



# Employee Detachment Inventory (EDI) FEEDBACK REPORT

## PRIVATE & CONFIDENTIAL

**Employee** : Sample Employee  
**Manager** : Sample Manager  
**Organisation** : Sample Client  
**Prepared By** : Anthony Sork  
**Practitioner** : Selina Sork  
**Date** : Wednesday, 30 May 2018

# Additional Report Use Terms & Conditions

**Use of this Report for any purpose constitutes your acceptance of these Use Terms and Conditions. If you do not agree to the Provisions and Restrictions below you are prohibited from using any of the contents or results of any Report completed using a shcBOND Product or from using or providing to any other party a Report or any part of a Report. All Reports are strictly confidential and you will be liable for damages for breach of these Provisions and Restrictions.**

Your access to and use of the shcBOND System and shcBOND Products has been conditional upon your acceptance and compliance with the Terms and Conditions set out in the shcBOND WEB page at <https://www.shcbond.com/legal-rights-obligations/> (The Terms and Conditions) and you irrevocably agree that your use or application of the information contained in any Report completed as a result of your use of the shcBOND System shall be strictly in accordance with Terms and Conditions and the contents of that Report. Your use of and access to the shcBOND System and shcBOND Products constitutes your agreement to the Terms and Conditions. The Administrator reserves the right to amend the Terms and Conditions at any time. As you are bound by these Terms and Conditions you should periodically refer to them.

## **General Terms**

The shcBOND Products were designed and are intended solely for use as a measurement of employees' attachment to the workplace. A Report should not be used to assess an employee's ability, competence, past performance or performance potential. The shcBOND Products are not designed to be used and should not be used as a profiling instrument for promotion or performance management. The shcBOND Products are not for use in measuring an employee's ability to fit in at a workplace. There is no correlation between the level of attachment and the ability or performance potential of an employee. The shcBOND Products should not be used for performance management purposes or to inform a decision by an employer regarding an employee's employment future. The Administrator disclaims any and all liability resulting from the misuse of the shcBOND Products or use for purposes for which the shcBOND Products were not designed.

The Administrator reserves the right to impose restrictions on use of a Report.

A Report is published in real-time and you shall not modify, copy, reproduce, republish, frame, upload to a third party, post, transmit or distribute a Report in any way except as expressly provided for in the Terms and Conditions or authorised in writing by The Administrator and Strictly on the condition that you keep all content intact and in the same form as presented on a Report (including without limitation all copyright, patent and other proprietary notices and all advertisements). You must not use the shcBOND System in any manner or for any purpose which is unlawful or in any manner which violates any right of The Administrator or which is prohibited by law or in the Terms and Conditions.

## **Disclaimer and Limitation of Liability.**

Except as provided in a Report and the Terms and Conditions, a Report is provided "as is" and without warranties of any kind, either express or implied and The Administrator and any other party involved in providing access to the shcBOND System, shcBOND Product and a Report expressly disclaim all warranties of any kind, including but not limited to implied warranties as to merchantability and fitness for a particular purpose.

The Administrator may terminate your access to the shcBOND System and shcBOND Products at any time without notice. In the event of termination you are no longer authorised to access the shcBOND System and shcBOND Products, but all restrictions imposed on you and all the disclaimers and limitations of liability set out in the Terms and Conditions will survive and continue to apply.

## **Miscellaneous**

The Administrator relies on your continued observance of the Terms and Conditions and this Report. You agree to indemnify the Administrator for any loss, damages or costs in connection with any breach of the Terms and Conditions or provisions in this Report or any other legal obligation you may have.

