



SURVEY

THE “COMPLETE”
EMPLOYEE OPINION SURVEY

WORK
DYNAMICS INC.



TECHNOLOGY

ADVANCED SURVEY TECHNOLOGY

- ▶ **Paperless** Internet Survey Accessible 7 Days a Week, 24 Hours a Day
- ▶ View and Print Survey Results In **Real-Time** From WDI Secure Website
- ▶ **Instant & Unlimited** Survey Report Capability

OPTIONS

ADVANCED CUSTOMIZED SURVEY OPTIONS

- ▶ Precise Measurement of Employee Morale with Norm Comparisons
- ▶ Identify Psychological Work Values Influencing Employee Morale
- ▶ Identify Top Reasons Employees Stay
- ▶ Forecast Future Turnover and Recruitment Needs
- ▶ Identify Top Reasons Employees Leave
- ▶ Measure Employee/Labor Relations Vulnerability
- ▶ Identify Issues From Employee Written Comments

EXPERIENCE

ADVANCED CONSULTING EXPERIENCE

- ▶ Thirty Years Consulting Experience in Hundreds of Corporations

ABOUT WORK DYNAMICS

Work Dynamics is a highly specialized research and consulting firm dedicated to measurably improving employee morale and resolving current human resource management issues within a variety of industries. Its goal is to assist client organizations achieve their full human resource potential by providing technologically advanced precision diagnostic tools and extensive employee and labor relations consulting expertise.

Work Dynamics was formed in 1996 by James C. Velghe. Immediately prior to this he was the CEO of Management Science Associates Inc., a national employee and labor relations consulting firm he founded in 1974 and subsequently sold to a publicly traded multinational corporation. Work Dynamics represents nearly thirty years of successful consulting experience in hundreds of major corporations throughout the United States.

Today, Work Dynamics is an innovative leader in developing and applying precision diagnostics tools to solve difficult and complex human resource problems. Its diagnostic survey tools can be customized to any client's unique and specific needs. Using advanced interactive survey technology, it can survey all employees simultaneously and provide diagnostic survey results instantly, regardless of the size of the organization or number of multiple geographical locations.

SURVEY

THE “COMPLETE” EMPLOYEE OPINION SURVEY

The WDI “Complete” Employee Opinion Survey is the most advanced employee opinion survey available.

It combines advanced survey capability with advanced internet technology and is backed by thirty years of highly successful employee and labor relations consulting experience in hundreds of corporations. Employees complete the 15-20 minute survey questionnaire on the internet at **www.wdisurvey.com** (a paper survey option is available if needed). With the WDI “Complete” Employee Opinion Survey, your survey results are instantly available and can be viewed in **real-time**, from your personal computer, on our secure website as your employees are completing the survey.

The WDI “Complete” Employee Opinion Survey gives you freedom and flexibility.

You have the freedom to choose any or all of the following survey options and you can change these options from year to year.

DEMOGRAPHICS

EMPLOYEE ATTITUDE

WORK VALUES

WHY EMPLOYEES STAY

LOOKING TO THE FUTURE

WHY EMPLOYEES LEAVE

WRITTEN COMMENTS

EMPLOYEE/LABOR
RELATIONS EFFECTIVENESS



OPTIONS

SURVEY OPTIONS

DEMOGRAPHICS

WDI's dynamic survey report capability enables you to instantly view and print, in **real-time**, customized survey reports by any demographic group or combination you want. In the demographic section of the survey employees answer questions about themselves such as: Age, Sex, Race, Length of Service, Shift, Position Category, Department/Work Unit etc.

EMPLOYEE ATTITUDE

This section of the survey produces three survey reports that enable you to compare survey results by any demographic category to your own organization and to industry norms. It is a very precise measure of employee satisfaction that is easily understood by employees and easily used by management as a tool to measure improvement in employee attitude and morale over time. Employee attitude is measured from YES, NO & UNDECIDED responses to thirty core questions that measure satisfaction with the following key aspects of work. In addition, you can add custom survey questions to address specific issues unique to your organization.

