

Employee Satisfaction Assessment

PAM with its *Knowledge Bank Explorer (KBE)* interactive analysis software is a tool for consistently obtaining a clear and accurate “vision” of the enterprise workforce, processes, and culture. No tool offers this capability as extensively, quickly, unobtrusively, or economically than **PAM**.



Perceptions Collection
Internet Enabled Interviews
Confidential & Noninvasive
Builds Knowledge Bank
Analyze Knowledge Bank
Identifies Real Barriers
Repeatable Fact Finding

The **Perception Analysis Methodology (PAM)** is a web-enabled, Delphi-based management information collection and analysis tool. It is far more than a survey ...

- ◆ Enables unobtrusive, quick, “one-on-one” interviews with **every** member of an organization.
- ◆ Ensures collection of **real, unfiltered** information - participants remain anonymous.
- ◆ Provides extensive cause and effect analysis of interview results with creations of summary indexes, drill down detail, demographic comparisons, and real-time specific group/CSF/Issue combination comparisons.
- ◆ Provides measures of cultural resistance to change for determining, implementing and monitoring process changes.
- ◆ Provides a repeatable process for measuring progress, identifying barriers to success, and prioritizing/validating solution options.

Enables identification of culture and subculture ‘shared vision’ components for understanding why things are are/not working and what most appropriate corrective

Assessment Considerations

Your organization is probably staffed with excellent people that are armed with some of the best technical tools available. They are skilled, talented, committed

But, do they have the tools they really need and are they able to use the tools they have effectively? How do you know?

Each year your organizations are asked to do more with less. The pressure and stress on your good people is considerable.

... Do they feel challenged or over worked? Are they enthused or depressed? What do they want and need to re-energize?

Your investments in your people are extensive. Their knowledge of your enterprise systems and abilities to meet your company's needs have been developed over many years. They are very hard and expensive to replace. ...

... Are they becoming more and more dysfunctional with frustrations surrounding the organization's business practices? Are those practices outmoded? How do you know?

Managing highly qualified technical people is like herding cats. Many technical managers have not made the transition from technician to manager. ...

... Are your managers thoroughly trained? Do you know what their management weaknesses are? Do you know what training would be most beneficial to improve employee satisfaction and operational results?

Employee satisfaction and operational productivity require extensive coordination with and participation of key stakeholders ...

... Are your key stakeholders properly identified, informed, and involved? Are their visions aligned properly to ensure empowerment has not become a detriment to business objectives?

New, well thought out, and carefully planned improvement initiatives don't seem to go anywhere. Everyone seems to agree to move forward but it just doesn't happen.

... Are you able to identify the cultural components and strengths of shared visions that inhibit change? Can you identify the real cultural components that are driving success? Are you comfortable and successful at tuning up your culture?

The customers of your organization are under tremendous stress and frequently use your organization and your people as a defense for their organization's ills. ...

... Are your managers and staff properly trained and supported to play and survive in this tough environment? How do you know?

Everyone wants to be a part of the solution and a part of the team.

... Has your organization avoided the negative politics of self-serving agendas? Are they addressing the real problems or the symptoms? How do you know?

As great as the organization hierarchy is for accomplishing goals with teams of people, it is nearly impossible to get the real perceptions on what people are basing their decisions.

... Are you comfortable with the information you receive on the true status of the intellectual capital throughout your organization?

The **Knowledge Bank Explorer (KBE)** software provides access to the database of responses and begins with summary indexes for each demographic group and *Critical Success Factor (CSF)*.

Summary Indexes

CSF	Sufficiency	Satisfaction	Importance
Team Building	76	46	60
Prod Mgmt	72	46	66
Culture	74	43	67
Stress	74	43	66
Competency Based Prac	60	43	66
Cost Workforce Innovation	71	50	76
Training	79	50	71
Infrastructure	74	51	63
Meetings	68	51	72
Credibility	72	52	72
Job Sat	72	52	72
Pay	66	53	66
Sales	77	53	66
Quality	73	53	72

Group	Sufficiency	Satisfaction	Importance
5 to 10 Years	72	56	76
Accounting/Prod	77	61	79
Admin and Mktg	74	56	76
Admin Staff	73	54	74
Consulting and Other Svcs	71	50	76
Female	73	57	76
Lt 5 Years	79	60	76
Male	76	59	76
Member	77	61	76
Mgr/Div	72	57	76
Other Title	109	94	79
Over 10 Years	76	66	76
Prod Staff	77	56	72
Executive/Exec	75	62	72

