

## **Survey Case 1 --- Comprehensive Employee Survey Process**

We won a bid on a comprehensive employee survey process for a 250-person town government. The RFP included designing and conducting an extensive employee survey to measure the “organizational health” of the town government and identify areas for improvement. In addition to the employee survey, the RFP also called for:

- advance focus groups with a cross section of employees to help identify critical employee issues to include in the survey,
- follow-up, small-group action planning sessions with all employees
- 360-feedback process with the Town’s senior executive team, including follow-up coaching sessions with each executive to review their 360 results and the employee survey results for their department.

The advance focus groups with a cross section of 30 employees provided input for the survey design and created positive press for this first time employee survey. Our client, the HR Director, and we were pleased with the 80% participation in the survey.

We presented the survey results and our recommendations to the exec team and also shared plans and asked for feedback about the follow-up action planning sessions. These sessions yielded numerous additional improvement ideas. Employees appreciated that the survey results were being taken seriously by the exec team believed that improvements would be made.

The concurrent 360 process also worked well. The employee satisfaction data was a great complement to the 360 feedback the execs received from their subordinates, peers, and internal and external customers. In their coaching sessions, we helped the execs review both sets of data and build action plans for improvement.

This organization was performing well before the survey. The survey results helped them identify plans to further improve the organization. Several months later, the client was awarded national recognition for quality processes. The HR Director shared that she felt the survey process and 360 coaching was an important factor in their recognition.