

SOLUTIONS!

Survey Solutions Guide

Increase your effectiveness as an "Evidence-Based" Manager or "Results-Based" HR Practitioner

As with all business strategies, the most effective HR strategy is that which is informed by credible data and evidence, rather than intuition and 'guesswork'. The **Corporate Climate Diagnostic** and the **CCD-360** (multi-rater survey instrument), provide a simple, practical means of collecting data both at the organisational level (Figure 1) and the workunit level (Figures 2 &3).

This "guide" contains a number of **EXAMPLES** set in **ACME*** (a fictitious organisation). Each case study demonstrates evidence-based practice applied to a different organisational issue.

Choose the issue/s relevant to your business and find the solution that will work for you!

For solutions to a wider range of issues, please see our website at www.surveyourstaff.com

To view a trial survey or sample report, please contact us on ph07 3105 2855 or email info@surveyourstaff.com



**Unleash your
people
Potential!**

APDiagnostics: diagnostic technology to unleash your people potential!

Measure the Impact of Your HR/OD Initiatives!

For HR to become the most successful strategic partner with business, HR needs to **support any business case with credible measurement data** that shows impact in hard numbers.

By taking Climate measures on a regular basis, an organisation can create its own **baseline** from which to benchmark the **impact of HR and other business initiatives**.

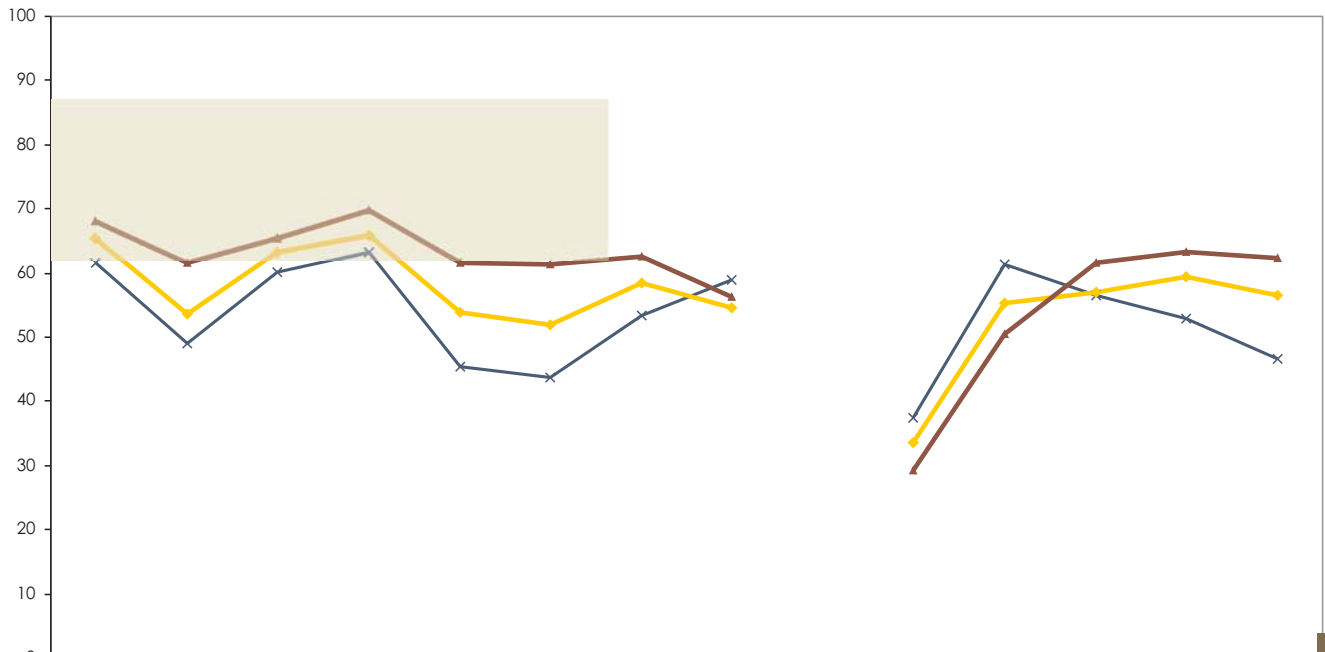
EXAMPLE: Figure 1 shows the results of ACME* over 4 years.

The CCD identified some serious people-issues that were interfering in organisational performance. By developing strategies which focused on Communication & Consultation, Feedback and Recognition and Professional Growth there was a significant improvement in CCD results. By 2006, the improvement in scores for Feedback and Recognition was 35.96% (using 2004 as a baseline).

How will you prove the impact of your HR Strategy?

