



Employee Perception Survey

Example extracts from an actual
Culture & Climate Survey

Design, Analysis, Results, Findings, Conclusions
&
Recommendations



Survey Data

Respondents

- 391 Questionnaires received
- 4 Age groups
- 4 Race groups collapsed into 3
- 2 Gender groups
- 5 Education groups
- 2 Categories of employment
- 5 Salary groups collapsed into 4
- 5 Length of service in DCAS groups
- 5 Length of service in post groups
- 5 Operational category groups
- 2 Location groups

Data Quality rules

- Missing values on demographics
 - Included in survey, but excluded from demographic analysis
- Missing values on posturing statements
 - Included in survey, but excluded from analysis of the relevant construct
- 2 Options marked on posturing statements
 - If adjacent, the one closer to the centre was used
 - If not adjacent, it was treated as a missing value



Missing Values

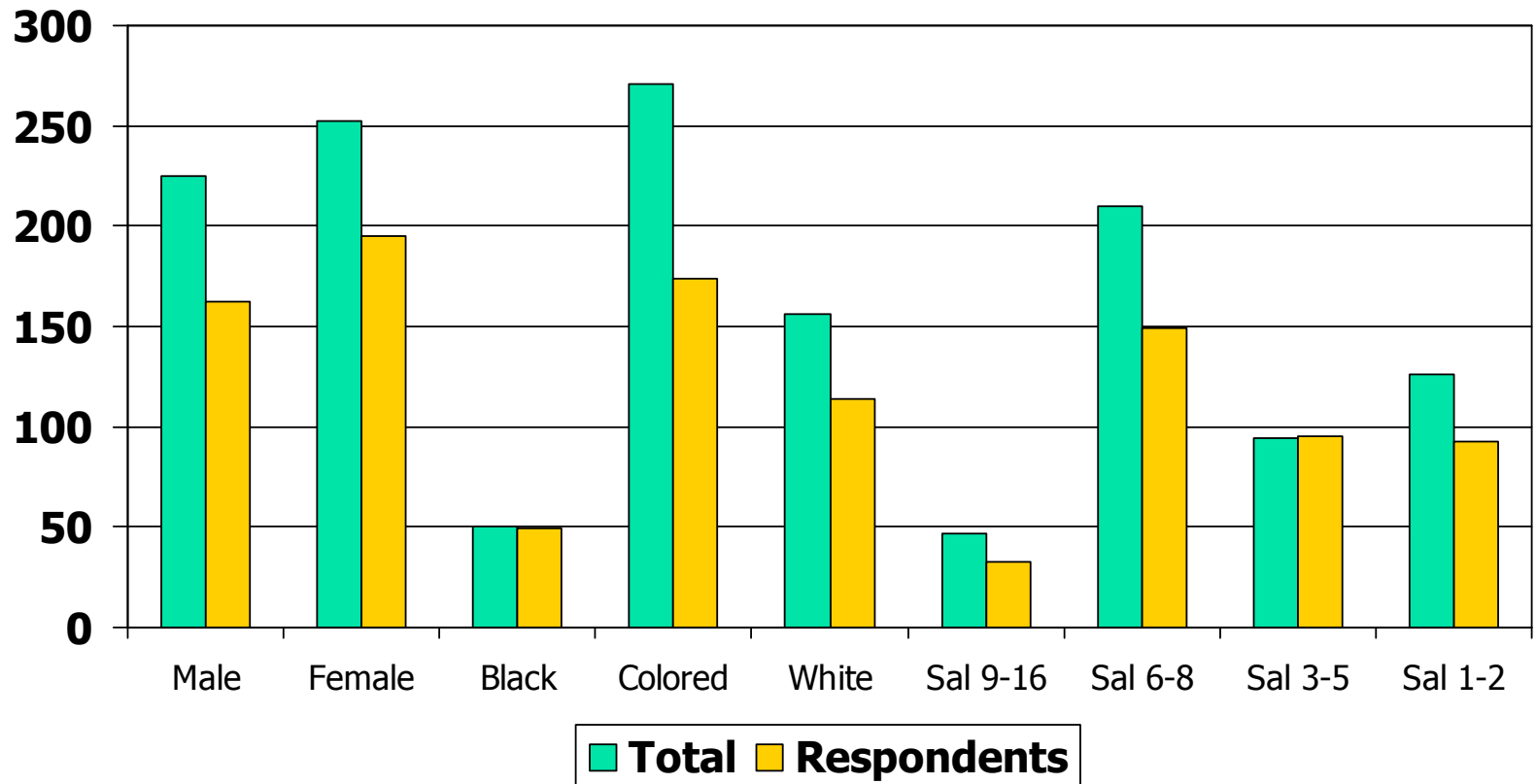
391 Responses received

Analysis of missing values

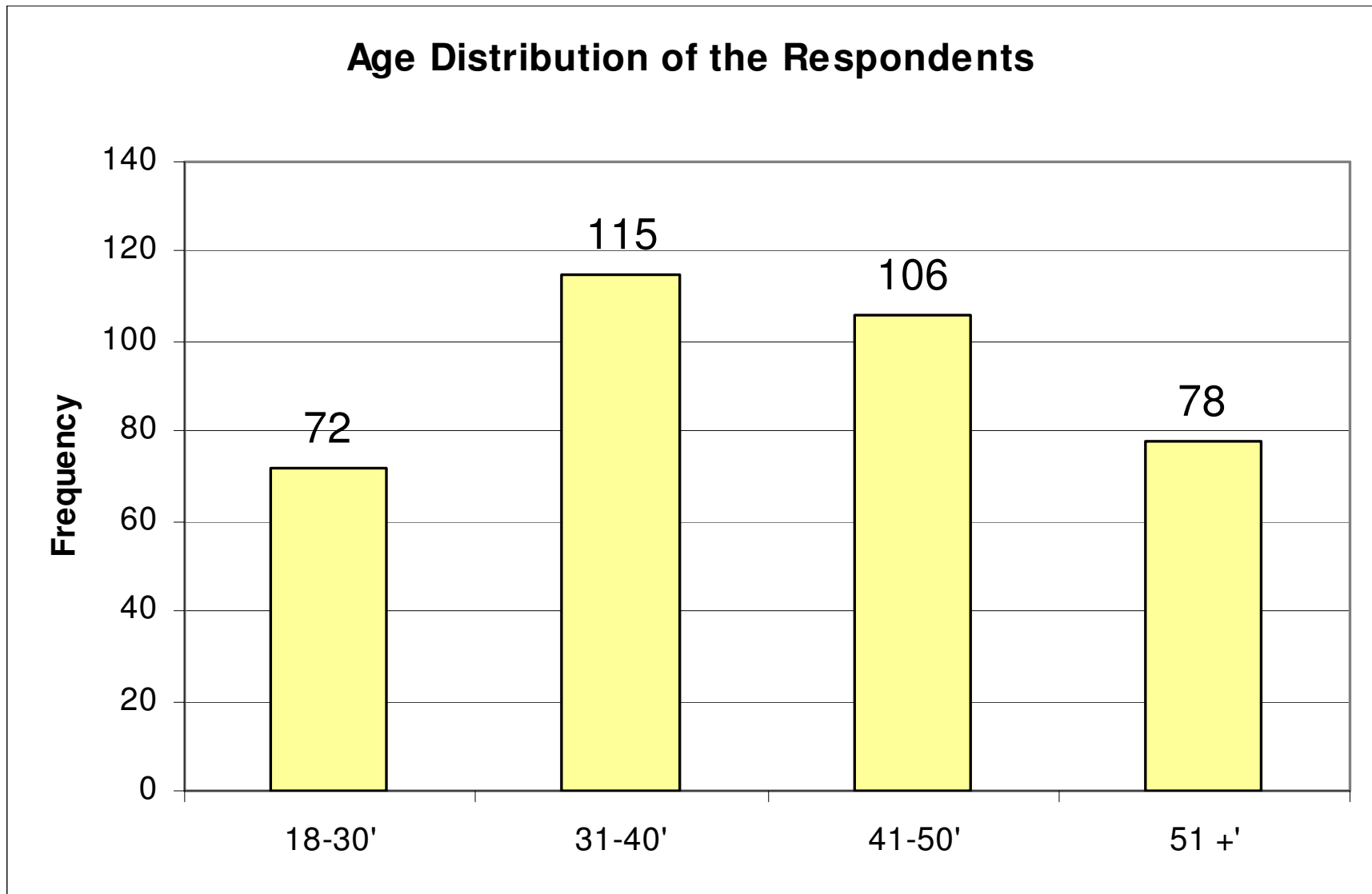
Age	20	5%
Race	53	14%
Gender	34	9%
Education	33	8%
Appointment	16	4%
Salary Level	21	5%
Length of Service		
in Organisation	39	10%
in Current Post	95	24%
Area of Employment		
Operational Category	17	4%
Location	84	21%



