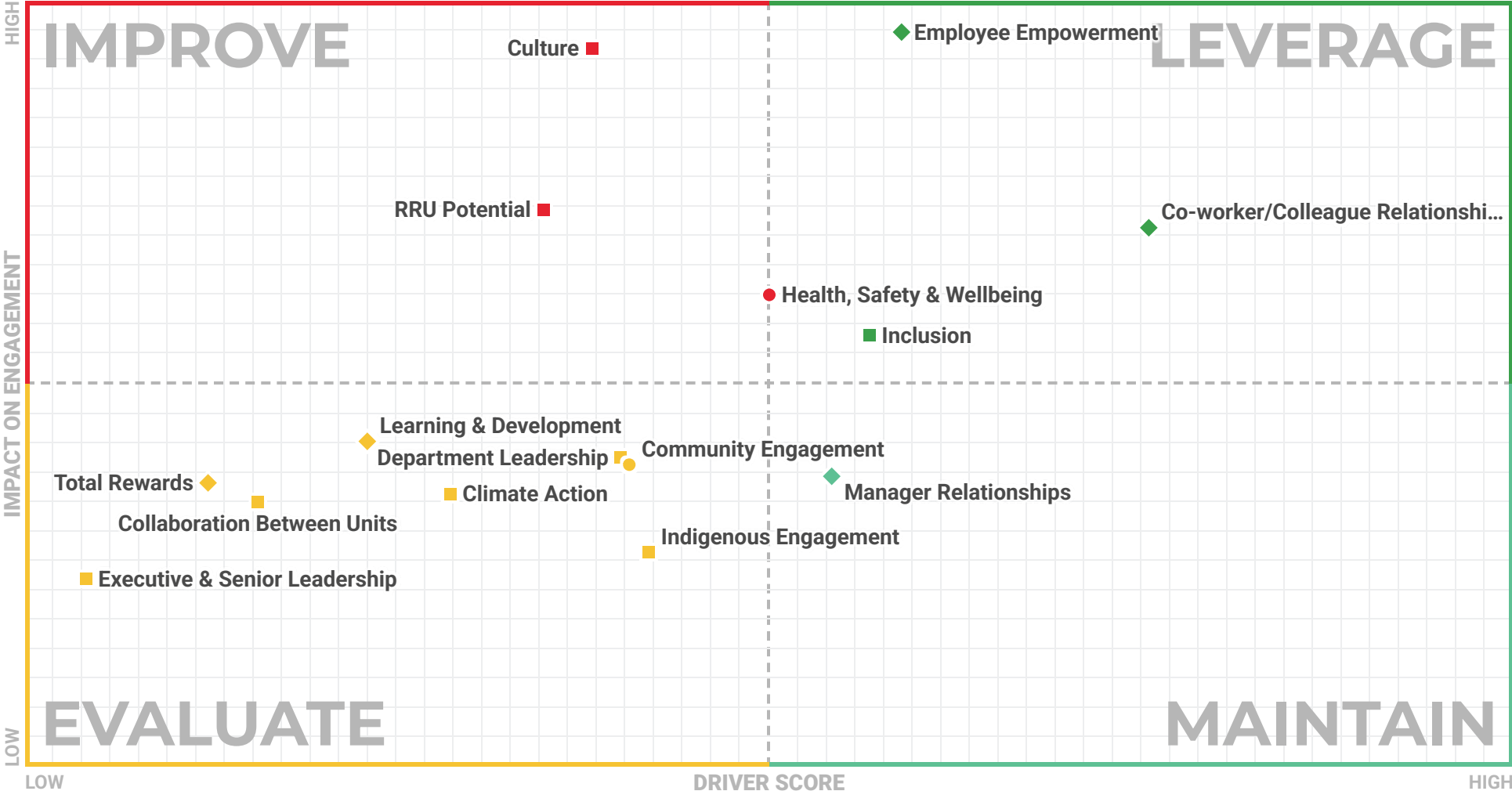
* See appendix for an explanation of the Benchmark.

■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

Priority Matrix

Royal Roads University
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◆ Job Driver

■ Organizational Driver

● Retention Driver

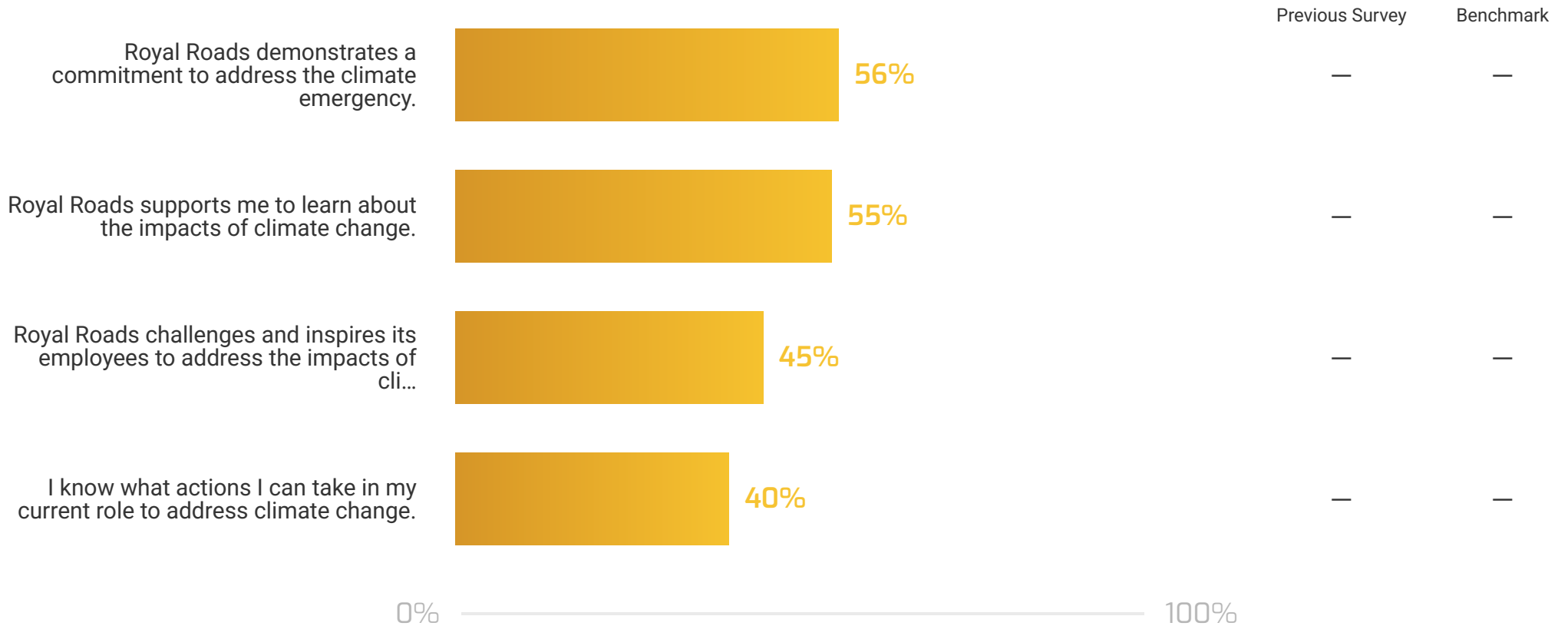
DRIVER: Climate Action

Royal Roads University
 Open Date: Nov 19, 2024
 Close Date: Dec 11, 2024

of employees: 478
 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **49%**



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Collaboration Between Units

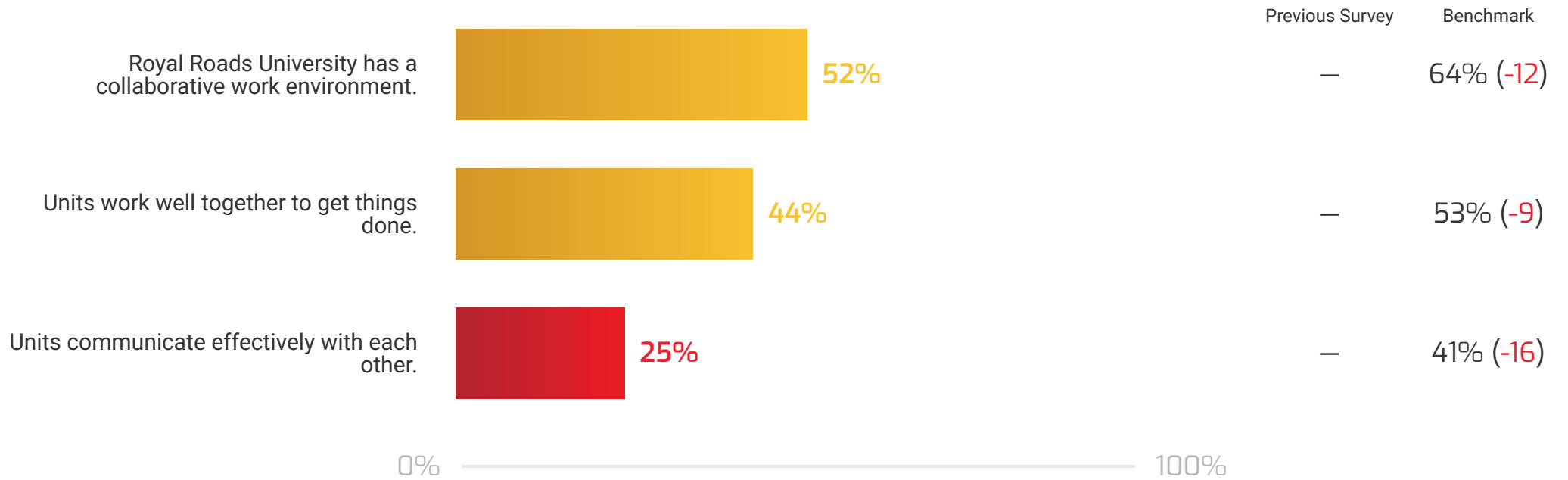
Royal Roads University
 Open Date: Nov 19, 2024
 Close Date: Dec 11, 2024

of employees: 478
 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **40%**

OVERALL BENCHMARK AVERAGE SCORE: **53%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

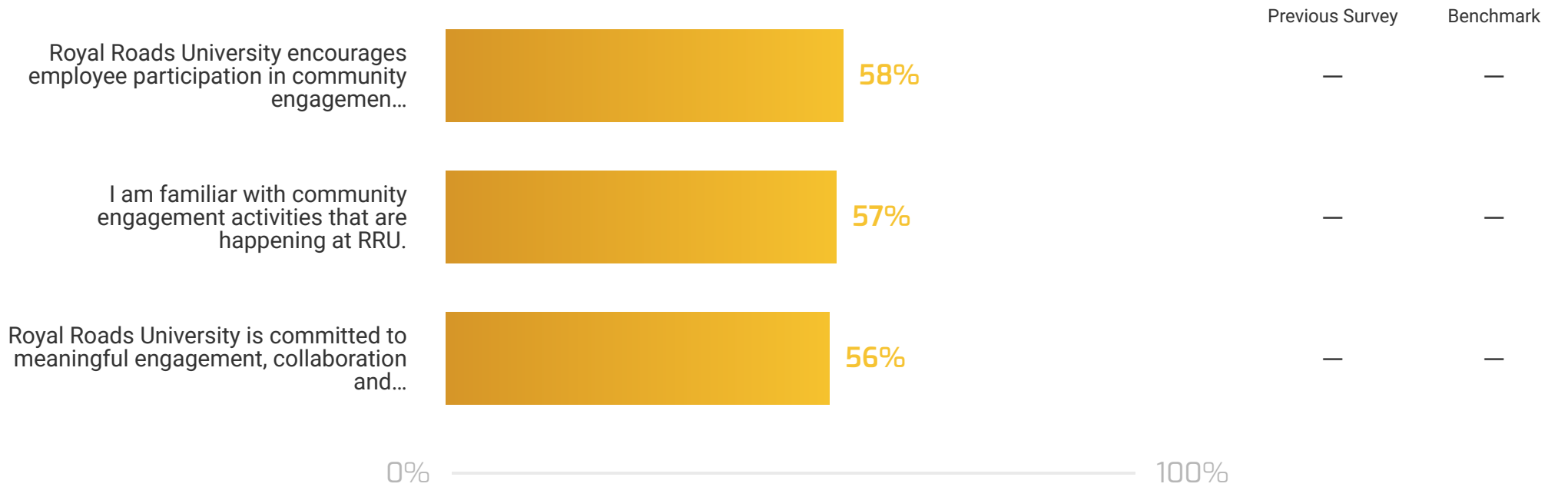
DRIVER: Community Engagement

Royal Roads University
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of responses: 358
Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **57%**



