

Report Illustrations

ABC (UK) Ltd Employee Survey 2011

Think before you print

If you print this document and read it on paper, none of the links will work, so we recommend you preserve the hypertext capability we have built in, and save a few trees by reading the document on screen.

Navigation

As well as the normal Acrobat[®] page by page navigation options, you can click bookmarks (open the bookmarks pane if it is not already open) or click links in the text to jump to a section in the document, or a **QUANTIFY** Glossary of Terms entry on our web site.

QUANTIFY Locations

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Introduction

This document is intended to answer your question, “What will the reports look like?” and it includes an example [typical reports package](#), presented as if it had been prepared for an imaginary client, ABC Ltd including the explanations which will appear before each of the various reports.

It also includes comments in green, indented like this paragraph, which won't appear in your final report package.

The [typical reports package](#) appears after the next section, [Report package – contents](#) which briefly describes the contents of the typical package and the options and add-ons you can choose.

We suggest you use the [Report package – contents](#) as your starting point. Refer to our proposal for your survey and find the reports package it suggests. By clicking the links in the Report package – contents pages, you can view each report's description and (on the pages which follow the explanation) an example.

The typical package is followed by illustrations of the options and add-ons; a range of other report formats you may prefer, or which we may have recommended for your survey. You can follow links in references to these options which appear within the typical reports package or you can just browse and see if any report styles catch your eye.

The illustrations are not all drawn from the same source data. Some are Employee Satisfaction Survey reports, some Customer Satisfaction Survey and some of the [Bespoke](#) reports relate to 360° Feedback systems.



Report package - contents

We will agree with you the exact content of **your** reports package. The following describes a typical reports package which you may decide suits you very well, or may provide a starting point for you to adapt and specify exactly the package of reports which meets your needs or preferences. In any event, each report in the package has one or more pages of introduction which explains how the report works and how to interpret it.

A typical report package comprises the following reports. The report names are links to the more detailed description in the [example package](#) which appears below.

Typical package

[Questionnaire](#); A copy of the questionnaire for later reference.

[Progress Report](#); A final progress report showing the final [achieved response rate](#).

[Subset List](#); Shows all the subsets we have created and analysed for you, together with another “Short” version, filtered to include only the subsets which have met any minimum subset size you may have set to protect informants’ anonymity.

[Response Tally Report](#); Usually just one, covering the whole survey.

[Subset Tabulations](#); One report for each [classification system](#) in the questionnaire, comparing the subsets the classification system gives rise to.

Options

You may choose these report layouts instead of or in addition to those suggested in the typical package.

[Responses by Class report](#); While the survey is still live, shows the classes within a [classification system](#) and the number of informants so far in each, with the percentage they represent of the total, or if you have provided us with the headcount within each class, the percentage response rate so far by class.

[Question by Question report](#); For each [item](#) (question) in the survey, lists the [subsets](#) and shows the total number of responses received for this item and the percentage of them which selected each of the possible options.

[Averages Report](#); For each subset, shows each item and cluster sample size and average result, with a number of statistical measures.

[Subset Comparison reports](#); Shows two subset results side by side for comparison and highlights significant differences.



Add-ons

These additional reports / services will lead to [fees in addition](#) to the [QUISH](#) fee.

[Free text comments summaries](#)

If there are comments prompts on your questionnaire and you have asked us to summarise the remarks, we will also deliver the following reports. These attract an [additional fee](#), beyond the [QUISH](#) fee for the project.

- [All Comments](#), showing every comment found, grouped by classification.
- [Comments mentioned by more than one informant](#) grouped by classification.
- [Comments mentioned by 10 informants or more](#) grouped by classification.
- [All comments mentioned by more than one informant in descending order of number of mentions](#)

[Priority for Action reports](#); Take account of an importance rating to show the high priorities; areas which are both unsatisfactory to employees and important to them.

[Benchmarking Comparison report](#); Shows how your results compare with our benchmarking (normative) data.

