

# YOUR COMPANY'S LETTER HEAD

DATE

Dear XXXXXX Employee:

Here is your copy of the results of the XXXX Employee Opinion Survey.

We asked Discovery Surveys, Inc. to prepare this special report which presents the highlights of the survey. The report presents what you have identified as our strengths and areas where we need to improve.

I want to assure you that we are taking the results of this survey very seriously and are taking action to address those areas where you voiced concern. Although the results of the survey are generally positive, some areas need the attention of management. Each divisional officer will work on the areas for improvement within their own division. Providing this booklet is a step in the process of communicating the survey results and developing action plans to address them.

We plan to repeat this employee survey again:

- To continue to measure the progress we're making.
- To identify any areas of concern that arise in the future.
- To commit ourselves to continue to support the areas where we are strong.

We feel that using tools such as this, and acting on the results, will help us to continuously improve the way in which we conduct business, and will help make XXXXXX a company for which we can all continue to be proud to work.

Sincerely,

XXXXXXXXX  
Vice President, Human Resources

Enclosure

# XXXXXXXXXX, INC.

## XXXX EMPLOYEE OPINION SURVEY

### RESULTS REPORT

Prepared by:



*Specializing in Employee Opinion and Customer Satisfaction Surveys*  
Sharon, MA

DATE

## A MESSAGE FROM DISCOVERY SURVEYS, INC.

*To employees of XXXXXX:*

*We have prepared this summary report on the work that we conducted on behalf of XXXXXX XXXXXXXXXXXX. In our opinion, the accounts and interpretations give a true and fair view of the findings of the survey.*

*Several months ago Discovery Surveys was asked by the XXXXXX Officer Group to conduct an Employee Opinion Survey of all XXXXXX employees. We developed the survey instrument, analyzed the data, and then reported the survey results to the Officer Group.*

*All of your responses have been, and will continue to be, held in strict confidence. As promised, the results were reported for subgroups of 8 or more employees so that no individual's responses could be identified. No one from XXXXXX has seen any of the completed survey forms.*

*We sincerely hope you find this report useful and informative.*

*Sincerely,*

*Bruce L. Katcher, Ph.D.  
President  
DISCOVERY SURVEYS, INC.  
Sharon, MA*

*DATE*

# INTRODUCTION

## HOW THE SURVEY WAS CONDUCTED

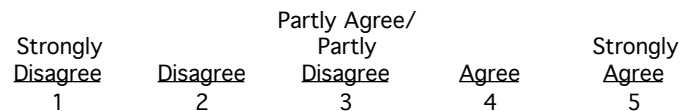
The Officer Group wanted to ensure that the survey would be impartial and would give employees an opportunity to express their opinions candidly. To achieve this goal, they retained the services of our firm, Discovery Surveys, due to our experience conducting confidential employee opinion surveys.

972 out of approximately 1,128 employees completed the survey, yielding a response rate of 86 percent. This is an excellent level of participation. (Note: Our average response rate for employee surveys is 73 percent.)

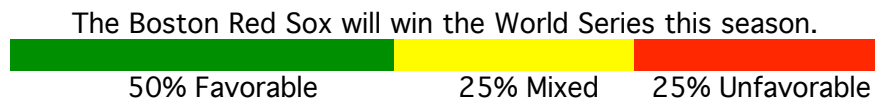
## ABOUT THE RESULTS

In this report, the major survey results are presented separately for each section of the survey. In each of the sections, there are brief narrative comments that summarize the major results. Horizontal bar charts are also used to display the results of selected representative survey questions.

All of the survey questions were asked on a five-point "agreement" scale as shown below:



For ease of interpretation, the responses in this report have been grouped into three categories as shown below:



The percentage of respondents "strongly agreeing" or "agreeing" have been combined and are labeled percent **favorable**. Those who circled "partly agree" or "partly disagree" were placed in the percent **mixed** category. The percentage of employees "disagreeing" or "strongly disagreeing" have been combined and are labeled percent **unfavorable**.

