PBC

Employee Opinion Survey

Sample Corp

Date: February 2019

Sample Corp

Reading and Interpreting Your Report

In the questionnaire there were 50 standard questions that could be answered by selecting a number on a range of 1 through to 5.

Negative		Average		Positive
1	2	3	4	5

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

BUSINESS ENGAGEMENT
- Alignment
- Benefits
- Customer
- Improvement
- Leadership
- Motivation

EMPLOYEE OPINION SURVEY

PERSONAL ENGAGEMENT
- Accountability
- Communications
- Culture
- Development
- Teamwork
- Wellbeing

Company Name

Sample Corp

Score

191

Your Percentage is

76%

Number of Respondents

69

Benchmarking your score

We provide you with a score out of 250 and comparisons with the average Australian score.

The score out of 250 is expressed as a percentage, which gives you a benchmark of employee satisfaction and alignment. Percentiles are also provided, which compare your score to other organisations in our database.

This Year	76%
Last Year	78%
Gold Standard	75%
Australian Average	71%
Percentile this year	87th
Percentile last year	93rd

The 50 Items

The table below includes 50 items that were rated on a scale of 1 to 5 (see the rating scale on previous page). Your scores are compared to the average Australian score and are ranked in descending order.

Rank	Aust Avg	2018 Score	2019 Score	Item	Scale = 1	Scale = 5
1	4.31	4.64	**4.62**	I really care about the future of our organisation:	No, not really	Yes, definitely
2	4.20	4.43	**4.42**	I wish to develop new skills and responsibilities within the next 12 months:	No, not really	Yes, definitely
3	3.88	4.32	**4.29**	Health and safety in my Department is:	Very poor	Very good
4	3.98	4.27	**4.29**	Do you feel you can contribute to improving this organisation's performance?	A little	A lot
5	3.87	4.10	**4.22**	My work group knows exactly what results we are expected to achieve:	No, not really	Yes, definitely
6	3.93	4.17	**4.21**	There is open co-operation within my work area:	No, not really	Yes, definitely
7	3.82	4.15	**4.19**	Management in my Department regards quality as important as quantity:	No, not really	Yes, definitely
8	3.80	4.26	**4.16**	My respect for management in my Department is:	Very low	Very high
9	3.69	4.05	**4.10**	The management style in my Department is about:	Giving orders	Teamwork
10	3.82	4.19	**4.10**	My Customer's needs are:	Not looked at	Understood and measured
11	3.79	4.16	**4.10**	This organisation as an employer is:	Poor	Excellent
12	3.62	4.05	**4.07**	In my Department trust exists at a:	Low level	High level
13	3.62	3.85	**4.04**	This organisation has clearly defined values:	No, not really	Yes, definitely
14	4.07	4.23	**4.04**	The quality of service to our customers is:	Low	High
15	3.50	4.10	**4.01**	I understand this organisation's key performance indicators:	Not really	Yes, totally
16	3.55	4.10	**4.01**	In this organisation, quality improvement is taken seriously:	Not really	Yes, totally
17	3.82	4.12	**4.00**	I really enjoy working here:	No, not really	Yes, definitely
18	3.52	3.98	**4.00**	Communication in my Department occurs with:	Hidden agendas	Honesty
19	3.53	4.01	**3.85**	We have the right equipment/technology to do a good job:	No, not really	Yes, definitely
20	3.36	3.87	**3.85**	Management in my Department regularly spend time with us:	No, not really	Yes, definitely
21	3.44	3.88	**3.84**	Management in my Department has double standards:	Yes, definitely	No, not really
22	3.43	3.72	**3.82**	Everyone in my Department 'pulls their weight':	No, not really	Yes, definitely
23	3.53	3.90	**3.81**	My team uses feedback from our customers to improve the quality of our work:	No, not really	Yes, definitely
24	3.37	3.80	**3.81**	There is open co-operation between different work areas:	No, not really	Yes, definitely
25	3.69	3.93	**3.79**	The way this organisation is changing is for the:	Worse	Better

