

Employee Attitudinal Survey

Previous clients have wanted to know a number of key points about our survey process. The following questions and answers are organized into categories of activity we think are important. I hope they answer your questions. If they do not do so, please contact us and we can answer any additional questions you may have.

SURVEY ORGANIZATION

- a) *Which employees should be surveyed?* Einblau & Associates recommends that all employees be included in the survey, including management employees. The organization and development of the survey will focus on issues that are relevant to all employees.
- b) *What core issues should be included in the survey?* The core issues that should be considered for inclusion in the survey are:
 - The effectiveness of inter and intra-department communications and teamwork.
 - Levels of support employees perceive they get in order to do their jobs effectively
 - The roles of managers and supervisors as leader and coach
 - Evaluation of organization effectiveness from an employee perspective
 - Belief and trust toward management regarding organization goals, vision and values
 - Current levels of employee involvement or empowerment
 - Quality of work life
- c) *Can "other" issues be included?* Yes, other issues, like focusing on multiple aspects of communications, can be included in the survey. These issues are identified as an outcome of the systematic process Einblau & Associates uses to develop and customize survey content to meet the unique needs of the client organization and its employees.



- d) *How will we ensure that staff are involved and supportive?* As a first step in developing the survey, we ask our client to develop a statement of survey intent - a mission statement - which the survey is meant to support. We recommend to our clients that this statement be communicated to all employees. We also recommend that employees representing a cross-section of the organization be asked to take part in focus group meetings to help identify key issues of importance to be included in the survey.

METHOD

- a) *Where do the questions come from?* They come from our own data base of questions that have been tested with many other clients, and from interviews with your own management and employees. We work closely with key employees you identify to develop the scope and general content of the survey.
- b) *How do we know the questions will be reliable and valid?* Our questions have been tested with other B.C. organizations for reliability; every question on our survey will be directly related to your own organization needs to ensure validity. The final questionnaire is vetted through the client to ensure that all questions in the survey can be responded to and acted on by management. Questions tend to focus on behaviours, procedures, and policy.
- c) *Should the survey be organization-general or unit/department-specific?* Einblau & Associates recommends both approaches. We employ a customized data base program which allows feedback to be broken down to any desired level of organization providing there are sufficient numbers of respondents to guarantee anonymity. This decision will be made by senior management. You can receive a general summary report plus reports specific to employee groupings by function or by organization level.
- d) *What is the survey method?* We recommend the survey be conducted in the form of a questionnaire going to all employees. We recommend administering the survey questionnaire either on-the-job in a private location.

Full anonymity of all respondents is guaranteed by Einblau & Associates.




RESULTS

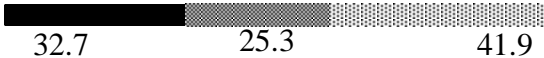





- a) *What do results look like (numerically/graphically)? Will the results be easy to understand?* Our survey results are presented in easy to read and easy to understand bar graphs, along with an interpretive narrative. Since all questions on the survey will have direct application to your organizational issues, they will be meaningful to both management and employees.

SAMPLE REPORT FORMAT - BAR CHARTS -

Summary

N = 33

Category: A = Mgmt. B = Staff C = Support
 Importance: H = High M = Medium L = Low
 Graph 
 agree neutral disagree

1. I consistently get the information I need from others here to be effective in my job.	A		n = 6
	B		n = 7
	C		n = 20
2. There is good cooperation between departments in our firm.	A		n = 6
	B		n = 7
	C		n = 20

- b) *What steps would you take to interpret results to management and define indicated action-steps?* Einblau & Associates will provide a comprehensive analysis of the survey results. This will include specific recommendations for action. Our recommendations for action are specific to issues that are important to you and your employees. We will meet with senior management to review the written results of the survey and to ensure recommendations for action are practical and achievable within reasonable time periods.



- c) *What/how are results communicated to participants?* Einblau & Associates believes it is essential that all employees who participate in the survey receive feedback on objective survey results. This is an integral part of the process we have used with all of our clients. We suggest that a summary of our full report be distributed to all employees as soon as possible following delivery of the survey results.

TIMING

- a) *How soon could you start?* We can usually start working on the project within one or two weeks of being selected as your supplier.
- b) *How long would it take?* The complete survey process will take about 10 to 12 weeks to complete. The following project schedule outlines the steps we take in completing our surveys, along with approximate times for completion of each step.

Employee Attitudinal Survey - Project Schedule

Tasks	Time Line in Weeks						
	0	2	4	6	8	10	12
1. Establish general guidelines with senior management.	xxxx						
2. Establish a list of employees to be interviewed.	xxx						
2. Schedule and conduct interviews.		xxxxxx					
3. Prepare draft survey based on input received from internal interviews. Review and modify as necessary.			xxxx				
4. Validate draft survey with selected employees, and revise as necessary.				xxx			
5. Gain client agreement on final survey format; distribution to respondents; return to Einblau.					xxxxxxx		
6. Input programming written to support survey structure; data entered, processed, and interpreted for the client report.						xxxx	
7. Deliver final report and recommendations to senior management.							xxx



Einblau & Associates Ltd.

If you have any questions, please contact Ron Einblau: einblau@einblau.com