ILLUSTRATIVE SAMPLE · PEOPLE ANALYTICS

EMPLOYEE SURVEY DEEP DIVE

Three cycles. Twelve waves. What the data says and what to do about it.

Every number in this deck is fabricated. The analysis, the structure and the depth are real.

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EVERY NUMBER HERE IS MADE UP

A worked example of the finished deliverable, not an analysis of your data, not a set-in-stone template. Intended to give you an example of the art of the possible.

WHAT IS REAL

Every analysis shown is one Reason Talent would actually run.

How a finding is stated, evidenced, and converted into a named action with an owner.

The order the story is told in.

WHAT IS INVENTED

Every score, percentage, multiple and rank.

Business unit names, site names, segments and comment themes.

Every relationship between variables.

Read it as you would the finished product. **Scope and fees sit at the back, after the work speaks for itself. Fees are set per engagement.**

External research cited in the action pages is real and sourced: Gallup's 2024 Q12 meta-analysis (736 studies, 3.35M employees), Work Institute's 2025 Retention Report, Mercer's 2025 US Turnover Survey, and Deloitte's 2025 Human Capital Trends.

HOW THIS READS

Three sections, then the consolidated plan, the standing cuts, and scope.

Every page carries an action. Page 30 consolidates them into a single ninety-day plan with owners and dates.

EXECUTIVE SUMMARY

Five findings and the one move that follows from them.

- **Moving enablement and recognition 10 points each would raise enterprise engagement 3.1 points.** More than twice the return of any other pair of items, and both sit in the bottom quartile today.
- **Who someone reports to accounts for 34% of the variance in individual engagement.** Every demographic variable in the file combined accounts for 8%.
- **The enterprise average is carrying two different companies.** Non-Ops sits at 78 and rose 4. Operations sits at 64 and fell 5. Operations is 41% of headcount and 100% of the enterprise decline.
- **Voluntary exits peak in a fourteen-point engagement trough between month 7 and month 18.** Roughly 190 avoidable exits a year sit in a window where no current program operates.
- **Three of the top 70 leaders in the top performance quartile are already in the exit-risk group.** Executives in the bottom third of pay band velocity are 2.4 times more likely to leave within twelve months.

+3.1 points of engagement available from two items you already pay for.

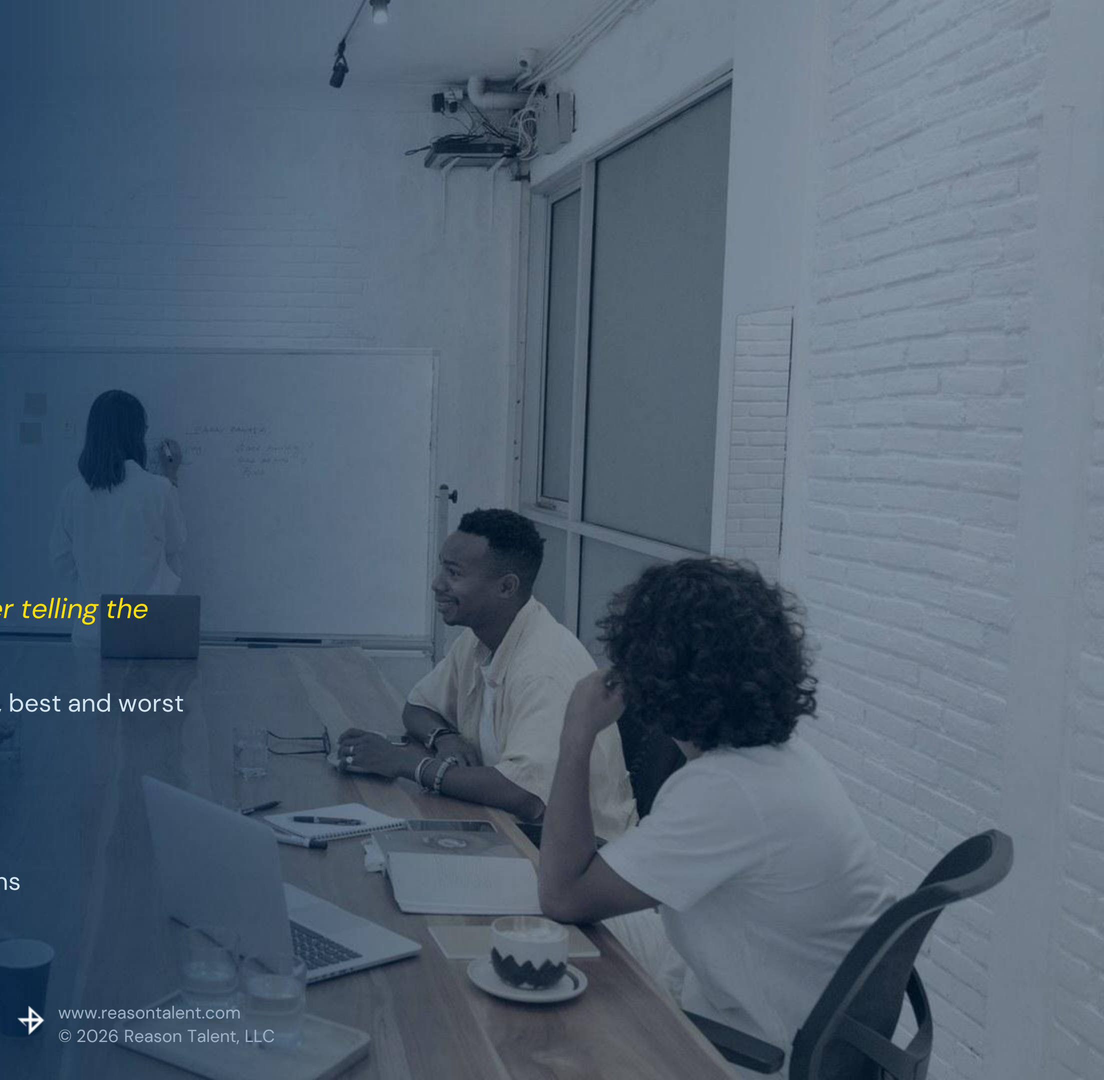
34% of individual engagement variance sits with the direct manager.

190 avoidable exits a year inside the month 7 to 18 window.

The single move: Fund enablement and recognition inside Operations, at site level, with an operations owner, before the next cycle opens.

SECTION 01

THE FOCUSED READ



What moved this cycle, and is the headline number telling the truth?

