



# Talent and Culture Survey Report

**SAMPLE Org**

July 2019

## About this report

This report summarizes the results of the Promise54 Talent & Culture Survey in SAMPLE Org, with comparisons to results in other similar organizations. The results offer insights into the perceptions and experiences of the 57 staff who responded to the survey, across the following 15 C31 dimensions.

Organizational Strategy

Core Values

Leadership

Culture

Diversity, Equity, and Inclusion

Organization Structure and Roles

Competencies

Talent Acquisition

On-boarding

Performance Development

Career Development

Total Rewards

Decision Making

Communications

Work/Life Mix

Benchmark Group:

*All Non-profit organizations in the Promise54 data set*

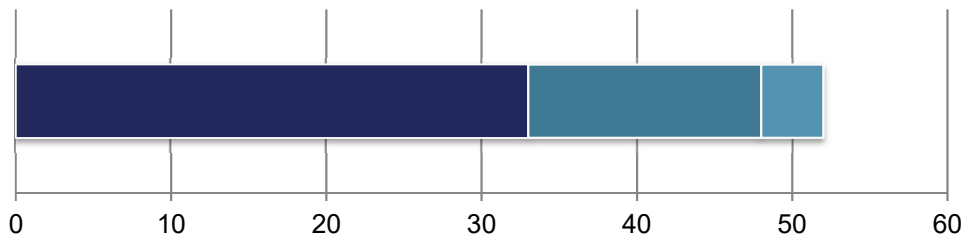
# Survey Demographics

A total of 57 surveys were completed.

Note that demographic questions are optional, so totals may not match total survey responses.

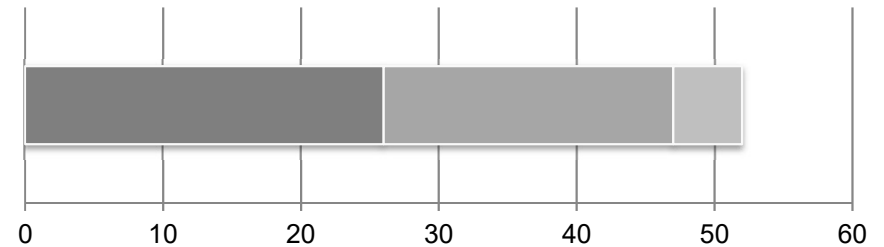
## Respondents by Gender

■ Female ■ Male ■ Other



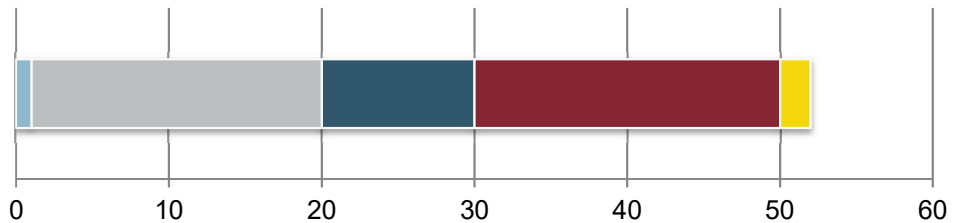
## Respondents by Tenure

■ < 6 mo ■ 6 mo-2 yr ■ 2 - 5 yr ■ > 5 yr



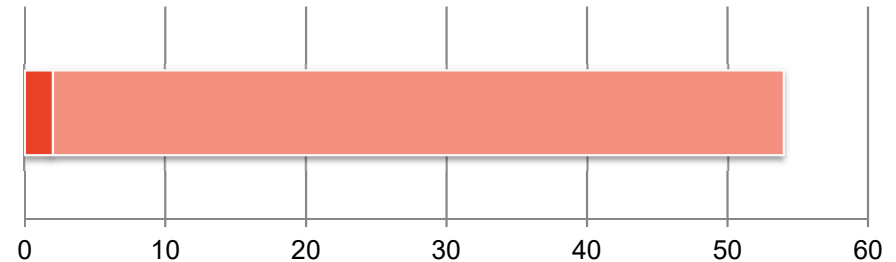
## Respondents by Ethnicity

■ American Indian or Alaskan Native ■ Asian/Pacific Islander  
■ Black or African American ■ Hispanic/Latino  
■ White/Caucasian ■ Multiple races/Ethnicities  
■ Other



## Respondents by Leadership Status

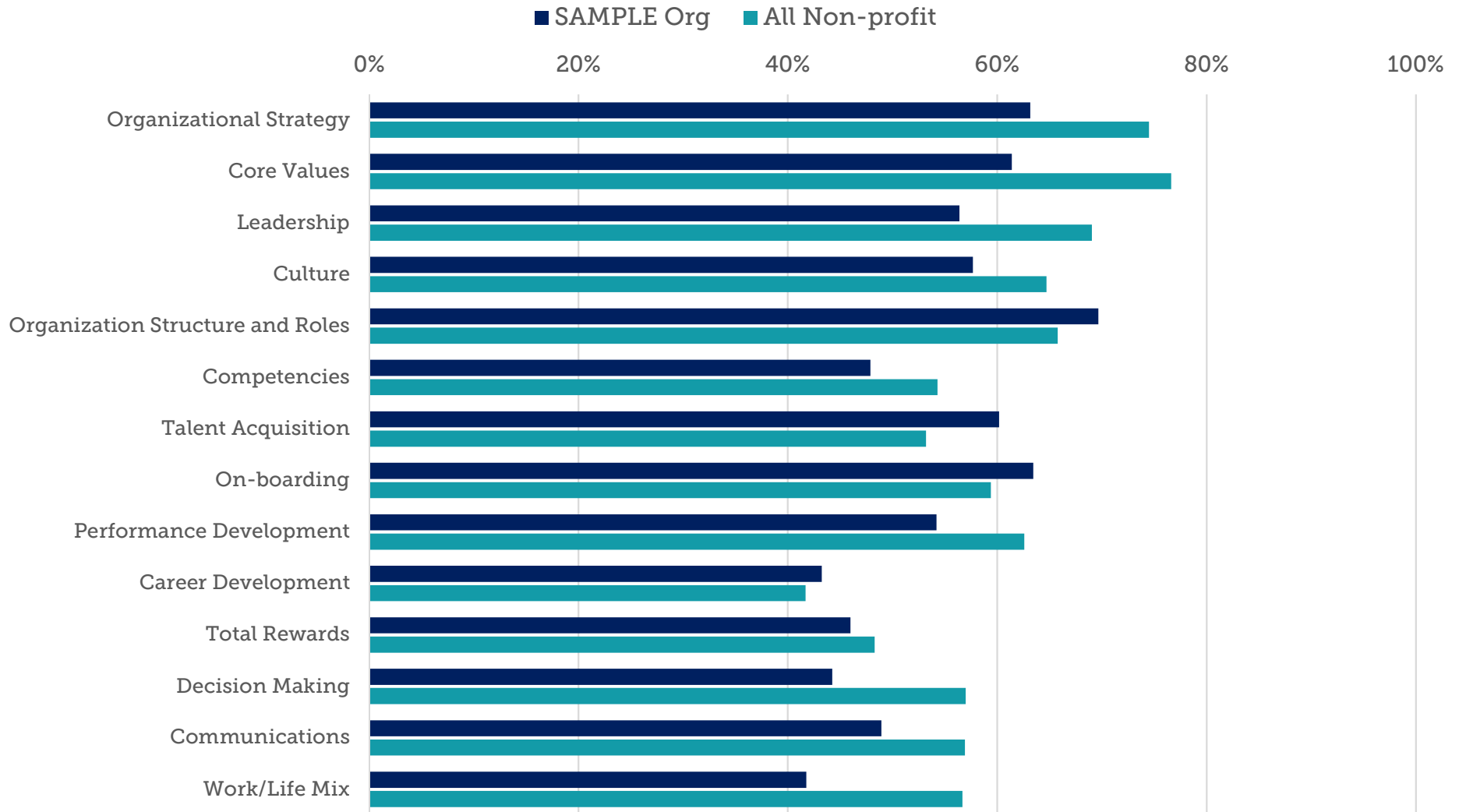
■ Leader ■ Staff



# Summary of Results

# Mean Scores by Category

Showing mean category scores vs the benchmark group: % positive response

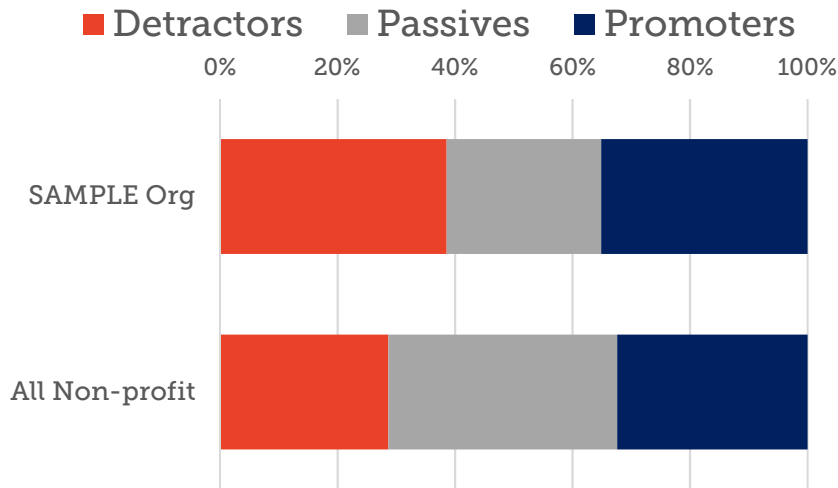


# Net Promoter Score™

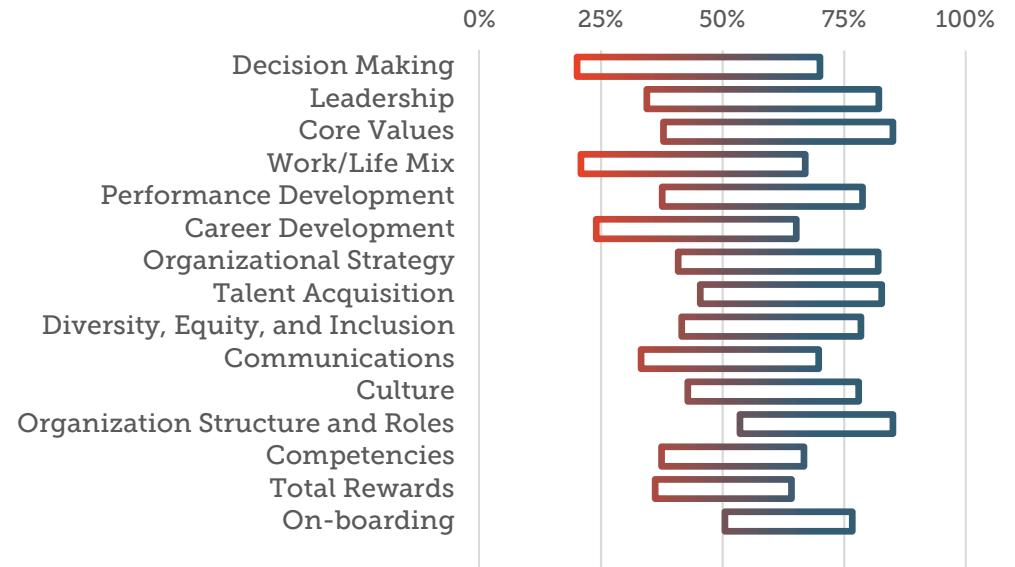
We ask respondents how likely they would be to recommend the organization to a friend. Respondents are classified into three categories (shown below), and individual ratings are aggregated into an organization score which is presented as an integer between -100 and +100.

