

## SURVEY OVERVIEW

In the summer of 2006, ABC Company contracted with SDS Research to conduct an employee survey, consisting of surveys completed by employees of the Company. Surveys were returned from the following self-selected employee categories, and a total of 61 ABC employees participated:

		Frequency	Percent
Valid	Administration	3	4.9
	Business Center	4	6.6
	Field Services Section	22	36.1
	Customer Contact Center	21	34.4
	Customer Accounts Section	11	18.0
	Total	61	100.0

### *Research Objectives*

- Determine the overall level of satisfaction among ABC Company employees
- Evaluate specific areas of satisfaction, including:
  - Communication
  - Customer service
  - General job elements
- Assess the employees' perception of the Company's management and supervision
- Determine the perception of employees regarding their relationship with their immediate supervisor
- Solicit feedback about the most and least appealing aspects of employment at the Company, and other open-ended feedback

## ***Administration***

SDS developed the survey questionnaire, based on consultation with ABC Company management and previous Company employee surveys. All employees with an active Company email address (66 employees) were invited to respond to an email version of the survey, while employees without an email address (29 employees) were mailed a paper version of the survey. Follow-up surveys were sent to non-respondents and all surveys were returned directly to SDS headquarters in Salt Lake City. A total of 61 surveys were received – 45 email surveys and 16 written surveys.

## ***Analysis***

SDS used SPSS (Statistical Package for Social Sciences) software to collect and analyze the data for the survey. In this report, each question has a response distribution by percentage presented in a pie chart. In addition, each pie chart is accompanied by a Frequency Table that provides the breakdown of responses for each question. A comparison of the results of the survey by employee category is also included.

## ***Report Format***

Following this introduction, the Executive Summary provides the general results of the survey by survey area.

After the Executive Summary is a question-by-question analysis of the survey results, including a pie chart and frequency table for each question. The pie chart includes percentages of responses for each category, and whole percentages are represented as whole numbers. For example 5.0% is shown as 5. In addition, some values are not large enough to be shown in the pie chart. Smaller percentage values and counts can be found in the frequency table for each question.

## ***Report Format (continued)***

All of the frequency tables included in this report are arranged in four columns. A description of each column follows:

**Frequency** is the number of times a response was selected by the survey participants. **Percent** tracks the total number of respondents, regardless of whether they answered the question. **Valid Percent** is a percentage calculated on the number who actually answered the particular question, and is the column to which close attention should be paid. Each pie chart is a representation of the valid percent number. **Cumulative Percent** is a running percentage, which is useful when determining the Positive Index (combination of *Excellent* and *Good* responses). If a respondent chose not to answer the question, did not have a response, or did not complete the survey, that response appears in the **Missing** row located near the bottom of the table.

Following the question-by-question analysis are two comparisons of the survey results by employee category. The first comparison is by section, and the second is by management/supervisory vs. non-management.

Finally, the Appendices follow the employee category comparison, and contain the following information:

- **Appendix A** contains a list of all verbatim comments received. An employee ID number accompanies each comment. This “tagging” method allows readers to identify a single employee’s remarks throughout the survey, retaining employee anonymity as guaranteed by SDS in the survey administration.
- **Appendix B** contains a copy of the survey questionnaire.



## EXECUTIVE SUMMARY

The following is a summary of the results of the 2006 ABC Company employee survey. This summary includes an overview of the results of each main area of the survey, including a comparison of employee category ratings.

### **General Question Mean Scores**

For each area of the survey – Overall Satisfaction, Communication, Customer Service, and Management & Supervision – a question was asked to assess the general level of employee satisfaction for each area. The following table shows the combined mean scores for each overall question, listed from lowest mean score to highest:

	N	Mean
Q4. Overall, how well does ABC Company communicate with you?	61	3.52
Q9. As an employee of ABC Company, how do you rate the overall quality of management and supervision in the Company?	61	3.62
Q3. How do you rate your overall satisfaction level in your job?	61	3.80
Q7. How do you rate your fellow employees' commitment to doing quality work?	60	3.82
Q6. As an employee of ABC Company, how do you rate the quality of the Company's customer service?	61	3.85
Q1. Overall, how do you rate ABC Company as a place to work?	60	4.02

## Overall Satisfaction

Employees rate their overall level of satisfaction highly, with a combined mean score of 4.02. The following table shows the responses to the overall question (Question 1), by section:

			Q1. Overall, how do you rate ABC Company as a place to work?					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	1	1	1	3
		% within Your section:	.0%	.0%	33.3%	33.3%	33.3%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	0	0	3	9	9	21
		% within Your section:	.0%	.0%	14.3%	42.9%	42.9%	100.0%
	Customer Contact Center	Count	1	2	1	14	3	21
		% within Your section:	4.8%	9.5%	4.8%	66.7%	14.3%	100.0%
	Customer Accounts Section	Count	0	0	1	8	2	11
		% within Your section:	.0%	.0%	9.1%	72.7%	18.2%	100.0%
	Total	Count	1	2	8	33	16	60
		% within Your section:	1.7%	3.3%	13.3%	55.0%	26.7%	100.0%

As shown in this table, the Field Services Section provides the highest ratings of all sections, with 43% of this group selecting *Excellent* and another 43% selecting *Good* – a Positive Index (combination of *Excellent* and *Good*) of 86. In addition, no Field Services respondent chose *Fair* or *Poor*. Customer Contact Center respondents provide the lowest ratings for the overall question, with 14% *Excellent* and 67% *Good* (a PI of 81) and 15% selecting either *Fair* (10%) or *Poor* (5%).