- Topline read: participation, engagement, intent to stay, best and worst items
- Engagement by business unit and function
- Enterprise driver analysis, uncut
- What people wrote, Operations against Non-Operations

'26 EMPLOYEE SURVEY | TOPLINE READ

Enterprise participation

78%

15,284 of 19,595 invited · 6 points below prior cycle

Engagement index

73

2 points above prior cycle · 1 point below external benchmark

Intent to stay

64

5 points below prior cycle · steepest decline in the instrument

HIGHEST THREE ITEMS

85	Relationship with my manager	+12 vs bench	+3 vs prior
79	Freedom to get my work done	+8 vs bench	+2 vs prior
71	I understand where we are going	+2 vs bench	+2 vs prior

LOWEST THREE ITEMS

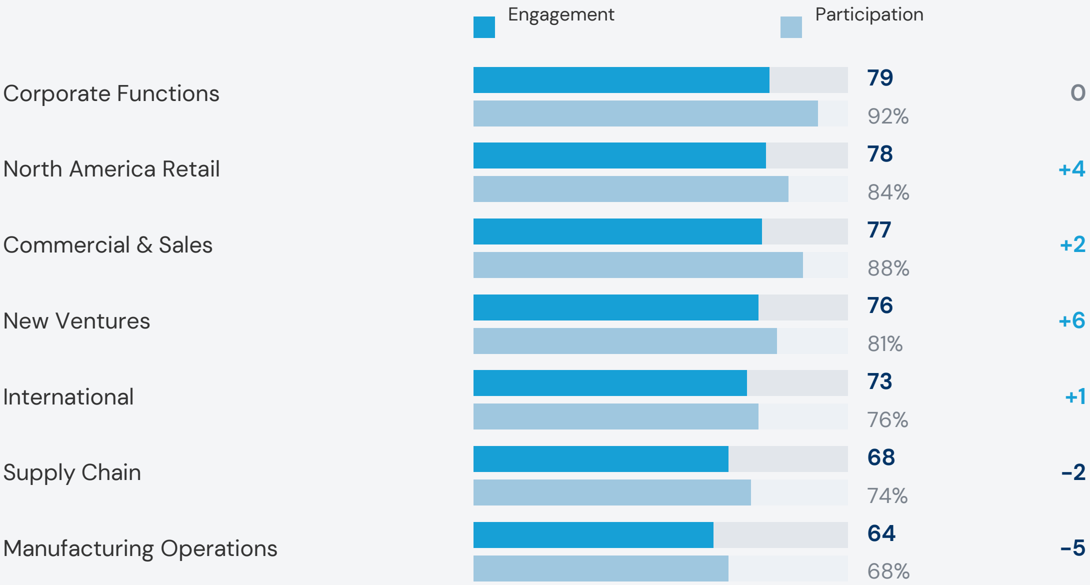
58	Good work is recognized here	−6 vs bench	−1 vs prior
62	I have what I need to do my job	−9 vs bench	−2 vs prior
64	I expect to be here in two years	−7 vs bench	−5 vs prior

The tension on this page: the headline rose while both leading indicators fell. Participation and intent to stay move first; the index follows a cycle later.

Illustrative sample. All figures fabricated.

'26 EMPLOYEE SURVEY | BY BUSINESS UNIT

Engagement with participation underneath it. Delta is against the prior cycle.



WHO MOVED, AND WHY IT READS THAT WAY

New Ventures gained 6 on the back of two items, both enablement. It is the only unit that funded equipment this year.

Manufacturing Operations and Supply Chain are the only units down, and together they are 46% of headcount.

WHAT THE COMMENTS SUGGEST

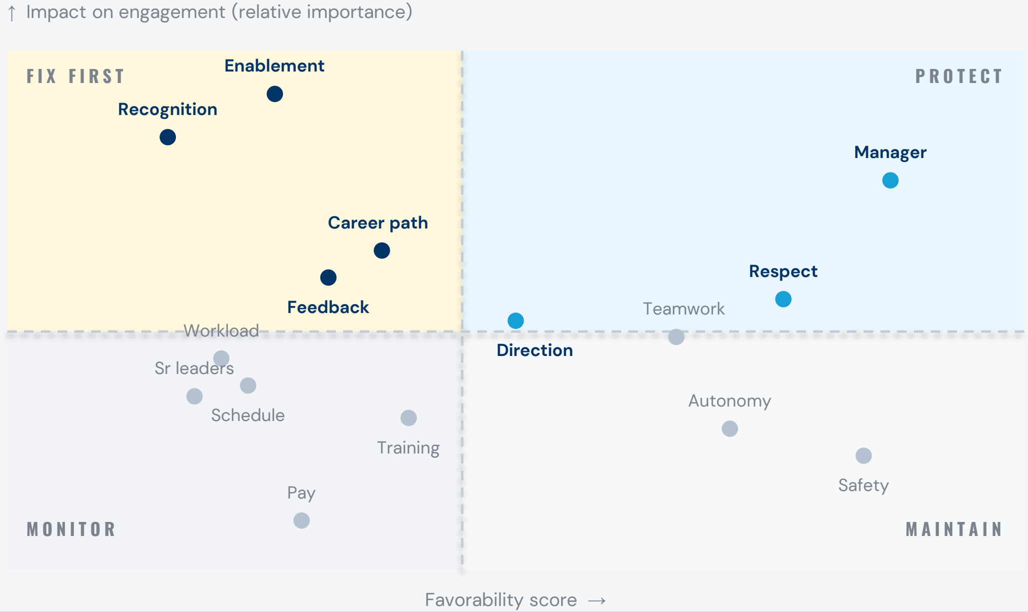
Comments in the two declining units name staffing and equipment at roughly twice the rate of the other five.

Action: Fund the New Ventures equipment pattern in Manufacturing Operations. It is the only intervention this cycle with a measured 6-point return in this business.

Illustrative sample. All figures fabricated.

ENTERPRISE DRIVER ANALYSIS

Every item plotted on what it scores against how much it moves engagement. The upper-left quadrant is the enterprise agenda; nothing else on this page is.



WHAT THE SHAPE SAYS

Only two items sit in the upper left, and they are the two lowest-scoring items in the instrument.

Manager and respect are high impact and already high scoring. There is no headroom there, which is why manager development returns less than it appears to.

WHAT A TOP-FIVE LIST MISSES

Pay is the third-lowest score in the instrument and the weakest driver in it. A bottom-five list would have put it on the agenda.

Action: Set the enterprise plan on enablement and recognition only. Protect manager and respect by leaving them alone, and take pay off the table until the other two have moved.

Illustrative sample. All figures fabricated.

