

8<sup>th</sup> May, 2009

## Example Company Employee Opinion Survey

Dear Colleague,

I have great pleasure in presenting my findings and recommendations.

In the questionnaire there were 50 standard questions that could be answered by circling a number on a range of 1 through to 5. A score of 1 or 2 was negative, 4 or 5 was positive and 3 was average. Using our questionnaire, the maximum score a company could get would be straight 5's for all questions, giving them a total of 250 points. This forms the basis for our scoring system.

This scoring system clearly identifies how satisfied your employees are across the broad range of issues covered in the survey. We provide you with a score out of 250 and comparisons with the average Australian score as well as a score for gold medal performance. The score out of 250 is also expressed as a percentage, which gives you a benchmark of employee satisfaction and engagement.

We will also provide your scores by two broad engagement categories (Business and People) to help you quickly identify your areas of excellence and your opportunities to improve.

The measure of total satisfaction is out of a maximum of 250 points.

**Your score is 170.9 or 68%**

(There were 98 respondents.)

**In 2009 your score was also 68%.**

The average score across all Australian Industries is 68%.

The Gold Medal Standard is 75%

Well done, your score is at the Australian Average.

The best things about working for Example Company are:

*Fellow employees,  
Hours of work,  
Morale/happy work environment, and  
Modern equipment/technology.*

However, you still have some areas to improve on. This report will highlight your major challenges.



**Now let's look at your scores against the Australian average:**

Rank	Aust Avg	2008 Score	2009 Score	Question	Scale = 1	Scale = 5
1	4.23	<b>4.27</b>	<b>4.33</b>	I really care about the future of our organisation:	No, not really	Yes, definitely
2	4.25	<b>4.04</b>	<b>4.06</b>	I wish to develop new skills and responsibilities within the next 12 months:	No, not really	Yes, definitely
3	3.42	<b>4.06</b>	<b>4.06</b>	We have the right equipment/technology to do a good job:	No, not really	Yes, definitely
4	4.01	<b>3.99</b>	<b>4.04</b>	The quality of service to our customers is:	Low	High
5	3.84	<b>3.98</b>	<b>4.03</b>	Health and safety in my Department is:	Very poor	Very good
6	3.88	<b>3.92</b>	<b>3.96</b>	My work group knows exactly what results we are expected to achieve:	Not really	Yes, totally
7	3.73	<b>3.83</b>	<b>3.94</b>	I really enjoy working here:	No, not really	Yes, definitely
8	3.77	<b>4.06</b>	<b>3.94</b>	Most of the time we cope with the workload:	No, not really	Yes, definitely
9	3.92	<b>3.84</b>	<b>3.92</b>	Do you feel you can contribute to improving Example Company's performance?	A little	A lot
10	3.75	<b>3.95</b>	<b>3.89</b>	Management in my Department regard quality as important as quantity:	No, not really	Yes, definitely
11	3.72	<b>3.69</b>	<b>3.87</b>	Example Company as an employer is:	Poor	Excellent
12	3.67	<b>3.80</b>	<b>3.84</b>	My respect for management in my Department is:	Very low	Very high
13	3.57	<b>3.70</b>	<b>3.72</b>	The way Example Company is changing is for the:	Worse	Better
14	3.71	<b>3.71</b>	<b>3.72</b>	My customers' needs are:	Not looked at	Understood & measured
15	3.81	<b>3.68</b>	<b>3.68</b>	There is open co-operation within my work area:	No, not really	Yes, definitely
16	3.49	<b>3.62</b>	<b>3.66</b>	In my Department trust exists at a:	Low level	High level
17	3.51	<b>3.57</b>	<b>3.64</b>	My job satisfaction is:	Very low	Very high
18	3.59	<b>3.44</b>	<b>3.62</b>	My job security is:	Very low	Very high
19	3.61	<b>3.81</b>	<b>3.58</b>	The management style in my Department is about:	Giving orders	Teamwork
20	3.70	<b>3.68</b>	<b>3.57</b>	Most of the time I can balance work and life commitments:	No, not really	Yes, definitely
21	3.26	<b>3.62</b>	<b>3.54</b>	Management in my Department has double standards:	Yes, definitely	No, not really
22	3.56	<b>3.68</b>	<b>3.49</b>	Internal relationships between management and employees in my Department are based on:	Conflict	Harmony
23	3.37	<b>3.50</b>	<b>3.42</b>	Communication in my Department occurs with:	Hidden agendas	Honesty
24	3.24	<b>3.40</b>	<b>3.42</b>	Morale in my Department is:	Very low	Very high
25	3.36	<b>3.39</b>	<b>3.38</b>	Quality improvement has been a big issue in the past 12 months:	Not really	Yes, totally
26	3.34	<b>3.34</b>	<b>3.37</b>	Waste (money, materials, time, human effort) in my work area is:	Not looked at	Understood & measured
27	3.23	<b>3.20</b>	<b>3.35</b>	Everyone in my Department "pulls their weight"	No, not really	Yes, definitely
28	3.57	<b>3.48</b>	<b>3.33</b>	I have received the training I need to do a quality job:	No, not really	Yes, definitely
29	3.50	<b>3.26</b>	<b>3.29</b>	Example Company has clearly defined values:	No, not really	Yes, definitely

