



Employee Attitude Surveys

Sirota Survey Intelligence (www.sirota.com)

Perspective on

How to Learn What Workers Really Think and
Drive Change

November 2007

Organizational **breakthroughs**. Bottom line **results**.

What's New In Surveys

■ Employment Life Cycle

- How employment events and career stage impact employee morale and engagement

■ 21st Century Demographics

- Generational impacts – what is different and what is the same

■ Ethics and Compliance

- Moving beyond pure focus on regulations to create a culture of ethical compliance as measured through surveys

■ Strategic Corporate Social Responsibility

- Truly successful companies will seek an alignment with all of their key internal and external constituencies (not just employees)

In-House vs. Using a Vendor

In-House

- Spend Time (mostly)
- No organizational learning curve
- No external benchmarks
- Less exposure to other companies
- Less tested technology available
- Recommendations can be easily discarded (not a recognized expert, little acquisition cost)
- Access to both experts and communities may be “pay to play”
- Less credibility with employees that all has been done to protect confidentiality and anonymity

Using A Vendor

- Spend Time and Money
- Vendor must spend time learning about the company and establishing relationships and trust
- External company benchmarks for results often available
- Extensive experience with other companies in similar situations
- Time-tested technology / Reports
- Recommendations taken seriously (offered by recognized, paid expert)
- May be able to participate in User groups, Communities, Conferences as part of fees
- Vendor a credible protection of employee confidentiality / anonymity

When Hiring an Outside Firm...

- **Consider what you want?**
 - A full-service firm (Experts, Analyses, Technology, Benchmarks)
 - Technology/Data support (Technology and Data collection)
 - “Hired gun” (Can guide your effort and analyze your findings)

- **Realistically consider your budget**
 - What kinds of decisions will you make based on these results?
 - Full-service firms typically start at \$15,000 (most firms will charge in the \$25,000 - \$60,000 range for a customized survey of 500-1,000 employees)

- **Understand their philosophy around working with clients**

- **Do they outsource core elements of the process**

- **Consider the references and experience (only pay for Value)**

Question Areas

■ Must Ask

- Are you proud?
- How you feel?
 - About the company
 - About your unit
 - About your leader
 - About your job/career
- What you think?
 - About the management practices
 - About the products/services
 - How you are treated
- How you intend to act?
 - Will you stay?
 - Will you recommend?
- What can improve?

■ Never Ask

- Who to fire / keep

■ Employees will typically answer any number of questions (within reason) as long as:

- They are interested in the topic
- Feel some actions will occur based on their critical responses
- Will not be hurt by the process

■ Typical number of questions range from 35 - 100

Administration Methodologies

Method

Pros

Cons

Web-based methods

High response rate
Employee convenience
Fast data collection
No keypunching

Technological barriers
Not for all populations
Can be high or low cost
Must address confidentiality

In-person, paper

High response rate
Best for hourly employees
Captive audience

Organizationally intrusive
Labor intensive

Mail

Low cost per respondent
Good for large populations

Respondent-initiated
Often lower response rate

Fax back

Good for customer surveys
Save on return postage
No keypunching

Respondent initiated
Confidentiality concern

Out-bound Telephone

Good for large populations
Fast data collection
Good for quota sampling

High cost to complete
Interviewer bias
Shorter surveys

In-bound calling

Good for large populations
Fast data collection
Low cost to complete

Respondent initiated
Shorter surveys
Impersonal

How to Raise Response Rates

- **Communicate**
 - Purpose of the survey
 - How issues of confidentiality/anonymity will be protected/addressed
 - Plans for feedback and action-taking
 - Administrative dates
- **Involve leaders and managers in the communications process**
- **Offer methodologies convenient to them**
- **Provide feedback during administration as to company, division response rates**
- **DO NOT OFFER INDIVIDUAL EMPLOYEES AN INCENTIVE**

Factors Affecting the Timing of Employee Surveys

- **What is the purpose of the survey?**
 - **To allow for systematic benchmarking and action-taking**
 - **To pulse the general population**
 - **To include in the performance management system**
- **The amount of employee turnover**
- **The amount of re-organization / changes to the business**
- **Revenue cycle**
- **Labor negotiations (if this is the first time survey)**

Keeping Results Confidential

- **How the data is collected**
 - Paper
 - Phone
 - Web

- **How the data is reported**
 - Minimum grouping rules
 - Downward, upward and lateral comparisons