## **The Law**

In the event of any dispute between any party entitled to use, using or affected by the use of the shcBOND System and shcBOND Products the dispute provisions contained in the Terms and Conditions, available at the shcBOND WEB page at <https://www.shcbond.com/legal-rights-obligations/>, shall apply to and bind all the parties to that dispute

All rights not expressly granted herein are reserved

# Contents

---

- 04 Introduction
- 06 Summary Driver Dashboard
- 07 Driver 1: Position
- 08 Driver 2: Resources, Systems & Equipment
- 09 Driver 3: Security & Safety
- 10 Driver 4: Rewards & Recognition
- 11 Driver 5: Capability
- 12 Driver 6: Achievement
- 13 Driver 7: Growth & Development
- 14 Driver 8: Balance
- 15 Driver 9: Colleagues
- 16 Driver 10: Manager
- 17 Driver 11: Senior Leadership
- 18 Driver 12: Organisation
- 19 Summary/ Notes
- 20 Contact Us



Employee



Detachment



Inventory

# Introduction

## What is The EDI

The **Employee Detachment Inventory (EDI)** is the world's leading Exit/Transition survey instrument used to achieve best practice in Employee Exit and Transitioning based on Attachment and Detachment research.

The Employee Detachment Inventory (EDI) provides Human Resource professionals with an objective methodology for measuring the perceptions of departing employees. It measures the degree to which various aspects of the employment experience impacted the employee's decision to leave. The EDI can be used as a stand-alone exit measure or in conjunction with your interview process, using the results contained in this report as a basis for holding a targeted conversation.

The EDI has several unique features including the measure of "Push and Pull" forces present at the time of decision to leave/transition.

## Key: Engagement vs. Detachment Drivers

**Engagement** drivers are "pull" forces; these are the reasons for wanting to stay.

**Detachment** drivers are "push" forces; these are the reasons for wanting to leave.

The EDI framework has **12 key drivers** and **64 elements** and uses a scale from **-100 through to +100%**.

The EDI dashboard will allow you to see the **Push**, **Neutral** and **Pull** forces based on a unique measure of **"Satisfaction and Importance"**.

## How Should We Use The EDI

We recommend the EDI instrument be used by HR teams prior to conducting a targeted Exit/Transition interview as part of a complete Exit/Transition process. Once the EDI results are received, we recommend the Exit/Transition interview focusses on exploring the drivers and elements that are most relevant. A notes page is provided at the back of the report. The Exit/Transition interview should be efficient, targeted and enjoyable for both the employee and the HR practitioner.

If your HR team are using the EDI+, you also have the opportunity to collect the Manager Perceptions about the satisfaction of the Exiting/Transitioning Employee. The Perception Gap is an important reflection and consideration measure that helps all managers better consider the perceptions of remaining team members.

## How Should I Debrief The Result

*With The Employee:* Using the EDI as part of your Exit/Transition Interview will allow you to discuss the results directly with the Employee. Take the time to explain the Push and Pull measure and highlight the strong Pull Forces before exploring the strong Push Forces. Understanding these forces will help the employee when considering their future work options.

Remember that the Exit/Transition Interview is a very important opportunity to demonstrate appreciation of contribution, ask for help to learn from their experiences, and promote the desire to remain connected with a view to future possible re-employment. Past employees are the second largest influencers on your Employer Brand in the market. Also consider that specialist skills in the market are reducing and the talent pool now has to consider past employees. How you manage the Exit/Transition Process and how you maintain a strong relationship with your past employees could give you a significant competitive advantage.

# Introduction

*With The Manager:* Any time we receive feedback as an adult it is a confronting experience. This is because it is rare that the feedback lines up exactly with our desires or expectations. It is for this reason though that it is valuable. If feedback only reinforced our own views, it would not be a learning and growth opportunity. Receiving EDI feedback results as a manager should be confronting, but never confrontational. Helping your manager to understand, accept and then use the results can be a challenging but very rewarding experience as an HRBP. If you can help your manager consider the experience of the Exiting/Transitioning employee with a view to better understand the remaining team members, you are potentially helping the manager to avoid future unwanted attrition.

