Whitepaper
Employee Retention, Motivation & Development
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Introduction

This White Paper looks at how to retain, motivate and develop one of your business’ major resources - your employees. You will see how Satisfaction Surveys can benefit your business through higher motivation, increased productivity and greater retention of staff, while 360 Degree Feedback Surveys will identify opportunities for further staff development.

One of the main impediments to implementation of such surveys is the complexity (or perceived complexity) associated with survey development, distribution and analysis. Much of this White Paper focuses on a “real world” example showing how a company can implement Employee Satisfaction and 360 Degree Feedback surveys using the Professional Quest software package developed by Dipolar. As you will see, use of a package specifically designed to develop and analyse surveys can make the process simple and efficient.

Can you afford to have unhappy employees?

The recruitment and retention of employees is an expensive, time-consuming task. While attracting good staff is not easy, their retention can be even more difficult. The substantial costs associated with employee turnover is often ignored. New employees require training and guidance, and lack the experience of existing staff. Much of the knowledge gained by existing employees may be undocumented, and is therefore lost when they leave the company.

One of the best ways to reduce employment costs and increase productivity is to motivate and retain your existing staff. So how can this be achieved? Any attempt to improve staff retention should start with an Employee Satisfaction Survey (sometimes called an “Employee Climate Survey”). A professionally developed satisfaction survey can be invaluable in determining what your staff do and don’t like about their job, their work environment and the company itself.

Once you understand the problems faced and the opportunities that exist in improving your employees’ satisfaction, you are in a much better position to improve productivity and retain your staff. While this sounds great, there are some practical problems to contend with. You must get a large number of people to complete the survey, collect their responses, collate their answers and analyse the results. This is a lot of work if you try and do it manually. While the questionnaire can be created in a word processor, and the results could be tallied on a spreadsheet, this is still a daunting task, requiring a lot of data entry, creation of formulas and development of reports.

A better way: Using Specialised Survey Software

Rather than laboriously using a series of general applications to create a basic survey and produce a few reports, the most efficient way to produce surveys is to use a tool that has been specifically designed for the task. One such application is Professional Quest - one of the most powerful survey design tools on the market.

Why use a specialised survey software package? The answer is very simple - efficiency. As you will see in the examples outlined in this White Paper, a specialised survey tool can roll the best features of word processors, spreadsheets, database applications and HTML form designers into a single package. Key benefits of such a package include:
<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible content management</td>
<td>Adding, removing and moving questions is very easy, making it practical to “tweak” the survey. Content is separated from layout, so you don’t have to compromise on the final result because it’s “just too hard” to change things again.</td>
</tr>
<tr>
<td>Survey specific layout tools</td>
<td>Laying out more complex question types (such as grid questions) is handled for you. You don’t need to understand HTML (or know how to use an HTML editor) to get a professional looking HTML survey form. All you set are things such as colours and column widths. Once you have a layout you like, it can be saved as a “Layout Theme” for future use.</td>
</tr>
<tr>
<td>Access to libraries &amp; templates</td>
<td>Professionally developed questions are available from the question library, and templates can be used as a starting point for your surveys. This type of content can save you hours, and assist in developing professional surveys quickly and efficiently. You can create your own templates and save questions to the question library for future use.</td>
</tr>
<tr>
<td>Building of all resources</td>
<td>A survey project is made up of many different files, including Web forms, databases and processing scripts. All these files are created for you. Every database built is customised for a particular survey. What would you do without this software? Manually building a database would be very time-consuming, and would require knowledge of database design. Even once it is built, you would have to manually write scripts to tie the database with the Web form.</td>
</tr>
<tr>
<td>Ready-made reports &amp; statistics</td>
<td>Forget about writing reports, coding formulas, and developing graphs - this is all done for you!</td>
</tr>
</tbody>
</table>
Employee Satisfaction Surveys

Employee Satisfaction Surveys are a great tool for determining the attitudes of your staff. These surveys will help you capture information about general areas within your company that need to be improved, and may indicate types of employees (such as older employees, or employees in a certain department) who are less satisfied than employees in general. Once identified, you can target employee’s concerns.