Rank	Aust Avg	2008 Score	2009 Score	Question	Scale = 1	Scale = 5
30	3.36	3.30	3.27	My team uses feedback from our customers to improve the quality of our work:	No, not really	Yes, definitely
31	3.34	3.09	3.25	I understand Example Company's key performance indicators:	Not really	Yes, totally
32	3.28	3.10	3.22	I feel valued working here:	No, not really	Yes, definitely
33	3.21	3.11	3.21	The future direction and strategy of Example Company is:	Unclear	Shared & understood
34	3.24	3.08	3.21	The pay and benefits here are fair compared to similar organisations:	No, not really	Yes, definitely
35	3.19	3.05	3.20	The work we get from others in Example Company meets our requirements:	No, not really	Yes, definitely
36	3.19	3.21	3.17	Waste (money, materials, time, human effort) in my work area could be reduced:	A lot	A little bit
37	3.25	3.13	3.12	Communication in my Department occurs mostly:	Via the "grapevine"	Straight from management
38	3.22	3.17	3.12	I am satisfied with communications in my Department:	No, not really	Yes, definitely
39	3.23	3.22	3.10	There is open co-operation between work areas:	No, not really	Yes, definitely
40	3.21	3.06	3.09	I get feedback on customer complaints:	Never	Regularly
41	3.11	2.80	3.07	Management shares its long term business plan:	No, not really	Yes, totally
42	3.16	2.94	3.05	All things considered, the pay and benefits are fair for the work I perform:	No, not really	Yes, definitely
43	3.17	3.24	2.99	Management in my Department regularly spend time with us:	No, not really	Yes, definitely
44	3.06	3.02	2.99	My career path and development opportunities are:	Very poor	Very good
45	3.26	2.73	2.82	Training is readily available for those who want it:	No, not really	Yes, definitely
46	2.86	2.79	2.78	The best people for the job are always selected:	No, not really	Yes, definitely
47	2.95	2.79	2.68	Poor performance by people is challenged and corrected:	Rarely	Always
48	2.93	2.51	2.65	Good performance is recognised and rewarded:	Rarely	Always
49	2.98	2.52	2.63	I get a lot of feedback about my performance:	No, not really	Yes, definitely
50	2.86	2.58	2.60	There is a strong motivation and incentive for people to perform better:	No, not really	Yes, definitely

**Your Score out of 250 is 170.9 or 68%**

Where you are ahead of the Australian averages by more than 0.4 this is a significant advantage. On a scale of 1 to 5 there are only 4 points, so 0.4 represents a 10% difference which is regarded as being statistically significant.

Not only do you have an overall score, but we also provide scores that measure two levels of engagement. They are Business Engagement and People Engagement. This will help you to quickly identify your areas of excellence and your opportunities to improve. These questions are further broken down into themes.