Indexes are created that give numerical values for the level respondents have for **Satisfaction**, **Importance**, and **Sufficiency**. These Indexes are created for the consolidation of ALL respondents for ALL the CSFs/Issues, for each demographic group, for each CSF by each demographic group, and for any combinations of demographic groups, CSFs, or Issues. The KBE enables the analyst to create any combination of Groups/CSFs/Issues into customized/new groups and/or CSFs for comparisons and analysis prioritization.

Exporting to Word and Excel

A summary page can be exported to Word by selecting the groups and CSFs for the report. A Summary page can be created for any single or combination of demographics and CSFs.

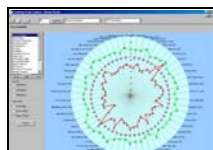
These summaries can be used to set priorities for further analyses.

All the screens generated by the KBE can be exported to Word and the detailed data sheets can be exported to Excel.

Overall	
Sufficiency	Importance
76	88

CSFs	SMT	SAI	SBI
Attitudes	89	88	84
Benefits	85	87	79
Career Dev	79	88	81
Change	74	84	80
Client Services	74	83	83
Coaching	82	89	84
Communication	88	83	79
Compensation	84	88	88
Competency Based Prac	89	88	81
Competency Dev	79	88	76
Cost Workforce Innovation	71	88	76
Credibility	72	87	72
Culture	77	88	87
Security	76	84	88
Human Resources	88	82	77
Infrastructure	74	81	88
Innovation	79	88	71

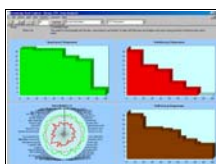
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Radar Chart Analysis

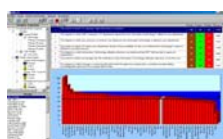
Importance, Satisfaction, Sufficiency perceptions by respondent groups for CSFs and Issues.

Group, CSF, Issue Analysis



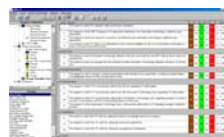
Importance, Satisfaction, Sufficiency analysis by specific group for CSFs and Issues.

Divergence Focus Analysis



Divergence of perceptions for each CSF or Issue by specific group.

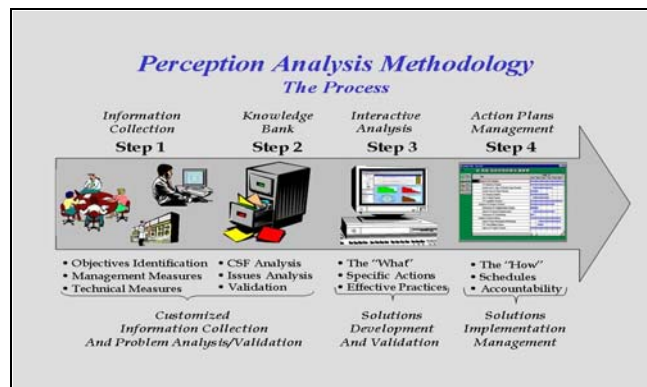
Group Detailed Issue Analysis



Detailed Issues responses by groups and complex groups. Exports to Excel for additional customized analysis.

Respondent Comments Analysis

Analysis of comments by any combination of groups and printed as Word documents. Text search allows comment selections based on phrases or words.



- **Customize CSFs/Issues.** Develop issues and CSFs for analysis. Import to PAM.
- **Electronic Interview.** The electronic interview collects information from stakeholders.
- **Build the Knowledge Bank.** A Knowledge Bank of the stakeholders' responses to the issues is developed by the PAM software.
- **Analyze the Knowledge Bank.** The KBE provides summary metrics and a drill down to identify gaps in perception, pockets of resistance, misunderstandings between the stakeholder groups, and critical needs for success.
- **Develop Management Action Plans.** Specific management action plans can be developed that support the processes for improving the planning, execution, measurement and control of business performance and return on investment.

Can you, **in one week**, perform a comprehensive assessment of the satisfaction of your **entire staff** and the operational readiness of your organization using less than 30 minutes of each staff member's time?

... Now You Can!

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