## Communication

As stated previously, the combined mean score for the overall communication question (Question 4) is the lowest of all the general questions at 3.54. The following is the breakdown of responses for Question 4, by section:

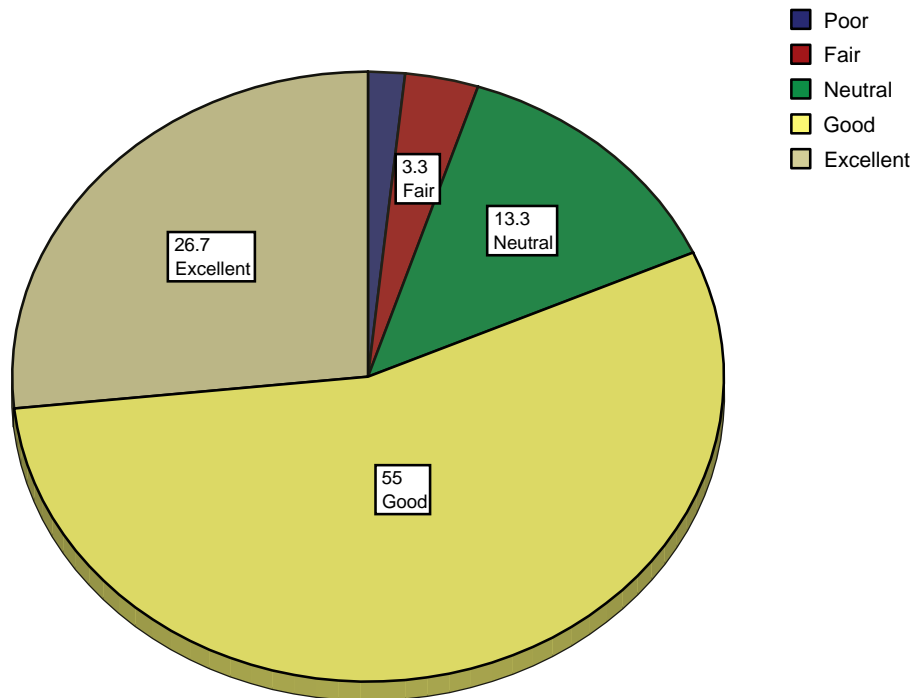
			Q4. Overall, how well does ABC Company communicate with you?					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	1	2	0	3
		% within Your section:	.0%	.0%	33.3%	66.7%	.0%	100.0%
	Business Center	Count	0	0	1	3	0	4
		% within Your section:	.0%	.0%	25.0%	75.0%	.0%	100.0%
	Field Services Section	Count	1	1	9	7	4	22
		% within Your section:	4.5%	4.5%	40.9%	31.8%	18.2%	100.0%
	Customer Contact Center	Count	2	1	5	12	1	21
		% within Your section:	9.5%	4.8%	23.8%	57.1%	4.8%	100.0%
	Customer Accounts Section	Count	0	1	4	5	1	11
		% within Your section:	.0%	9.1%	36.4%	45.5%	9.1%	100.0%
	Total	Count	3	3	20	29	6	61
		% within Your section:	4.9%	4.9%	32.8%	47.5%	9.8%	100.0%

Business Center employees provide the highest overall ratings, with a PI of 75. Customer Contact Center employees provide the lowest ratings, with a PI of 61 and 15% choosing *Fair* or *Poor*. Every section has a high number of *Neutral* responses for this question.