Respondents vs Total Staff

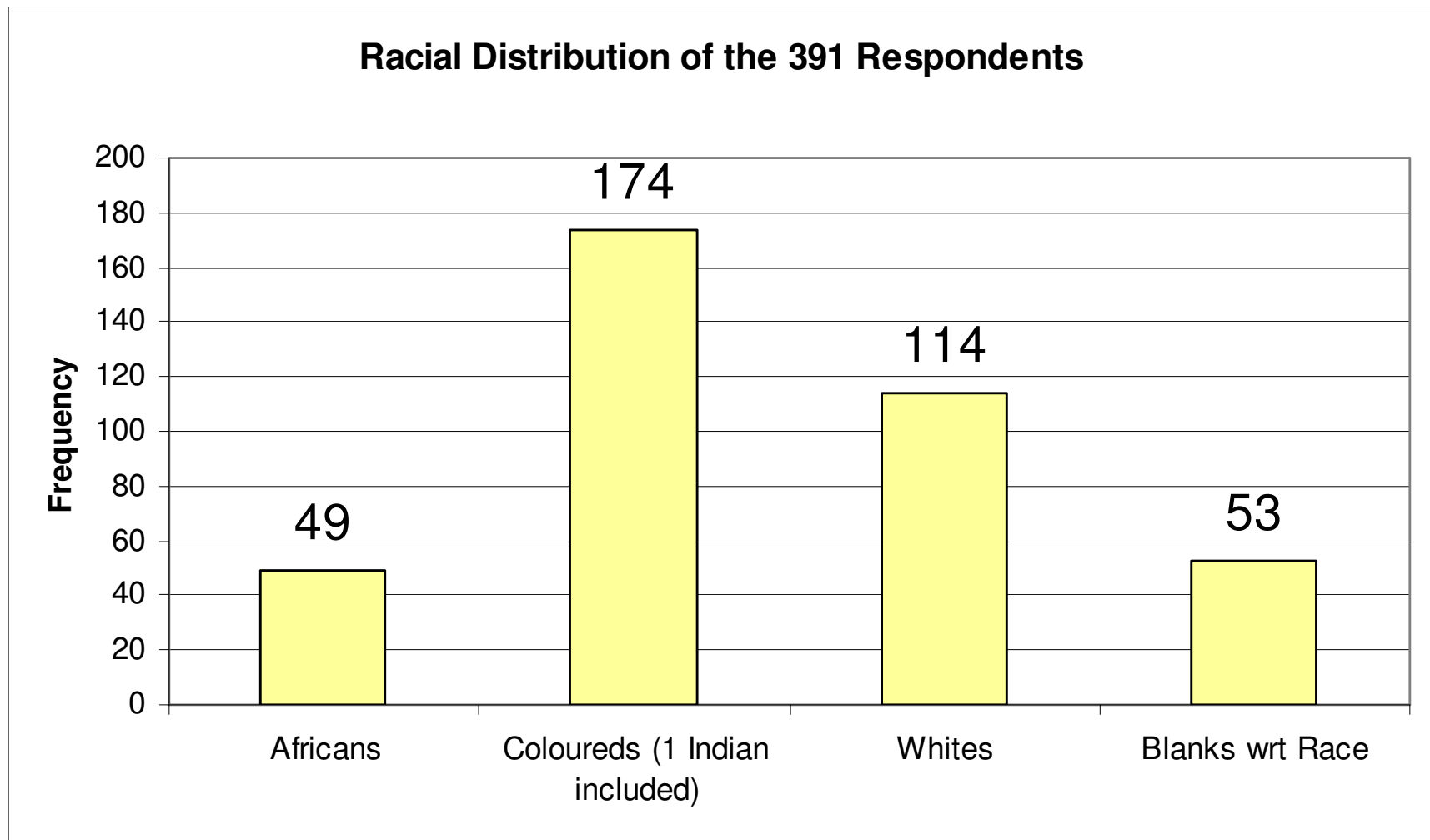


Respondents represent all Age Groups



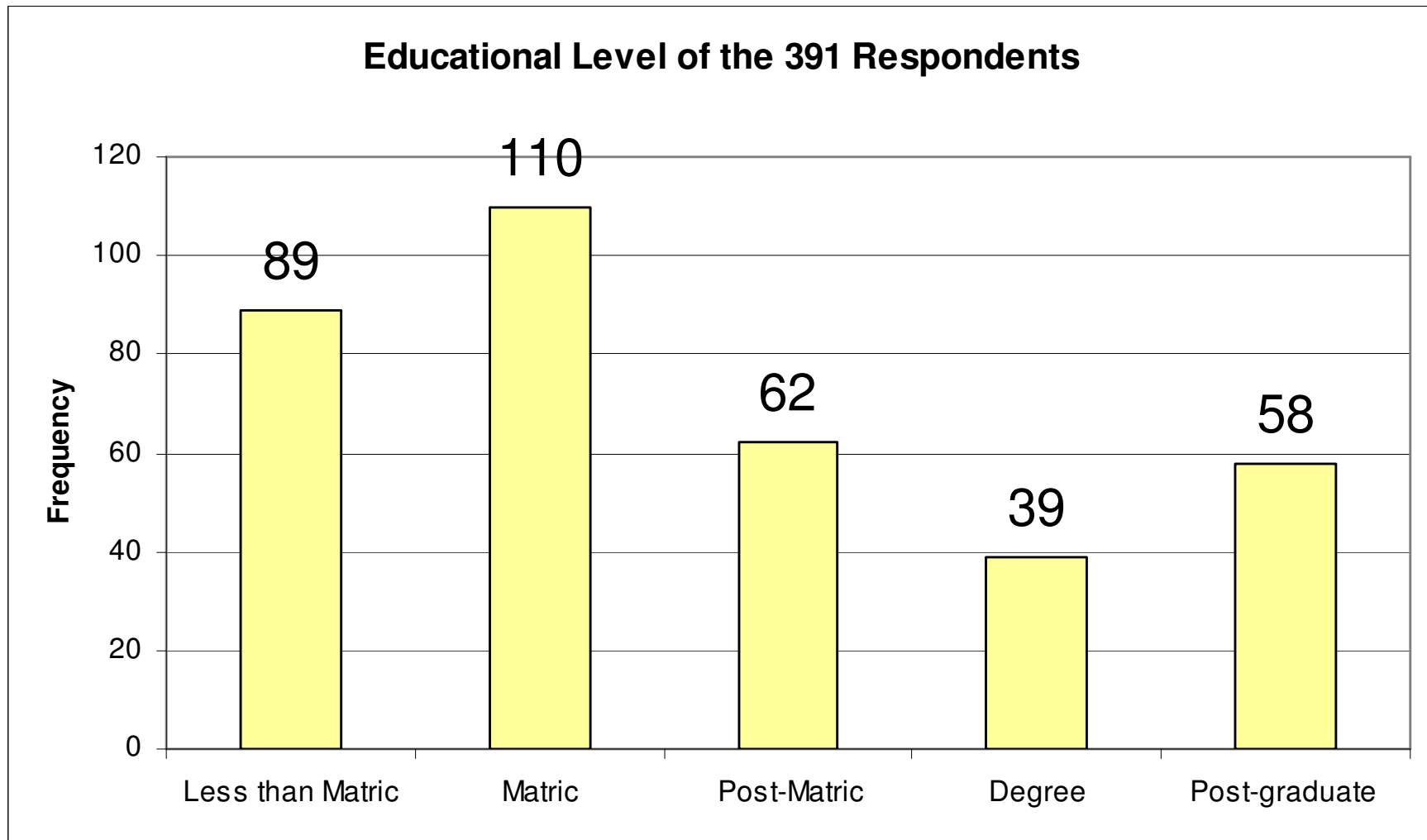


Respondents represent most Race Groups



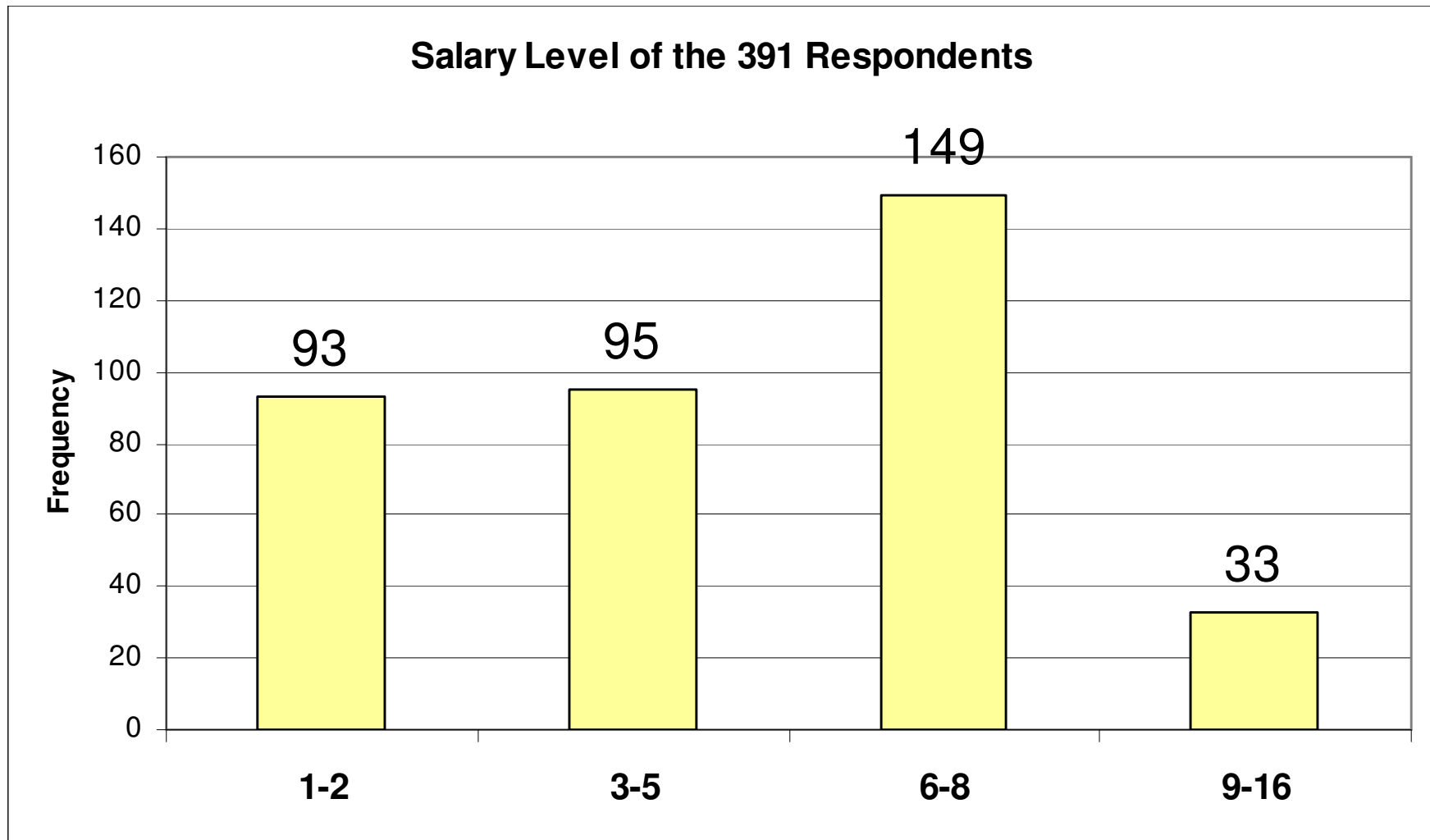


Respondents represent all levels of education