■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

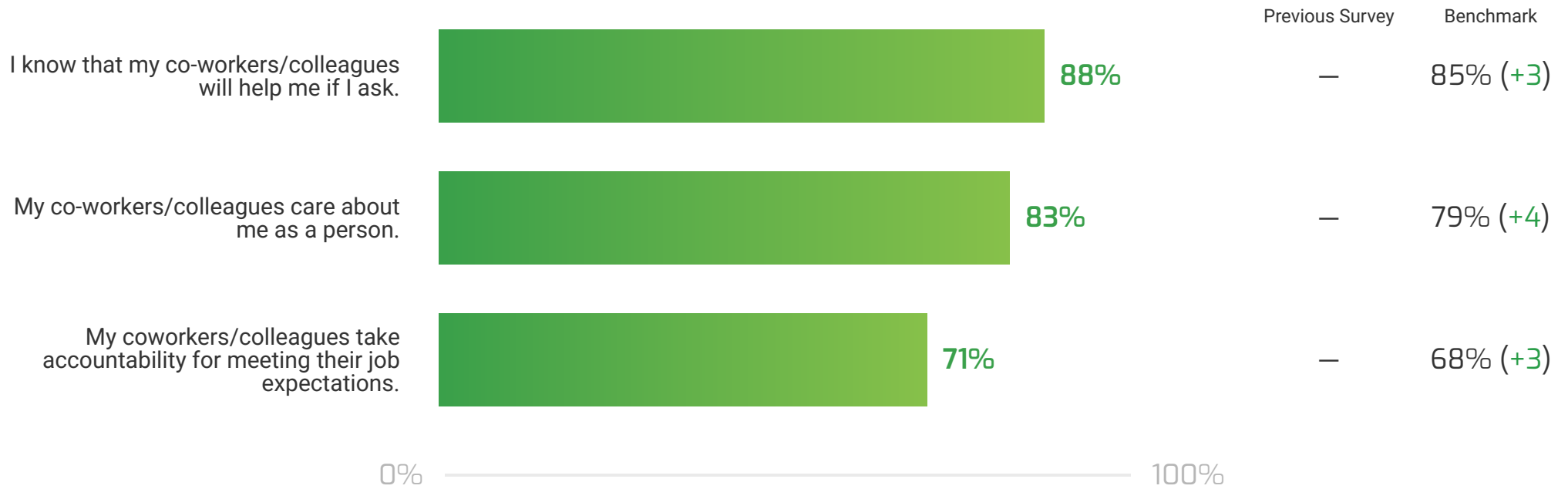
DRIVER: Co-worker/Colleague Relationships

Royal Roads University
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of employees: 478
 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **81%**
 OVERALL BENCHMARK AVERAGE SCORE: **77%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

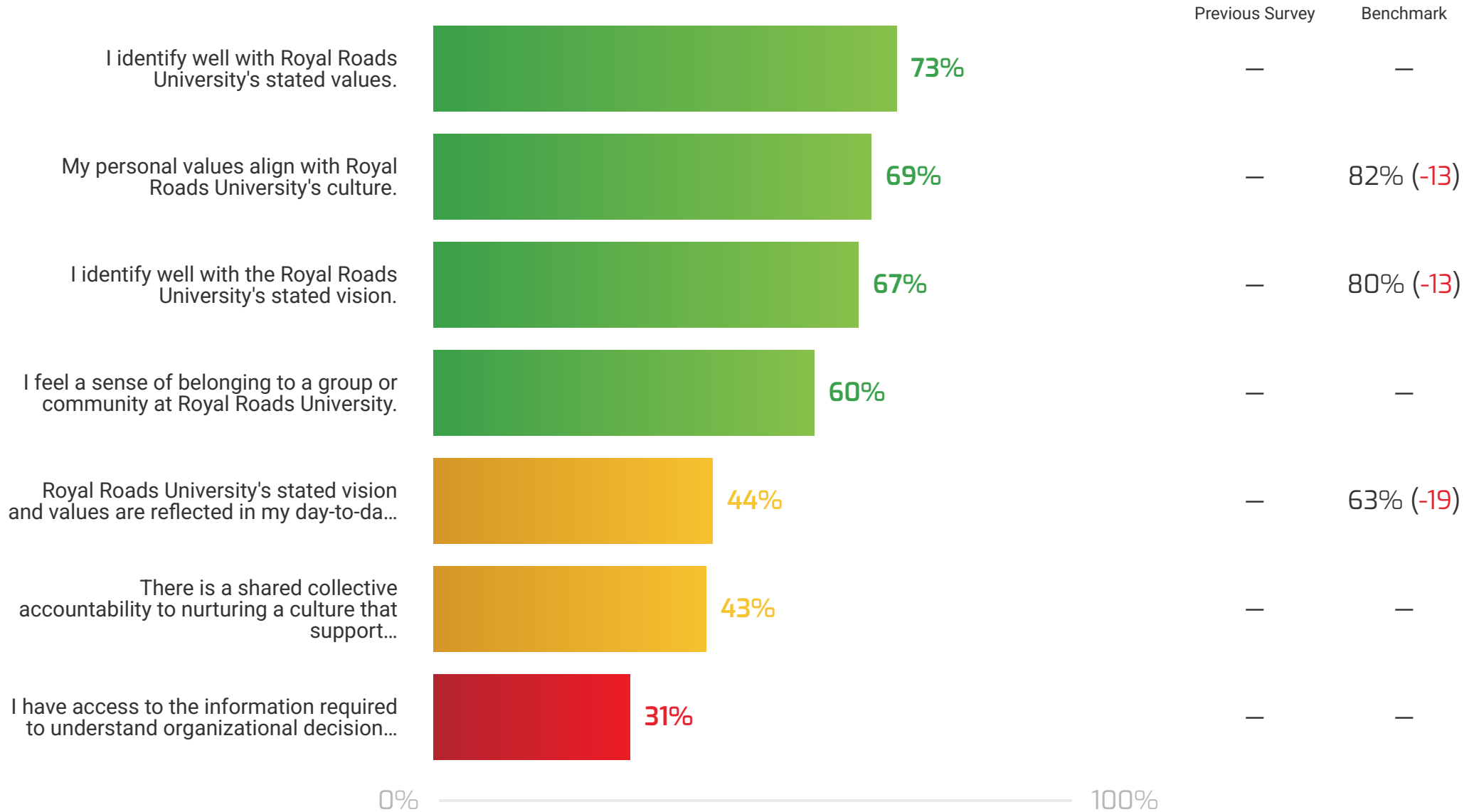
DRIVER: Culture

Royal Roads University
 Open Date: Nov 19, 2024
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of employees: 478
 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **55%**



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Department Leadership

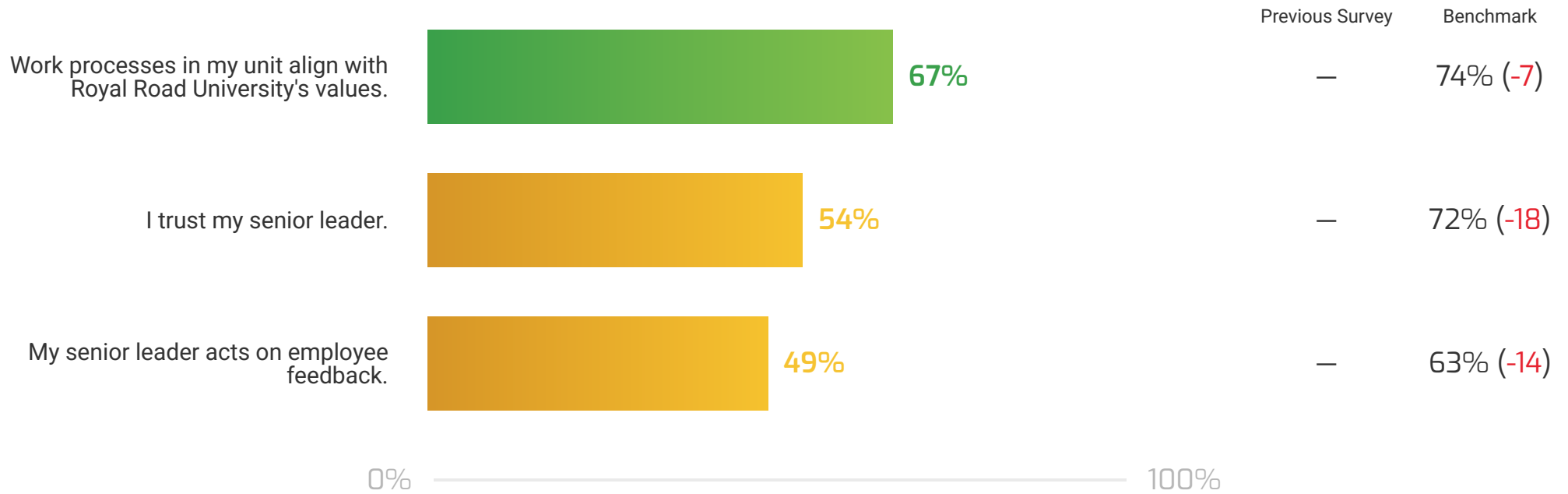
Royal Roads University
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of employees: 478
 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **57%**

OVERALL BENCHMARK AVERAGE SCORE: **70%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Employee Empowerment

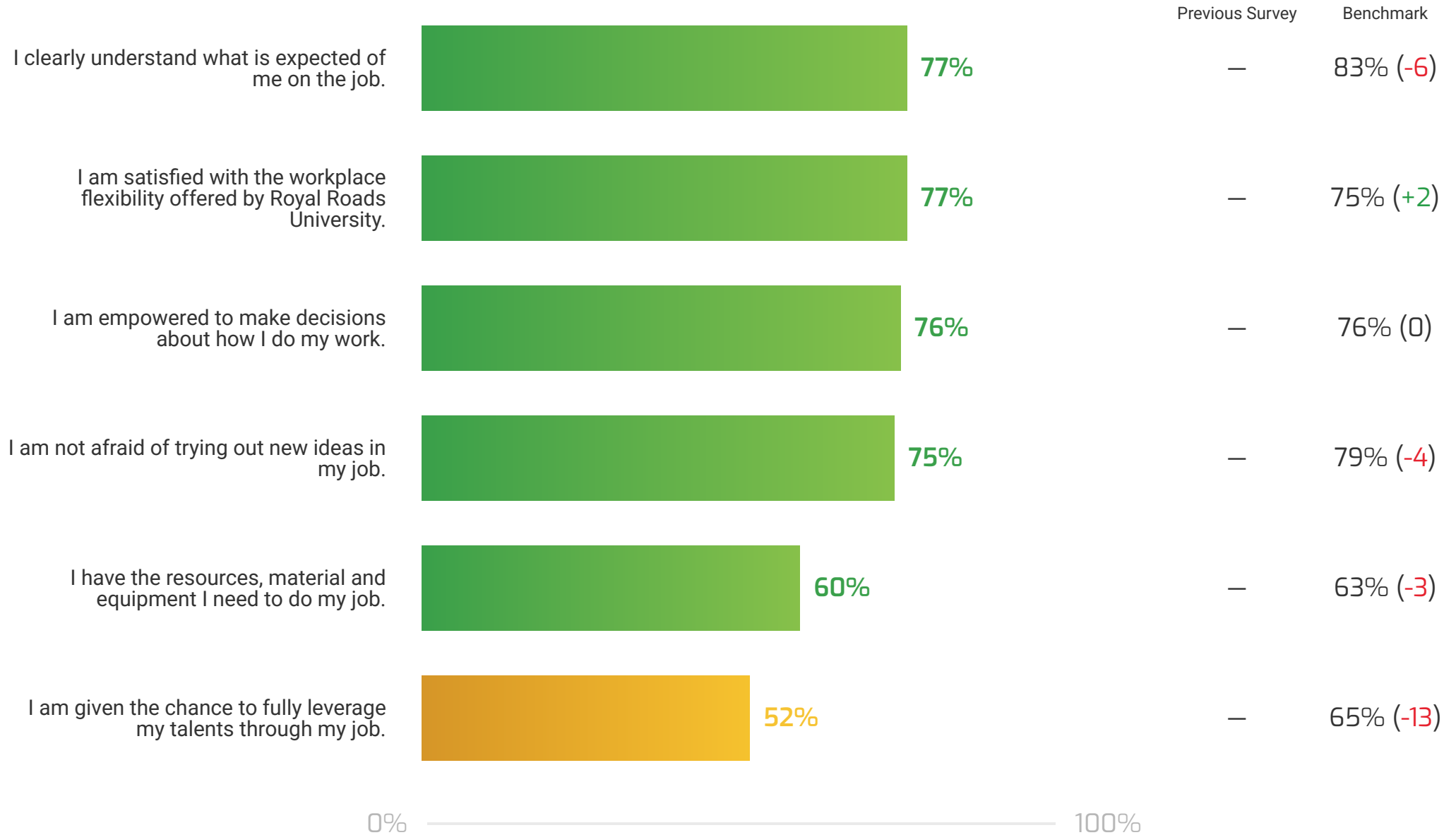
Royal Roads University
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OVERALL DRIVER AVERAGE SCORE: **70%**