# QUESTION-BY-QUESTION RESULTS

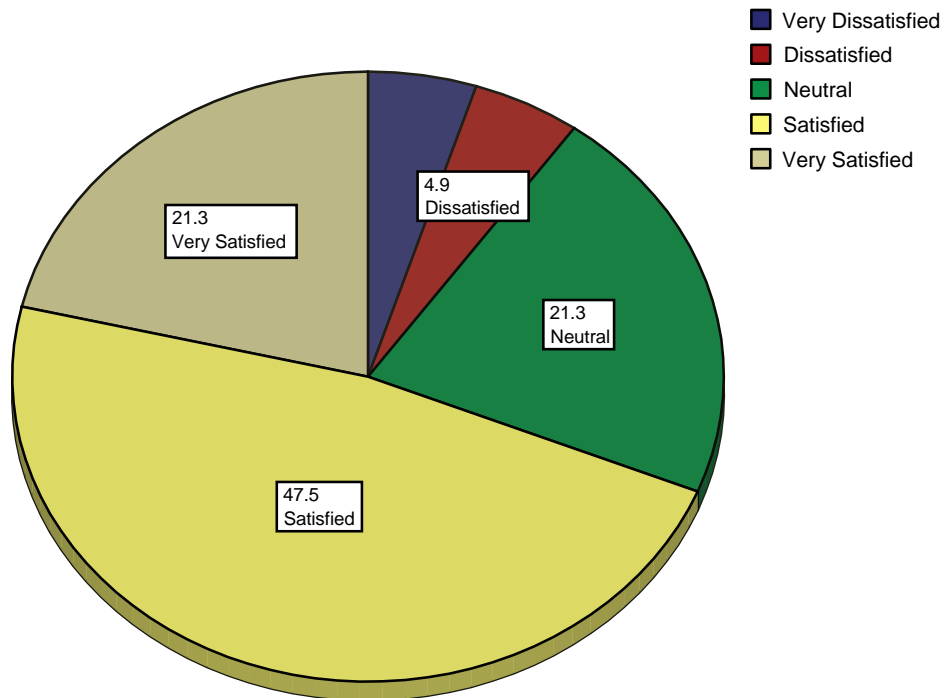


**Q1. Overall, how do you rate ABC Company as a place to work?**



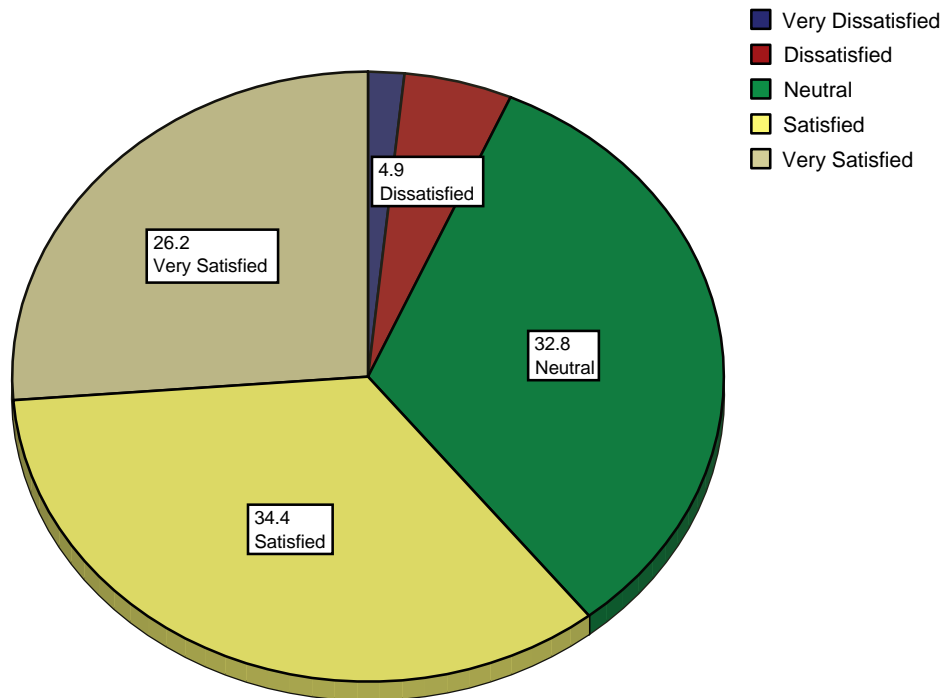
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1.6	1.7	1.7
	Fair	2	3.3	3.3	5.0
	Neutral	8	13.1	13.3	18.3
	Good	33	54.1	55.0	73.3
	Excellent	16	26.2	26.7	100.0
	Total	60	98.4	100.0	
Missing	System	1	1.6		
Total		61	100.0		

**Q2a. As an employee of ABC Company, how satisfied are you with the following? A. Working environment**



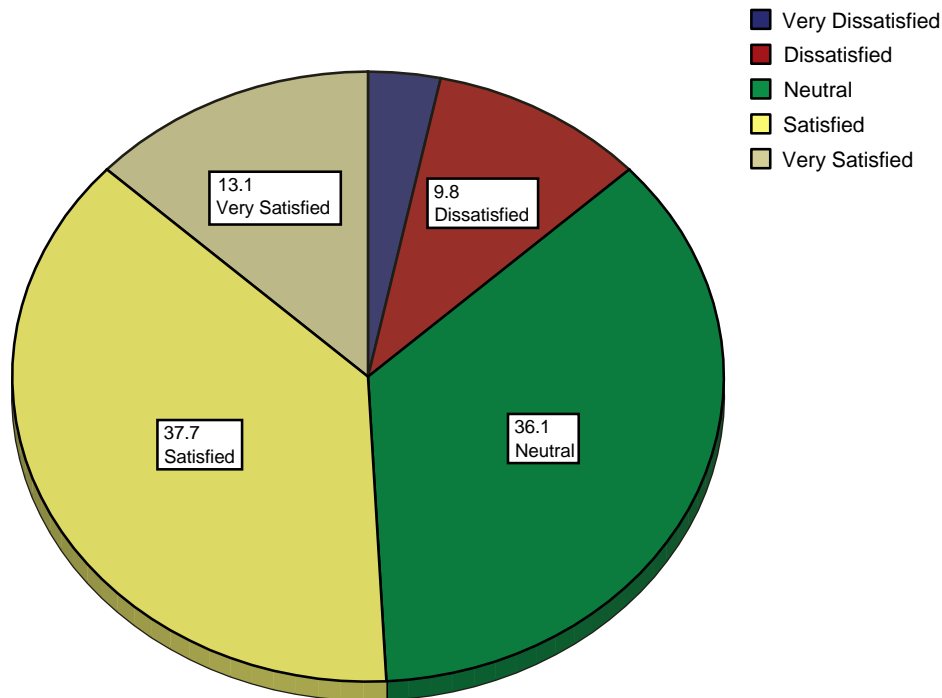
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	3	4.9	4.9	4.9
	Dissatisfied	3	4.9	4.9	9.8
	Neutral	13	21.3	21.3	31.1
	Satisfied	29	47.5	47.5	78.7
	Very Satisfied	13	21.3	21.3	100.0
Total		61	100.0	100.0	

**Q2b. As an employee of ABC Company, how satisfied are you with the following? B. Supervision**



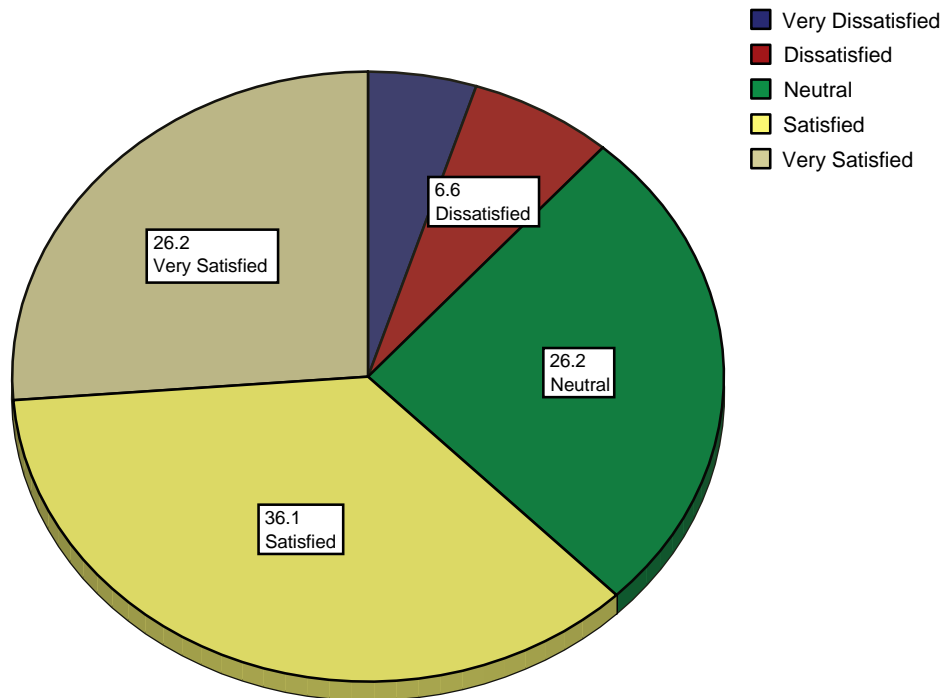
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	1	1.6	1.6	1.6
	Dissatisfied	3	4.9	4.9	6.6
	Neutral	20	32.8	32.8	39.3
	Satisfied	21	34.4	34.4	73.8
	Very Satisfied	16	26.2	26.2	100.0
Total		61	100.0	100.0	