Category	Theme
<b>Business Engagement</b>	(Alignment, Customer, Improvement)
<b>People Engagement</b>	(Accountability, Benefits, Communications, Culture, Development, Leadership, Motivation, Teamwork, Wellbeing)

Aust Avg	2009 Score	Themes, Subthemes & Questions
<b>3.38</b>	<b>3.37</b>	<b>Business: Alignment</b>
3.88	3.96	My work group knows exactly what results we are expected to achieve:
3.34	3.25	I understand Example Company's key performance indicators:
3.21	3.21	The future direction and strategy of Example Company is:
3.11	3.07	Management shares its long term business plan:
<b>3.57</b>	<b>3.53</b>	<b>Business: Customer</b>
4.01	4.04	The quality of service to our customers is:
3.71	3.72	My customers' needs are:
3.36	3.27	My team uses feedback from our customers to improve the quality of our work:
3.21	3.09	I get feedback on customer complaints:
<b>3.41</b>	<b>3.57</b>	<b>Business: Improvement</b>
3.42	4.06	We have the right equipment/technology to do a good job:
3.75	3.89	Management in my Department regard quality as important as quantity:
3.36	3.38	Quality improvement has been a big issue in the past 12 months:
3.34	3.37	Waste (money, materials, time, human effort) in my work area is:
3.19	3.17	Waste (money, materials, time, human effort) in my work area could be reduced:
<b>3.00</b>	<b>2.86</b>	<b>People: Accountability</b>
3.23	3.35	Everyone in my Department "pulls their weight"
2.86	2.78	The best people for the job are always selected:
2.95	2.68	Poor performance by people is challenged and corrected:
2.98	2.63	I get a lot of feedback about my performance:
<b>3.26</b>	<b>3.20</b>	<b>People: Benefits</b>
3.72	3.87	Example Company as an employer is:
3.24	3.21	The pay and benefits here are fair compared to similar organisations:
3.16	3.05	All things considered, the pay and benefits are fair for the work I perform:
2.93	2.65	Good performance is recognised and rewarded:
<b>3.28</b>	<b>3.22</b>	<b>People: Communications</b>
3.37	3.42	Communication in my Department occurs with:
3.25	3.12	Communication in my Department occurs mostly:
3.22	3.12	I am satisfied with communications in my Department:

<b>Aust Avg</b>	<b>2009 Score</b>	<b>Themes, Subthemes &amp; Questions</b>
<b>3.47</b>	<b>3.52</b>	<b>People: Culture</b>
3.57	3.72	The way Example Company is changing is for the:
3.49	3.66	In my Department trust exists at a:
3.56	3.49	Internal relationships between management and employees in my Department are based on:
3.24	3.42	Morale in my Department is:
3.50	3.29	Example Company has clearly defined values:
<b>3.54</b>	<b>3.30</b>	<b>People: Development</b>
4.25	4.06	I wish to develop new skills and responsibilities within the next 12 months:
3.57	3.33	I have received the training I need to do a quality job:
3.06	2.99	My career path and development opportunities are:
3.26	2.82	Training is readily available for those who want it:
<b>3.43</b>	<b>3.49</b>	<b>People: Leadership</b>
3.67	3.84	My respect for management in my Department is:
3.61	3.58	The management style in my Department is about:
3.26	3.54	Management in my Department has double standards:
3.17	2.99	Management in my Department regularly spend time with us:
<b>3.60</b>	<b>3.60</b>	<b>People: Motivation</b>
4.23	4.33	I really care about the future of our organisation:
3.73	3.94	I really enjoy working here:
3.92	3.92	Do you feel you can contribute to improving Example Company's performance?
3.28	3.22	I feel valued working here:
2.86	2.60	There is a strong motivation and incentive for people to perform better:
<b>3.41</b>	<b>3.33</b>	<b>People: Teamwork</b>
3.81	3.68	There is open co-operation within my work area:
3.19	3.20	The work we get from others in Example Company meets our requirements:
3.23	3.10	There is open co-operation between work areas:
<b>3.68</b>	<b>3.76</b>	<b>People: Wellbeing</b>
3.84	4.03	Health and safety in my Department is:
3.77	3.94	Most of the time we cope with the workload:
3.51	3.64	My job satisfaction is:
3.59	3.62	My job security is:
3.70	3.57	Most of the time I can balance work and life commitments:

**Now let's look at the breakdown by demographic:**

Work Area	No Of Surveys	2008 Score	2009 Score
Finance	18	68%	72%
Marketing	30	70%	73%
Sales	50	70%	72%