**NPS**  
**SAMPLE Org -4**  
**All Non-profit 4**

This chart shows the categories most associated with NPS, in descending order. Each bar represents the difference in positive scores between promoters and detractors. The bigger the difference in positive scores (i.e. the longer the bar), the more likely the category is a driver of overall NPS.



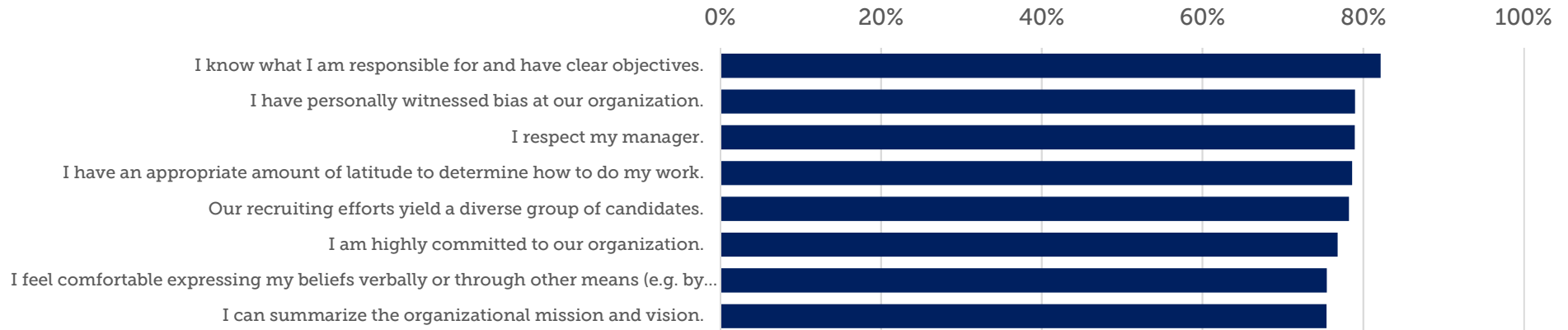
## NPS Sensitivity by Survey Category



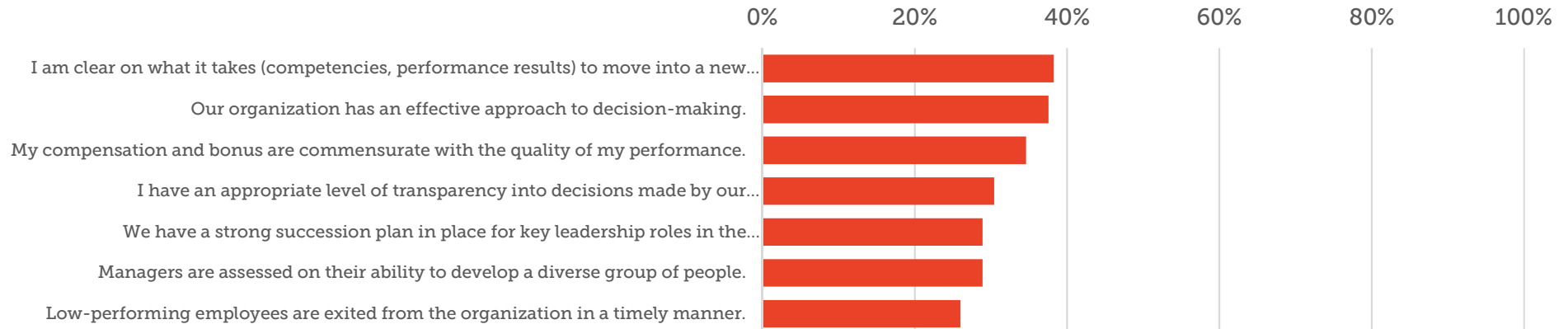
# Highest Scores/Lowest Scores

Showing questions with highest and lowest agreement among respondents.

## Highest Absolute Scores

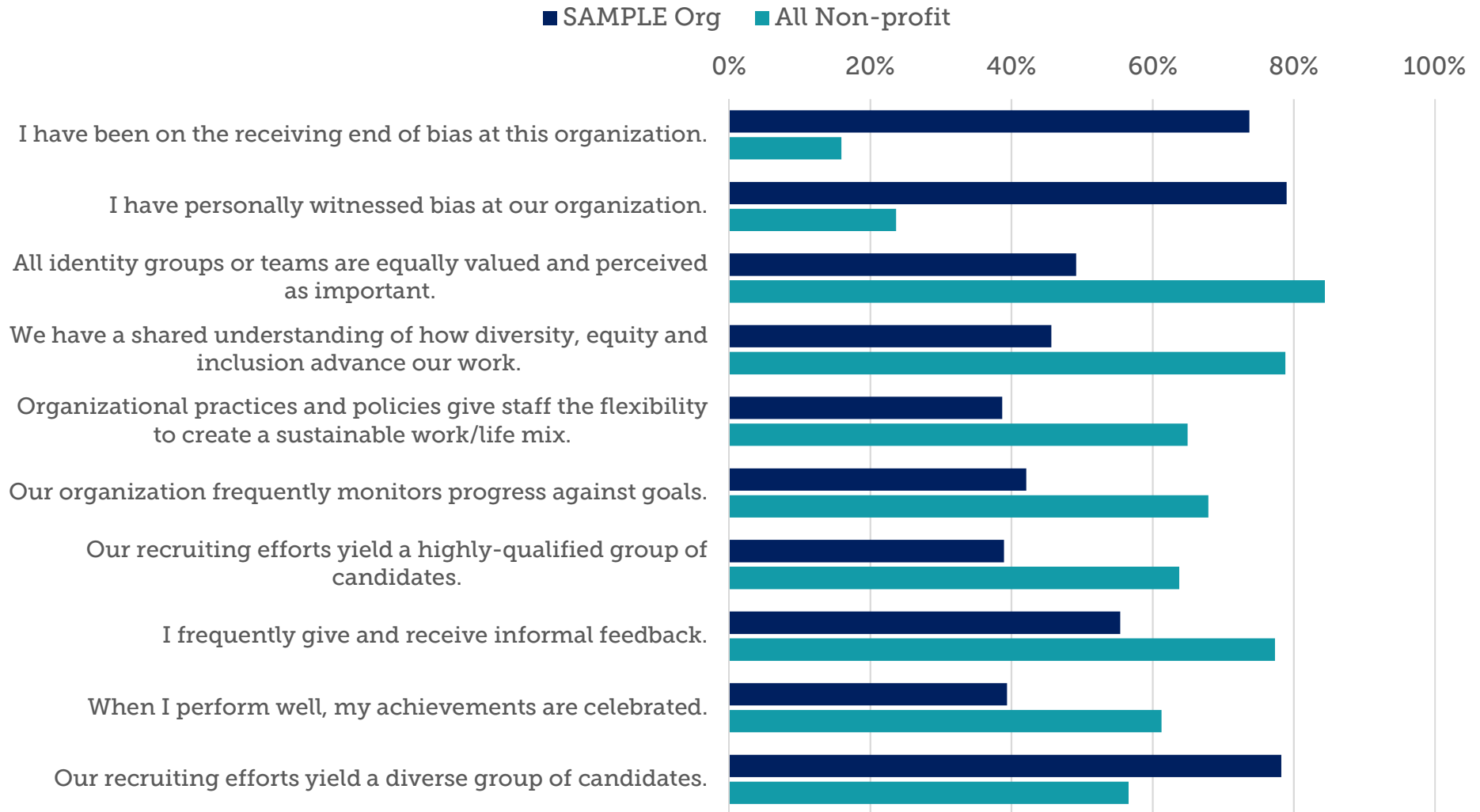


## Lowest Absolute Scores



# Largest Score Gaps vs Benchmark Group

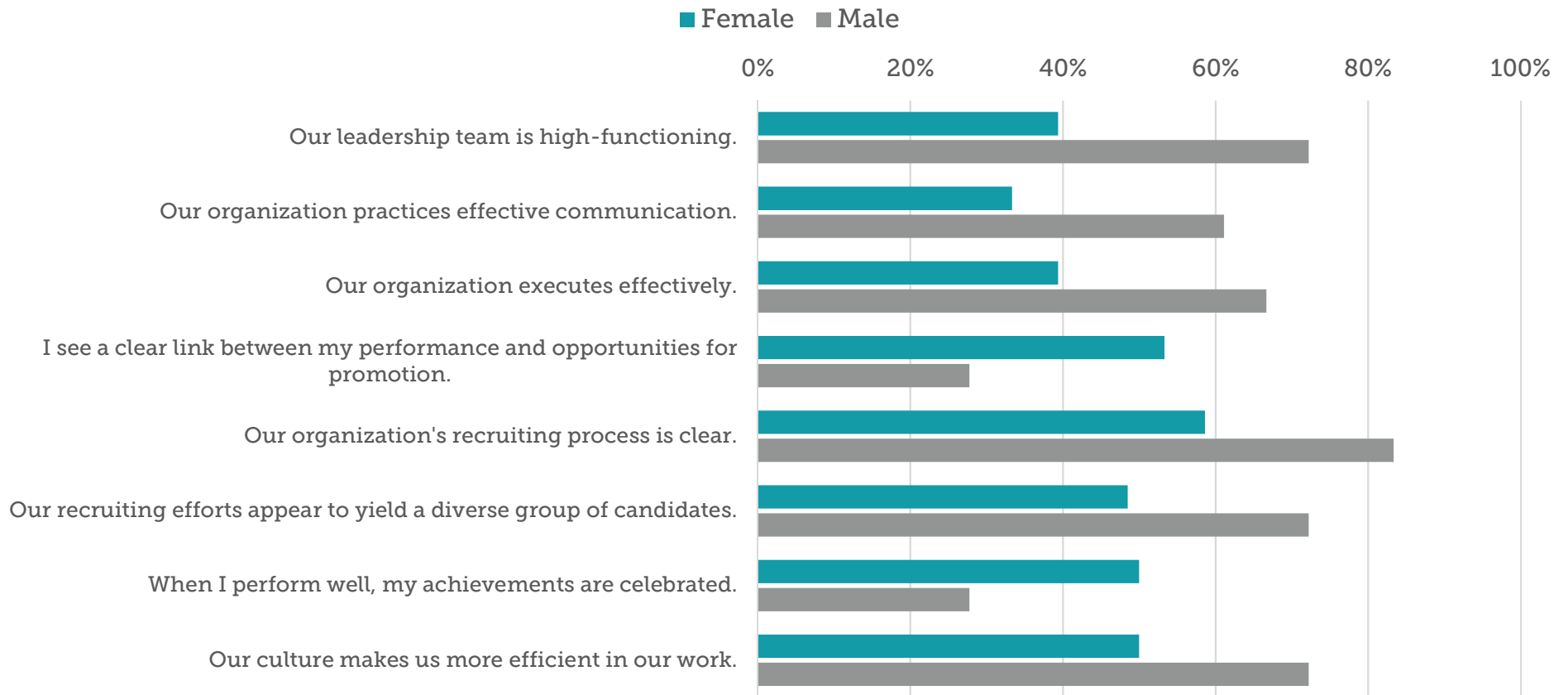
Showing the largest score gaps (+ or -) vs the benchmark group: % positive response





