

Measure & Meaning Research

Survey research & analytics consulting · New York, NY

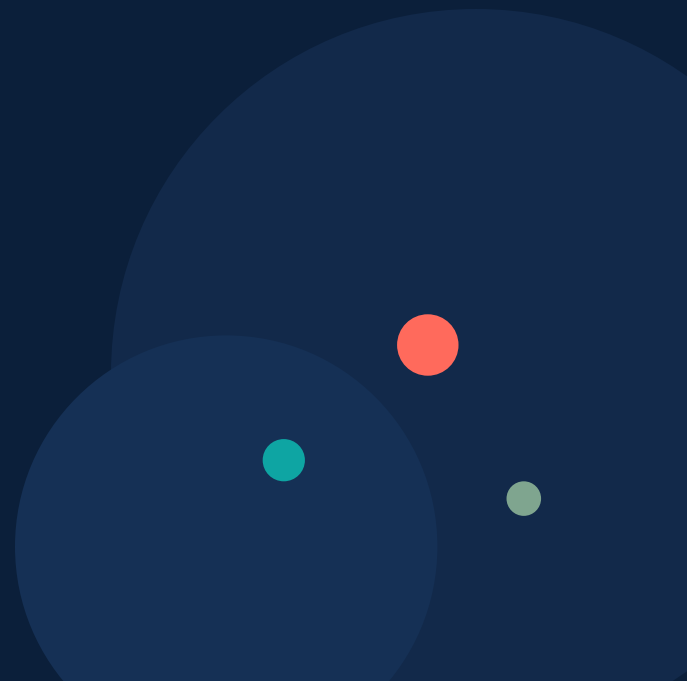
SAMPLE DELIVERABLE · SIMULATED DATA

Employee Engagement & Retention Survey

Findings report — prepared for a mid-size health & human services organization (illustrative)

This document illustrates the structure, level of methodological transparency, and reporting style of a typical Measure & Meaning findings report. Every number, organization, and quotation is simulated. Client reports are tailored to each engagement and delivered with datasets, crosstabs, and a technical appendix.

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1 • Why this study was commissioned

The organization (simulated here as a 600-person health and human services provider) faced rising voluntary turnover in client-facing roles and wanted evidence, rather than anecdote, on what was driving departures — and which changes would retain the most people per dollar invested. The study was designed to produce decision-ready answers to three questions: how engaged is the workforce, what most strongly predicts intent to stay, and where is burnout risk concentrated.

2 • Methodology at a glance

412 completed responses (of 618 employees)	67% response rate after two reminder waves	±3.9 pp margin of error, 95% confidence*	12 min median completion time
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* finite-population-corrected; applies to organization-wide proportions near 50%.

The instrument combined validated engagement and burnout items with organization-specific questions co-developed with HR and frontline supervisors, and was pretested with nine cognitive interviews before fielding. The census-with-follow-up design surveyed all employees online over three weeks. Results were weighted to payroll records by department, tenure band, and role type to correct modest nonresponse skew (field roles under-responded). Open-ended responses were coded thematically by two coders with adjudication.

What we disclose in every report

- Exact question wording and response scales (technical appendix).
- Response rates by subgroup and the weighting scheme applied.
- Limitations and what the data cannot support — before the recommendations.

3 • Key findings

Engagement is uneven across units — the field team is the outlier

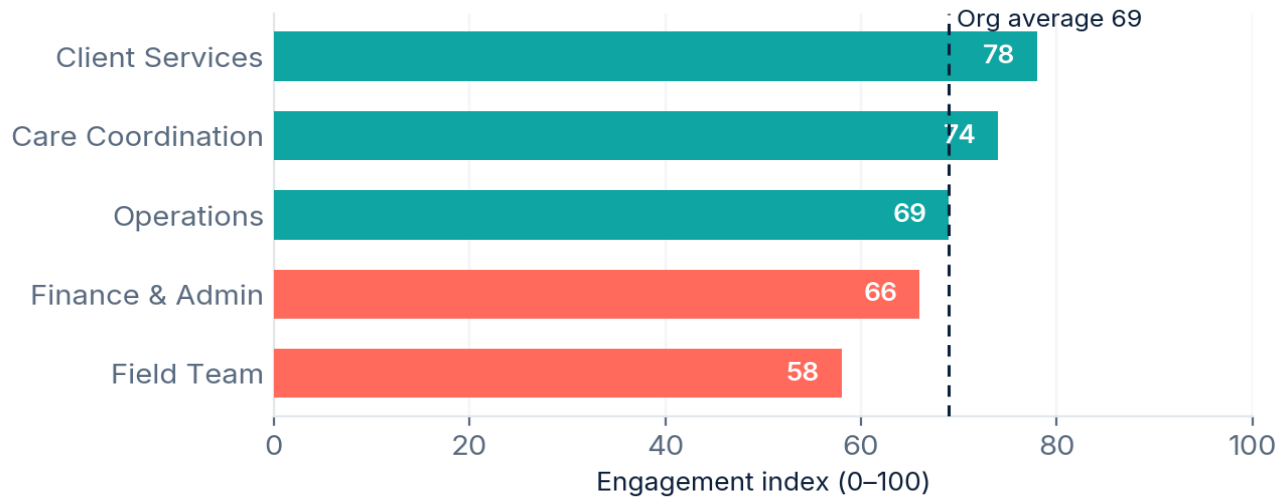


Figure 1. Composite engagement index (0-100) by unit, weighted. Simulated data.

Four of five units cluster within eight points of the organizational average. The field team sits eleven points below it — a gap driven primarily by workload and recognition items rather than pay items, which reframes the retention conversation away from across-the-board raises.