WHAT PEOPLE WROTE | THE FIVE THEMES

5,960 comments coded. Five themes per population, covering 84% and 86% of comments. Overlap between the two lists is real and is not forced apart.

OPERATIONS · 1,840 comments · 0.4 per respondent

31%	**Staffing levels** Coverage on shift, vacancies left open, effect on those who stay
22%	**Equipment and tools** Downtime, maintenance response, materials needed to hit line rate
17%	**Schedule and flexibility** Predictability, notice period, shift swapping, time-off approval
11%	**Compensation and benefits** Pay level, shift differential, comparison to local employers
9%	**Recognition** Whether good work is noticed, and how far up it travels

NON-OPERATIONS · 4,120 comments · 1.6 per respondent

28%	**Career growth** Visibility of the next role, criteria for advancement, stretch work
19%	**Priorities and workload** Competing priorities, ownership of decisions, resulting volume
16%	**Manager effectiveness** Capability and consistency of the direct manager, both directions
12%	**Flexibility and work location** Onsite expectation and how evenly the policy is applied
11%	**Communication and decisions** How decisions get made, explained, and how long the gap is

“ We are two people short every shift and it has been that way since spring. **Nobody is going to feel appreciated** when they are that tired.

“ I can describe my job. **I cannot describe what comes after it.**

FOCUSED READ | SUGGESTIONS FOR ACTION

Where the drivers, the comments and the outside evidence agree. Three moves, each with a named owner outside HR.

01

FUND ENABLEMENT IN OPERATIONS AS A CAPACITY program, OWNED BY MANUFACTURING

Enablement is the first-ranked driver and the second-lowest item, and 78% of the gap sits inside Manufacturing Operations. New Ventures already showed a 6-point return from the same spend.

Gallup Q12 meta-analysis, 2024: business units in the top engagement quartile record 63% fewer safety incidents and 32% fewer quality defects. For a manufacturer that is where engagement reaches the P&L.

02

PUT RECOGNITION INTO THE EXISTING ONE-ON-ONE, NOT INTO A NEW program

Recognition is the second driver and the lowest-scoring item. Ops employees who say staffing is adequate rate recognition 19 points higher, so this follows the capacity fix rather than leading it.

Deloitte 2025 Human Capital Trends: managers spend roughly 40% of their time on problem-solving and admin against 13% developing people. New programs compete for time that is not there.

03

REBUILD THE OPERATIONS LISTENING CHANNEL BEFORE THE NEXT SURVEY OPENS

Ops participation fell 11 points and comment volume is a quarter of Non-Ops. Move to shift-level, device-free collection at the four lowest-participation sites.

Work Institute 2025: 76% of exits are preventable, and the reasons cluster in categories that only local listening surfaces in time to act on them.

SECTION 02

THE DEEP DIVE

The focused read says what moved. This says where to go.

- What actually accounts for engagement, modelled at the individual level
- The three cuts that carry a finding, and the three that do not
- Four segments, each with its own drivers and its own plan
- One page per segment

DEEP DIVE | WHAT TO TAKE FROM IT

Three findings and the action each one produces. The pages that follow are the evidence.

WHAT WE FOUND	WHAT TO DO ABOUT IT
The direct manager accounts for 34% of individual engagement variance, and peer engagement a further 18%. Together they outweigh every structural and demographic variable in the file.	Redirect manager development spend from open-enrolment cohorts to the bottom-quartile manager list, and give every first-year manager a defined span ceiling.
Engagement falls 14 points between month 7 and month 18 and voluntary exits peak in the same window. The pattern has not narrowed in three years.	Build one structured touchpoint at month 10, owned by the function rather than by HR, and stop expanding onboarding, which lands where engagement is already highest.
The lowest-scoring team configuration in the company is a remote manager with an onsite team, 15 points below the reverse arrangement and invisible in every standard cut.	Audit the 40 teams in that configuration before the next cycle and either co-locate the manager or fund a deliberate remote-management practice.

Why this section exists: the focused read tells you what moved. This tells you which of the twenty possible cuts is worth the organization's attention.

Illustrative sample. All figures fabricated.

WHAT ACTUALLY ACCOUNTS FOR ENGAGEMENT

A multilevel model at the individual level, employees nested in teams and functions. It is what the three cuts and the four segments that follow were selected from.

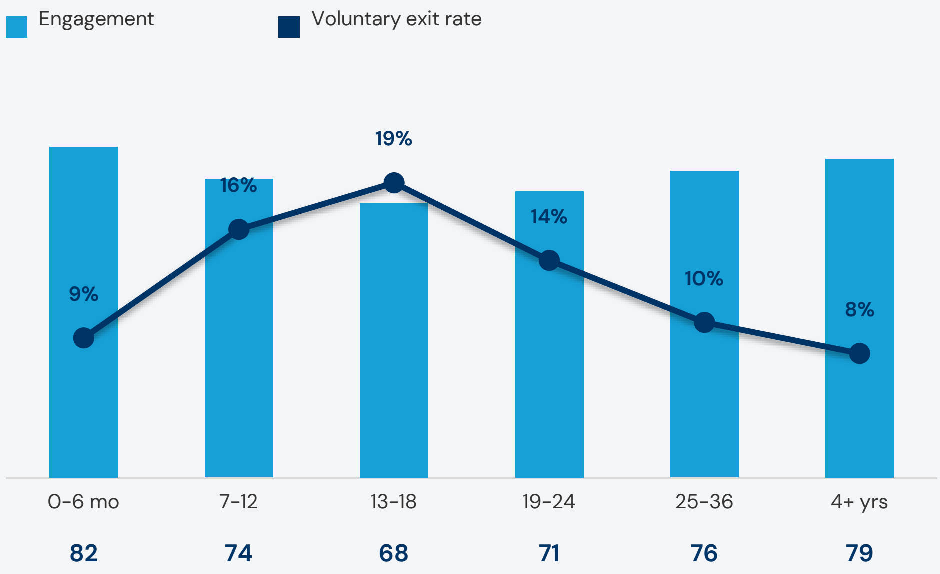
Direct manager	**34%**	Who someone reports to. The single largest factor, by a factor of four over any demographic.
Engagement of immediate peers	**18%**	Team-level contagion. Explains why one shift can differ 20 points from the next.
Operations vs Non-Operations	**12%**	The population split, once manager and peers are held constant.
Tenure band	**9%**	Almost entirely the month 7 to 18 window. Outside it, tenure explains close to nothing.
Top-line leader	**7%**	The function head above the direct manager. Small but persistent across all twelve waves.
Career stream, location, level	**12%**	All three combined, and location only where it stands in for a specific site.
Unexplained	**8%**	Individual differences and measurement error.

