

# Employee Surveys - An Example

- The following survey was achieved using a web based questionnaire - go to [www.west-associates.co.uk/attdemo.swf](http://www.west-associates.co.uk/attdemo.swf) - to see how it could work for you.
- We can also use 'paper and pencil' questionnaires.
- The real challenge is to ask the right questions and then to correctly analyse and interpret the responses!
- As chartered occupational psychologists we have considerable expertise in this area.
- Costs vary depending on the size of the survey and the amount of research and follow-up required. A guideline would be from £7,500 up to £15,000.

# Why have an Employee Survey?

- To Listen.
- To give each person a voice.
- To build on employees' ideas.
- To identify problem areas.
- To develop your people.
- To develop effective teams.
- To improve your organisational effectiveness.

# The Employee Survey

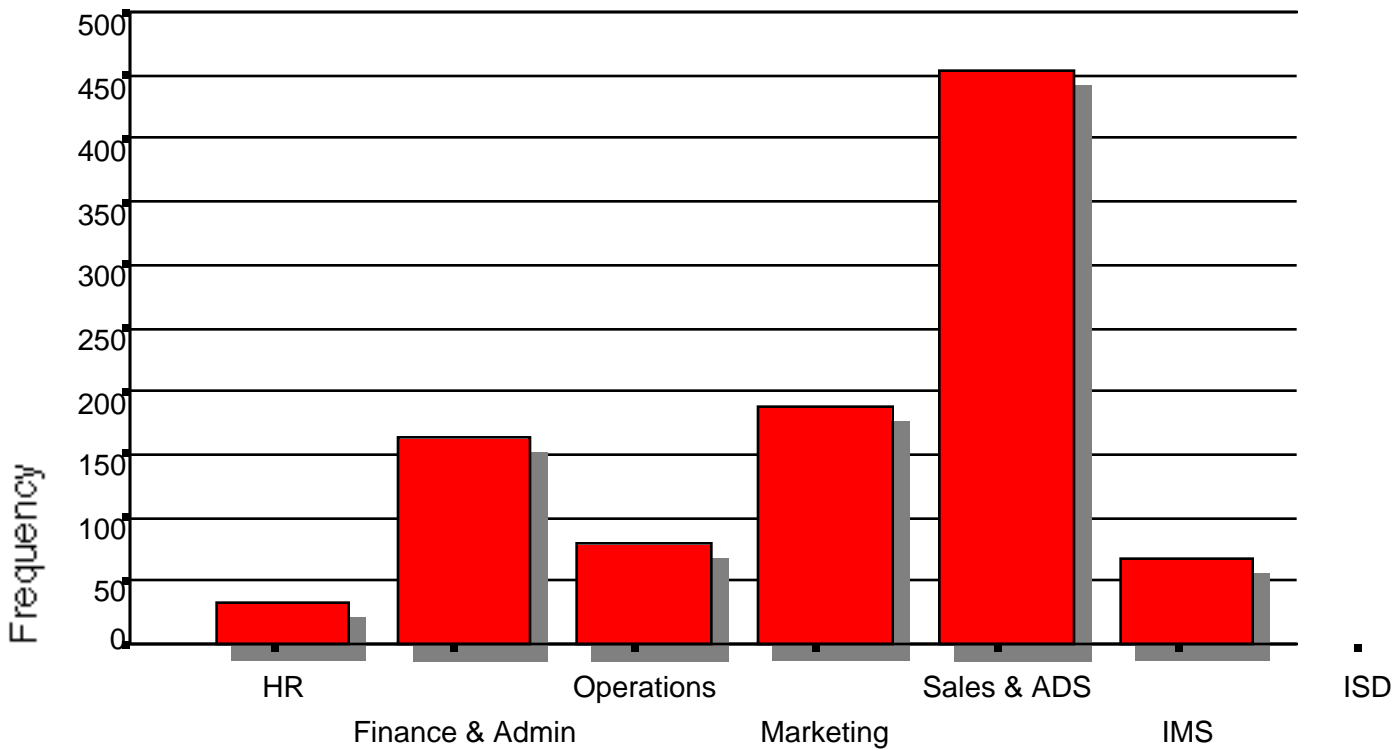
- These are the results of a real employee survey of company 'A'.
- This presentation shows only some of the results.
- This survey used a 7 point scale; 5 point scales can also be used.
- 1115 properly completed responses were received.
- The following charts show:
  - Demographics
  - Total responses to every question
  - A factor analysis of the 7 'key issues'
  - Results by Location and Function.

# Demographics

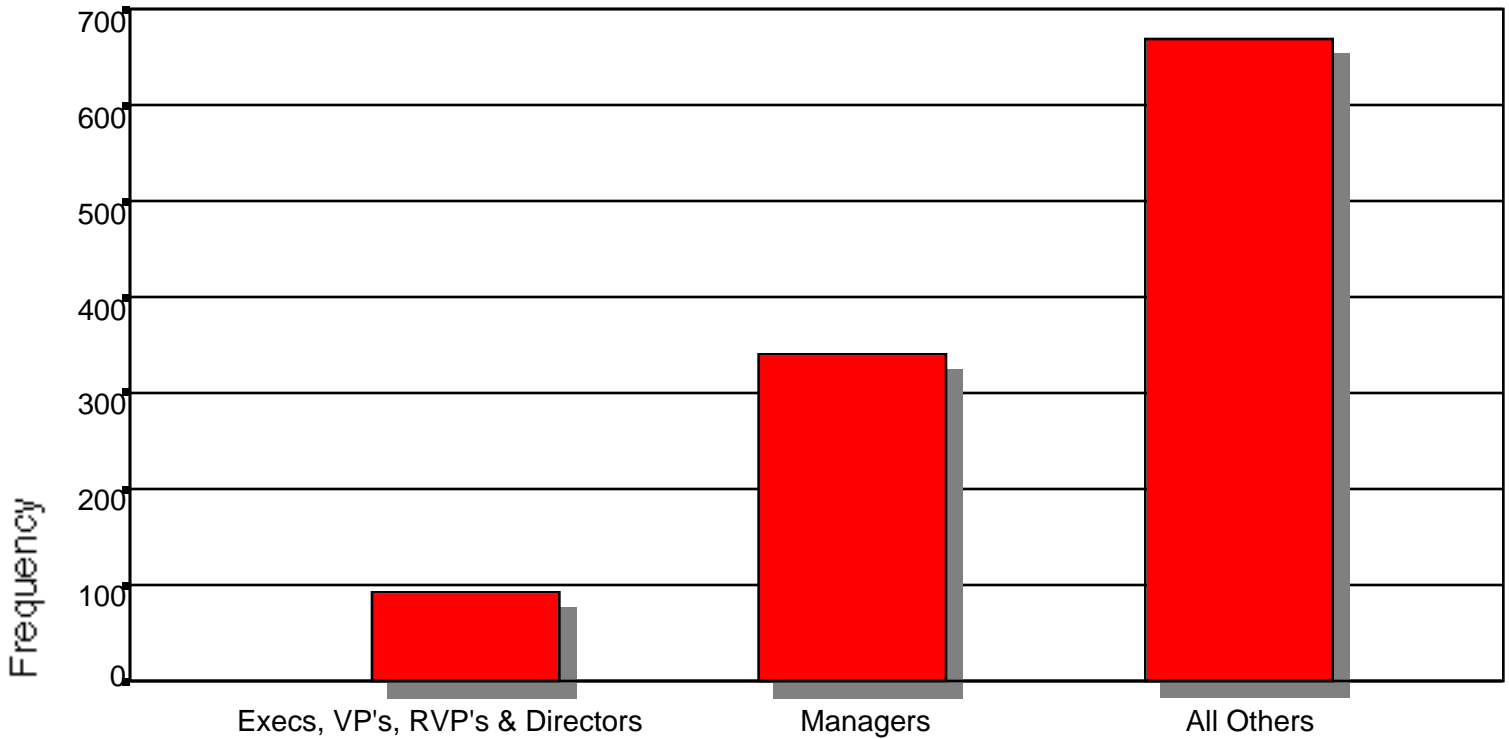
The next 3 slides show demographics by:-

