



S16 Results Report

##shelter_name##

Month YEAR

The S16 (Shelter 16) is a diagnostic tool developed by the University of North Carolina at Charlotte. This report presents the results of the survey provided to your current employees to understand their engagement, perceptions, and experiences at your organization. **Please visit [URL] to access the Best Practices Recommendation Guide based on research and industry expertise.**



OF EMPLOYEES

25

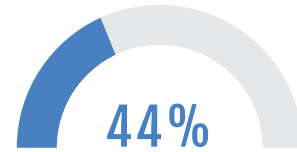
Reported by Client

SURVEYS COMPLETED

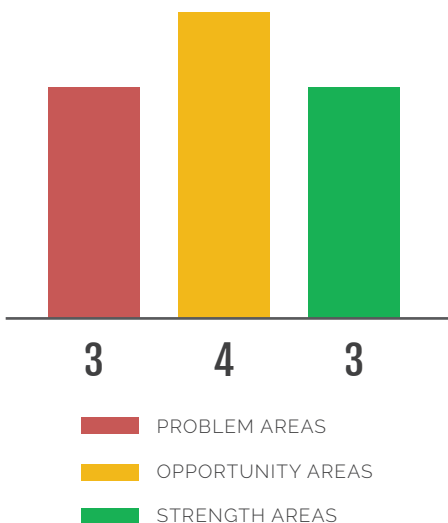
11

OUT OF 25 SURVEYS SENT

RESPONSE RATE



SATISFACTION QUESTIONS



ENGAGEMENT INDEX SCORE

87%

Based on the % favorable (percentage of respondents that answered 'agree' or 'strongly agree') of 4 questions related to pride, enthusiasm, attachment, and enjoyment of work

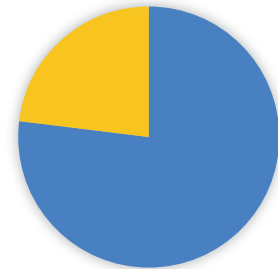
Engagement scores from prior animal shelter clients were analyzed to calculate the typical, or normative, engagement score of 70%. Thus, an engagement score of 71% on the S16 indicates that your shelter is above the norm; a score of 70% and below indicates that your shelter is below the norm.

Demographic Information

Current Employment Status

COLOR	ANSWER	N	%
Blue	Part-time / Temporary	5	45.45%
Yellow	Full-time	6	54.55%

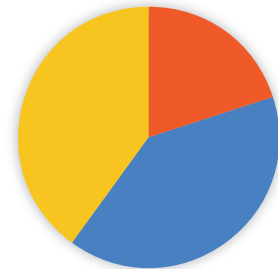
Note: N indicates the number of respondents



Length of Employment - Current Organization

COLOR	ANSWER	N	%
Blue	Less than 1 - 5 years	4	36.36%
Red	6 - 10 years	6	54.55%
Yellow	10 + years	1	9.09%

Note: N indicates the number of respondents





Engagement Question-Level Results

Understanding your Engagement Question-Level Results

Table #1 shows the 4 engagement questions rated by your employees with the *% unfavorable, % neutral, and % favorable*. The last row of the table combines the four items and provides the overall average *% unfavorable, % neutral, and % favorable*. The Overall Engagement Index score is in the color-coded box, and corresponds to the score provided on page 1 of the Results Report.

Color Coding indicates your engagement score relative to the typical, or normative, score for animal shelter engagement based on the following criteria:

-  Green indicates an engagement score above the norm (% favorable = 71% or above)
-  Yellow indicates an engagement score below the norm (% favorable ≤ 70%)

Note: Percentages are rounded to the nearest whole number.

Engagement tends to result from **strengthening the S16 satisfaction areas**. As you implement changes based on the Satisfaction Question-Level Results, you are also impacting overall Engagement.

TABLE #1 Engagement Index Questions




ENGAGEMENT INDEX QUESTIONS	% UNFAVORABLE	% NEUTRAL	% FAVORABLE
Overall, I am proud to work for this organization.	50%	84%	96%
I am enthusiastic about my job.	52%	88%	90%
I feel attached to this organization.	58%	54%	91%
I enjoy my work quite a bit.	45%	94%	71%
Engagement Questions Average	51%	80%	87%

Satisfaction Question-Level Results

Understanding your Satisfaction Question-Level Results

Table #2 shows the 12 satisfaction questions rated by your employees with the % unfavorable, % neutral, and % favorable. The questions in Table #2 are presented from the highest-rated item to the lowest rated item.

Color Coding indicates your areas of strength and opportunity based on the following criteria:

-  Green indicates your strength areas (% favorable = 80% or above) - *keep it up!*
-  Yellow indicates your opportunity areas (% favorable = 60-79%) - *lots of opportunity!*
-  Red indicates your problem areas (% favorable = <60%) - *focus improvements here!*

Note: Percentages are rounded to the nearest whole number.

See next page for Table #2

Satisfaction Question–Level Results

TABLE #2 Satisfaction Questions

COLOR CODE	RANK	QUESTIONS	% UNFAVORABLE	% NEUTRAL	% FAVORABLE
Green	1	Teamwork in your department.	0%	4%	95%
	2	Effectiveness of your direct supervisor / manager.	0%	5%	95%
	3	Teamwork across departments.	2%	8%	90%
Yellow	4	The training you receive to do your job well.	4%	7%	89%
	5	The user of volunteers by your organization.	8%	10%	82%
	6	The say you have in how you go about doing your job.	10%	8%	82%
	7	Top management's leadership of the organization.	5%	13%	82%
	8	The standard operating procedures used in your organization.	5%	15%	80%
Red	9	The resources (tools and materials) to do your job well.	7%	15%	77%
	10	Overall communication in your department / unit.	15%	10%	75%
	11	Overall communication in your organization.	19%	20%	61%
	12	Amount of input you have into organizational decision making, changes, policies, and / or initiatives.	19%	20%	61%

Note: % Unfavorable = Percent Very Dissatisfied, Dissatisfied; % Neutral = Percent Neither Satisfied nor Dissatisfied; % Favorable = Percent Satisfied, Very Satisfied

Best Practices Recommendation Guide



The Best Practices Recommendation Guide can be accessed by clicking the hyperlink above or visiting [URL]. The recommendations were developed using research, key learnings from the Shelter Employee Engagement System (SeeDS), and subject matter expertise in Animal Shelter management and operations. Recommendations are provided for all the S16 questions. As you review the recommendations, please consider the following questions:

- What questions should we be focusing on?
 - *Focus on any red or yellow questions – this is where your program could use the most improvement. In many cases, a little effort can have major payoffs.*
 - *If you received all greens, celebrate your success and maintain existing best practices.*
- Are there any questions that we're especially concerned about? (spend your energy here)
- Which best practices are we already using? (keep using these!)
- Are there recommendations that would be very difficult or impossible to implement at your organization? (try other recommendations first)

Communicate the Results

It's also important to communicate the high-level results with your employees. We don't recommend sharing the entire report, but rather tell them that you received their feedback and have identified several key areas to focus on improving. Share those key areas of focus and ideas you have for implementation. Use this as an opportunity to recognize concerns, seek clarification, and create an open dialogue about employee experiences.