What this page decides: manager, population and the tenure window account for 55% of everything. The next three pages take those apart. Career level, stream and location are in the appendix, because the model says they do not carry a story.

Illustrative sample. All figures fabricated.

CUT 01 | TENURE

Engagement by tenure band, with voluntary exit rate laid over it. The two move together, and both turn in the same window.



14

The first-year cliff, in points. Unchanged for three cycles.

WHAT THE DATA SHOWS

Voluntary exit rate peaks at 19% in the band where engagement bottoms, against 11% enterprise-wide.

Roughly 190 avoidable exits a year sit inside the trough.

WHAT THE COMMENTS ADD

The trough names unclear next steps and thin manager time, not pay.

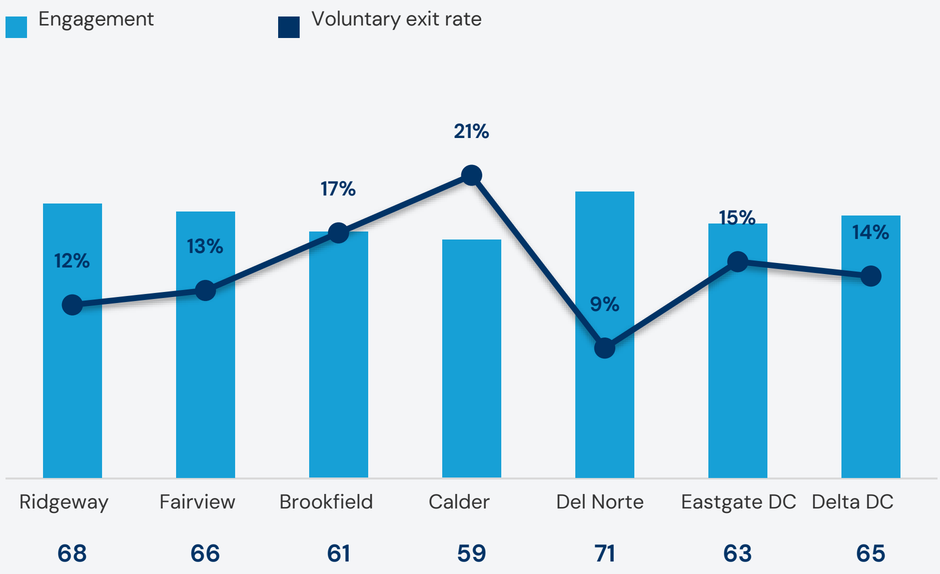
Onboarding is praised. What follows it is never mentioned.

Action: One structured touchpoint at month 10, owned by the function leader. Nothing in the current calendar operates between month 9 and month 15.

Illustrative sample. All figures fabricated.

CUT 02 | SITE

Engagement by Operations site, with voluntary exit rate laid over it. Location matters where it stands in for a specific plant, not as geography.



61%

Share of the Operations decline carried by two sites.

WHAT THE DATA SHOWS

Calder and Brookfield are down 9 and 7 points, against an Ops average of 5.

Exit rate at Calder is 21%, nearly double the enterprise figure.

WHAT THE COMMENTS ADD

Both name staffing coverage first and equipment second, at twice the rate of the other five.

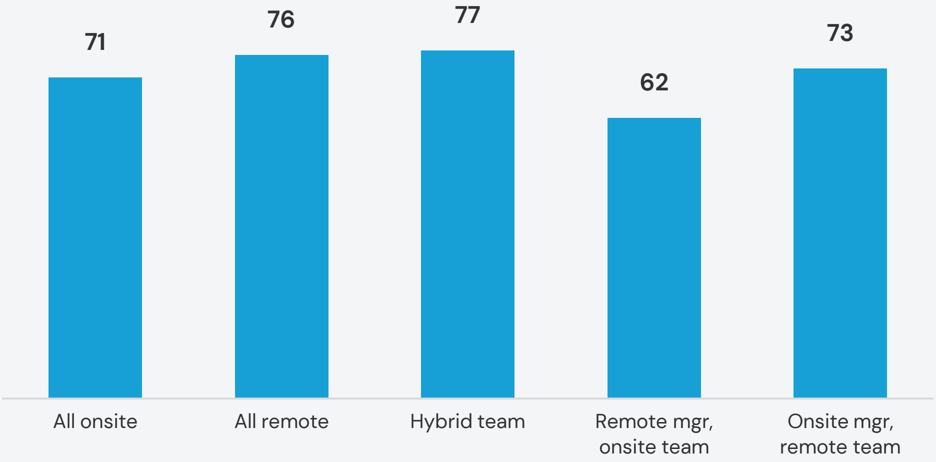
Neither names pay in the top three.

Action: Send an operations leader, not an HR leader, to Calder and Brookfield first, and verify staffing and downtime against the comments before any engagement plan is written.

Illustrative sample. All figures fabricated.

CUT 03 | TEAM STRUCTURE

Engagement by the physical arrangement of the team and its manager. This cut appears in no standard report and carries the largest single structural finding in the file.



15

Points between the best and worst configuration.

WHAT THE DATA SHOWS

A remote manager with an onsite team scores 62. The reverse arrangement scores 73, so this is not about remote work.

Roughly 40 teams and 1,100 employees sit in the low configuration today.

WHAT THE COMMENTS ADD

They describe waiting for decisions and being unable to escalate in the moment.

They rate their manager's intent well and their availability poorly.

Action: Audit the 40 teams in this configuration before the next cycle. Either co-locate the manager or fund a deliberate remote-management practice with defined availability.

Illustrative sample. All figures fabricated.

THE FOUR SEGMENTS

Built from the three variables that carry the most variance: manager context, population, and the tenure window. No protected-class variable is used to define a group. Enterprise engagement is 73; enterprise intent to stay is 64.

SEGMENT	PEOPLE	ENGAGEMENT	INTENT TO STAY	
EARLY-TENURE OPERATIONS	3,900	61	54	Under 2 years, hourly, single site
MID-CAREER PROFESSIONAL	4,400	74	71	3 to 8 years, salaried, one or more moves
PLATEAUED SENIOR PROFESSIONAL	1,850	66	54	8+ years, no level change in four years
NEW PEOPLE LEADER	920	70	68	Under 18 months in a first leader role

What the split buys you: 11,070 people, 56% of the company. Two of the four show intent to stay 12 or more points below their own engagement score, which is the pattern that precedes a resignation wave rather than a morale problem.

Illustrative sample. All figures fabricated.