- Function
- Management Level
- Location

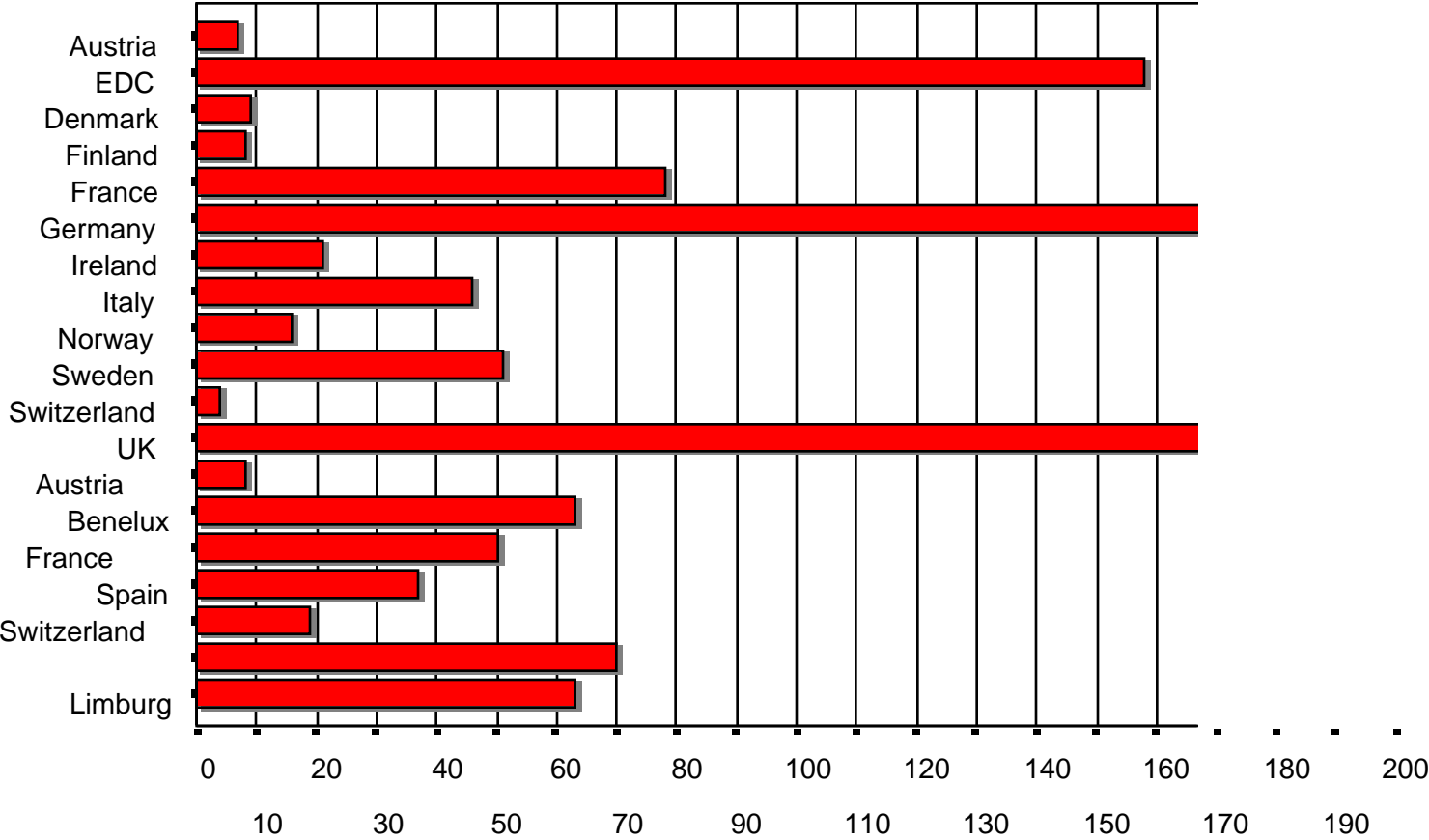
# Responses by Function



# Responses by Management Level

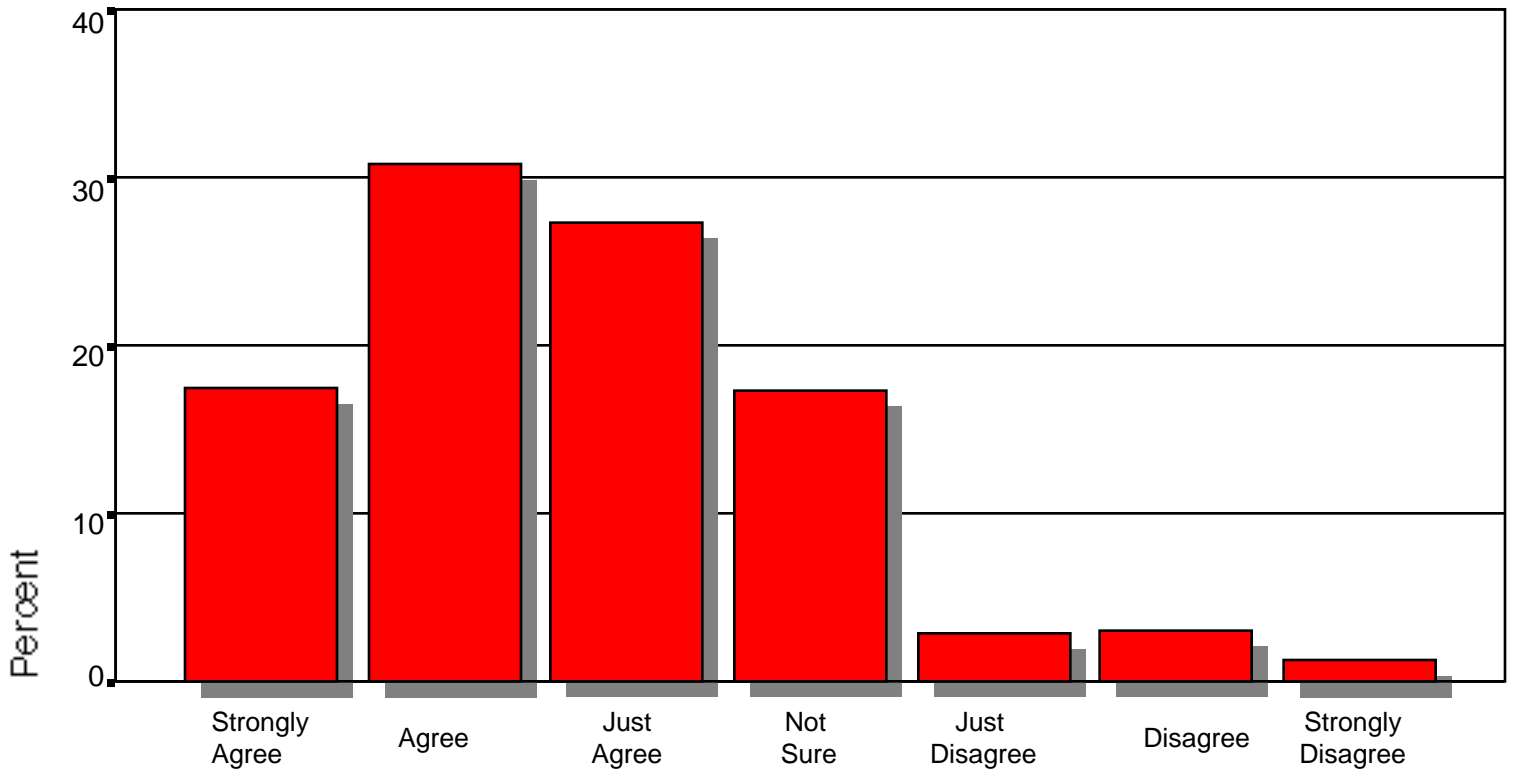


# Responses by Location

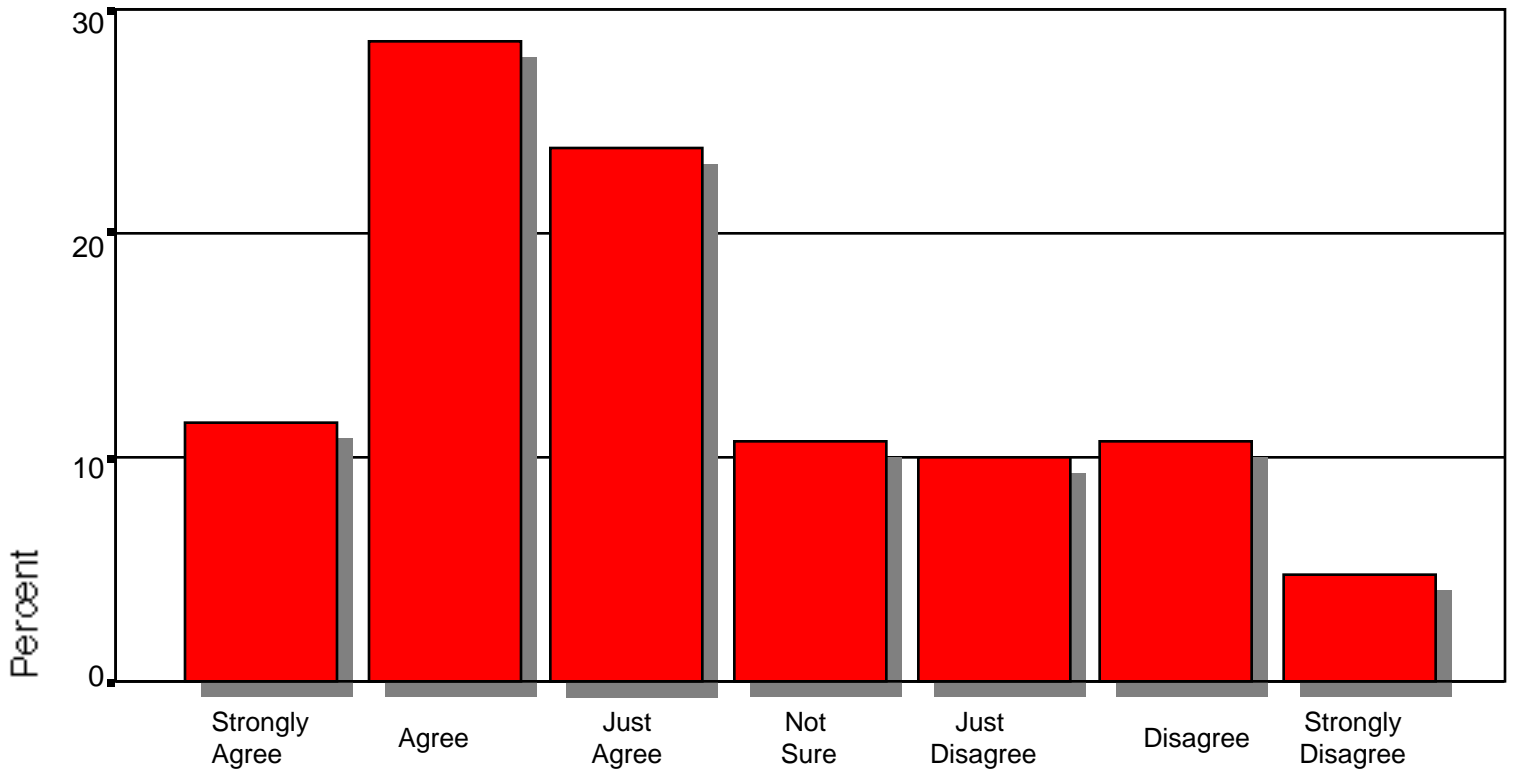


Frequency of responses

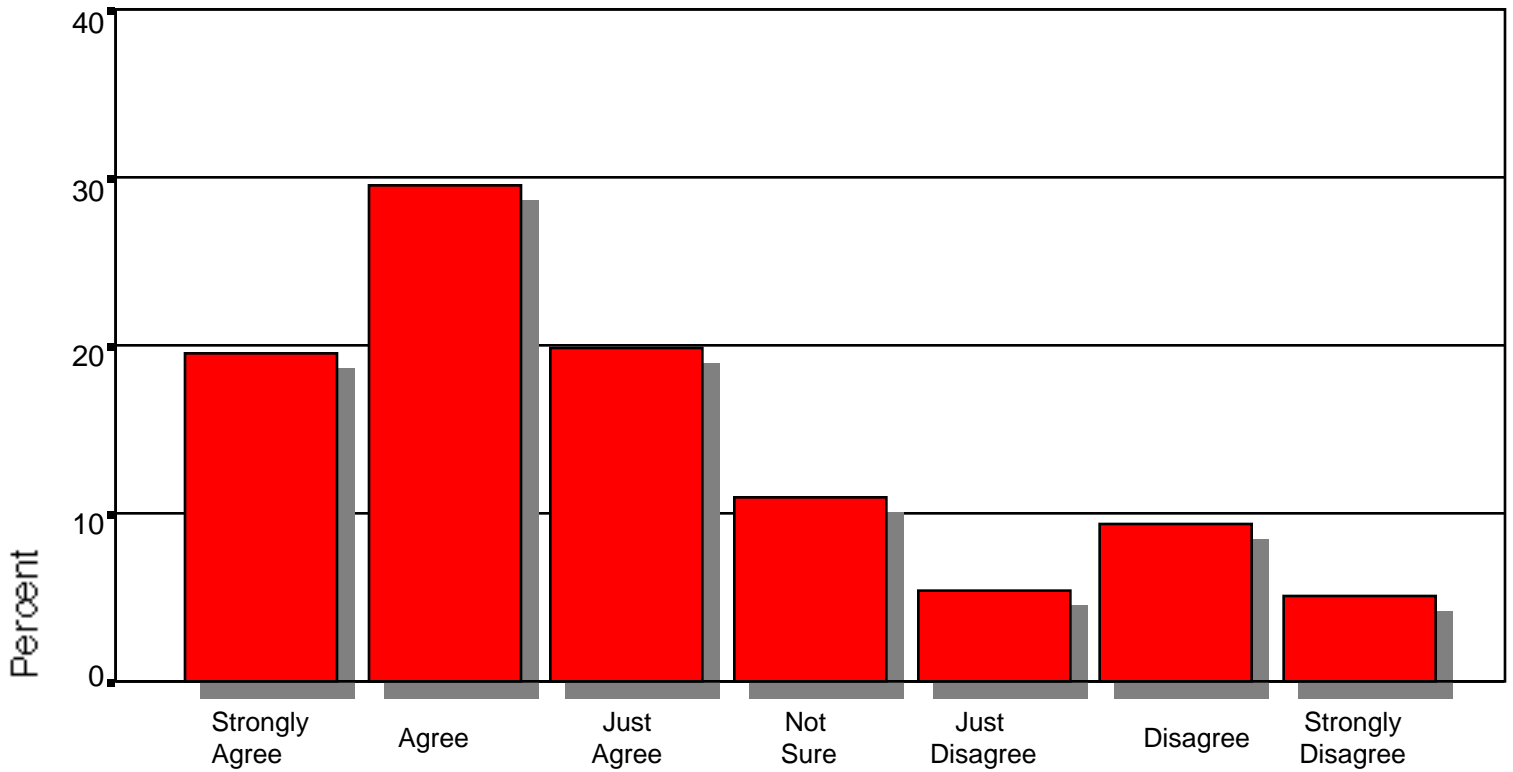
The next few slides show typical total responses to individual questions.



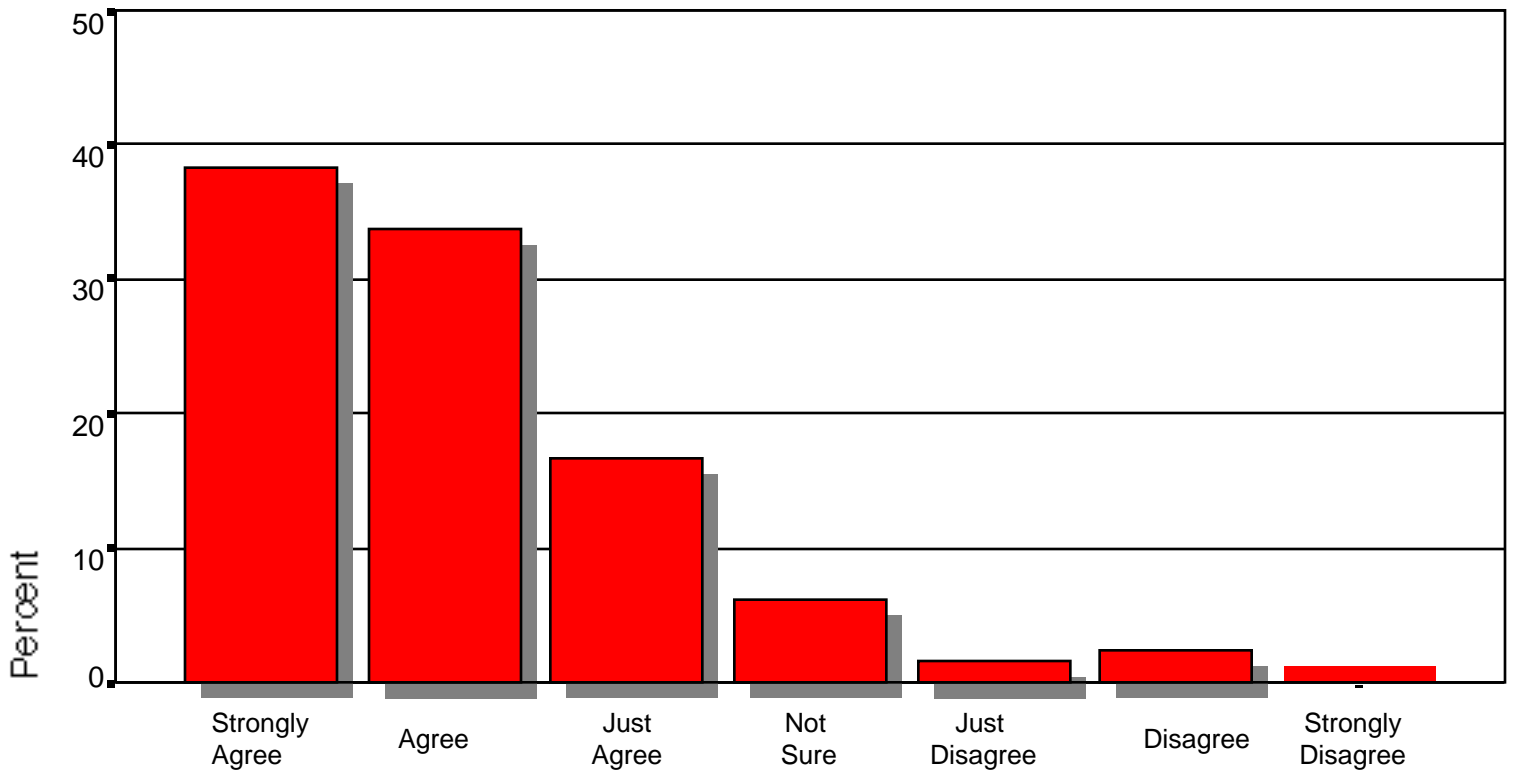
1. A... is a good company to work for



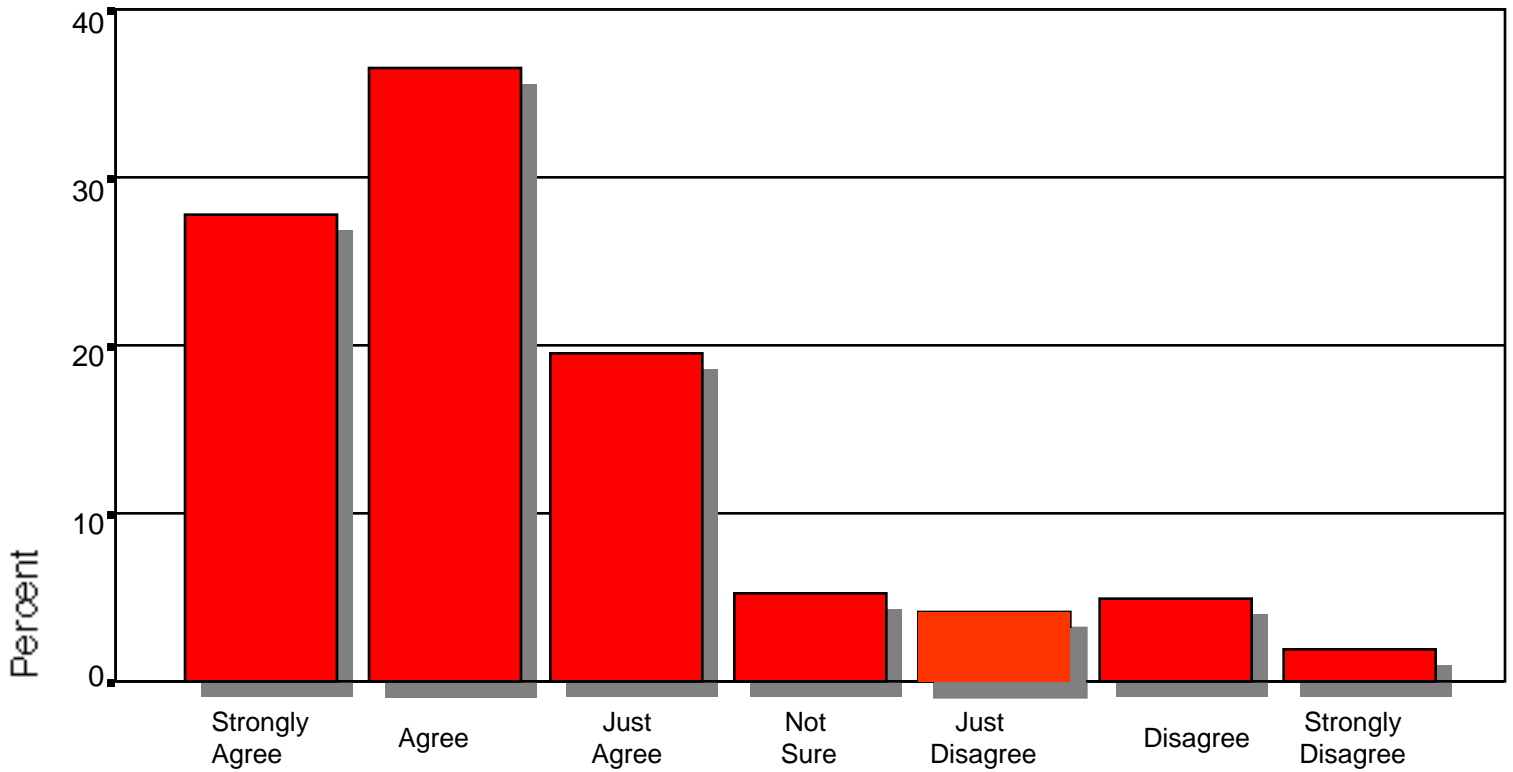
6. My function is well managed



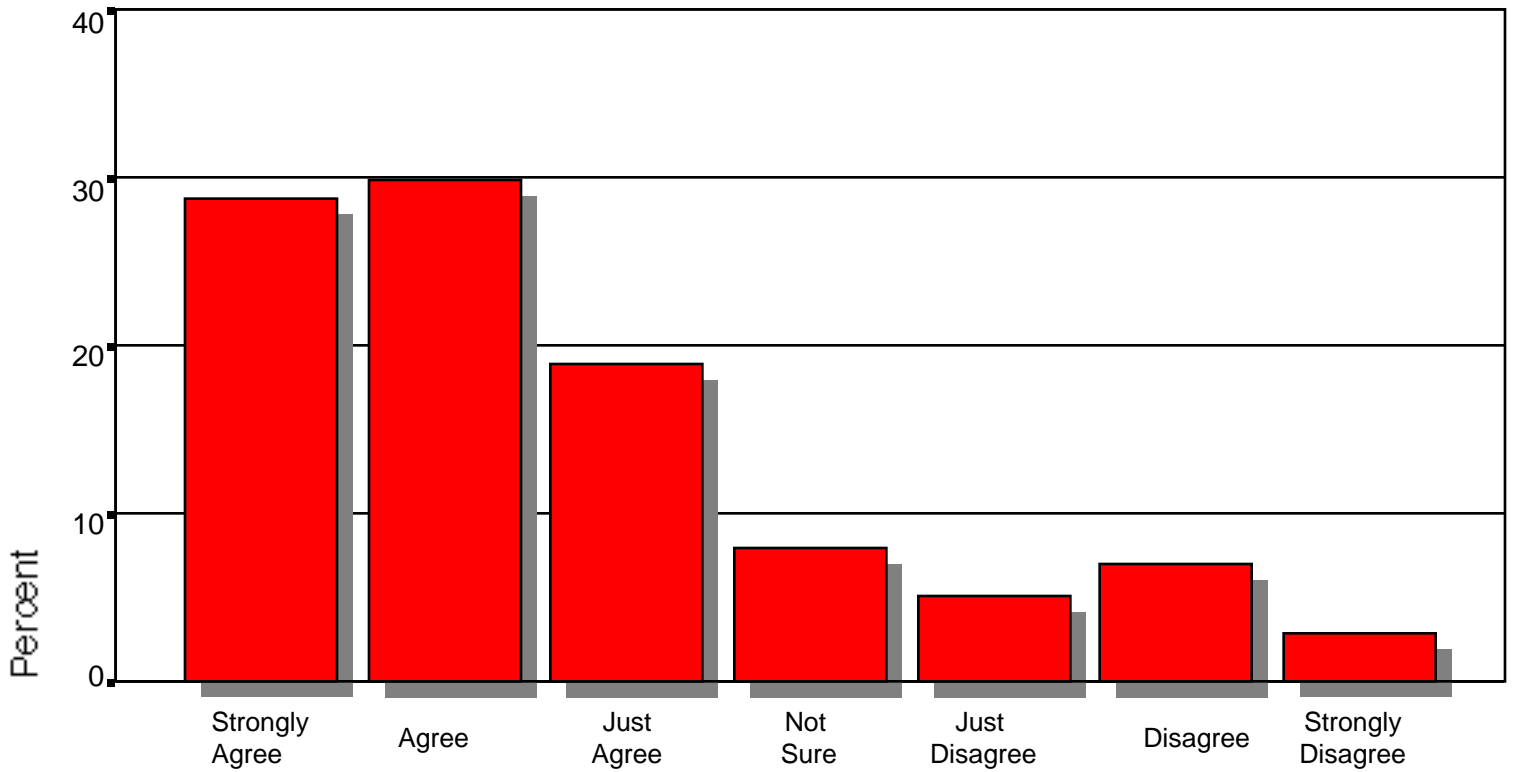
9. My manager gives me recognition for good work