Advancement
Job Security
Sr. Management

Benefits
Job Satisfaction
Supervision

Due Process
Loyalty
Teamwork

Input
Pay
Work Environment

WORK VALUES

This option identifies six predominate work values that represent levels of psychological existence. Employees have different reasons for working and these differences go to the heart of what they value in work. These work values influence their job related needs and thus directly affect employee morale. The distribution of these work values is unique to each organization. That is why what works for one organization may not work for another. Knowing the unique distribution of your employee work values by department and for the entire organization is critical in knowing what employee relations strategies will or will not work.

Here are some of the insights you can expect from including this option in your survey:

- ▶ Most effective method of providing merit increases that will increase satisfaction with pay.
- ▶ Most effective type and method of employee communications that will build trust in senior management.
- ▶ Most effective system for evaluating employee performance that will minimize complaints and maximize performance.
- ▶ Best methods to assure employee acceptance of decisions affecting them.
- ▶ Best techniques for increasing employee satisfaction with existing benefit plans.
- ▶ Most effective style of supervision that will increase employee perceptions of management.

WHY EMPLOYEES STAY

The reasons employees stay in their current jobs is different for each organization. By knowing the top five reasons your employees stay, you are able to reinforce the “right reasons” for staying and avoid spending time or money on the “wrong reasons”. When taking the survey, your employees choose from a list of many different reasons and from these they rank order the top five. These choices represent both internal/controllable and external/uncontrollable factors listed under the following categories:

Job Related Reasons
Career Reasons
Residency Reasons
Organizational Reasons

Developmental/Professional Reasons
Financial Reasons
Social Reasons

Supervisory Reason
Family Reasons
Change Reasons

LOOKING TO THE FUTURE

Because the WDI survey is totally anonymous, employees are candid about their future employment intentions. By selecting this survey option you will gain valuable recruitment and retention information that can be used to significantly reduce employee turnover . Here is what you will learn:

- ▶ Intention to stay until retirement.
- ▶ Intention to leave prior to retirement.
- ▶ Preference for full-time versus part-time employment status.
- ▶ Additional years planning to work at your organization.
- ▶ Seriously considered leaving in the last six months.

Depending on your particular survey results, you may be surprised when you realize the magnitude of your projected recruitment needs. Having this information today will help you minimize recruitment and staffing problems tomorrow.

WHY EMPLOYEES LEAVE

In this survey option, employees who had indicated that in the last six months they had seriously considered leaving are asked why. They select from different reasons and then rank order the top three reasons. Knowing in advance by work unit and demographic the number and percentage of employees considering leaving and why, places you in a strategic position to prevent turnover before it occurs. The variety of different reasons for leaving are broken down into the following categories:

Development/Professional Related Reasons
Job Stress Related Reasons
Compensation Related Reasons
Organizational Related Reasons

Supervisory Related Reasons
Career Related Reasons
External Related Reasons
Job Related Reasons

EMPLOYEE WRITTEN COMMENTS

This option allows employees to provide written comments. Employee written comments are provided by departmental or work unit breakdown and are not linked to any other demographic category. Written comments can provide insight into current and specific issues affecting employee morale.

EMPLOYEE/LABOR RELATIONS EFFECTIVENESS

Whether you are a union or non union organization, if you include in the survey a demographic category listing of National Labor Relations Board bargaining/voting unit positions, the survey will provide a very precise measure of vulnerability to unionization and/or a precise measure of labor relations effectiveness.



WDI Survey Reports are available as soon as your employees start taking the survey. You are able to view and print these reports in real-time from your own computer as your employees are actually taking the survey. You can produce a report for any demographic category or combination thereof. In essence, you have unlimited dynamic report capability from your own computer. WDI survey reports are designed to be easily understood. This is important when communicating survey results to employees and when using them as a top management dashboard performance indicator. Here is snapshot of each available report.

REPORTS

WDI SURVEY REPORTS

Priority Report

Work Dynamics, Inc.
Employee Opinion Survey Priority Report
ANY ORGANIZATION
Anytown U.S.A.