DRIVERS, RUN FOR EACH SEGMENT

Relative importance calculated separately for each group. The top driver differs for three of the four, which is the argument against a single enterprise action plan.

RANK	EARLY-TENURE OPS	MID-CAREER PROF.	PLATEAUED SENIOR	NEW PEOPLE LEADER
1	Enablement	Career clarity	Scope change	Manager support
2	Manager support	Manager support	Being consulted	Role clarity
3	Schedule control	Recognition	Manager support	Peer network
4	Recognition	Enablement	Recognition	Enablement
5	Compensation	Direction	Direction	Recognition

THE ONE ITEM SHARED BY ALL FOUR

Manager support. It is top three for every segment and the only item that is, which is what makes the 34% variance figure actionable rather than academic.

WHERE A SINGLE PLAN WOULD FAIL

Enablement is first for Ops and fourth for mid-career. Compensation appears once, at rank five, in one segment. Four plans are warranted; five would be too many.

Illustrative sample. All figures fabricated.

EARLY-TENURE OPERATIONS | IN DEPTH

Under two years, hourly, single site. The largest segment in the company and the lowest scoring.

People
3,900
of 19,595

Engagement
61
enterprise 73

Intent to stay
54
enterprise 64

Concentrated at Calder, Brookfield and the two distribution centres. Passes through the month 7 to 18 trough during its second year.

WHAT THEY SAY

Enablement 54, the lowest score of any item in any segment.

Manager support 71, only 4 points below the enterprise average.

Compensation appears as a driver here and nowhere else.

WHAT MOVES THEM

Enablement first, by a wide margin.

Schedule control third, ahead of recognition.

Compensation fifth, lower than the comment volume implies.

THE FINDING

They rate their manager reasonably and the job conditions poorly. This is not a leadership problem in the ordinary sense.

Action: Route this segment to Manufacturing leadership with a staffing and equipment brief. Recognition and schedule actions follow the capacity fix rather than preceding it.

Illustrative sample. All figures fabricated.

MID-CAREER PROFESSIONAL | IN DEPTH

Three to eight years, salaried, at least one internal move. The healthiest large segment, and the one with the most to lose.

People
4,400
of 19,595

Engagement
74
enterprise 73

Intent to stay
71
enterprise 64

Spread across Corporate Functions, Commercial and Sales, and Finance. The population most exposed to external recruiting.

WHAT THEY SAY

Engagement 74, one point above enterprise.

Career clarity 62, eleven points below their own average.

Those who can name their next role are 2.7x more likely to intend to stay.

WHAT MOVES THEM

Career clarity first, and it is not close.

Manager support second.

Recognition third, ahead of enablement.

THE FINDING

The only segment whose top driver is something the organization can publish rather than something it has to fund.

Action: Publish advancement criteria and the internal move history for the ten most common role families. A documentation exercise with a measurable engagement return.

Illustrative sample. All figures fabricated.

PLATEAUED SENIOR PROFESSIONAL | IN DEPTH

Eight or more years, no level change in four. The most expensive risk in the file.

People

1,850

of 19,595

Engagement

66

enterprise 73

Intent to stay

54

enterprise 64

Concentrated in Supply Chain and Corporate Functions. Holds a disproportionate share of single-point-of-failure knowledge.

WHAT THEY SAY

Manager favorability 88, above the enterprise average.

Career clarity 43, twenty-three points below it.

Intent to stay 54, the joint lowest of the four segments.

WHAT MOVES THEM

Scope change without a title change, first.

Being consulted, second.

Recognition from outside their own function, third.

THE FINDING

They like their manager, understand the strategy, and are leaving anyway. Every lever currently pulled works on something they already rate highly.

Action: Build a lateral-scope mechanism owned by function leaders rather than managers. Three cycles of manager-focused plans have not moved this group, and the variance model explains why.

Illustrative sample. All figures fabricated.

NEW PEOPLE LEADER | IN DEPTH

Under eighteen months in a first leader role. The smallest segment and the highest leverage.

People
920
of 19,595

Engagement
70
enterprise 73

Intent to stay
68
enterprise 64

Each carries an average span of seven, so this segment sits upstream of roughly 6,400 employees' manager experience.

WHAT THEY SAY

Engagement 70, three below enterprise.

Role clarity 61, their second-lowest item.

Peer network is a top-three driver in no other segment.

WHAT MOVES THEM

Manager support, meaning their own manager, first.

Role clarity second.

Peer network third.

THE FINDING

The 34% of variance that sits with the direct manager is produced here, eighteen months before it appears in anyone else's score.

Action: Stand up a structured peer cohort for the 920 and hold their managers accountable for the transition. The cheapest intervention in the deck per person affected.

Illustrative sample. All figures fabricated.

THREE WAYS TO BUY THREE POINTS

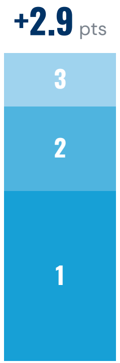
Point gains are modelled from the item-level driver weights and a segmented analysis on the underlying items. They describe what the data associates with that movement, not what any single program guarantees.

01 DRIVE ACCOUNTABILITY

1. **+1.2 pts** MANAGER QUALITY
   Raise the floor on bottom-quartile manager quality
2. **+0.9 pts** GOAL CLARITY
   Make goals and priorities explicit at team level
3. **+0.6 pts** FOLLOW-THROUGH
   Act on sustained underperformance

Reaches 19,595 · Owner: HRBPs

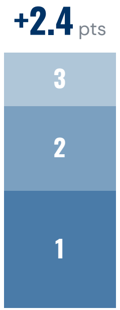
02 MAKE THE WORK SIMPLER



1. **+1.6 pts** ENABLEMENT
   Invest in simplifying daily operations for plant managers
2. **+0.8 pts** SCHEDULE CONTROL
   Make schedules more predictable and flexible on night shift
3. **+0.5 pts** CHANGE COMMUNICATION
   Improve change communication for individual contributors

Reaches 8,100 · Owner: Manufacturing

03 DEVELOP CAREERS



1. **+1.1 pts** CAREER CLARITY
   Make advancement visible for professional roles
2. **+0.8 pts** GROWTH IN PLACE
   Create movement for people who will not be promoted
3. **+0.5 pts** FIRST-LINE SUPPORT
   Support first-time managers through the transition

Reaches 7,170 · Owner: Talent

Pick one. Run concurrently, the three compete for the same manager attention and the combined gain falls below any one of them delivered properly.

Illustrative sample. All figures fabricated.

DEEP DIVE | SUGGESTIONS FOR ACTION

Four segments, four owners, and the one move that serves all of them.