[Prior Year Comparison reports](#); Shows each subset side by side with its parallel in the prior occasion survey for comparison and highlights significant improvement or decline.

[Management Summary](#); We prepare a narrative report picking out the key findings of your survey.

[PowerPoint](#); If we have prepared a Management Summary report, we can also prepare a PowerPoint presentation document which we, or you can use to present the survey results to others.

[Attend to present results](#); If we have prepared a PowerPoint presentation document, we can attend to make a presentation of the survey results.

[Feedback summary](#); We can prepare a summary for you to use to feed back survey results to the target group or others.

[Support for your initiatives for change](#); We maintain a wide network of specialist who can help with most change / improvement programmes.

Other [Bespoke reports](#); We can design a report layout to meet your specification and produce the reports just the way you want them. Follow the link to see a few examples of layouts we have designed and produced for other clients.

The typical reports package example begins on the next page.



Typical Reports Package Example

How to use the reports

Looking at prior occasion comparison reports (if you have them)

Look in the reports for “x”s. These identify differences between the prior occasion and the recent results which are statistically [significant](#) at the [confidence level](#) shown in the report footer after applying a [design factor](#) as shown. **Don’t even consider taking action about any differences not marked.** These differences might arise just through the variations inherent in the process of [sampling](#).

If a result is improved by comparison with the prior occasion, then people are more satisfied with this issue than they were before. It may be worth letting them know about this – they may not realise that things are on an improving trend.

If your result is less good than before, consider doing something to address the problem – if it is a problem. Factors which will influence your decision whether to do anything and if so what to do will include

- **The number of people affected.** If one small subset seems to have a problem but the survey as a whole doesn’t there may be no need to act.
- **Corroborative evidence.** If you have information from other sources which tells you that there is a problem, you may be more convinced of the need to act.
- **The nature of the problem.** Is it something you can change? It may be out of your control, or just too expensive to change to make it commercially wise to attempt to. Or on the other hand, it may be just the way things have evolved and it could be just as easy and cheap to do things a different way to please people.
- **The importance of the issue.** It may be something people are fed up with but which they wouldn’t see as crucial. Or it might be exactly that – crucial.



Looking at your results for this occasion

You can't tell from these reports whether your overall results are good, bad or indifferent. With no standard to compare with, you don't know what "score" would be a good one for any particular question.

The reports are still useful, though. You can tell whether there are some groups of people who are more satisfied than others with the issues your survey measures.

In the [subset tabulations](#), look for "x"s in the significance matrix below the row of percentile results. These show where differences between [subsets](#) are statistically [significant](#) at the [confidence level](#) shown in the report footer after applying a [design factor](#) as shown. **Don't even consider taking action about any differences not marked.** These differences might arise just through the variations inherent in the process of [sampling](#).

If one subset result is better than another, then these people are more satisfied with this issue than the other subset. It may be worth letting them know about this – they may not realise that they are better off.

For the subset group whose result is less good (lower), consider doing something to address the problem – if it is a problem. Factors which will influence your decision whether to do anything and if so what to do will include

- **The number of people affected.** If one small subset seems to have a problem but the survey as a whole doesn't there may be no need to act.
- **Corroborative evidence.** If you have information from other sources which tells you that there is a problem, you may be more convinced of the need to act.
- **The nature of the problem.** Is it something you can change? It may be out of your control, or just too expensive to change to make it wise to attempt to. Or on the other hand, it may be just the way things have evolved and it could be just as easy and cheap to do things a different way to please people.
- **The importance of the issue.** It may be something people are fed up with but which they wouldn't see as crucial. Or it might be exactly that – crucial.



Questionnaire

We usually include a copy of the questionnaire in the reports package for later references. If the questionnaire was on the web, it is reformatted to make it more readily printable.

The following illustration is the printable version of the Quantify sample web survey, which isn't really a survey at all, just a demonstration of some of the main functionality of our web system. You can see how it looks on the web by clicking [here](#).