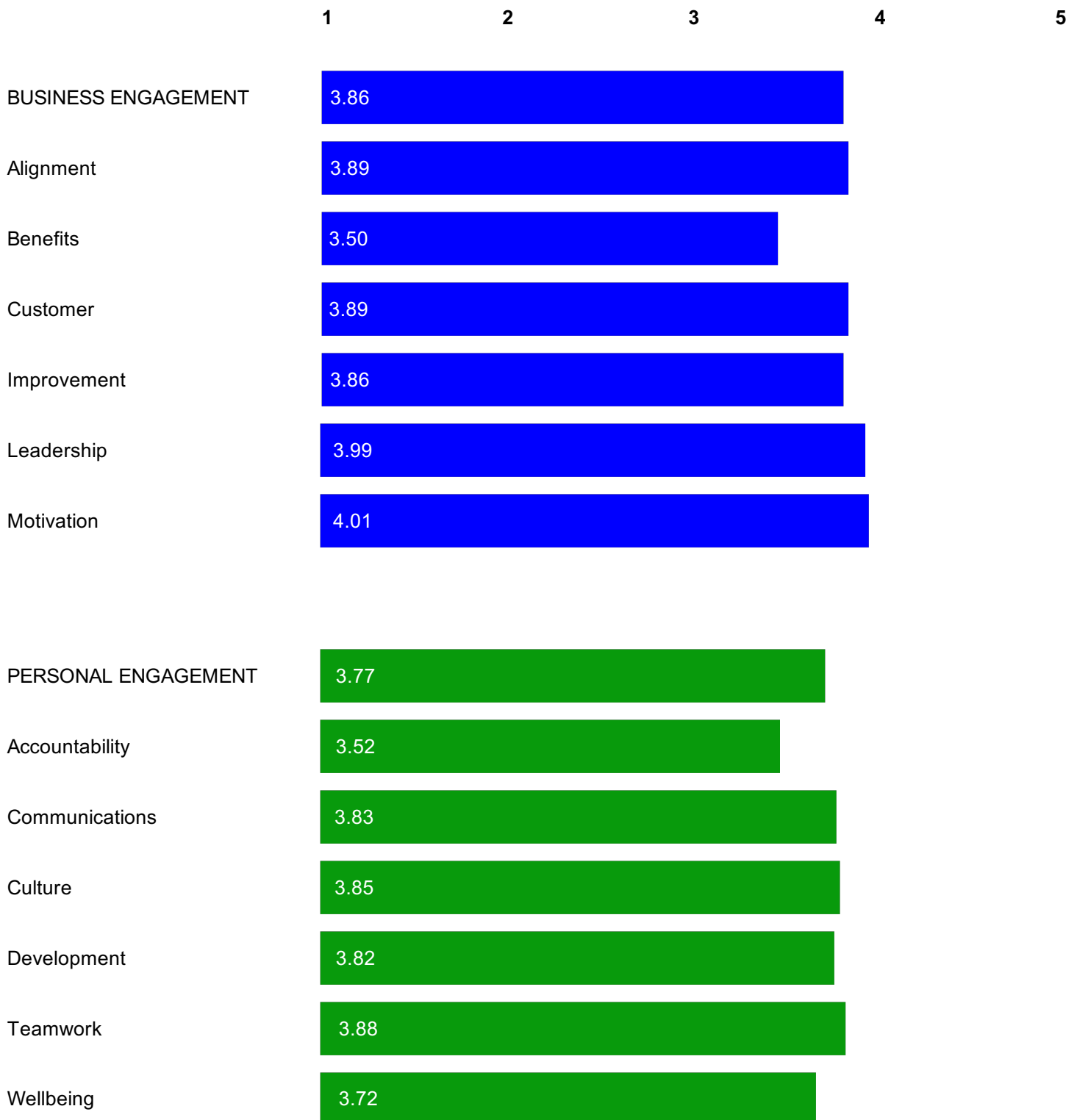| Rank	Aust Avg	2018 Score	2019 Score	Item	Scale = 1	Scale = 5
26	3.29	3.59	**3.78**	Management shares its long term business plan:	Not really	Yes, totally
27	3.33	3.94	**3.78**	I am satisfied with communications in my Department:	No, not really	Yes, definitely
28	3.64	3.96	**3.78**	Internal relationships between management and employees in my Department are based on:	Conflict	Harmony
29	3.55	3.88	**3.74**	My job satisfaction is:	Very low	Very high
30	3.36	3.96	**3.72**	Communication in my Department occurs mostly:	Via the "grapevine"	Straight from management
31	3.48	3.90	**3.69**	I feel valued working here:	No, not really	Yes, definitely
32	3.34	3.86	**3.68**	Training is readily available for those who want it:	No, not really	Yes, definitely
33	3.39	3.71	**3.66**	Waste (money, materials, time, human effort) in my work area is:	Not looked at	Understood and measured
34	3.55	3.77	**3.65**	I have received the training I need to do a quality job:	No, not really	Yes, definitely
35	3.74	3.77	**3.64**	Most of the time we cope with the workload:	No, not really	Yes, definitely
36	3.35	3.57	**3.63**	The work we get from others in this organisation meets our requirements:	No, not really	Yes, definitely
37	3.30	3.60	**3.59**	I get feedback on customer complaints:	Never	Regularly
38	3.62	3.75	**3.59**	My job security is:	Very low	Very high
39	3.32	3.73	**3.57**	Morale in my Department is:	Very low	Very high
40	3.28	3.50	**3.56**	Waste (money, materials, time, human effort) in my work area could be reduced:	A lot	A little bit
41	3.26	3.85	**3.54**	My career path and development opportunities are:	Very poor	Very good
42	3.35	3.65	**3.53**	The future direction and strategy of this organisation is:	Unclear	Shared and understood
43	3.14	3.63	**3.51**	I get a lot of feedback about my performance:	No, not really	Yes, definitely
44	3.08	3.27	**3.49**	Poor performance by people is challenged and corrected:	Rarely	Always
45	3.05	3.48	**3.46**	There is a strong motivation and incentive for people to perform better:	No, not really	Yes, definitely
46	3.22	3.51	**3.41**	The pay and benefits here are fair compared to similar organisations:	No, not really	Yes, definitely
47	3.67	3.49	**3.35**	Most of the time I can balance work and life commitments:	No, not really	Yes, definitely
48	3.20	3.50	**3.35**	All things considered, the pay and benefits are fair for the work I perform:	No, not really	Yes, definitely
49	3.11	3.17	**3.27**	The best people for the job are always selected:	No, not really	Yes, definitely
50	3.09	3.49	**3.13**	Good performance is recognised and rewarded:	Rarely	Always