01

GIVE EACH SEGMENT A NAMED OWNER OUTSIDE HR

Early-tenure Ops to Manufacturing, mid-career and plateaued seniors to function heads, new leaders to Talent. HR keeps the measurement, not the delivery.

Gallup: 52% of voluntary leavers say the organization could have prevented it. Prevention sits with the people who control the conditions.

02

FUND THE NEW PEOPLE LEADER COHORT FIRST

920 people, upstream of roughly 6,400 employees' manager experience, and the driver they name is currently unfunded. Highest leverage per dollar in the deck.

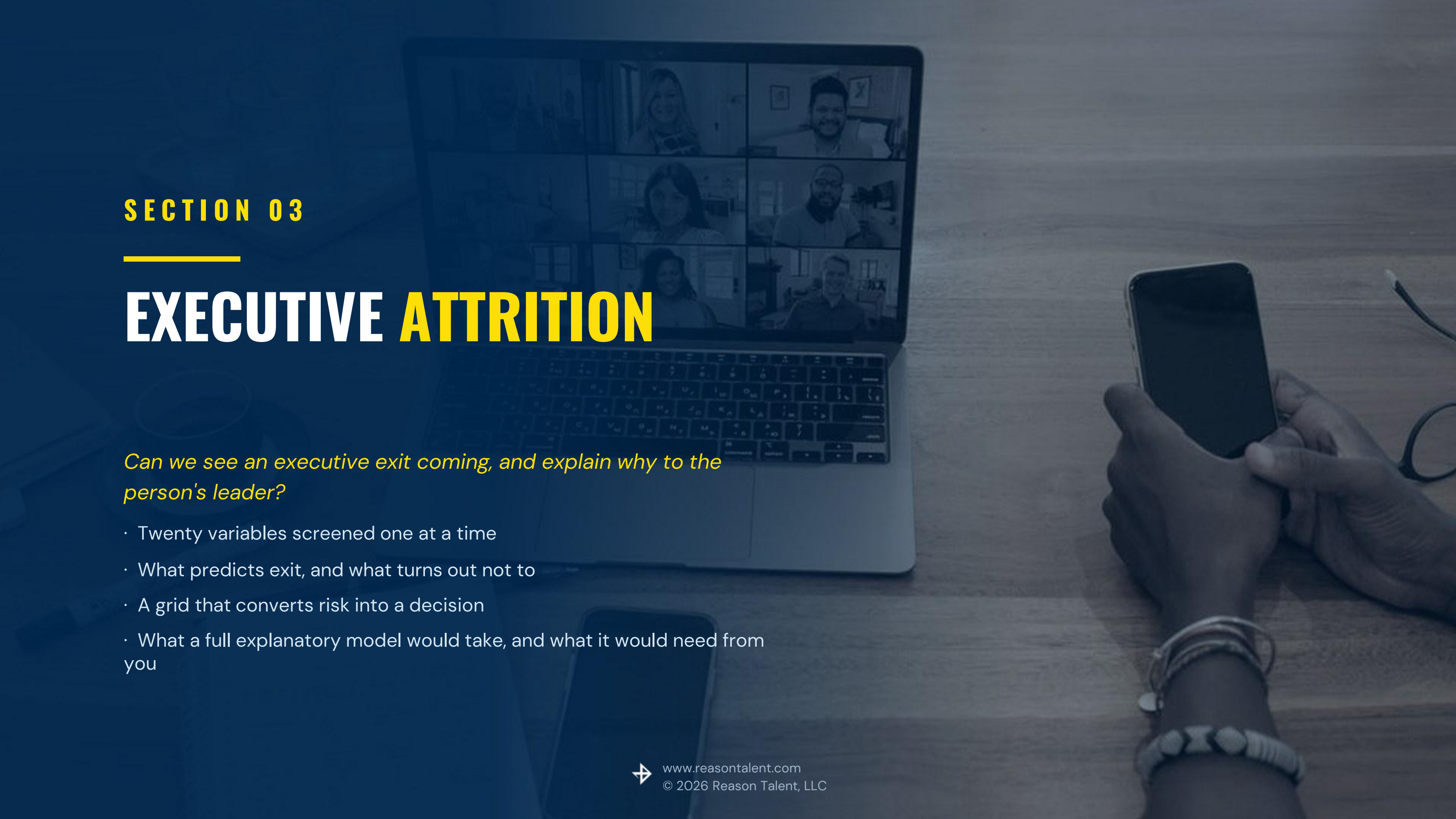
Deloitte 2025: only 7% of organizations report real progress on the manager role, and 36% of managers report feeling unprepared.

03

REDIRECT MANAGER DEVELOPMENT FROM OPEN ENROLMENT TO THE BOTTOM QUARTILE

The manager accounts for 34% of variance and manager scores sit at 85 enterprise-wide. There is no headroom in the middle; the return is at the bottom of the distribution.

Mercer 2025: voluntary turnover runs from 5.2% for executives to 12.5% for blue-collar. Spread evenly, development spend lands hardest where turnover is lowest.



SECTION 03

EXECUTIVE ATTRITION

Can we see an executive exit coming, and explain why to the person's leader?

- Twenty variables screened one at a time
- What predicts exit, and what turns out not to
- A grid that converts risk into a decision
- What a full explanatory model would take, and what it would need from you

EXECUTIVE ATTRITION | WHAT TO TAKE FROM IT

Three findings and the action each produces. This section screens variables. It does not yet build a model.

