Employee Engagement Goes Beyond Satisfaction

City of Saskatoon
Open Date: Jun 07, 2017
Close Date: Jul 05, 2017

3257 # of Employees
1715 # of Responses
53% Response Rate

SATISFIED

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Average Performance

Characteristics:
- Meet minimum performance requirements
- Stay at the organization because of what they get from it

ENGAGED

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization.

Optimal Performance

Characteristics:
- Consistently exceed performance requirements
- Stay at the organization for what they give to it
- Have a sense of purpose and pride in their work

Help others for the betterment of the organization
Recommend improvement opportunities

Rarely help others for the betterment of the organization
Generally keep to themselves
Committed to the degree that their needs are met
See the appendix in this report for more information on our engagement calculation and benchmark.

Current Year

<table>
<thead>
<tr>
<th>ENGAGED</th>
<th>ALMOST ENGAGED</th>
<th>INDIFFERENT</th>
<th>DISENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>48.7%</td>
<td>26.9%</td>
<td>13.4%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Benchmark</td>
<td>52.5%</td>
<td>22.8%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

**ENGAGED**
Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

**ALMOST ENGAGED**
Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

**INDIFFERENT**
Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

**DISENGAGED**
Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Benchmark Ratio of Engaged to Disengaged
Organization's Ratio of Engaged to Disengaged

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<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
<th>Previous Year</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I regularly offer to help my colleagues at work.</td>
<td>89%</td>
<td>--</td>
<td>88% (+1)</td>
</tr>
<tr>
<td>I am very proud of the work I do.</td>
<td>86%</td>
<td>--</td>
<td>84% (+2)</td>
</tr>
<tr>
<td>My contributions are important to the success of my Division.</td>
<td>81%</td>
<td>--</td>
<td>84% (-3)</td>
</tr>
<tr>
<td>I am very committed to this organization.</td>
<td>79%</td>
<td>--</td>
<td>78% (+2)</td>
</tr>
<tr>
<td>Taking everything into account, I like working at this organization.</td>
<td>78%</td>
<td>--</td>
<td>71% (+7)</td>
</tr>
<tr>
<td>Taking everything into account, I like my job.</td>
<td>78%</td>
<td>--</td>
<td>78% (-1)</td>
</tr>
<tr>
<td>My contributions are important to the success of the organization.</td>
<td>78%</td>
<td>--</td>
<td>75% (-2)</td>
</tr>
<tr>
<td>I regularly accomplish more than what's expected in my role.</td>
<td>73%</td>
<td>--</td>
<td>73% (-4)</td>
</tr>
<tr>
<td>I am part of a team working towards a shared goal.</td>
<td>69%</td>
<td>--</td>
<td>69% (-1)</td>
</tr>
<tr>
<td>I am very proud of the products and services the organization provides.</td>
<td>68%</td>
<td>--</td>
<td>60% (+7)</td>
</tr>
<tr>
<td>In the last year, I have made recommendations for organizational improvements.</td>
<td>67%</td>
<td>--</td>
<td>65% (+1)</td>
</tr>
<tr>
<td>I talk about my job in a positive light with family and friends.</td>
<td>66%</td>
<td>--</td>
<td>61% (+2)</td>
</tr>
<tr>
<td>I often look forward to coming to work.</td>
<td>63%</td>
<td>--</td>
<td>70% (-19)</td>
</tr>
<tr>
<td>I regularly choose to put in extra hours to improve my results.</td>
<td>52%</td>
<td>--</td>
<td></td>
</tr>
</tbody>
</table>
Engagement by Years of Service

- **Less than 3 months**: 3 Disengaged, 13 Indifferent, 23 Almost Engaged, 62 Engaged
- **3 to less than 6 months**: 3 Disengaged, 11 Indifferent, 16 Almost Engaged, 71 Engaged
- **6 months to less than 1 year**: 4 Disengaged, 17 Indifferent, 13 Almost Engaged, 66 Engaged
- **1 year to less than 3 years**: 10 Disengaged, 14 Indifferent, 27 Almost Engaged, 49 Engaged
- **3 years to less than 5 years**: 14 Disengaged, 16 Indifferent, 28 Almost Engaged, 42 Engaged
- **5 years to less than 10 years**: 11 Disengaged, 15 Indifferent, 28 Almost Engaged, 46 Engaged
- **10 years to less than 20 years**: 12 Disengaged, 11 Indifferent, 29 Almost Engaged, 48 Engaged
- **20+ years**: 10 Disengaged, 12 Indifferent, 25 Almost Engaged, 53 Engaged