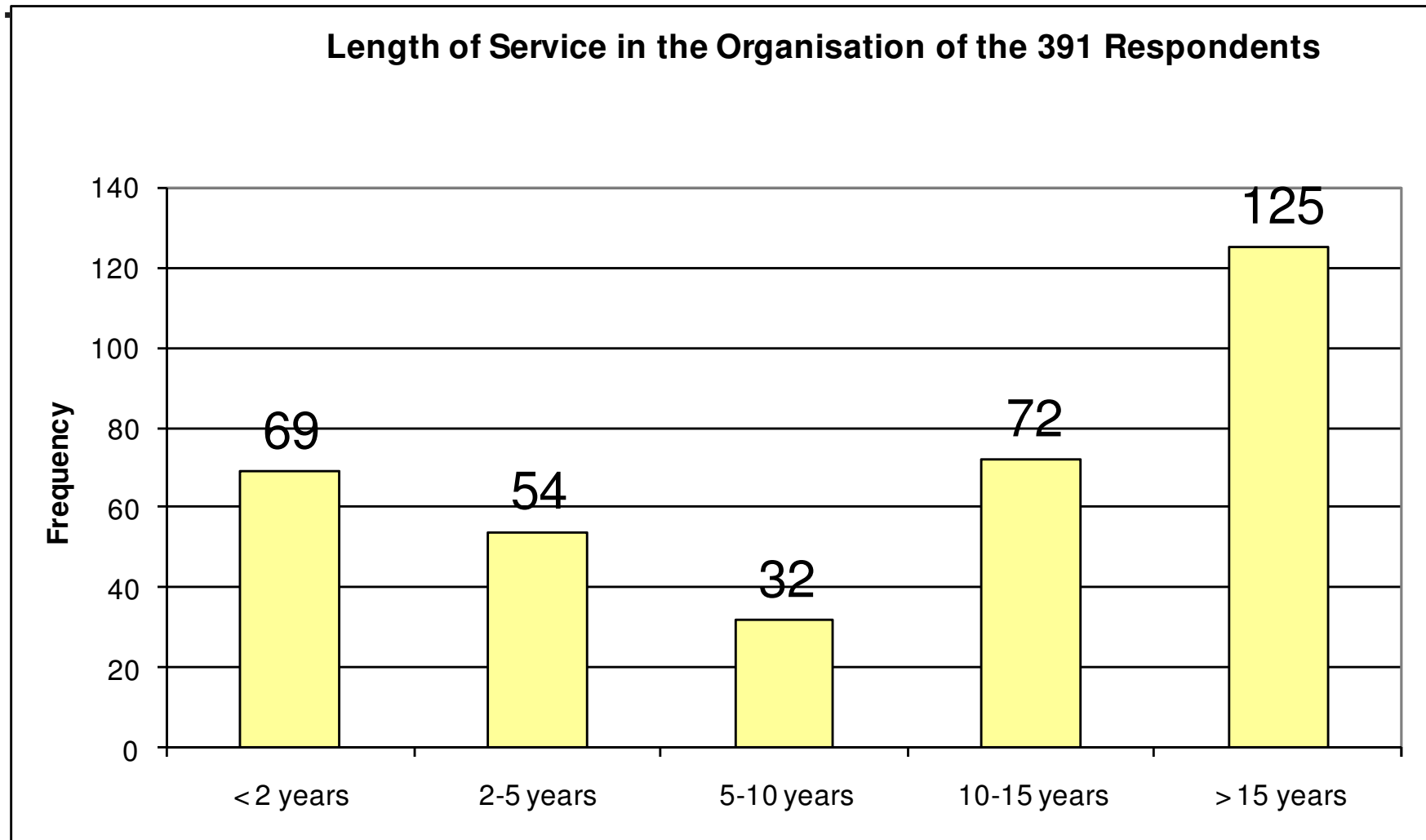


Respondents include all Salary Levels



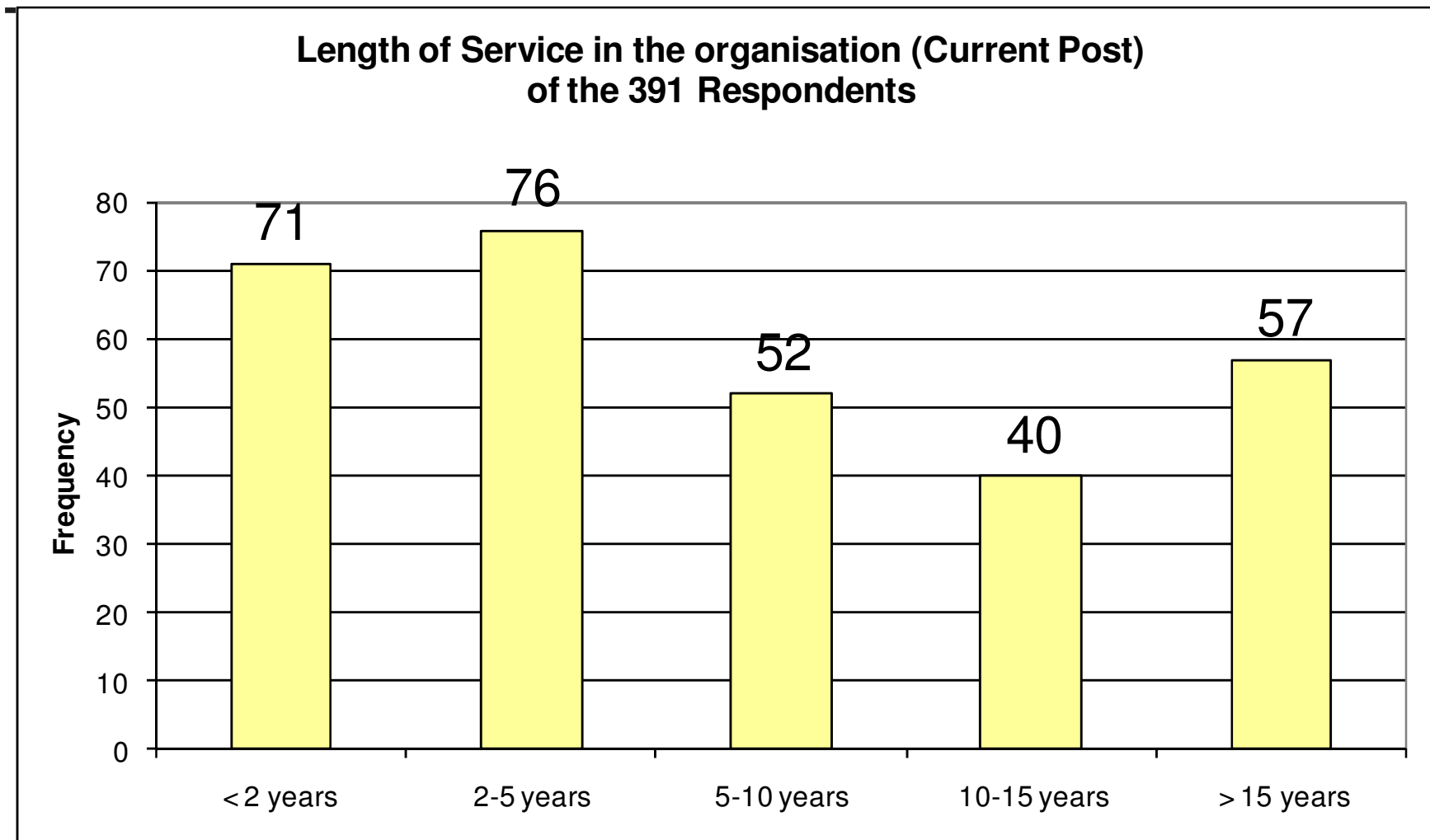


Length of service in Organisation



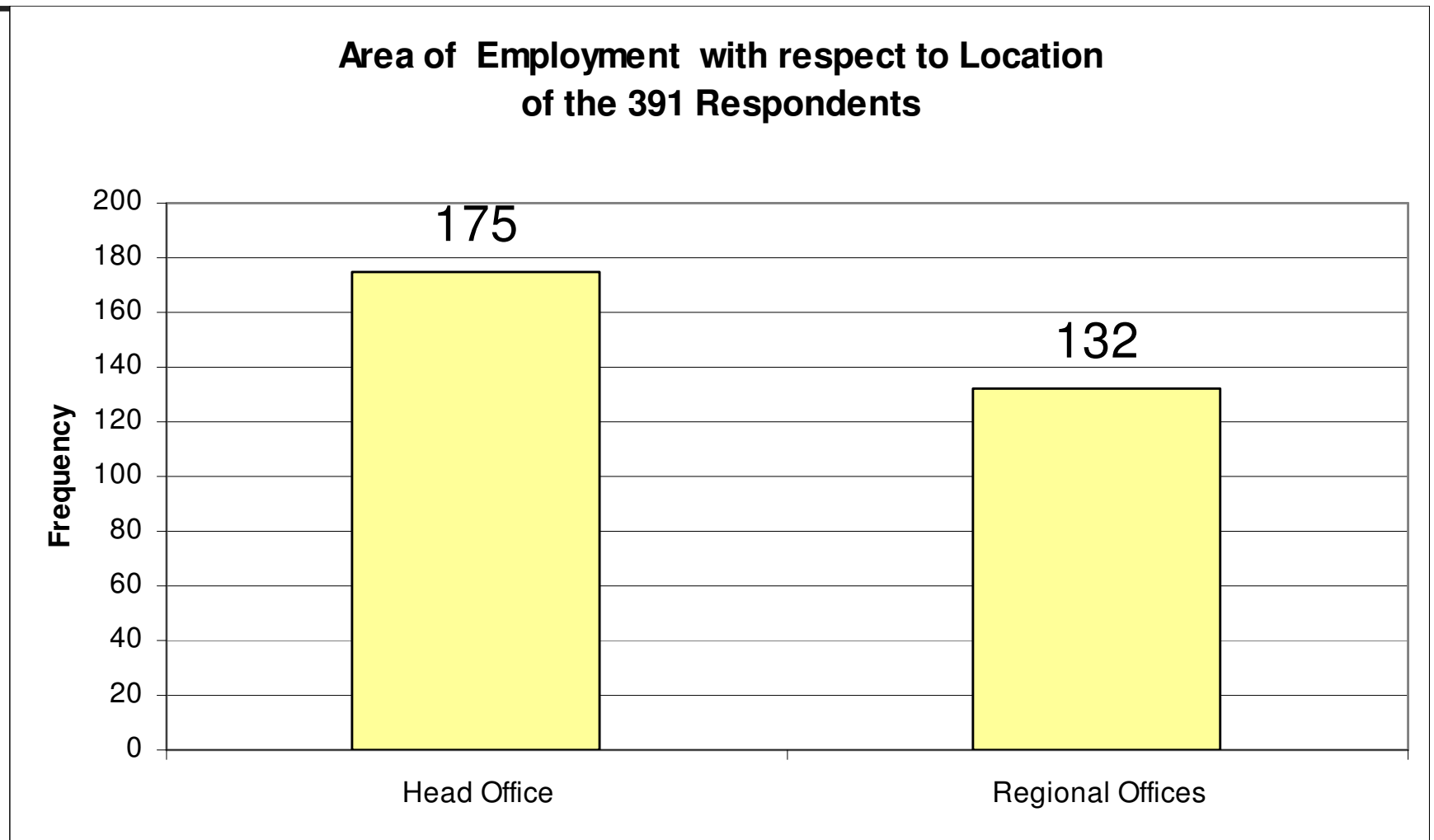


Length of service in current post



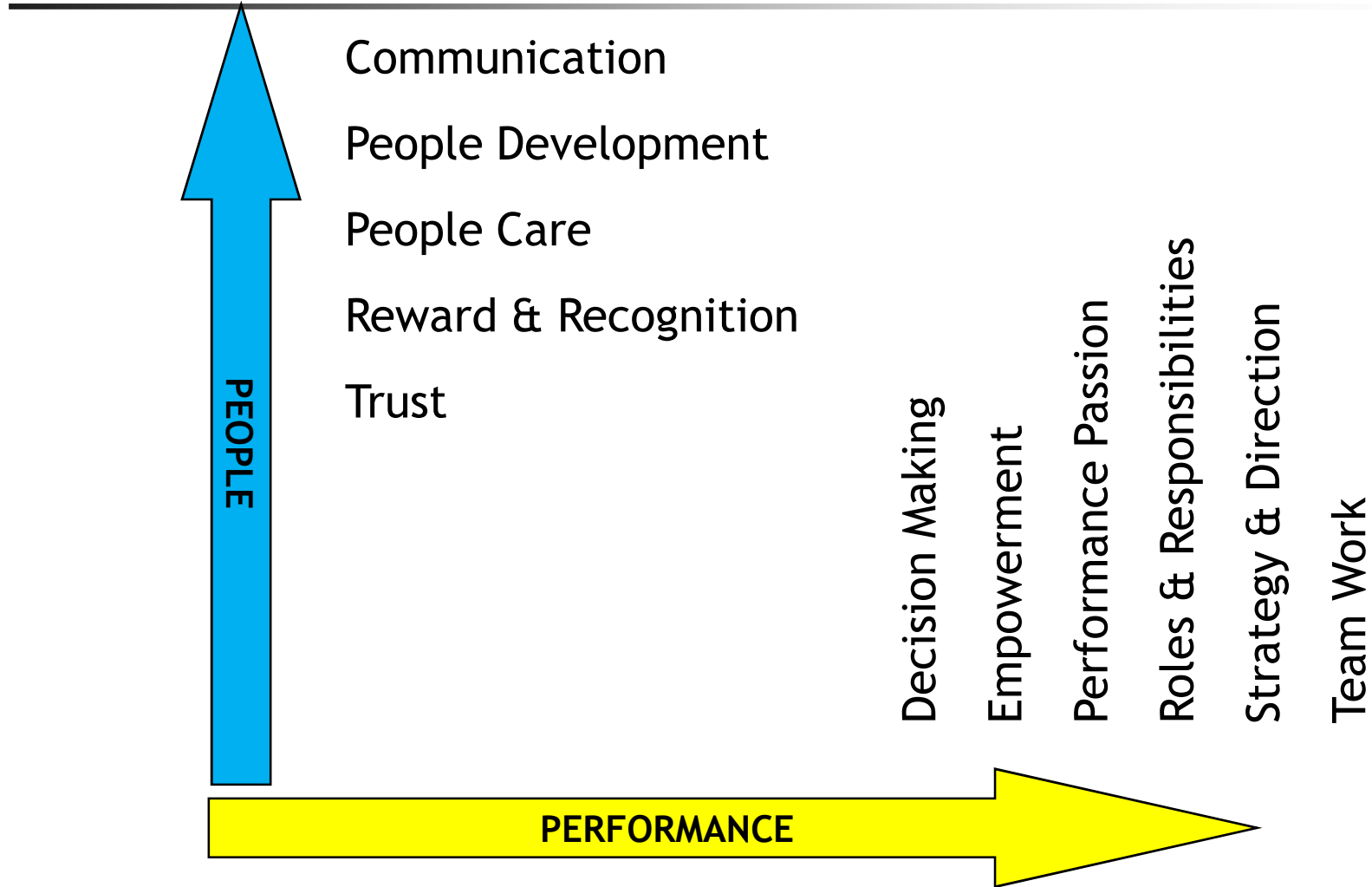