Date:

Subgroup: All Departments, All Positions, All Age Ranges, All Employment Statuses, All Shifts, All Races,
Both Genders, All Years of Service

EMPLOYEE
RELATIONS
INDEX

Med Records 84%
Admitting 86%
Child Care 79%
MAC Office 72%
Emergency Rm.
P.T. & O.T. Therapy
Env. Svcs.
Food Service
NS: CCU
NS: Systems
Laboratory
Outpt. Svcs.
Operating Rm.
NS: OB
Behavioral Svcs.
NS: 3 Med/Surg
Pharmacy
Resp. Therapy
Other: Without Pt. Contact
Other: With Pt. Contact
NS: 4E Ortho
Cardiology
Facility Maint.

Work Dynamics, Inc.
RN Retention Survey Report Prepared For:
ANY ORGANIZATION
Anytown U.S.A.

Results By: Surgery Department

Total Respondents	950	
Total Respondents For Demographic:	150	
Respondents as % of Total:	16%	

Looking To The Future:	No.	%	Work Values	No.	%	Top Five Reasons To Stay
			Task	30	20%	1 My current work schedule fits my needs
Seriously considering leaving	50	33%	Self	5	3%	2 I am able to practice good nursing care here
Wanting full-time position	103	69%	Structured	67	45%	
Wanting part-time position	47	31%	Success	6	4%	3 I am proud to be a nurse here
Planning on staying until retirement	98	65%	People	22	15%	4 I like my supervisor
Minimum average additional years planning to work here	4		Existential	20	13%	5 My job is close to where I live
Maximum average additional years planning to work here	12		Total	150	100%	Top Three Reasons To Leave
Average additional years planning to work here	8					1 My work schedule is too inflexible
						2 There is insufficient mentoring here
						3 There are not enough clinical and/or educational opportunities for me here

Demographic Distribution

Demographic:	No.	%	Demographic:		
Age:			Shift:		
16-21					

Work Dynamics, Inc.
Employee Opinion Norm Comparison Report
ANY ORGANIZATION
Anytown U.S.A.

Subgroup: All Departments, All Positions, All Age Ranges, All Employment Statuses, All Shifts, All Races,
Both Genders, All Years of Service

Total # of Respondents: 296

Subgroup Employee Relations Index: 57%

Norm Group: Hospital

Date:

Norm Group Employee Relations Index: 59%

Percentile	LOW		AVERAGE		HIGH	Pos %	Neg %	? %
	10	30	50	70	90			
Advancement								
Are you satisfied with your opportunities for Future advancement?	22	34	47	58	67	39	43	18
In your experience, are employee promotions handled fairly?	19	26	37	44	50	37	42	21
Benefits								
Are you satisfied with your overall employee benefit package?	20	31	48	59	67	40	53	7
Do you consider your employee benefit package to be competitive?	19	29						
Due Process								
In your experience, are employee complaints handled fairly?	16	24						
Do you feel free to go to your supervisor with a complaint?	39	57						
Input								
Do you feel you have enough input into decisions that affect your job?	13	22						
Job Security								
Do you feel secure in your job?	28	41						
Job Satisfaction								
Do you like your job?	81	84						
Do you like working here?	71	77						
Loyalty								
Do you plan on working here for a long time?	32	43						

Rank Order Report

Work Dynamics, Inc.
Employee Opinion Survey Rank Order Report
ANY ORGANIZATION
Anytown U.S.A.

Date:

Subgroup: All Departments, All Positions, All Age Ranges, All Employment Statuses, All Shifts, All Races,
Both Genders, All Years of Service

