

Appendix A

Administration and Composition of the Survey Population

Administration

The first edition of this book, published in 2005, used data from questionnaire surveys administered by Sirota from 1994 - 2003. This 2nd edition will focus on the years 2004 - 2012. These surveys are self-administered and use three different methods: the web, paper and pencil, and Interactive Voice Response (IVR). (IVR is an automated call-handling system where respondents are guided through a survey on the phone. A computer asks the questions and the respondent enters his or her answers using the telephone keypad or by communicating the answers orally.) The approximate percentages of respondents using these three methods are as follows:

	<u>1994 - 2003</u>	<u>2009 - 2012</u>
Web-based Method	65	96
Traditional paper-and-pencil method	30	3
IVR method	5	1

The percentage of companies using the web to administer their employee surveys has continued to increase in our work. And while there is no denying the trend, it could also be a function of the companies we are surveying (for example, we do considerably less manufacturing companies today as a percentage of our total surveys), which of course mirrors, to some extent, the broader shifts in the industrial sectors.

On average, the questionnaires consist of about 70 questions, and almost all of them are multiple choice. About two to three questions are open ended (that is, the respondent answers the questions in his or her own words). The respondents are guaranteed complete confidentiality for their answers which means no one at the organizations in which they work can access an individual employee's responses. A growing trend in our field is the use of confidential, but not anonymous surveys in the conduct of our work. While no one from the company knows the responses of any individual to any question in the survey, those administering the survey do. This enables smarter communications (e.g., targeted reminders to only non-responders), less questions (e.g., demographic data can be gathered from the companies HRIS system, rather than the survey) and more sophisticated analyses (e.g., how did employees rate their managers among employees whose managers attended manager skills training?). While research to date has been conclusive, little to no difference between the responses from employees who participated in identified versus non-identified survey efforts, an important consideration is the level of employee trust in the company (trust in web-based applications, trust in the company, etc.). Since 2009, approximately 70% of our surveys are identified.

Sirota surveys are nearly always administered to all employees in an organization. Samples are rarely used because one of the major purposes of the survey is to provide individual department managers with data that shows how their own employees respond to the survey. Although a sample of, say, 10 percent of the 20,000 employees of a company would be entirely adequate to provide a measure of the total population, 10 percent would be entirely inadequate for a manager of a 20-person department. Two employees (which is 10 percent of 20) tells the manager nothing about the views of his or her 20 people. A premise of the Sirota approach to feedback is that action needs to take place at both the broad organizational level and at the individual department levels. Data are, therefore, required for both levels.

The average response rate for Sirota surveys is 81 percent.

Population Composition

Table A-1 shows the distributions of the surveyed population by various parameters. Unless otherwise noted, values shown are percentages out of 100%.

Table A-1

Distributions of the Surveyed Populations

	<u>1994-2003</u>	<u>2004-2012</u>
Total Number of Organizations	237	412
Total Number of Respondents ⁱ	2,537,656	8,608,960
By Sector		
Financial Services / Insurance	14	35
Manufacturing	14	4
High Tech	5	15
Government and Public Administration	5	4
Hospitals and Health Care	9	18
Oil & Gas Mining	10	9
Retail	11	7
Transportation, Communication, and Utilities	9	4
Pharmaceuticals/ Biotech	9	1
Services	11	1
Education and Research	3	<2

By Size of Organizationⁱⁱ

< 1,000	29	25
1,000-4,999	35	30
5,000-9,999	15	12
10,000-24,999	8	10
25,000+	13	23

By Gender

Female	53	51
Male	47	49

By Race

Caucasian	74	67
Black	12	13
Hispanic	8	9
Asian	6	10

By Tenure

< 2 yrs	26	25
2-5 yrs	22	22
5-10 yrs	19	22
10-20 yrs	20	17
More than 20 yrs	13	14

By Level

Management	13	20
Non-Management	87	80

By Region

North America	78	75
Europe / Middle East / Africa	14	14
Asia Pacific	7	9
Latin America / Caribbean	1	2

ⁱ Some of the individual analyses described in this book are performed on subsets of the population. This is especially the case for the comparative correlational analyses where we require that identical questions be asked in a number of different populations. Nevertheless, the numbers of respondents used for those analyses are in the many thousands.

ⁱⁱ These are the sizes of the organizations surveyed. The smaller ones are usually segments of much larger organizations (divisions, business units, and so on).