QUANTIFY



Sample Survey

This imaginary

Employee Satisfaction Survey

- provides a brief "tour" of Quantify services and
- demonstrates some of the features of our web survey system and
- provides links to examples of some of the ways we present results.

Click [here](#) to visit our main web site (in a new window or tab).

Legend

- Complete with text or numbers as appropriate
- Tick any appropriate option(s)
- Select only one of the options
- (!)** Question is mandatory, and must be completed

1. Employee Satisfaction Survey

You can't manage what you can't measure.

We help clients conduct

- Employee Satisfaction Surveys
- Client Satisfaction Surveys
- 360° Feedback systems

These may be deployed on paper, on the web, or both at the same time, according to the needs of the client.

On a web survey page, any amount of explanatory text can be inserted anywhere it is required, in any of a number of popular fonts. It can be sized, aligned, formatted or coloured as required. It can include links to other web locations where further explanation can be provided. The headings and backgrounds can also be set to your corporate colours.

This "survey" looks rather different from a real one because we have woven into it a quick tour of the services you might want from us. All the tour commentary appears in Times New Roman like this and text forming part of the imaginary survey is in Arial, like the next bit below.

This is a confidential, anonymous survey.

We really value your opinion and would appreciate you taking the time to complete this survey so that we may gain a better understanding of current employee satisfaction.

Quantify are managing this survey on our behalf and your individual responses will not be revealed to us at any time. Quantify will summarise the replies and provide us with reports which relate to groups of staff. We will not be able to see how any individual answered.

We can handle the whole project for you, or just do the things you choose to outsource.

You can use our off-the-shelf questionnaires, or we can work with you to develop a bespoke questionnaire just for you.

Your logo can appear where you see ours above. Logos, pictures etc. can be included at any point.



2. My job

If we deploy your survey simultaneously on the web and on paper, we'll merge the data before the analysis and reporting stage. Paper responses come back directly to us in our reply-paid business reply envelopes. This improves response rate by reassuring informants of the confidentiality of their response.

While the survey is live, we provide progress reports to allow you to see how the responses are coming in, and what groups of people are responding, so that even though responses are anonymous, you know which areas to aim your reminders and encouragement at. Click [here](#) to see a collection of report illustrations which includes a progress report, and a report of responses by source.

2.1 Please click one button for each statement to indicate the extent to which you agree or disagree.

	Strongly disagree	Disagree	In between	Agree	Strongly agree
1. I know what is expected of me in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My job makes good use of my current abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My job gives me a feeling of achievement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My job has a lot of variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I can manage my work load	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We provide a progress indication, so the informant knows how much further there is still to go.

Survey 9% complete

The topic areas to cover are up to you, but we will help you choose. In an employee survey, for example, you may wish to measure engagement, as well as satisfaction with a range of aspects of people's experience at work.

3. My Job continued

Questions can be made mandatory, so the system will prompt the informant if they fail to answer, or they can be left optional.

The response frame below is a five point scale. Yours can have as many points as you choose.

3.1 Please click one button for each statement to indicate the extent to which you agree or disagree.

	Strongly disagree	Disagree	In between	Agree	Strongly agree
1. I have sufficient resources to enable me to do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My job allows me to deliver quality results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am allowed to use my own judgement in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I have the opportunity to contribute to decision-making where appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey 15% complete

4. My Team

Using routing or "flow control" the informant can be routed to a different page of questions according to the answer given to a question on this page. So if someone says they have never visited the Training Centre, for example, we can skip the questions we would otherwise have asked them about it.

This allows us to ask each informant only the questions relevant to them.

4.1 Please click one button for each statement to indicate the extent to which you agree or disagree.

	Strongly disagree	Disagree	In between	Agree	Strongly agree
1. The people in my department work well as a team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I get on well with the other employees in my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My colleagues provide support when I need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My input is valued by other members of the team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey 20% complete

We often partner with other consultants who have a wider brief that includes a survey requirement. It may be an employee survey, a client survey or 360° Feedback. We handle the survey part while our partner concentrates on the areas where their greatest expertise lies. This provides the client with the best possible outcome with all aspects provided by specialist experts in their field.