Location of employment





The survey model



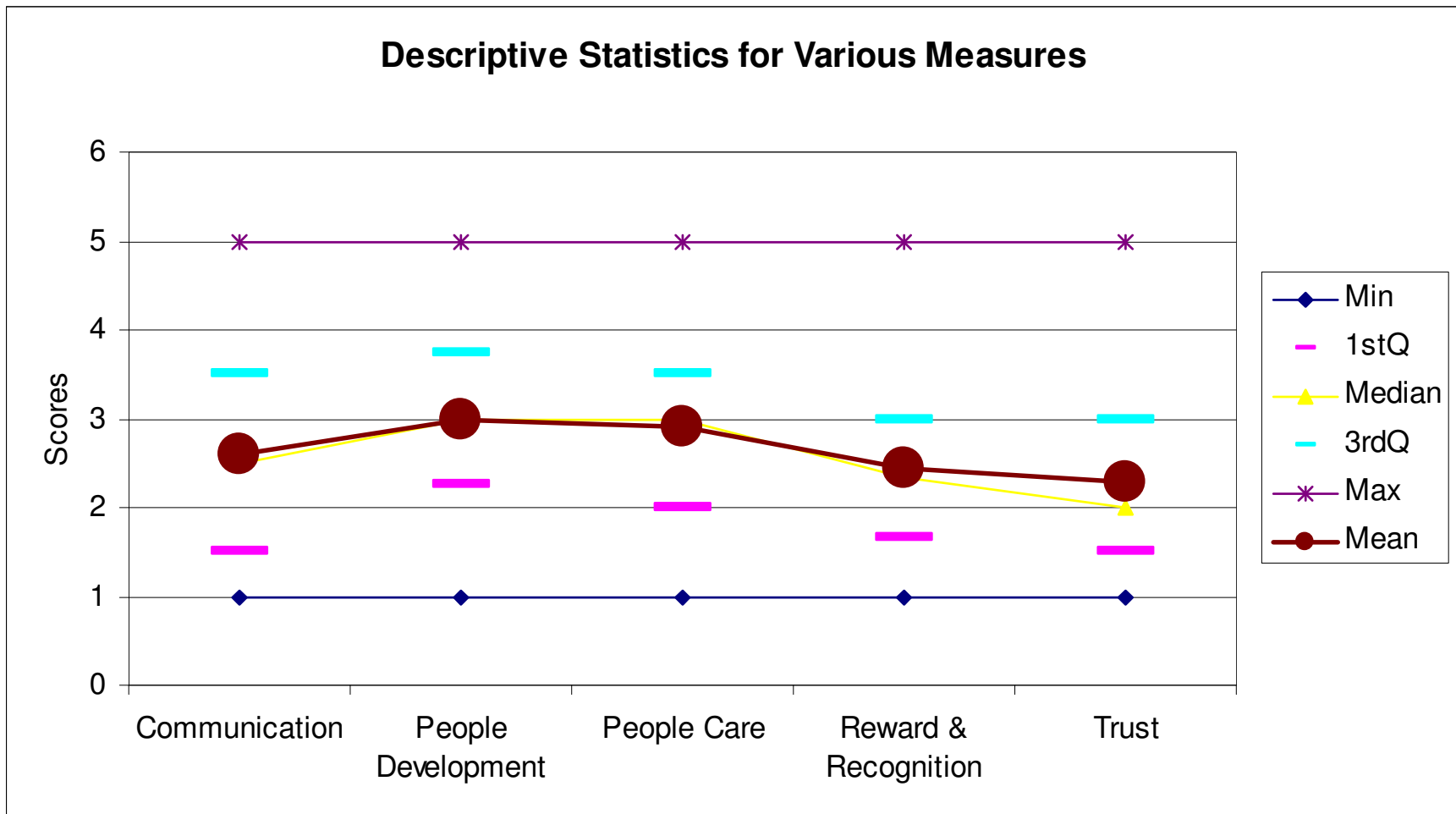


Response Analysis

Subject Score	AllOne	%	AllFive	%	Total Valid	Items	Inside
Communication	74	20%	25	7%	374	2	74%
People Development	12	3%	17	5%	364	4	92%
People Care	24	7%	16	4%	363	2	89%
Reward & Recognition	46	13%	7	2%	354	3	85%
Trust	63	17%	3	1%	366	2	82%
Decision Making	39	11%	4	1%	363	2	88%
Empowerment	3	1%	3	1%	358	3	98%
Performance Passion	4	1%	15	4%	363	4	95%
Roles & Responsibility	2	1%	29	8%	361	3	91%
Strategy & Direction	9	3%	8	2%	355	3	95%
Team Work	9	2%	7	2%	365	3	96%