OVERALL BENCHMARK AVERAGE SCORE: **73%**



0% ————— 100%

■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

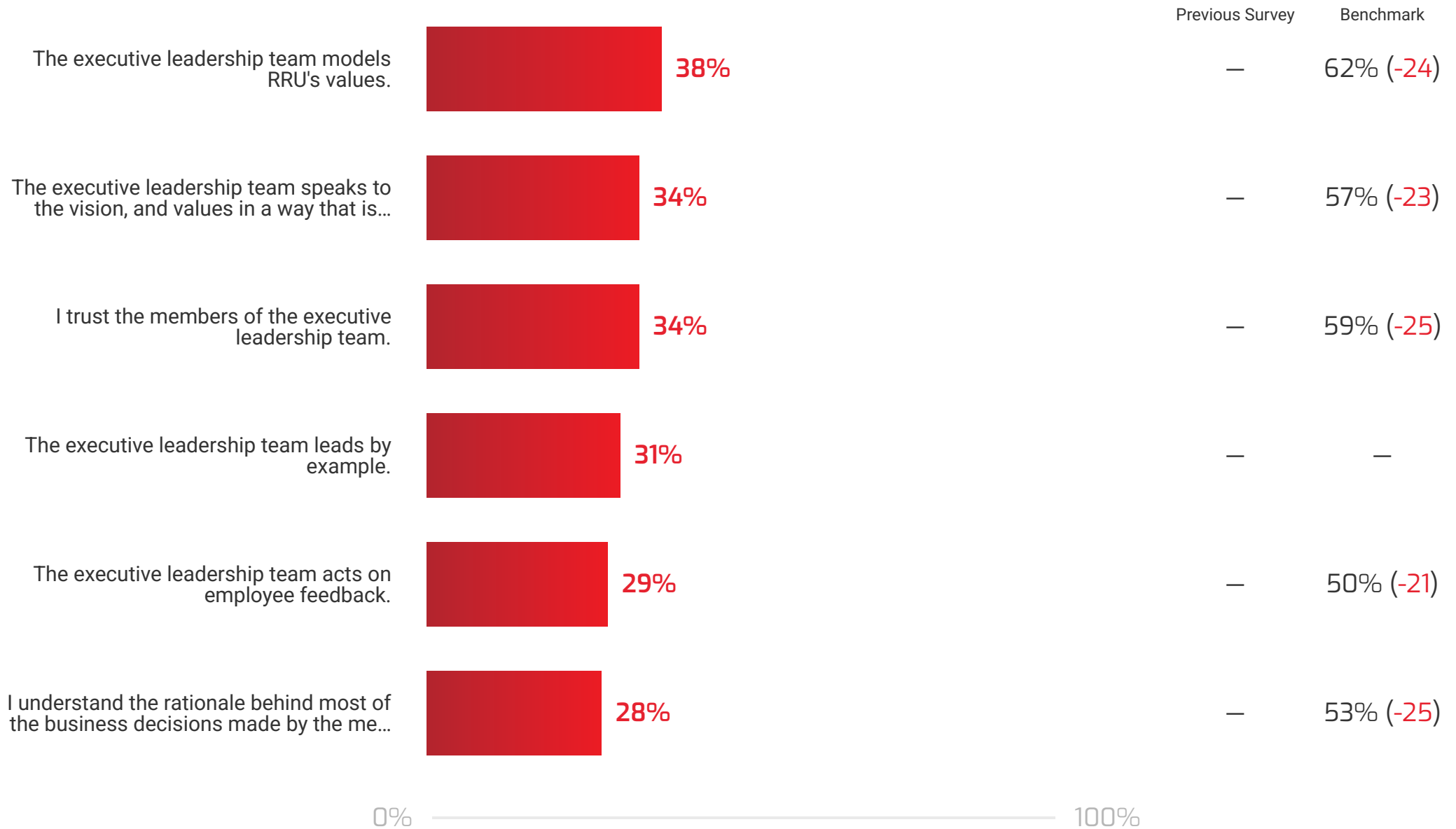
DRIVER: Executive & Senior Leadership

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 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **32%**



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

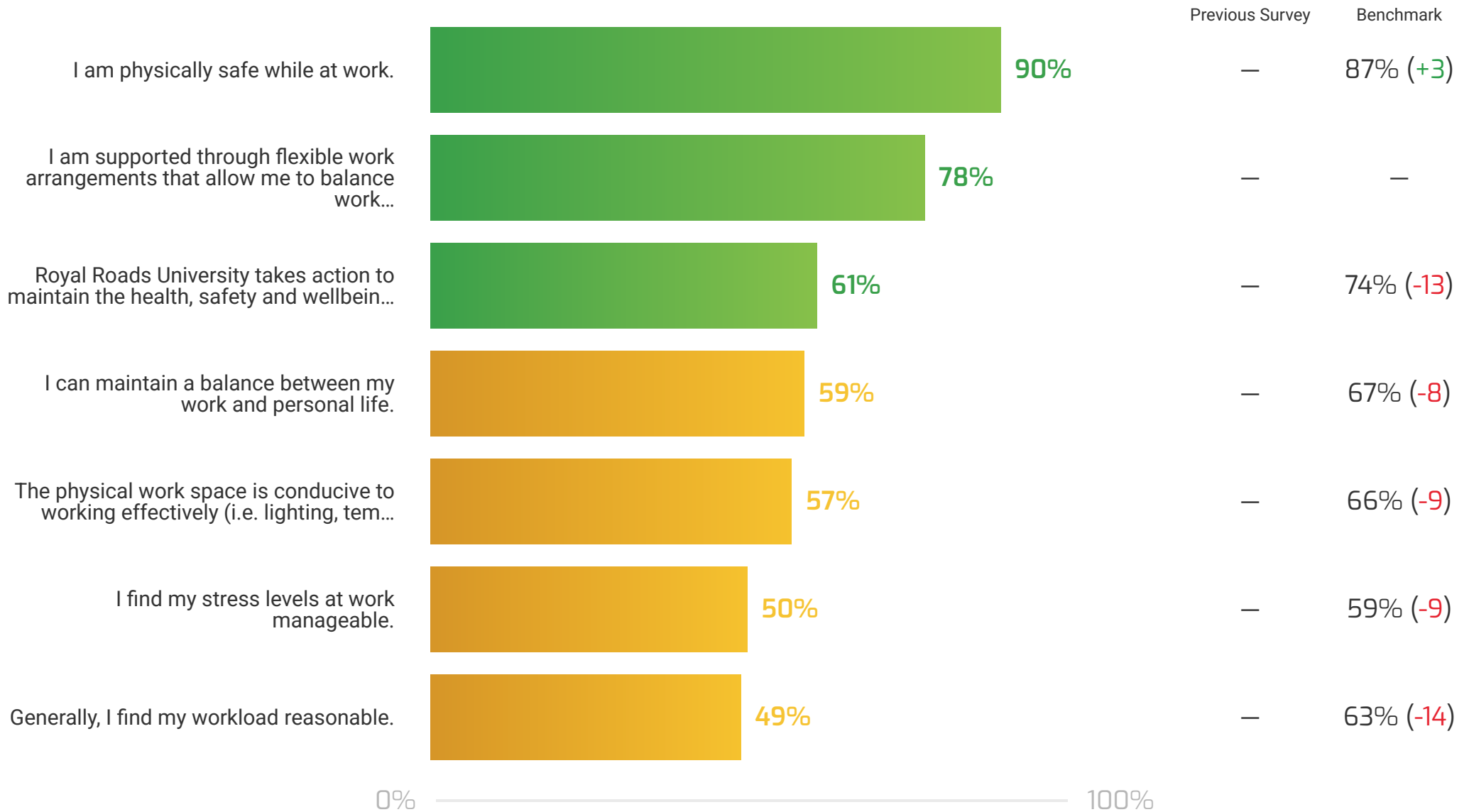
DRIVER: Health, Safety & Wellbeing

Royal Roads University
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 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **63%**



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

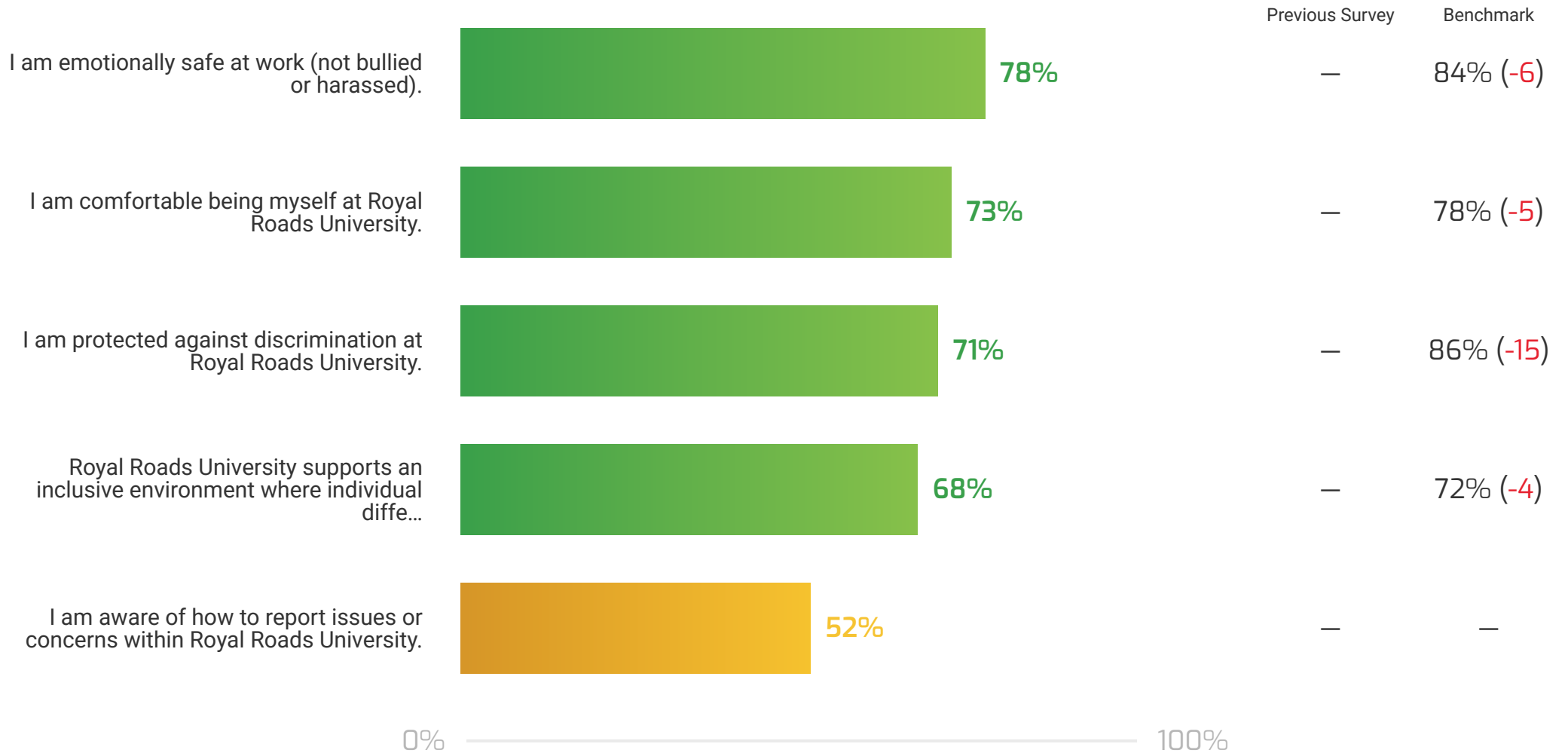
DRIVER: Inclusion

Royal Roads University
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 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **68%**