Figure 1: Corporate Climate Diagnostic

NEGATIVE MEASURES
Decrease Desirable



| Year | Supervisor Support | Communi'c & Consultation | Role Clarity | Team Cohesiveness | Feedback & Recognition | Professional Growth | Goal Alignment | Workload | Individual Stress | Workplace Stress | Individual Morale | Workplace Morale | Quality of Work Life |
|------|--------------------|--------------------------|--------------|-------------------|------------------------|---------------------|----------------|----------|-------------------|------------------|-------------------|------------------|----------------------|
| 2004 | 61.57 | 48.92 | 60.02 | 63.20 | 45.38 | 43.75 | 53.32 | 59.01 | 37.38 | 61.32 | 56.60 | 52.98 | 46.56 |
| 2006 | 65.38 | 53.55 | 63.30 | 66.05 | 53.93 | 52.00 | 58.49 | 54.62 | 33.51 | 55.34 | 57.09 | 59.42 | 56.43 |
| 2007 | 68.20 | 61.50 | 65.50 | 69.80 | 61.70 | 61.40 | 62.60 | 56.30 | 29.20 | 50.60 | 61.70 | 63.40 | 62.30 |



Identify issues impacting on business performance by comparing and mapping Corporate Climate!

Studies have shown that Corporate Climate impacts on employee attitudes and behaviours such as stress, morale, absenteeism, turnover, and on-the-job performance.

EXAMPLE: Figure 2 shows the Corporate Climate results of Workunit A (e.g. Supportive Leadership, Participative Decision Making) moving into the Green "Advanced Performance" Zone. This has resulted in positive Outcomes such as low Stress, high Morale (Figure 2), Service Delivery, Innovation, Satisfaction, and Commitment and low Turnover intention (Figure 3).

The results of Workunit B show Corporate Climate to be functioning in the Yellow "Suboptimal" and Red "Critical" zones as are the Outcomes in Figures 2 & 3.

"Imagine the potential of being able to access this kind of detailed information for every work unit in your organisation".

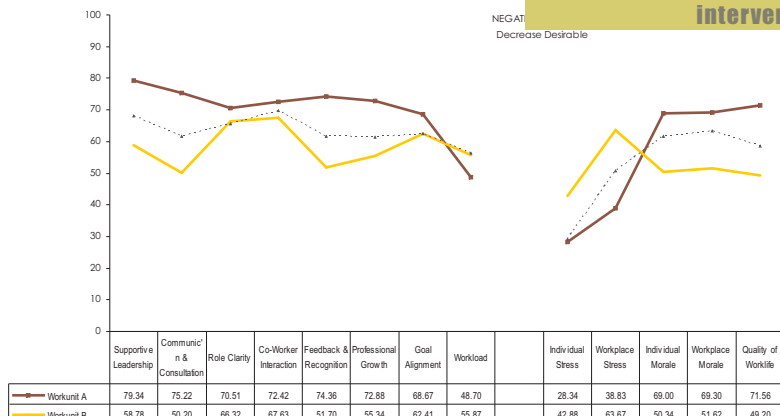
"By measuring Corporate Climate, your business will be able to invest in developing targeted strategies to improve business performance."

EXAMPLE: Figure 2 shows that while staff in Workunit B have a clear understanding of their supervisor's expectations in terms of their roles, they are not able to make a clear link between their roles and ACME's goals. They are also looking for more feedback and recognition regarding their performance.

Figures 2 & 3 shows how this is impacting in terms of High Stress and low Morale (Figure 2) combined with low scores on Job and Pay Satisfaction and Commitment (Figure 3).

How will you identify the issues holding back performance in your business?

Figure 2: Corporate Climate Diagnostic



Measure and reduce workplace stress!

Psychological injury claims are growing at an alarming rate with the average claim currently about \$100k.

In addition to the direct cost of workplace insurance, stress may cause productivity losses through: poor employee performance, increased absenteeism, diverted administrative and management time, poor morale, increased staff turnover etc.

While most employers are aware of the problem, not many know how to prevent and minimise psychological injury or stress.

The CCD provides a measure of stress and enables the identification of causes.

EXAMPLE: Figures 2 & 3 suggest that Workunit B would benefit from an intervention that supports the team supervisor to provide staff with greater clarity about roles, expectations and performance.

"An intervention addressing the cause of stress is more likely to be effective in reducing stress than a "stress management" workshop that targets coping mechanisms (e.g. relaxation exercises)."

Research has shown that the factors identified by Corporate Climate are major contributors to stress and morale.

Thus the CCD is useful for designing strategies to reduce workplace stress. It can then be used as a baseline to monitor effectiveness of those strategies

How will you measure stress in your business?

How will you identify the cause of that stress to develop the most effective interventions?

Provide managers with feedback about their leadership and people management performance!

In today's fast-paced, competitive environment, a climate of ongoing learning, continuous improvement and positive working relationships is paramount to success.

The CCD provides feedback about leadership performance enabling your managers to build on their capability to further contribute to business goals.