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**Current Year Employees**
- 39
- 38
- 47
- 246
- 250
- 421
- 387
- 280
Engagement by Gender

- Male
  - Disengaged: 10%
  - Indifferent: 20%
  - Almost Engaged: 40%
  - Engaged: 30%

- Female
  - Disengaged: 20%
  - Indifferent: 30%
  - Almost Engaged: 30%
  - Engaged: 20%

- Prefer Not to Answer
  - Disengaged: 10%
  - Indifferent: 20%
  - Almost Engaged: 40%
  - Engaged: 30%

- Transgender - Male to Female
  - Retracted
Engagement Results by Additional Demographics

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Engagement by Employment Status

- PERM:
  - Disengaged: 9%
  - Indifferent: 13%
  - Almost Engaged: 27%
  - Engaged: 51%
  - Current Year Employees: 1380

- SEAS:
  - Disengaged: 14%
  - Indifferent: 9%
  - Almost Engaged: 26%
  - Engaged: 51%
  - Current Year Employees: 92

- TEMP:
  - Disengaged: 11%
  - Indifferent: 14%
  - Almost Engaged: 25%
  - Engaged: 49%
  - Current Year Employees: 91

- OTHR:
  - Disengaged: 14%
  - Indifferent: 11%
  - Almost Engaged: 25%
  - Engaged: 51%

Current Year Employees: 1380
Engagement by Aboriginal

Current Year Employees: 112
- Yes: 12 Disengaged, 13 Indifferent, 26 Almost Engaged, 50 Engaged
- No: 10 Disengaged, 13 Indifferent, 28 Almost Engaged, 49 Engaged
- Prefer Not to Answer: 22 Disengaged, 19 Indifferent, 17 Almost Engaged, 42 Engaged

Current Year Employees: 1402
- Yes: 10 Disengaged, 13 Indifferent, 28 Almost Engaged, 49 Engaged
- No: 12 Disengaged, 13 Indifferent, 26 Almost Engaged, 50 Engaged
- Prefer Not to Answer: 22 Disengaged, 19 Indifferent, 17 Almost Engaged, 42 Engaged

Current Year Employees: 156
- Yes: 10 Disengaged, 13 Indifferent, 28 Almost Engaged, 49 Engaged
- No: 12 Disengaged, 13 Indifferent, 26 Almost Engaged, 50 Engaged
- Prefer Not to Answer: 22 Disengaged, 19 Indifferent, 17 Almost Engaged, 42 Engaged
Engagement Results by Additional Demographics

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Engagement by Persons with Disabilities

Yes
- 17% Disengaged
- 10% Indifferent
- 29% Almost Engaged
- 43% Engaged

No
- 10% Disengaged
- 13% Indifferent
- 28% Almost Engaged
- 49% Engaged

Prefer Not to Answer
- 19% Disengaged
- 19% Indifferent
- 19% Almost Engaged
- 43% Engaged

Current Year Employees:
- Yes: 92
- No: 1415
- Prefer Not to Answer: 143
Engagement Results by Additional Demographics

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Engagement by Visible Minority

- **Current Year Employees: 159**
  - Yes
    - Disengaged: 4
    - Indifferent: 11
    - Almost Engaged: 20
    - Engaged: 65
  - No
    - Disengaged: 11
    - Indifferent: 13
    - Almost Engaged: 28
    - Engaged: 48
  - Prefer Not to Answer
    - Disengaged: 19
    - Indifferent: 21
    - Almost Engaged: 20
    - Engaged: 40

- **Current Year Employees: 1368**
- **Current Year Employees: 146**

Legend:
- Disengaged
- Indifferent
- Almost Engaged
- Engaged
**Employee Experience Score**

4.7

**Previous Score**

N/A

**Benchmark Average**

-2.0

**Employee Experience Question**

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

**Employee Experience Breakdown**

- **DETRACTORS**
  - Answered 0-6: 491 (28.8%)

- **PASSIVES**
  - Answered 7-8: 644 (37.7%)

- **SUPPORTERS**
  - Answered 9-10: 572 (33.5%)