5. My Manager

Background, heading and text colours can all be configured according to your preference.

The survey can be restricted, so that only people you have asked us to invite can complete it and they can only do so once. In that case, people will come to the web survey by clicking a link in an email we send them, using text and layout agreed with you.

Alternatively, the survey can be "open", so that you could publish a link which anyone can use to visit the survey.

5.1 Please click one button for each statement to indicate the extent to which you agree or disagree.

	Strongly disagree	Disagree	In between	Agree	Strongly agree
1. My manager gets the best out of people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My manager makes time to speak to me when I need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My manager is supportive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My manager makes decisions in good time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey 30% complete

6. Importance

This page asks how important each aspect of the employee's experience at work is to them. This allows us to compile reports which take account of the importance people attach to the various aspects of their experience, as well as their level of satisfaction with them, to provide an indication of the priority each should get when you are considering the actions you should take. The return on your investment of effort in improving something which doesn't matter much to people will not be very good, even if they think you currently handle it very badly.

This principle applies equally to Employee Satisfaction Surveys and to Client Satisfaction Surveys. Click [here](#) to see a collection of illustrated report styles which includes our Priority for Action report.

6.1 Please click one button in each row to show how important this aspect of your working experience is to you

	Completely unimportant	Unimportant	In between	Important	Very important
1. Physical environment: The quality of your surroundings and the equipment you work with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Communications: Job-related communication, and about the Company generally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Training & development: For your current job and your personal and career goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Management: Competent direction of the Company and effective leadership and motivation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Job satisfaction: Feeling good about the actual work you do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Stress: Minimising unnecessary pressures, harassment or insecurity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Team spirit: Effective and harmonious cooperation within and between departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey 56% completed

7. 360 Feedback

In a 360° Feedback questionnaire, the informant is asked to say if they observe the participating manager exhibiting certain behaviours perhaps set out as in the examples below.

Click [here](#) to see our reports illustrations collection, which includes examples of ways we might present the outputs of a 360° Feedback system. We will present your 360° outputs in exactly the way you want them.

Feedback relating to participant: Jane Jones

You are responding as the participant's: Direct Report

Tip: If you use the Tab key to move from one item to the next, you can choose the option you want by hitting its initial letter; H for Hardly ever; S for Sometimes; U for Usually; N for Nearly always.

7.1 Please select one option on each row to show how often you observe the participant displaying the behaviour described

	Don't know / NA	Hardly ever	Sometimes	Usually	Nearly always
1. Delegates responsibility with appropriate authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Encourages team members to identify and resolve problems on their own initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Offers development opportunities to team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Gives team members tasks that challenge and develop them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Encourages team members to learn about other areas of the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Gives helpful feed-back on team members' progress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey 66% completed

We have off-the-shelf questionnaires, or we can help you develop one specially for your organisation. It may be derived from your own competencies framework, if you have one.

8. About You

Questions can be presented in blocks as on the preceding pages, or separately, with responses offered as radio buttons arranged vertically or horizontally, or as a simple list or drop-down list.

We can make the whole experience more rewarding for the informant by making the appearance of the survey more lively through the use of appropriate pictures or cartoons, or by providing links to rewards, offers, or relevant information anywhere on the web.