**Let me give you some specific comparisons with other organisations:**

Company	Score
National Appliance Manufacturer	79%
Manufacturing/Construction Company	76%
National Vehicle Distributor	75%
<b>Gold Medal</b>	<b>75%</b>
Construction Engineering Company	74%
National Food Manufacturer	73%
Victorian City Council	72%
National Construction Company	72%
Manufacturing Corporation	70%
National Print Company	69%
<b>Example Company</b>	<b>68%</b>
<b>Australian Average</b>	<b>68%</b>
NSW Regional Council	67%
National Government Agency	67%
Cattle Station	67%
National Construction Company	67%
Victorian Government Agency	66%
Port Corporation	58%



We also sought feedback on 3 workplace priorities. Employees were encouraged to make four selections from a broad menu, their first choice has been allocated 4 points, second choice 3 points, etc:














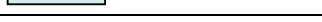
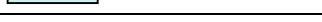
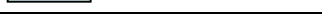

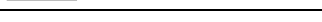
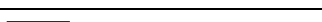
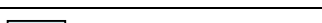
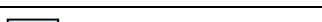
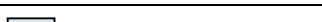
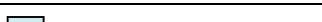




**What four things would most change Example Company for the better?**

Rank	Item	Score	
1	Higher wages	101	
2	Improve communications	84	
3	Make people feel valued	67	
4	More training	53	
5	Monetary reward scheme	53	
6	Improve morale	47	
7	Generally happy with the organisation	47	
8	Effective leadership	46	
9	Develop career opportunities	39	
10	More recognition	38	
11	Better equipment/technology	38	
12	Better quality / Less waste	37	
13	Make people accountable	33	
14	More teamwork	30	
15	Better planning of work	28	
16	Treating people with respect	28	
17	Employing the right people	25	
18	Better work/life balance	25	
19	Greater job security	25	
20	Job satisfaction	22	
21	Improved customer service	22	
22	More people to do the work	19	
23	Remove double standards	18	
24	Clearer future direction / goals	17	
25	Reduce red tape/bureaucracy	13	
26	Better safety	7	
27	More trust	4	

The top four items are normally “higher wages”, “effective leadership”, “employing the right people” and “more people to do the work”.

In 2009, the top four items for Example Company were “improve communications”, “make people feel valued”, “better quality / less waste” and “higher wages”.

**What are the four worst things about working for Example Company?**

Rank	Item	Score	
1	No recognition or feedback	87	
2	Generally happy with the organisation	84	
3	Poor communication	82	
4	Unnecessary favouritism to some employees	72	
5	Not feeling valued	67	
6	Poor pay	54	
7	Poor cooperation between different work areas	42	
8	Too much waste/inefficiency	37	
9	Poor career and development opportunities	30	
10	Lack of training	29	
11	Slow decision-making	29	
12	Not enough work/life balance	28	
13	Not being treated with respect	27	
14	Too many poor performers on the payroll	27	
15	Not enough teamwork in my work area	25	
16	The future is uncertain	23	
17	Red tape/bureaucratic processes	22	
18	Ineffective leadership	19	
19	Work is poorly organised	18	
20	Excessive workload	17	
21	Double standards	16	
22	Inadequate equipment/technology	14	
23	Lack of trust	13	
24	Health and safety	10	
25	Low morale	10	
26	Lack of job security	6	
27	Lack of job satisfaction	3	

The top four items are normally “poor pay”, “poor communication”, “excessive workload” and “ineffective leadership”.

In 2009, the top four items for Example Company were “poor communication”, “no recognition or feedback”, “generally happy with the organisation” and “not feeling valued”.

**What are the four best things about working for Example Company?**

Rank	Item	Score	
1	Fellow employees	142	
2	Hours of work	105	
3	Morale/happy work environment	92	
4	Modern equipment/technology	81	
5	Good employer	58	
6	Teamwork	44	
7	Good future	42	
8	Challenging work/job satisfaction	38	
9	Work/life balance	36	
10	Job security	36	
11	Reasonable workload	32	
12	Being part of a prestigious organisation	31	
13	Location/convenience	29	
14	Being treated with respect	25	
15	Overtime availability	22	
16	Interaction with customers	20	
17	Training/learning opportunities	20	
18	Good management	15	
19	High level of trust	15	
20	Ability to take initiative/make decisions	14	
21	Pay	13	
22	Conditions of employment/benefits	11	
23	Work travel opportunities	10	
24	Career path/development opportunities	9	
25	Communications	4	
26	People feel valued	2	

The top four items are normally “fellow employees”, “hours of work”, “challenging work/job satisfaction” and “job security”.