**Employee Experience Score = % Supporters - % Detractors**
### Driver Results

**City of Saskatoon**
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- **Total Responses:** 1715
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#### Previous Year Benchmark

- Working Environment: 80% (-2)
- Coworker Relationships: 72% (-2)
- Work Life Balance: 60% (+4)
- Culture: 66% (-5)
- Employee Empowerment: 63% (-4)
- Customer Focus: 61% (-7)
- Manager Relationships: 63% (-11)
- Company Potential: 60% (-10)
- Department Relationships: 55% (-7)
- Benefits: 41% (+5)
- Compensation: 47% (-2)
- Learning And Development: 48% (-13)
- Senior Management Relationships: 45% (-19)
- Rewards And Recognition: 36% (-13)

#### Employee Performance

- **Working Environment:** 79%
- **Coworker Relationships:** 70%
- **Work Life Balance:** 65%
- **Culture:** 60%
- **Employee Empowerment:** 59%
- **Customer Focus:** 54%
- **Manager Relationships:** 52%
- **Company Potential:** 49%
- **Department Relationships:** 49%
- **Benefits:** 48%
- **Compensation:** 46%
- **Learning And Development:** 44%
- **Senior Management Relationships:** 36%
- **Rewards And Recognition:** 26%

Legend:
- < 40% Low Performing
- 40%-59% Average Performing
- > 59% High Performing
**DRIVER: CUSTOMER FOCUS**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Current Year (%)</th>
<th>Previous Year Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>The vision, mission and values of the organization are well-aligned with citizen needs.</td>
<td>58%</td>
<td>64% (-6)</td>
</tr>
<tr>
<td>Citizen satisfaction drives most things this organization does.</td>
<td>58%</td>
<td>59% (-1)</td>
</tr>
<tr>
<td>Our citizens love our products and services.</td>
<td>45%</td>
<td>57% (-12)</td>
</tr>
</tbody>
</table>

- Low Performing: < 40%
- Average Performing: 40%-59%
- High Performing: > 59%

**City of Saskatoon**
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This organization has a bright future. 61%

People in this organization are committed to doing high quality work. 51%

I am impressed with the quality of people at this organization. 50%

I believe in the organization’s overall business strategy. 49%

This organization encourages innovation. 36%

Previous Year Benchmark

---

This organization has a bright future. 65% (-3)

People in this organization are committed to doing high quality work. 63% (-12)

I am impressed with the quality of people at this organization. 58% (-8)

I believe in the organization’s overall business strategy. 60% (-11)

This organization encourages innovation. 52% (-16)
I have good working relationships with employees in other Divisions. 74%

The contributions of my department are recognized by other Divisions. 40%

Divisions work well together to get things done. 33%

Previous Year Benchmark:
- I have good working relationships with employees in other Divisions: 82% (down 8)
- The contributions of my department are recognized by other Divisions: 47% (down 8)
- Divisions work well together to get things done: 45% (down 12)
DRIVER: LEARNING AND DEVELOPMENT

- I am encouraged to pursue career development activities.
  - 45% (Previous Year Benchmark: 51%)

- I can advance my career in this organization.
  - 44% (Previous Year Benchmark: 45%)

- In the last year, the training I have received has helped me do my job better.
  - 44% (Previous Year Benchmark: 47%)

- In the last year, I have received an adequate amount of training.
  - 44% (Previous Year Benchmark: 44%)

Action Plan - Evaluate
DRIVER: REWARDS AND RECOGNITION

I am praised when I go above and beyond the call of duty. 40% 40% 51% (-11)

Promotions in my department go to those who deserve them the most. 21% 21% 44% (-23)

If I exceed expectations, I receive rewards that I value. 17% 17% 37% (-20)
Drivers: Manager Relationships

- **My Manager cares about me as a person.**
  - 61%

- **I trust my Manager.**
  - 60%

- **My Manager helps me achieve better results.**
  - 50%

- **My Manager keeps me well informed about decisions that affect me.**
  - 49%

- **My Manager inspires me to improve.**
  - 48%

- **My Manager provides me with high quality feedback.**
  - 46%

**Previous Year Benchmark:**

- **My Manager cares about me as a person.**
  - 71% (-10)

- **I trust my Manager.**
  - 69% (-9)

- **My Manager helps me achieve better results.**
  - 62% (-12)