**Q2c. As an employee of ABC Company, how satisfied are you with the following? C. Policies/Procedures**



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	2	3.3	3.3	3.3
	Dissatisfied	6	9.8	9.8	13.1
	Neutral	22	36.1	36.1	49.2
	Satisfied	23	37.7	37.7	86.9
	Very Satisfied	8	13.1	13.1	100.0
Total		61	100.0	100.0	

**Q2d. As an employee of ABC Company, how satisfied are you with the following? D. Feel a part of the company**



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	3	4.9	4.9	4.9
	Dissatisfied	4	6.6	6.6	11.5
	Neutral	16	26.2	26.2	37.7
	Satisfied	22	36.1	36.1	73.8
	Very Satisfied	16	26.2	26.2	100.0
Total		61	100.0	100.0	

# COMPARISONS BY EMPLOYEE CATEGORY



## COMPARISON BY SECTION

			Q3. How do you rate your overall satisfaction level in your job?					
			Poor	Fair	Neutral	Good	Excellent	Total
Your section:	Administration	Count	0	1	0	2	0	3
		% within Your section:	.0%	33.3%	.0%	66.7%	.0%	100.0%
	Business Center	Count	0	0	1	3	0	4
		% within Your section:	.0%	.0%	25.0%	75.0%	.0%	100.0%
	Field Services Section	Count	0	1	4	10	7	22
		% within Your section:	.0%	4.5%	18.2%	45.5%	31.8%	100.0%
	Customer Contact Center	Count	1	3	2	11	4	21
		% within Your section:	4.8%	14.3%	9.5%	52.4%	19.0%	100.0%
	Customer Accounts Section	Count	0	0	4	6	1	11
		% within Your section:	.0%	.0%	36.4%	54.5%	9.1%	100.0%
Total	Count	1	5	11	32	12	61	
	% within Your section:	1.6%	8.2%	18.0%	52.5%	19.7%	100.0%	

			Q7. How do you rate your fellow employees' commitment to doing quality work?					
			Poor	Fair	Neutral	Good	Excellent	Total
Your section:	Administration	Count	0	0	0	1	2	3
		% within Your section:	.0%	.0%	.0%	33.3%	66.7%	100.0%
	Business Center	Count	0	0	2	2	0	4
		% within Your section:	.0%	.0%	50.0%	50.0%	.0%	100.0%
	Field Services Section	Count	0	0	3	12	6	21
		% within Your section:	.0%	.0%	14.3%	57.1%	28.6%	100.0%
	Customer Contact Center	Count	1	3	4	9	4	21
		% within Your section:	4.8%	14.3%	19.0%	42.9%	19.0%	100.0%
	Customer Accounts Section	Count	0	1	3	7	0	11
		% within Your section:	.0%	9.1%	27.3%	63.6%	.0%	100.0%
Total	Count	1	4	12	31	12	60	
	% within Your section:	1.7%	6.7%	20.0%	51.7%	20.0%	100.0%	

			Q10a. How do you rate your direct supervisor on the following? A. Communicating what is expected of you					
			Poor	Fair	Neutral	Good	Excellent	Total
Your section:	Administration	Count	0	0	0	2	1	3
		% within Your section:	.0%	.0%	.0%	66.7%	33.3%	100.0%
	Business Center	Count	0	0	2	2	0	4
		% within Your section:	.0%	.0%	50.0%	50.0%	.0%	100.0%
	Field Services Section	Count	0	0	2	8	12	22
		% within Your section:	.0%	.0%	9.1%	36.4%	54.5%	100.0%
	Customer Contact Center	Count	1	1	3	13	3	21
		% within Your section:	4.8%	4.8%	14.3%	61.9%	14.3%	100.0%
	Customer Accounts Section	Count	0	1	3	4	3	11
		% within Your section:	.0%	9.1%	27.3%	36.4%	27.3%	100.0%
Total	Count	1	2	10	29	19	61	
	% within Your section:	1.6%	3.3%	16.4%	47.5%	31.1%	100.0%	

			Q10b. How do you rate your direct supervisor on the following? B. Keeping you informed					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	1	1	1	3
		% within Your section:	.0%	.0%	33.3%	33.3%	33.3%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	0	0	4	5	13	22
		% within Your section:	.0%	.0%	18.2%	22.7%	59.1%	100.0%
	Customer Contact Center	Count	1	2	5	9	4	21
		% within Your section:	4.8%	9.5%	23.8%	42.9%	19.0%	100.0%
	Customer Accounts Section	Count	0	0	3	4	4	11
		% within Your section:	.0%	.0%	27.3%	36.4%	36.4%	100.0%
Total		Count	1	2	15	20	23	61
		% within Your section:	1.6%	3.3%	24.6%	32.8%	37.7%	100.0%

			Q10c. How do you rate your direct supervisor on the following? C. Involving you in decisions					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	1	0	1	1	3
		% within Your section:	.0%	33.3%	.0%	33.3%	33.3%	100.0%
	Business Center	Count	0	0	3	1	0	4
		% within Your section:	.0%	.0%	75.0%	25.0%	.0%	100.0%
	Field Services Section	Count	1	0	4	9	8	22
		% within Your section:	4.5%	.0%	18.2%	40.9%	36.4%	100.0%
	Customer Contact Center	Count	1	6	6	5	3	21
		% within Your section:	4.8%	28.6%	28.6%	23.8%	14.3%	100.0%
	Customer Accounts Section	Count	1	1	4	2	3	11
		% within Your section:	9.1%	9.1%	36.4%	18.2%	27.3%	100.0%
Total		Count	3	8	17	18	15	61
		% within Your section:	4.9%	13.1%	27.9%	29.5%	24.6%	100.0%

			Q10d. How do you rate your direct supervisor on the following? D. Holding you accountable					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	1	2	0	3
		% within Your section:	.0%	.0%	33.3%	66.7%	.0%	100.0%
	Business Center	Count	0	0	1	3	0	4
		% within Your section:	.0%	.0%	25.0%	75.0%	.0%	100.0%
	Field Services Section	Count	0	0	2	5	15	22
		% within Your section:	.0%	.0%	9.1%	22.7%	68.2%	100.0%
	Customer Contact Center	Count	1	2	6	8	4	21
		% within Your section:	4.8%	9.5%	28.6%	38.1%	19.0%	100.0%
	Customer Accounts Section	Count	1	1	2	4	3	11
		% within Your section:	9.1%	9.1%	18.2%	36.4%	27.3%	100.0%
Total		Count	2	3	12	22	22	61
		% within Your section:	3.3%	4.9%	19.7%	36.1%	36.1%	100.0%