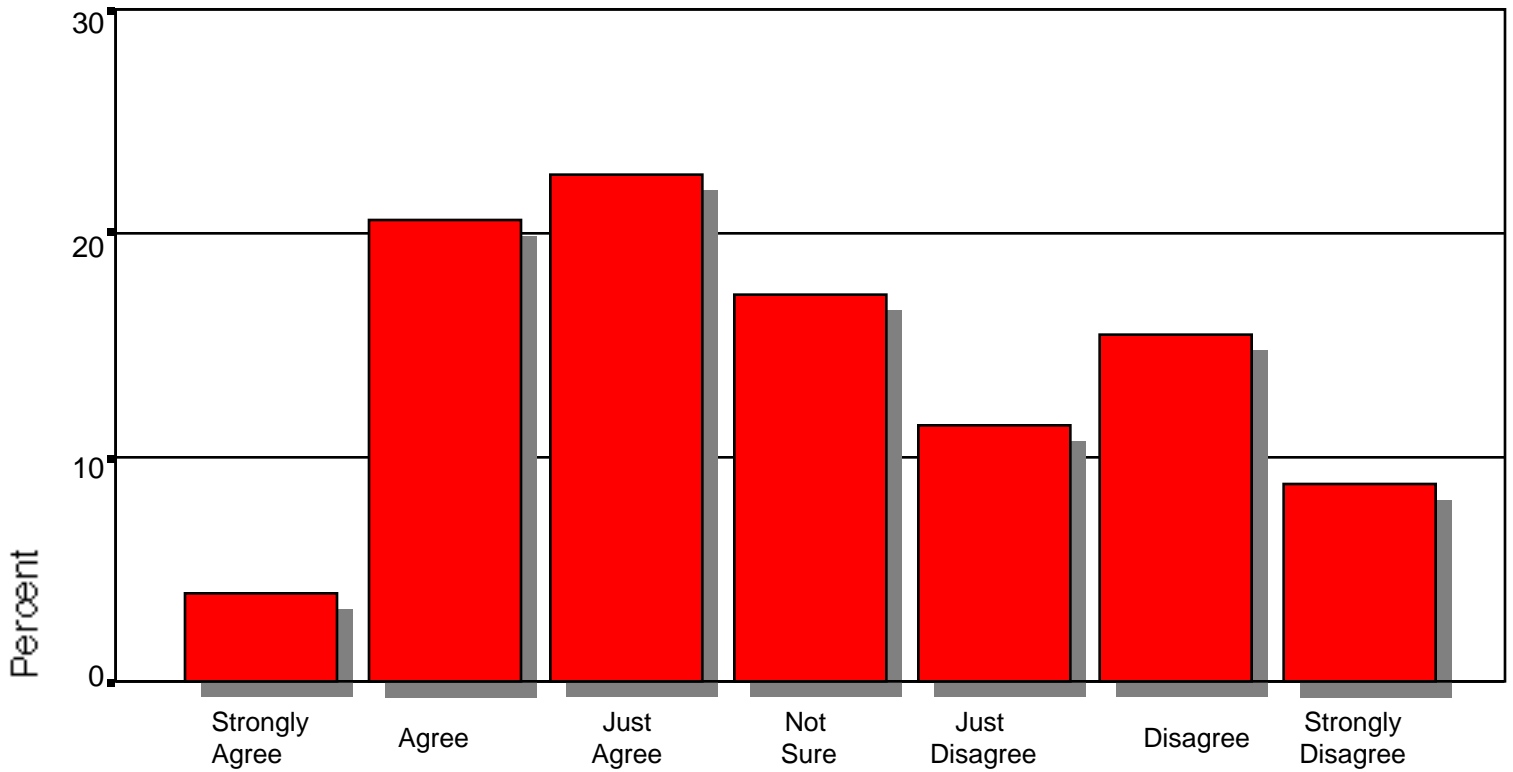
12. I like my job



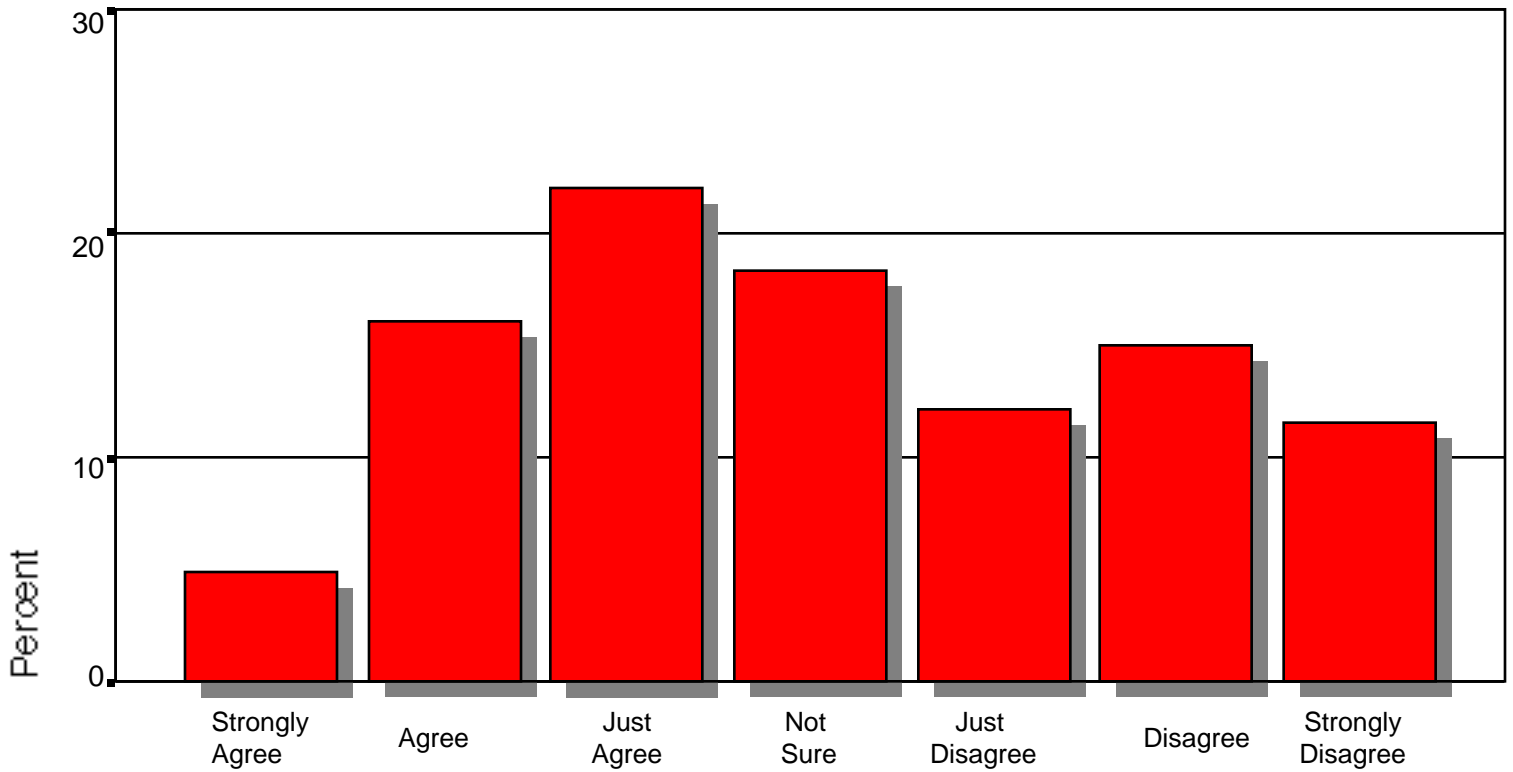
18. I work in a happy and friendly environment



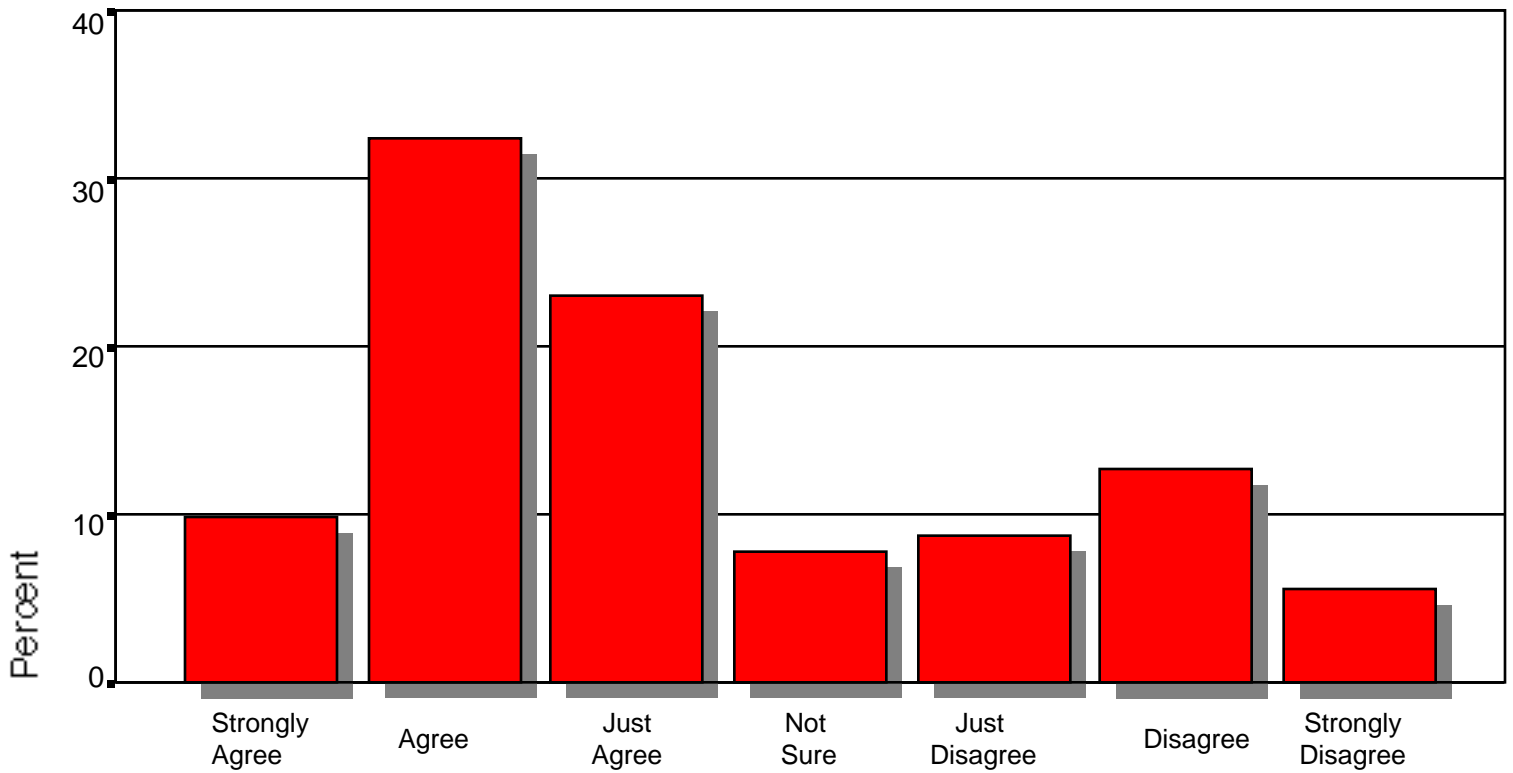
20. I feel motivated to do a good job



25. My total remuneration (pay & benefits) is competitive



27. I am satisfied with my company benefits



29. The pressure on me at work is reasonable

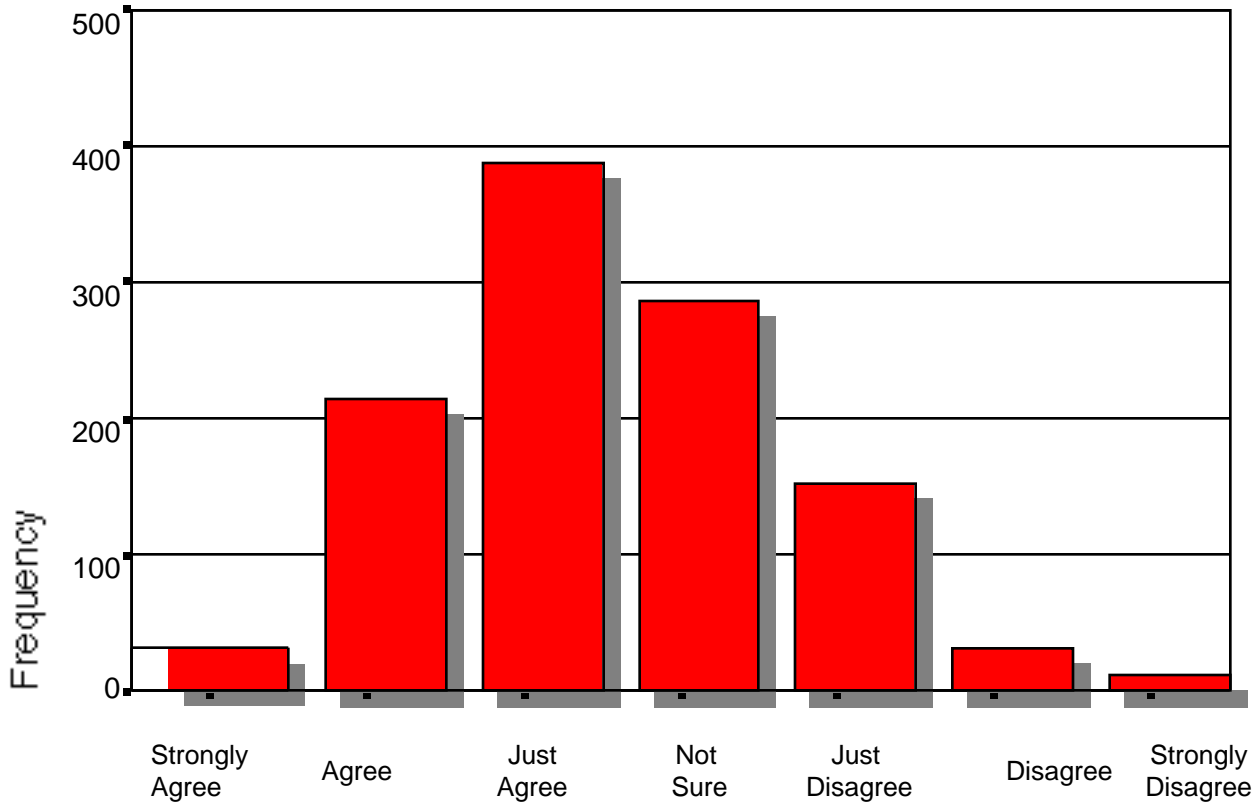
# 7 KEY FACTORS

The responses from the 30 questions were factor analysed and were found to cluster into 7 'Key Factors'.

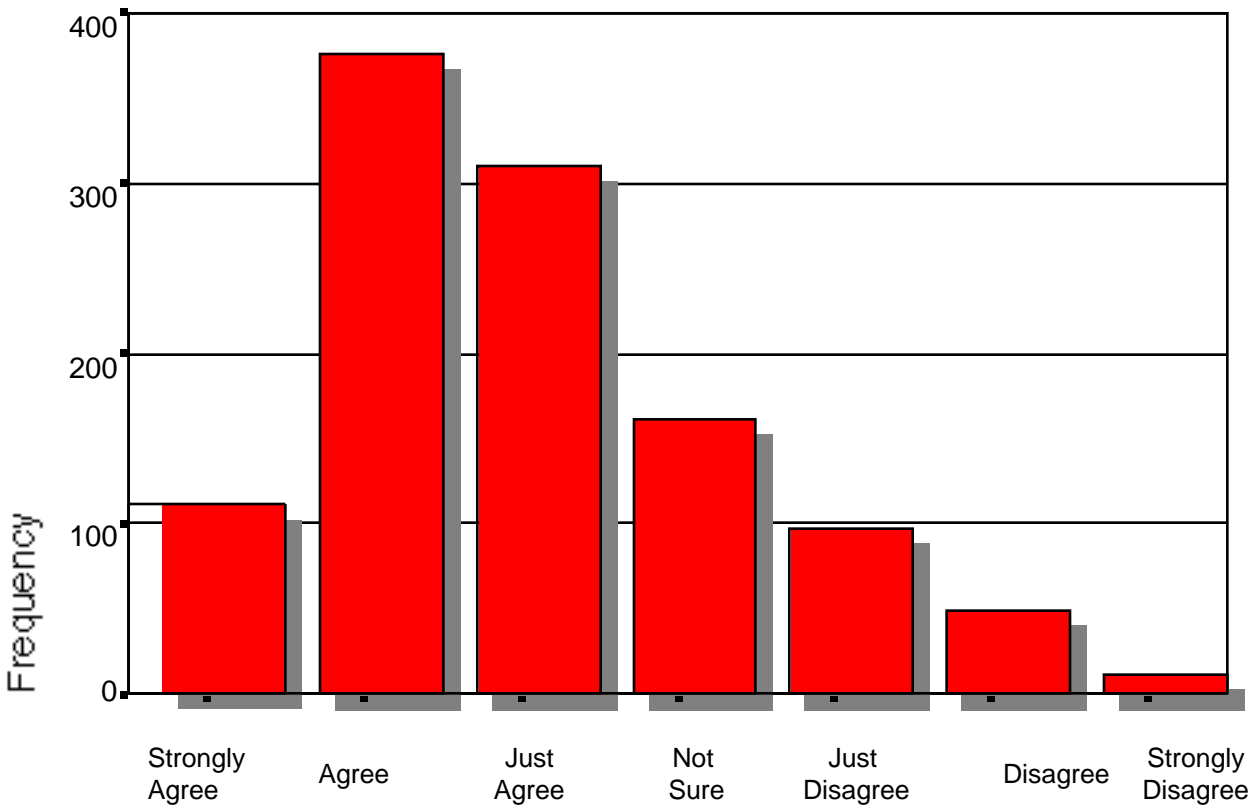
- **1. General leadership and direction of the company**
- **2. Immediate Management**
- **3. Job Satisfaction**
- **4. Pay and Benefits**
- **5. Friendly and effective colleagues**
- **6. Sufficient training and resources to do the job**
- **7. Pressure of work**

Clustering achieved using principal components analysis with varimax rotation

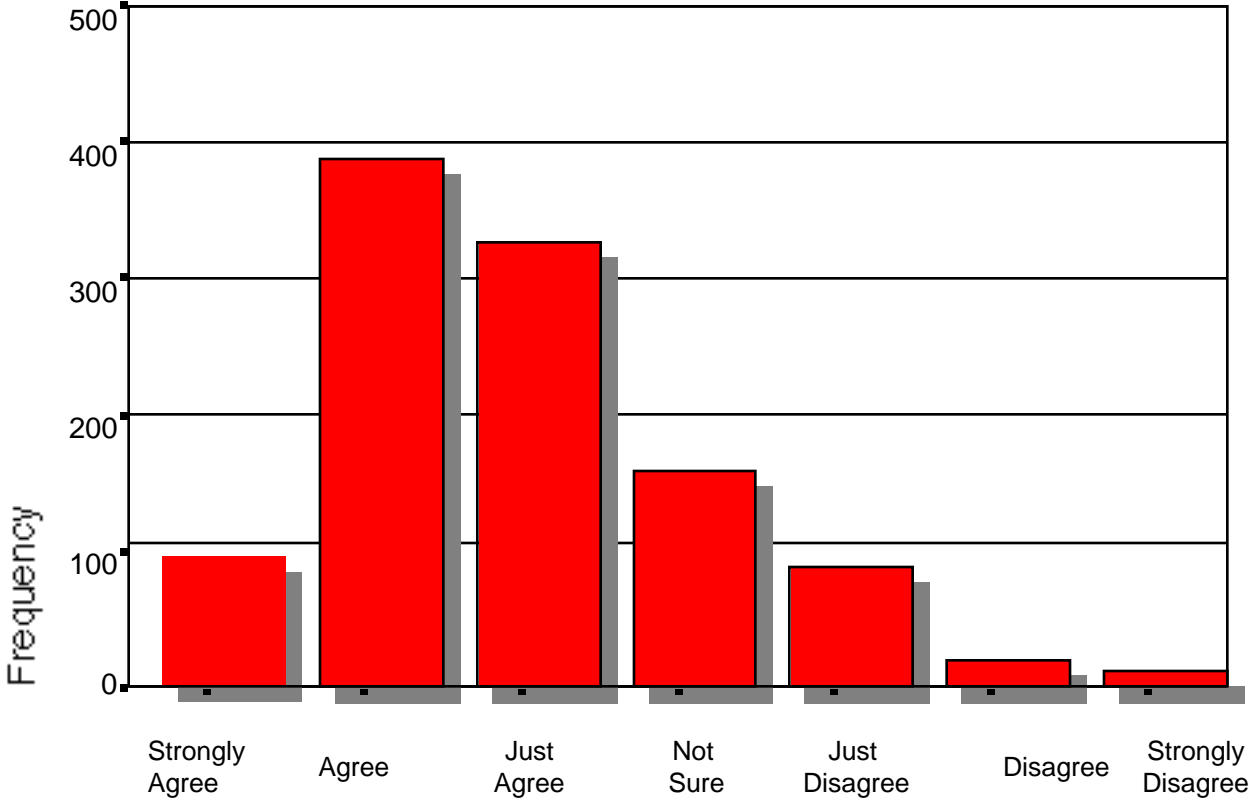
## Factor 1. Having confidence in the general leadership and direction of the company