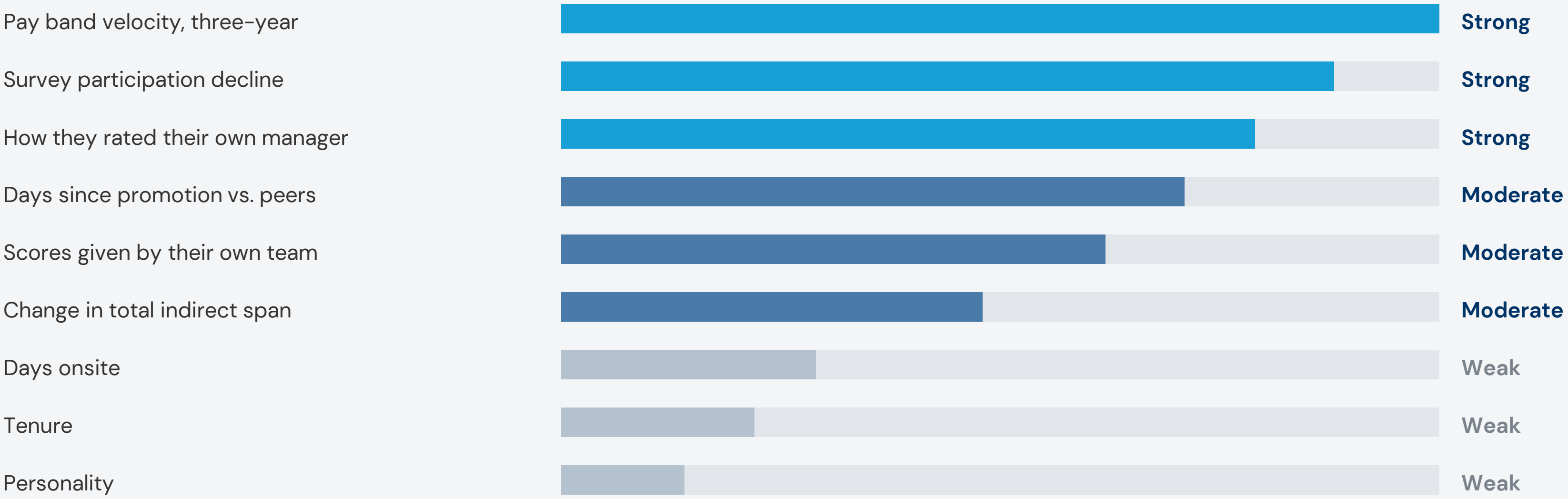
WHAT WE FOUND	WHAT TO DO ABOUT IT
Pay band velocity is the strongest single signal in the file. Executives in the bottom third of three-year band movement are 2.4 times more likely to exit within twelve months.	Run pay band velocity quarterly for the top 250, not just the top 70. It costs nothing to produce and it widens the population enough to build the model in Q1.
Two of the three strongest signals refresh from systems you already own and require no survey: band movement and participation history.	Add both to the quarterly talent review as standing inputs, alongside performance and potential, so the conversation starts from movement rather than from opinion.
Fourteen of the top 70 sit in the high-risk, high-contribution quadrant. Three of them are in the top performance quartile.	Give each of the fourteen a named owner and a scope, sponsorship or visibility conversation before 30 November. Not a retention offer.

The honest boundary: everything in this section is a screen. The explanatory model that turns it into "here are the ten conditions that precede an exit" is a separate Q1 engagement, scoped on page 29.

Illustrative sample. All figures fabricated.

THE TOP 70 | WHAT PREDICTS EXIT

Twenty variables, each tested on its own against exit within twelve months, ranked after correction for multiple tests. Nine shown.



The headline: the three strongest signals are all about movement and voice. None is tenure or personality, which is what most executive retention conversations start from. Two of the three refresh without a survey.

THE TOP 70 | PAY BAND VELOCITY

Position in band, and how it has moved over three years, beats every static variable tested.

2.4x

Executives in the bottom third of three-year band-position movement were 2.4 times more likely to exit within twelve months.

0

additional surveys required. The metric updates itself every cycle from data you already hold.

WHY A PAY SNAPSHOT NEVER FOUND THIS

The effect is strongest for people whose absolute pay is fine.

It holds when tenure and level are held constant.

A salary figure says what someone earns. Velocity says whether they are moving relative to the people around them.

WHAT A LEADER SEES

One screen: their own band-position path against their peer group over three years.

The most actionable output in the analysis, and the easiest conversation to open with.

Action: Add band velocity to the quarterly talent review as a standing input. Compensation history is the slowest data to release, so it is scoped as conditional and carried forward at no additional fee if it arrives late.

Illustrative sample. All figures fabricated.

THE GRID THAT TURNS RISK INTO A DECISION

RETAIN DELIBERATELY
High risk · High contribution

14 people

A named plan per person. Three are in the top performance quartile.

WATCH
Low risk · High contribution

23 people

No action. Do not spend retention budget here.

HOW PLACEMENT IS DECIDED

Vertical: the single-variable exit signals, combined by count rather than by weight.

Horizontal: performance and potential as already rated.

DECIDE
High risk · Low contribution

9 people

The exit may be the right outcome. Make it deliberate.

DEVELOP OR MOVE
Low risk · Low contribution

24 people

Staying, and not contributing at level. The slowest problem to fix.

WHAT A LEADER RECEIVES

The person's placement, the two or three variables that put them there, and a specific conversation to have.

Never a score on its own.

Action: Give each of the fourteen a named owner and a conversation before 30 November, and stop spending retention budget on the twenty-three in Watch. That reallocation funds the first move at no net cost.

Illustrative sample. All figures fabricated.

WHERE THIS GOES NEXT | THE EXPLANATORY MODEL

This section screened variables one at a time. The next step is a model that says which combinations precede an exit. It is buildable, and here is what it takes.

WHY THE SAMPLE SUPPORTS IT

Roughly 150 distinct leaders have occupied the top 70 seats over ten years, giving about 900 person-year observations and 110 exit events.

At the standard planning rule of ten events per predictor, that supports 8 to 12 variables in a discrete-time hazard model.

Coarsening each variable to a threshold makes the model more stable at this sample size, not less.

HOW IT WOULD BE BUILT

Screen one at a time first, which is what this section did.

Shortlist on theory rather than on p-value, then fit as a person-year model.

Validate by bootstrap optimism correction rather than a holdout, because at this sample size a holdout wastes data instead of testing it.

Report as directional, and revalidate every year.

What it produces: "Here are the ten conditions that precede an executive exit. Leaders who cross five of the ten leave within twelve months roughly 70% of the time." A leader can act on that. A probability score is not.

The one thing that would stop it: the time-varying variables need dated history, not current values. If pay band, span and office days exist only as today's snapshot, the person-year panel collapses to 70 rows and the model is not defensible. That is the first thing the Q1 engagement would confirm.

Illustrative sample. All figures fabricated.

NEXT 90 DAYS

Every page in this report carries an action. These are the six that should start first, and the four questions this analysis could not answer.

Weeks 1-2	Manufacturing	An operations leader visits Calder and Brookfield. Verify staffing and downtime against the comments.
Weeks 1-2	Talent	Name an owner for each of the four segments. HR keeps measurement, not delivery.
Weeks 3-6	Manufacturing	Fund the New Ventures equipment pattern at the two declining sites.
Weeks 3-6	Function heads	Publish advancement criteria for the ten most common professional role families.
Weeks 6-10	Talent	Stand up the new people leader peer cohort. 920 people, upstream of 6,400.
By 30 Nov	Executive team	A named conversation with each of the fourteen leaders in the retain-deliberately group.