Finally, a few questions about you. These will allow QUANTIFY to report to us the different views of different groups of people. These answers will not be used to identify individuals, whose confidentiality will be protected by QUANTIFY

8.1 Departments - Please select the option which best describes you

- Select one
 - Publishing & Commercial
 - Hospitality & Facilities
 - Professional Development
 - Marketing
 - Regions and Branches
 - Directorate
-

Survey 87% complete

We also offer several one day training sessions which may help you to do parts of the project you otherwise would have had to leave to us, or just help you to participate more meaningfully in a collaborative effort with us, or understand better what we have done for you. the days are:-

- **Developing, Authoring and Designing Survey Questionnaires**
- **Getting Facts out of Figures; A beginner's practical guide to statistics**
- **Writing Plain English; effective writing for reports, letters, memos etc**

These days are offered as open courses on our premises, or can be delivered on your premises for up to 20 delegates.

9. About You continued

These questions are important because they allow us to group people, and identify any difference of opinion between groups. Such differences of perception often provide the most valuable information you derive from a survey.

If you find one area where things are clearly going better than elsewhere, and you can find out why, or how, you can take action to transfer the good practice from this area of excellence to other parts of the organisation. And if you identify a problem in another area, you can take steps to deal with it.

But before you begin on such initiatives, it is important to be sure that the difference is a statistically significant one, not just the sampling variation inherent in the survey process.

Click [here](#) to see our reports illustrations package. Look at Subset Tabulations to see how our reporting separates differences which are significant from those which are not.

If our standard reporting styles don't meet your particular need, we can produce outputs following any pattern you require.

9.1 Gender

- Male Female

9.2 Age

- Select one
 Under 25
 25 to 34
 35 to 44
 45 to 54
 55 or over

9.3 Length of Service

- Less than 6 months
 6 months but less than 1 year
 1 year but less than 3 years
 3 years but less than 6 years
 6 years or more

Survey 99% complete

10. About you continued

Multiple choice questions can be controlled to allow only a single answer, or to accept multiple answers.

Other options not illustrated include points distribution, allowing the informant to give points to various options in a list; and a prioritised list, which requires the informant to rank the items in a list.

10.1 Location

- Central London
 - Greater London
 - Harrogate
 - Regional Office
-

Free text comments can be invited. You can have as many "type your answer in here" areas as you wish.

We can summarise remarks thematically and by the frequency of each distinct thought so as to allow quantitative evaluation of them. Click [here](#) to see a collection of illustrations our reporting styles, which includes comments summaries.

10.2 Please add any comments here.

A number field will only accept numerical data.

10.3 How long did it take you (in minutes) to complete this survey?

 [Only digits allowed]

Thank you for taking the time to complete this questionnaire.

Survey 100% complete. Please click "Finish" to submit your responses.

Response account

Progress report

[Complimentary](#) report – we will deliver as many as necessary, INCLUDED in the [QUISH](#) fee.

The report is illustrated on the following page.

As the [responses](#) to your survey are received and captured, we will keep you up to date with the [response rate](#) so far by sending you regular email updates using this report.

Option

While the survey is live, a [Responses by Class report](#)