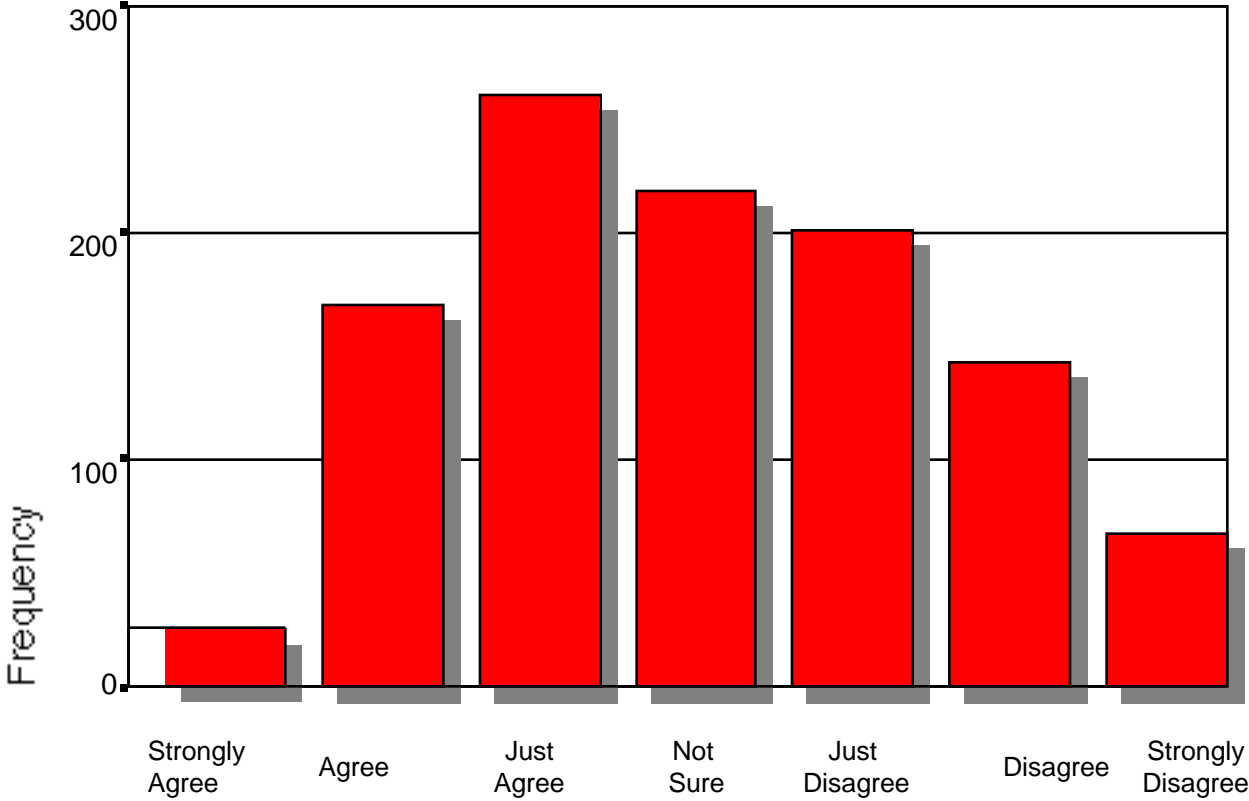
## Factor 2. Being satisfied with ones manager



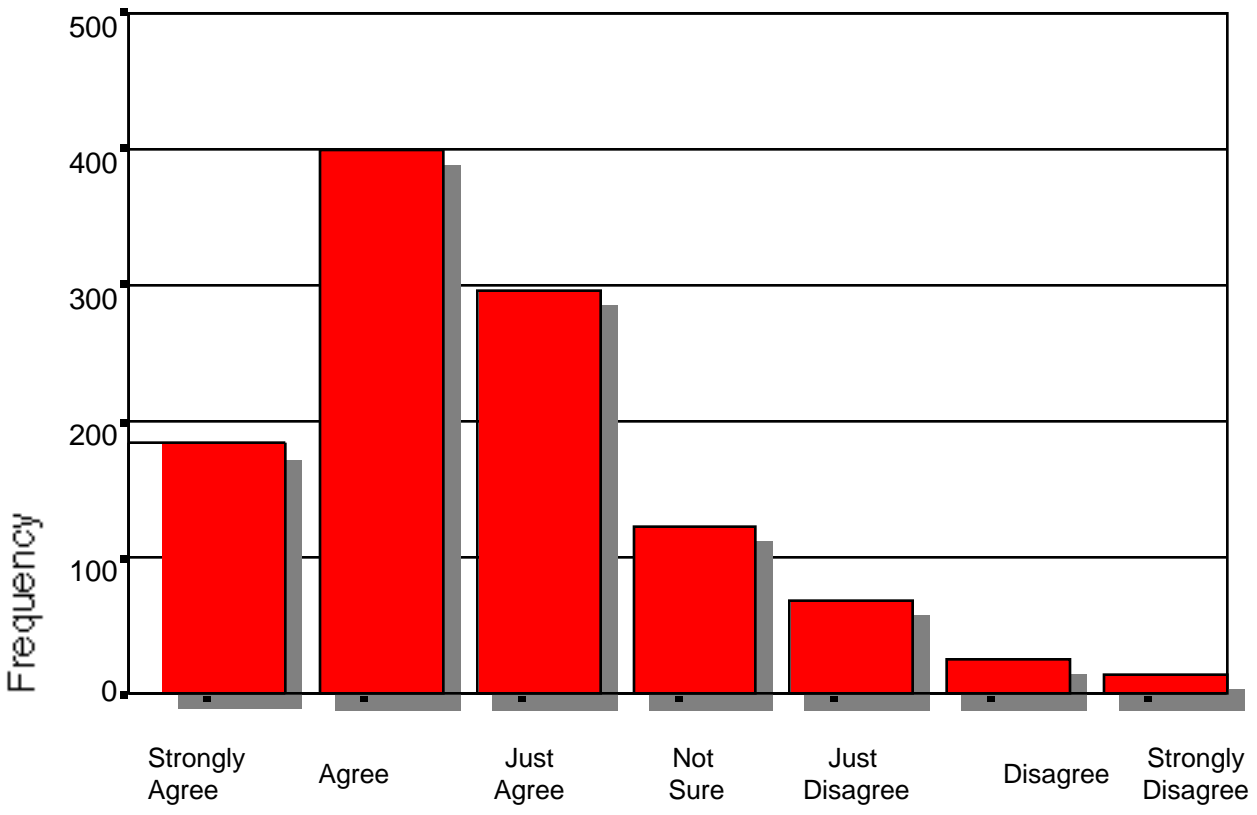
### Factor 3. Having an interesting and satisfying job



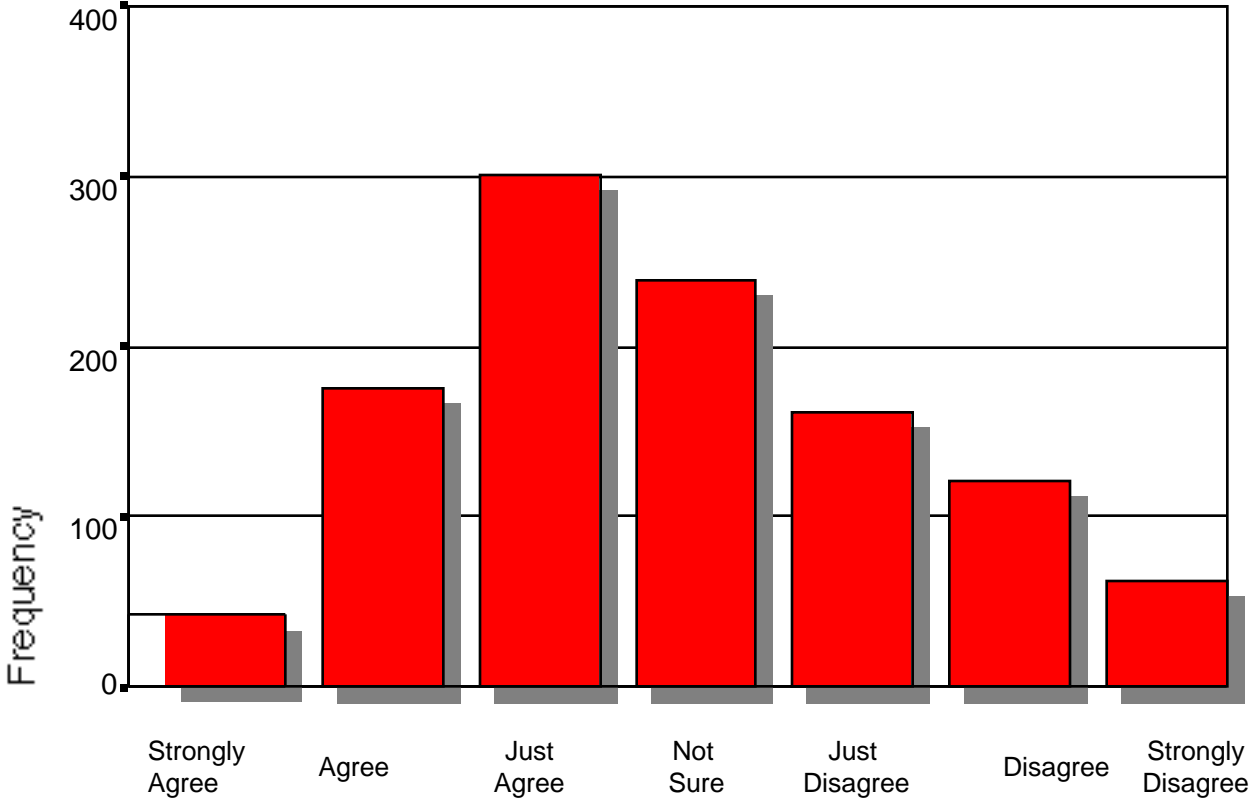
# Factor 4. Being satisfied with pay and benefits



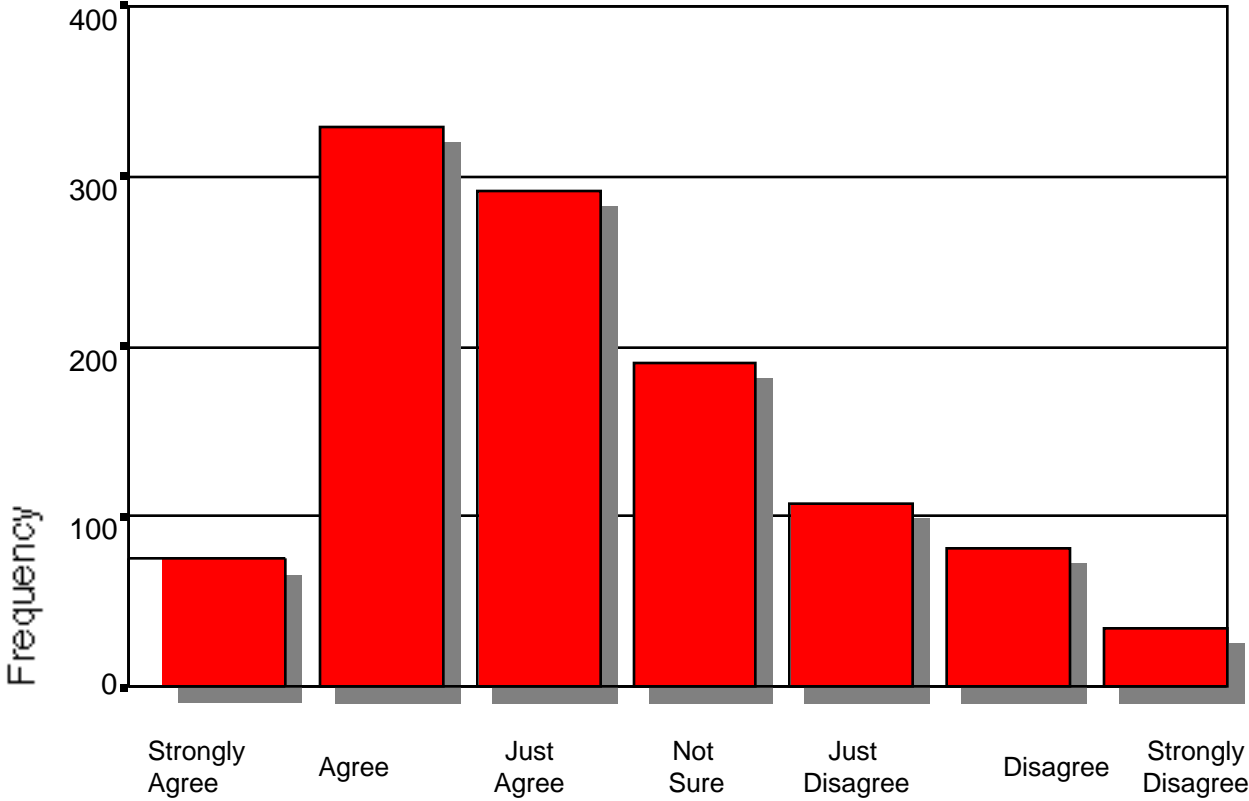
# Factor 5. Having friendly and effective colleagues



# Factor 6. Having sufficient training and resources to do the job



# Factor 7. Having reasonable working hours and pressure at work



# Means of the 7 factors in descending order

<b>Mean</b>	<b>Number</b>	<b>Factor</b>
4.56	1115	Friendly & Effective Team
4.21	1115	Job Satisfaction
4.12	1115	Immediate Management
3.91	1115	Pressure of work
3.66	1114	Leadership & Direction of the Company
3.39	1115	Training & Resources to do the job
2.98	1115	Pay & Benefits

**The higher the score the better**

# The next set of results show boxplots of:-

Important individual questions

Key factors factors

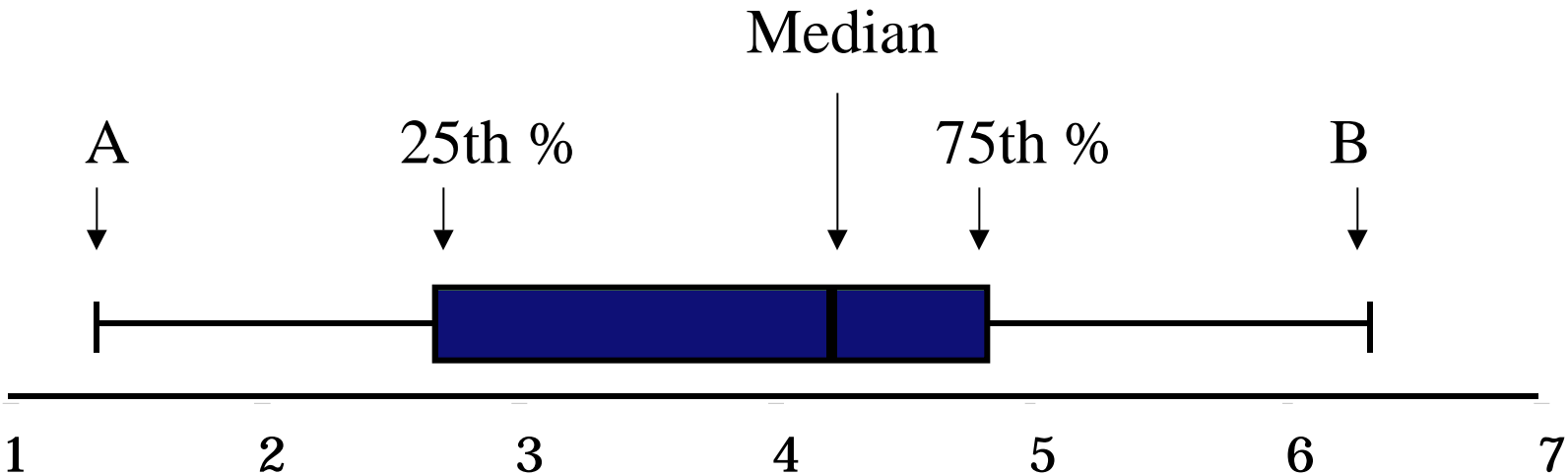
by location

**Individual questions.** 1, 7, 12, 18, 24

## **Key Factors**

1. General leadership and direction of the company
2. Immediate Management
3. Job Satisfaction
4. Pay and Benefits
5. Friendly and effective colleagues
6. Sufficient training and resources to do the job
7. Pressure of work

# Boxplots Explained



Half the responses are contained within the blue box. Usually, all of the rest are contained within the outlying brackets A and B. A wide blue box indicates a big spread of responses whereas a narrow blue box indicates the responses are more tightly grouped.

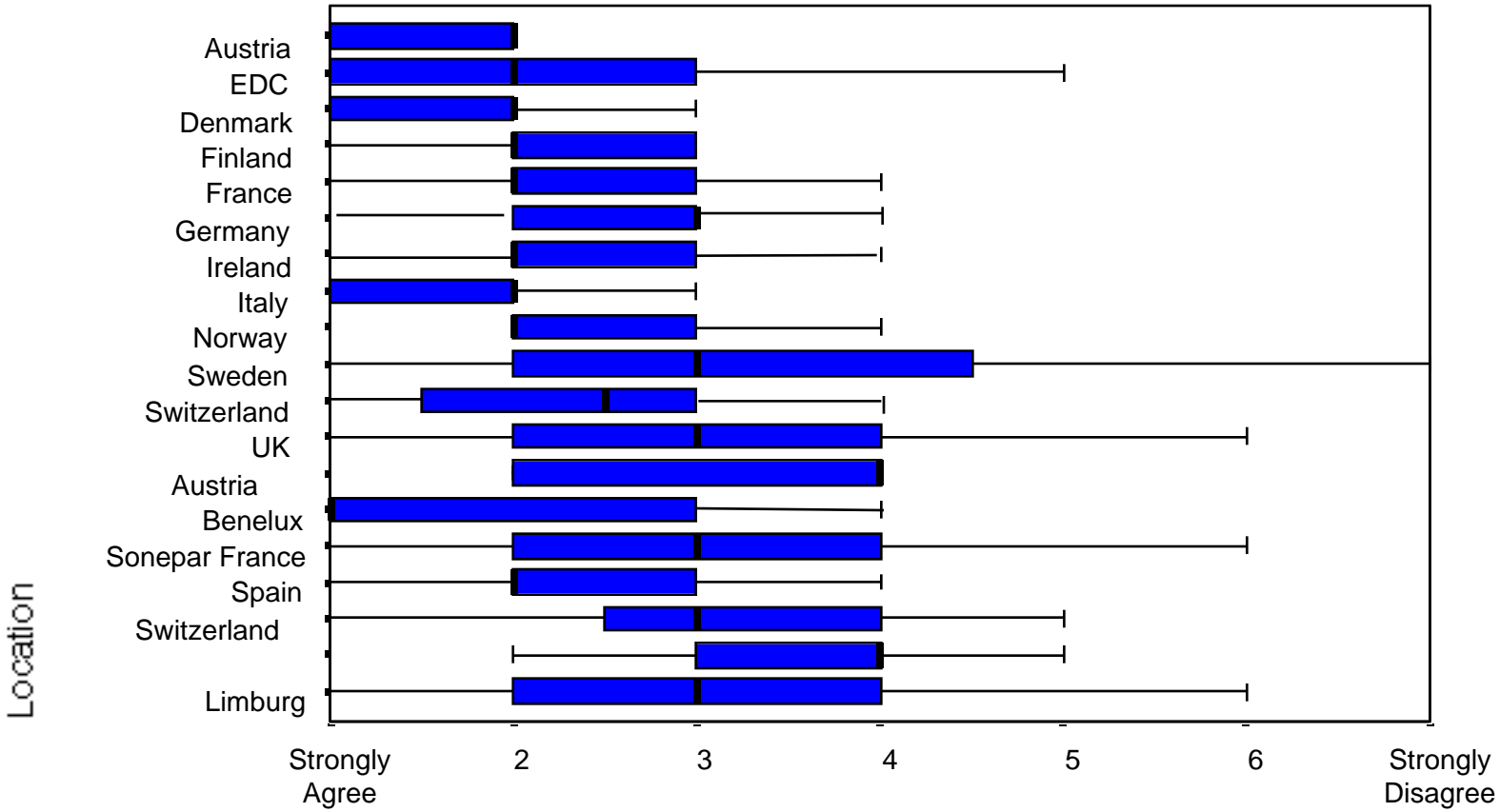
The 'median' is the point where there are as many responses to the left of the median line as there are to the right of it. Where the median is not in the centre of the box (as above) this indicates that the responses are 'skewed', that is more spread out to the left of the line and more tightly bunched to the right of it.