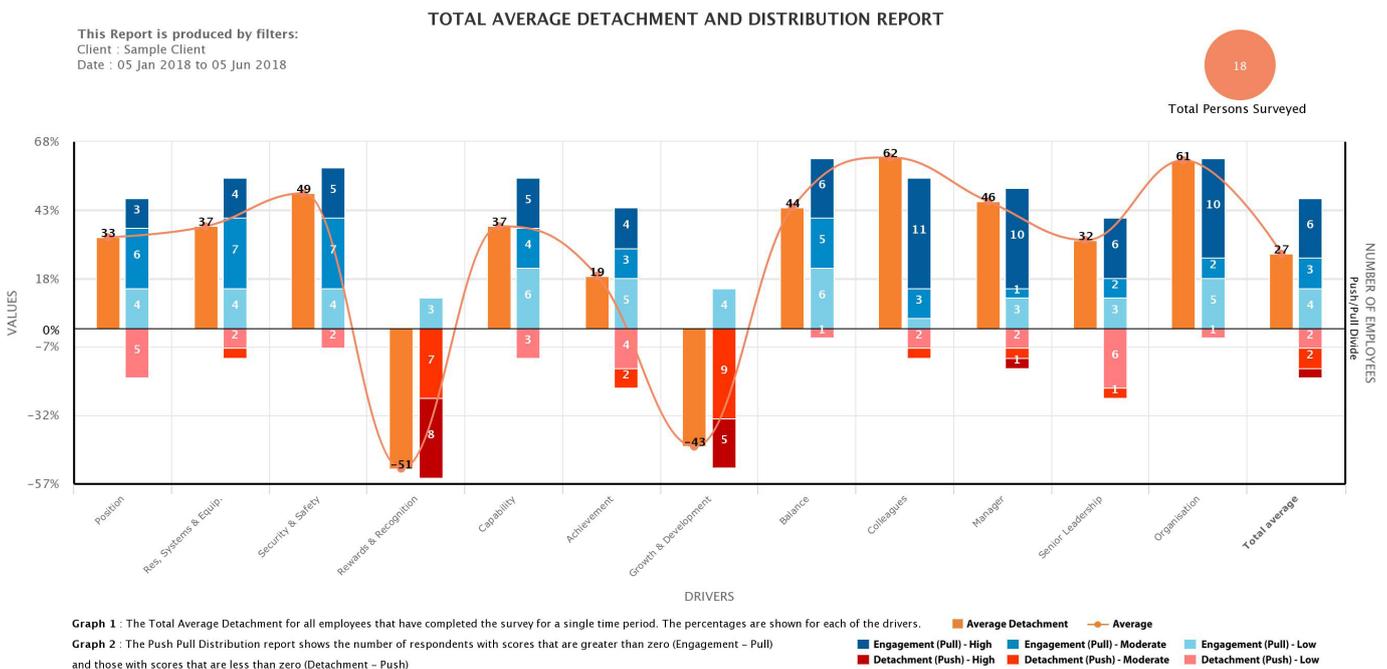
The EDI alone is effective to help managers consider this, however the EDI+ will provide an accurate measure of the Manager's perception of the level of satisfaction of the new employee and will directly compare this to the actual measure from the employee. The EDI+ report includes a "Perception Gap" score that supports the debriefing with your Manager. Any perception gap score greater than 20% in either the +/- is an opportunity to focus your discussion and help them consider why the gap was so significant. Pose questions about what this could mean regarding the remaining team members and what opportunities there are to explore this with them.

## Awareness - Acceptance - Action - Achievement

### How Should We Use The Trend Reports

EDI Trend reporting is very powerful for HR teams. It allows you to report on and interpret Push and Pull forces across the full structural and demographic range of your workforce. From individual manager trend results through to organisation wide, you will be able to use the insights to further strengthen your Engagement strategy and initiatives. Directly target to key elements and drivers that are affecting attrition across your organisation.