Improvements in your employees’ level of satisfaction will have a direct effect on their level of motivation and productivity. It also raises the likelihood that you will be able to retain them, because they will be less likely to look for another job. Simply conducting the employee satisfaction survey can increase satisfaction, because employees feel they have a say in the company’s direction.

Conducting Employee Satisfaction Surveys

If you are considering conducting an employee satisfaction survey, you need to plan how you are going to implement the survey. Generally, the key constraints will be time and cost. If it is too expensive, or too time-consuming to develop, it is unlikely that management will be supportive. Unfortunately while the benefits to the company (which could be very significant) are difficult to quantify, the time and cost in developing a survey is more easy to see.

So what do you need to get started, and how much is it going to cost? For a small to medium company, the Platinum Edition of Professional Quest may be sufficient. A single user licence starts at around $AUD1400, and supports up to 2000 responses per project (i.e. each survey you create can have up to 2000 responses). Larger organisations would use the Enterprise Edition of Professional Quest, which comes with 5 workstation licences and can handle unlimited responses. This edition costs around $AUD6000. If you want to put your survey on the company intranet, or on the internet, you will need to have access to a Web server that supports Active Server Page (ASP) scripts. This could be an internal server, or an internet service provider’s server.

The best way to explain how an employee satisfaction survey can be developed, distributed and analysed is to look at an example. The example below looks at how the fictitious company “Munklecorp” went about developing their employee satisfaction survey.

Welcome to Munklecorp

Munklecorp is a successful software development company. It has achieved substantial growth over the previous 3 years, and has over 500 employees in areas including development, consulting, sales and marketing. There is a feeling within company management that there is some staff discontentment, but they are not sure exactly why. One of the key indicators of this discontentment is the level of staff turnover, which is nearly double the industry average. The company’s budget for training and development has increased substantially in the last two years, partly because of the new staff who need basic training. The company has three major products, one of which is suffering from a lack of direction due to the resignation of key staff who were involved in product planning.
The company wants to run a staff satisfaction survey in an attempt to identify what the key problems are within the company, particularly with respect to staff turnover.

**Designing the Survey**

The decision was made to use *Professional Quest*, a specialised survey design package, to conduct the survey. This decision was taken due to the number of employees that had to be reviewed, and a desire to avoid the expense of a contractor to develop the necessary ASP scripts, forms, databases and reports for the survey.

Reports would be produced by a number of people, and on-screen analysis had to be available to both the HR Manager and her assistant. Therefore a 5 workstation licence of the **Platinum Edition** of *Professional Quest* was purchased for around $AUD3500. This equated to $7 an employee, and any additional surveys that the company wanted to do (including ongoing six-monthly employee satisfaction surveys) could be done at no additional cost!

**Step 1: Use a Template**

The HR manager looked at the various templates available within the *Professional Quest Designer*. Templates are split into various categories and one category, “Human Resources”, had a number of templates that would be suitable for Munklecorp to use as a basis for their survey.

*Professional Quest* allows templates to be saved as new design files. The template forms the foundation of the survey design, but the design file may then be changed to suit the purpose for which it has been created.
Step 2: Review the Design

The questionnaire design is shown in the Questionnaire Structure Window. The questions are shown in a “tree-like” structure which mimics the structure of the questionnaire itself. If a question is highlighted in the structure window, the properties for the question are shown in the property sheet window.

Pressing the preview button at any time will show a preview of the questionnaire form. This HTML preview is generated dynamically based upon the current content and layout settings for the questionnaire.

Step 3: Determine the changes to be made to the Design

The HR Manager liked the basic survey, but needed to make a few changes so that the survey suited her exact requirements. The following changes were needed:

1) The list of departments had to be updated to match the departments in the company. The company has the following divisions: “Customer Service”, “Finance”, “Sales & Marketing”, “Research and Development” and “Human Resources”. The divisions should also appear in a drop-down list, rather than being shown as radio buttons.

2) The question about type of employee (question 2) was redundant and needed to be removed.

3) A new call logging system had been recently implemented in the customer service section of the business. The HR Manager was interested to know what effect this system was having on staff in this section, and she wanted to ask some additional questions about the system and its effect on job performance. Only customer service staff needed to be asked these
additional questions - staff from other sections should not see the questions. The call logging questions would need to be on their own page so that this page can be skipped for those people in divisions other than customer service.