The following results show the percentage response to each of the thirty questions.

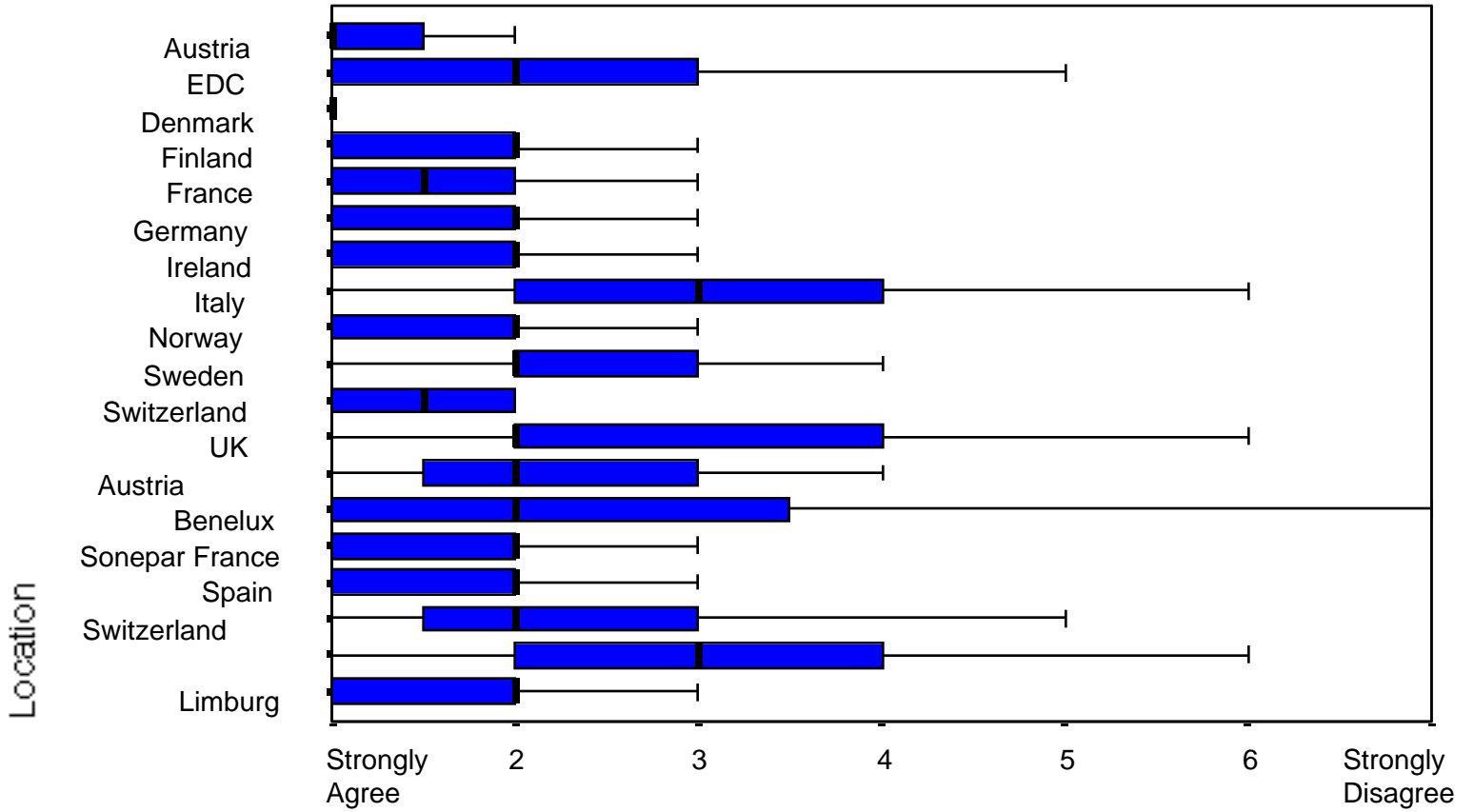
The scales run :

7	Strongly Disagree
6	Disagree
5	Just Disagree
4	Not Sure
3	Just Agree
2	Agree
1	Strongly Agree

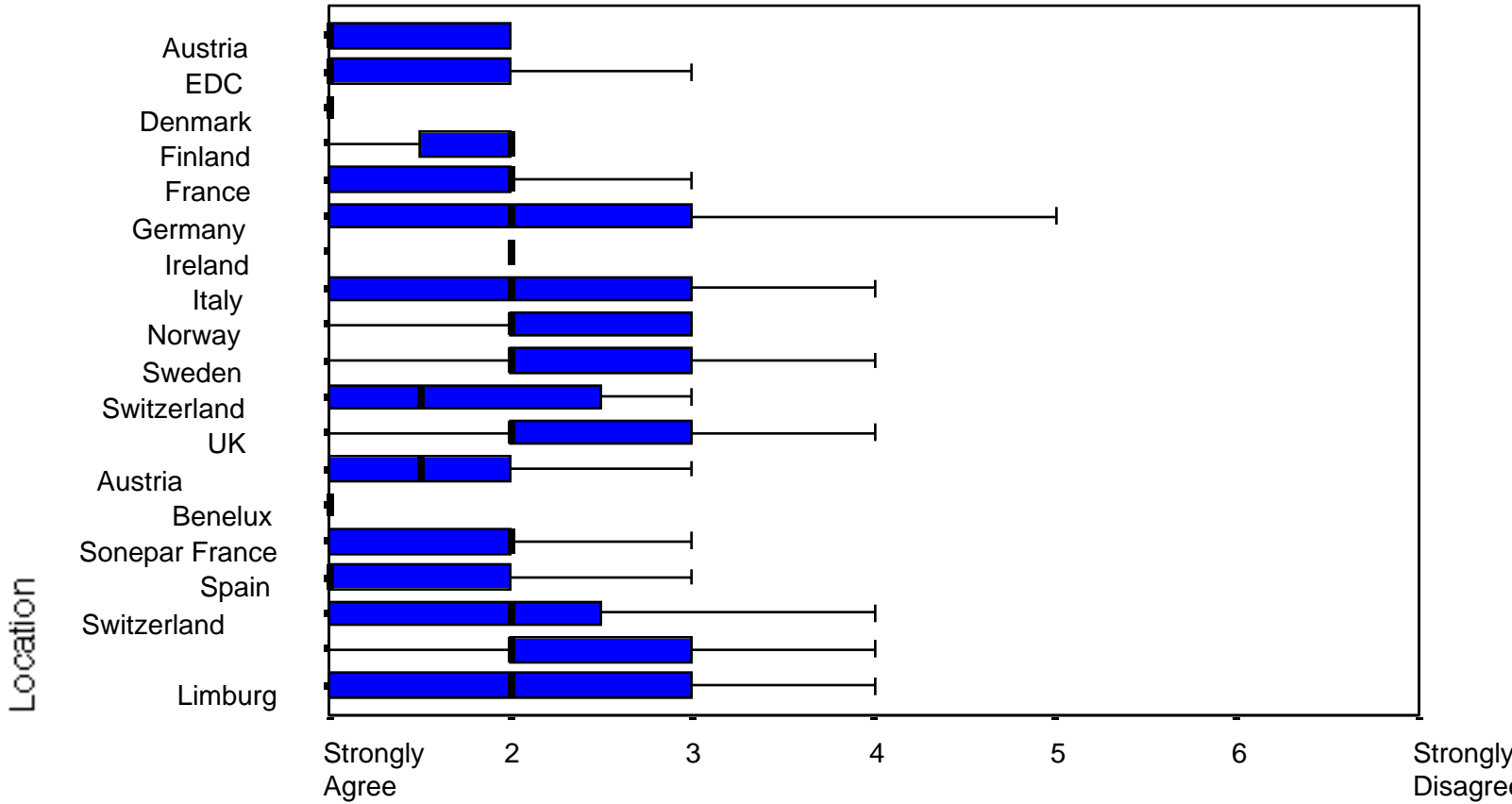
Therefore, lower scores are better.



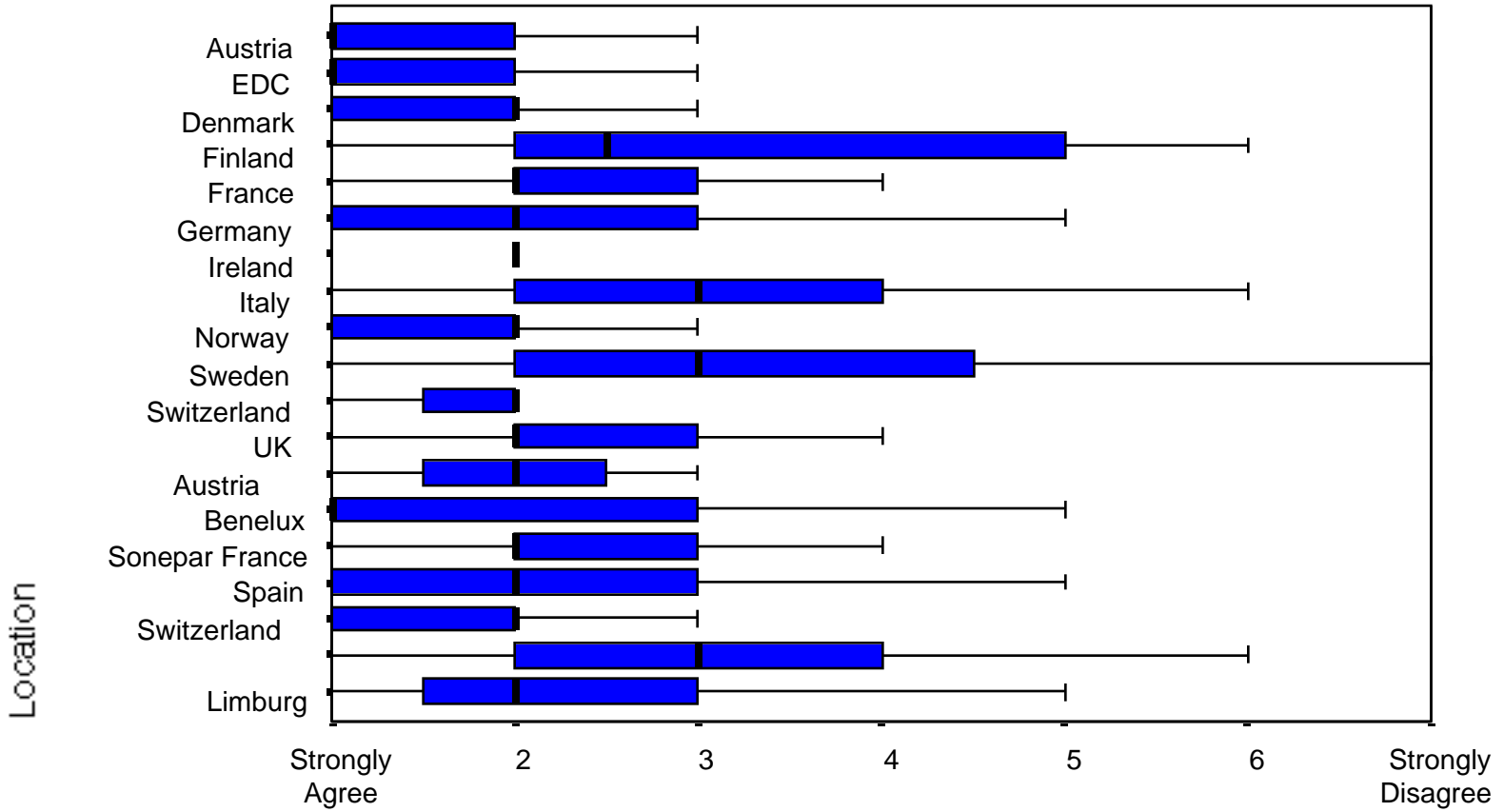
Question 1. A is a good company to work for