In 2009, the top four items for Example Company were “modern equipment/technology”, “fellow employees”, “hours of work” and “morale/happy work environment”.



The next part of the survey asked five specific questions and provided a number of options from which participants could select four. These have been weighted 4 votes for first choice, three votes for second choice, etc. The top four responses are as follows and the complete tables are attached.

***How can we improve communications?***

Rank	Item	Score
1	<b>BE HONEST &amp; FRANK:</b> Open, upfront, no lies/no secrets, put the cards on the table, less sidestepping	135
2	<b>INVOLVE EVERYONE:</b> Not the select few, stop being selective, get everyone involved	110
3	<b>MANAGEMENT BEING VISIBLE &amp; AVAILABLE:</b> Be seen, more visits, show an interest, open door policy	102
4	<b>THROUGH EFFECTIVE MEETINGS:</b> Sharing information, more updates, feedback, don't waffle	91
5	<b>CREATE TRUST:</b> Treat employees better, show respect, less "them and us", change attitudes	85
6	<b>CONSULT &amp; LISTEN:</b> Get staff input, no decisions behind closed doors, tell us before not after	83
7	<b>SOCIAL FUNCTIONS:</b> Barbecues, morning teas, happy hours, get people meeting informally	69
8	<b>DIFFERENT WORKGROUPS TALKING:</b> Sharing information between work areas, reduce isolation, more networking, break down walls	61
9	<b>PUT THINGS IN WRITING:</b> Bulletins, memos, noticeboards, newsletters	59
10	<b>COMMUNICATIONS ARE GOOD:</b> Okay as is, doing fine, generally pretty good, getting better	54
11	<b>LESS MEETINGS:</b> There are too many, they start and finish late, they are a waste of time	27
12	<b>USE EMAIL</b>	25
13	<b>NEED MORE COMMUNICATION RESOURCES:</b> eg. mobile phones/radios, computers	12

***How can our managers be more effective?***

Rank	Item	Score
1	<b>COMMUNICATE BETTER/KEEP US INFORMED:</b> Talk to us and listen, share information, keep us up-to-date, be open/honest	130
2	<b>PROMOTE TEAMWORK:</b> Cooperation, break down barriers, working together, less "them and us", improve morale, challenge negative attitudes	113
3	<b>BE VISIBLE &amp; IN TOUCH:</b> Accessible, hands-on, approachable, be out and about, stop being desk-bound, make themselves known	103
4	<b>MANAGEMENT IS GOOD:</b> Getting better, I'm pretty happy with them, they're okay, no complaints, this is not a problem	84
5	<b>GIVE PEOPLE FEEDBACK &amp; MAKE EVERYONE ACCOUNTABLE:</b> Recognise good performance, punish bad performance, use appraisals	68
6	<b>LESS FAVOURITISM/DOUBLE STANDARDS:</b> Have consistency, fairness, no special treatment, one set of rules for all	68
7	<b>PROVIDE GOALS, DIRECTION &amp; PURPOSE:</b> Tell us what's expected, clearer planning, give us the big picture, set priorities	68
8	<b>BETTER PEOPLE SKILLS &amp; SHOW RESPECT:</b> Remove rudeness, be caring, show an interest, be understanding/loyal, give support	68
9	<b>SHOW LEADERSHIP/ACT DECISIVELY:</b> Make timely decisions, cut through red tape, resolve issues, stop procrastinating, delegate more	52
10	<b>PROVIDE MORE TRAINING &amp; DEVELOPMENT:</b> Better quality training, more training, more delegation/empowerment/responsibility/skills	44
11	<b>OUR MANAGERS NEED TRAINING:</b> Send them back to management school, our supervisors/managers need training in leadership skills	40
12	<b>ORGANISE WORK BETTER:</b> More planning, attention to detail, think ahead, reduce red tape and bureaucracy	36
13	<b>GIVE US THE RIGHT RESOURCES:</b> We need more/better equipment/materials/suppliers to do the job effectively	13
14	<b>GET SOME NEW ONES:</b> Get rid of the bad ones, make them more accountable, appoint them on merit, get ones with expertise	8