■ < 40% Low Performing
 ■ 40 - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

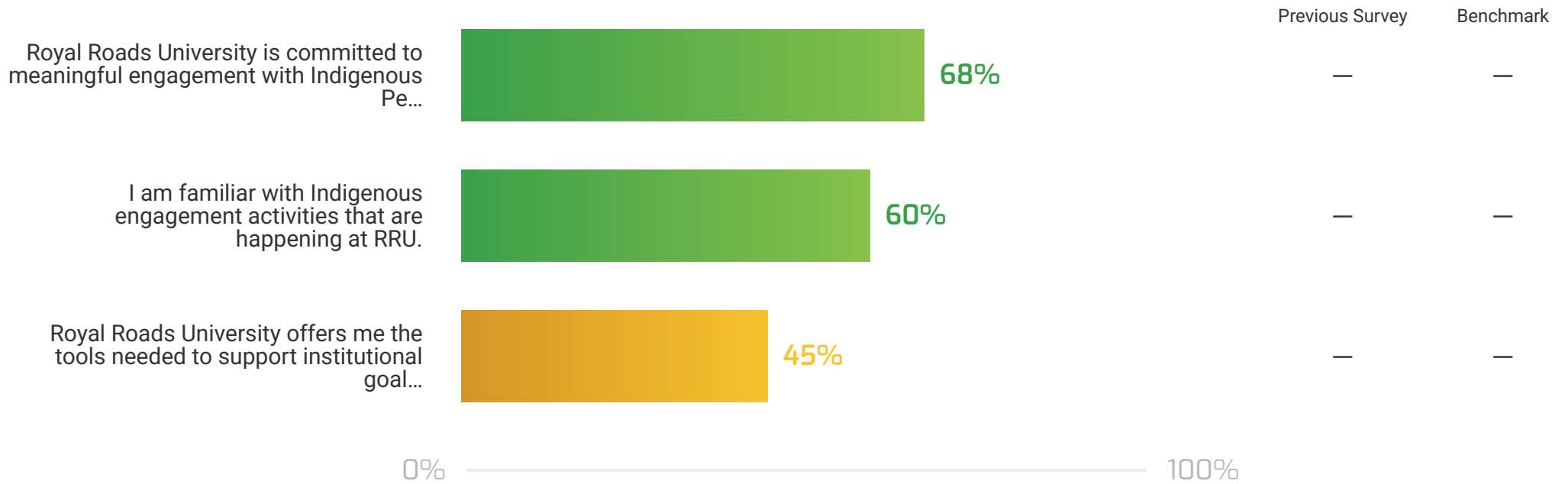
DRIVER: Indigenous Engagement

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 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **58%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Learning & Development

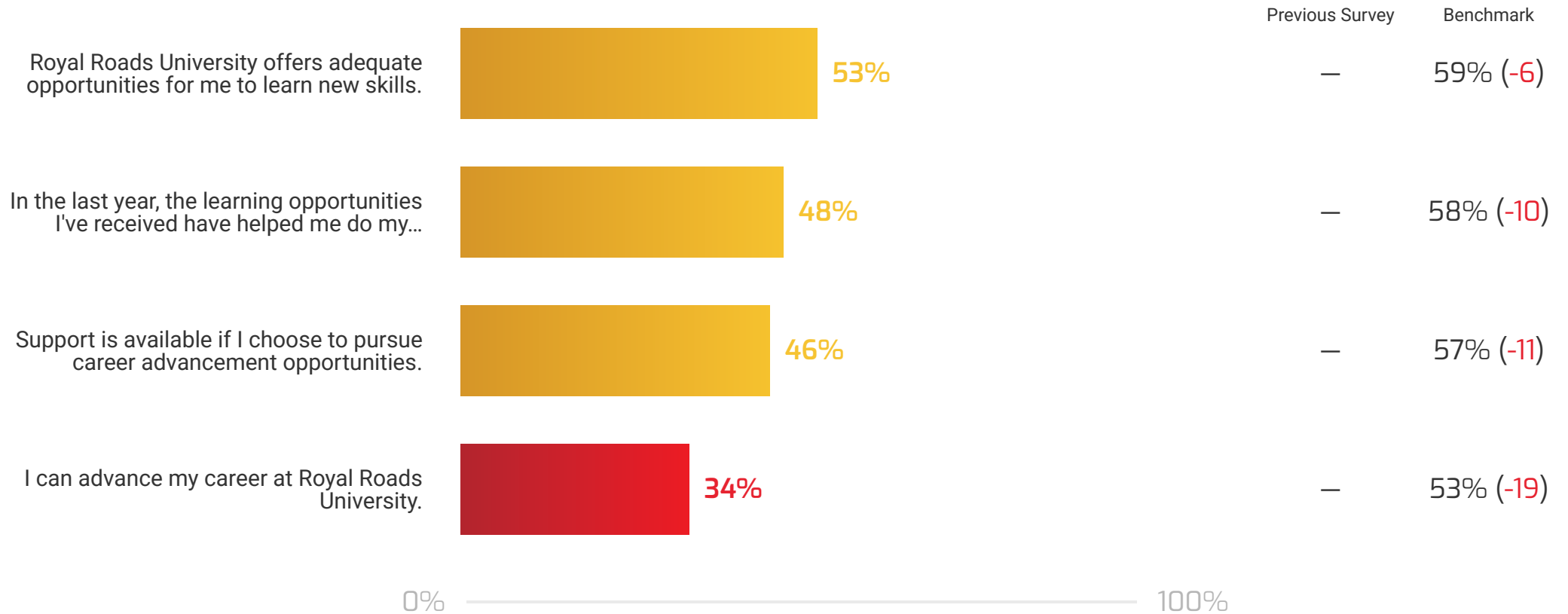
Royal Roads University
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 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **45%**

OVERALL BENCHMARK AVERAGE SCORE: **57%**



0% ————— 100%

■ < 40% Low Performing
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 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

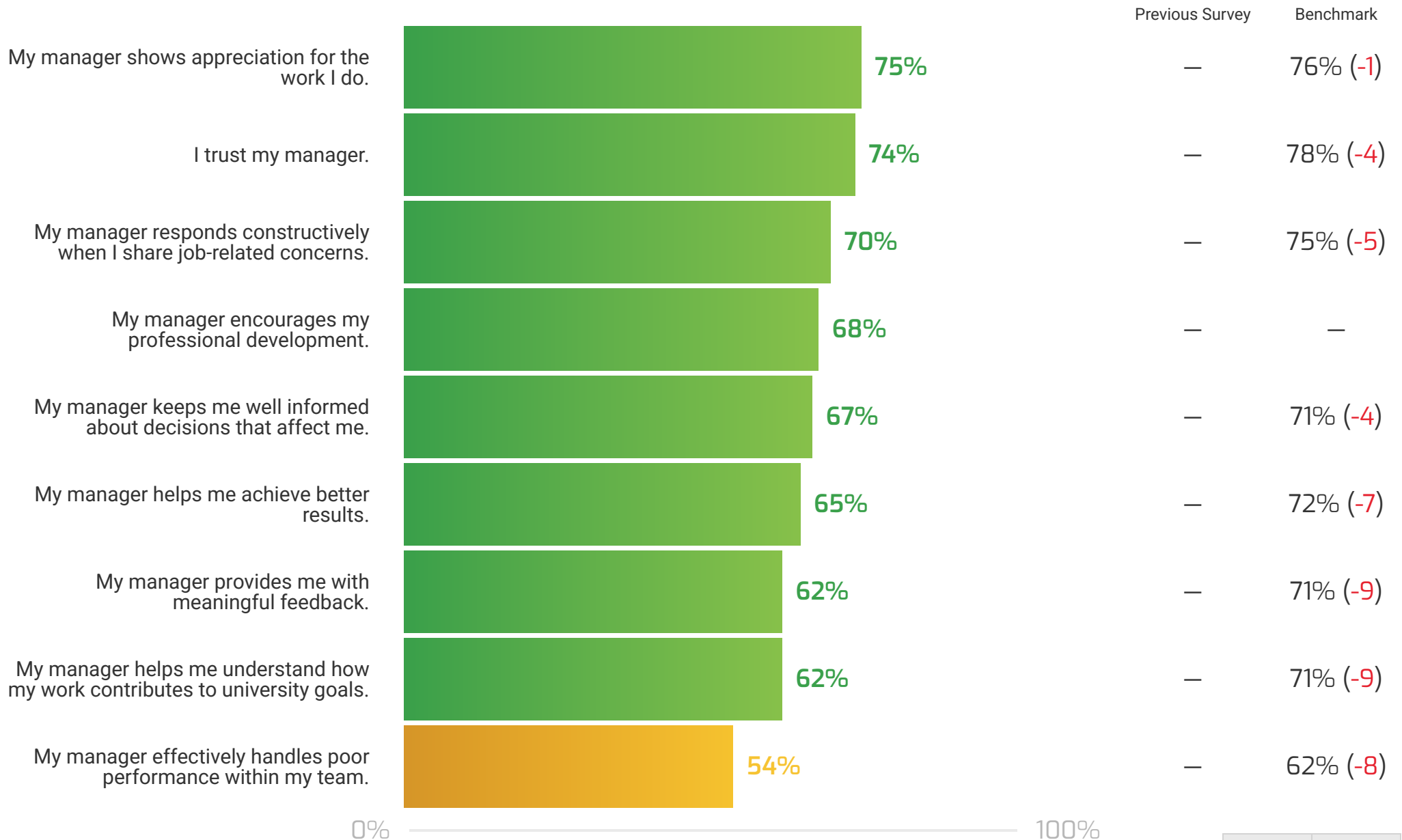
DRIVER: Manager Relationships

Royal Roads University
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 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **66%**