4) Being an IT company in a shaky IT environment, the HR Manager was particularly concerned with what employees thought about their job security and the future of the company. She wasn’t sure exactly what to ask, and was hoping to find something in the question library that is supplied with the software.

5) Munklecorp branding (logo etc.) would be needed on the questionnaire. Many of these changes are quite simple, but would cause you major headaches if you were designing the questionnaire manually. They would affect all areas of the design, including the form layout, database structure, and the ASP scripts. The change discussed in point 3 would also be particularly tricky because the questions about the call logging system were only to be shown under certain circumstances (requiring more complex scripting).

Fortunately, the changes are straightforward in Professional Quest, with most of the work done for you.

Step 4: Implement the Changes

The list of departments were changed in the software by simply selecting the department question, then making changes to the question’s properties in the Property Sheet Window. The HR Manager went to the format tab, changed the number of values required to five, and the “Use lists instead of buttons” checkbox was checked. She then moved to the values tab and entered the appropriate text for each division in the value items.

The position held question could be deleted by simply selecting the question on the structure window and pressing the delete key.

The requirement for call logging questions that are visible only to customer service staff is an example of “flow control”. The HR manager wanted to achieve the following flow within the questionnaire:
To achieve this type of flow, the call logging questions were set up by the HR manager in a separate page. All that was then needed was to set up the “page branching” flow in the Flow Control Manager. This flow would hide the page unless the respondent had indicated they were in the customer service division.

All scripting that is required for flow control is automatically generated by the software. Page branching details can be read like a sentence, making it easy to confirm you have entered the correct details. The flow entered by the HR manager reads:

“Hide Page Call Logging System whenever question Department you work in is equal to one of Finance, Sales & Marketing, Research & Development or Human Resources.

Job security questions were loaded directly into the questionnaire by the HR manager from the question library. Once added, the questions were customised to suit her needs. The question library is a great source of professionally developed questions. It is also a repository for new questions that you have created and want to use in later surveys.
The final change that had to be made to the survey was to change the layout to suit the Munklecorp branding. The HR manager wanted to include the company logo, and ensure that the survey used a colour scheme that was similar to the corporate web site.

Formatting can be accessed directly from the toolbar along the top of the preview window, making it easy to change general layout, fonts, spacing etc. and then instantly see the effect on the questionnaire.
The HR Manager was so pleased with the result she saved it as a layout theme so that the same layout could be applied to future surveys instantly.

**Building the Survey Project**

The survey design is like the blueprints to a house - blueprints aren’t the house itself, they are merely the plans that can be used to build the house. Once the design was complete Munklecorp’s HR manager used the *Professional Quest Project Manager* to build a project based upon the design she had developed.

All she had to do was name the project, and select a location to create the files - the software did the rest. Behind the scenes an Access database was created with a database structure built around the contents of the survey together with other files needed to distribute and analyse the survey.

Once built, the survey project is automatically opened in the Project Manager, ready for distribution.

**Distributing the Survey**

Manual distribution of a survey can be a laborious task. The amount of work required is surpassed only by the amount of work posed by the collection and collation the responses. The use of software drastically reduces the amount of time and effort required. *Professional Quest* has a large number of distribution
methods available, including network responses kiosks, Email questionnaires and paper-based forms.

Munklecorp's HR manager wanted to use the most advanced and feature-rich method of distribution - a Web questionnaire hosted on a Microsoft-based Web Server. This method of distribution allowed her to use validations (such as mandatory questions) and other advanced features such as flow control.

When building an ASP Web page, Professional Quest provides a lot of flexible options, but as a general rule, the defaults can be used. These standard settings were fine for the Munklecorp survey. The only thing changed by the HR manager were the publishing details. By including these details, the HR manager could have the survey scripts and associated files loaded directly onto the Munklecorp web site once they were created.
The publishing settings were saved so that all future surveys for Munklecorp could be easily set up to automatically load onto the Munklecorp corporate Web site. *Professional Quest* supports the saving of multiple settings files, which is useful when a company has more than one Web location.

Professional Quest can upload all distribution files automatically using the inbuilt FTP tools.