For further information and support in using the trend reporting capability of the shcBOND platform, please contact [Pamela.Kinlay@shcBOND.com](mailto:Pamela.Kinlay@shcBOND.com)



# EMPLOYEE DEBRIEF

## EDI Framework/Dashboard

Employee Name	Sample Employee	Tenure	6 Months
Department	Finance	Manager	Sample Manager
Position	Finance Manager	HR Contact	Sample HR Manager
Survey Completed	30/05/2018	Employee Score	50.3%

**Key:** ■ Detachment (Push) ■ Engagement (Pull)

<b>Driver: Position</b>	89%	<b>Driver: Capability</b>	82%	<b>Driver: Colleagues</b>	82%
Personal Workspace	82%	Support & Training	70%	Acceptance, Belonging & Trust	100%
Contribution	100%	Policy & Procedures	97%	Encouragement & Support	82%
Difficulty & Challenge	100%	Standards	78%	Teamwork	59%
Diversity & Variety	100%	Performance Expectations	78%	Pride, Identity & Commitment	86%
Type of Work	64%	Current Skill Level	85%		
<b>Driver: Res, Systems &amp; Equip.</b>	-36%	<b>Driver: Achievement</b>	88%	<b>Driver: Manager</b>	93%
Impact on Effectiveness	-30%	Awareness	81%	Accessibility & Approachability	88%
Support & Assistance	-45%	Challenged	94%	Communication	100%
Quality & Effectiveness	-29%	Fulfilled	94%	Clarity & Direction	96%
Availability & Accessibility	-38%	Goal Focused	90%	Support & Development	77%
		Self Directed	83%	Value Alignment	100%
				Style	100%
				Fairness	84%
				Consistency	96%
<b>Driver: Security &amp; Safety</b>	79%	<b>Driver: Growth &amp; Development</b>	-36%	<b>Driver: Senior Leadership</b>	82%
Organisation Stability	78%	Quality of Training	-52%	Visibility	78%
Position Security	100%	Access to Training	-42%	Accessibility	74%
General Workplace Safety	88%	Career Related Devel.	-41%	Confidence	86%
Personal Safety	51%	Position Related Devel.	-9%	Communication	88%
				Vision & Direction	78%
				Inspiring & Motivating	89%
				Commitment to People	82%
<b>Driver: Rewards &amp; Recognition</b>	-55%	<b>Driver: Balance</b>	53%	<b>Driver: Organisation</b>	82%
Sense of Being Valued	-42%	Hours of Work	84%	Core Business	75%
Org. Incentive Programs	-45%	Responsiveness to Needs	88%	Customers	83%
Employee Benefits	-69%	Out of Work Commitments	71%	Mision & Direction	100%
Performance Related Pay	-65%	Travel & Transportation	-67%	Strategy	83%
Base Salary	-53%	Flexible Conditions	51%	Operating Model & Structure	82%
		Workload/Volume	91%	Responsibility	73%
				Values	80%

# Position

The extent to which the exiting employee was satisfied with their personal workspace, level of contribution, difficulty and challenge, diversity and variety, and type of work experienced in their current position.

<b>Driver: Position</b>	<b>89%</b>
Personal Workspace	<b>82%</b>
Contribution	<b>100%</b>
Difficulty & Challenge	<b>100%</b>
Diversity & Variety	<b>100%</b>
Type of Work	<b>64%</b>

**High pull factors** for this driver are achieved when the individual holds a strong feeling of "fit" or "job pride" for the position and feels a strong sense of satisfaction in what they do. They have been challenged and provided the opportunity for variety in the type of work they have been doing. They have enjoyed the personal work environment and believe they have contributed well in their role.

**High push factors** for this driver are normally the result of an individual either not feeling a sense of purpose or feeling that the position does not allow them to make a meaningful contribution. They no longer like "what" they do and have aspirations to seek a different type of role which provides a level of challenge and variety. There could be a level of dissatisfaction with their personal work environment.

## Interview Notes:

## Interviewer Feedback to Manager Notes:

# Resources, Systems & Equipment

The extent to which the exiting employee was satisfied with the impact on effectiveness, support and assistance provided, quality and effectiveness, availability and accessibility of the resources, systems and equipment provided in the current position.