			Q10e. How do you rate your direct supervisor on the following? E. Giving you regular and timely feedback on your performance					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	1	1	1	0	3
		% within Your section:	.0%	33.3%	33.3%	33.3%	.0%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	0	0	1	7	14	22
		% within Your section:	.0%	.0%	4.5%	31.8%	63.6%	100.0%
	Customer Contact Center	Count	1	5	5	7	3	21
		% within Your section:	4.8%	23.8%	23.8%	33.3%	14.3%	100.0%
	Customer Accounts Section	Count	1	0	3	4	3	11
		% within Your section:	9.1%	.0%	27.3%	36.4%	27.3%	100.0%
Total	Count	2	6	12	20	21	61	
	% within Your section:	3.3%	9.8%	19.7%	32.8%	34.4%	100.0%	

			Q10f. How do you rate your direct supervisor on the following? F. Providing you with tools and resources to do your job right					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	0	2	1	3
		% within Your section:	.0%	.0%	.0%	66.7%	33.3%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	2	0	1	10	9	22
		% within Your section:	9.1%	.0%	4.5%	45.5%	40.9%	100.0%
	Customer Contact Center	Count	1	3	3	11	3	21
		% within Your section:	4.8%	14.3%	14.3%	52.4%	14.3%	100.0%
	Customer Accounts Section	Count	1	0	5	2	3	11
		% within Your section:	9.1%	.0%	45.5%	18.2%	27.3%	100.0%
Total	Count	4	3	11	26	17	61	
	% within Your section:	6.6%	4.9%	18.0%	42.6%	27.9%	100.0%	

			Q10g. How do you rate your direct supervisor on the following? G. Encouraging your development					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	1	0	0	2	0	3
		% within Your section:	33.3%	.0%	.0%	66.7%	.0%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	1	1	1	9	10	22
		% within Your section:	4.5%	4.5%	4.5%	40.9%	45.5%	100.0%
	Customer Contact Center	Count	4	3	5	6	3	21
		% within Your section:	19.0%	14.3%	23.8%	28.6%	14.3%	100.0%
	Customer Accounts Section	Count	1	2	3	2	3	11
		% within Your section:	9.1%	18.2%	27.3%	18.2%	27.3%	100.0%
Total	Count	7	6	11	20	17	61	
	% within Your section:	11.5%	9.8%	18.0%	32.8%	27.9%	100.0%	

			Q10h. How do you rate your direct supervisor on the following? H. Being available to you					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	0	2	1	3
		% within Your section:	.0%	.0%	.0%	66.7%	33.3%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	1	0	1	5	15	22
		% within Your section:	4.5%	.0%	4.5%	22.7%	68.2%	100.0%
	Customer Contact Center	Count	1	3	4	8	5	21
		% within Your section:	4.8%	14.3%	19.0%	38.1%	23.8%	100.0%
	Customer Accounts Section	Count	1	0	2	5	3	11
		% within Your section:	9.1%	.0%	18.2%	45.5%	27.3%	100.0%
Total		Count	3	3	9	21	25	61
		% within Your section:	4.9%	4.9%	14.8%	34.4%	41.0%	100.0%

			Q10i. How do you rate your direct supervisor on the following? I. Interacting with you					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	1	1	1	3
		% within Your section:	.0%	.0%	33.3%	33.3%	33.3%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	1	0	1	7	13	22
		% within Your section:	4.5%	.0%	4.5%	31.8%	59.1%	100.0%
	Customer Contact Center	Count	1	3	4	8	5	21
		% within Your section:	4.8%	14.3%	19.0%	38.1%	23.8%	100.0%
	Customer Accounts Section	Count	1	1	3	3	3	11
		% within Your section:	9.1%	9.1%	27.3%	27.3%	27.3%	100.0%
Total		Count	3	4	11	20	23	61
		% within Your section:	4.9%	6.6%	18.0%	32.8%	37.7%	100.0%

			Q10j. How do you rate your direct supervisor on the following? J. Being a good example					Total
			Poor	Fair	Neutral	Good	Excellent	
Your section:	Administration	Count	0	0	0	2	1	3
		% within Your section:	.0%	.0%	.0%	66.7%	33.3%	100.0%
	Business Center	Count	0	0	2	1	1	4
		% within Your section:	.0%	.0%	50.0%	25.0%	25.0%	100.0%
	Field Services Section	Count	1	0	2	7	12	22
		% within Your section:	4.5%	.0%	9.1%	31.8%	54.5%	100.0%
	Customer Contact Center	Count	1	3	4	7	6	21
		% within Your section:	4.8%	14.3%	19.0%	33.3%	28.6%	100.0%
	Customer Accounts Section	Count	1	2	0	4	4	11
		% within Your section:	9.1%	18.2%	.0%	36.4%	36.4%	100.0%
Total		Count	3	5	8	21	24	61
		% within Your section:	4.9%	8.2%	13.1%	34.4%	39.3%	100.0%

## COMPARISON OF MGT/SUPER VS NON-MGT

			Q3. How do you rate your overall satisfaction level in your job?					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	0	1	2	9	3	15
		% within Mgt/Non-Mgt	.0%	6.7%	13.3%	60.0%	20.0%	100.0%
	Non-mgt	Count	1	4	9	23	9	46
		% within Mgt/Non-Mgt	2.2%	8.7%	19.6%	50.0%	19.6%	100.0%
Total		Count	1	5	11	32	12	61
		% within Mgt/Non-Mgt	1.6%	8.2%	18.0%	52.5%	19.7%	100.0%