A distribution log is automatically produced to explain exactly what files were created, and how they should be distributed. If automatic publishing is chosen, the log will confirm whether or not publishing was successful.

The Munklecorp employee satisfaction survey web page was named “empsat.asp”. The HR manager wanted to announce the survey and provide her employees with a link. She created a simple Email in her standard Email package and sent it to all employees.
The Email said the following:

Hi,

Munklecorp prides itself on being a great place to work, and we are keen to ensure you are happy with your job and work environment. We would love to get your feedback so that we can correct any areas that you feel need improvement. To answer the survey, click the following link: http://www.munklecorp.com/surveys/empsat.asp

The survey is completely anonymous, and we appreciate your candour in answering it. If you have any questions please call me directly on extension #6523.

Regards,
Christine Black
HR Manager

When an employee clicked on the link, their browser was opened at the first page of the survey, and they could enter their responses.

The NEXT button at the bottom of the page allowed them to move through the survey pages. On the last page of the survey they were provided with a SUBMIT button to submit their responses.
Collecting Responses
The responses entered into Munklecorp’s survey were automatically saved into the database on the Web site. The collection of the responses was simply a case of the HR manager downloading the responses from the Web site and importing them into her project.

The files to be collected can be downloaded directly from the Web site and imported into the project automatically. There is no need to reset the files on the Web site - the system automatically tracks the responses that have been loaded into the system, so there is no chance of a double-up of responses.

Once imported, the data is ready for analysis.

Analysis of Results
The HR manager planned to run the survey for two weeks, but she was keen to look at the results after the first day. One of the great features of computerised survey software is the ability to calculate statistics at any time during the running of the survey - no need to wait for manual collation of data!

Quick Review of Statistics
The HR manager browsed the results of the employee satisfaction survey in the Analysis tab on Professional Quest’s Project Window. By clicking on a particular question, she could immediately see the results for the question. The results could be viewed as numerical data or as a graph.

She used the “quick print” feature to print a couple of graphs straight to the printer for management to review.
**Production of Reports**

*Professional Quest* has a range of reports that can be produced at any time, and the ease with which they can be printed means that it was feasible to start looking at the data immediately. Report settings can be saved so that the reports could be re-run when all the data was collected.

The reports that are available in the software include:

<table>
<thead>
<tr>
<th>Report Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results Sheet</td>
<td>The questionnaire results sheet report prints the raw responses for the questionnaire. It has various options, including the ability to filter what questions to show and what responses to include. This report should be used when you want to look at the individual responses to questions in the questionnaire, either on a respondent by respondent, or question by question basis.</td>
</tr>
<tr>
<td>Statistical Analysis</td>
<td>The statistical analysis report shows statistics and graphs for one or more questions in the questionnaire. The statistics and questions to show, together with the responses to include, are all configurable.</td>
</tr>
<tr>
<td>Value Range</td>
<td>The value range report provides a quick statistical view of the questionnaire data. It is designed to be compact and easy to print. If you wish to choose specific statistical information, specific questions, or show graphs, you should use the statistical analysis report instead.</td>
</tr>
<tr>
<td>Saved Statistics Report</td>
<td>Saved statistics include advanced statistics such as cross-tabulations. The saved statistics report prints one or more of the custom statistics that have been set up in the system. The format and content of each saved statistic is very customisable. The report includes all formatting that has been set up for each statistic, so this report has the most flexible layout and content of all the statistics reports.</td>
</tr>
</tbody>
</table>
Dual Range Analysis

Dual range questions are not currently being used by Munklecorp, so this report is not needed. Generally dual range questions contain both a performance and an importance score for each question. This report graphs both ranges and performs analysis on the gap between performance and importance.

Respondent Listing

If a questionnaire has respondent logins, this report can list respondents who have and have not answered the questionnaire. This can be beneficial in tracking down the respondents who are yet to answer the questionnaire. Munklecorp is not using logins and therefore does not need this report.

This is just a sample of the reports available. A complete listing of reports is available from the Workspace tab in the Project Window.
Analysis of Munklecorp's Reports

After the first week, around 1200 responses were collected from Munklecorp's employees. The HR manager produced some initial reports to get an indication of the responses that were being made to the survey questions.