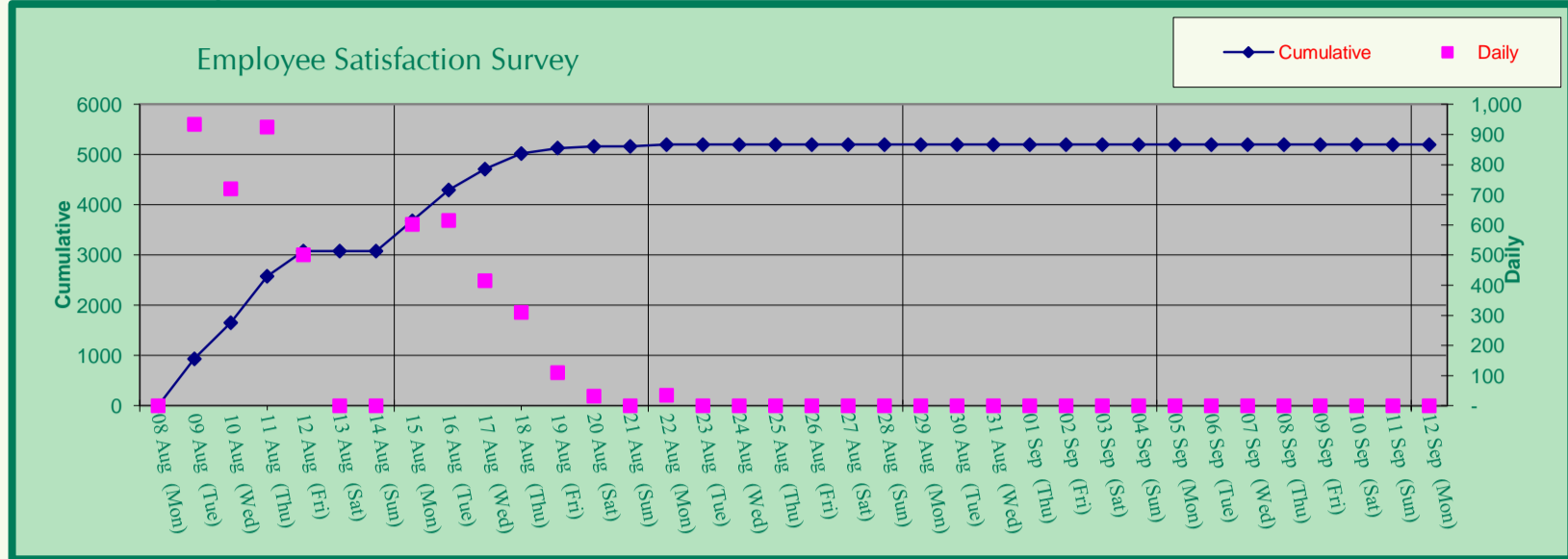
can often be helpful to see how many responses have been received from people in each class in a classification system. In an employee survey in which people have been asked to say which department they are in, for example, we can show you how many responses there are so far from each department. If you tell us the headcount by department, the report can also show the response rate by class. This is also a complimentary report – we will deliver as many as you wish, on request, INCLUDED in the [QUISH](#) fee.

This report shows the responses received via each route offered, and when they arrived. The summary shows the [response rate](#) for your survey.



