



# **ABC Company Employee Survey Results**

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# The Personal Journey in Business

*“Are they going to be happy?*

*Are they going to be productive?*

*Will they want to stay?*

*Will they own their job?*

*Will they contribute their talent generously?”*

**Dr. Robert S. Hartman**

Founder of Formal Axiology

Nominated for Nobel Peace Prize, 1973

(Axiology-Cognitive Structure Assessment used in TriMetrix.)



# Survey Format Overview

- Employee respondents=3,000
- Locations/Assignments
  - Headquarters
  - West
  - East
  - North
- Categories=12
- Scale: 1-5
  - 1= Not Satisfied
  - 2= Minimally Satisfied
  - 3= Moderately Satisfied
  - 4= Very Satisfied
  - 5= Totally Satisfied



## Survey Measured 12 Areas:

1. Mission and Goals
2. Performance Management
3. Training and Development
4. Job Satisfaction
5. Management Support
6. Work Processes and Procedures
7. Employee Involvement
8. Diversity
9. Customer Focus and Commitment
10. Change Management
11. Communication
12. Interdepartmental Relations



## Our Five Highest Rated Categories

- 3.83 Mission and Goals
- 3.71 Performance Management
- 3.63 Training and Development
- 3.49 Job Satisfaction
- 3.44 Management Support

1	2	3	4	5
Not Satisfied	Minimally Satisfied	Moderately Satisfied	Very Satisfied	Totally Satisfied



## Specific Questions-Highest Rated

- 4.10** - I know what is expected of me in my job.
- 4.07** - My manager is available when I need help.
- 4.07** - I have the skills I need to do my job.
- 3.93** - I can effectively use the computer systems I need to do my job.
- 3.90** - I understand how I contribute to the organization mission.
- 3.87** - This company is a good place to work.
- 3.77** - I understand the organization mission and vision.
- 3.60** - I am generally satisfied with my job.

1	2	3	4	5
Not Satisfied	Minimally Satisfied	Moderately Satisfied	Very Satisfied	Totally Satisfied



## Five Lowest Rated Categories

- 2.47 Interdepartmental Relations
- 2.60 Communication
- 2.83 Change Management
- 3.0 Customer Focus and Commitment
- 3.05 Diversity

1	2	3	4	5
Not Satisfied	Minimally Satisfied	Moderately Satisfied	Very Satisfied	Totally Satisfied



## Our Lowest Rated Items:

- 2.47** - There is good cooperation and communication between departments.
- 2.60** - Communication is open in this organization.
- 2.73** - This organization has well-integrated systems and procedures.
- 2.77** - My opinions count here.
- 2.79** - Changes are implemented in a constructive way.
- 2.87** - Innovation is encouraged in this organization.
- 2.97** - We make it easy for customers to do business with us.

1	2	3	4	5
Not Satisfied	Minimally Satisfied	Moderately Satisfied	Very Satisfied	Totally Satisfied





## Overall “Working Well” Themes

- Benefits
- Dedication of employees
- ABC Company cares about its employees



## Overall “Needs Improvement” Themes

- Communication between and within departments
- Pay scale
- Concern around phone system



## Additional Insights - Headquarters

- Highest rated in almost all categories
- Ideas to improve customer service submitted
- Computer problem not fixed since November (quick fix)
- Numerous comments about the need to improve interdepartmental and departmental communications
- Statements about desire for development and growth opportunities
- More time to adapt to change
- Numerous comments about pay scale



## Additional Insights – West

- All scores except Job Satisfaction rated 3.0 or better. (Job sat. rated-2.90)
- “Job is monotonous, not rewarding.”
- Customer service procedure recommendations offered.
- “Improve communication between departments.”



## Additional Insights - North

- Lowest rated in all categories, except Management Support.
- Needs assistance with work station set-up (quick fix)
- Concerns around phone system – customers unhappy
- Numerous positive comments about management team
- Expressed need for more communication and more time to adapt to changes
- Requesting more staff