Your score out of 250 is	**191**	or	**76%**

Theme Scores

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

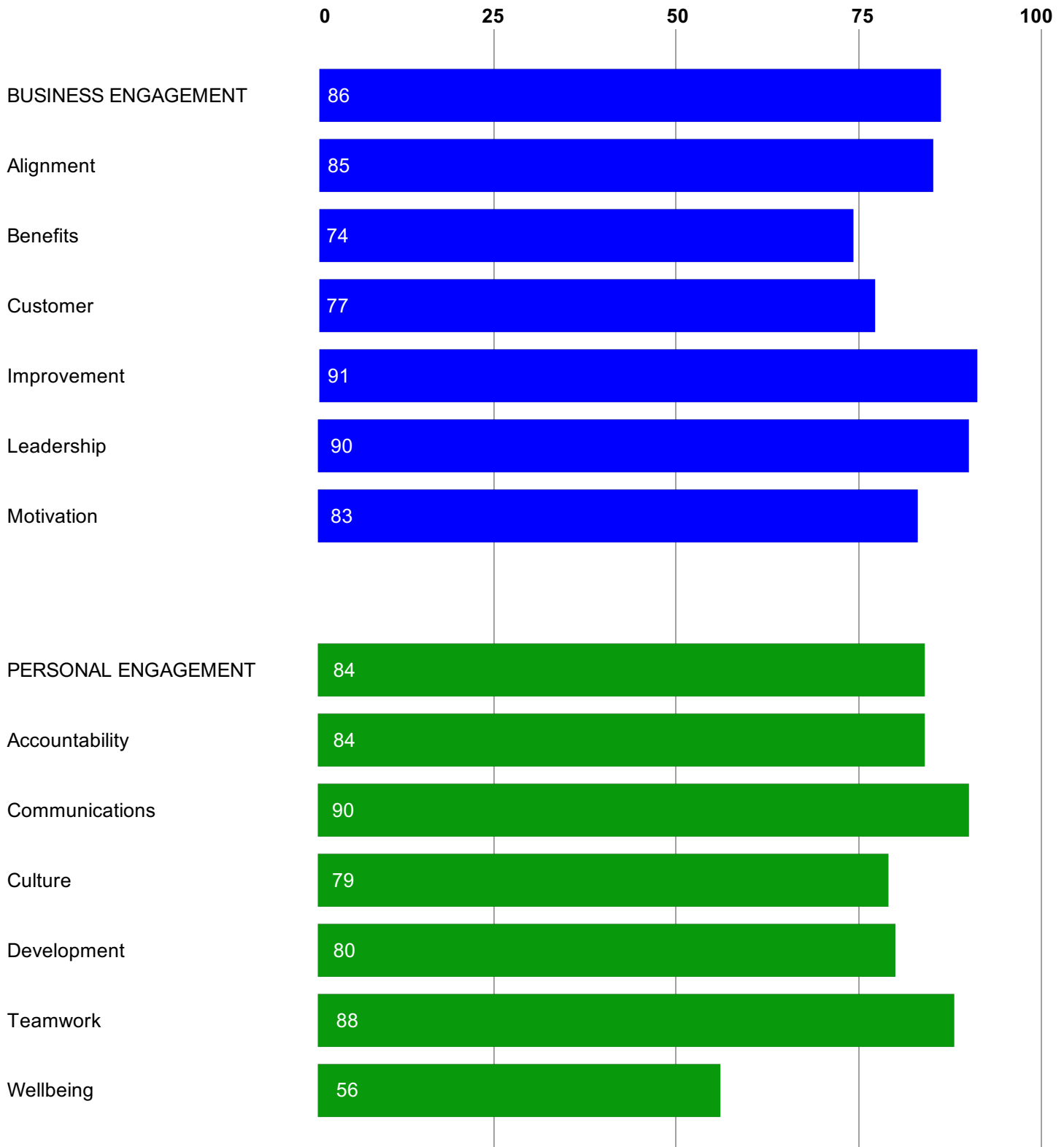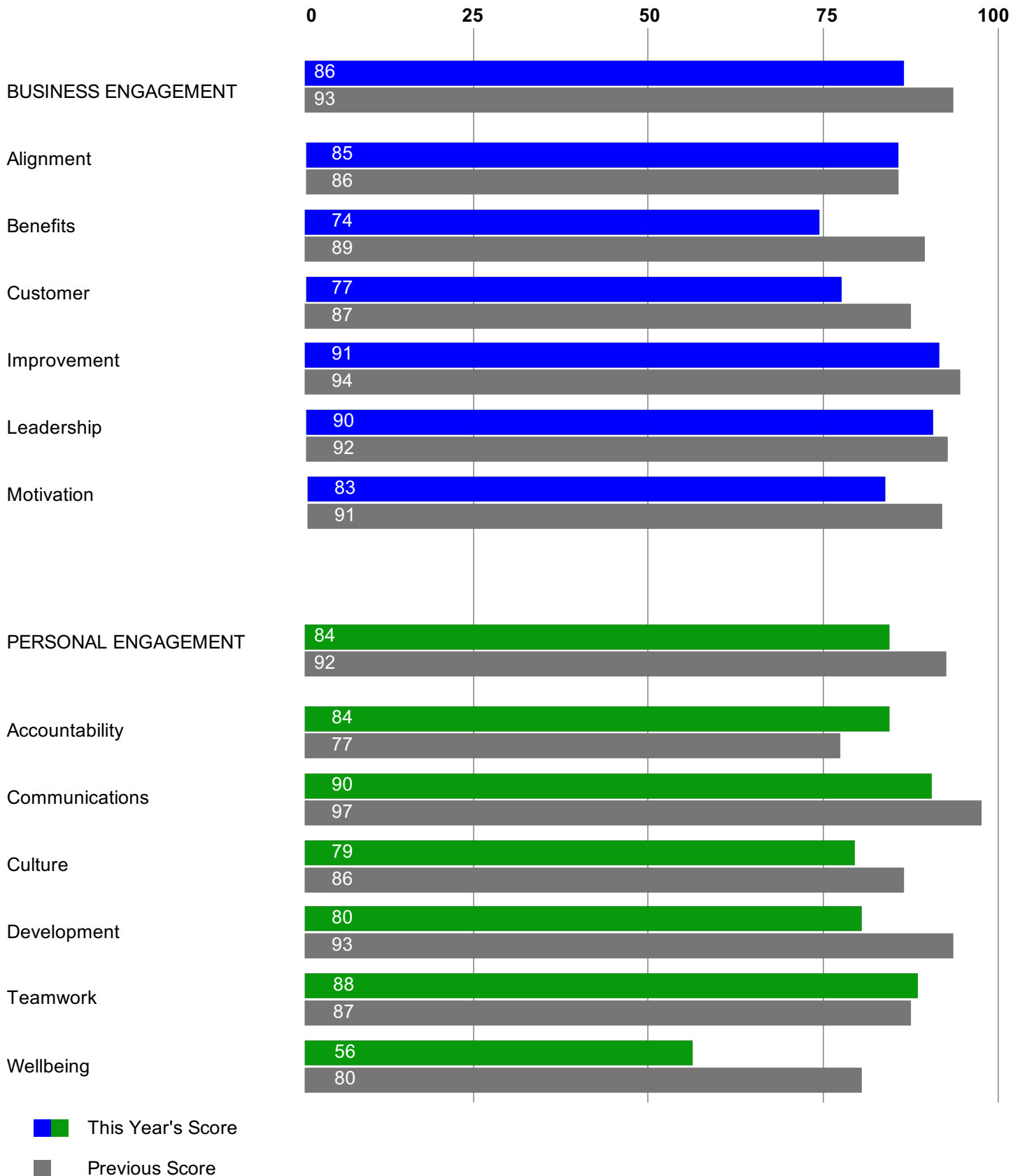|	1	2	3	4	5
BUSINESS ENGAGEMENT	3.86				
Alignment	3.89				
Benefits	3.50				
Customer	3.89				
Improvement	3.86				
Leadership	3.99				
Motivation	4.01				
PERSONAL ENGAGEMENT	3.77				
Accountability	3.52				
Communications	3.83				
Culture	3.85				
Development	3.82				
Teamwork	3.88				
Wellbeing	3.72				