For many of the survey items, we were able to compare the responses of XXXXXX employees to those of our normative database. This database consists of employee responses from 60 organizations we have surveyed in the past several years.

**Note:** Some percentages in the bar charts may not add up to 100% due to rounding.

# SURVEY SUMMARY

This section of the report summarizes the major organization-wide findings. Overall, the results are very positive. Indeed, they are among the more positive we have seen in the past 15 years of conducting employee survey programs in New England.

For the most part, XXXXXX employees enjoy their work, are proud of the company, have a great deal of respect for the Officer Group, and are satisfied with the balance they are achieving between their work and personal lives.

## **A. Results Overview**

The topics listed below represent our analysis of the areas where the opinions of XXXXXX employees are particularly positive and those areas of less satisfaction.

### **Strengths**

- Reasonable workload
- Ability to balance work and personal life
- Quality of the products and services
- Adequate tools and equipment
- Top-down communication
- Openness
- Cooperation among employees
- Personal respect
- Usefulness of performance reviews
- Quality of supervisors and the Officer Group
- Pay and benefits
- Organizational pride and commitment
- Optimism about the future

### **Areas for Improvement**

- Quality of new hires
- Communication flow between management levels and divisions
- Management of ineffective performers
- Fairness
- Ventilation
- Safety Conditions
- Communication between shifts
- Ability of some employees to use their abilities and skills on the job

# RESULTS FOR MAJOR TOPIC AREAS

## 1. JOB CONTENT

XXXXXX employees feel very good about the actual work they are performing. They understand their job responsibilities and feel the amount of work they are expected to do is reasonable. Most also feel that they are given the opportunity to use their skills and abilities on their jobs. XXXXXX employees also feel they are able to strike a good balance between their work and personal lives.

**I feel the amount of work I am expected to perform is reasonable.**  
(This rating is higher than other companies we have surveyed.)



**I am satisfied with the chance I have to use my skills and abilities on my job.**  
(This rating is higher than other companies we have surveyed.)



**I am able to balance my work life and my personal life to my satisfaction.**  
(This rating is much higher than other companies we have surveyed.)



## 2. WORKING CONDITIONS

XXXXXX employees feel that adequate measures are taken to ensure their safety. Although there are exceptions in some parts of the company, most are also generally satisfied with the physical working conditions such as the workspace, ventilation, cleanliness, and lighting.

**Adequate measures are taken to ensure employee safety.**  
(This rating is similar to what we have found in other companies we have surveyed.)



**In my work area, I am satisfied with the workspace.**  
(This rating is similar to what we have found in other companies we have surveyed.)



### 3. WORK ORGANIZATION AND QUALITY

Employees feel they have the tools, equipment, and technology they need to do their work. They also feel that the company operates relatively smoothly, produces excellent products and does a good job of meeting the service expectations of customers.

**I am satisfied with the overall operating efficiency in my department.**  
(This rating is higher than other companies we have surveyed.)



**I believe the quality of the products XXXXX produces is excellent.**  
(This rating is much higher than other companies we have surveyed.)



Some employees feel that more qualified employees are needed in their work area to handle the workload. Also, some are concerned about the quality of new employees that the company has been hiring.

**There are usually enough qualified employees to handle the workload.**  
(This rating is higher than other companies we have surveyed.)



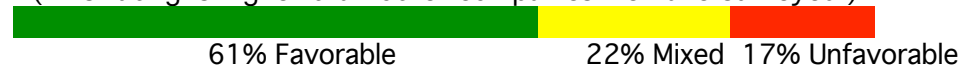
### 4. COMMUNICATION

Top down communication in the company is very strong. Employees have a very good understanding of the company's goals and trust management. Communication is also relatively good between the Waltham corporate office and other company locations. In general, employees feel they are able to voice their opinions openly in the company.

**I have a good understanding of our overall company goals.**  
(This rating is much higher than other companies we have surveyed.)



**I feel free to voice my opinions openly in the company.**  
(This rating is higher than other companies we have surveyed.)



Two areas that are relatively strong compared to other companies but that can be improved are the flow of communication between different levels of management and between different divisions.