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

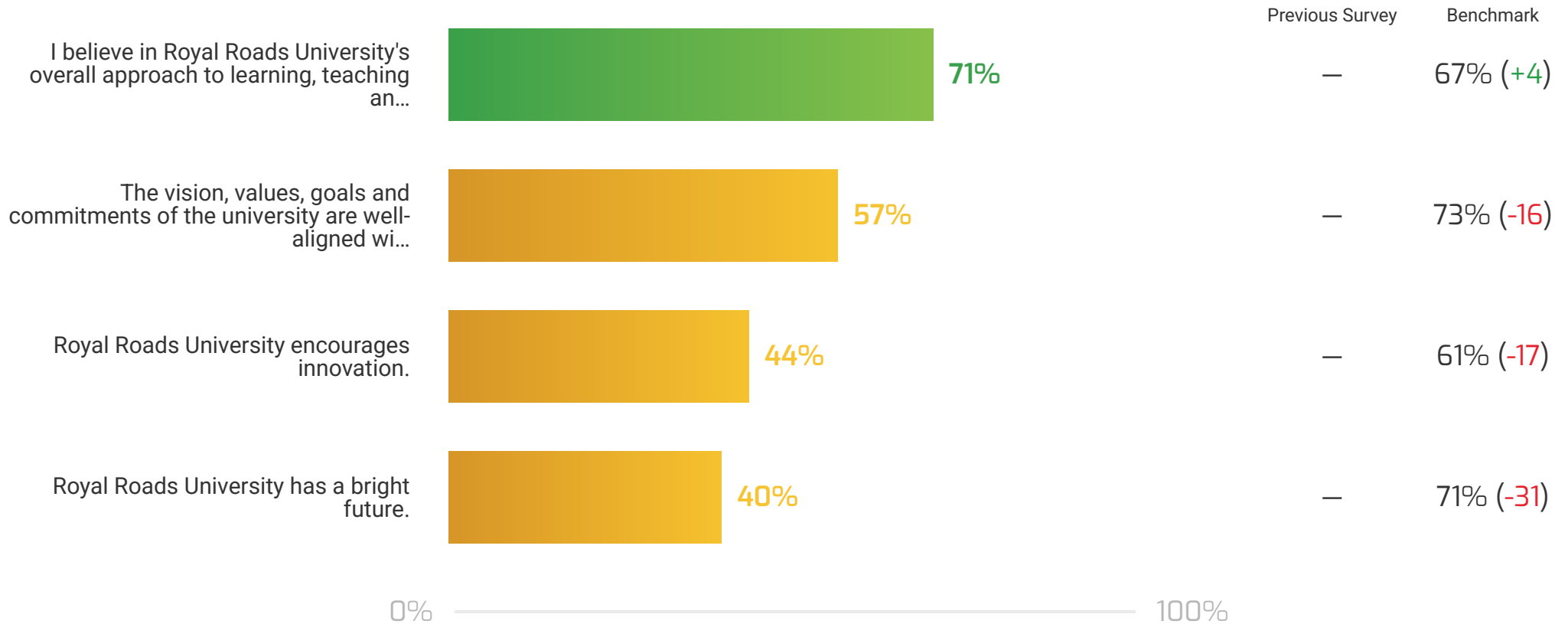
DRIVER: RRU Potential

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 # of responses: 358
 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **53%**
 OVERALL BENCHMARK AVERAGE SCORE: **68%**



■ < 40% Low Performing ■ 40 - 59% Average Performing ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

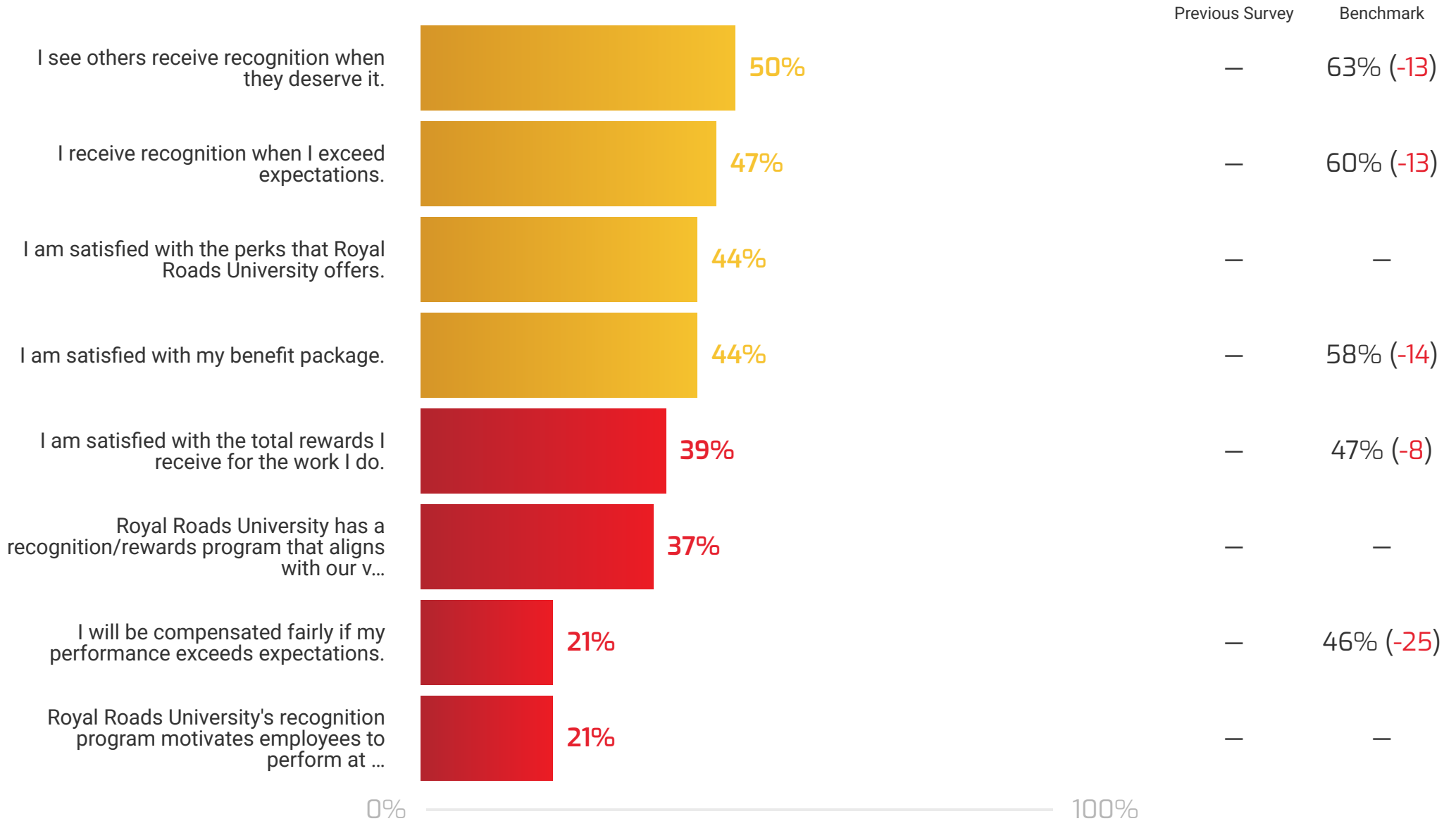
DRIVER: Total Rewards

Royal Roads University
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 Response Rate: 75%



OVERALL DRIVER AVERAGE SCORE: **38%**



0% ————— 100%

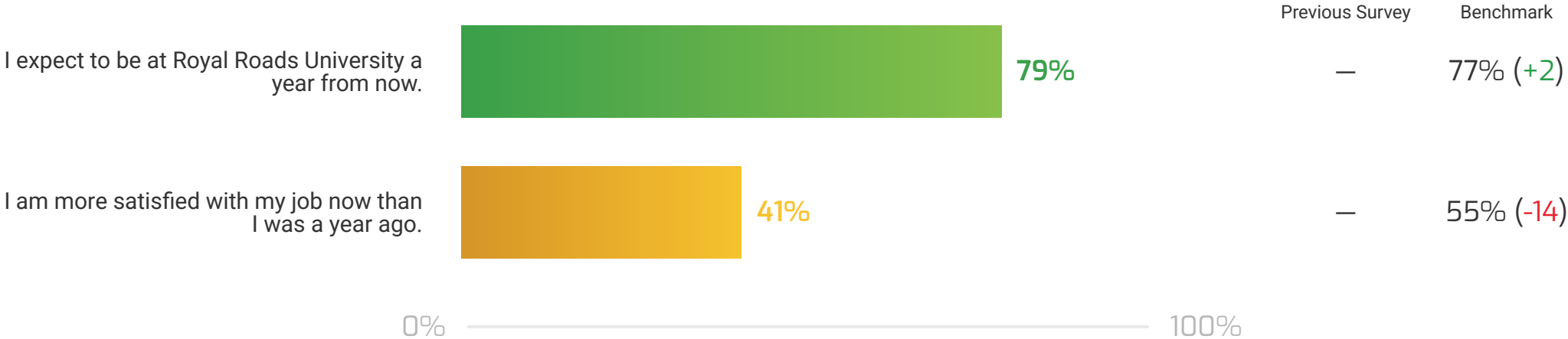
■ < 40% Low Performing
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IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

Trending Questions

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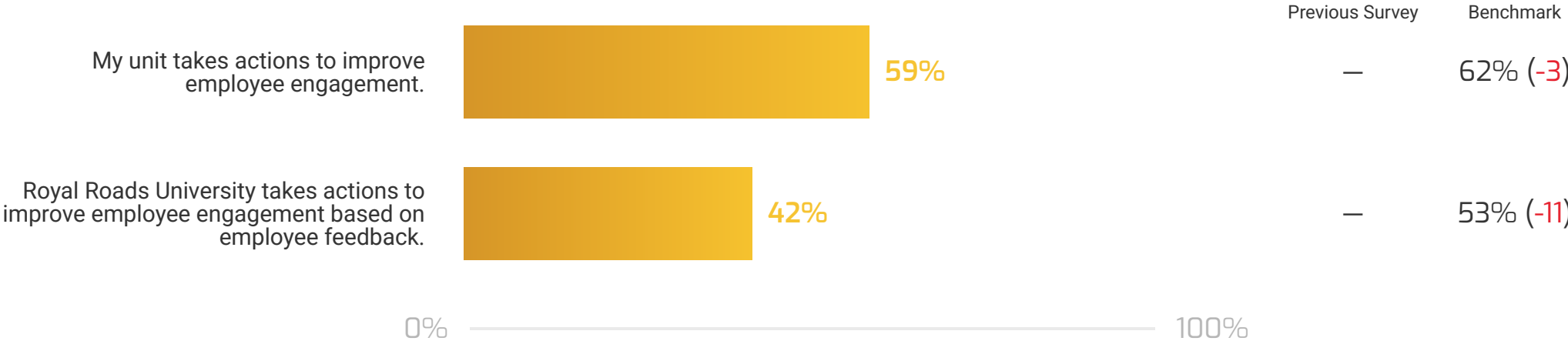


■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

Taking Action Questions

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Overall Results Distribution