Percentile Scores

Not only do you have an overall score, but we also provide scores that measure two levels of alignment. They are Business and People. This will help you to quickly identify your areas of excellence and your opportunities to improve. These questions are further broken down into themes. The scores are reported as percentiles comparing you to other organisations in our database. A score of 90, for example, would indicate you scored higher in this theme than 90% of organisations.

Theme	Score
BUSINESS ENGAGEMENT	86
Alignment	85
Benefits	74
Customer	77
Improvement	91
Leadership	90
Motivation	83
PERSONAL ENGAGEMENT	84
Accountability	84
Communications	90
Culture	79
Development	80
Teamwork	88
Wellbeing	56

Percentile Scores

Not only do you have an overall score, but we also provide scores that measure two levels of alignment. They are Business and People. This will help you to quickly identify your areas of excellence and your opportunities to improve. These questions are further broken down into themes. The scores are reported as percentiles comparing you to other organisations in our database. A score of 90, for example, would indicate you scored higher in this theme than 90% of organisations.

Theme	This Year's Score	Previous Score
BUSINESS ENGAGEMENT	86	93
Alignment	85	86
Benefits	74	89
Customer	77	87
Improvement	91	94
Leadership	90	92
Motivation	83	91
PERSONAL ENGAGEMENT	84	92
Accountability	84	77
Communications	90	97
Culture	79	86
Development	80	93
Teamwork	88	87
Wellbeing	56	80

Legend:
- This Year's Score
- Previous Score

Themes and Questions

Business Engagement

Aust Avg	2018 Score	2019 Score	Themes and Questions
3.50	3.86	**3.89**	Alignment
3.87	4.10	**4.22**	My work group knows exactly what results we are expected to achieve
3.50	4.10	**4.01**	I understand this organisations key performance indicators
3.29	3.59	**3.78**	Management shares its long term business plan
3.35	3.65	**3.53**	The future direction and strategy of this organisation is
3.33	3.67	**3.50**	Benefits
3.79	4.16	**4.10**	This organisation as an employer is
3.22	3.51	**3.41**	The pay and benefits here are fair compared to similar organisations
3.20	3.50	**3.35**	All things considered, the pay and benefits are fair for the work I perform
3.09	3.49	**3.13**	Good performance is recognised and rewarded
3.68	3.98	**3.89**	Customer
3.82	4.19	**4.10**	My Customers' needs are
4.07	4.23	**4.04**	The quality of service to our customers is
3.53	3.90	**3.81**	My team uses feedback from our customers to improve the quality of our work
3.30	3.60	**3.59**	I get feedback on customer complaints
3.51	3.89	**3.86**	Improvement
3.82	4.15	**4.19**	Management in my Department regard quality as important as quantity
3.55	4.10	**4.01**	In this organisation, quality improvement is taken seriously
3.53	4.01	**3.85**	We have the right equipment/technology to do a good job
3.39	3.71	**3.66**	Waste (money, materials, time, human effort) in my work area is
3.28	3.50	**3.56**	Waste (money, materials, time, human effort) in my work area could be reduced
3.57	4.01	**3.99**	Leadership
3.80	4.26	**4.16**	My respect for management in my Department is
3.69	4.05	**4.10**	The management style in my Department is about
3.36	3.87	**3.85**	Management in my Department regularly spend time with us
3.44	3.88	**3.84**	Management in my Department has double standards
3.73	4.08	**4.01**	Motivation
4.31	4.64	**4.62**	I really care about the future of our organisation
3.98	4.27	**4.29**	Do you feel you can contribute to improving this organisations performance?
3.82	4.12	**4.00**	I really enjoy working here
3.48	3.90	**3.69**	I feel valued working here
3.05	3.48	**3.46**	There is a strong motivation and incentive for people to perform better