**There is a good flow of communication between my division and other divisions.**



## 5. TEAMWORK

Teamwork at XXXXXX XXXXXXXXXX is also very strong. There is a high level of cooperation among employees from different departments. Generally, employees feel they receive the support they need from other employees throughout the company. They also feel that management involves them in decisions that affect their work.

**Cooperation is good between my department and other departments.**

(This rating is much higher than other companies we have surveyed.)



XXXXXX employees also feel that they are treated with personal respect by their supervisors, co-workers, and employees in other parts of the company.

**I am treated with personal respect by my supervisor.**

(This rating is similar to what we find in other companies we have surveyed.)



## 6. PERFORMANCE MANAGEMENT

XXXXXX employees feel they receive frequent and ongoing feedback about their job performance. They feel their performance is evaluated regularly and fairly. They also feel that their reviews have been useful.

**I think my performance on the job is evaluated fairly.**

(This rating is higher than other companies we have surveyed.)



**My performance reviews have been useful in helping me improve my job performance.**

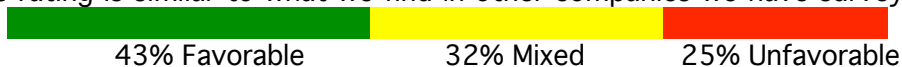
(This rating is much higher than other companies we have surveyed.)



Many companies have a difficult time of managing ineffective performers. At XXXXXX, more than half of employees feel that the company needs to do a better job at this.

**Poor performance is usually not tolerated at our company.**

(This rating is similar to what we find in other companies we have surveyed.)





## 7. YOUR SUPERVISOR

XXXXXX employees generally feel relatively good about their immediate supervisors. In terms of task management, employees feel that their supervisors are doing a good job of solving work problems, communicating assignments, and encouraging quality work.

**My immediate supervisor does a good job of helping to solve job-related problems.**

(This rating is similar to what we find in other companies we have surveyed.)



**My immediate supervisor encourages quality work.**

(This rating is similar to what we find in other companies we have surveyed.)



Employees also feel that their immediate supervisors are doing a good job of handling people-management responsibilities.

**My immediate supervisor deals fairly with everyone.**

(This rating is similar to what we find in other companies we have surveyed.)



## 8. MANAGEMENT

XXXXXX employees have very positive views about the Officer Group. They feel the team works well together, makes good decisions, and treats employees with respect and dignity.

**I believe the Officer Group is doing a good job of making good decisions for the company.**

(This rating is much higher than other companies we have surveyed.)



**I believe the Officer Group is doing a good job of treating employees with respect and dignity.**

(This rating is much higher than other companies we have surveyed.)



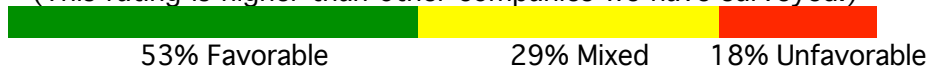
## 9. PAY AND BENEFITS

In comparison to other organizations, the employees at XXXXXX have relatively positive views of their pay. They feel they are paid fairly compared to their coworkers and compared to those working in other organizations.

**Overall, I think I am paid fairly compared with people in this company who hold similar jobs.**  
(This rating is higher than other companies we have surveyed.)



**Overall, I think I am paid fairly compared with people in other companies who hold similar jobs.**  
(This rating is higher than other companies we have surveyed.)



The benefit program is viewed very positively. Employees are satisfied with the health insurance, dental insurance, 401(k) plan, and profit sharing plan. They generally feel that their benefits compare very favorably to those offered by other companies.

**XXXXXX's employee benefits meet my needs and/or those of my family.**  
(This rating is much higher than other companies we have surveyed.)



## 10. CAREER DEVELOPMENT AND TRAINING

XXXXXX employees feel the company does a relatively good job of providing learning, training, and advancement opportunities. Many feel they personally have a good future working for the company.

**XXXXXX has done a good job of providing the training I've needed to do my job well.**  
(This rating is higher than other companies we have surveyed.)