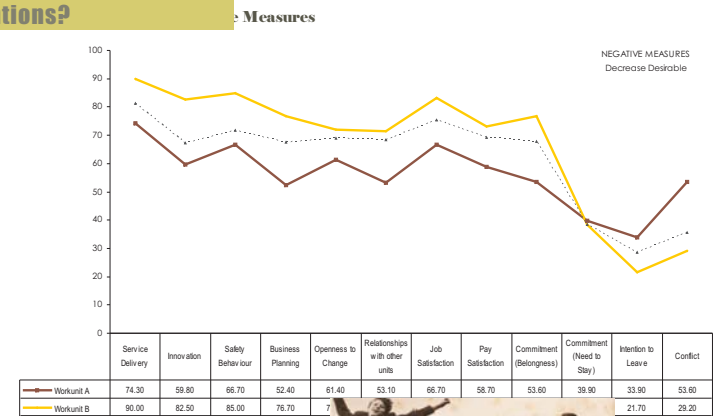
EXAMPLE: Feedback of these results to the supervisors of Workunits A & B would enable them to adjust their management styles to the needs of their teams and enable them to identify strengths and areas for development.

"The CCD identifies and measures those aspects of people-management behaviour that impact on stress, morale, absenteeism and business performance."

"This makes the CCD a suitable basis for developing people-management behaviours that impact positively on business performance."

As well as the standard CCD, AP Diagnostics also offers the CCD-360 a multi-rater feedback tool that is based on the same scientifically validated model.

How will you provide feedback to managers from multiple sources that can be linked with business performance?



Uncover the relationship between Corporate Climate and Absenteeism in your workplace!

The problem of employee **absenteeism** is a common one, but a "one size fits all" approach may not be the most effective one for your business.

By understanding the factors contributing to absenteeism in your organisation, a **targeted strategy** can be developed.

"One reason, outside of illness, that employees are stressed has to do with their relationship with their manager/supervisor. Autocratic managers are those who have poor listening skills, set unreachable goals, have poor communication skills, and are inflexible..."

By **identifying** managers who use an autocratic style, and providing them with **management training**, you will be taking a positive step not only toward reducing absenteeism, but also reducing turnover, and job burnout."

<http://www.employer-employee.com/absent.html>

The CCD can be used to identify which particular aspect/s of Corporate Climate are having the greatest **impact** on absenteeism.

EXAMPLE: ACME's results showed that workplaces with the highest Climate scores had lower rates of absenteeism. 1 in 6 single-days absent was able to be accounted for by one of the factors in their CCD scores.

Based on average of \$300 salary per day, it was calculated that \$398,000 worth of sick leave per annum could be saved by investing in improving the identified area of Corporate Climate.

What are the drivers of **absenteeism** in your business?

Uncover the relationship between Corporate Climate and Turnover!

A similar relationship can be found between Corporate Climate and Turnover. Workplaces with the **highest Climate scores** tend to have **lower turnover**.

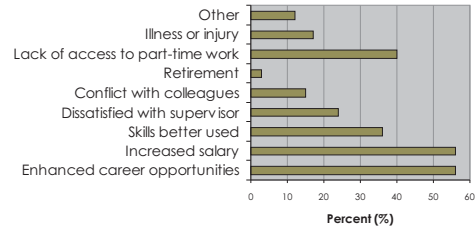
EXAMPLE: Corporate Climate accounted for nearly 1 in 10 employee separations in ACME.

What are the drivers of **turnover** in your business?

Figure 4: Reasons to Stay



Figure 5: Reasons to Leave



Modelling the precise relationships between the Climate dimensions and outcome measure for your organisation can reveal the most effective areas to invest in strategic initiatives that will profit your business.

By providing AP Diagnostics with measures of absenteeism, separation rates and productivity data for your business, we can run the analyses to create a cost calculation or Return on Investment (ROI) for you.

How will you gather evidence to make your business case?

Let us help you with:

- Staff surveys
- Exit surveys & interviews
- Retention Reports
- HR Metrics
- HR Return on Investment Reports

Minimise the impact of the Aging Workforce and Labour Shortages in your workplace!

Undesirable turnover costs you profits. When you invest in your people you want to maximise on your returns. Your don't want your people to **burn-out**, **retire early**, or worse still, go to work for someone else so that your **competitors** reap the benefits of your investment.

"People join organisations - but quit bosses".

"The CCD can assist your business to identify the issues contributing to issues of Attraction & Retention in your business so that you can become an 'employer of choice'."

EXAMPLE: In figures 4 & 5 you can see that to improve employee retention, ACME needs to invest in 'communication skills development' for supervisor's, 'performance feedback' and 'recognition of achievement' for staff.

As well as the information provided by the CCD, we can **customise** a survey to your individual needs.

How will you decide on strategies to attract and **retain** your workforce?

Plan options to encourage your workforce to **Delay Retirement** based on their needs and wants!

With the ever-increasing issues of an aging workforce, it is vital to invest in workforce planning to **minimise the impact of the skills shortage** on your business.

EXAMPLE: The ACME* survey found that 13% of their workforce were considering retiring in the next 12 months. The diagnostic indicated that investing in increased flexible work arrangements would assist ACME* to retain staff their most experienced people for longer, so minimising the knowledge drain and assisting in succession planning.

"The CCD can help you by quantifying the numbers of people considering retiring and what incentives would interest them in delaying retirement."

What are you doing to **plan** for your aging workforce?

You can lead or you can follow. Don't be left behind!



Call us now for your introductory analysis!

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