MEASUREMENT ITEM	% POS	% NEG	% UND
Do you like your job?	91	5	4
Do you like working here?	90	5	5
Does your supervisor treat you with respect?	80	14	6
Are you free to do your job without any kind of harassment?	79	15	6
Is the equipment you use to do your job adequate?	76	17	7
Are your physical working conditions adequate?	75	20	5
Do you feel free to go to your supervisor with a complaint?	74	22	4
Do you usually have enough help to handle the workload in your area?	62	32	6
In your experience, are employee complaints handled fairly?	47	33	20
Do you feel a sense of commitment to this organization?	74	18	8
Are you satisfied with how pay increases are handled?	59	30	11
Do employees in your area work well together?	74	18	8
Do employees in your area work as a team?	71	21	8
Does your supervisor give you enough feedback about your job performance?	60	33	7
Does your supervisor motivate you to perform to the best of your abilities?	59	27	14
Is senior management responsive to employee concerns?	49	29	22
Do you plan on working here a long time?	59	16	25
Do you feel secure in your job?	57	32	11
Does your supervisor do a good job keeping you informed?	57	29	14
Is there a feeling of trust between employees and senior management?	54	25	21
Is the volume of work that is expected of you reasonable?	50	39	11
Does senior management treat employees with dignity and respect?	49	30	21
Does your supervisor do a good job handling employee complaints?	48	32	20
Does your supervisor do a good job handling employee discipline?	46	30	24
Are you satisfied with your overall employee benefit package?	40	53	7
Are you satisfied with your opportunities for future advancement?	39	43	18
In your experience, are employee promotions handled fairly?	37	42	21
Do you consider your employee benefit package to be competitive?	36	43	21
Do you consider your pay to be fair, compared to other jobs like yours?	35	54	11
Do you feel you have enough input into decisions that affect your job?	35	49	16



SURVEY

STARTING AND PLANNING YOUR SURVEY

When you are ready, a WDI consultant will help you plan and implement your survey and be available for any assistance you may need. We can have your survey up and running in 48 hours, if necessary. Here are the five steps we follow in planning and administering the WDI “Complete” Employee Opinion Survey.

STEP 1

Select the survey options you want

STEP 2

Customize the survey to your needs

STEP 3

Announce the survey to your employees

STEP 4

Employees begin taking the survey at www.wdisurvey.com

STEP 5

Begin viewing and printing your survey results

Step 1. Select The Survey Options You Want

The WDI “Complete” Employee Opinion Survey has seven separate sections. You have the option to include or eliminate any one of these sections. In addition, you have the option to include position categories that allow you to measure employee/labor relations effectiveness. Unless you instruct us otherwise, we will set up your survey to include all of the following sections:

Demographics. This includes categories for: position, race, sex, department/unit, shift, employment status, age and length of service.

Work Values. This provides a breakdown of six work value categories showing the number and percentage of employees in each category.

Opinion Survey Questions. This section contains 30 core survey questions plus any additional custom questions you may want to add.

Why They Stay. This section lists the top reasons employees stay with their current employer and allows your employees to select from these the reasons they stay and then rank order the top five.

Looking To The Future. This section asks questions about future employment intentions that enables you to forecast your future turnover and recruitment needs.

Why They Leave. For employees who indicated that they have seriously considered leaving in the last six months, they will have the opportunity to say why they are considering leaving by selecting from the top reasons employees leave and then rank ordering their top three reasons.

Written Comments. This section allows employees to provide any comments or suggestions. The results of the written comments section are available by department/unit.

Employee/Labor Relations Effectiveness. This feature is activated when you include in the demographic section the appropriate National Labor Relations Board voting/bargaining unit position categories.

Step 2. Customize Survey To Your Needs

You can customize the survey to your needs by making the following determinations:

What departmental/unit categories do you want to include? There is no limit on the number of categories available. However to protect the confidentiality and anonymity of the survey, reports are not provided for any subgroup with less than five participants.

Do you want to measure union/labor relations vulnerability and if so what position categories do you want to include? These typically correspond to NLRB voting/bargaining units.

What custom questions do you want to add to the survey's core thirty opinion survey questions?

What, if any, incentive do you want to provide your employees for taking the survey?

We have several effective options that help assure high survey participation that we can provide to you.

When do you want to start and end the survey? Typically we allow between two and four weeks for employees to complete the survey. On average, it takes between 12 and 18 minutes to take the survey on the internet.