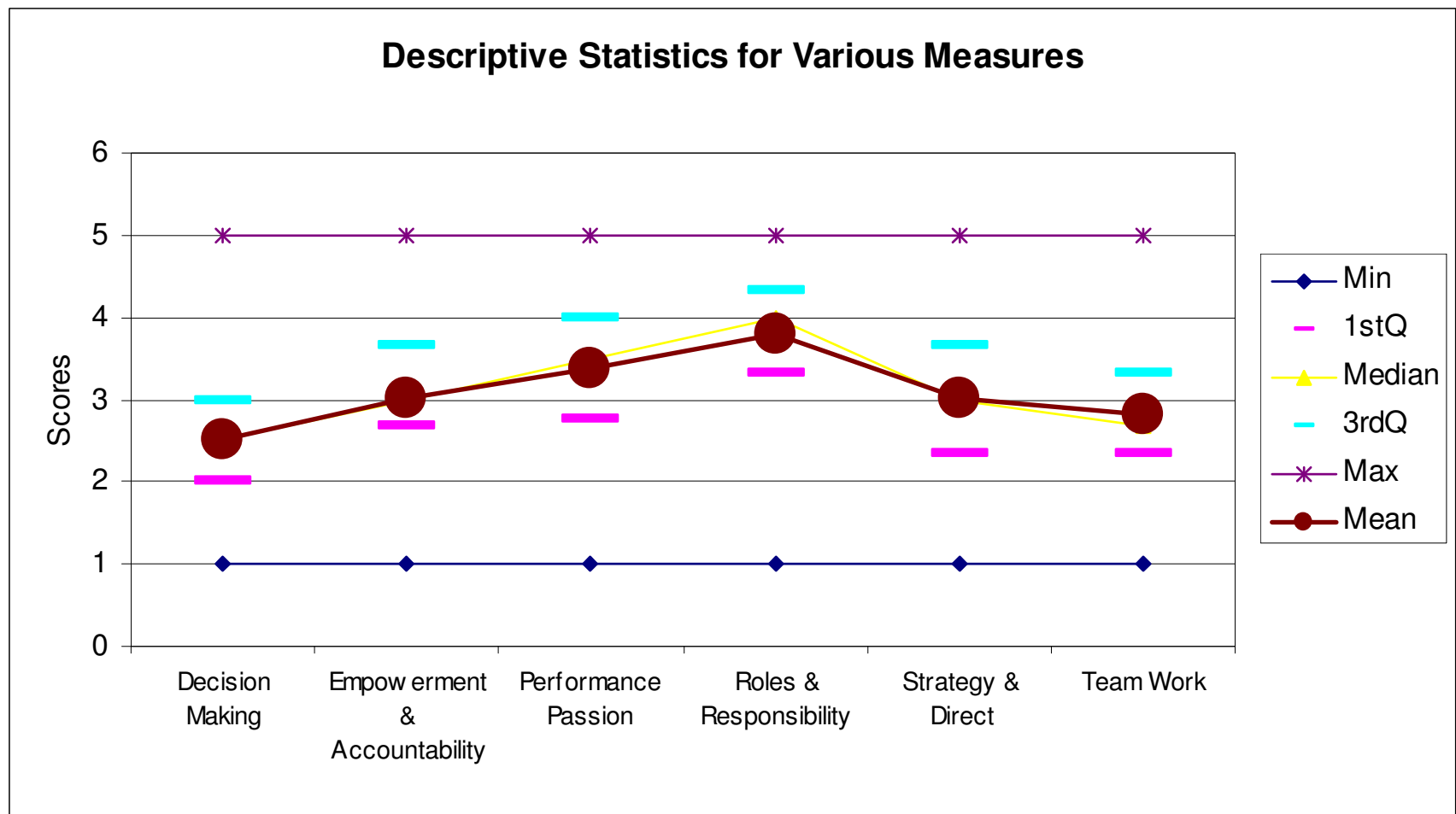


Closer look at People Axis





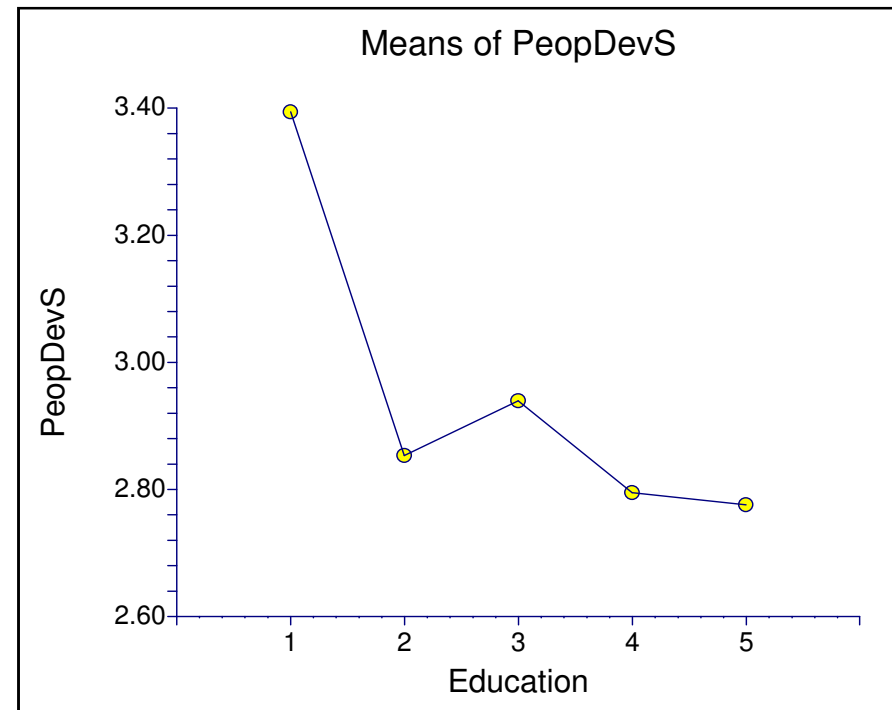
Closer look at Performance Axis





Level of Education vs People Development

- Respondents with higher levels of education rated the level of attention to people development significantly lower than respondents with a level of education below matric



1 = < Matric

2 = Matric

3 = Post Matric

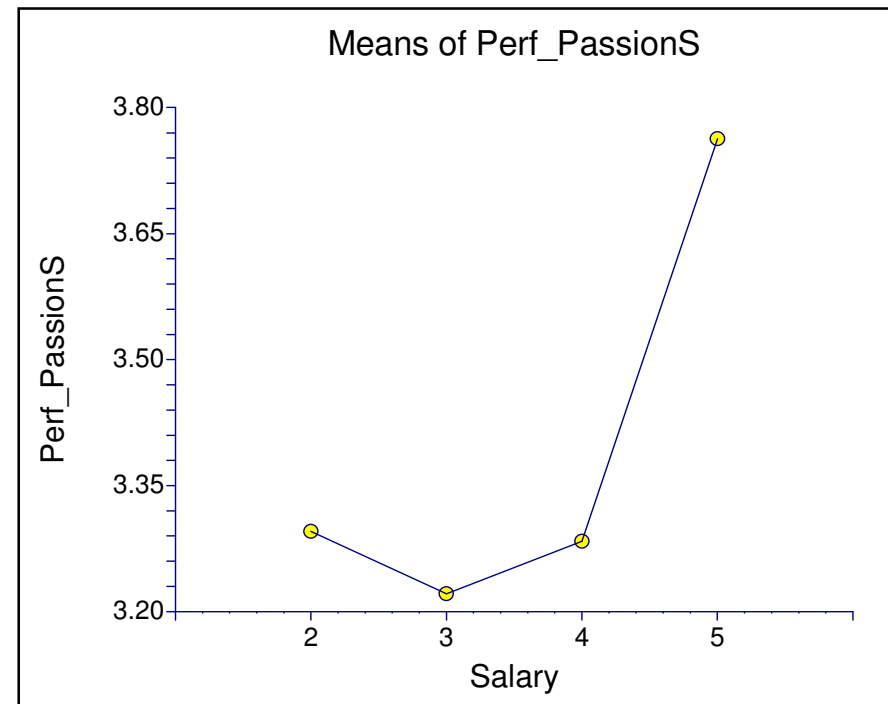
4 = Degree

5 = Post-graduate degree



Salary level vs Performance Passion

- Respondents in higher salary bands rated the level of Performance Passion significantly lower than respondents in general Support roles (salary bands 1 & 2)

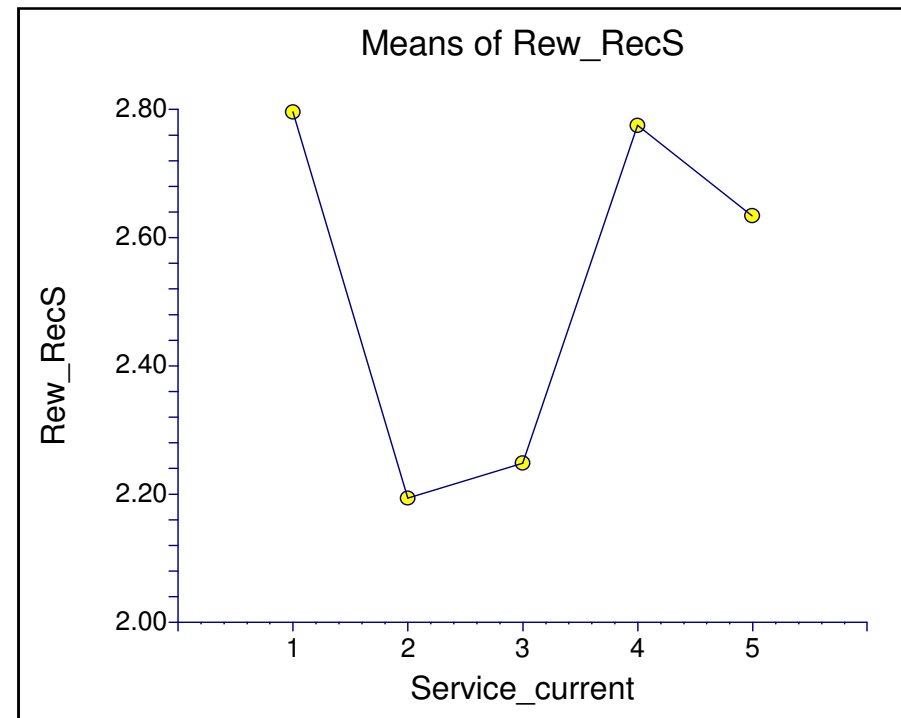


- 2 = Middle and Senior Management
- 3 = Professional & Administrative Practitioners and Supervisors
- 4 = Clerical
- 5 = General Support



