

# ONE THING MATTERS

If you like to bake, you've probably come across the popular cookie-baking infographic showing how different tools and ingredients can affect your quest for the perfect cookie. Too much flour, melted butter, too much baking soda, or missing sugar can leave you with misshapen or discolored cookies. Smart bakers understand that even the smallest tweaks to a recipe can have a dramatic impact on the final product.

## BEING AN EMPLOYER IS LIKE BAKING COOKIES:

Sometimes one ingredient might be all it takes to make or break your workforce.

Elwood has put a strategic focus on measuring, tracking, and understanding the factors that affect the way our associates feel about their temporary assignments. We utilize the Employee Net Promoter Score® (eNPS) as a baseline metric for assessing workers' morale at three different points in time (after 30, 60, and 90 days on the job), and then we take it a step further and ask three assignment-specific questions at each point in time. The eNPS rating scale allows us to place respondents into three categories: Promoters (the happiest people), Passives (the indifferent), and Detractors (the unhappiest people), while the follow-up questions provide supporting detail (see Figure 1 for the survey questions).

On average, Passives and Promoters "agree" that they are having a positive experience in 2.8 out of the 3 scenarios we ask about. But the story is different for Detractors. On average, Detractors only agree with 2 out of the 3 scenarios—indicating that unhappy people aren't dissatisfied with *everything*; in this case, one single factor was enough to change a worker's feelings from positive or neutral to negative. (See Figure 2)

In looking at the current set of data from Detractors, we can see that the following items are impacting scores the most:

- Within the first 30 days on assignment: [the customer service experience provided by Elwood](#)
- After 60 days on assignment: [feedback from a supervisor](#)
- After 90 days on assignment: [feeling like one's opinion doesn't matter](#)

So, what does this mean? Two things: 1) **You won't fix a bad batch of cookies by adding a little more of every ingredient; you need to figure out which**

Figure 1: **SURVEY QUESTIONS ASKED AT 30, 60, AND 90 DAYS**

eNPS Question: How likely is it that you would recommend employment at Elwood Staffing to a friend or family member? (Rank 0 – 10)

### At 30 Days

- I have the tools, training, and resources needed to do my job well. ([Agree/Disagree](#))
- My immediate supervisor seems to care about me as a person. ([Agree/Disagree](#))
- Elwood Staffing continually provides me with excellent customer service. ([Agree/Disagree](#))

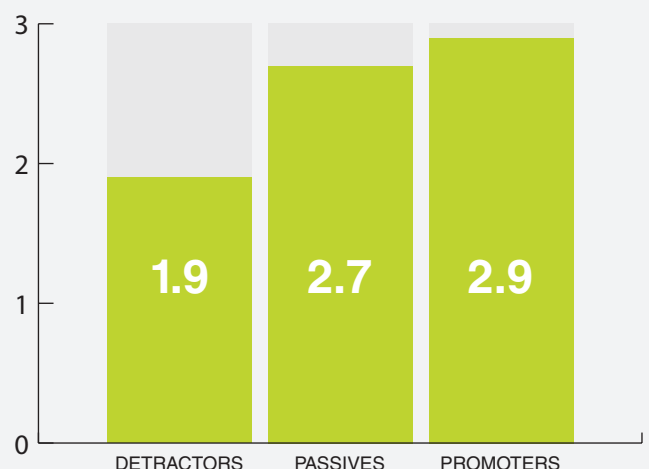
### At 60 Days

- My current work schedule allows me to have a good work/life balance. ([Agree/Disagree](#))
- Although I am an Elwood associate, I am treated as a member of the team. ([Agree/Disagree](#))
- As an Elwood associate, I receive feedback on how I am doing at work. ([Agree/Disagree](#))

### At 90 Days

- The physical environment at my workplace makes me feel very safe. ([Agree/Disagree](#))
- I receive recognition and praise at work. ([Agree/Disagree](#))
- As an Elwood associate, I feel my opinion matters. I have a voice. ([Agree/Disagree](#))

Figure 2 **AVERAGE NUMBER OF EMPLOYMENT EXPERIENCE QUESTIONS THAT RESPONDENTS AGREE WITH (OUT OF 3 QUESTIONS ASKED)**



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**specific ingredient you messed up.** Employee morale can be greatly affected by only one thing. Identifying and overhauling that one thing could have a far larger impact on the masses than making slight adjustments to everything; and 2) **Even Nestlé® Toll House® continually shares new cookie recipes, despite having a time-tested favorite.** If you know you've got one kick-butt recipe for bolstering employee morale, keep using it. But don't be afraid to tweak the ingredients if your strategy flops—and expect fresh new ideas from us, too. We're both delighted and disheartened to learn that one single factor can have such a large impact on an employee's morale, but we're excited to continue to refine and expand our strategy to better track and measure additional parts of the employment experience over time.

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