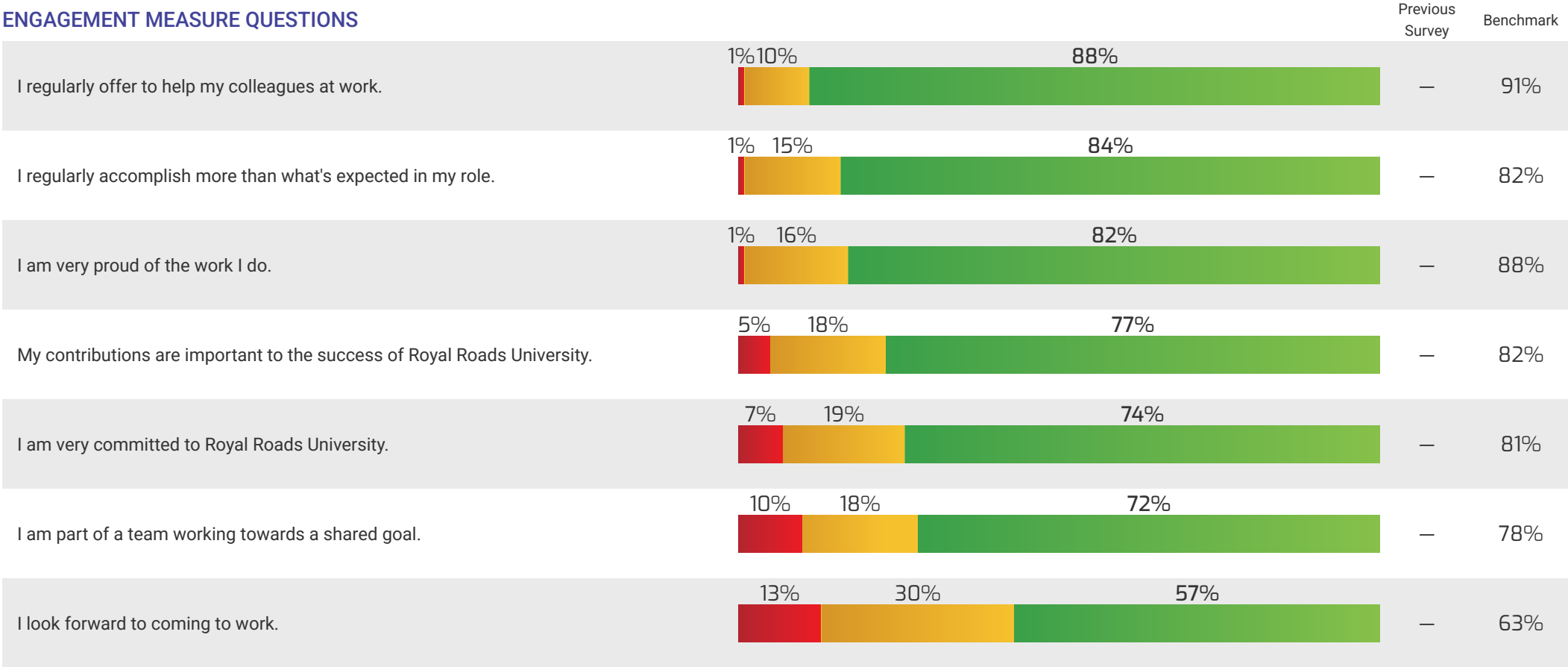
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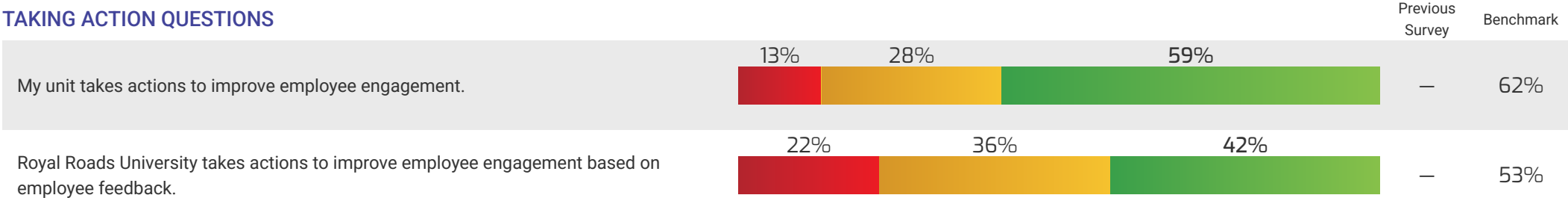


ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

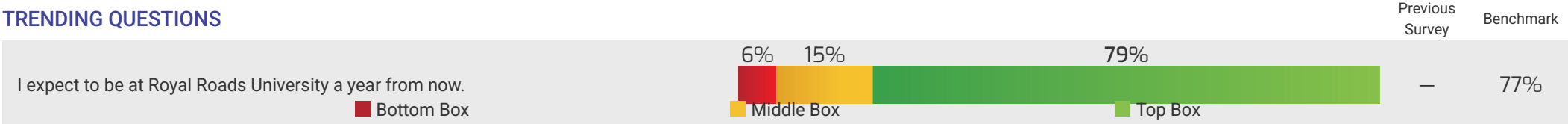
ENGAGEMENT MEASURE QUESTIONS



TAKING ACTION QUESTIONS



TRENDING QUESTIONS



■ Bottom Box ■ Middle Box ■ Top Box

Overall Results Distribution

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TRENDING QUESTIONS

I am more satisfied with my job now than I was a year ago.



Bottom Box

Middle Box

Top Box

Overall Results Distribution

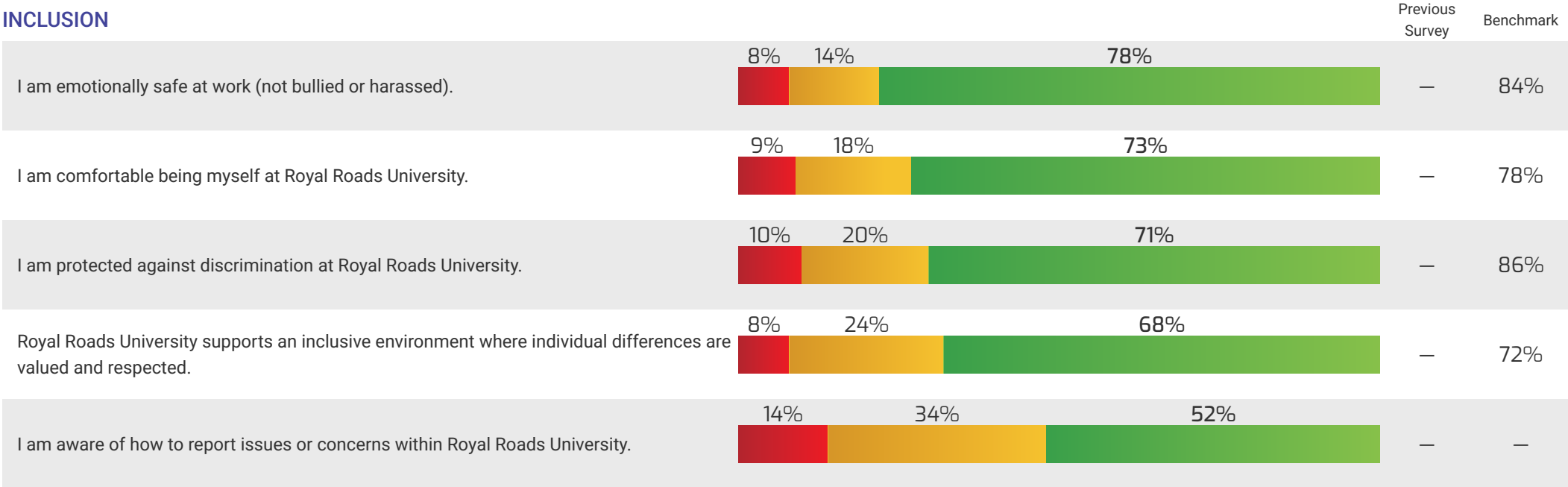
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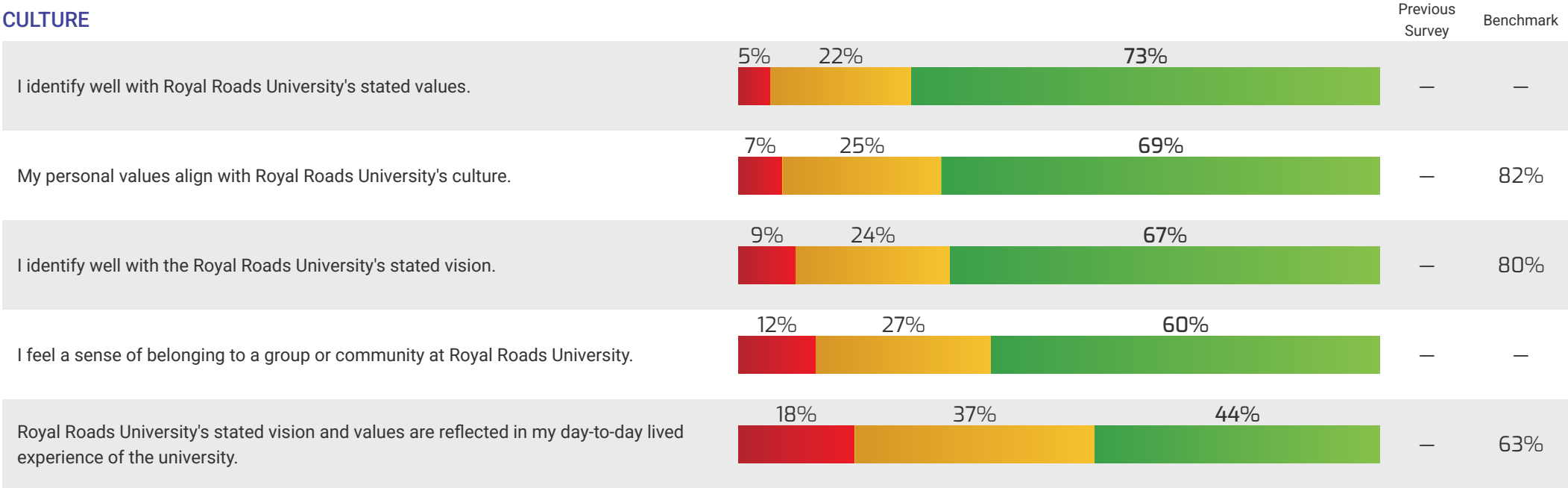


ORGANIZATION DRIVER QUESTIONS

INCLUSION



CULTURE



■ Bottom Box ■ Middle Box ■ Top Box

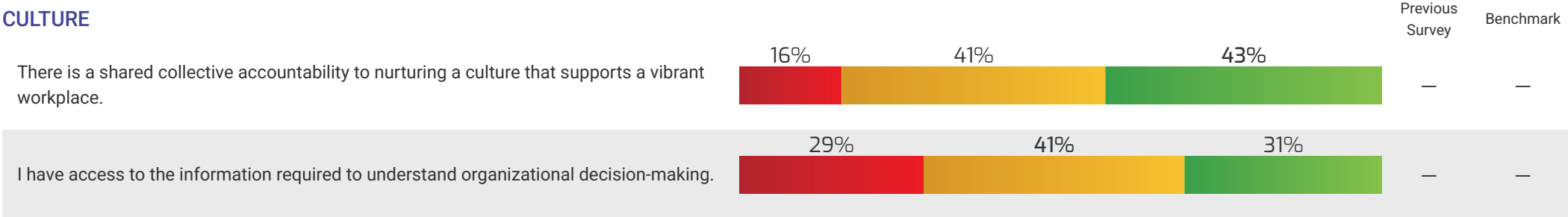
Overall Results Distribution

Royal Roads University
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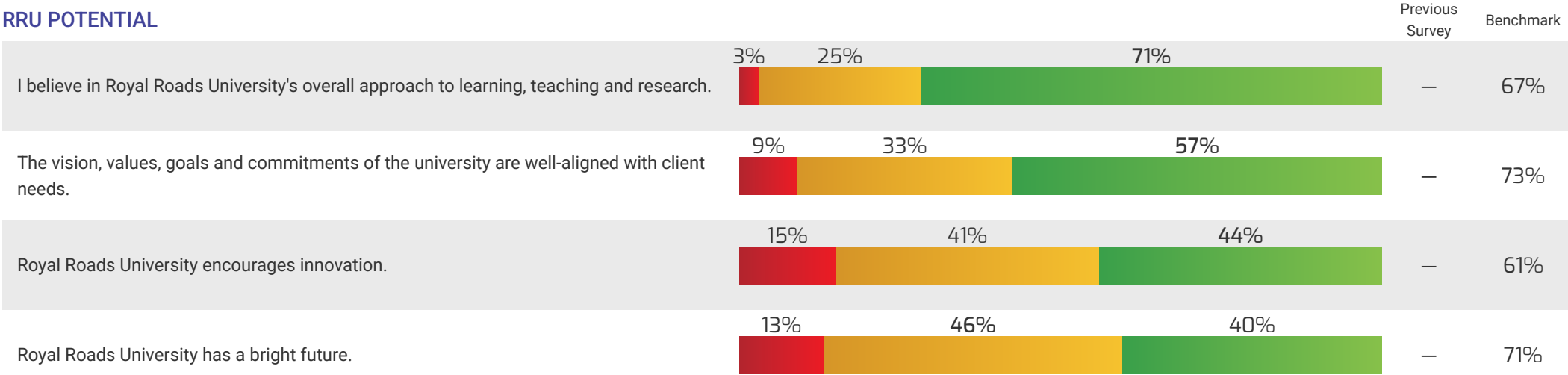
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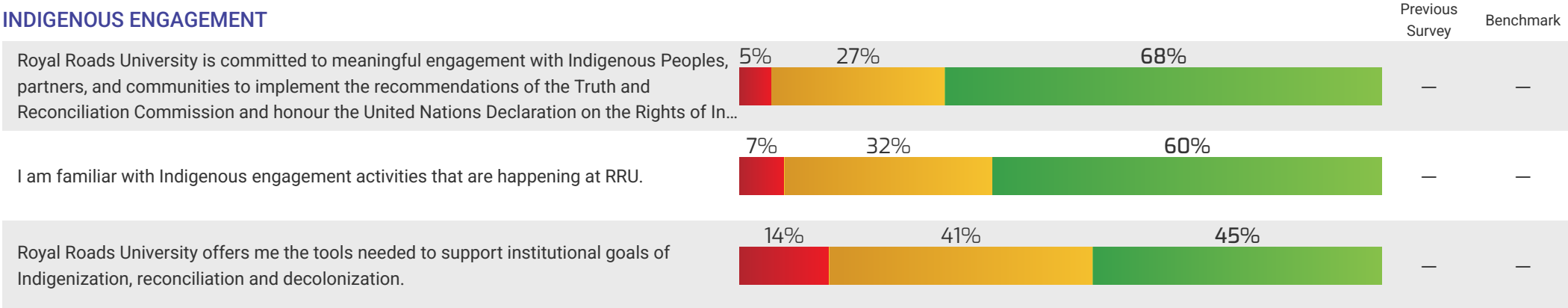
CULTURE