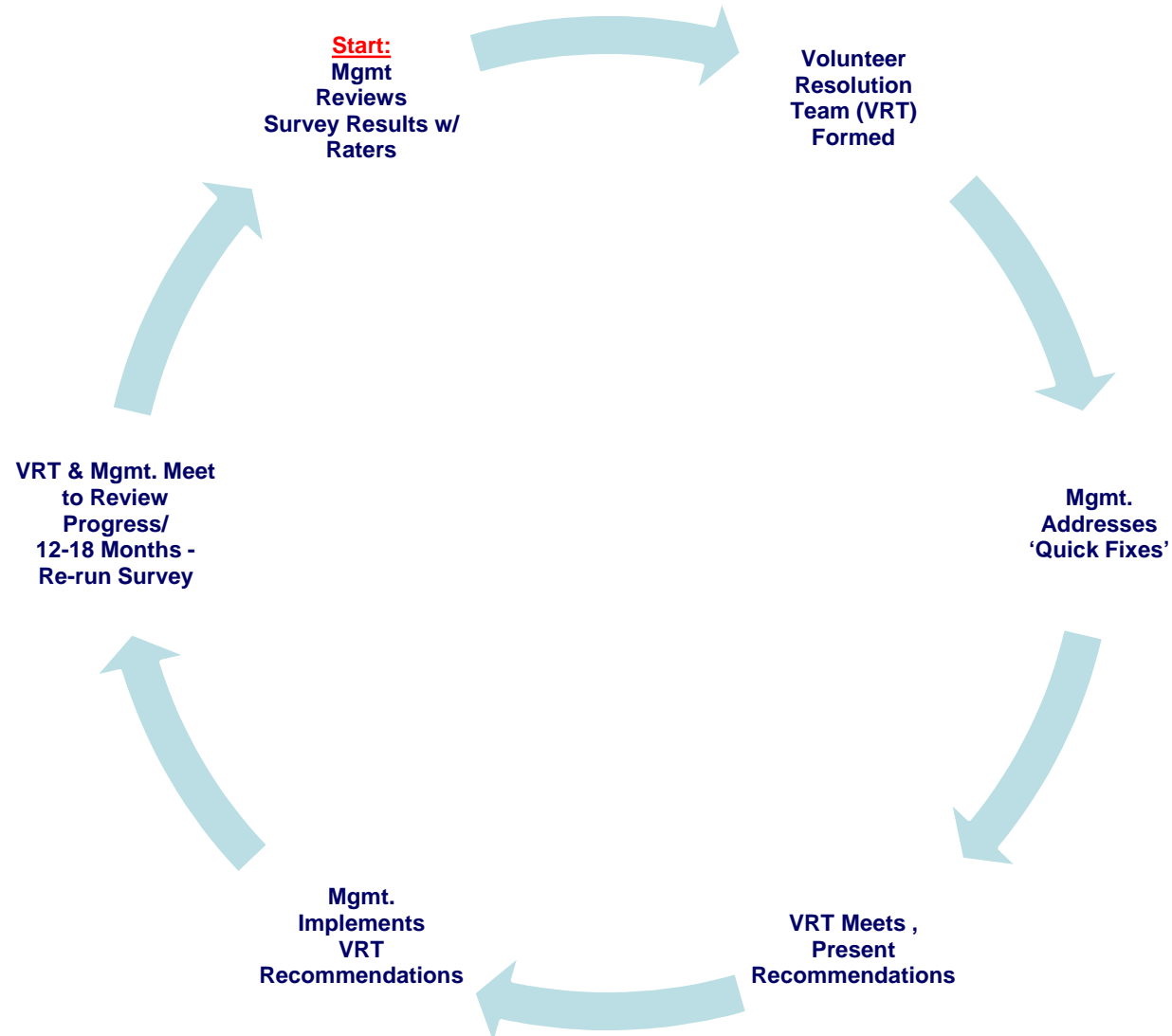


## Additional Insights - East

- East group lowest rated in Management Support and Employee Involvement
- Ideas to improve customer service submitted
- Equipment maintenance requested (quick fix)
- Need more time to adapt to changes



# Results Communication Roll Out





## Executive & Management Commitments

- Share overview of survey results
- Resolve 'quick fixes' immediately
- Develop & Meet w/ Volunteer Resolution Teams (VRT)
  - Review recommended solutions & communicate implementation plans with VRT
  - Meet each quarter after implementation of gather feedback and suggestions for change
- Follow up survey to measure improvement in 12-18 months





# Volunteer Resolution Team - Suggested Format

- VRT from each area (*5-10 people total*)
- VRT commits to:
  - Representing their team at meetings
  - Develop solutions and ideas @ issues brought up in Survey
  - Present solutions and ideas to Executive Team within 4-6 weeks
  - Report progress to their team



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