***How can we improve productivity?***

Rank	Item	Score
1	<b>INCENTIVE PAY/BONUS: Productivity pay, gain sharing, more money, rewards for good performers</b>	129
2	<b>CONTINUOUS IMPROVEMENT/LESS REWORK: Working smarter, "get it right first time", improve processes/systems, reduce waste</b>	128
3	<b>BY EVERYONE PULLING THEIR WEIGHT: Employ the right people to start with, make people accountable, remove deadwood</b>	124
4	<b>IMPROVE MORALE/MAKE PEOPLE FEEL VALUED: Create a culture of trust and support, show respect, have positive attitudes</b>	109
5	<b>MORE TEAMWORK/LESS THEM AND US: Common goals, see the big picture, departments working together, remove the barriers, more trust</b>	100
6	<b>BETTER PLANNING &amp; ATTENTION TO DETAIL: More forward planning, think ahead, be organised, do the little things right</b>	92
7	<b>TRAINING: More training, better training, employee development, more skills and responsibilities, more delegation/ empowerment</b>	53
8	<b>PRODUCTIVITY IS GOOD: There are no issues</b>	49
9	<b>CLEARER DIRECTION/GOALS/TARGETS: Share the strategic plan, set priorities and follow up on results</b>	40
10	<b>MORE STABILITY/LESS RESTRUCTURING: Less interference from outside, less politics, more stability, less unnecessary changes</b>	27
11	<b>REDUCE RED TAPE/BUREAUCRACY: Useless paperwork, form filling, streamline administration, remove unnecessary functions</b>	17
12	<b>BETTER RESOURCES TO DO THE JOB: Update technology, need new equipment, more resources</b>	15
13	<b>BETTER EFFORT FROM SUPPLIERS/SUBCONTRACTORS: Pick the best ones, monitor their performance, they could lift their game</b>	7
14	<b>MORE PEOPLE TO DO THE WORK: Need more staff, employ more people, increase staffing levels</b>	6

***How can we ensure that people here "pull their weight"?***

Rank	Item	Score
1	<b>IMPROVE MORALE &amp; MOTIVATION: Make people feel valued/purposeful, treat people with respect, build a positive climate</b>	146
2	<b>PAY FOR GOOD PERFORMANCE: Financial reward, performance based pay, bonuses, incentives, money, reward the good performers</b>	139
3	<b>MAKE PEOPLE ACCOUNTABLE: Appraisals/regular feedback, work plans for everyone, set standards/targets/deadlines</b>	136
4	<b>EMPLOY THE RIGHT PEOPLE TO START WITH: Choose employees with attitude and team skills, look for the right personality</b>	90
5	<b>SHARE THE WORKLOAD EVENLY: Ensure work is allocated equally, no double standards/favouritism</b>	85
6	<b>THIS IS NOT A PROBLEM HERE: Most people do pull their weight, 99% of people are doing the right thing</b>	76
7	<b>TEAMWORK &amp; PEER PRESSURE: Peer appraisals, encourage employees to make each other accountable</b>	73
8	<b>USE DISCIPLINE &amp; WARNINGS: Counselling, reprimands, punish them, "lift your game or leave", "fit in or move on"</b>	55
9	<b>STRICTER SUPERVISION: Give direction, be out more, take notice, handle slackness immediately, more surveillance</b>	47
10	<b>SACK NON-PERFORMERS: Dismiss them, get rid of people who don't pull their weight</b>	45