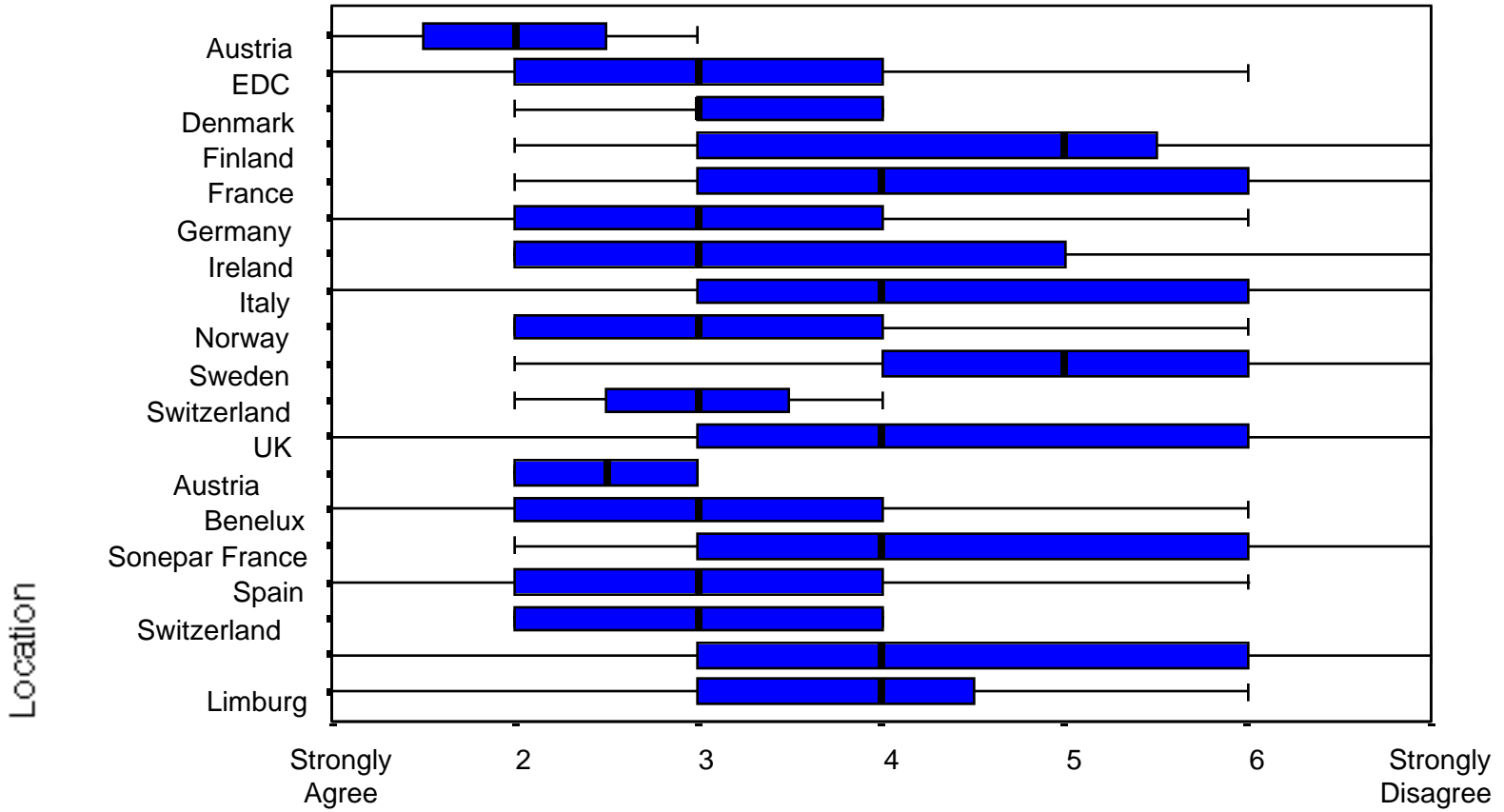
Question 7. I feel loyal to A



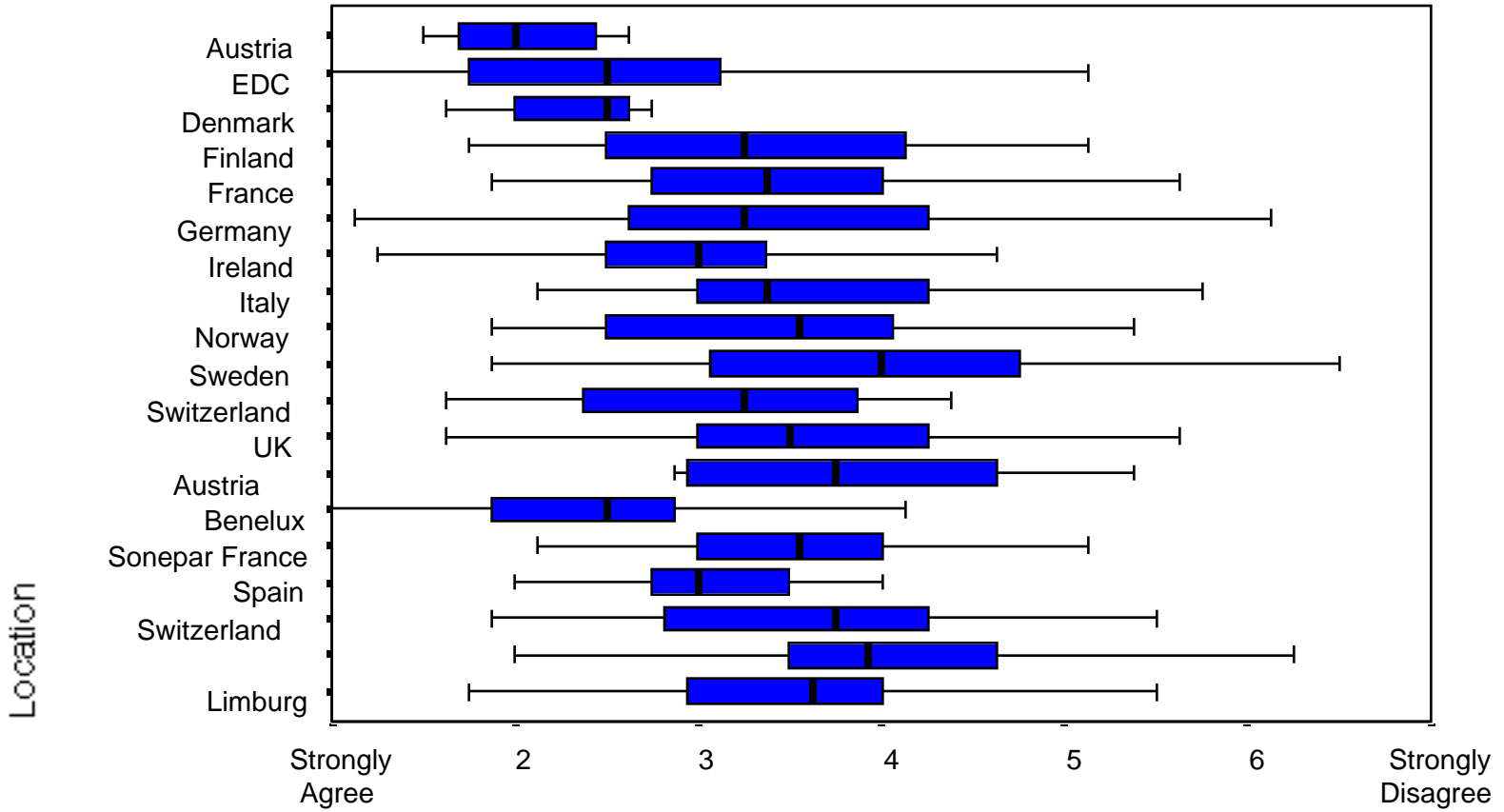
Question 12. I like my job



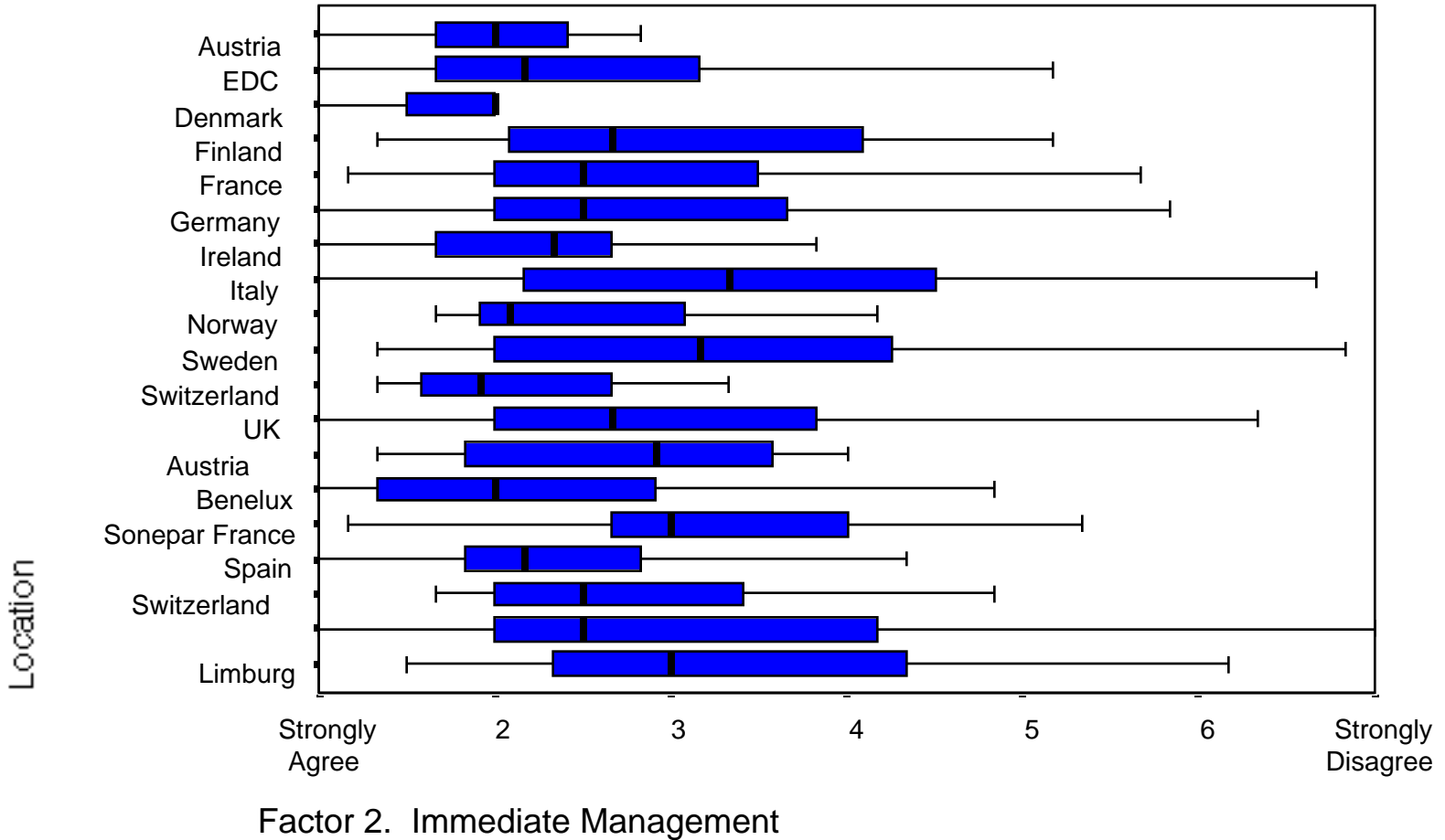
Question 18. I work in a happy and friendly environment

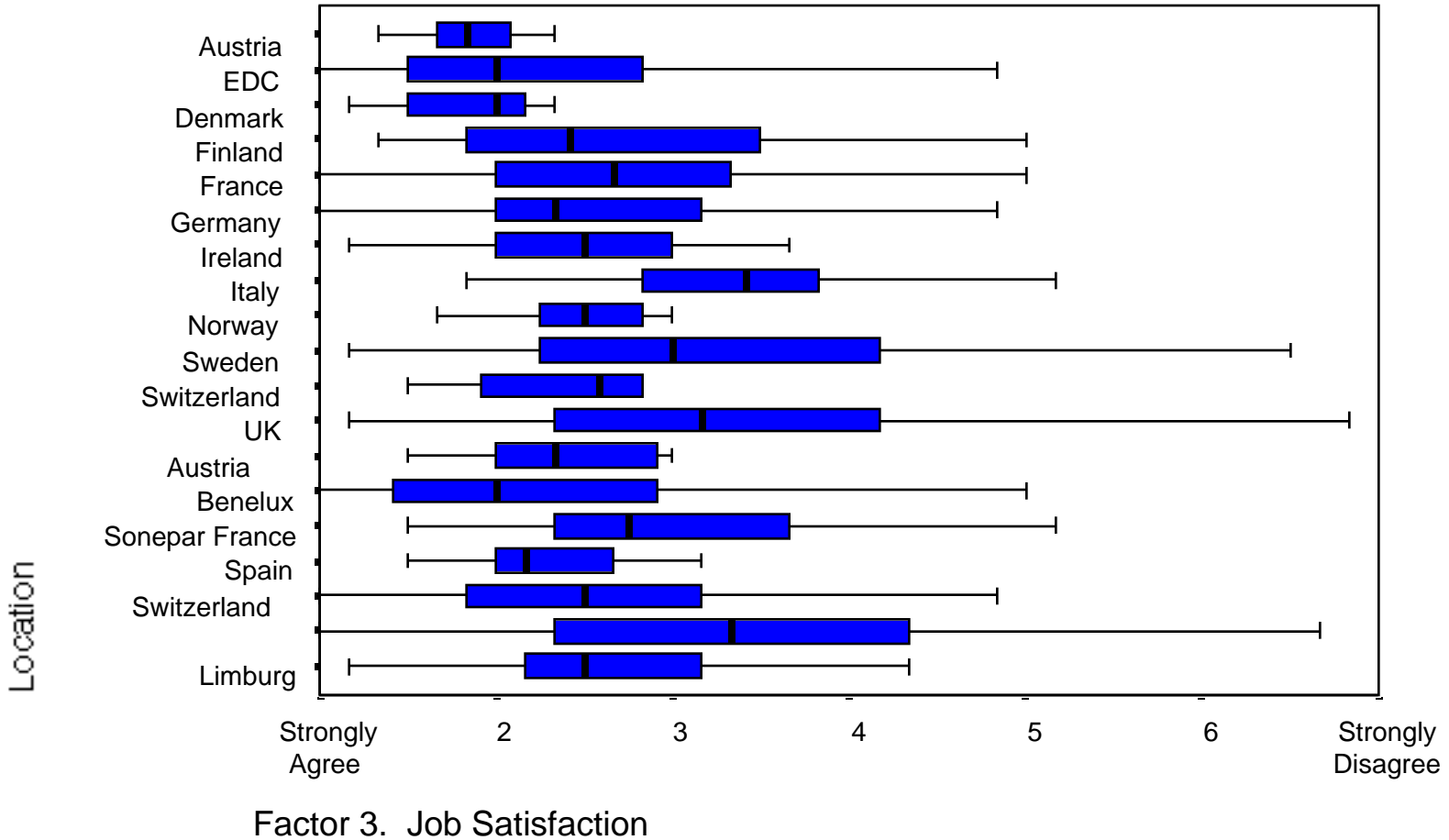


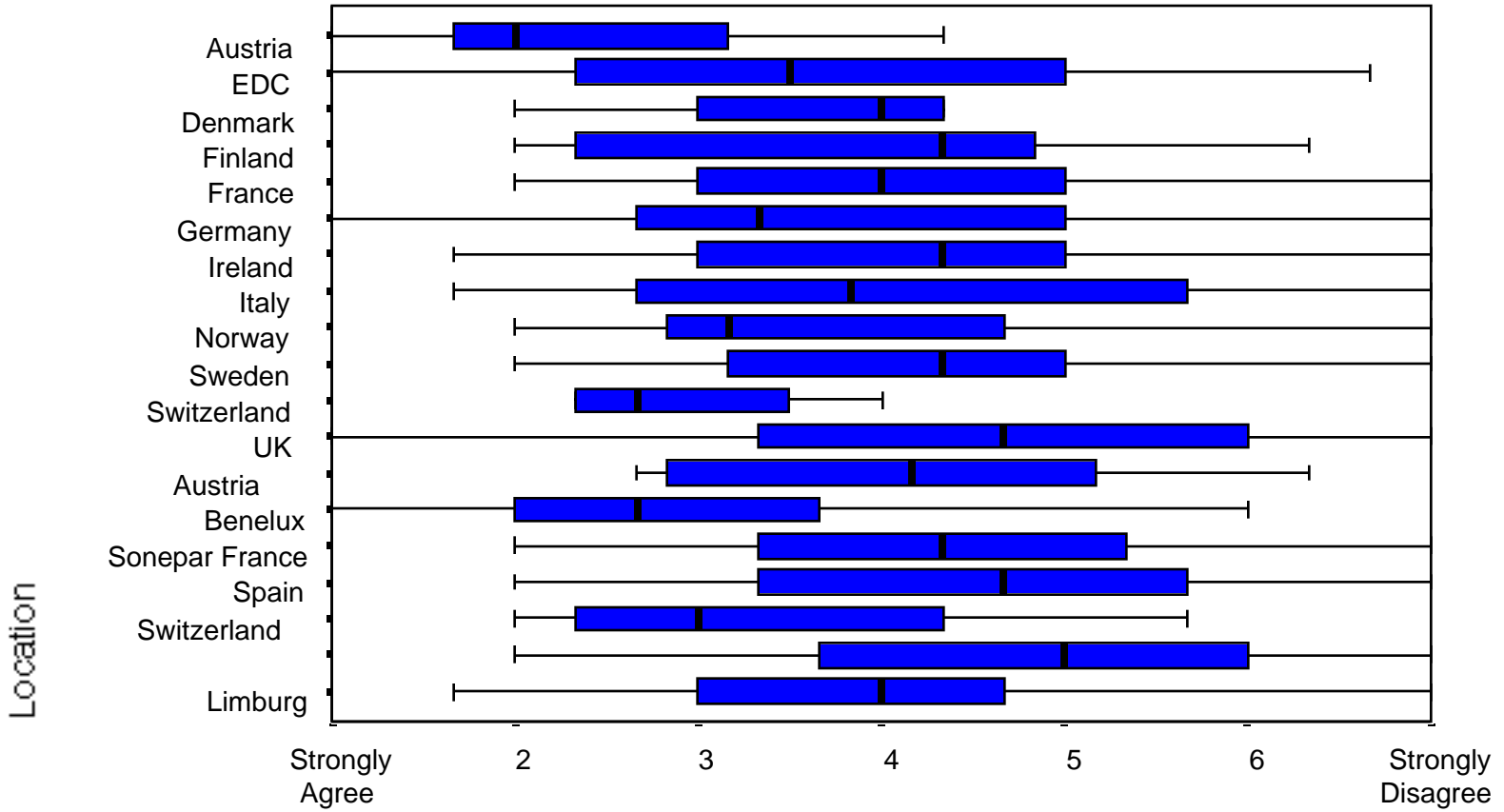
Question 24. People issues are handled well



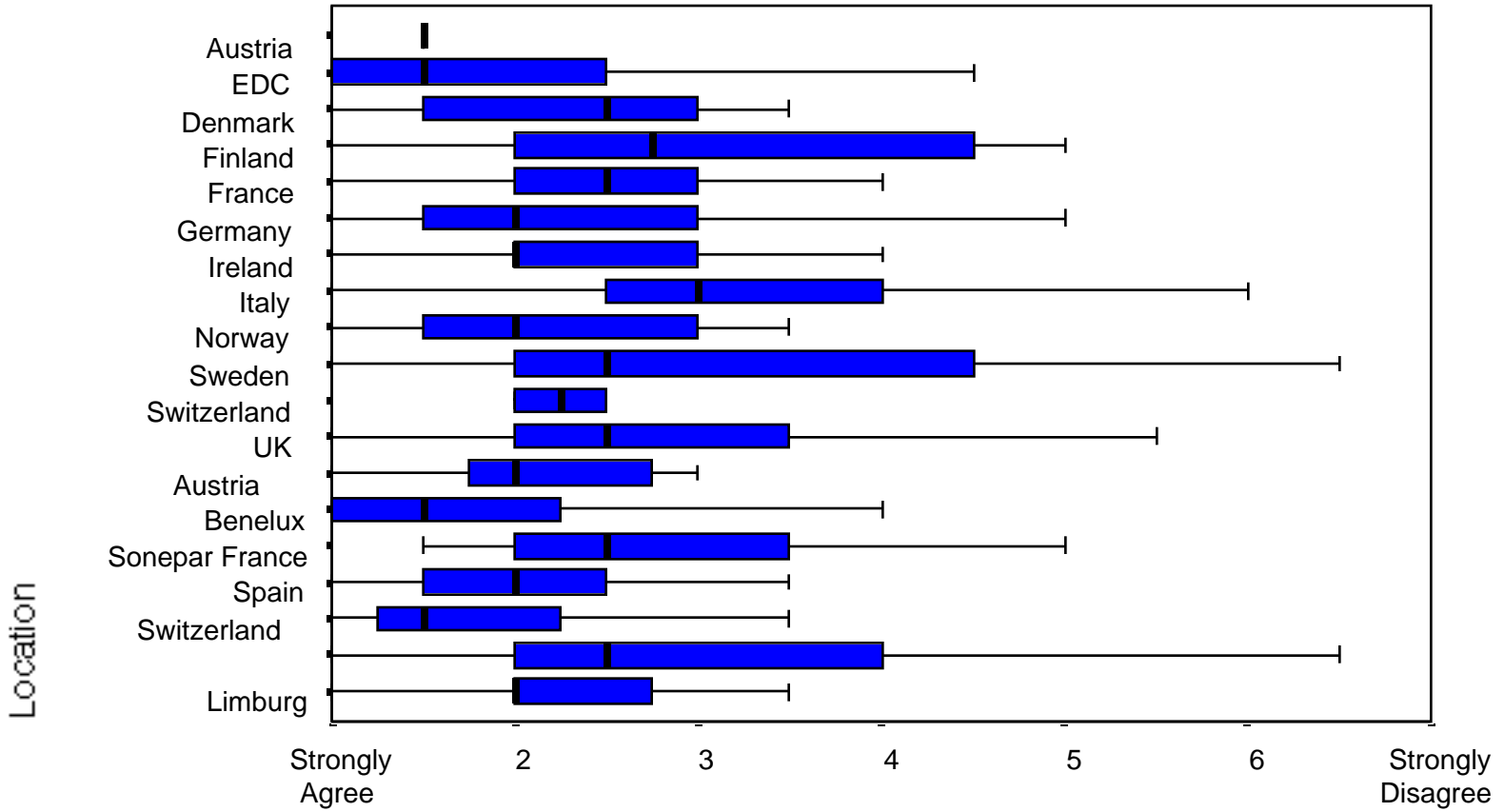
Factor 1. Confidence in the Leadership & Direction of the Company