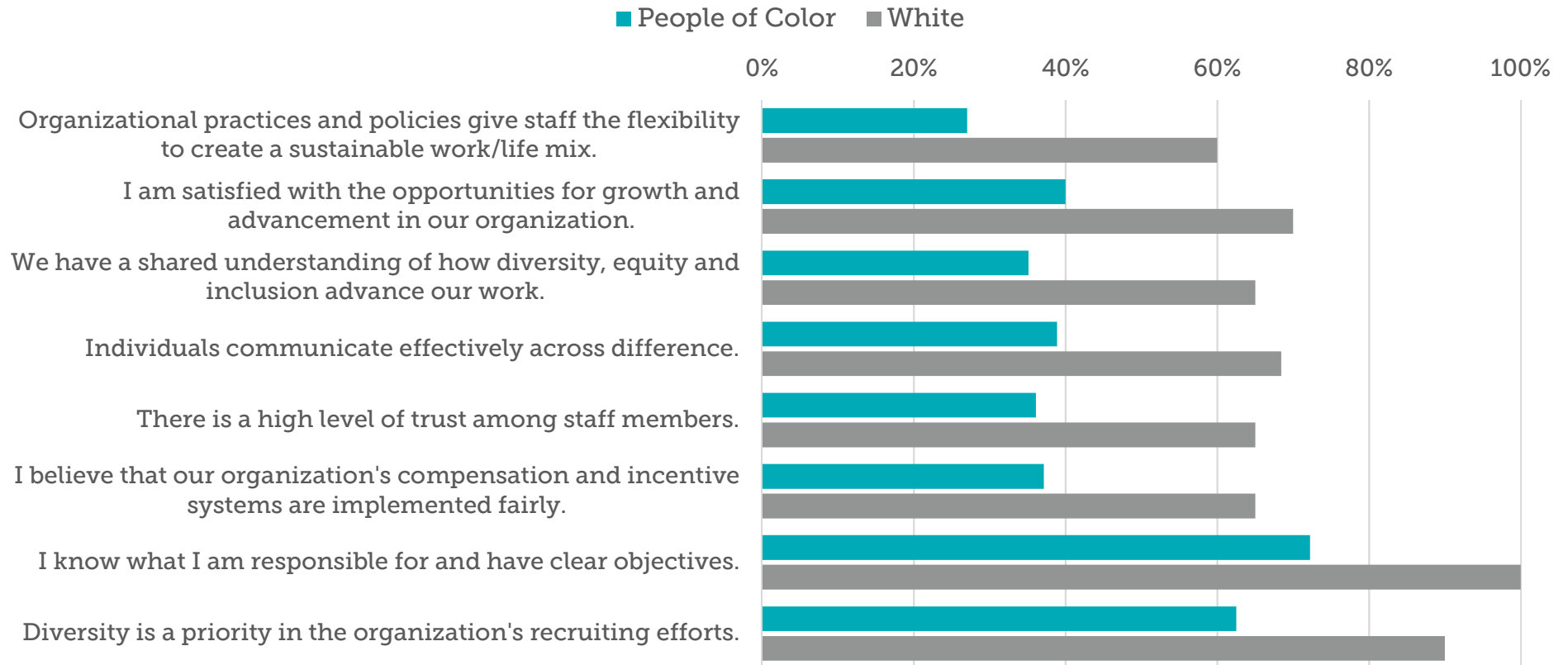
# Largest Score Gaps by Gender Identity

Highlights differences by subgroup: % positive response. Score not shown if n<4



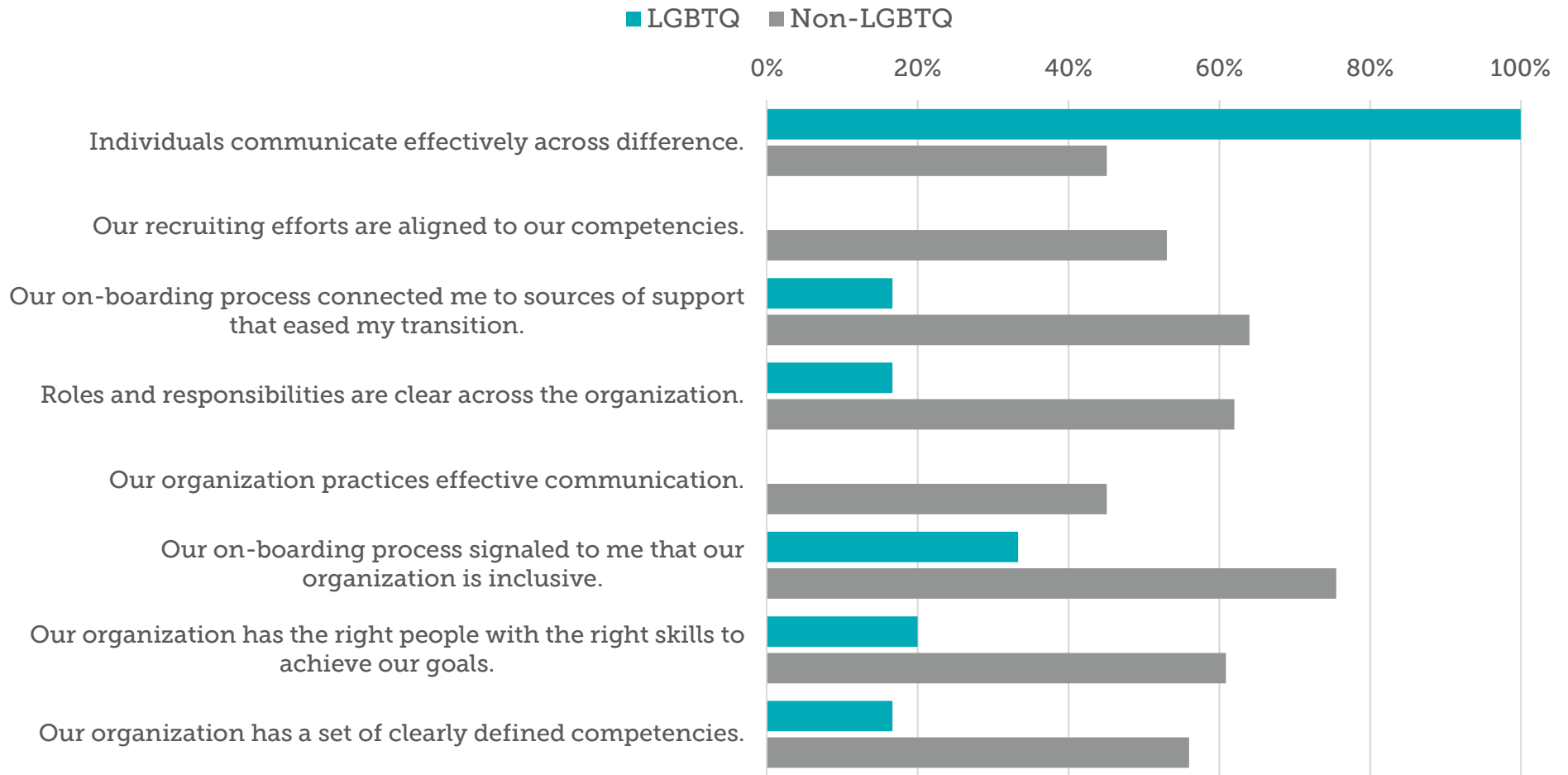
# Largest Score Gaps by Race/Ethnicity

Shows score gaps for People of Color vs White respondents (more complete scores by race/ethnicity shown in 'Section Level Detail' pages): % positive response. Score not shown if n<4



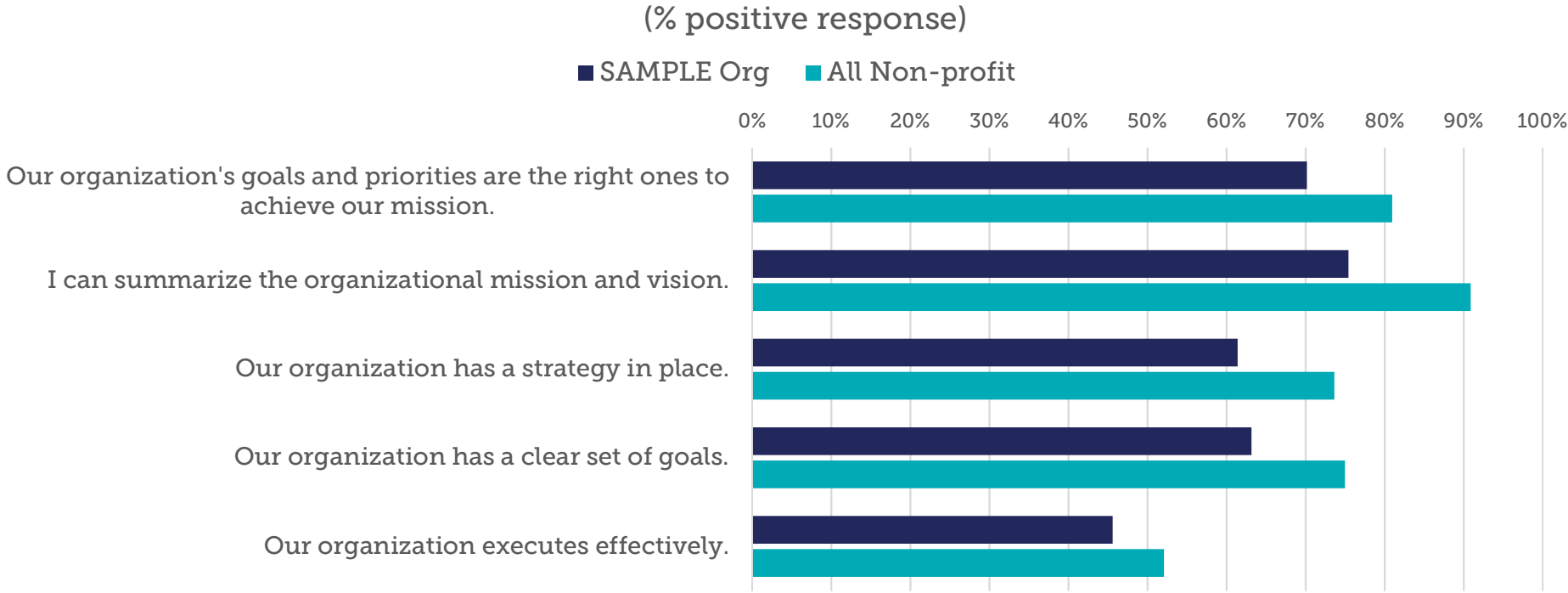
# Largest Score Gaps by LGBTQ Identity

Highlights differences by subgroup: % positive response. Score not shown if n<4



# Section-Level Detail

# Organizational Strategy



# Organizational Strategy

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:

Our organization's goals and priorities are the right ones to achieve our mission.