ABC Ltd
Employee Satisfaction Survey

Summary
Mailed 6,330
Returned 5,199
Response rate 82%



Totals to date 2,380 2,819 - 5,199

Date	Responses daily			Total	To date	%	Outstanding	Notes	Mailed	Cum. mailed
	Web	UK	Foreign							
08 Aug 2011 (Mon)				-	0	0%	2510	Paper questionnaires mailed	2510	2510
09 Aug 2011 (Tue)	934			934	934	15%	5396	Web invitations sent	3820	6330
10 Aug 2011 (Wed)	720			720	1654	26%	4676			6330
11 Aug 2011 (Thu)	183	742		925	2579	41%	3751			6330
12 Aug 2011 (Fri)	74	427		501	3080	49%	3250			6330
13 Aug 2011 (Sat)				-	3080	49%	3250			6330
14 Aug 2011 (Sun)				-	3080	49%	3250			6330
15 Aug 2011 (Mon)	52	550		602	3682	58%	2648			6330
16 Aug 2011 (Tue)	230	385		615	4297	68%	2033	Web reminder sent		6330
17 Aug 2011 (Wed)	115	300		415	4712	74%	1618			6330
18 Aug 2011 (Thu)	72	238		310	5022	79%	1308			6330
19 Aug 2011 (Fri)		110		110	5132	81%	1198			6330
20 Aug 2011 (Sat)		32		32	5164	82%	1166			6330
21 Aug 2011 (Sun)				-	5164	82%	1166			6330
22 Aug 2011 (Mon)		35		35	5199	82%	1131			6330
23 Aug 2011 (Tue)				-	5199	82%	1131			6330
24 Aug 2011 (Wed)				-	5199	82%	1131			6330
25 Aug 2011 (Thu)				-	5199	82%	1131			6330
26 Aug 2011 (Fri)				-	5199	82%	1131			6330
27 Aug 2011 (Sat)				-	5199	82%	1131			6330
28 Aug 2011 (Sun)				-	5199	82%	1131			6330
29 Aug 2011 (Mon)				-	5199	82%	1131			6330
30 Aug 2011 (Tue)				-	5199	82%	1131			6330
31 Aug 2011 (Wed)				-	5199	82%	1131			6330
01 Sep 2011 (Thu)				-	5199	82%	1131			6330
02 Sep 2011 (Fri)				-	5199	82%	1131			6330
03 Sep 2011 (Sat)				-	5199	82%	1131			6330
04 Sep 2011 (Sun)				-	5199	82%	1131			6330
05 Sep 2011 (Mon)				-	5199	82%	1131			6330
06 Sep 2011 (Tue)				-	5199	82%	1131			6330
07 Sep 2011 (Wed)				-	5199	82%	1131			6330
08 Sep 2011 (Thu)				-	5199	82%	1131			6330
09 Sep 2011 (Fri)				-	5199	82%	1131			6330
10 Sep 2011 (Sat)				-	5199	82%	1131			6330
11 Sep 2011 (Sun)				-	5199	82%	1131			6330
12 Sep 2011 (Mon)				-	5199	82%	1131			6330
13 Sep 2011 (Tue)				-	5199	82%	1131			6330
14 Sep 2011 (Wed)				-	5199	82%	1131			6330
15 Sep 2011 (Thu)				-	5199	82%	1131			6330
16 Sep 2011 (Fri)				-	5199	82%	1131			6330
17 Sep 2011 (Sat)				-	5199	82%	1131			6330
18 Sep 2011 (Sun)				-	5199	82%	1131			6330
19 Sep 2011 (Mon)				-	5199	82%	1131			6330
20 Sep 2011 (Tue)				-	5199	82%	1131			6330
21 Sep 2011 (Wed)				-	5199	82%	1131			6330
22 Sep 2011 (Thu)				-	5199	82%	1131			6330
23 Sep 2011 (Fri)				-	5199	82%	1131			6330

Subset list

[Complimentary](#) report –INCLUDED in the [QUISH](#) fee

This shows each [subset](#) we have analysed and the number of [informants](#) who fell into each.

If you add together any group of subsets which should comprise the whole survey, there may be a shortfall, which is accounted for by any informants who chose to tick no box to describe themselves for the [classification system](#) concerned.

To preserve the anonymity of the informants, we set a lower limit on the size of subsets which may be reported. The smallest subset we will report is one comprising 3 informants but if you ask us to apply a higher limit, this will be reflected in the subset reports you see.

We usually provide two versions of the report

- **Full list**
Shows all the subsets we have defined and analysed for you.
- **Short list**
Shows only those which survived the minimum subset size test described above.



ABC Ltd
Employee Satisfaction Survey 2011
Subsets of response

Subset Number	Responses	Description
1	2,241	Whole Survey
2	144	UK Head Office
3	126	Liverpool
4	180	Glasgow
5	144	Hull
6	180	Norwich
7	63	Bath
8	36	Canterbury
9	135	Swansea
10	99	Chester
11	117	Warsaw
12	144	Krakow
13	45	Gdansk
14	180	Dublin
15	72	Cork
16	108	Frankfurt
17	117	Marseilles
18	54	Bangkok
19	27	Johannesburg
20	27	Hong Kong
21	126	Group Headquarters
22	270	Up to 1 year
23	648	Over 1 year, up to 3 years
24	540	Over 3 years, up to 5 years
25	396	Over 5 years, up to 10 years
26	153	Over 10 years
27	675	Warehouse
28	198	Assembly
29	639	Managers
30	333	Clerical & Administration



Response Tally Report

[Standard](#) Report – within the [QUISH](#) fee, you can have one standard report for each subset.

This report shows the response options available for each [item](#) and the number and [percentage](#) of [informants](#) who ticked each one. The percentage is based on the total number of informants shown in the report, which excludes those who made no intelligible response.