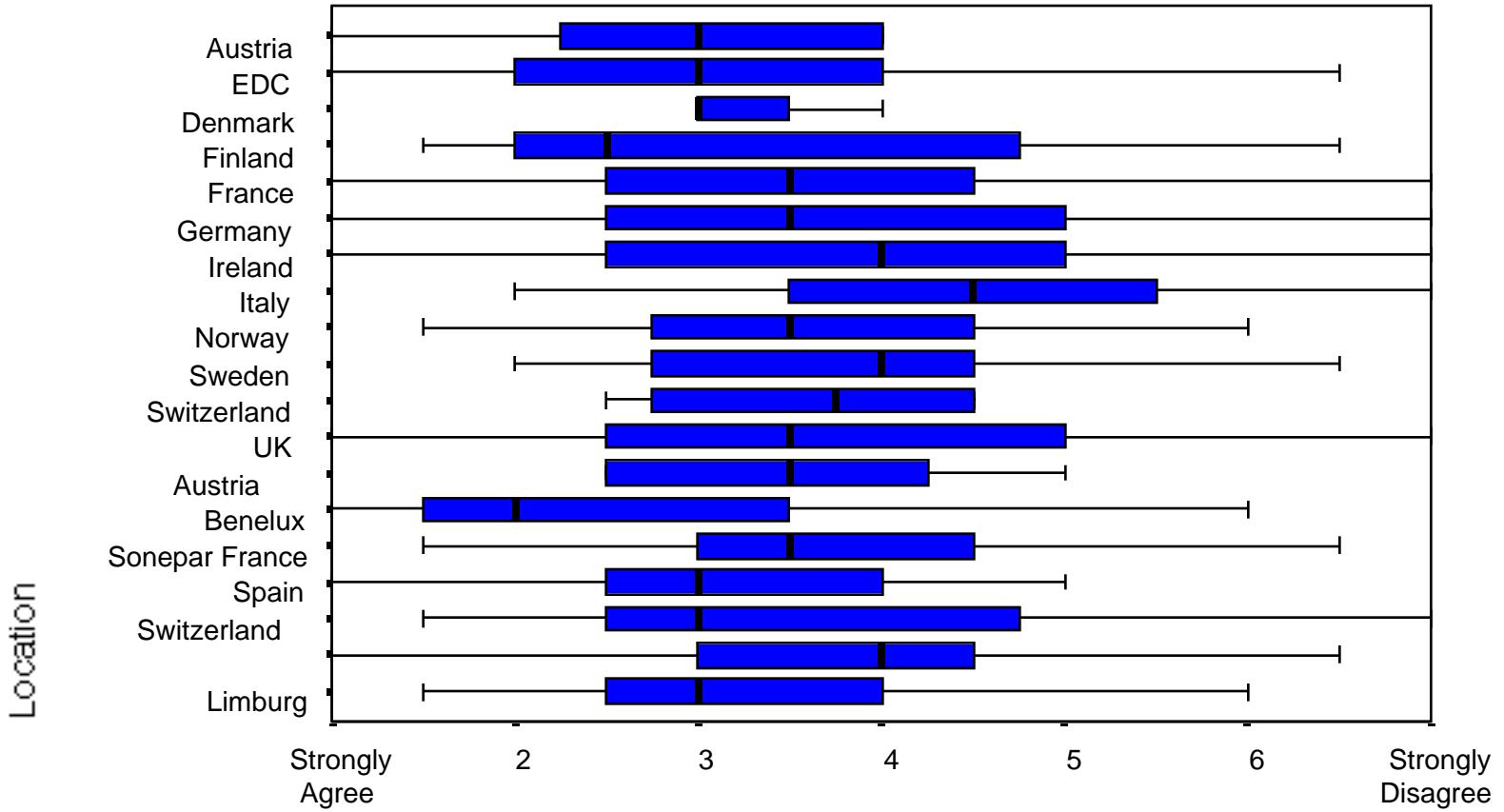




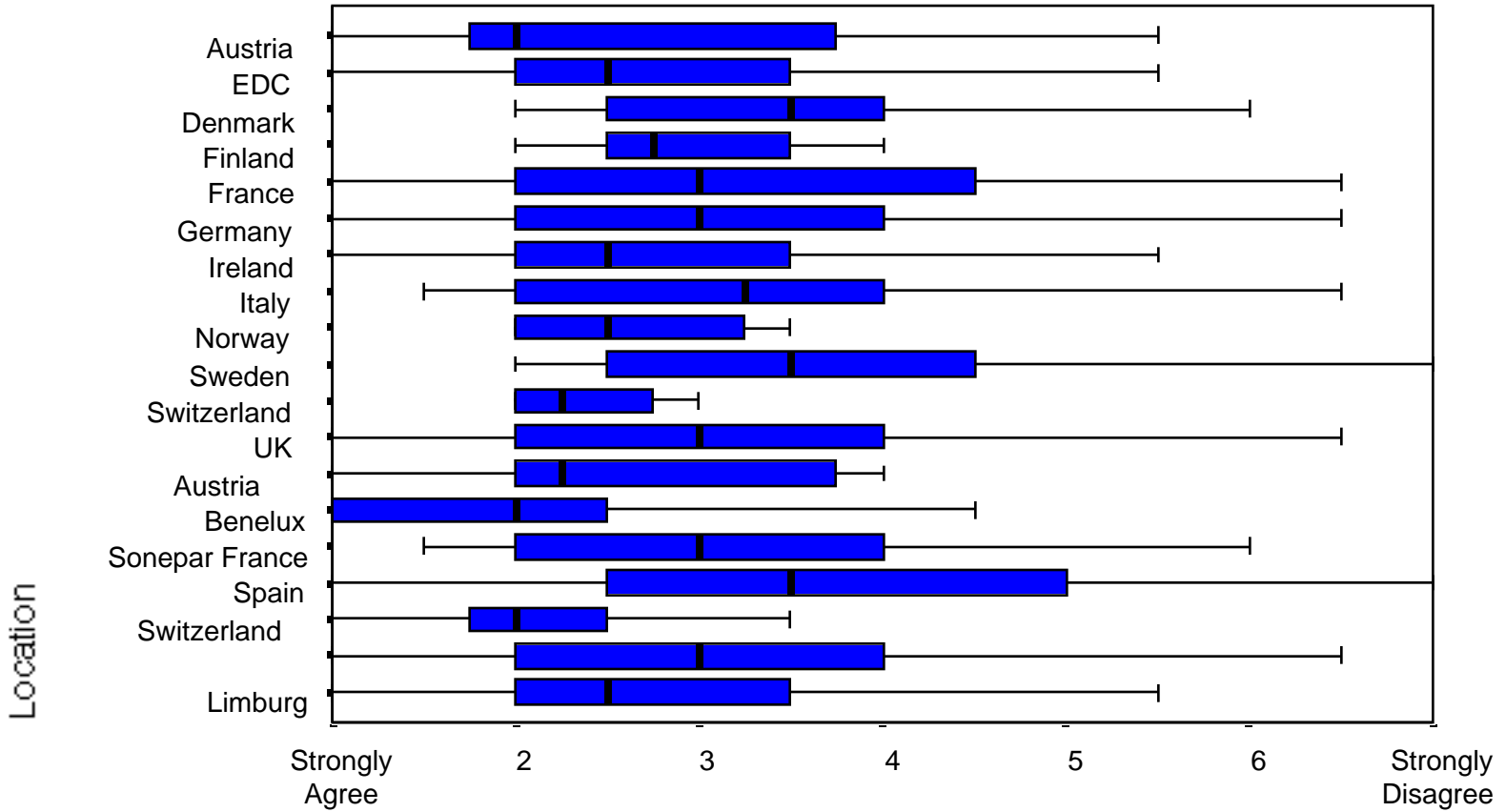
Factor 4. Pay & Benefits



Factor 5. A Friendly & Effective Team



Factor 6. Training & Resources to do the job



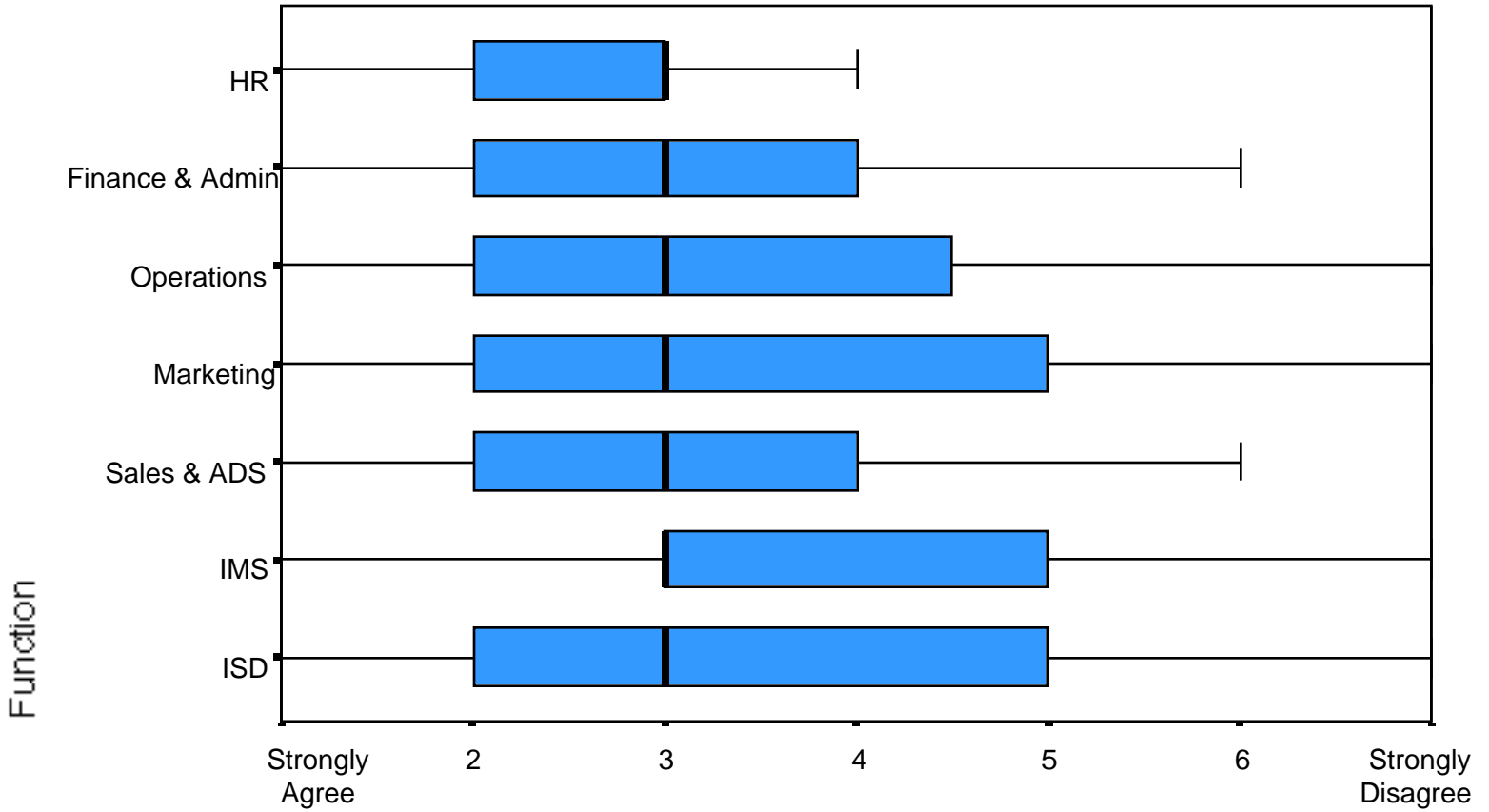
Factor 7. Pressure of work. Note that a lower score means lower perceived pressure