Step 3. Announce Survey to Your Employees

Prior to the date your survey is to begin, all employees are provided a survey announcement letter that explains the purpose of the survey, how it works, its importance and confidentiality and what, if any, incentive is available for taking the survey. Included in the letter is a unique survey access code that the employee must enter when taking the survey. Survey access codes assure only one survey per employee and provide a mechanism to reward employees who take the survey. You will be provided one unique survey access code for each employee. These codes are typically printed on gum labels and attached to the survey announcement letter or mail merged directly into the letter. Survey access codes cannot be used to identify a particular employee and employees can exchange survey access codes prior to taking the survey. Once a survey access code is used, it is rendered inoperable and cannot be used again.

In addition, you will be provided with a special security access code that will enable you to enter a secure client administrative area on the WDI website where you will be able to see and print all used survey access codes. This will enable you to provide immediate incentive to any employee who has completed the survey by simply confirming that their survey access code has been used.

Step 4. Employees Take The Survey

From the internet, your employees will go to www.wdisurvey.com and enter their survey access code. All they need to do is follow the instructions and complete each section of the survey. If they are interrupted while taking the survey and need to stop, they can select the **“save and exit button”** and return to the survey later by re-entering their survey access code. When they have completed each section of the survey they select the **“submit button”** and they are done. On average it takes between 15-20 minutes to complete the survey if it contains all of the survey options.

Step 5. View And Print Your Survey Results

From the minute your employees start taking the survey you will be able to view and print survey results from your personal computer. We will provide you instructions and a survey security access code to view and print your survey results in Real-Time from our website at www.workdynamicsinc.com. WDI's survey reports are Dynamic, that means that you can view and print these reports instantly for any subgroup or combination of subgroups you chose.

FINISH

AFTER THE SURVEY IS OVER

When the survey is over and you have your complete results, we are available to provide an on-site top management presentation of the survey results along with our professional interpretation of the survey findings and strategic recommendations. In addition, we are available to provide the following post-survey communication options to you:

- ▶ *On-site presentation of your survey results to selected groups such as: Governing Board, senior leadership, managers and employees.*
- ▶ *Customized one day Survey Feedback Leaders workshop for selected leaders so you can internally communicate the survey results directly to your employees.*



POST SURVEY CONSULTING ASSISTANCE

Having provided both the survey results and our professional interpretation of these results to you, we have an insight into your organization and are in a unique position to assist you in achieving your employee and labor relations goals. As such, we are available to provide advice and counsel regarding any post survey decisions necessary or desirable as well as any employee and/or labor relations advice you may desire or require.

WDI CONSULTING POLICIES

Retaining any consulting firm should be a thoughtful and deliberate process. The firm you entrust to advise you should possess unquestionable expertise and the highest level of integrity. In addition, its beliefs, approach and methods should be philosophically compatible with your organization. As a matter of practice, we strive to assure that this compatibility exists before accepting any client engagement. The following WDI policies will help clarify how we work.

CLIENT CONFIDENTIALITY

WDI will not disclose the names or locations of its clients nor its current client work in progress without the client's express permission.

WORK PRODUCT CONFIDENTIALITY

All WDI work products are considered confidential and proprietary and upon request may be provided through the corporation's legal counsel and therefore subject to Attorney-Client Privilege. Except as required by law, regulation, or judicial or administrative process, WDI will not disclose to anyone, without client permission, the content of any oral or written confidential communications received during the course of its work, nor any information gained from the inspection of any records or documents provided and identified as confidential.

CLIENT ENGAGEMENT AGREEMENT

WDI documents its client relationship in the form of a formal Client Engagement Agreement. This agreement establishes the client relationship and outlines the scope of WDI work, its policies and methods of payment.

WDI FEES

With the exception of survey system fees, WDI services are provided on an hourly time-worked basis, with an estimate of anticipated or required time.

INITIAL ON-SITE VISIT

If requested, WDI will make an initial on-site visit to meet the appropriate members of senior leadership to present WDI's services, discuss the scope of the engagement, review WDI capabilities and provide an estimate of cost. The cost of this initial on-site visit is out of pocket travel expenses only.



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