The first report she produced was the **Value Range Report**, because it would give her a quick idea of the answers to each of the questions in a very concise manner.

A number of very useful findings were made from this report. For example, staff in the customer service area were asked about the new call logging system. There had been some anecdotal evidence that the system had greatly improved efficiency. This was confirmed by the initial response to the questions about the system in the survey.

For example, only around 10% of customer service staff disagreed that the call logging system improved their ability to answer questions.

The questions about the call logging system were only relevant to the customer service staff. The HR manager had implemented **flow control** to ensure that other staff were not asked these questions.

The value range report clearly indicated that these questions were skipped by 1261 respondents. These were the respondents from other departments.

The next report produced was the **Statistical Analysis Report**. The board of Munklecorp found this particularly beneficial because it showed the results in a graphical format, which was easier to understand. A couple of pages from this report are shown below.
The final report generated by the HR manager at this stage was a **Saved Statistics Report**. This is the most flexible report in the software, and allows a high degree of customisation and a variety of statistics.

For example, the HR manager wanted to analyse all the stats relating to the call logging system in a single statistic. Using a **multiple question statistic**, she was able to see all the statistics for the call logging system.

In addition, she chose to create two views for the statistic – a tabular view (for easy viewing of the actual percentages) and a chart view (for a more visual representation of the statistic).
360 Degree Feedback Surveys

You can use 360 Degree Feedback Surveys for assessment of employees. The name "360 degree feedback" reflects the many directions that information is provided from using this style of evaluation. You can think of the person being assessed as being in the middle of a circle, with their peers responding to the survey from 90 degrees, direct reports from 180 degrees, internal customers from 270 degrees and supervisors from 360 degrees.

360 degree feedback differs from normal evaluations in that the feedback comes from many sources, providing a more balanced evaluation that is usually more accepted by review subjects as fair and objective.

Why is 360 Degree Feedback Used?

360 degree feedback is a method of assessment that can enrich an organisation's human resources through the identification of individuals' personal development needs, improved feedback and teamwork, and better career development. The end results include improved customer service and a better "bottom line".

When it comes to evaluating their employees, executives find that accurate feedback can often be very difficult to get. People tell them what they think they want to hear, rather than what they need to hear. This is where 360 degree feedback can help - because the feedback comes from multiple sources and comes anonymously, it provides executives with exactly what they need: frank evaluations.

What are the benefits of 360 Degree Feedback?

Using 360 degree feedback questionnaires can benefit all parties involved in the process. Some of the key benefits to stakeholders in the 360 degree feedback process are as follows:

<table>
<thead>
<tr>
<th>Benefits to the Individual</th>
<th>Benefits to the Team</th>
<th>Benefits to the Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Process helps individuals understand how others perceive them</td>
<td>1) Increases communication between team members</td>
<td>1) Better career development for employees</td>
</tr>
<tr>
<td>2) Personal development needs are revealed</td>
<td>2) Supports teamwork by involving team members in the development process</td>
<td>2) Promote from within</td>
</tr>
<tr>
<td>3) Feedback is essential for learning</td>
<td>3) Improves customer service by having customers contribute to the training</td>
<td>3) Promote from within</td>
</tr>
<tr>
<td>4) Individuals can better manage their careers and performance</td>
<td>4) Drives training</td>
<td>4) Drives training</td>
</tr>
</tbody>
</table>
Evaluation of Employees in Munklecorp

Employees were evaluated in Munklecorp every six months. A paper-based form was filled out by each employee and by their manager. A meeting was held by each manager to go through the review and the HR department was provided with a recommendation by the manager for any increase in the staffmember’s remuneration.

The HR manager was frustrated by this system, because it had the following limitations:

1) Once a review was completed, it was “filed” and not used again.

2) The review was only used for remuneration, and apart from getting “hit over the knuckles” for poor performance, staff did not get any other feedback from the process.

3) The process was not used to determine development needs for staff - training programs were very “ad-hoc”, and were not linked in any way to the issues uncovered in the review.

4) The whole process was laborious and time-consuming.

5) Managers reviewed staff, but there was no evaluation of managers by staff.

6) Any analysis of the results was very limited because of the manual nature of such analysis.