- **My Manager keeps me well informed about decisions that affect me.**
  - 62% (-12)

- **My Manager inspires me to improve.**
  - 59% (-11)

- **My Manager provides me with high quality feedback.**
  - 58% (-12)

**Action Plan - Evaluate**

- **City of Saskatoon**
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- **McLEAN & COMPANY**

- **Previous Year Benchmark**
  - **My Manager cares about me as a person.**
    - 71% (-10)
  - **I trust my Manager.**
    - 69% (-9)
  - **My Manager helps me achieve better results.**
    - 62% (-12)
  - **My Manager keeps me well informed about decisions that affect me.**
    - 62% (-12)
  - **My Manager inspires me to improve.**
    - 59% (-11)
  - **My Manager provides me with high quality feedback.**
    - 58% (-12)
DRIVER: SENIOR MANAGEMENT RELATIONSHIPS

- I trust my Division's Director: 50% (Prevalence: 64%)
- I understand the rationale behind most of the decisions made by my Division's Director: 42% (Prevalence: 55%)
- My Division's Director acts on employee feedback: 41% (Prevalence: 52%)
- I trust the General Managers: 40% (Prevalence: 53%)
- My Division's Director inspires me: 37% (Prevalence: 53%)
- I understand the rationale behind most of the business decisions made by the General Managers: 33% (Prevalence: 47%)
- The General Managers inspire me: 28% (Prevalence: 41%)
- General Managers act on employee feedback: 27% (Prevalence: 39%)
- The City Manager inspires me: 24% (Prevalence: 52%)

**Action Plan - Evaluate**

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<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>3257</td>
<td>1715</td>
<td>53%</td>
</tr>
</tbody>
</table>

**Low Performing (< 40%)**
- I trust my Division's Director
- I understand the rationale behind most of the decisions made by my Division's Director
- My Division's Director acts on employee feedback
- I trust the General Managers
- My Division's Director inspires me
- I understand the rationale behind most of the business decisions made by the General Managers
- The General Managers inspire me
- General Managers act on employee feedback
- The City Manager inspires me

**Average Performing (40%-59%)**
- The General Managers inspire me
- General Managers act on employee feedback

**High Performing (> 59%)**
- The City Manager inspires me
I am satisfied with the compensation I receive for the work I do.

- 47%

My salary is competitive with similar jobs I might find elsewhere.

- 45%

**Previous Year Benchmark**

- 42% (+5)

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**Action Plan - Evaluate**

- Evaluate
**DRIVER: BENEFITS**

- **My benefits are competitive with similar jobs I might find elsewhere.**
  - 56% (53% +3)

- **I am satisfied with my benefit package.**
  - 54% (52% +2)

- **We have unique perks at this organization.**
  - 34% (41% -7)

---

**Action Plan - Evaluate**

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---

- **< 40% Low Performing**
- **40%-59% Average Performing**
- **> 59% High Performing**
**DRIVER:** WORK LIFE BALANCE

**Previous Year Benchmark**

- I am able to maintain a balance between my work and personal life: 70% (65% +5)
- I find my stress levels at work manageable: 59% (56% +3)

**Action Plan - Maintain**

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DRIVER: EMPLOYEE EMPOWERMENT

- I clearly understand what is expected of me on the job. 77% (Previously 78%)
- I am not afraid of trying out new ideas in my job. 76% (Previously 77%)
- I am empowered to make decisions about how I do my work. 61% (Previously 66%)
- I am given the chance to fully leverage my talents through my job. 48% (Previously 55%)
- If I make a suggestion to improve something in my department I believe it will be taken seriously. 46% (Previously 56%)

Action Plan - Leverage

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McLEAN & COMPANY

Previous Year Benchmark

- I clearly understand what is expected of me on the job. 77% (Previously 78%)
- I am not afraid of trying out new ideas in my job. 76% (Previously 77%)
- I am empowered to make decisions about how I do my work. 61% (Previously 66%)
- I am given the chance to fully leverage my talents through my job. 48% (Previously 55%)
- If I make a suggestion to improve something in my department I believe it will be taken seriously. 46% (Previously 56%)
**DRIVER: COWORKER RELATIONSHIPS**

- **I really like the people I work with.**
  - 76% (Previous Year: 78%, Benchmark: 78%)
  - Improvement: -2%