Length of service in current post vs Reward & Recognition

- Respondents with 2-5 years service in their current post rated the level of satisfaction with Reward & Recognition significantly lower than others

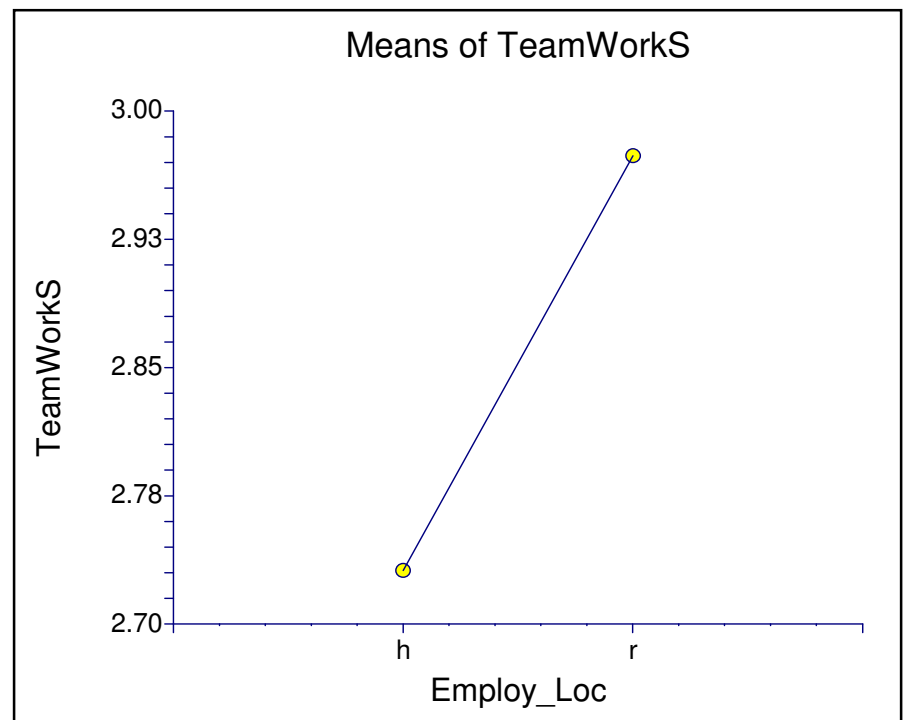


- 1 = < 2 years in current post
- 2 = 2-5 years in current post
- 3 = 5-10 years in current post
- 4 = 10-15 years in current post
- 5 = > 15 years in current post



Location of Employment vs Team Work

- Respondents in Head Office rated the level of Team Work significantly lower than respondents in Regional Offices

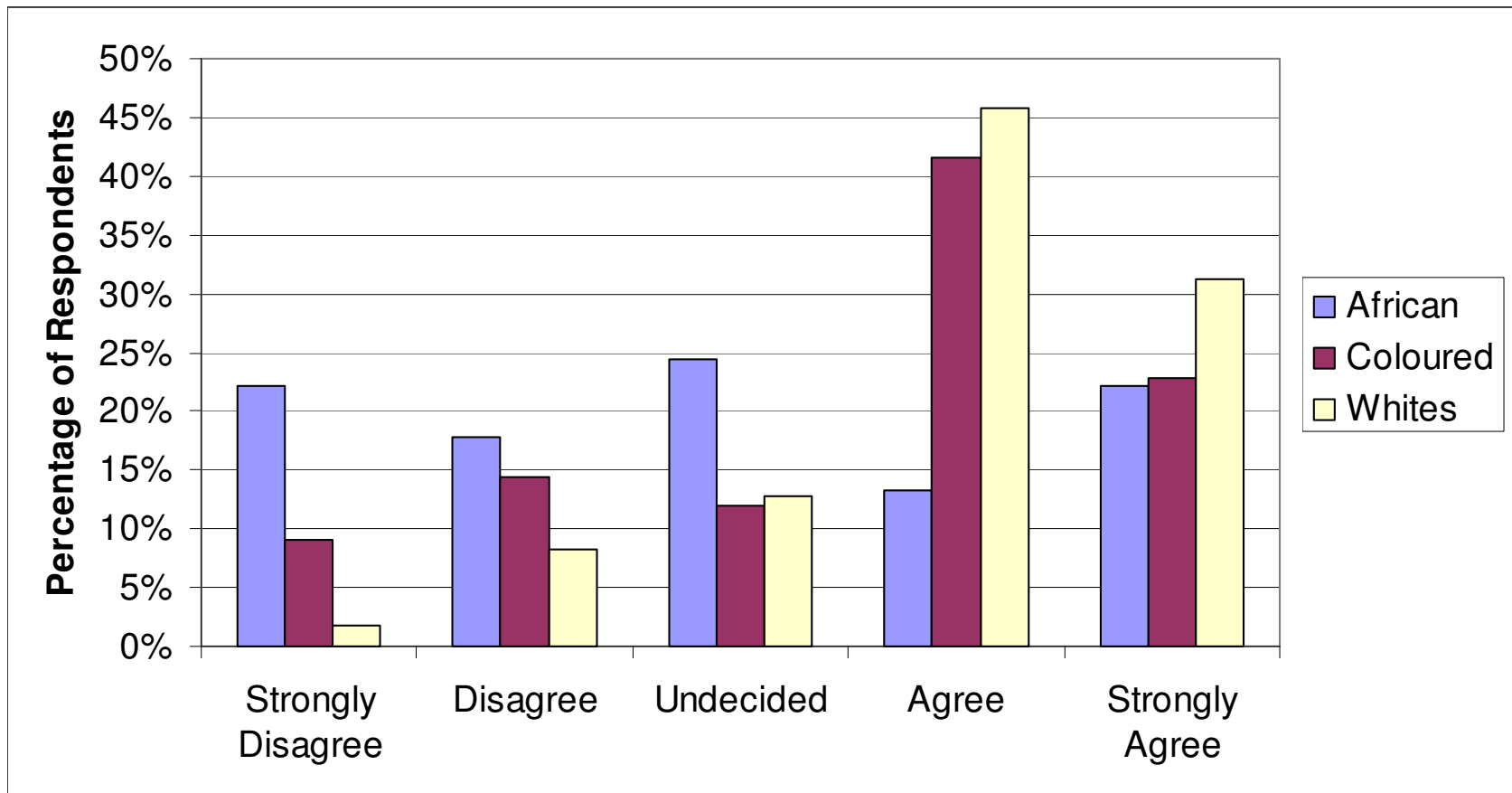


H = Area of employment located in Head Office (Cape Town)