			Q10a. How do you rate your direct supervisor on the following? A. Communicating what is expected of you					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	0	0	2	11	2	15
		% within Mgt/Non-Mgt	.0%	.0%	13.3%	73.3%	13.3%	100.0%
	Non-mgt	Count	1	2	8	18	17	46
		% within Mgt/Non-Mgt	2.2%	4.3%	17.4%	39.1%	37.0%	100.0%
Total		Count	1	2	10	29	19	61
		% within Mgt/Non-Mgt	1.6%	3.3%	16.4%	47.5%	31.1%	100.0%

			Q10b. How do you rate your direct supervisor on the following? B. Keeping you informed					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	0	0	2	9	4	15
		% within Mgt/Non-Mgt	.0%	.0%	13.3%	60.0%	26.7%	100.0%
	Non-mgt	Count	1	2	13	11	19	46
		% within Mgt/Non-Mgt	2.2%	4.3%	28.3%	23.9%	41.3%	100.0%
Total		Count	1	2	15	20	23	61
		% within Mgt/Non-Mgt	1.6%	3.3%	24.6%	32.8%	37.7%	100.0%

			Q10c. How do you rate your direct supervisor on the following? C. Involving you in decisions					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	1	3	7	3	15
		% within Mgt/Non-Mgt	6.7%	6.7%	20.0%	46.7%	20.0%	100.0%
	Non-mgt	Count	2	7	14	11	12	46
		% within Mgt/Non-Mgt	4.3%	15.2%	30.4%	23.9%	26.1%	100.0%
Total		Count	3	8	17	18	15	61
		% within Mgt/Non-Mgt	4.9%	13.1%	27.9%	29.5%	24.6%	100.0%

			Q10d. How do you rate your direct supervisor on the following? D. Holding you accountable					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	1	2	8	3	15
		% within Mgt/Non-Mgt	6.7%	6.7%	13.3%	53.3%	20.0%	100.0%
	Non-mgt	Count	1	2	10	14	19	46
		% within Mgt/Non-Mgt	2.2%	4.3%	21.7%	30.4%	41.3%	100.0%
Total		Count	2	3	12	22	22	61
		% within Mgt/Non-Mgt	3.3%	4.9%	19.7%	36.1%	36.1%	100.0%

			Q10e. How do you rate your direct supervisor on the following? E. Giving you regular and timely feedback on your performance					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	2	3	8	1	15
		% within Mgt/Non-Mgt	6.7%	13.3%	20.0%	53.3%	6.7%	100.0%
	Non-mgt	Count	1	4	9	12	20	46
		% within Mgt/Non-Mgt	2.2%	8.7%	19.6%	26.1%	43.5%	100.0%
Total		Count	2	6	12	20	21	61
		% within Mgt/Non-Mgt	3.3%	9.8%	19.7%	32.8%	34.4%	100.0%

			Q10f. How do you rate your direct supervisor on the following? F. Providing you with tools and resources to do your job right					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	3	8	3	15
		% within Mgt/Non-Mgt	6.7%	.0%	20.0%	53.3%	20.0%	100.0%
	Non-mgt	Count	3	3	8	18	14	46
		% within Mgt/Non-Mgt	6.5%	6.5%	17.4%	39.1%	30.4%	100.0%
Total		Count	4	3	11	26	17	61
		% within Mgt/Non-Mgt	6.6%	4.9%	18.0%	42.6%	27.9%	100.0%

			Q10g. How do you rate your direct supervisor on the following? G. Encouraging your development					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	1	5	6	2	15
		% within Mgt/Non-Mgt	6.7%	6.7%	33.3%	40.0%	13.3%	100.0%
	Non-mgt	Count	6	5	6	14	15	46
		% within Mgt/Non-Mgt	13.0%	10.9%	13.0%	30.4%	32.6%	100.0%
Total		Count	7	6	11	20	17	61
		% within Mgt/Non-Mgt	11.5%	9.8%	18.0%	32.8%	27.9%	100.0%

			Q10h. How do you rate your direct supervisor on the following? H. Being available to you					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	2	9	3	15
		% within Mgt/Non-Mgt	6.7%	.0%	13.3%	60.0%	20.0%	100.0%
	Non-mgt	Count	2	3	7	12	22	46
		% within Mgt/Non-Mgt	4.3%	6.5%	15.2%	26.1%	47.8%	100.0%
Total		Count	3	3	9	21	25	61
		% within Mgt/Non-Mgt	4.9%	4.9%	14.8%	34.4%	41.0%	100.0%

			Q10i. How do you rate your direct supervisor on the following? I. Interacting with you					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	3	7	4	15
		% within Mgt/Non-Mgt	6.7%	.0%	20.0%	46.7%	26.7%	100.0%
	Non-mgt	Count	2	4	8	13	19	46
		% within Mgt/Non-Mgt	4.3%	8.7%	17.4%	28.3%	41.3%	100.0%
Total		Count	3	4	11	20	23	61
		% within Mgt/Non-Mgt	4.9%	6.6%	18.0%	32.8%	37.7%	100.0%

			Q10j. How do you rate your direct supervisor on the following? J. Being a good example					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	2	7	5	15
		% within Mgt/Non-Mgt	6.7%	.0%	13.3%	46.7%	33.3%	100.0%
	Non-mgt	Count	2	5	6	14	19	46
		% within Mgt/Non-Mgt	4.3%	10.9%	13.0%	30.4%	41.3%	100.0%
Total		Count	3	5	8	21	24	61
		% within Mgt/Non-Mgt	4.9%	8.2%	13.1%	34.4%	39.3%	100.0%

			Q10k. How do you rate your direct supervisor on the following? K. Being fair					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	2	8	4	15
		% within Mgt/Non-Mgt	6.7%	.0%	13.3%	53.3%	26.7%	100.0%
	Non-mgt	Count	3	5	7	14	17	46
		% within Mgt/Non-Mgt	6.5%	10.9%	15.2%	30.4%	37.0%	100.0%
Total		Count	4	5	9	22	21	61
		% within Mgt/Non-Mgt	6.6%	8.2%	14.8%	36.1%	34.4%	100.0%

			Q10l. How do you rate your direct supervisor on the following? L. Dealing with problems					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	3	7	4	15
		% within Mgt/Non-Mgt	6.7%	.0%	20.0%	46.7%	26.7%	100.0%
	Non-mgt	Count	2	3	9	15	17	46
		% within Mgt/Non-Mgt	4.3%	6.5%	19.6%	32.6%	37.0%	100.0%
Total		Count	3	3	12	22	21	61
		% within Mgt/Non-Mgt	4.9%	4.9%	19.7%	36.1%	34.4%	100.0%