Themes and Questions

Personal Engagement

Aust Avg	2018 Score	2019 Score	Themes and Questions
3.19	3.45	**3.52**	Accountability
3.43	3.72	**3.82**	Everyone in my Department 'pulls their weight'
3.14	3.63	**3.51**	I get a lot of feedback about my performance
3.08	3.27	**3.49**	Poor performance by people is challenged and corrected
3.11	3.17	**3.27**	The best people for the job are always selected
3.40	3.96	**3.83**	Communications
3.52	3.98	**4.00**	Communication in my Department occurs with
3.33	3.94	**3.78**	I am satisfied with communications in my Department
3.36	3.96	**3.72**	Communication in my Department occurs mostly
3.58	3.90	**3.85**	Culture
3.62	4.05	**4.07**	In my Department trust exists at a
3.62	3.85	**4.04**	This organisation has clearly defined values
3.69	3.93	**3.79**	The way this organisation is changing is for the
3.64	3.96	**3.78**	Internal relationships between management and employees in my Department are based on
3.32	3.73	**3.57**	Morale in my Department is
3.59	3.98	**3.82**	Development
4.20	4.43	**4.42**	I wish to develop new skills and responsibilities within the next 12 months
3.34	3.86	**3.68**	Training is readily available for those who want it
3.55	3.77	**3.65**	I have received the training I need to do a quality job
3.26	3.85	**3.54**	My career path and development opportunities are
3.55	3.85	**3.88**	Teamwork
3.93	4.17	**4.21**	There is open co-operation within my work area
3.37	3.80	**3.81**	There is open co-operation between different work areas
3.35	3.57	**3.63**	The work we get from others in this organisation meets our requirements
3.69	3.84	**3.72**	Wellbeing
3.88	4.32	**4.29**	Health and safety in my Department is
3.55	3.88	**3.74**	My job satisfaction is
3.74	3.77	**3.64**	Most of the time we cope with the workload
3.62	3.75	**3.59**	My job security is
3.67	3.49	**3.35**	Most of the time I can balance work and life commitments

Demographic Breakdowns

Location	No of Surveys	2019 Score	2018 Score
Melbourne	38	**77%**	79%
Adelaide	13	**77%**	72%
Sydney	15	**74%**	76%

Employment Type	No of Surveys	2019 Score	2018 Score
Office Based	33	**80%**	78%
Site Based	33	**73%**	77%

Length of Service	No of Surveys	2019 Score	2018 Score
Less than 1 year	11	**80%**	78%
More than 1 year and less than 3 years	26	**77%**	80%
More than 3 years and less than 5 years	18	**75%**	74%
More than 5 years	11	**74%**	75%

Top 4 Items

We also sought feedback on workplace priorities. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth. Your scores are displayed below. The Australian Average is the normal ranking across all industries.

What four things would most change this organisation for the better?

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	9	2	**Generally happy with the organisation**	**64**
2	6	1	**Employing the right people**	**58**
3	14	12	**Better planning of work**	**50**
4	1	6	**Higher wages**	**46**
5	16	10	Better work/life balance	40
6	3	8	Effective leadership	39
7	19	15	Better quality/less waste	31
8	4	18	More people to do the work	28
9	10	13	Develop career opportunities	27
10	11	3	Monetary reward scheme	27
11	13	5	Make people accountable	25
12	8	7	More training	22
13	5	9	Make people feel valued	17
14	15	19	More teamwork	17
15	17	17	More recognition	15
16	2	4	Improve communications	15
17	25	24	Improved customer service	15
18	20	16	Job satisfaction	15
19	18	11	Clearer future direction / goals	14
20	22	23	Greater job security	14
21	24	14	Treating people with respect	13
22	23	21	Reduce red tape/bureaucracy	12
23	7	20	Better equipment/technology	12
24	12	22	Improve morale	11
25	21	26	Remove double standards	8
26	26	25	More trust	3
27	27	27	Better safety	3

Top 4 Items

We also sought feedback on workplace priorities. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth. Your scores are displayed below. The Australian Average is the normal ranking across all industries.

What are the four worst things about working for this organisation?

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	1	1	**Generally happy with the organisation**	**80**
2	2	4	**Poor pay**	**47**
3	12	8	**Not enough work/life balance**	**41**
4	3	6	**Poor communication**	**39**
5	4	3	Excessive workload	37
6	18	9	The future is uncertain	35
7	15	2	Too many poor performers on the payroll	32
8	9	22	Poor career and development opportunities	24
9	16	18	Too much waste/inefficiency	22
10	13	11	Slow decision-making	21
11	17	24	Double standards	20
12	20	23	Low morale	18
13	21	17	Work is poorly organised	18
14	11	13	Unnecessary favouritism to some employees	17
15	14	16	Lack of training	13
16	24	21	Not enough teamwork in my work area	12
17	8	15	Ineffective leadership	12
18	5	5	Poor co-operation between different work areas	11
19	10	7	No recognition or feedback	11
20	19	12	Red tape/bureaucratic processes	10
21	7	19	Not feeling valued	10
22	6	20	Inadequate equipment/technology	8
23	22	10	Lack of job security	8
24	25	14	Not being treated with respect	7
25	23	26	Lack of trust	7
26	26	25	Lack of job satisfaction	1
27	27	27	Health and safety	0

Top 4 Items

We also sought feedback on workplace priorities. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth. Your scores are displayed below. The Australian Average is the normal ranking across all industries.