Recognition and manager support predict retention more strongly than pay

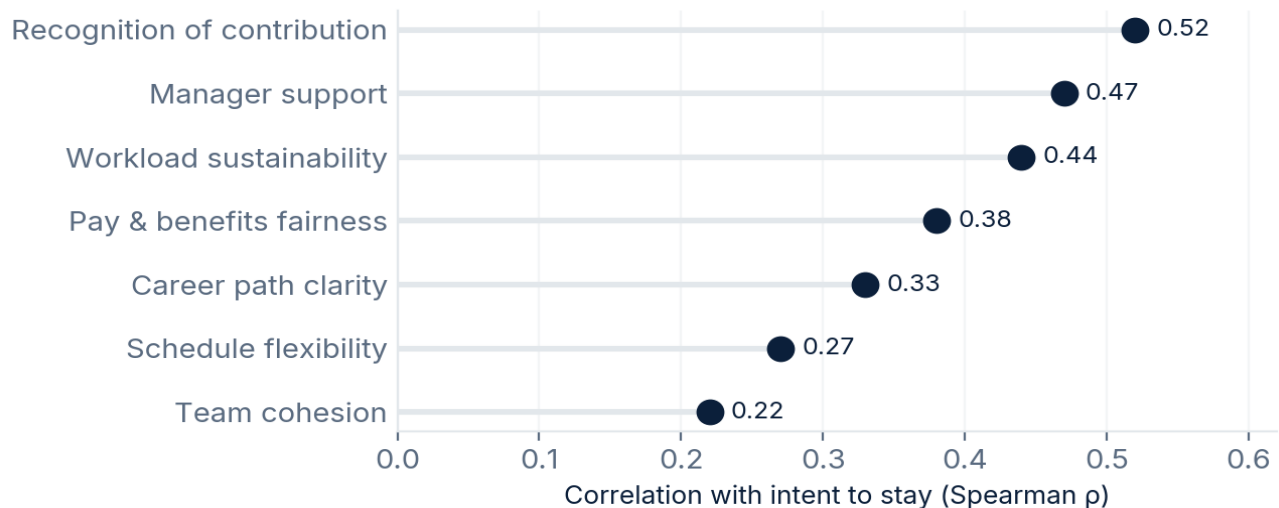


Figure 2. Rank correlation of engagement drivers with stated intent to stay. Simulated data.

Pay fairness matters — but two lower-cost levers outrank it. This is the kind of finding that changes budget allocation: targeted recognition practices and supervisor coaching address the two strongest predictors directly.

Burnout risk concentrates in the 3–7 year tenure band

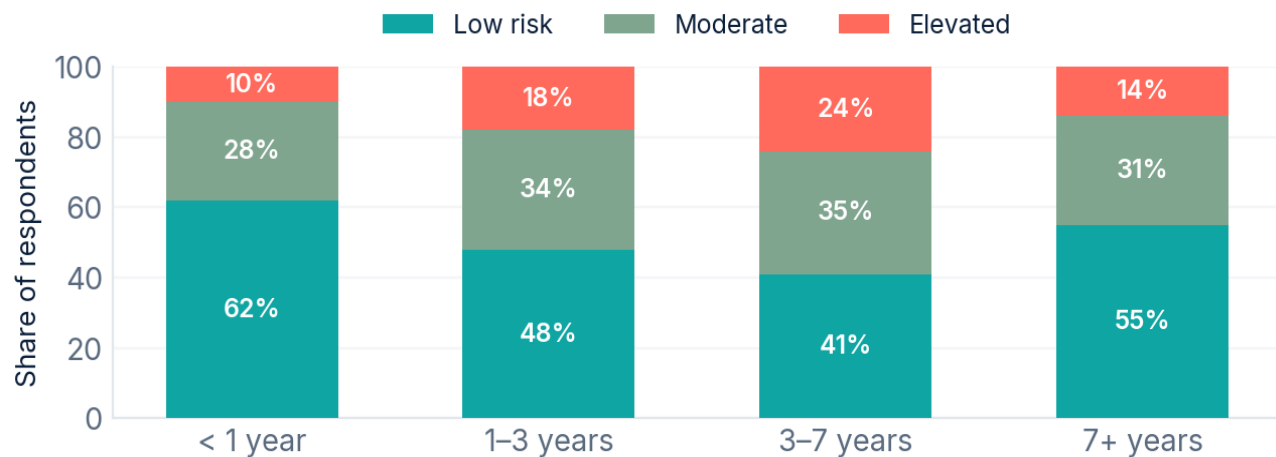


Figure 3. Burnout risk tiers by tenure, weighted. Simulated data.

Elevated risk peaks among experienced mid-tenure staff — the group costliest to replace. Exit-intent modeling (appendix) estimates that reducing elevated-risk share in this band by a third would avert roughly one in five projected departures over the next year.

4 • Recommendations

- Rebalance field-team workload first. The engagement gap is concentrated and diagnosable; workload items explain most of it.
- Build a structured recognition practice. Highest-correlation driver; lowest-cost lever. Pilot in two units and re-measure in six months.
- Coach supervisors in the mid-tenure band. Manager support is the second-strongest driver and most actionable where burnout risk peaks.
- Re-field a 5-minute pulse in 6 months against the same weighted benchmarks to verify movement, not just activity.

5 • What a full engagement includes

Beyond this findings report: a technical appendix (instrument, weighting, and model detail), a full crosstab workbook, cleaned and documented datasets, an executive briefing session, and — where included in scope — an interactive dashboard for ongoing tracking. Methodology is documented to a standard that withstands board, auditor, or expert scrutiny.

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