AREAS FOR FURTHER EXPLORATION

Exit survey data joined to the same file, to test whether stated reasons match the modelled ones.

Site operational data (downtime, overtime, absence) joined to engagement, to convert the enablement finding into a cost.

Comment sentiment tracked across all twelve waves rather than the current cycle alone.

The explanatory attrition model on a widened top-250 population, once dated compensation history is available.

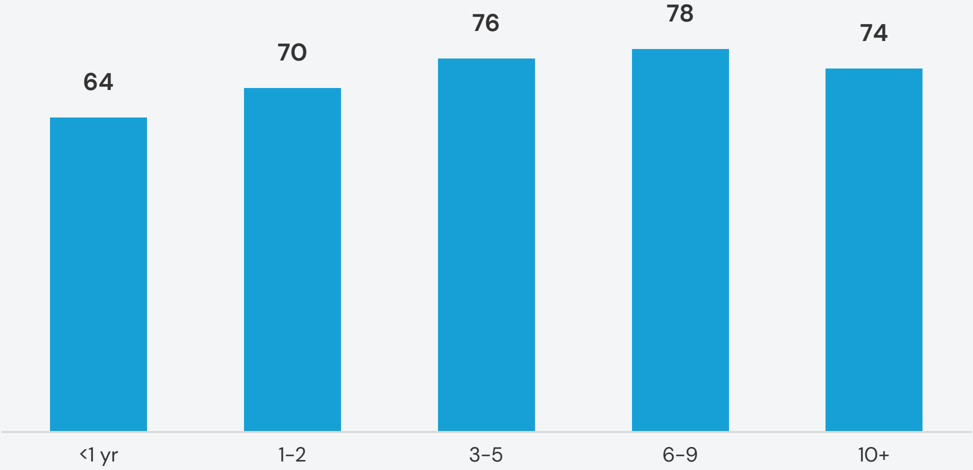
The measurement commitment: every action above names the survey item it should move. The next cycle becomes a test of this plan rather than a fresh diagnosis.

APPENDIX

THE CUTS THAT DID NOT CARRY A STORY

Six standing cuts are reported every cycle. Tenure, site and team structure carried findings and appear in the body. These three did not, and a null result reported plainly is worth more than a null result left out.

APPENDIX | MANAGER TENURE



WHAT IT SHOWS

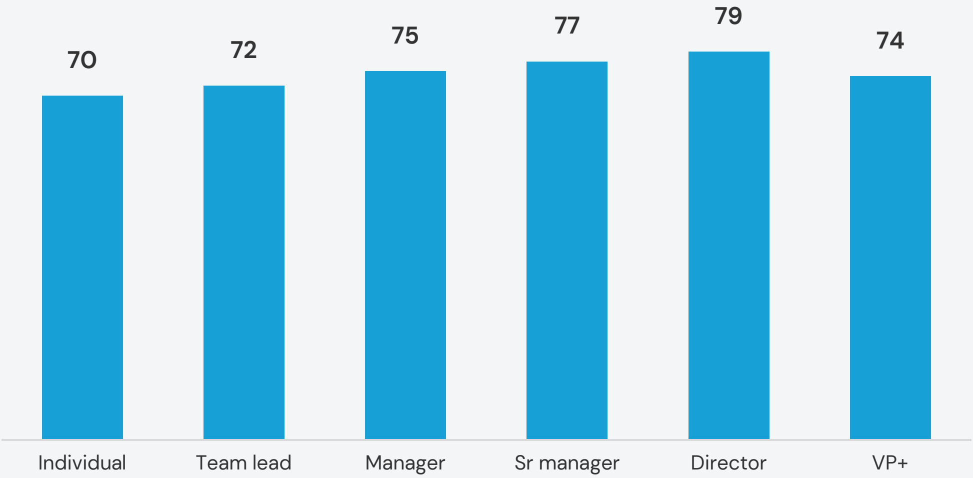
Employees whose manager is in their first year score 14 points below those with a manager of three or more years.

The effect flattens after year three and dips at ten, where span tends to have grown past what one person can carry.

Already covered by the new people leader segment, which is why it sits here rather than in the body.

Standing action: pair every first-year manager with a peer cohort and a defined span ceiling.

APPENDIX | CAREER LEVEL



WHAT IT SHOWS

Engagement rises with level to Director and falls at VP and above, which is the pattern the executive section was commissioned to explain.

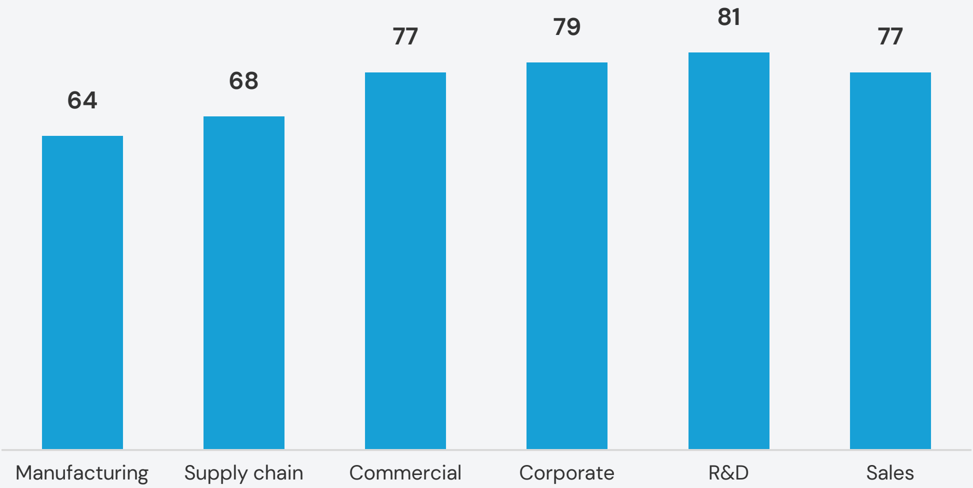
Level accounts for 3% of individual variance once manager and population are held constant.

Team leads sit closest to the enterprise average and have the widest internal spread of any level.

Standing action: report VP and above separately. The enterprise average conceals the only level that is declining.

Illustrative sample. All figures fabricated.

APPENDIX | CAREER STREAM



WHAT IT SHOWS

Stream accounts for 5% of individual variance once manager and population are held constant.

Most of what looks like a stream effect is a population effect wearing a different label.

Reported for completeness, and to close the question before it is asked.

Standing action: none. Stream is a reporting convenience rather than an intervention target.

Illustrative sample. All figures fabricated.