# The next set of results show boxplots of some individual questions and the key factors split by **function**.

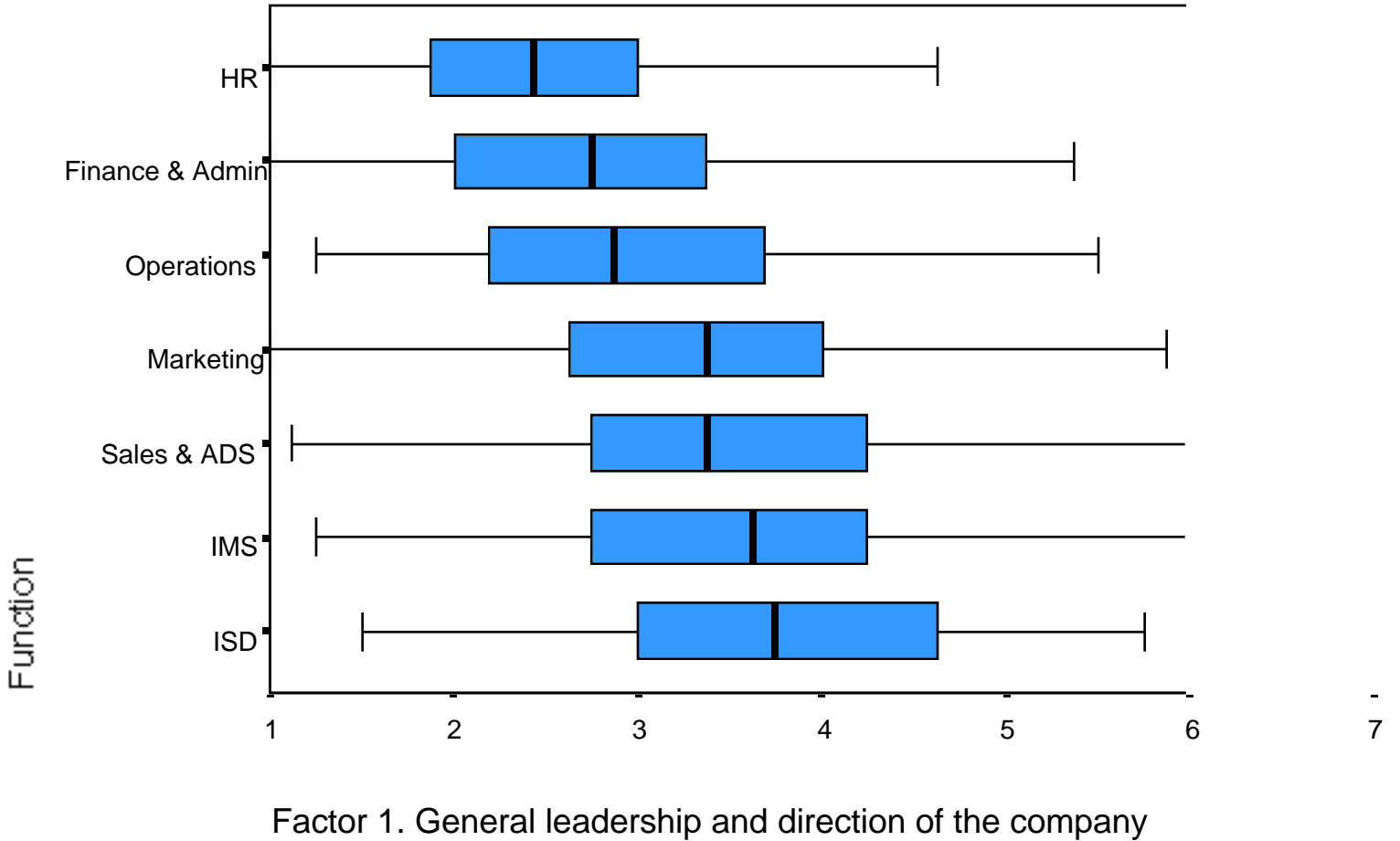
## Individual question. 6

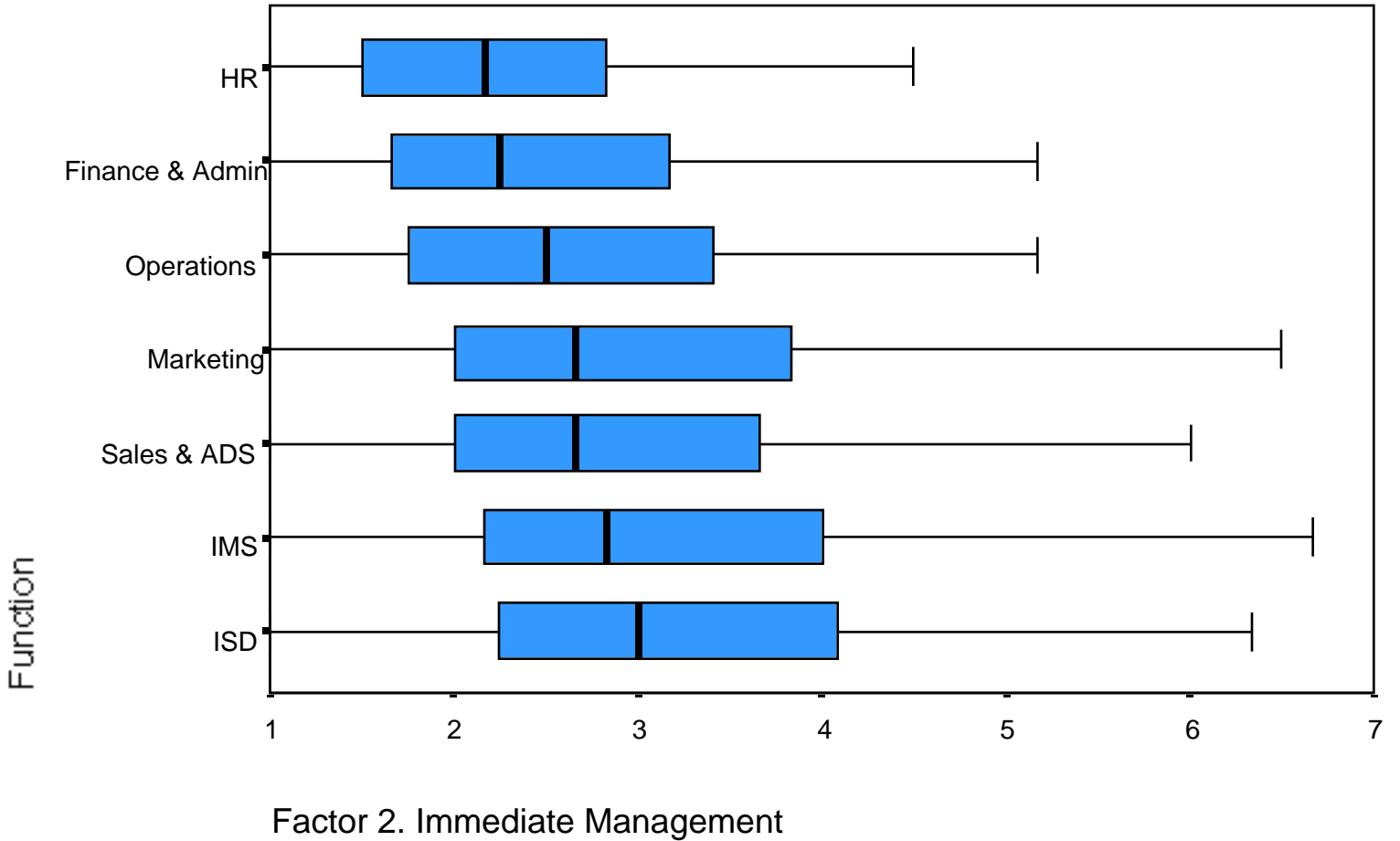
### Key Factors

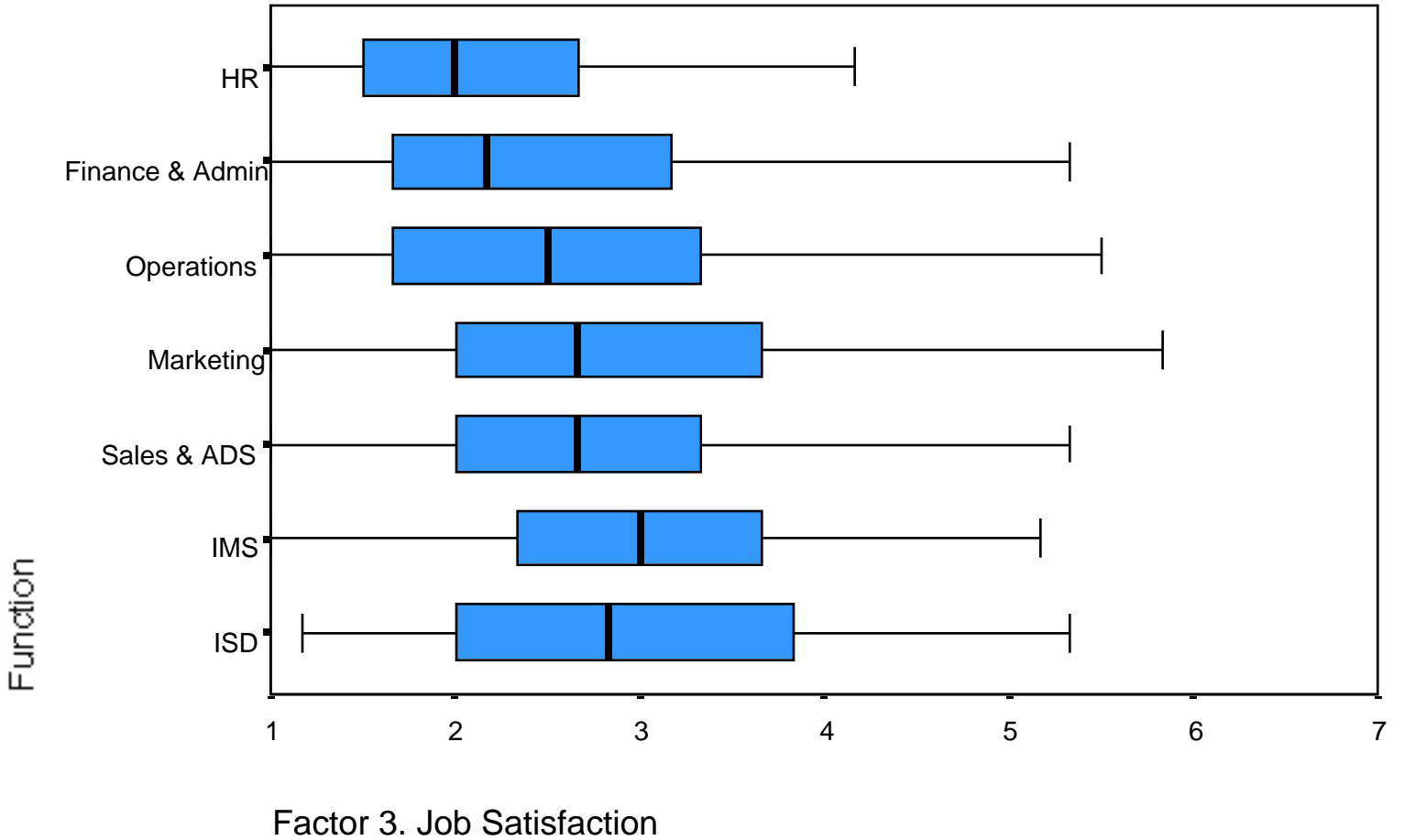
1. General leadership and direction of the company
2. Immediate Management
3. Job Satisfaction
4. Pay and Benefits
5. Friendly and effective colleagues
6. Sufficient training and resources to do the job
7. Pressure of work

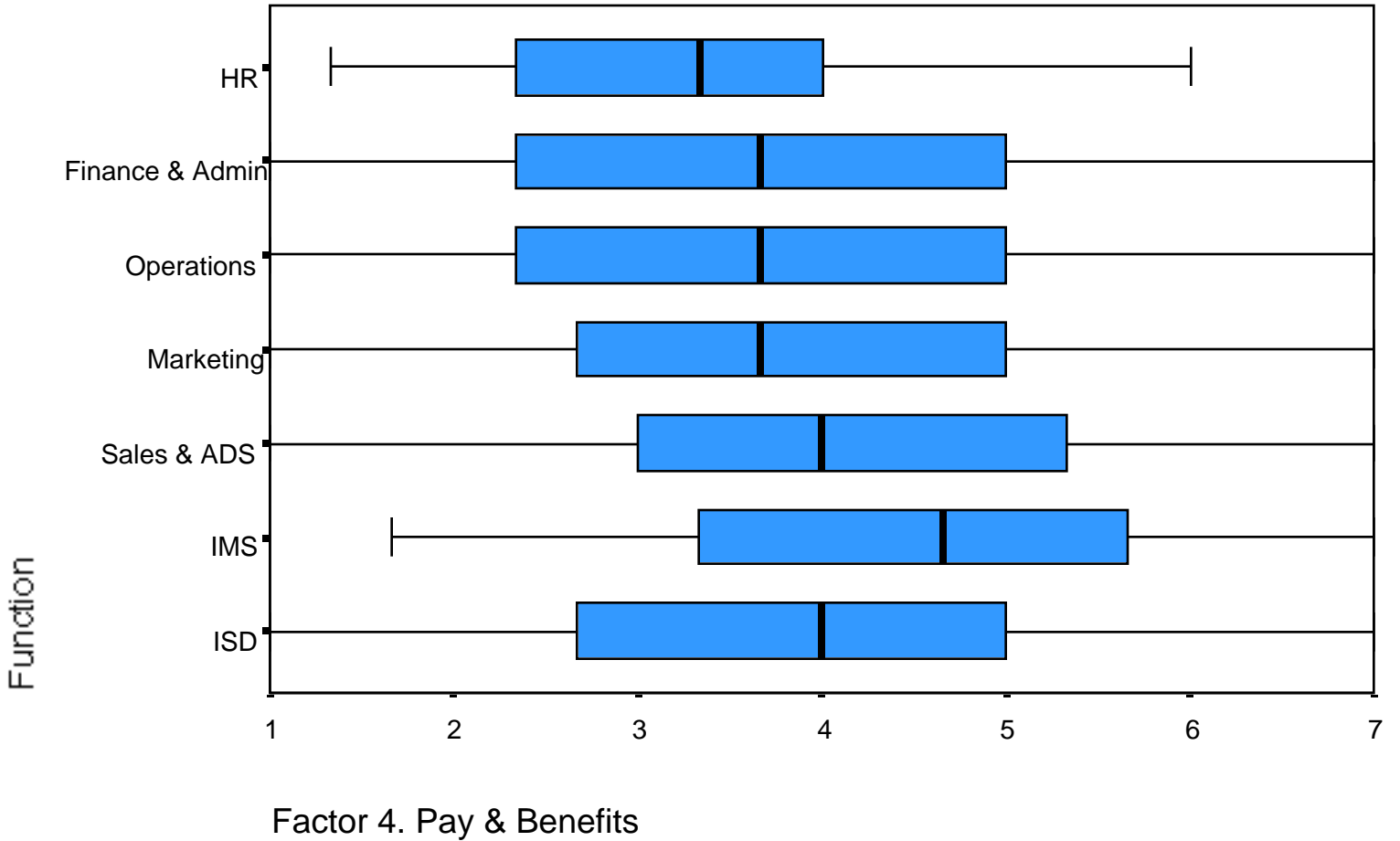


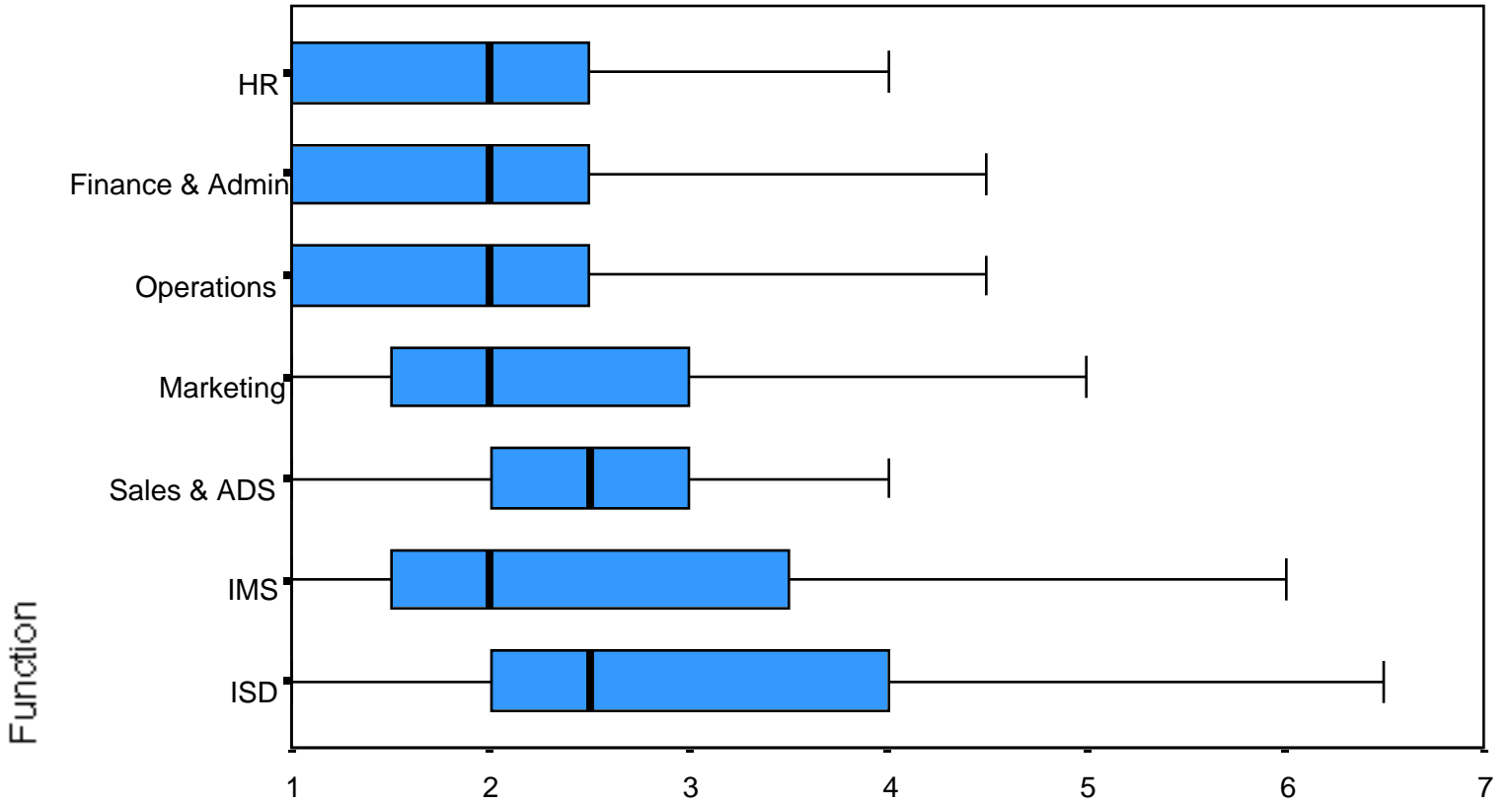
6. My function is well managed



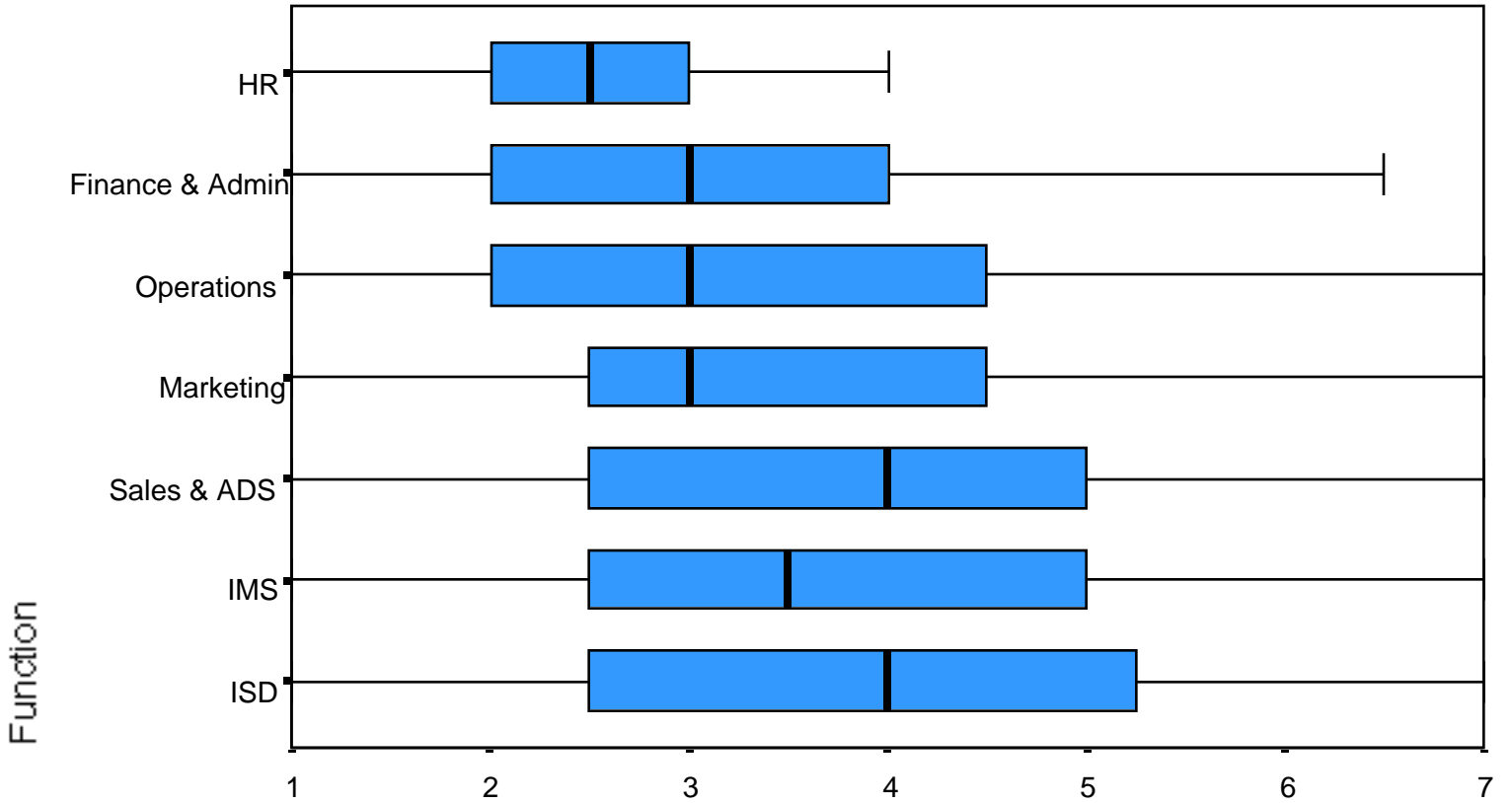




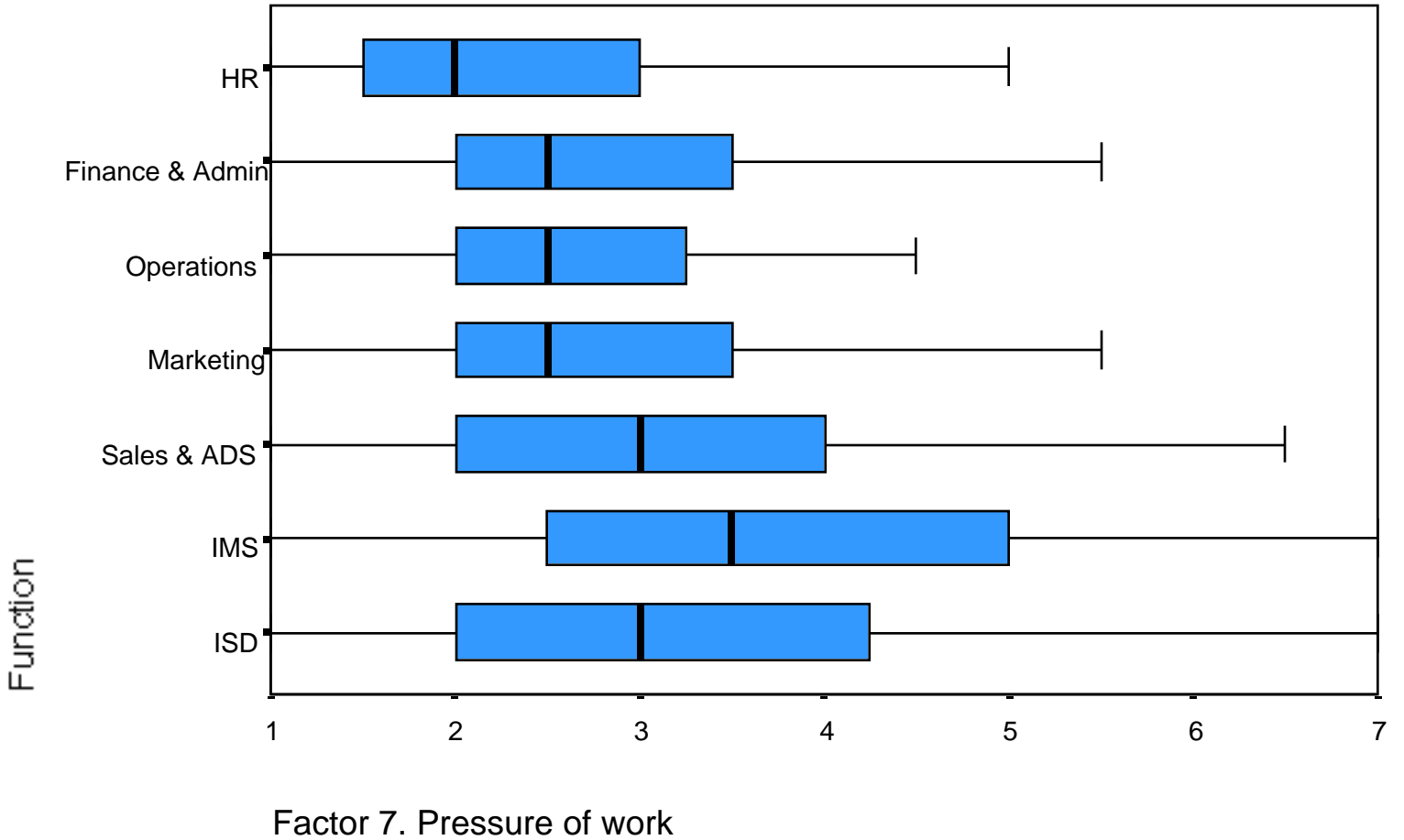




Factor 5. Friendly & Effective Colleagues



Factor 6. Training & Resources to do the job



# Where do we go now?

- Discussions with:
  - The Executive Team
  - Line Management
  - The European and local Works Councils
- Priorities and timelines decided based on what is attainable and most urgent.
- Action plans proposed and communicated by early December.