***In my section, the main cause of waste (money, materials, time, human effort) is:***

Rank	Item	Score
1	HUMAN EFFORT/REWORK: Doing jobs twice, double handling, carelessness, human error, fixing other people's mistakes	161
2	POOR PLANNING/DISORGANISATION: Lack of direction, unclear instructions, incomplete briefs, inadequate paperwork, changing direction midstream	117
3	UNPRODUCTIVE PEOPLE: Laziness, people with bad attitudes, poor effort, apathy, misuse of work time	76
4	THERE IS NONE: It's not apparent to me, we're doing fine, there's not much waste here	73
5	TIME WASTING/TIME DELAYS: Not managing time effectively, unproductive meetings, waiting for decisions, slow follow-up, chasing information	72
6	TOO MUCH PAPERWORK: Unnecessary reports and form filling, duplication, paper wars, paper trails, printing everything, destroying trees	47
7	POOR RESOURCES: Can't do the job professionally, need better technology/equipment/materials/maintenance, too much downtime	46
8	NO LEADERSHIP/POOR MANAGEMENT: Ineffective supervisors/managers, management not in touch, management indecision	43
9	LACK OF TEAMWORK/TOO MUCH INFIGHTING: Conflict, bitching, lack of motivation, lack of cooperation between workgroups	33
10	TOO MUCH RED TAPE/BUREAUCRACY: Too much regulation, accounting for things instead of doing things, form filling	32
11	NOT ENOUGH PEOPLE TO DO THE WORK: Need more staff, "too many chiefs not enough indians", we're stretched to the limit	23
12	POOR PERFORMANCE BY SUPPLIERS/SUBCONTRACTORS: We need to manage them more effectively, they could make our life a lot easier	21
13	CONSTANT RESTRUCTURING: Outside interference, constant reorganisations, too many reviews/inquiries, waste of resources	21
14	WASTE OF MONEY: Lots of dollars are wasted, materials are not used, we spend money on unnecessary things	11



The final part of the survey asked for written comments about the best and worst behaviours that employees have seen by colleagues. I have picked a sample of the comments to give you some idea of what people are thinking.

***What are the best behaviours that you've seen by colleagues in the last 12 months in Example Company that have impressed you?***

- 
- : Good attention to detail; willingness to work through meal breaks or overtime to get a job completed.
- 
- : Teamwork; willingness to pitch in.
- 
- : Colleagues are always willing to share their knowledge and willing to help.
- 
- : Colleagues are helping each other out more and more.
- 
- : Most people are conscientious.
- 
- : Good can-do attitude.
- 
- : All of my colleagues are a delight to work with. I am constantly impressed by their faultless conduct. Working here is an almost transcendental experience.
- 
- : When things get busy, colleagues pull together to get jobs done quickly.
- 
- : John has not faltered in his good manners, thoughtfulness and sense of humour. It has been a pleasure working with him these last twelve months.
- 
- : Employees taking extra care to ensure a high quality result over and above expectations.
- 
- : Positive attitudes.
- 
- : I think that our department is performing to a higher level compared to 12 months ago.
- 
- : Everybody is willing to help each other.
- 
- : People communicating and asking questions when they are unsure instead of ploughing ahead incorrectly.
- 
- : Going that extra mile to ensure that a job is done right the first time.
- 
- : People showing a genuine interest in the company and other peoples welfare.
- 
- : We continue to work together as a team in our department and all get on well together. We share the load and help each other. The amount of money we raised through Christmas raffles to help the children of some of our employees who suffer from illness was wonderful.
- 
- : People personally taking responsibility to help you achieve your goal is a major positive. That may mean working overtime and on weekends to get a job done to meet a client's timeframe.
- 
- : Highly trained and responsive first aid officers.
- 
- : Colleagues working long hours to meet deadlines.
- 
- : People generally like working here and are starting to bond together well after the merging of the two companies.
- 
- : People taking the time to be real and make others feel like real people and not just numbers.
- 
- : Putting in effort beyond the job specification; being concerned about getting the job right; printers reading proofs and asking questions if they think it's not right.
- 
- : Teamwork and thinking about the customer.
-

***What are the worst behaviours that you've seen by colleagues in the last 12 months in Example Company that have upset you?***

- : Double standards; favouritism; lack of communication.

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- : There has been a lack of communication between operators during shift changes. Many afternoon shift workers have personal conflicts and will not work together. They need to grow up.

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- : Colleagues do not care enough about the work they are doing.

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- : Some colleagues are bitching about fellow workmates behind their backs and not confronting their problems.

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- : Unfriendliness, quick temperedness, selfishness and bad vibes from one person.