- **Identified vs. Anonymous surveys**

How to Best Utilize Results

Survey Principles

- Emphasize organization effectiveness, employee performance and business outcomes (vs. employee happiness or satisfaction)
- Customization (process, technology and questions) – including divisional clients
- Involvement of line executives

Data and Analysis

- Use of both qualitative and quantitative data
- Focus on internal and external (normative) benchmarking (questions, data, and actions)
- Understandable outputs (vs. complex statistical analysis, jargon)
- Analyzed data (vs. a “data dump” or simple listings) – including linkage to business outcomes

Reporting and Feedback

- Divided data - so local managers can see and respond to local concerns

- Train managers on how to feed back to employees and develop an action plan
- Follow a simultaneous top-down and bottom-up feedback approach (a constructive process)

Action Planning and Follow-Through

- Provide clear direction for action for both senior leaders and local managers / Be prescriptive rather than descriptive
- Focus on a limited number of priority issues for follow-up
- Constructively target a limited number of under-performing units where maximum gain can be achieved / Identify, then utilize high performers as mentors/models
- Track organization-wide and local actions being taken
- Integrate survey results and action planning metrics into your organization’s overall business metrics and planning cycle
- Repeat regularly to measure the impact of actions on survey and business outcomes / Identify best-in-class actions



Working With Sirota Survey Intelligence®

Facts About Sirota

- **Founded in 1972 by David Sirota, Sirota Survey Intelligence specializes in attitude survey research and utilizing that research to improve organization effectiveness**
- **For over 35 years, Sirota has focused on single and multi-constituency surveys, including employee attitude/engagement, 360°, on-boarding, exit, and customer satisfaction surveys**
- **We have a staff of 65 professionals who are 100% dedicated to survey research**
- **Our consulting staff actively conducts research and shares knowledge in the field of Industrial/Organizational Psychology**
- **Offices in New York & London**
- **We maintain a robust normative database which we make available to all clients for comparison purposes - normative data can be provided for various demographics such as country and industry**

Select Clients

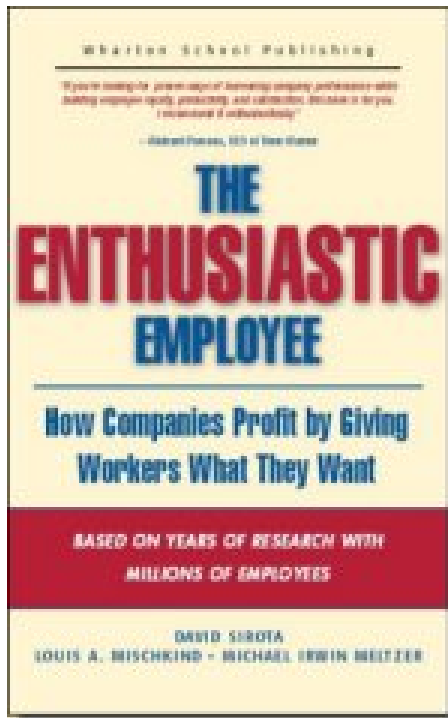
				
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The Unique Sirota Approach In Working With Clients

- **Action Orientation:** Survey data that impacts organization effectiveness (vs. “nice to know” or “data dumps”); long-lived assessment and action programs that create predictable, sustainable improvements in people management
- **Breakthrough Thinking:** A drive to innovate in all facets of our work, consultative, project management and technology
- **Client Focus:** End-to-end customization to meet client’s strategic/business/process parameters
- **Designed Process-Excellence:** Rapid-fire, cost-efficient implementation with real time data; superior data integrity, connectivity, functionality, security and privacy; no outsourcing of IT resources
- **Evolving Perspective:** Client relationships are viewed as true partnerships and so we solve for the long-term

**Our clients tell us what they value:
Sirota’s team-based structure that enables these 5 elements**

Sirota's Model of Organizational Effectiveness Is Well Captured in Our Book



Wharton School Publishing

February 2005

*Based on 30 Years of Research
With Millions Of Employees*

**The Enthusiastic Employee:
How Companies Profit By Giving
Workers What They Want**

Sample Endorsement

The Enthusiastic Employee provides a fact-based, clear-headed, well-reasoned strategy for unleashing the creative power of people throughout the corporate ranks. If you're looking for ways to cut through the cant and clutter of myths and wishful thinking, and to identify eminently sensible, highly effective, proven ways of increasing company performance while building employee loyalty, productivity, and satisfaction, this book is for you.

I recommend it enthusiastically.

*Richard D. Parsons, Chairman and Chief Executive Officer
Time Warner*