



The average ratings for every satisfaction item from the survey have been correlated with the average overall satisfaction score in order to arrive at a relative importance rating for each item. Once the issues were rated, they were graphed onto a satisfaction/importance chart, with the importance rating on the horizontal axis. The initial satisfaction score for each item was used to determine its placement along the vertical axis. A grid was then overlaid on the graph dividing it into four quadrants.

Based on the relationship between employee satisfaction and relative importance, items located in the top-left quadrant of the chart are ones that have a stronger impact on overall employee satisfaction yet have received poorer satisfaction scores. These represent issues that employees consider to be relatively more important to their overall satisfaction, where they remain less satisfied. As a result, since these are the items where immediate progress can be achieved in improving employee satisfaction, they have been designated as Priority Action Areas. Issues that are not as highly correlated to overall satisfaction have been designated as Long Term Action items.

As shown in **Exhibit 7**, the issue that has the strongest impact on overall satisfaction is “Leadership from the Department”. It has a correlation coefficient of $r=0.63$ and is the highest item measuring along the vertical axis of the chart. The average satisfaction score for this item is 6.4 – less than the average overall satisfaction score, i.e., it is to the left of the vertical axis of the grid. “Leadership from the Department” is therefore an item that has a strong impact on satisfaction yet employees have indicated they are relatively less satisfied with this factor.