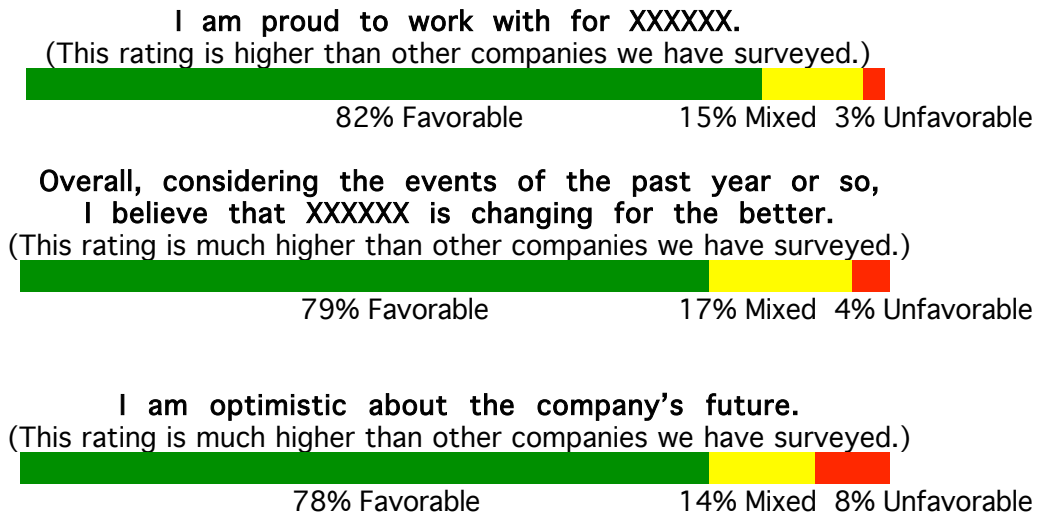


**I believe that I personally have a good future with this company.**  
(This rating is much higher than other companies we have surveyed.)



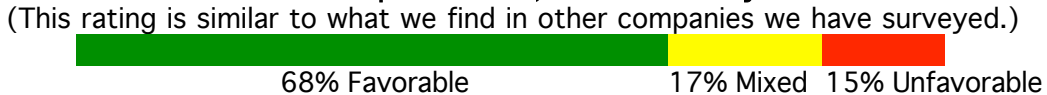
## 11. ORGANIZATIONAL IMAGE AND CHANGE

Employees feel a strong commitment to XXXXXX and are proud to work for the company. They also feel the company is changing for the better and are optimistic about its future.



Two-thirds of XXXXXX employees feel that people are treated equally in the company without preference to differences. Although this is similar to what we find in other organizations, it is an area where improvement is needed.

**People are treated equally at XXXXXX without preference to differences in race, religion, ethnic background, sex, national origin, sexual preference, or disability.**



## WHAT'S MOST IMPORTANT TO EMPLOYEES?

All employees were asked to circle the 10 survey items that they feel are most important to them regardless of how much they agreed or disagreed with the statement. The issues most important to them do fall neatly into the following three categories.

- 1 ) **Pay** - The survey included four items having to do with pay. All four were rated as relatively important. In all cases, the favorability ratings are higher than we typically find in the organizations we survey.
- 2 ) **Staffing** - XXXXXX employees feel it is important that there are enough qualified employees to handle the workload in their department. They also feel it is important that new employees hired by the company are of high quality. These are areas in need of improvement.
- 3 ) **Personal Respect** - XXXXXX employees are seeking personal respect from their work. The survey results indicated that they generally feel they are dealt with fairly by their supervisors and by the Officer Group. They are also satisfied with the amount of ongoing performance feedback they receive throughout the year.

## CONCLUDING COMMENTS

### Summary

Again, we sincerely believe that the results to this survey indicate that XXXXXX employees have very positive views about their work life. They generally feel comfortable with their workload, how management treats them, and their future with the company.

Areas of less satisfaction include the quality of new hires, communication flow between management levels and divisions, management of ineffective performers, and fairness.

### Next Steps

Each division will be developing action plans to improve the areas of less satisfaction.

Please see your manager with any questions you may have.