I can summarize the organizational mission and vision.

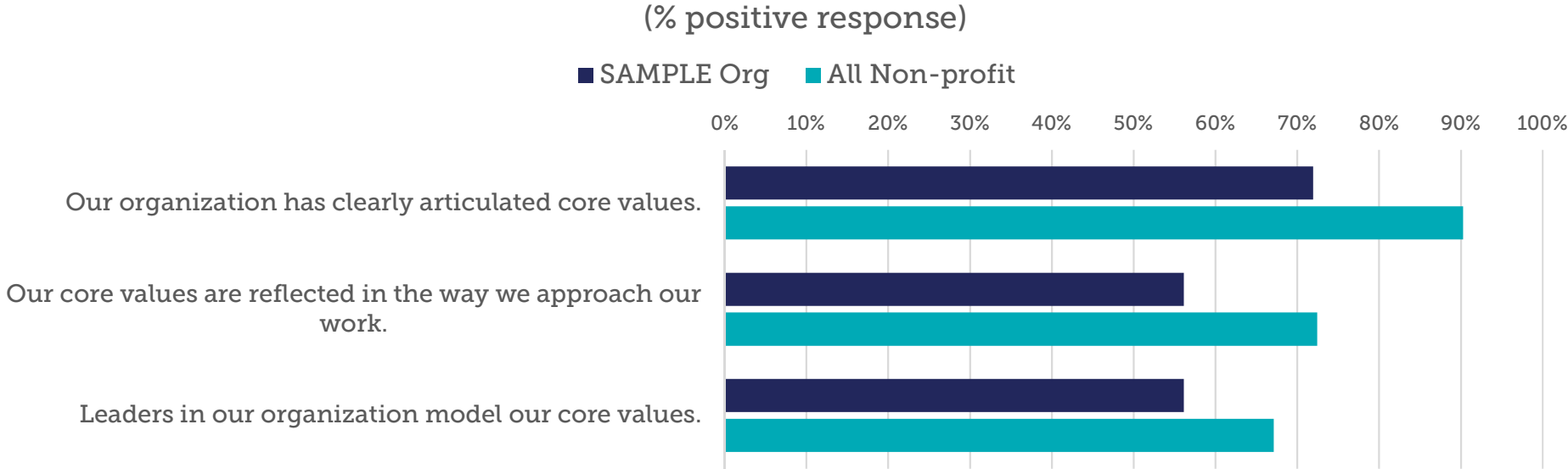
Our organization has a strategy in place.

Our organization has a clear set of goals.

Our organization executes effectively.

	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers							LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color		
Our organization's goals and priorities are the right ones to achieve our mission.	70%	81%		100%	38%	83%	80%	50%	65%	67%	71%
I can summarize the organizational mission and vision.	75%	91%		80%	50%	83%	90%	83%	68%	50%	78%
Our organization has a strategy in place.	61%	74%		80%	38%	83%	65%	50%	59%	50%	63%
Our organization has a clear set of goals.	63%	75%		80%	13%	83%	75%	50%	57%	33%	67%
Our organization executes effectively.	46%	52%		40%	13%	83%	55%	33%	41%	17%	49%

# Core Values



# Core Values

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:

Our organization has clearly articulated core values.  
 Our core values are reflected in the way we approach our work.  
 Leaders in our organization model our core values.

Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								
		Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
72%	90%		100%	50%	83%	85%	67%	65%	50%	75%
56%	72%		100%	25%	50%	60%	50%	54%	33%	59%
56%	67%		60%	50%	83%	60%	50%	54%	50%	57%



# Leadership



# Leadership

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:

I am confident our leadership team can lead us to accomplish our goals.

Our leadership team is high-functioning.

Our leadership team promotes a healthy culture.

Our leadership team clearly communicates our goals.

Our organization frequently monitors progress against goals.

I respect my manager.

Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								
		Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
54%	66%		60%	50%	83%	65%	33%	49%	33%	57%
47%	62%		60%	38%	50%	55%	33%	43%	50%	47%
51%	55%		80%	13%	83%	55%	17%	49%	17%	55%
47%	64%		80%	13%	50%	50%	67%	46%	33%	49%
42%	68%		80%	50%	50%	40%	33%	43%	17%	45%
79%	91%		100%	75%	83%	75%	67%	81%	83%	78%

# Culture



# Culture

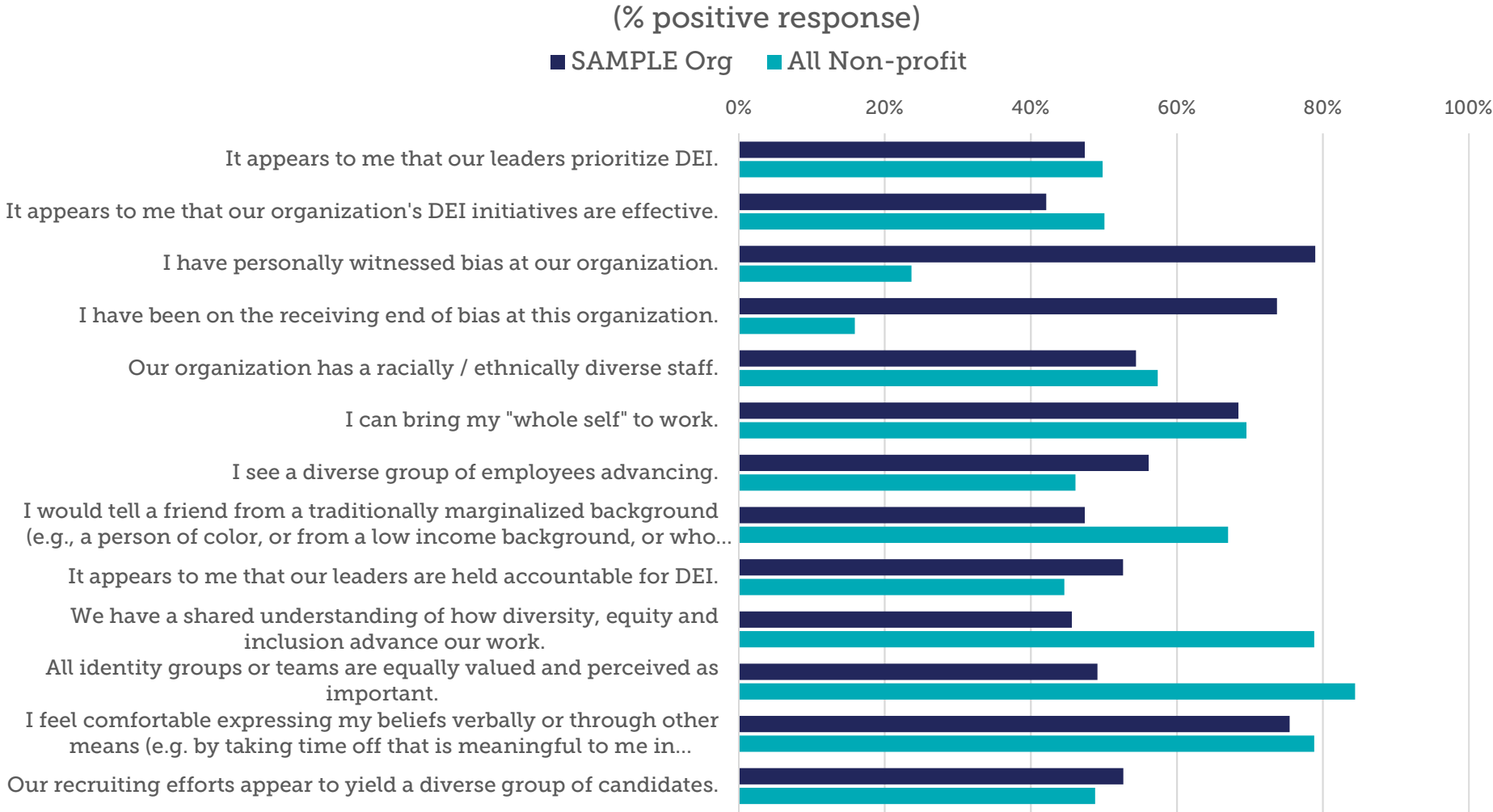
Results by select subgroup (% positive, score not shown if n<4)

**Survey question text:**

- Our culture makes us more effective in our work.
- Our organization has a culture of continuous learning and improvement.
- Staff members collaborate effectively.
- Staff members resolve conflicts in a productive way.
- Staff members engage in respectful disagreement as a way to deepen understanding.
- There is a high level of trust among staff members.
- I feel connected to colleagues across my organization.
- I am highly committed to our organization.
- Our culture makes us more efficient in our work.
- Our culture makes our work more enjoyable.

Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								
		Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
55%	64%		100%	43%	83%	60%	50%	53%	50%	56%
70%	77%		100%	57%	83%	80%	50%	64%	67%	70%
57%	68%		80%	57%	50%	60%	33%	56%	50%	58%
48%	60%		80%	57%	33%	50%	50%	47%	67%	46%
54%	60%		80%	43%	50%	60%	50%	50%	67%	52%
46%	49%		80%	14%	67%	65%	0%	36%	17%	50%
50%	60%		80%	29%	50%	60%	50%	44%	17%	54%
77%	87%		100%	43%	67%	90%	83%	69%	83%	76%
54%	55%		100%	14%	67%	65%	50%	47%	33%	56%
66%	67%		100%	29%	83%	70%	67%	64%	50%	68%