What are the four best things about working for this organisation?

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	3	1	**Good employer**	**101**
2	1	5	**Fellow employees**	**60**
3	12	8	**Good management**	**42**
4	5	6	**Teamwork**	**42**
5	11	9	Ability to take initiative/make decisions	41
6	9	2	Good future	38
7	19	4	High level of trust	37
8	2	3	Challenging work/job satisfaction	36
9	13	16	Interaction with clients	28
10	6	11	Work/life balance	28
11	10	7	Morale/happy work environment	26
12	16	15	Career path/development opportunities	19
13	15	13	Training/learning opportunities	18
14	7	20	Location/convenience	16
15	14	10	Being treated with respect	15
16	25	21	People feel valued	14
17	4	14	Hours of work	14
18	18	18	Pay	13
19	26	23	Communications	11
20	21	12	Reasonable workload	10
21	20	19	Conditions of employment/benefits	9
22	8	17	Job security	9
23	23	26	Overtime availability	6
24	17	22	Being part of a prestigious organisation	5
25	22	24	Modern equipment/technology	5
26	24	25	Work travel opportunities	3

Priorities for improvement

We also sought feedback on improvement priorities across five common areas; communications, management, productivity, performance and waste. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth

How can we improve communications?

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	1	2	BE HONEST AND FRANK: Open, upfront, no lies/no secrets, put the cards on the table, less sidestepping	114
2	2	1	THROUGH EFFECTIVE MEETINGS: Sharing information, more updates, feedback don't waffle	87
3	3	7	CONSULT AND LISTEN: Get staff input, no decisions behind closed doors, tell us before not after	77
4	9	3	COMMUNICATIONS ARE GOOD: Okay as is, doing fine, generally pretty good, getting better	75
5	8	4	SOCIAL FUNCTIONS: Barbecues, morning teas, happy hours, get people meeting informally	60
6	7	6	DIFFERENT WORKGROUPS TALKING: Sharing information between work areas, reduce isolation, more networking, break down wall	42
7	4	8	INVOLVE EVERYONE: Not the select few, stop being selective, get everyone involved	39
8	6	9	CREATE TRUST: Treat employees better, show respect, less "them and us", change attitudes	32
9	5	5	MANAGEMENT BEING VISIBLE AND AVAILABLE: Be seen, more visits, show an interest, open door policy	30
10	11	10	USE EMAIL	15
11	10	11	PUT THINGS IN WRITING: Bulletins, memos, noticeboards, newsletters	14
12	12	12	LESS MEETINGS: There are too many, they start and finish late, they are a waste of time	7
13	13	13	NEED MORE COMMUNICATION RESOURCES: eg. Mobile phones/radios, computers.	1

Priorities for improvement

We also sought feedback on improvement priorities across five common areas; communications, management, productivity, performance and waste. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth

How can our managers be more effective?

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	2	1	MANAGEMENT IS GOOD: Getting better, I'm pretty happy with them, they're okay, no complaints, this is not a problem	82
2	1	2	COMMUNICATE BETTER/KEEP US INFORMED: Talk to us and listen, share information, keep us up-to-date, be open/honest	79
3	4	3	PROMOTE TEAMWORK: Cooperation, break down barriers, working together, less "them and us", improve morale, challenge negative attitudes	69
4	7	8	BETTER PEOPLE SKILLS AND SHOW RESPECT: Remove rudeness, be caring, show an interest, be understanding/loyal, give support	48
5	3	4	PROVIDE GOALS, DIRECTION AND PURPOSE: Tell us what's expected, clearer planning, give us the big picture, set priorities	44
6	6	5	BE VISIBLE AND IN TOUCH: Accessible, hands-on, approachable, be out and about, stop being desk-bound, make themselves known	44
7	11	11	GIVE US THE RIGHT RESOURCES: We need more/better equipment/ materials/suppliers to do the job effectively	39
8	12	9	ORGANISE WORK BETTER: More planning, attention to detail, think ahead, reduce red tape and bureaucracy	28
9	5	6	GIVE PEOPLE FEEDBACK AND MAKE EVERYONE ACCOUNTABLE: Recognise good performance, punish bad performance, use appraisals	25
10	10	10	PROVIDE MORE TRAINING AND DEVELOPMENT: Better quality training, more training, more delegation/ empowerment/responsibility/skills	24
11	8	7	SHOW LEADERSHIP/ACT DECISIVELY: Make timely decisions, cut through red tape, resolve issues, stop procrastinating, delegate more	24
12	13	14	GET SOME NEW ONES: Get rid of the bad ones, make them more accountable, appoint them on merit, get ones with expertise	16
13	9	12	LESS FAVOURITISM/DOUBLE STANDARDS: Have consistency, fairness, no special treatment, one set of rules for all	15
14	14	13	OUR MANAGERS NEED TRAINING: Send them back to management school, our supervisors/managers need training in leadership skills	8

Sample Corp

Priorities for improvement

We also sought feedback on improvement priorities across five common areas; communications, management, productivity, performance and waste. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth

How can we improve productivity?