Automating the Review Process

The 5 user Platinum licence included a 10 Review Subject 360 degree feedback licence (i.e. 10 people could be reviewed in each project created). Further review subject licences could be purchased from Dipolar for around $AUD50-$AUD100 per review subject.

The HR Manager was very excited by the prospect of using Professional Quest to automate the review of Munklecorp’s staff. There was a great opportunity to perform more accurate and thorough evaluations, and to use the information gained to improve staff
through ongoing development programs. Her first task was to prepare the survey that was to be used. Rather than use the outdated questions that had been used by Munklecorp for years, she chose instead to use one of the professionally designed templates available within the software.

Changing the look of the survey was easy, because the HR manager saved the “look” that was created in the staff satisfaction survey as a Layout Theme.

Transforming the layout of the template was as simple as choosing the new theme.

Once the theme was chosen, all the layout settings contained in the theme, including fonts, backgrounds, and the Munklecorp logo, were applied to the survey.

The result was as follows:

All that was left to do from a design point-of-view was to change some of the question text, add a few demographics questions, and change the introductory text at the beginning of the survey.

It took no more than 30 minutes for the HR Manager to create her first 360 degree feedback survey, customise it, and be ready to create the survey project.
Setting up the Survey Project

Step 1: Create the Project

The initial setup of the survey project was exactly the same as it was for Munklecorp’s employee satisfaction survey. A project was created in the Professional Quest Project Manager based upon the design file that had been created by the HR manager.

Step 2: Create Users and Relationships

Once the project was created, the HR manager needed to set up “users” within the project. Each of these users would have a login to allow them to respond to the survey. Non-360 degree feedback surveys may optionally use user logins (for the staff survey they were not used, however). For 360-degree feedback surveys, user logins are mandatory, because it is important to know who is completing a review (i.e. a review can not be anonymous).

Professional Quest can import user data and relationships from a delimited text file (such as a comma or tab delimited file). Munklecorp’s HR system could provide most of the information they needed on each user, including employee number, name, Email address, department and who each person reported to. The HR manager pulled this information into a spreadsheet to do some final tweaking of the data (the HR system was notorious for being out-of-date so some manipulation of the data was necessary).

The spreadsheet looked as follows:

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>Email</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
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<td>EmID</td>
<td>First name</td>
<td>Last name</td>
<td>Email</td>
<td>Department</td>
<td>Reports to</td>
<td>Self Review</td>
<td></td>
</tr>
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<td>Flynn</td>
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</table>

A tab-delimited file was saved from this spreadsheet, and the file was imported into Professional Quest through the respondent import window.
By providing the details of the relationship types to be created, the HR manager has simplified the creation of relationships between respondents – Professional Quest will create the relationships automatically.
Distributing the Survey

The creation of the ASP scripts and the placement of these files on Munklecorp’s Web site was the same as with the employee satisfaction survey. The big difference between the two surveys was that the 360 degree feedback survey had logins, whereas the staff satisfaction survey did not (i.e. it was anonymous). The HR manager couldn’t just send out a general Email containing the link to the survey, because anyone who had to respond to the survey would need to know their login ID and password.

Fortunately Professional Quest’s powerful Email system made it possible for the HR manager to send out personalised Emails to everyone who was to participate in the review process. Each participant could be referred to by name, they were provided with a list of the people they were to review, and they were even provided with a personalised link that would automatically log them in to the survey!

Invitations can be designed in Professional Quest. The text can be customised, and integration symbols can be used. Each symbol is replaced by the appropriate piece of information (the recipient’s name, for example) when the Email is sent. The invitation text that was created for Munklecorp is shown below.

```
Each invitation is automatically sent out as a separate Email message. Each recipient’s Email message is personalised.

For example, one of the staff received the following Email message:
```
When the recipient of the Email message clicked on the link to the survey, they were automatically logged in to the survey, and they were shown a list of all the reviews that they had to perform.

A survey had to be completed for each of the people they were meant to review (including themselves, if applicable).
Collecting Responses

Responses were collected in the same manner as the staff satisfaction survey. Periodically the HR manager would get the system to collect the latest results from the Web server. One of the benefits of using logins is that the system knows exactly how many responses you are expecting to receive. It is therefore possible to calculate the current response rate for the questionnaire, and for individual departments within Munklecorp.