# Diversity, Equity, and Inclusion

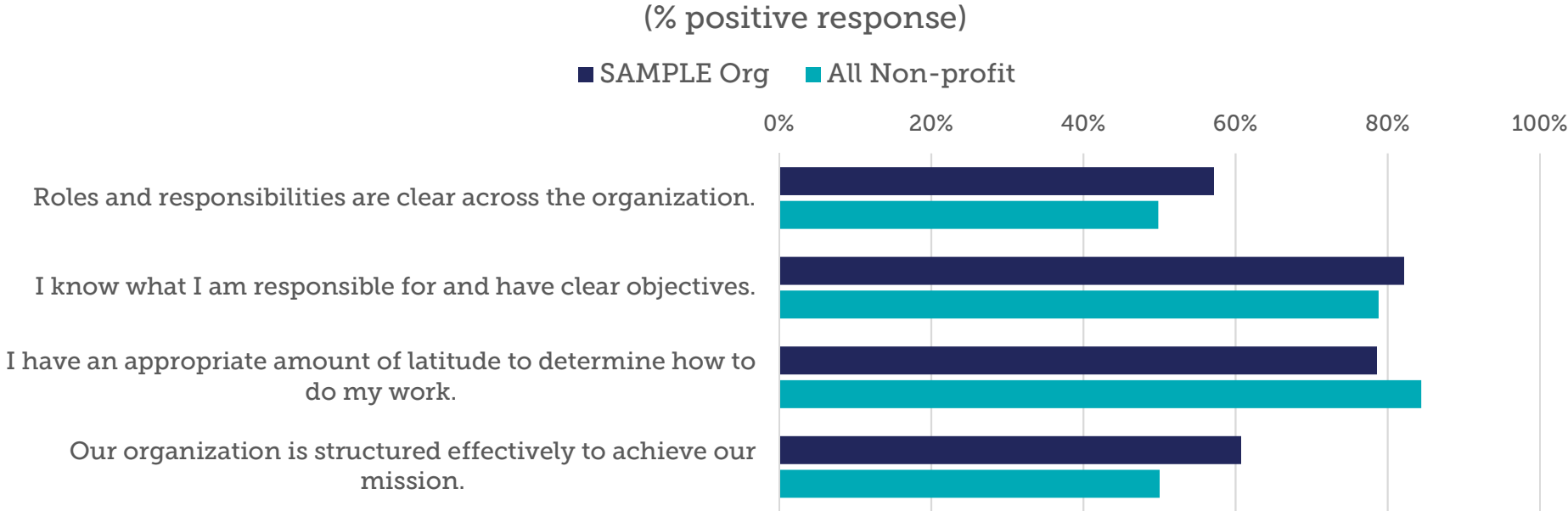


# Diversity, Equity, and Inclusion

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color			
It appears to me that our leaders prioritize DEI.	47%	50%		80%	13%	50%	50%	67%	46%	33%	49%	
It appears to me that our organization's DEI initiatives are effective.	42%	50%		80%	50%	50%	40%	33%	43%	17%	45%	
I have personally witnessed bias at our organization.	79%	24%		100%	75%	83%	75%	67%	81%	83%	78%	
I have been on the receiving end of bias at this organization.	74%	16%		100%	63%	83%	75%	67%	73%	67%	75%	
Our organization has a racially / ethnically diverse staff.	54%	57%		100%	38%	83%	60%	50%	51%	50%	55%	
I can bring my "whole self" to work.	68%	70%		100%	50%	83%	80%	50%	62%	67%	69%	
I see a diverse group of employees advancing.	56%	46%		80%	50%	50%	60%	33%	54%	50%	57%	
I would tell a friend from a traditionally marginalized background (e.g., a person of color, or from a low income background, or who identifies as LGBTQ), "This would be a great place for you to work."	47%	67%		80%	50%	33%	50%	50%	46%	67%	45%	
It appears to me that our leaders are held accountable for DEI.	53%	45%		80%	38%	50%	60%	50%	49%	67%	51%	
We have a shared understanding of how diversity, equity and inclusion advance our work.	46%	79%		80%	13%	67%	65%	0%	35%	17%	49%	
All identity groups or teams are equally valued and perceived as important.	49%	84%		80%	25%	50%	60%	50%	43%	17%	53%	
I feel comfortable expressing my beliefs verbally or through other means (e.g. by taking time off that is meaningful to me in observing beliefs, wearing a yarmulke, hijab, etc.)	75%	79%		100%	38%	67%	90%	83%	68%	83%	75%	
Our recruiting efforts appear to yield a diverse group of candidates.	53%	49%		100%	13%	67%	65%	50%	46%	33%	55%	

# Organization Structure and Roles



# Organization Structure and Roles

Results by select subgroup (% positive, score not shown if n<4)

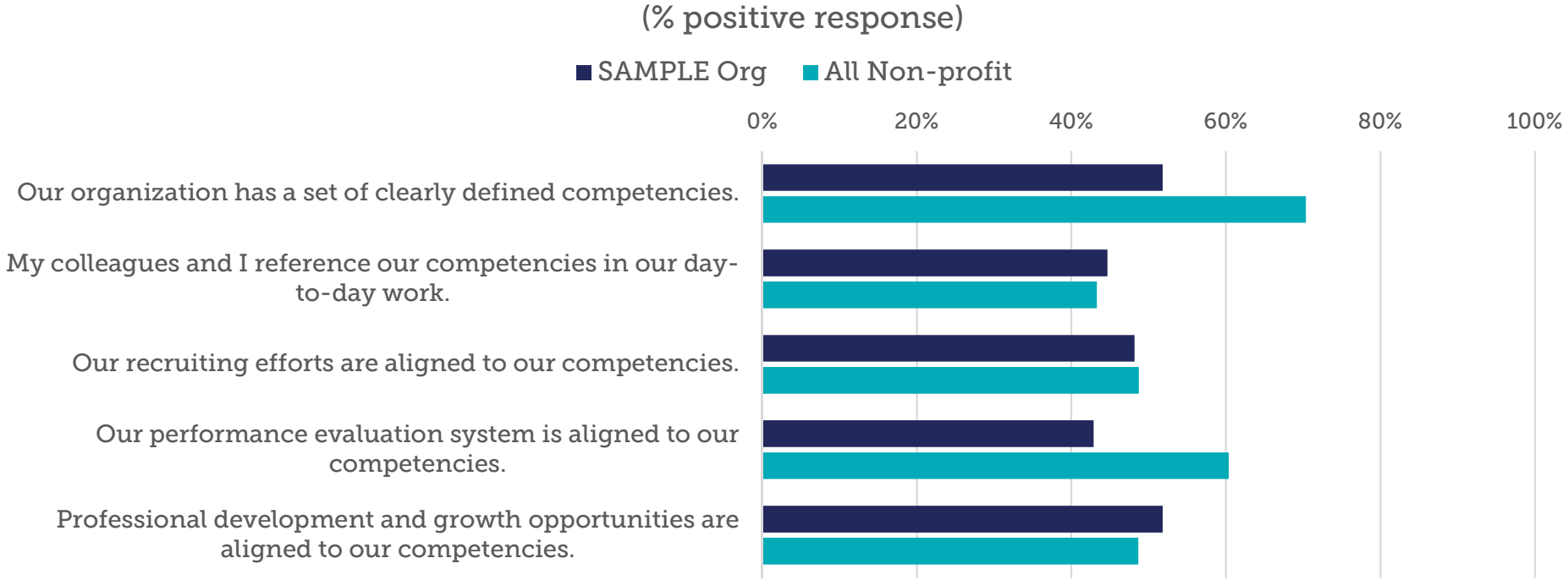
**Survey question text:**

Roles and responsibilities are clear across the organization.  
 I know what I am responsible for and have clear objectives.  
 I have an appropriate amount of latitude to determine how to do my work.  
 Our organization is structured effectively to achieve our mission.

Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								
		Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
57%	50%		80%	57%	67%	55%	33%	58%	17%	62%
82%	79%		80%	71%	100%	100%	50%	72%	67%	84%
79%	84%		80%	71%	100%	90%	50%	72%	50%	82%
61%	50%		60%	43%	83%	70%	50%	56%	33%	64%



# Competencies



# Competencies

Results by select subgroup (% positive, score not shown if n<4)

**Survey question text:**

Our organization has a set of clearly defined competencies.

My colleagues and I reference our competencies in our day-to-day work.

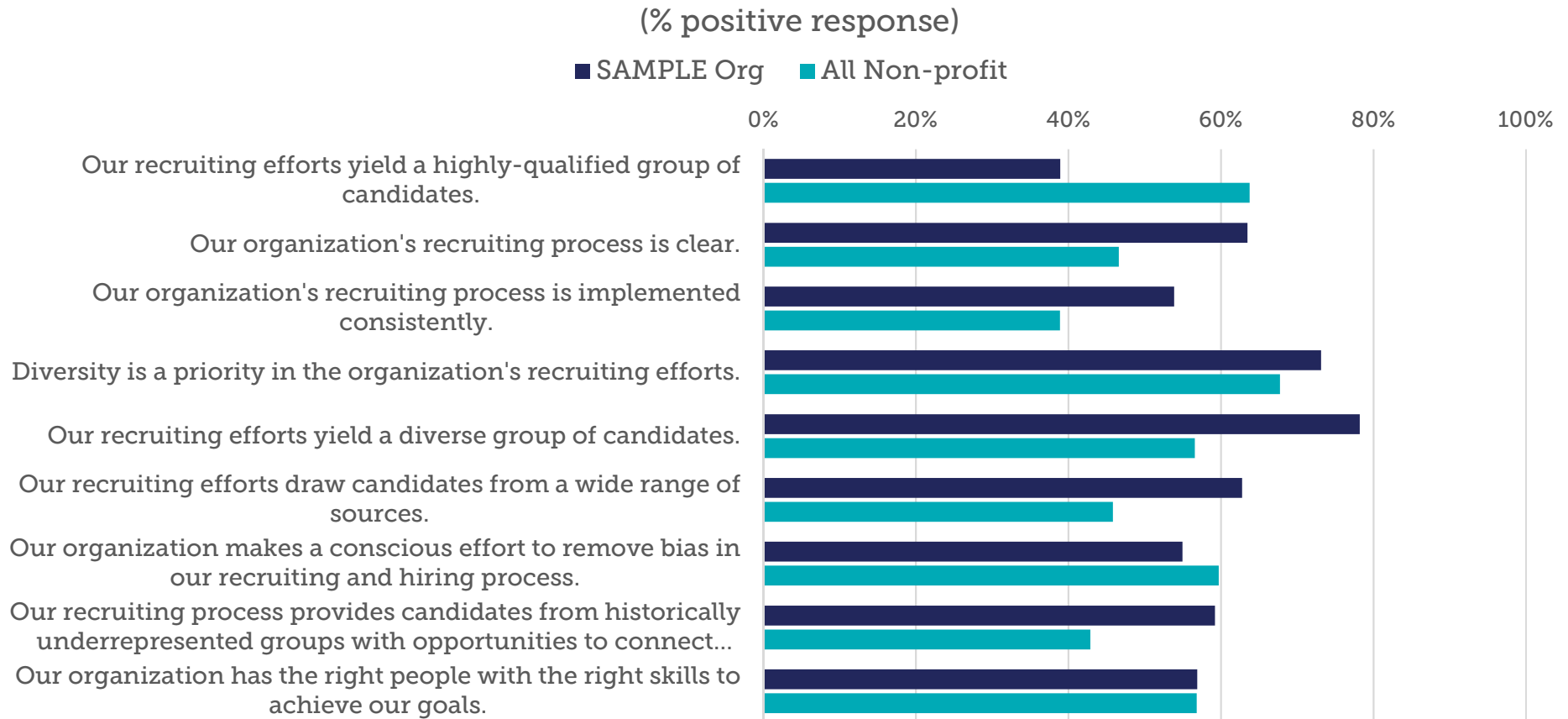
Our recruiting efforts are aligned to our competencies.

Our performance evaluation system is aligned to our competencies.

Professional development and growth opportunities are aligned to our competencies.

Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								LGBTQ	Not LGBTQ
		Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color			
52%	70%		60%	29%	67%	65%	50%	44%	17%	56%	
45%	43%		60%	29%	50%	45%	50%	44%	67%	42%	
48%	49%		40%	29%	83%	61%	33%	42%	0%	53%	
43%	60%		60%	43%	50%	50%	17%	39%	17%	46%	
52%	49%		80%	43%	67%	65%	33%	44%	33%	54%	

# Talent Acquisition



# Talent Acquisition

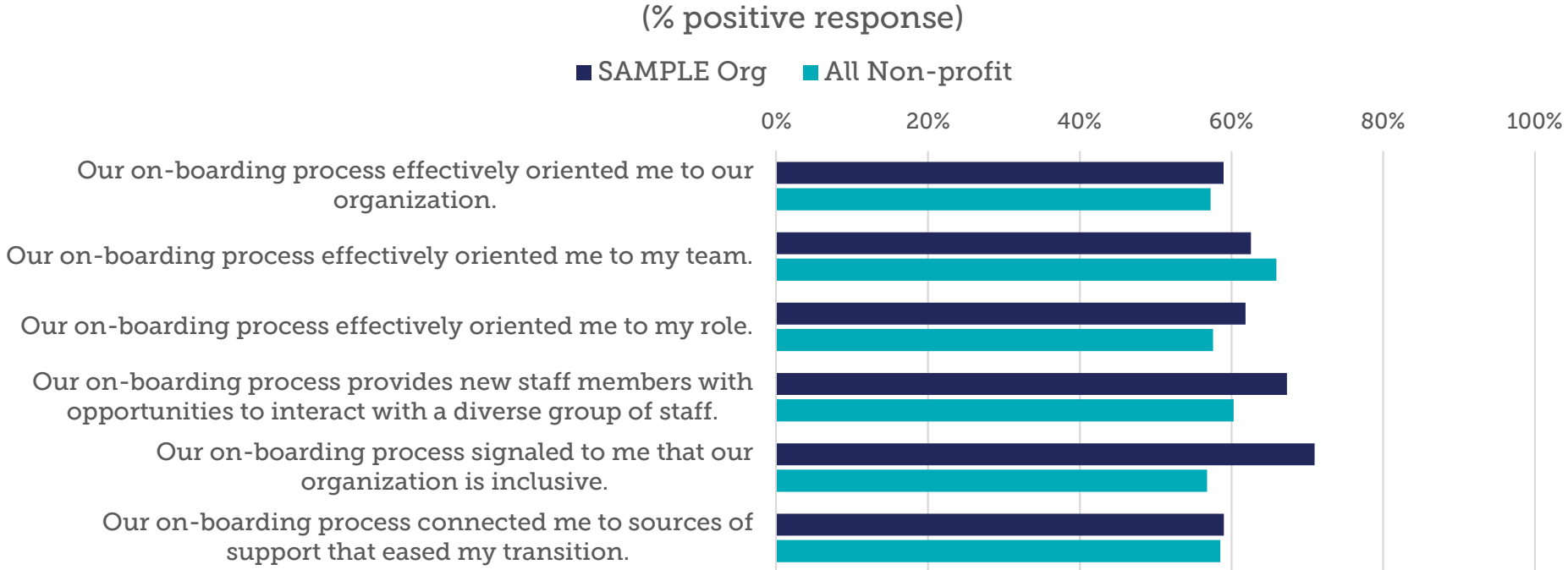
Results by select subgroup (% positive, score not shown if n<4)

Survey question text:

- Our recruiting efforts yield a highly-qualified group of candidates.
- Our organization's recruiting process is clear.
- Our organization's recruiting process is implemented consistently.
- Diversity is a priority in the organization's recruiting efforts.
- Our recruiting efforts yield a diverse group of candidates.
- Our recruiting efforts draw candidates from a wide range of sources.
- Our organization makes a conscious effort to remove bias in our recruiting and hiring process.
- Our recruiting process provides candidates from historically underrepresented groups with opportunities to connect with staff members who share their backgrounds.
- Our organization has the right people with the right skills to achieve our goals.

	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color			
Our recruiting efforts yield a highly-qualified group of candidates.	39%	64%		60%	17%	50%	37%	33%	40%	20%	41%	
Our organization's recruiting process is clear.	64%	47%		80%	67%	83%	72%	33%	59%	60%	64%	
Our organization's recruiting process is implemented consistently.	54%	39%		80%	43%	83%	59%	33%	51%	40%	55%	
Diversity is a priority in the organization's recruiting efforts.	73%	68%		80%	67%	80%	90%	50%	63%	100%	70%	
Our recruiting efforts yield a diverse group of candidates.	78%	57%		100%	75%	100%	89%	50%	72%	50%	82%	
Our recruiting efforts draw candidates from a wide range of sources.	63%	46%		60%	57%	100%	65%	33%	62%	50%	64%	
Our organization makes a conscious effort to remove bias in our recruiting and hiring process.	55%	60%		100%	57%	50%	59%	33%	53%	25%	57%	
Our recruiting process provides candidates from historically underrepresented groups with opportunities to connect with staff members who share their backgrounds.	59%	43%		80%	57%	60%	63%	50%	58%	25%	62%	
Our organization has the right people with the right skills to achieve our goals.	57%	57%		100%	43%	83%	61%	20%	55%	20%	61%	

# On-boarding



# On-boarding

Results by select subgroup (% positive, score not shown if n<4)

**Survey question text:**

Our on-boarding process effectively oriented me to our organization.

Our on-boarding process effectively oriented me to my team.

Our on-boarding process effectively oriented me to my role.

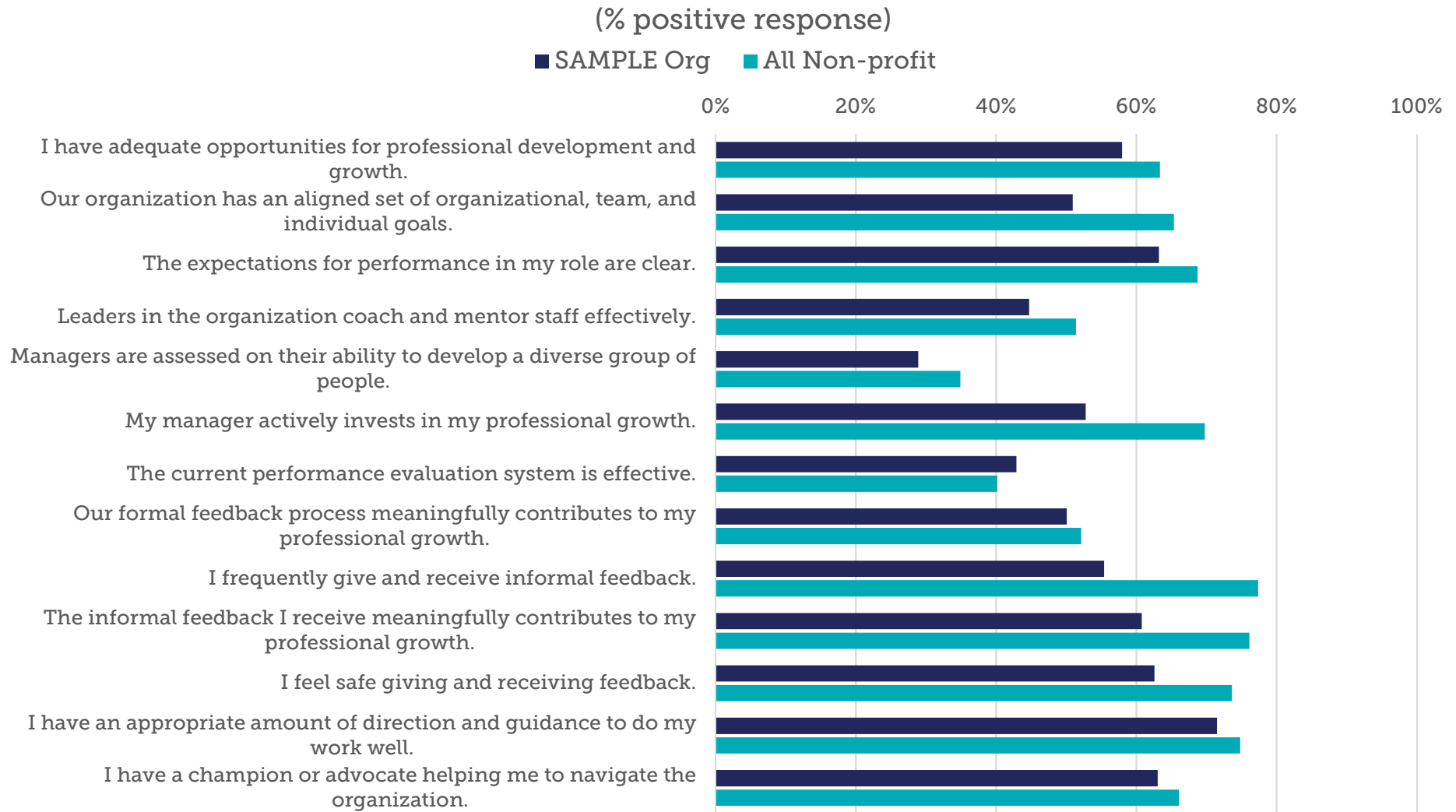
Our on-boarding process provides new staff members with opportunities to interact with a diverse group of staff.

Our on-boarding process signaled to me that our organization is inclusive.

Our on-boarding process connected me to sources of support that eased my transition.

	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color			
Our on-boarding process effectively oriented me to our organization.	59%	57%		80%	38%	83%	55%	50%	61%	50%	60%	
Our on-boarding process effectively oriented me to my team.	63%	66%		80%	38%	83%	65%	67%	61%	50%	64%	
Our on-boarding process effectively oriented me to my role.	62%	58%		80%	14%	100%	60%	50%	63%	50%	63%	
Our on-boarding process provides new staff members with opportunities to interact with a diverse group of staff.	67%	60%		100%	57%	83%	75%	50%	63%	50%	69%	
Our on-boarding process signaled to me that our organization is inclusive.	71%	57%		100%	43%	100%	70%	67%	71%	33%	76%	
Our on-boarding process connected me to sources of support that eased my transition.	59%	59%		100%	38%	83%	55%	50%	61%	17%	64%	