- **I have a good friend at this organization.**
  - 73% (Previous Year: 68%, Benchmark: 68%)
  - Improvement: +5%

- **I know that my co-workers will help me out when the going gets tough.**
  - 70% (Previous Year: 72%, Benchmark: 72%)
  - Improvement: -2%

- **My co-workers care about me as a person.**
  - 68% (Previous Year: 72%, Benchmark: 72%)
  - Improvement: -3%

- **My co-workers don't undermine my efforts.**
  - 64% (Previous Year: 67%, Benchmark: 67%)
  - Improvement: -3%
DRIVER: CULTURE

- I identify well with the organization's values. (70%) - Previous Year Benchmark: 72% (-2)
- I am a fit for the organizational culture. (70%) - Previous Year Benchmark: 76% (-7)
- This organization has a very friendly atmosphere. (58%) - Previous Year Benchmark: 65% (-7)
- This organization has a collaborative work environment. (44%) - Previous Year Benchmark: 54% (-10)

Legend:
- < 40% Low Performing
- 40%-59% Average Performing
- > 59% High Performing
DRIVER: WORKING ENVIRONMENT

I am physically safe while at work.
- 84% (Previous Year Benchmark: 87%)

I have not been discriminated against at this organization based on age, gender, sexual orientation, religion or ethnicity.
- 78% (Previous Year Benchmark: 82%)

I am not emotionally harassed at work.
- 74% (Previous Year Benchmark: 77%)
My friends outside work would describe me as having a very positive attitude.

- 79% (83% -4)

I believe I will meet the life goals I set for myself.

- 72% (75% -3)

I rarely dwell on failures but rather see them as learning opportunities.

- 66% (72% -6)

Employee Personal Disposition
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Previous Year Benchmark

- My friends outside work would describe me as having a very positive attitude.
  - 79%
  - Previous: 83% (-4)

- I believe I will meet the life goals I set for myself.
  - 72%
  - Previous: 75% (-3)

- I rarely dwell on failures but rather see them as learning opportunities.
  - 66%
  - Previous: 72% (-6)
<table>
<thead>
<tr>
<th>Question</th>
<th>Past Year</th>
<th>Benchmark</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am more satisfied with the organization now than I was a year ago.</td>
<td>31%</td>
<td>43%</td>
<td>-12%</td>
</tr>
<tr>
<td>I expect to be at the organization a year from now.</td>
<td>82%</td>
<td>73%</td>
<td>+9%</td>
</tr>
<tr>
<td>This organization takes actions to improve employee engagement.</td>
<td>37%</td>
<td>50%</td>
<td>-13%</td>
</tr>
</tbody>
</table>

| < 40% Low Performing | 40%-59% Average Performing | > 59% High Performing |

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Interpreting the Results

Engagement Calculation
The survey questions were developed by subject matter experts. The reliability of the overall engagement score was calculated using Cronbach’s alpha. The reliability for engagement was found to be $\alpha = 0.92$. Engagement is calculated by averaging the responses to the engagement measure questions, for each employee. Average scores correlate to our four levels of engagement.

- Average scores between 5.01 – 6.00 = Engaged
- Average scores between 4.51 – 5.00 = Almost engaged
- Average scores between 4.01 – 4.50 = Indifferent
- Average scores less than 4.00 = Disengaged

Driver Calculation
McLean & Company uses a standardized 6-point scale for data collection. Respondents are asked to indicate the extent to which they agree with each statement by choosing a number between 1 and 6 on the scale. We display the results as a top box score, or the percentage of respondents who chose 5 or 6 (agree or strongly agree).

Benchmarks
McLean & Company offers clients a general benchmark to ensure the data has enough breadth and depth to maintain its integrity. The following industries are included in McLean & Company’s engagement survey benchmark: Business Services, Financial Services, Not-for-profit, Manufacturing, Construction, Retail/Wholesale, Consumer Products, Energy, Health Care, Government, Education.

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on your organization’s results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

Priority Matrix
The prioritization grid is created by plotting the top box scores for each driver on the horizontal axis and the impact of each driver on engagement on the vertical axis. The top box scores for each driver are calculated by taking the average top box score (% of respondents selecting 5 or 6) for each of the question that relates to the corresponding driver. The impact each driver has on engagement is determined by calculating the correlation between each driver and engagement and then multiplying this correlation score by the slope between each driver and engagement.