R = Area of employment located in Regional Offices



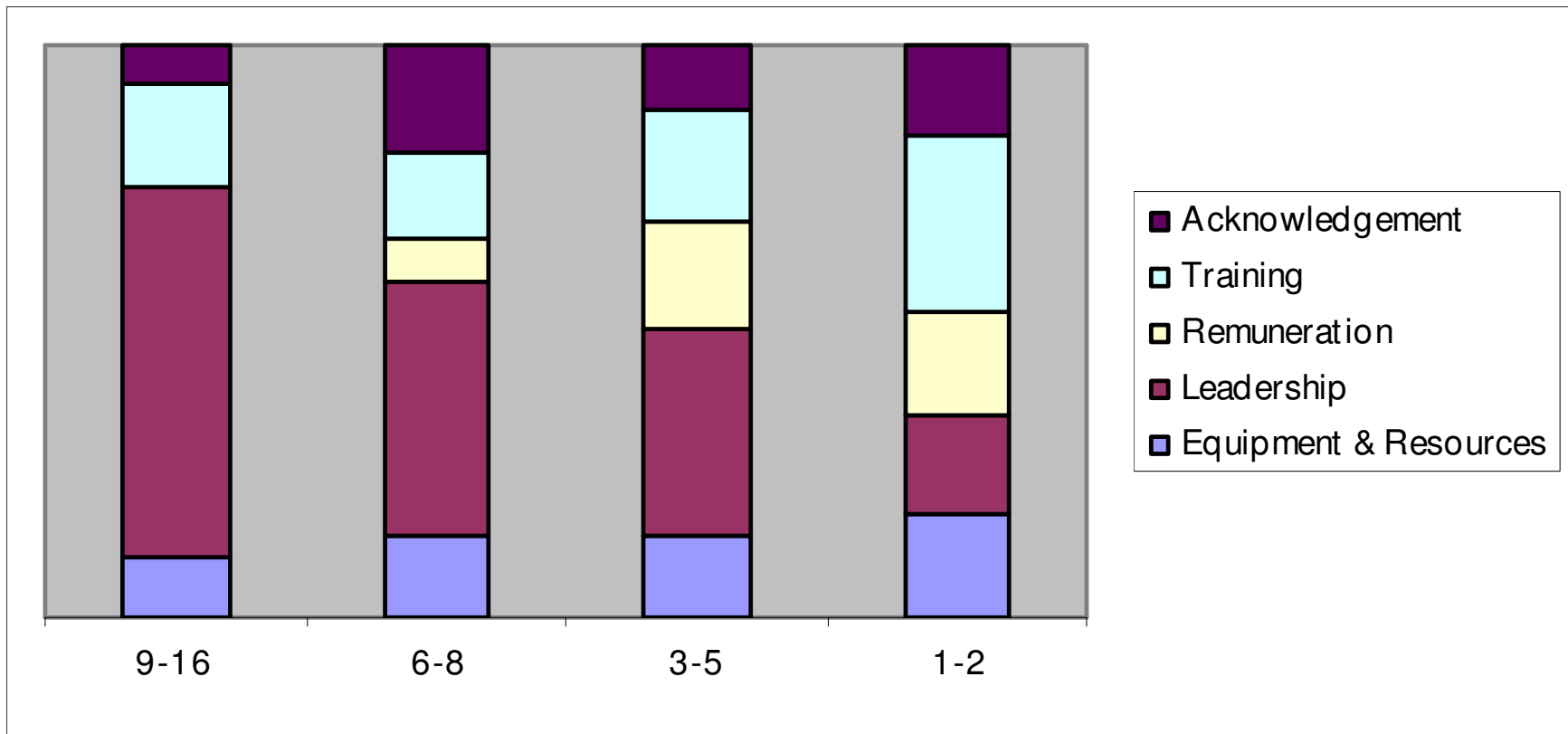
Impact of Employment Equity



"EE has a demoralizing impact on people around me"



Performance increase suggestions by Salary Level



“What would help most to increase your performance and the quality of your work?”

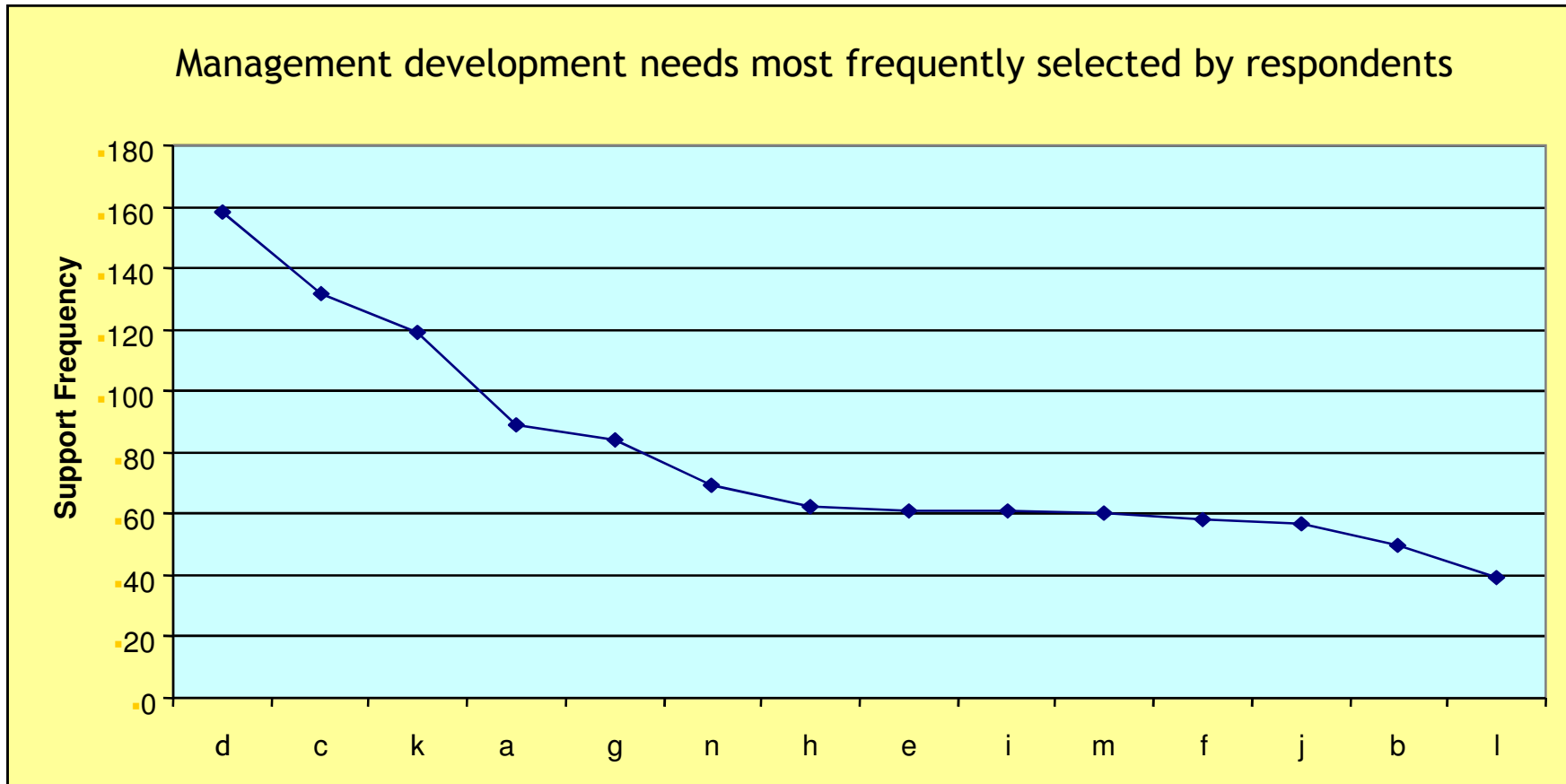


“If there is something about Management that you would like to see change, which three from the list would you choose?”

A	Thinking Skills	Demonstrate more open thinking; make an effort to consider and understand all aspects
B	Business Acumen	Apply more business sense, understand the big picture and the inter-play between different components
C	<i>Aligning Performance</i>	<i>Get people more focused on the accomplishment of work objectives through planning their work, guiding, supporting and coaching them</i>
D	<i>Relationship Management</i>	<i>Develop more harmonious working relationships, demonstrating integrity and building trust</i>
E	Beneficiary Orientation	Focus more on the beneficiaries of our efforts, trying harder to offer them a pleasant experience
F	Gaining Commitment	Use more appropriate style and techniques to gain the co-operation and commitment of others
G	Decision Making	Apply better discretion in decision making
H	Plan & Organize	Become more organized in establishing a plan of action
I	Ownership	Assume more personal responsibility and accountability for successful completion of tasks
J	Action Orientation	Become more action orientated, developing a sense of urgency
K	<i>Team Leadership</i>	<i>Become more willing to work in a team, setting team goals and involving others in participative decision making</i>
L	Self Control	Demonstrate more tact, confidence and control in stress situations
M	Adaptability	Show more flexibility and willingness to adapt
n	Communication	Communicate the Departmental strategic plans and objectives



Management Development Needs



D = Relationship Management

C = Aligning Performance

K = Team Leadership



People development recommendations

FINDINGS	CONCLUSIONS	RECOMMENDATIONS
Respondents in Head Office are less satisfied with development initiatives than people in regional offices	People in Head Office are more aware of their own development needs and opportunities for personal growth	Personal Development Plans should be negotiated with individual employees
Respondents with low (< matric) level of education, Africans and General Support staff are the most satisfied with the attention to people development	People with low levels of education, Africans and General Support staff respond positively to development initiatives, but Whites, better qualified and more senior employees expect more	The organisation should proceed with existing development initiatives in low occupation groups. The Organisation should also address the development needs of its leaders.
Respondents with 2-5 years service in their current post are the most dissatisfied with the level of attention to people development	Once people have mastered the challenges of a new role, they seek new development opportunities before they stagnate in the role	Personal development aspirations of talented people should be addresses to prevent disillusionment, frustration and resignation of high potential staff
50 % of Respondents have more than 10 years service in the organisation	We have a large number of people with good knowledge of the business	There is an opportunity to facilitate transfer of learning through structured mentorship and internal coaching programmes
18 % of Respondents have less than 2 years service in their current post	A significant number of employees find themselves in new roles	There is a need for broad based skills development initiatives, addressing both organisational needs as well as individual aspirations
Half of the respondents are dissatisfied with the level of attention to people development	Development actions are either missing, or they do not meet the expectations of all staff	