# Performance Development



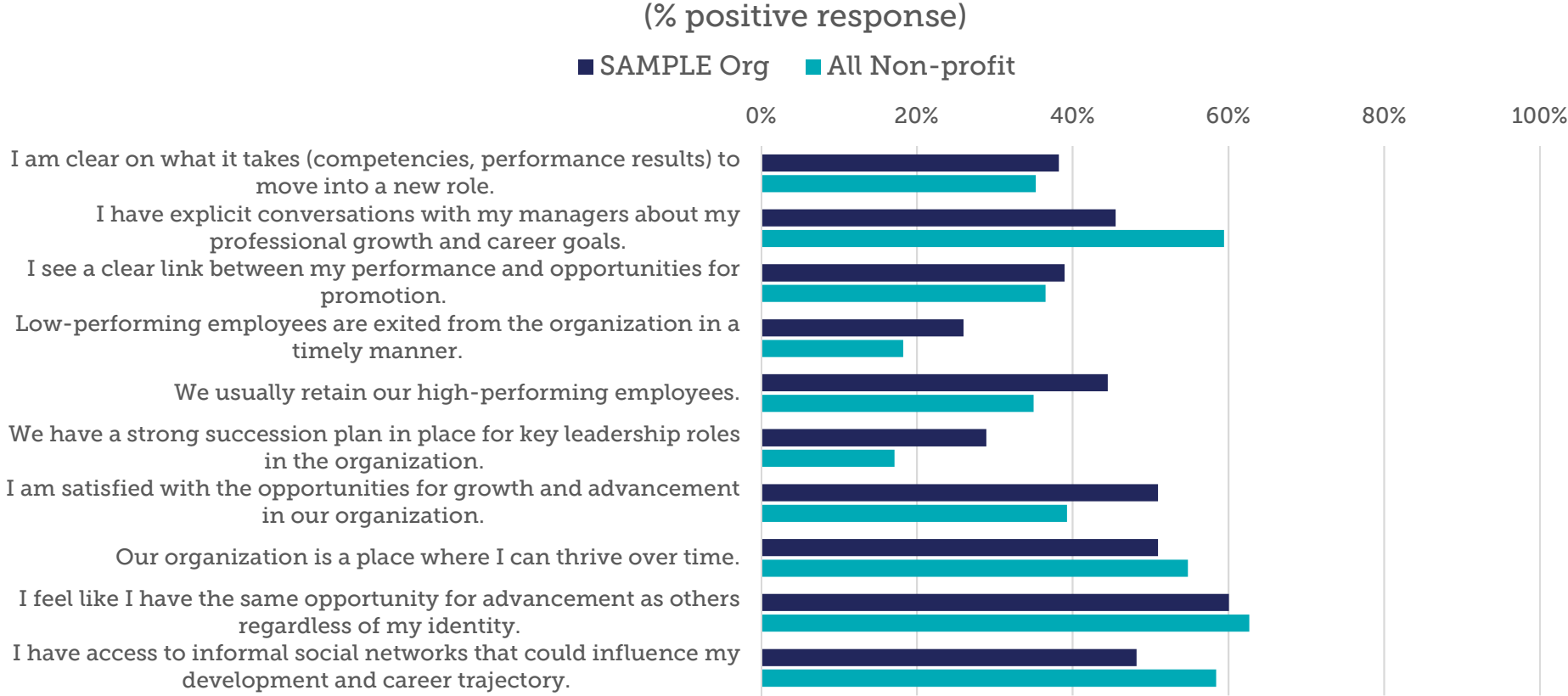
# Performance Development

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers								LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color			
I have adequate opportunities for professional development and growth.	58%	63%		100%	63%	67%	65%	33%	54%	33%	61%	
Our organization has an aligned set of organizational, team, and individual goals.	51%	65%		100%	50%	50%	50%	50%	51%	50%	51%	
The expectations for performance in my role are clear.	63%	69%		100%	63%	83%	60%	50%	65%	50%	65%	
Leaders in the organization coach and mentor staff effectively.	45%	51%		80%	29%	50%	50%	33%	42%	67%	42%	
Managers are assessed on their ability to develop a diverse group of people.	29%	35%		60%	25%	20%	33%	17%	26%	33%	28%	
My manager actively invests in my professional growth.	53%	70%		100%	67%	67%	55%	33%	51%	60%	52%	
The current performance evaluation system is effective.	43%	40%		80%	57%	33%	50%	17%	39%	33%	44%	
Our formal feedback process meaningfully contributes to my professional growth.	50%	52%		100%	43%	50%	55%	33%	47%	67%	48%	
I frequently give and receive informal feedback.	55%	77%		100%	57%	83%	55%	33%	56%	50%	56%	
The informal feedback I receive meaningfully contributes to my professional growth.	61%	76%		100%	71%	83%	65%	33%	58%	50%	62%	
I feel safe giving and receiving feedback.	63%	74%		100%	57%	83%	70%	50%	58%	60%	63%	
I have an appropriate amount of direction and guidance to do my work well.	72%	75%		100%	57%	83%	80%	50%	67%	60%	73%	
I have a champion or advocate helping me to navigate the organization.	63%	66%		80%	67%	67%	75%	40%	56%	80%	61%	



# Career Development

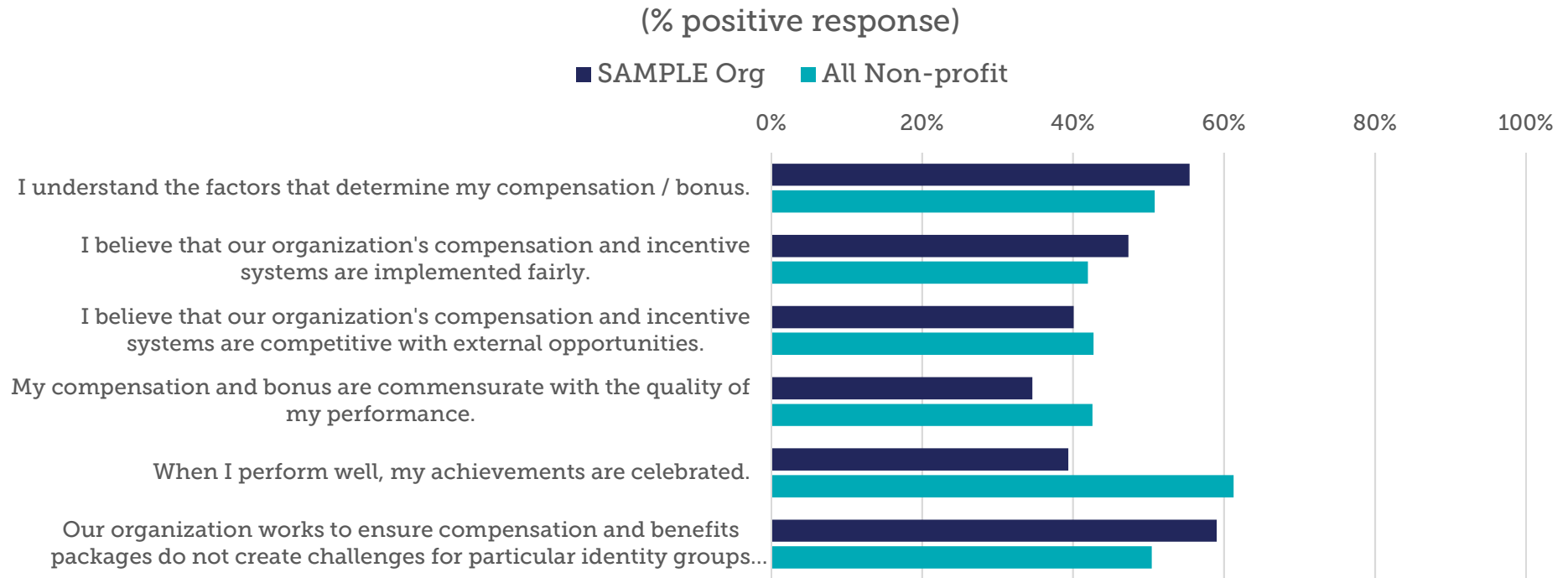


# Career Development

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:	Your Org's subgroups by self-selected identity markers										
	Your Overall Org	All Non-profit	Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
I am clear on what it takes (competencies, performance results) to move into a new role.	38%	35%		40%	29%	83%	37%	33%	39%	40%	38%
I have explicit conversations with my managers about my professional growth and career goals.	46%	59%		40%	50%	50%	55%	33%	40%	60%	44%
I see a clear link between my performance and opportunities for promotion.	39%	37%		60%	50%	67%	32%	33%	43%	40%	39%
Low-performing employees are exited from the organization in a timely manner.	26%	18%		40%	0%	33%	37%	33%	20%	40%	24%
We usually retain our high-performing employees.	45%	35%		60%	33%	67%	53%	50%	40%	40%	45%
We have a strong succession plan in place for key leadership roles in the organization.	29%	17%		40%	33%	80%	21%	17%	33%	40%	28%
I am satisfied with the opportunities for growth and advancement in our organization.	51%	39%		60%	33%	67%	70%	33%	40%	40%	52%
Our organization is a place where I can thrive over time.	51%	55%		60%	33%	67%	65%	17%	43%	60%	50%
I feel like I have the same opportunity for advancement as others regardless of my identity.	60%	63%		60%	67%	83%	65%	33%	57%	60%	60%
I have access to informal social networks that could influence my development and career trajectory.	48%	58%		60%	50%	50%	63%	33%	40%	40%	49%

# Total Rewards



# Total Rewards

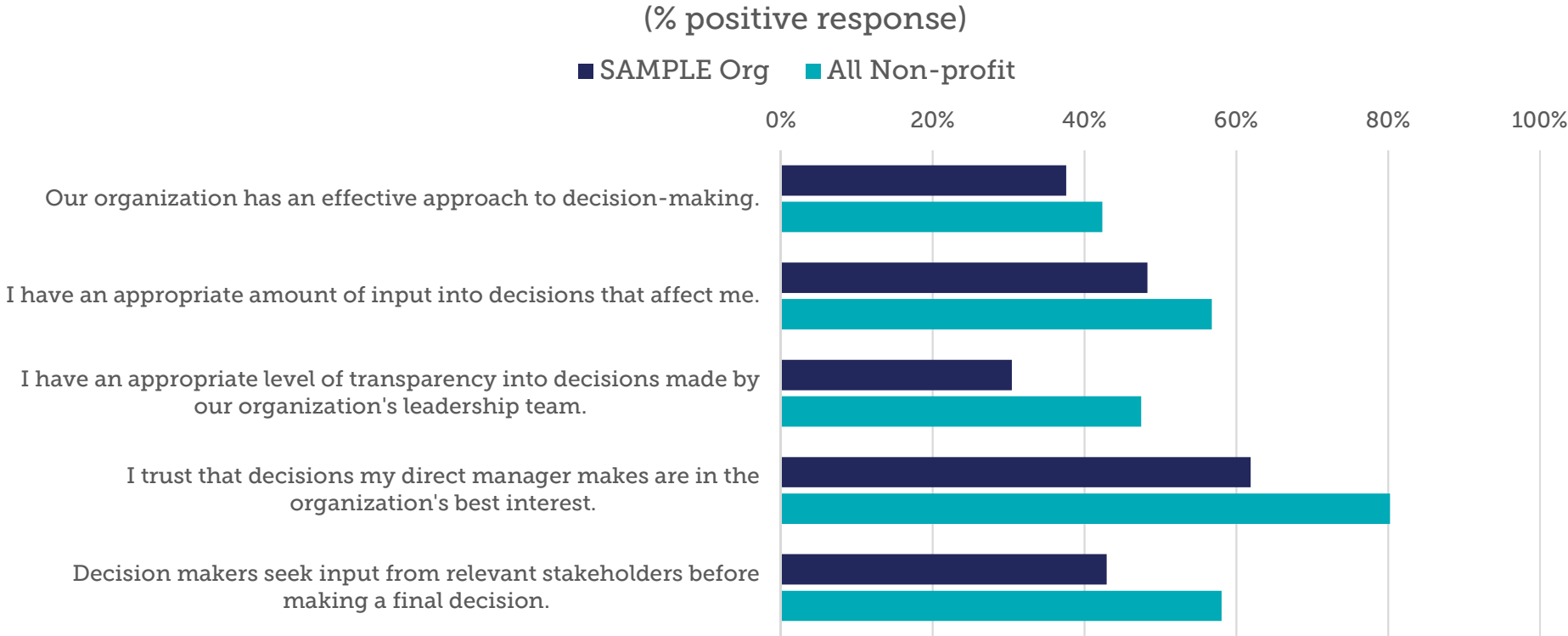
Results by select subgroup (% positive, score not shown if n<4)

**Survey question text:**

- I understand the factors that determine my compensation / bonus.
- I believe that our organization's compensation and incentive systems are implemented fairly.
- I believe that our organization's compensation and incentive systems are competitive with external opportunities.
- My compensation and bonus are commensurate with the quality of my performance.
- When I perform well, my achievements are celebrated.
- Our organization works to ensure compensation and benefits packages do not create challenges for particular identity groups (e.g. first generation graduates, single parents, etc.).