			Q10m. How do you rate your direct supervisor on the following? M. Establishing trust					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	2	7	5	15
		% within Mgt/Non-Mgt	6.7%	.0%	13.3%	46.7%	33.3%	100.0%
	Non-mgt	Count	3	2	12	12	17	46
		% within Mgt/Non-Mgt	6.5%	4.3%	26.1%	26.1%	37.0%	100.0%
Total		Count	4	2	14	19	22	61
		% within Mgt/Non-Mgt	6.6%	3.3%	23.0%	31.1%	36.1%	100.0%

			Q10n. How do you rate your direct supervisor on the following? N. Planning the work effectively					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	0	0	4	8	3	15
		% within Mgt/Non-Mgt	.0%	.0%	26.7%	53.3%	20.0%	100.0%
	Non-mgt	Count	2	3	10	16	15	46
		% within Mgt/Non-Mgt	4.3%	6.5%	21.7%	34.8%	32.6%	100.0%
Total		Count	2	3	14	24	18	61
		% within Mgt/Non-Mgt	3.3%	4.9%	23.0%	39.3%	29.5%	100.0%

			Q10o. How do you rate your direct supervisor on the following? O. Dealing with poor performers					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	1	0	3	9	2	15
		% within Mgt/Non-Mgt	6.7%	.0%	20.0%	60.0%	13.3%	100.0%
	Non-mgt	Count	4	6	12	13	11	46
		% within Mgt/Non-Mgt	8.7%	13.0%	26.1%	28.3%	23.9%	100.0%
Total		Count	5	6	15	22	13	61
		% within Mgt/Non-Mgt	8.2%	9.8%	24.6%	36.1%	21.3%	100.0%

			Q10p. How do you rate your direct supervisor on the following? P. Promoting teamwork					Total
			Poor	Fair	Neutral	Good	Excellent	
Mgt/Non-Mgt	Mgt / Super	Count	0	1	2	9	3	15
		% within Mgt/Non-Mgt	.0%	6.7%	13.3%	60.0%	20.0%	100.0%
	Non-mgt	Count	2	7	10	12	15	46
		% within Mgt/Non-Mgt	4.3%	15.2%	21.7%	26.1%	32.6%	100.0%
Total		Count	2	8	12	21	18	61
		% within Mgt/Non-Mgt	3.3%	13.1%	19.7%	34.4%	29.5%	100.0%

# APPENDIX A

## APPENDIX A DESCRIPTION

The following pages contain the verbatim comments received for the 2006 Employee Perception Survey for ABC. The verbatim comments are organized by question number. Every comment received by SDS is included.

An employee ID number accompanies each comment. This “tagging” method allows readers to identify a single employee’s remarks throughout the survey, while ensuring the employee anonymity and confidentiality that is guaranteed in the survey process.

## ABC COMPANY EMPLOYEE SURVEY VERBATIM COMMENTS

### Q1. Overall, how do you rate ABC as a place to work?

- 2 I feel that the employees work well together and are well informed as well about their jobs.
- 3 Some things could be better, but, overall, it's still better than some other places.
- 4 I work with great people, atmosphere is friendly, informal and cooperative. We share a common goal for providing extraordinary customer service. I'm given autonomy to do my job and can count on the support of staff and supervisor.
- 10 I learn a lot here. My supervisor is good and my co-workers are nice. My manager tries to listen, help and support us. However, the working environment is bad. My arms and back feel painful when I work, especially at the counter. The chairs and table are not set up in the right way.
- 12 The support of management is very good.
- 15 Good place to work, but because work is not distributed equally, I'm stressed out, especially when I see other units they are not working as hard as our unit, so the morale is low, staff could see that too. Sometimes we feel that there's favoritism here.
- 16 Can't complain much with bearable work assignments, good pay, mostly talented group of fun people (except for a few) and smart understanding bosses.
- 19 Management is pretty good at providing all the necessary tools and training to employees to help them perform their jobs.
- 22 Overall, I like my work very much. It has great variety, the work environment is not static. But I have a hard time handling the Companycracy.
- 23 I have been here for 18 years. My first 15 years was very tough. I almost quit. The management at that time was really tough to deal with making the environment unpleasant and unfavorable for me. In the last three years, management has changed and it was a change for the better for me. Everything now is very pleasant and very favorable. I could work with a peace of mind and I am not thinking of quitting until I reach my full retirement age.
- 24 Good salary and benefits. Good people.
- 25 A great group of people to work with and very satisfying job. We provide a good service to the people of ABC in helping find reasons for high water use or poor supply which they appreciate.
- 27 Excellent fringe benefits, diversified staff and good management.
- 31 Very professional

**Q4. Overall, how well does ABC Company communicate with you? Please explain:**

- 2 No communication at all
- 3 I never have a problem with reaching someone downtown. Always have the help I need or help me find the answer to a question.
- 4 Overall, it's pretty good. Staff meetings usually informs us of what's happening. Currents newsletter also provides us some fairly good general info regarding what's happening with ABC, but it would be nicer if we can be informed about certain upcoming ABC community service events before it takes place. Currents usually provides info on those events after it has taken place.
- 5 Because of the physical separation and different nature of work from downtown business office, not always aware of their latest projects and updates. However, this is somewhat ameliorated by our regular section head meetings. My supervisor and I have regularly scheduled meetings and at other times she keeps me informed of job relevant news from on high.
- 12 I am kept aware of new changes and procedures.
- 16 No problem with communication but at times there's limitation on how/can resolve issues.
- 19 I believe that management tries its best to share and convey changes and expectations to employees in timely manner.
- 23 Management verbalize most communication to staff and confirmed it in writing.
- 24 Depends on what the communication is in regards to.
- 25 Good communication with my supervisor and his supervisor, but nothing from higher up the COMPANY.
- 27 Inform new policies on a timely manner; communicate important changes referencing all aspects of the job.
- 31 Could be better
- 33 Provide me w/information before it gets to customer for new promotion or new regulation – provide good report and pamphlet about new procedures and regulation changed or procedures in any or other unit –
- 35 Being an old timer who started with and still works for the best agency (The Water Department) in the City and County of ABC, I view the ABC is an acronym that has taken the Water Department under its umbrella in order to raise up the rest of its agencies. I would suggest that the ABC communicate that it is willing to trust its employees to problem solve rather than reflexively looking for a consultant to do so.
- 36 ABC communicates well with me. It is usually through memo, e-mail, and or meeting.
- 37 Management always send memos informing us about any project in progress. Also we have meetings and town hall meetings held by the Manager where we have an opportunity to raise any concerns we might have.