RRU POTENTIAL



INDIGENOUS ENGAGEMENT



■ Bottom Box
 ■ Middle Box
 ■ Top Box

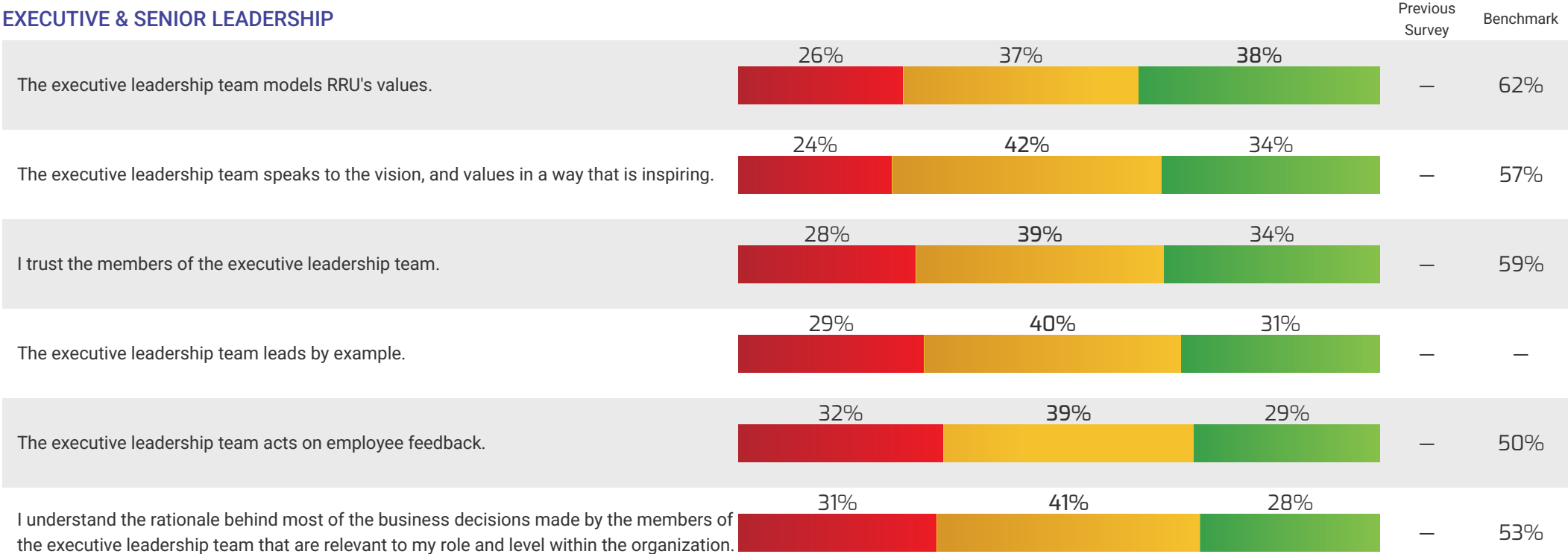
Overall Results Distribution

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EXECUTIVE & SENIOR LEADERSHIP



Bottom Box

Middle Box

Top Box

Overall Results Distribution

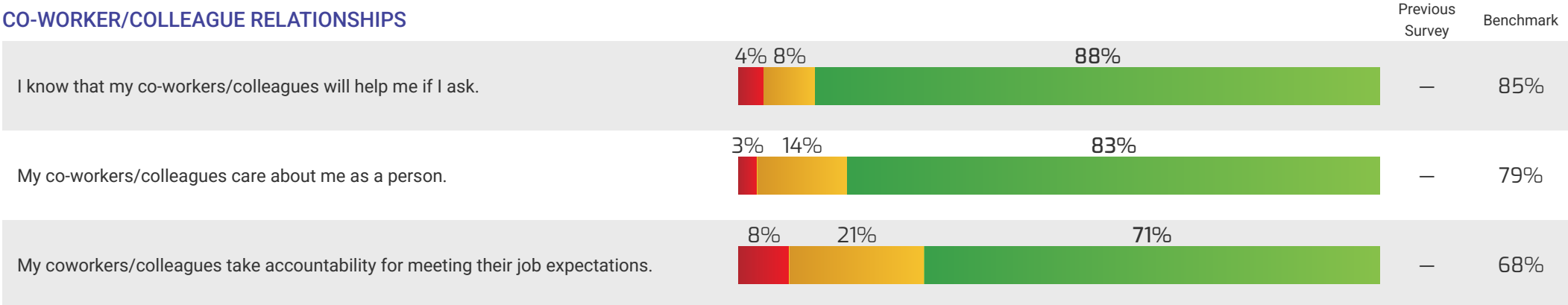
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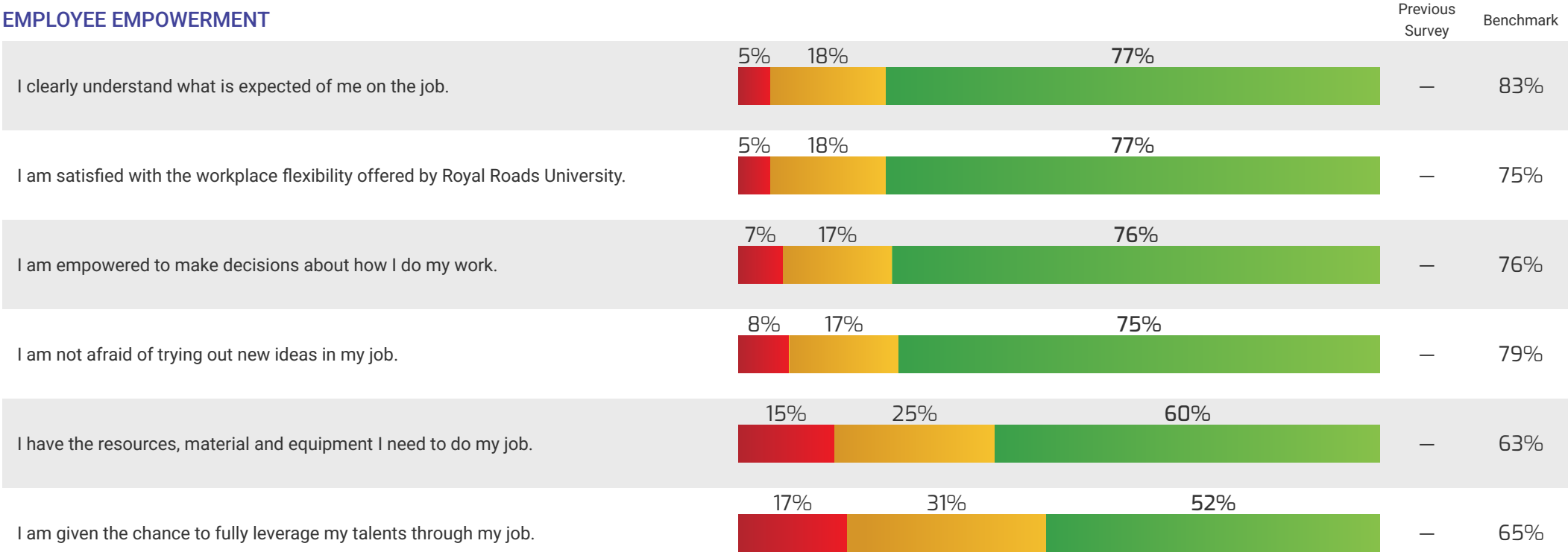