<b>Driver: Res, Systems &amp; Equip.</b>	<b>-36%</b>
Impact on Effectiveness	<b>-30%</b>
Support & Assistance	<b>-45%</b>
Quality & Effectiveness	<b>-29%</b>
Availability & Accessibility	<b>-38%</b>

**High pull factors** for this driver are achieved when the individual holds a strong feeling of having the right tools for the job and support in how to use them effectively. There is a strong sense of "I have what I need to be successful." Resources are readily available and accessible and they feel they have been able to achieve a level of quality that has been satisfying.

**High push factors** for this driver are normally the result of an individual feeling that either the tools they have been given are inadequate for their job or there is a lack of support in how to use them. There is normally a sense of being impeded or an inability to do the job for reasons beyond their control. A lack of support and assistance could also have played a role.

**Interview Notes:**

**Interviewer Feedback to Manager Notes:**

# Security & Safety

The extent to which the exiting employee was satisfied with the perceived organisation's stability, feeling of position security, general workplace safety and personal safety in the current position.

<b>Driver: Security &amp; Safety</b>	<b>79%</b>
Organisation Stability	<b>78%</b>
Position Security	<b>100%</b>
General Workplace Safety	<b>88%</b>
Personal Safety	<b>51%</b>

**High pull factors** for this driver are achieved when an employee believes the organisation is built to last. A strong sense of "I am confident in who I work for" together with a belief that "my employer cares about me" are key influencers of high pull factors.

**High push factors** for this driver, are normally the result of an individual feeling that either the organisation's stability or their individual job security is compromised. High push factors will also be present if an employee believes that their personal safety or general work place safety is not a priority of their employer.

**Interview Notes:**

**Interviewer Feedback to Manager Notes:**

# Rewards & Recognition

The extent to which the exiting employee was satisfied with the sense of being valued, involvement in and quality of the organisation's incentive programs, access to employee benefits, access to performance related pay and their base salary in their current position.

<b>Driver: Rewards &amp; Recognition</b>	<b>-55%</b>
Sense of Being Valued	-42%
Org. Incentive Programs	-45%
Employee Benefits	-69%
Performance Related Pay	-65%
Base Salary	-53%

**High pull factors** for this driver are achieved when an employee believes they are fairly compensated for the job they do, and have the ability to access good incentive and benefit programs based on individual, team and organisation performance. There is a strong feeling that "the organisation treats me fairly, values who I am and what I do."

**High push factors** for this driver are normally the result of an individual feeling either they are unfairly compensated for their role or that the effort they put in relative to others is not recognised or rewarded. These perceptions can be based on internal and/or external indicators and result in individuals significantly reducing their discretionary effort and seeking an environment where they believe they will be treated and remunerated fairly.

**Interview Notes:**

**Interviewer Feedback to Manager Notes:**

# Capability

The extent to which the exiting employee was satisfied with the support and training provided, policy and procedures impacting, standards required, performance expectations and current skill level required in the current position.

<b>Driver: Capability</b>	<b>82%</b>
Support & Training	<b>70%</b>
Policy & Procedures	<b>97%</b>
Standards	<b>78%</b>
Performance Expectations	<b>78%</b>
Current Skill Level	<b>85%</b>

**High pull factors** for this driver, are achieved when the organisation commits to ongoing skill development for the employee and is perceived to hold a willingness to review and address any policies or procedures that impact the standards and performance expectations within the role. "They help me to keep getting better at my job."

**High push factors** for this driver, are normally the result of an individual feeling that what is expected of them is out of reach, either because they have not been developed in the skills they require, policies and procedures are out of date and inhibit performance or expectations of standards and performance, are unrealistic - "no-one is paying attention or listening."

**Interview Notes:**

**Interviewer Feedback to Manager Notes:**

# Achievement

The extent to which the exiting employee was satisfied with their awareness of opportunities, the feeling of being challenged, ability to feel fulfilled, goal focused and self-directed in the current position.