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	14	5	BETTER EFFORT FROM SUPPLIERS/SUBCONTRACTORS: Pick the best ones, monitor their performance, they could lift their game	69
2	1	1	BY EVERYONE PULLING THEIR WEIGHT: Employ the right people to start with, make people accountable, remove deadwood	65
3	4	3	MORE TEAMWORK/LESS "THEM AND US": Common goals, see the big picture, departments working together, remove the barriers, more trust	64
4	3	6	INCENTIVE PAY/BONUS: Productivity pay, gain sharing, more money, rewards for good performers	62
5	5	4	CONTINUOUS IMPROVEMENT/LESS REWORK: Working smarter, "get it right first time", improve processes/systems, reduce waste	55
6	2	2	IMPROVE MORALE/MAKE PEOPLE FEEL VALUED: Create a culture of trust and support, show respect, have positive attitudes	48
7	6	7	BETTER PLANNING AND ATTENTION TO DETAIL: More forward planning, think ahead, be organised, do the little things right	43
8	9	12	TRAINING: More training, better training, employee development, more skills and responsibilities, more delegation/empowerment	35
9	10	8	PRODUCTIVITY IS GOOD: There are no issues	34
10	11	13	MORE PEOPLE TO DO THE WORK: Need more staff, employ more people, increase staffing levels	27
11	12	10	REDUCE RED TAPE/BUREAUCRACY: Useless paperwork, form filling, streamline administration, remove unnecessary functions	27
12	8	9	CLEARER DIRECTION/GOALS/TARGETS: Share the strategic plan, set priorities and follow up on results	26
13	7	11	BETTER RESOURCES TO DO THE JOB: Update technology, need new equipment, more resources	23
14	13	14	MORE STABILITY/LESS RESTRUCTURING: Less interference from outside, less politics, more stability, less unnecessary changes	18

Priorities for improvement

We also sought feedback on improvement priorities across five common areas; communications, management, productivity, performance and waste. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth

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

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	1	1	MAKE PEOPLE ACCOUNTABLE: Appraisals/regular feedback, work plans for everyone, set standards/targets/deadlines	101
2	2	2	PAY FOR GOOD PERFORMANCE: Financial reward, performance based pay, bonuses, incentives, money, reward the good performers	83
3	3	4	IMPROVE MORALE AND MOTIVATION: Make people feel valued/purposeful, treat people with respect, build a positive climate	77
4	4	3	EMPLOY THE RIGHT PEOPLE TO START WITH: Choose employees with attitude and team skills, look for the right personality	74
5	5	5	THIS IS NOT A PROBLEM HERE: Most people do pull their weight, 99% of people are doing the right thing	56
6	6	6	SHARE THE WORKLOAD EVENLY: Ensure work is allocated equally, no double standards/favouritism	45
7	7	9	TEAMWORK AND PEER PRESSURE: Peer appraisals, encourage employees to make each other accountable	45
8	8	8	SACK NON-PERFORMERS: Dismiss them, get rid of people who don't pull their weight	35
9	9	10	STRICTER SUPERVISION: Give direction, be out more, take notice, handle slackness immediately, more surveillance	22
10	10	7	USE DISCIPLINE AND WARNINGS: Counselling, reprimands, punish them, "lift your game or leave", "fit in or move on"	19

Priorities for improvement

We also sought feedback on improvement priorities across five common areas; communications, management, productivity, performance and waste. Employees were encouraged to make four selections from the lists below. Their top selection was assigned four points, the next three points, and so forth

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

Rank	Aust Avg	2018 Rank	Item	2019 Score
1	11	3	POOR PERFORMANCE BY SUPPLIERS/ SUBCONTRACTORS: We need to manage them more effectively, they could make our life a lot easier	94
2	4	4	TOO MUCH PAPERWORK: Unnecessary reports and form filling, duplication, paper wars, paper trails, printing everything, destroying trees	67
3	1	2	HUMAN EFFORT/REWORK: Doing jobs twice, double handling, carelessness, human error, fixing other people's mistakes	67
4	3	5	TIME WASTING/TIME DELAYS: Not managing time effectively, unproductive meetings, waiting for decisions, slow follow-up, chasing information	59
5	2	1	THERE IS NONE: It's not apparent to me, we're doing fine, there's not much waste here	52
6	7	7	POOR PLANNING/DISORGANISATION: Lack of direction, unclear instructions, incomplete briefs, inadequate paperwork, changing direction midstream	40
7	8	11	NOT ENOUGH PEOPLE TO DO THE WORK: Need more staff, too many managers and not enough employees, we're stretched to the limit	39
8	5	8	POOR RESOURCES: Can't do the job professionally, need better technology/ equipment/materials/maintenance, too much downtime.	31
9	6	6	UNPRODUCTIVE PEOPLE: Laziness, people with bad attitudes, poor effort, apathy, misuse of work time	26
10	9	9	TOO MUCH RED TAPE/BUREAUCRACY: Too much regulation, accounting for things instead of doing things, form filling	21
11	10	10	LACK OF TEAMWORK/TOO MUCH INFIGHTING: Conflict, bitching, lack of motivation, lack of co-operation between workgroups	18
12	14	13	WASTE OF MONEY: Lots of dollars are wasted, materials are not used, we spend money on unnecessary things	9
13	12	12	NO LEADERSHIP/POOR MANAGEMENT: Ineffective supervisors/managers, management not in touch, management indecision	9
14	13	14	CONSTANT RESTRUCTURING: Outside interference, constant reorganisations, too many reviews/inquiries, waste of resources	8

Sample Corp

Comments

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.