JOB DRIVER QUESTIONS

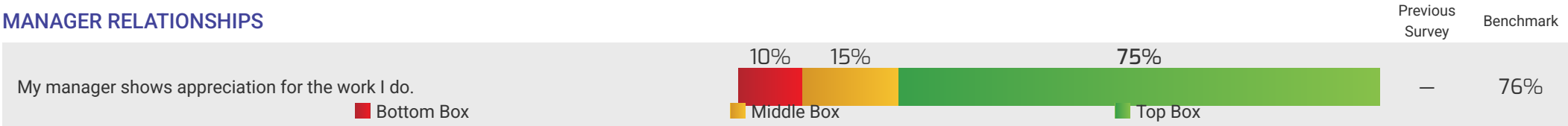
CO-WORKER/COLLEAGUE RELATIONSHIPS



EMPLOYEE EMPOWERMENT



MANAGER RELATIONSHIPS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

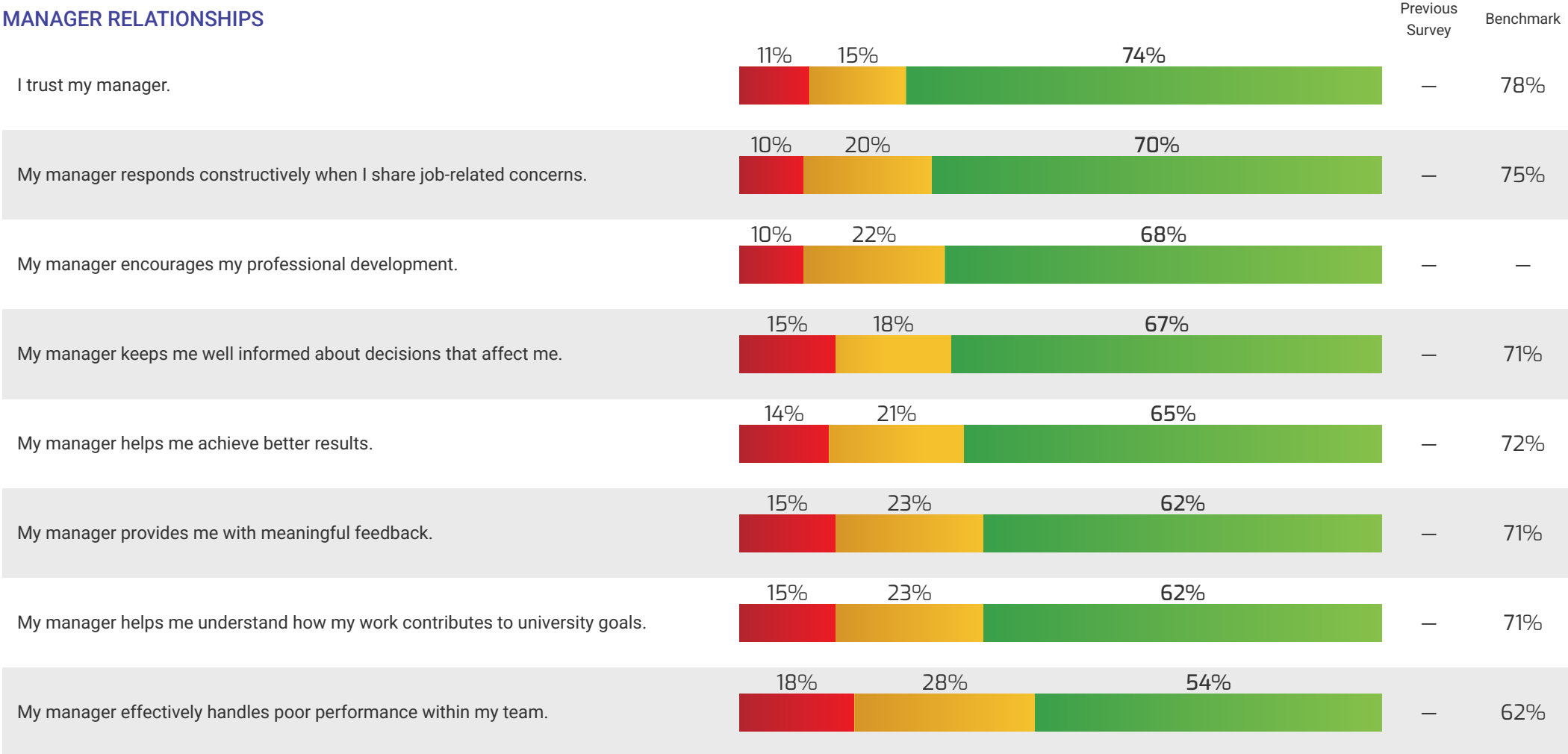
Overall Results Distribution

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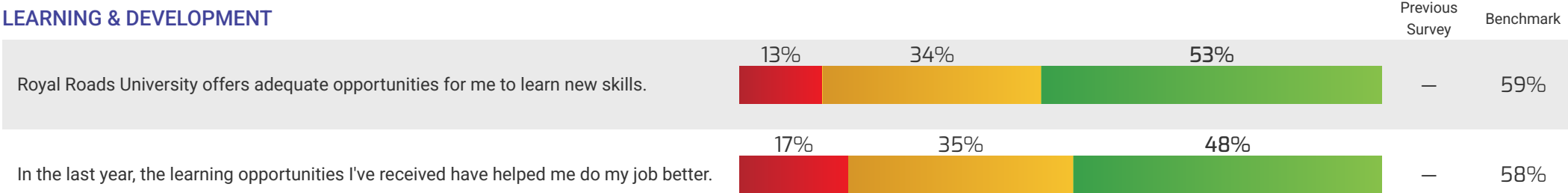
of employees: 478
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MANAGER RELATIONSHIPS



LEARNING & DEVELOPMENT



■ Bottom Box
 ■ Middle Box
 ■ Top Box

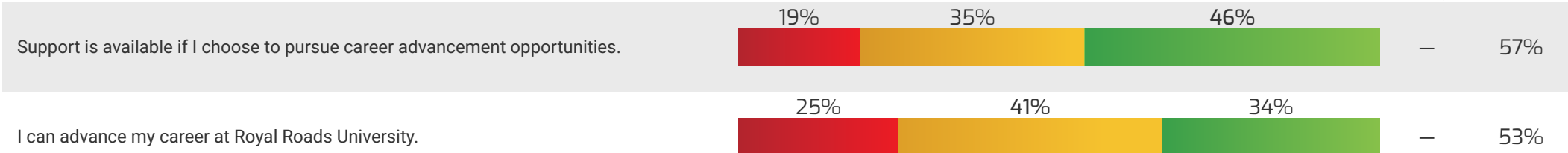
Overall Results Distribution

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LEARNING & DEVELOPMENT



TOTAL REWARDS



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Overall Results Distribution

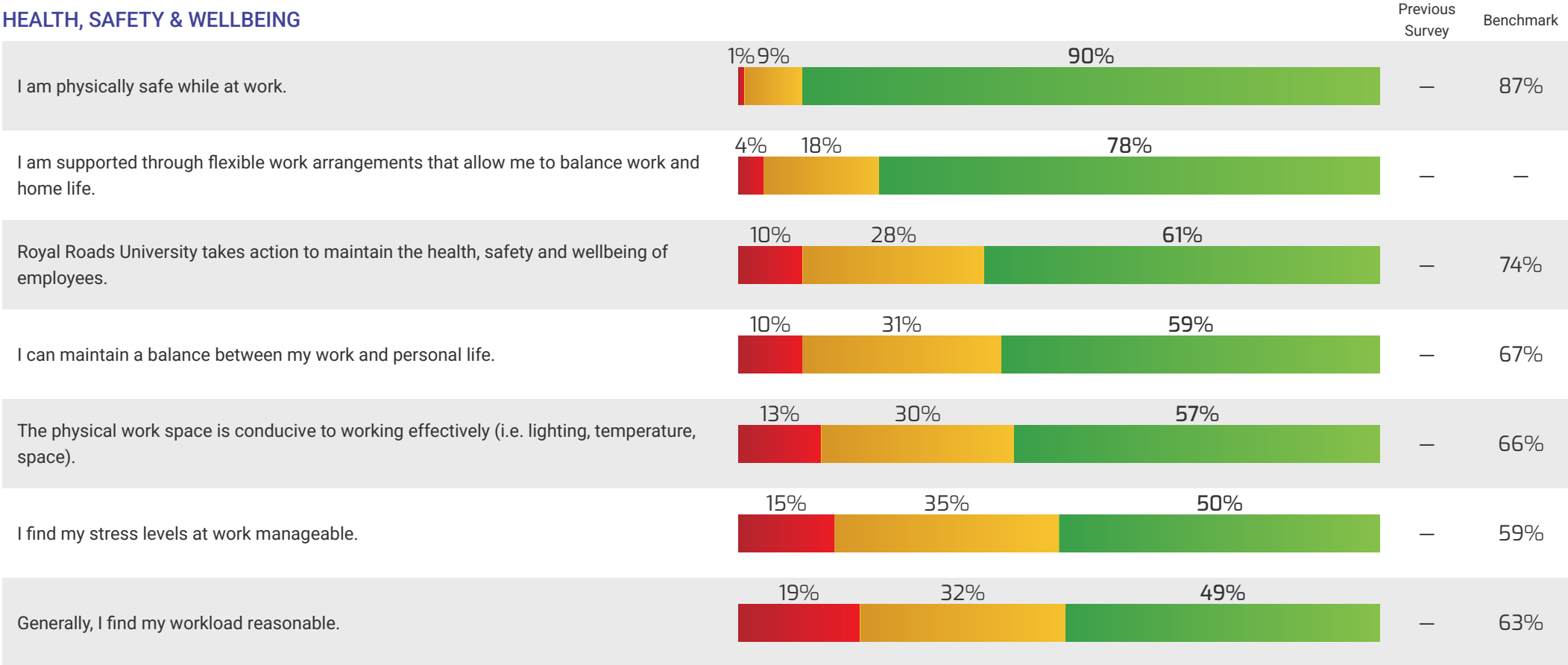
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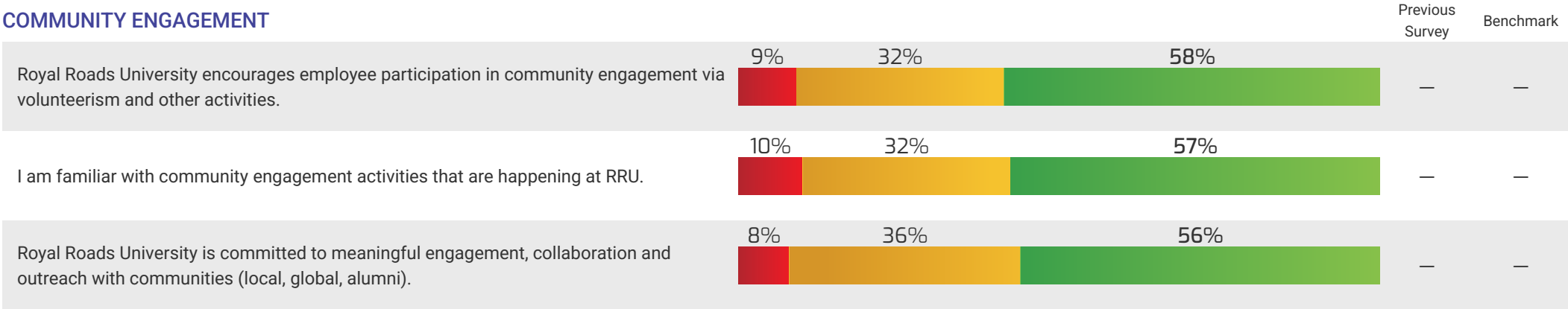


RETENTION DRIVER QUESTIONS

HEALTH, SAFETY & WELLBEING



COMMUNITY ENGAGEMENT



■ Bottom Box
 ■ Middle Box
 ■ Top Box

Interpreting the Results

Engagement Calculation

Each survey respondent is classified into one of four engagement levels based on their average response to the engagement measure questions.

The classification is as follows:

Average response to the engagement measure questions is **greater than 5 = Engaged**

Average response to the engagement measure questions is **greater than 4.5 but less than or equal to 5 = Almost Engaged**

Average response to the engagement measure questions is **greater than 4 but less than or equal to 4.5 = Indifferent**

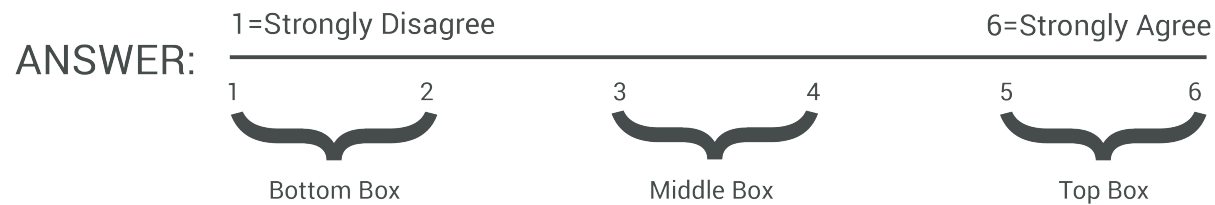
Average response to the engagement measure questions is **less than or equal to 4 = Disengaged**

The percentage of respondents in each engagement level type is then included within the reports.

Question and Driver Calculations

McLean & Company uses a 1 to 6-point agreement scale for data collection, with the additional option to respond not applicable (N/A) when participants deem that the question does not apply to them. Respondents are asked to indicate the extent to which they agree with each statement by choosing a whole number between 1 and 6 on the scale. The question results are displayed as bottom, middle, and top box results, which correspond to the percentage of respondents who selected 1 or 2, 3 or 4, and 5 or 6, respectively. Not applicable (N/A) responses are not included in any results calculations.

The top box scores for each driver are calculated by averaging the top box results for all survey questions assigned to that driver.



continued on next page ...

Benchmarks

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on the organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

McLean & Company offers clients a generic or industry specific benchmark. The generic benchmark is comprised of all standard engagement surveys completed by McLean & Company clients. Industry specific benchmarks are comprised of McLean & Company clients sorted into industry designations as specified by the North American Industry Classification System (NAICS). Industry specific benchmarks are only available for industries which have a large enough data set.

* Driver-level benchmarking has not been provided due to the addition of custom question(s). Please refer to the driver slides for question-level benchmarks where applicable.

Priority Matrix

The prioritization grid is created by plotting the top box scores for each driver on the horizontal axis and the impact of each driver on engagement on the vertical axis. The impact each driver has on engagement is determined by calculating the correlation between each driver and engagement and then multiplying this correlation score by the slope between each driver and engagement. An iterative algorithm places the quadrants such that 3 drivers are positioned in the top left-hand quadrant, the "Improve" quadrant. These "Improve" quadrant drivers have lower top-box scores and higher impact scores relative to the other drivers.

The priority matrix is an informative tool in analyzing results and determining where future engagement efforts and actions could take place. It, however, is simply a part of the analysis and additional information must be considered before making final decisions.