<b>Driver: Achievement</b>	<b>88%</b>
Awareness	81%
Challenged	94%
Fulfilled	94%
Goal Focused	90%
Self Directed	83%

**High pull factors** for this driver are achieved when the employee feels that they are getting high levels of satisfaction and fulfilment from their position. They "love what they do and who they are doing it for." They feel they are able to identify and set their own goals which are aligned to team and organisation goals and they can be self-directed and hold personal accountability for their performance.

**High push factors** for this driver are normally the result of an individual feeling they have a low level of ownership and control in their role or that the role is no longer challenging and rewarding for them. "It's a means to an end" or "it's a job and I get paid for it." The focus tends to be on "just get the job done" and there can be frustration with the level of management or supervisor control and involvement.

**Interview Notes:**

**Interviewer Feedback to Manager Notes:**

# Growth and Development

The extent to which the exiting employee was satisfied with the quality of and access to training, provision of career and position related development while in their current position.

<b>Driver: Growth &amp; Development</b>	<b>-36%</b>
Quality of Training	<b>-52%</b>
Access to Training	<b>-42%</b>
Career Related Devel.	<b>-41%</b>
Position Related Devel.	<b>-9%</b>

**High pull factors** for this driver, are achieved when the employee feels they have been well developed and have had access to great training and development opportunities. There is a feeling that "the organisation really makes an effort to invest in the growth and development of people."

**High push factors** for this driver, are normally the result of an individual feeling they have been stuck in a job with little or no growth and development opportunities. There is a feeling that "the organisation has not invested in me or helped me develop my career." Training and development are quite important to this individual and the organisation has neglected this or decided not to invest in them.

## Interview Notes:

## Interviewer Feedback to Manager Notes:

# Balance

The extent to which the exiting employee was satisfied with the consistent hours of work, responsiveness of the organisation to individual needs, ability to meet out of work commitments, impact of travel and access to transportation, provision of flexible work conditions and the workload and ability to manage the volume of work in their current position.

<b>Driver: Balance</b>	<b>53%</b>
Hours of Work	84%
Responsiveness to Needs	88%
Out of Work Commitments	71%
Travel & Transportation	-67%
Flexible Conditions	51%
Workload/Volume	91%

**High pull factors** for this driver are achieved when the employee feels that they have been able to achieve great balance between their in work and out of work commitments. They feel that the hours of work have been right relative to the work volume and standards required. There is likely a strong feeling that "the organisation understands and helps me to address my needs" and provides flexibility in working conditions when required. Travel and transportation have unlikely been an issue.

**High push factors** for this driver are normally the result of an individual feeling that the workload is not sustainable given the hours of work and they have often had to work extended hours or compromise quality. This has led to an impact on their out of work commitments and a perception that the organisation is not responsive to or considerate of employee needs.

## Interview Notes:

## Interviewer Feedback to Manager Notes:

# Colleagues

The extent to which the exiting employee felt satisfied with being accepted, belonging, trusted, encouraged and supported, and with a sense of teamwork, shared pride, identity and commitment with colleagues while in the current role.

<b>Driver: Colleagues</b>	<b>82%</b>
Acceptance, Belonging & Trust	<b>100%</b>
Encouragement & Support	<b>82%</b>
Teamwork	<b>59%</b>
Pride, Identity & Commitment	<b>86%</b>

**High pull factors** for this driver, are achieved when the employee feels like "I like who I work with" and "I am part of a great team who trust and support each other and we take pride in what we do." They are likely to be upset that they are leaving this team, who they feel very attached to and hope to stay connected to the people in their team.

**High push factors** for this driver, are normally the result of an individual feeling disconnected from or a low sense of being part of a team. They can feel that their colleagues do not hold the same level of commitment that they do or that they are not accepted by or trust their team mates. There can be a general feeling of low or no encouragement and support provided by the team to one another.

## Interview Notes:

## Interviewer Feedback to Manager Notes:

# Manager

The extent to which the exiting employee was satisfied with the accessibility to and approachability of, communication between, clarity and direction provided by, support and development, value alignment with, behavioural style of, sense of fairness and consistency from the immediate manager while in their current position.