	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers							LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color		
I understand the factors that determine my compensation / bonus.	55%	51%		60%	38%	100%	55%	50%	56%	33%	58%
I believe that our organization's compensation and incentive systems are implemented fairly.	47%	42%		40%	29%	50%	65%	33%	37%	17%	51%
I believe that our organization's compensation and incentive systems are competitive with external opportunities.	40%	43%		40%	29%	50%	40%	50%	40%	17%	43%
My compensation and bonus are commensurate with the quality of my performance.	35%	43%		40%	38%	50%	26%	33%	39%	17%	37%
When I perform well, my achievements are celebrated.	39%	61%		60%	29%	67%	35%	33%	42%	33%	40%
Our organization works to ensure compensation and benefits packages do not create challenges for particular identity groups (e.g. first generation graduates, single parents, etc.).	59%	50%		80%	50%	80%	70%	33%	53%	50%	60%

# Decision Making



# Decision Making

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:

Our organization has an effective approach to decision-making.

I have an appropriate amount of input into decisions that affect me.

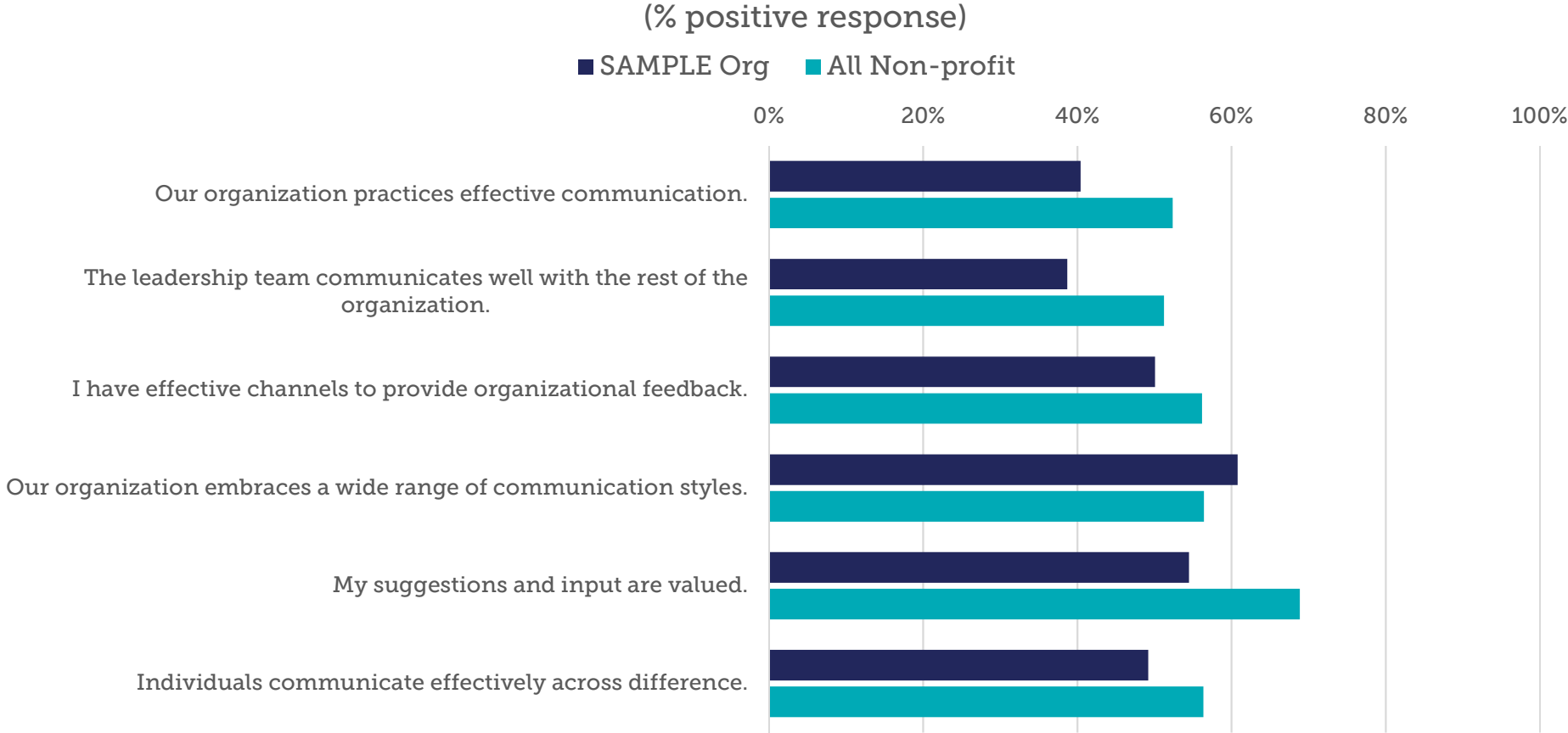
I have an appropriate level of transparency into decisions made by our organization's leadership team.

I trust that decisions my direct manager makes are in the organization's best interest.

Decision makers seek input from relevant stakeholders before making a final decision.

Your Overall Org	Your Org's subgroups by self-selected identity markers									
	All Non-profit	Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
38%	42%		60%	13%	83%	45%	17%	33%	17%	40%
48%	57%		60%	57%	67%	50%	33%	47%	33%	50%
30%	47%		60%	25%	50%	25%	33%	33%	33%	30%
62%	80%		80%	67%	83%	70%	33%	57%	60%	62%
43%	58%		40%	57%	67%	50%	33%	39%	40%	43%

# Communications



# Communications

Results by select subgroup (% positive, score not shown if n<4)

**Survey question text:**

Our organization practices effective communication.

The leadership team communicates well with the rest of the organization.

I have effective channels to provide organizational feedback.

Our organization embraces a wide range of communication styles.

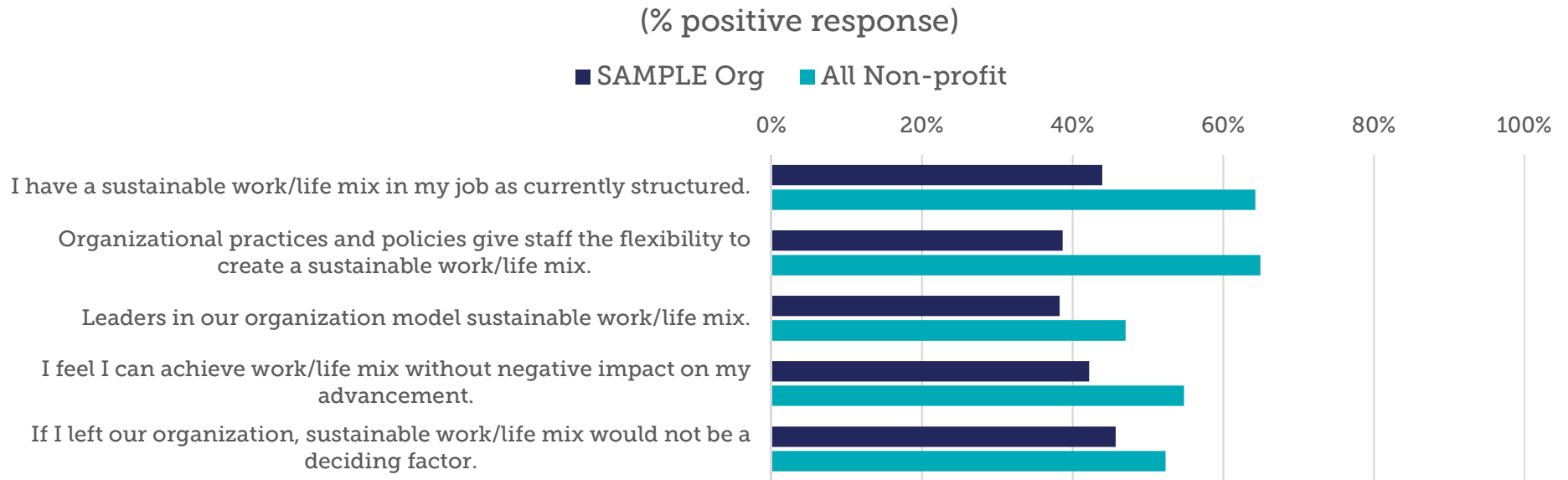
My suggestions and input are valued.

Individuals communicate effectively across difference.

	Your Org's subgroups by self-selected identity markers										
	Your Overall Org	All Non-profit	Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color	LGBTQ	Not LGBTQ
Our organization practices effective communication.	40%	52%		60%	13%	67%	50%	17%	35%	0%	45%
The leadership team communicates well with the rest of the organization.	39%	51%		60%	38%	50%	45%	33%	35%	33%	39%
I have effective channels to provide organizational feedback.	50%	56%		80%	25%	67%	60%	50%	44%	50%	50%
Our organization embraces a wide range of communication styles.	61%	56%		80%	63%	100%	58%	67%	62%	67%	60%
My suggestions and input are valued.	54%	69%		80%	63%	67%	55%	33%	54%	50%	55%
Individuals communicate effectively across difference.	49%	56%		60%	43%	50%	68%	50%	39%	100%	45%



# Work/Life Mix



# Work/Life Mix

Results by select subgroup (% positive, score not shown if n<4)

Survey question text:

I have a sustainable work/life mix in my job as currently structured.  
 Organizational practices and policies give staff the flexibility to create a sustainable work/life mix.  
 Leaders in our organization model sustainable work/life mix.  
 I feel I can achieve work/life mix without negative impact on my advancement.  
 If I left our organization, sustainable work/life mix would not be a deciding factor.

	Your Overall Org	All Non-profit	Your Org's subgroups by self-selected identity markers							LGBTQ	Not LGBTQ
			Native American	Asian / Pacific Islander	Black or African American	Hispanic / Latinx	White / Caucasian	Multiple Races / Ethnicities	People of Color		
I have a sustainable work/life mix in my job as currently structured.	44%	64%		40%	0%	67%	60%	33%	35%	33%	45%
Organizational practices and policies give staff the flexibility to create a sustainable work/life mix.	39%	65%		20%	13%	67%	60%	17%	27%	17%	41%
Leaders in our organization model sustainable work/life mix.	38%	47%		40%	25%	67%	53%	17%	31%	17%	41%
I feel I can achieve work/life mix without negative impact on my advancement.	42%	55%		40%	25%	67%	55%	17%	35%	33%	43%
If I left our organization, sustainable work/life mix would not be a deciding factor.	46%	52%		80%	13%	50%	60%	33%	38%	33%	47%