The HR manager regularly sent an Email out to staff indicating what the current response rates from each department to create a level of competition between departments for survey completion. She found that this improved response rates significantly.

Analysis of Results

The HR manager found that the analysis she could perform on the reviews was significantly more informative and flexible than the analysis she had done in the past. Professional Quest features a number of customisable 360 degree feedback specific reports including:

This report is similar in format to the Value Range Report. The major difference is that one report is printed for each review subject. The ratings given by each of the third parties who reviewed the subject are shown. The subject's own rating choices are highlighted so that a comparison can be made between the subject's rating and the ratings given by the third parties.

In the example above, we see that the subject agreed with the statement, whereas three of their reviewers slightly disagreed with the statement. This demonstrates how this report can indicate both the subject’s answers to a question, and compare with all responses entered by other individuals.
360° Analysis Report

This report consolidates the ratings provided by third parties into a single rating that can be compared with the subject’s self-assessment. The report features colour-coded graphs that make it easy to see poor ratings, and the discrepancies between the ratings, simply by “skimming” through the report.

<table>
<thead>
<tr>
<th></th>
<th>Self-Assessment</th>
<th>Third Party Assessment</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>You are well-informed and well-motivated</td>
<td>5.00</td>
<td>3.80</td>
<td>-1.20</td>
</tr>
<tr>
<td>You make rational decisions based on accurate information</td>
<td>5.00</td>
<td>3.40</td>
<td>-1.60</td>
</tr>
<tr>
<td>You involve others in shaping decisions that affect them</td>
<td>4.00</td>
<td>2.00</td>
<td>-2.00</td>
</tr>
</tbody>
</table>

Subject Gap Analysis

This report shows the gap between each review subject’s performance in different competency areas, and the organisational norms for these competencies.

2.4: Productivity

<table>
<thead>
<tr>
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<th>1</th>
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<th>3</th>
<th>4</th>
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<tr>
<td>Self</td>
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<td>Organisation Norm</td>
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</table>

Each review subject’s training needs can also be shown in a ranked list based upon their rating.

<table>
<thead>
<tr>
<th>Ranking of Development Needs</th>
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<tbody>
<tr>
<td>Rank</td>
<td>Competency</td>
<td>Gap</td>
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<tr>
<td>1</td>
<td>Use sound logic in solving problems</td>
<td>3.6</td>
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<tr>
<td>2</td>
<td>Make sound decisions</td>
<td>2.9</td>
</tr>
<tr>
<td>3</td>
<td>Productivity</td>
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<tr>
<td>3</td>
<td>Effective in establishing short-term and/or long-term objectives</td>
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<td>3</td>
<td>Accessible/available when needed</td>
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<tr>
<td>3</td>
<td>Recognises importance of subordinates lives outside their jobs</td>
<td>2.0</td>
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</table>

Review Listing

The review listing report makes it easy to produce a list of outstanding reviews. You can also produce a list of all reviews, allowing you to see the progress of the review process (with regards to how many reviews have been completed).

User Relationships Report

The user relationships report is a simple report that lists the relationships between subjects and third parties. This can be used as a checklist to ensure you are happy with the relationships that have been set up prior to publishing the questionnaire and inviting people to enter reviews.
Conclusion

Automated survey design and analysis tools can provide a cost-effective method of improving your employee’s motivation and performance. **Employee Satisfaction Surveys** are a simple yet effective method of discovering problems within a company. Positive improvements can be made by rectifying the problems that have been discovered.

Development and training of an employee can be beneficial to both the employee and the company. Using **360 Degree Feedback Surveys**, developmental needs can be determined, and issues can be identified that may otherwise go unnoticed.

Dipolar’s *Professional Quest* survey design, distribution and analysis package can develop surveys of any type, including the surveys mentioned above. It provides all the tools you need to get an online survey on to the your company intranet or on the internet, and features powerful analysis and reporting. The time saved and the information collected using the software easily justifies its cost.

Contact Dipolar Pty Limited at [http://www.professionalquest.com](http://www.professionalquest.com) for further information.