**Q6. As an employee of ABC Company, how do you rate the quality of the Company's customer service? Please explain:**

- 2 We provide good service to our customer, but there is no appreciation for the work we do.
- 3 There is always a little room for improvement. But I think almost everyone is very knowledgeable about their work.
- 4 I think there is room for improvement. Some of the employees' work attitudes could be better. This could be due to lack of self motivation of work incentives.
- 5 Overall commitment to providing customer serviced. The dept provides a host of free services including offering evening and weekend appointments. Our Customer Contact Center works very hard to provide information to all callers to the extent that they will research answers by contacting other agencies and call the customers back. We offer such customer services such as electronic bill payments, etc. The dept handles 170,000+ accounts with only minimal customer complaints.
- 8 In cashier unit everyone is will to help each other.

**Q11. What do you like most about working for ABC Customer Services?**

- 2 My job and the people I work with.
- 3 It gives me an opportunity to take part in assisting the public.
- 4 Good staff and supervisory support.
- 5 Co-workers are very helpful and cooperative.
- 6 You learn to adapt with diversity . . . both in working environment & the customers.
- 7 The team work and customer service
- 8 Good co-workers, good benefits
- 9 My old supervisor. She teaches me a lot. She is fair and always promotes teamwork.
- 12 When I can make the customer feel their concerns were addressed.
- 13 Working with professional, understanding, and friendly staff in this section of Customer services.
- 14 Employees
- 15 High pay
- 16 Open door policy – communication is an integral part of a harmonious working environment – thanks!
- 17 Under the right circumstances, one can be promoted.
- 19 The open door policy between supervisors and subordinates; the training opportunities.
- 21 The work I do and the people I work with.
- 22 The wide variety of projects I have been exposed to, working with other employees who care.
- 23 I am enjoying my work with ABC. The management is open to everyone. It trusts everyone.

**Q12. What do you like least about working for ABC Customer Services?**

- 2 Supervisors
- 3 Nothing
- 4 Our work schedule is too rigid. It's difficult to schedule for time off.
- 5 Nothing
- 6 Too much politics
- 8 Give more training classes about excel, word & phone.
- 9 Location – lots of homeless people around it, sometimes it is stressful dealing with cust/supervisor
- 10 Working environment is bad. My co-workers are nice but they cannot finish work in time and make mistakes.
- 12 I have not thought about this.
- 14 Management
- 15 Too stressful, other unites not working as hard as we are. Works are not equally distributed.
- 16 Employees who just come to work to get paid/not much contribution and have the time to complain.
- 17 No flex work hours
- 19 The slowness of any process due to Companycracy.
- 22 Long lead time to fill positions and the constraints placed on hiring from the list.
- 23 Some other staff are still having problems with their direct supervisors.
- 24 The rigidness in some areas.
- 25 The work hours
- 27 Inability to hire when the list of eligibles expire even tho the section is short staffed.
- 30 Lack of teamwork between sections.
- 31 The tightness of getting vacation when you want it
- 32 When talked to I rated customer.
- 33 No having enough time
- 35 When politics drive certain decisions that might be made on the upper levels of management.
- 36 What I like least is the gossiping
- 37 Too much time on the phone
- 38 I don't feel I've been here long enough to really have any issues.
- 40 Nothing
- 41 Working in a setting that stifles so much potential. (This is a challenge)
- 42 Tolerance of mediocrity
- 43 Being overwhelmed by too much work, especially when 1 or 2 employees are out.
- 44 Slow auto repair
- 45 Driving in the city
- 49 Driving downtown streets
- 50 Red tape
- 51 Long training sessions

**Q13. What is the most important issue for ABC Customer Services to focus on to improve your personal satisfaction and motivation in your job?**

- 2 Get supervisors that has knowledge of there work and a fair one.
- 3 Maybe just to help the customers as much as possible, not having them be on hold on the phone to long, always be courteous, and to be as well informed as possible.
- 4 To be able to apply my existing job skills on the job and to continue to learn and develop new job skills.
- 5 I am satisfied with my job.
- 6 No motivation, no recognition, no participation in O'Shaugnessy ABC program or no employees are good enough to be nominated by Supervisor/ Manager.
- 7 There should be equality between supervisors and subordinates . . . supervisors need to be assessed too. They need to be more knowledgeable than their people . . . otherwise what's the point of supervising.
- 8 I like my job. Only problem I have with automatic payment. I have only two days to check and report and do any account to be on hold & send letter out change bank account information received request by mail or by fax with void check. On every Wednesday it transmitted to bank & Monday & Tuesday also section pmts must have to be done to process. On Mondays counter really gets so bussy. Sometimes I don't enough time to do in two days. Is there any way abp could get extra time on abp.
- 9 Employee recognition, good supervisor, increase salary.
- 10 My supervisor retired. I hope ABC Customer Services can hire a responsible, fair and hard-working person to be our new supervisor. They should also let all employees understand the operations, policies and procedures of different units. This will help to reduce mis-communications and increase efficiency. They should also make a better set up of chairs & table, especially at counter.
- 12 Continued support and opportunities for professional growth.
- 14 By improving management and supervisors skills.
- 15 To give employees empowerment. Could make sound decision, anything that upper management could approved, it could be also approved by on line supervisors; sometime to bend the rules, and as long as we could justify our decision, that it should be okay. I don't like things that, customer is asking for something that I know it's not possible or against the policy or ordinance, but if they go to higher ups, they get what they asked for.
- 19 More consistency in communication style between the sections to avoid the perception that other sections are more lenient than the others due to difference styles in communicating issues. More cooperation and openness between section managers and supervisors.