<b>Driver: Manager</b>	<b>93%</b>
Accessibility & Approachability	88%
Communication	100%
Clarity & Direction	96%
Support & Development	77%
Value Alignment	100%
Style	100%
Fairness	84%
Consistency	96%

**High pull factors** for this driver are achieved when the employee feels that they have had a great relationship with their manager. The support and investment in their growth and development along with the clarity, direction and communication have all been a great style fit. There is a perception of consistency and fairness which has led to a strong working relationship.

**High push factors** for this driver are normally the result of an individual feeling there is not a good working relationship with their manager. Feelings of "they don't get me" or "I don't feel supported" or "they just don't have a good manner when they communicate" could all be factors. There can be a perception of a lack of fairness or unpredictability and potentially volatility which affects the level of support and value alignment the employee has been feeling.

## Interview Notes:

## Interviewer Feedback to Manager Notes:

# Senior Leadership

The extent to which the exiting employee was satisfied with the visibility of, accessibility to, confidence in, communication from, vision and direction provided by, feeling of being inspired and motivated by, and sense of commitment to their people created by the senior leaders while in their current position.

<b>Driver: Senior Leadership</b>	<b>82%</b>
Visibility	78%
Accessibility	74%
Confidence	86%
Communication	88%
Vision & Direction	78%
Inspiring & Motivating	89%
Commitment to People	82%

**High pull factors** for this driver are achieved when the employee feels that the senior leaders of the business have created a great vision and direction for the organisation. They feel the senior leaders are visible, accessible and communicate well to the organisation. Senior leaders are often regarded as inspiring and motivating and that they hold their people in high regard. Overall there is a strong sense of confidence in the senior leaders and the employee feels they are a real asset to the organisation.

**High push factors** for this driver are normally the result of an individual not feeling confidence in the senior leaders of the organisation. This could be at a functional level or across the wider organisation. A combination of poor communication, visibility, lack of inspiration or a perception of poor commitment to people could all be contributing. This may be the perception about one or more senior leaders.

## Interview Notes:

## Interviewer Feedback to Manager Notes:

# Organisation

The extent to which the exiting employee was satisfied with the core organisation products and services, customers, mission and direction, strategy, operating model and structure, purpose, responsibility and values of the organisation experienced while in the current position.

<b>Driver: Organisation</b>	<b>82%</b>
Core Business	75%
Customers	83%
Mision & Direction	100%
Strategy	83%
Operating Model & Structure	82%
Responsibility	73%
Values	80%

**High pull factors** for this driver are achieved when the employee feels that they have been working for an organisation they have been really aligned to and proud to be part of. They have felt strongly about the core products and services, the commitment to clients and customers and the strategy of the organisation. There has been a strong connection to their sense of purpose and the organisation's mission and direction together with strong value alignment. They are likely to want to return to work for the organisation again in the future.

**High push factors** for this driver are normally the result of an individual feeling they have been here to do a job and get paid, but have not felt very connected or aligned or even felt misaligned to who the organisation is or what they do. The employee may have accepted the role for security or financial reasons or there may have been significant recent change in the organisation which has led to them feeling it is no longer the place they used to feel strongly connected or true to their purpose.

**Interview Notes:**

**Interviewer Feedback to Manager Notes:**

# Summary/Notes

---

## Verbatim Comments

## Interviewer Summary

Jot down any notes you'd like to explore further, or any new insights you learn through the Exit Interview.

## Manager Debrief Summary Notes

Jot down any notes you'd like to explore further, or any new insights you learn through the Manager Debrief.



## shcBOND

a product of SorkHC

ABN: 68 127 386 341

[www.shcBOND.com](http://www.shcBOND.com)

## Contact Us

Practitioner : Selina Sork

Telephone : 0401 240 312

Email : [Selina.Sork@shcBOND.com](mailto:Selina.Sork@shcBOND.com)