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

The manager here in our office is really good. Communication is a priority locally, if not nationally.
They need to get out off the office and see what is happening on ALL the job sites, not just the larger ones. Need to get to know all the employees and to see how they work, what they are doing, what they are trained to do and not have them push a broom all day.
Having a lot of knowledge doesn't automatically make you a good manager. People skills training is required. Managers should work with the team and take the manager's role when required. Managers should make sure that personalities don't get in the way of delivering a job. Listen to your team members and try to avoid a dictatorship environment. Communicate to your team members in a respectful way. Get your team together on a weekly basis for a team meeting. Treat everyone the same and make everyone treat each other in a respectful way.
Good support for my family during trying times.
General lack of building knowledge. Not communicating deals and agreements made at tender time which affect continuity and forward planning on site. Regularly commence subbies without signed contracts with inclusions/exclusions to be resolved.
Mostly are approachable and easy to talk with.
Can be too much micro-management.
No, all supportive.
Mostly some visibility on upcoming tenders and resources allocation, so that it can be understood 'how busy we are' or going to be.
It can get frustrating when managers chime in and out of work issues without knowing or understanding there is a process in place and understanding the steps being taken.
Can be rude and arrogant.
Very approachable and willing to help and listen to problems.
Taking on board at times that someone else can be correct and that discussing an item is needed.
They're very good.
Management is mindful of any that are suffering stress and not coping.
The strategic changes implemented over the last 12 months have helped to improve the structure and overall perception of the company performance.
I am working with a manger that is new to the company - I am very impressed with his commitment and attitude to the job, and the new perspective he brings to the project is refreshing. Unlike most mangers I have worked with previously, he is willing to put the hard yards in, and his construction knowledge is better than anyone I have worked with previously.
My managers are experienced and professional people who understand our industry and support their team.
They need to communicate efficiently with their team mates.
Managers are great. Thorough understanding and good knowledge. Will always help when asked.
Managers should lead by example, provide clear directions and put a process in place from the start. When a process is put in place, we know what is expected of everyone.
Supportive and easy to approach for help.
New structures and focus on accountability has created clear pathways for better performance and attitudes.
Management in my area is fine.
No issues with management.

What are the best behaviours that you've seen by colleagues in the last 12 months in this organisation that have impressed you?

Leadership.

Our team spirit - it's been a tough couple of years but by and large, the team here has pulled together and become stronger, more focused and overall much more effective with communication.

Safety improvements.

Good to have hard working young people coming through on the sites - willing to do most things you ask of them; putting in a hard days work.

Being valued for putting in good work. Willingness to teach other colleagues.

Office is friendly and people willing to help.

Support of one another.

Working hours above and beyond the call of duty.

Friendly work environment.

Although understaffed, people are willing to put in time and effort to get the job done.

Willing to get the job done with no blaming.

There has been some great teamwork displayed in overcoming technical problems and delivering them on-site despite having little or no experience with the type of work.

Fellow employee mucking in and offering to help even though it affected his own workload and personal time.

With the changes and challenges over the last year with restructuring, senior management being open and honest about the direction the company is heading and sharing that information with the rest of the employees.

Following up on KPIs and communication initiatives.

Camaraderie between site personnel.

99% of site team really try to deliver a top quality project.

Teamwork - everyone willing to help out.

Teamwork and a willingness of people to assist when things go amiss. Total's staff always have the client's best interests at heart at all times and work hard to get the best result and cost outcome for them. They maintain a friendly, honest and open relationship with the client which leads to a better outcome for all.

Actions are put in place to assist staff members that are not coping with health or work issues.

Total shows a compassion for employees and their personal problems.

A colleague who took a stand for some female colleagues during an after work get together.

Commitment to their work, willingness to accept advice, teamwork and desire to improve.

Colleagues are putting in extra hours to get the job done.

People are warm and help each other.

Support of a colleague that is learning the role.

The commitment of staff putting in when it is needed.

Hard working and honest.

What are the worst behaviours that you've seen by colleagues in the last 12 months in this organisation that have upset you?

Negativity about life.

General laziness - 'it's not my problem' attitudes.

Time wasting in approving variations.

Not finishing jobs to high standards and leaving it to be fixed by others.

Personalities get in the way; lack of respect for fellow colleagues. Lack of responsibility. Lack of communication. People don't attend team meetings as they think they have 'better things to do'.

PM blaming Site Manager and vice versa when things are not actioned.

Lack of recognition. Employment of poor subbies to cut costs.

Not encapsulating all works required within tender packages to individual subcontractors resulting in time and monetary problems. Not understanding the time and resources required to implement our systems on site. Promised days off for working long hours which never comes to fruition.

Unrealistic expectations of jobs that were tendered poorly leading to micromanagement.

A decline in site cleanliness and safety to the point the client issued a contractual notice and prior warnings were ignored.

People leaving the office early, constantly... even though I know they have lots of work to do.

Making mountains out of mole hills.

I've seen some poor attitude by a person that visits our site frequently. Not a team performer at all.

People are more concerned about other people's role, rather than their own; lack of team effort.

Making a wrong call to save money and ending up costing more than was allowed and losing time and not discussing with the site team.

Laziness by people no longer here.

Driving good employees to the point of leaving instead of being honest with them about their performance.

The way some people talk down at other individuals.

Not treating clients with respect and not pulling their weight, which means we have to work extra hard to win clients confidence back and having to do the works again.

I have seen laziness and careless colleagues.

People not pulling their weight consistently.

Talking about other staff to your colleagues in a negative tone.

Negative approach to accountability.

There are no real bad behaviours in my area that come to mind.

Sample Corp

Key Findings

We have carefully looked at all of the survey results. We believe there are a number of key issues which we 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:

- Better workload management and work/life balance
- A pay review at the appropriate time
- Improve communications

Where to from here?

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

Your score of 76% is above 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 to check your progress.