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- : The worst behaviour has been re-working other people's jobs when they do not listen, understand or read instructions.

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- : Occupational health and safety is poor. I have not seen one fire drill in approximately five years. When someone gets injured it's a shambles with no clear direction. This could be fatal one day.

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- : When there was a change in supervision, it was not accepted very well. People who did not like the change made it hard for the person to slip into the position without conflict.

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- : A lot of lazy individuals who seem to get all the overtime they want.

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- : Poor communication between departments.

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- : People only worrying about themselves.

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- : Staff who have no consideration for co-workers within the open plan office in respect to noise levels and bad language. Staff who need to concentrate to perform their roles struggle with such distractions.

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- : Bitching and fighting behind backs still continues.

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- : A couple of negative people spoil it for the rest.

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- : Team members harassing other team members.

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- : People worrying about others and not getting on with their own jobs.

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- : Temper tantrums; very childish behaviour.

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- : Some can be rude and speak down to me. It doesn't happen often but nonetheless it's not nice when it happens.

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- : The kitchen being a mess.

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- : Lack of computer upgrades and processes, resulting in slower workflows.

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- : There are some lazy, self-serving work attitudes where people will only do "just enough" (or less if someone else will do it).

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- : Time wasting; not handling customer queries promptly; bitchy behaviour between colleagues that goes unpunished by management; individuals not being accountable for continuous mistakes.

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- : Not offering to help.

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- : Pushy, arrogant and 'I'm too clever and too important for you to do anyone else's work but mine' type of attitude - luckily not many and not that often to be a problem.

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**Are there any comments you would like to make about any of your managers?**

- 
- : The manager in my area is doing a great job.
- 
- : The managers in my department are good, understanding and easy to talk to.
- 
- : Managers have very poor communication skills.
- 
- : Supervisors are always helpful and will listen to any concerns.
- 
- : Management do not follow through with what they say they are going to do. They always take the easy option.
- 
- : The managers are all fair and are all trying to make us a team. They just try to get tasks done as efficiently as possible. I feel some colleagues let them down by making it hard for them to make it work.
- 
- : I think that the managers should reward people for good work. More people might just try a little harder to make a difference if a big deal is made about even a small thing. Gift vouchers help!
- 
- : I have no problems with the managers. They are all friendly and helpful when attention is required.
- 
- : Managers should not make sarcastic remarks.
- 
- : Senior management should consult the people working the factory more, as their suggestions may result in purchasing more suitable equipment, less pre-work and time saving.
- 
- : I am happy with my manager, however he doesn't get the respect he deserves from other managers.
- 
- : I feel that working for my manager is a big plus. He seems to be well-liked by the rest of the staff as well as having their respect.
- 
- : My immediate manager treats me well and with respect, and that respect is mutual.
- 
- : The communication level has been a little low lately.
- 
- : Some managers don't show enough strength in leadership and others have no people skills. Also, they need to remember we work in a service industry where clients come first.
- 
- : Managers should answer emails sent to them. If they don't understand the client's requests then they should contact the Department.
- 
- : My manager is a great guy who genuinely tries very hard. He should let go a little bit and trust his staff a bit more.
- 
- : The Sales area is improving with increased management involvement and employment of additional staff with experience. It is looking better for the future.
- 

**Management should read all of the written comments carefully. The point of this feedback is to understand the culture that you currently have and then to improve it.**



## Key Findings

I have carefully looked at all of the survey results. I believe there are a number of key issues which I will now identify. If we can make significant progress in these areas you would expect to see a more positive working environment, better attitudes, higher productivity and improved performance:

- More recognition and feedback**

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- Improve communications**

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- Remove the unnecessary favouritism to some employees**

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- Make people feel valued**

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- A pay review at the appropriate time**

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## Where to from here?

This report should be released for discussion and comment. Management has a key responsibility to follow through on these issues, because "good managers look after people, people look after the business".

Your score of 68% is at the Australian Average. This survey has identified the key changes needed to continuously improve.

Congratulations on doing the survey. It's a very healthy exercise to listen to the silent majority through a confidential process. Perhaps we should do it again in 12 months time to check your progress.

Yours faithfully,

PETER BERRY