We can produce such a report for any or all of the [subsets](#) we have created, or indeed for any others we create on your instructions, but we expect that you will find the [Subset Tabulation](#) reports make comparisons between subsets easier, so usually, we only deliver one Response Tally Report showing the whole survey.

You will get much of the value from a survey by comparing the results from one group with another; say by department in an Employee Satisfaction Survey. It can be very revealing to find one department where people are much happier about certain issues than are other departments, or one department where people are significantly less happy than others. For a Client Satisfaction Survey, differences between the clients serviced by one CRM team and another can be equally revealing.

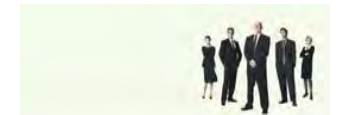


ABC Ltd
Employee Satisfaction Survey 2011

Subset: **1 Whole Survey**

Question Number	Question text	Number of respondents answering as indicated					
		Total	Strongly disagree	Disagree	In between	Agree	Strongly agree
1.	I am confident about the future for ABC	2,214	9 0.41%	9 0.41%	207 9.35%	1,242 56.10%	747 33.74%
2.	I have confidence in the ability of the ABC Board	2,223	27 1.21%	63 2.83%	522 23.48%	1,341 60.32%	270 12.15%
3.	I have confidence in the ability of Group HQ	2,223	36 1.62%	54 2.43%	693 31.17%	1,215 54.66%	225 10.12%
4.	I have confidence in the ability of the ABC Senior Operational Management	2,214	27 1.22%	54 2.44%	693 31.30%	1,251 56.50%	189 8.54%
5.	I have confidence in the leadership of ABC	2,214	54 2.44%	99 4.47%	648 29.27%	1,260 56.91%	153 6.91%
6.	I am clear about the objectives of ABC	2,214	72 3.25%	234 10.57%	558 25.20%	1,125 50.81%	225 10.16%
7.	I am clear about the strategy of ABC	2,214	99 4.47%	315 14.23%	747 33.74%	891 40.24%	162 7.32%

End of Report



Subset Tabulations

Standard Report – within the QUISH fee, you can have one standard report for each subset. If you choose Subset Tabulations, you will normally receive one report for each classification system in the survey, comparing the results from the subsets comprising the people who chose each of the available options. But if you wish, we can combine classification systems, say to compare Job types within Departments.

The illustration comes from a client survey, and shows the responses from people whose main liaison person within the company was the individual named in the subset description. The report can have up to 15 columns, so if a classification system comprises more than 15 options, we will subdivide it into groups and report each group separately.

Each report shows the subsets within one of the classification systems used in the survey. It shows the result for each item from each subset. Results are expressed as percentiles, i.e. as if the scale for responses had been from 0 to 100, and are inverted for negatively keyed items so that in all cases a higher value represents a higher level of satisfaction. In case of doubt, we provide a Key to Percentiles beginning on the next page.

In the headings, *Subset number* is the subset's reference number corresponding with the number shown in the subset list; *Subset population* is the number of people in the whole group whose views we are estimating; *Subset (sample) size* is the number of informants whose survey responses are included in this subset. When the sample is a substantial proportion of the population, the differences between subsets don't need to be so big to count as significant.

Below the row of percentile results, there is a significance matrix. The descriptions and numbers at the left-hand end of the rows identify the subsets; note that they are the same as in the headings at the top of the column they relate to. When the difference between two subsets is statistically significant an "x" appears in the matrix where the two subsets intersect. These significance indicators are based on the confidence level and design factor shown at the foot of the report and if the population sizes are known, significance indicators take account of Finite Population Correction. Topic average results are shown in green with the significance matrix ruled out in green to remind you that it concerns a topic average.

We usually include the whole survey "subset" on one of the tabulations to provide you with whole survey results expressed as percentiles.

Options

You may choose any of the following **instead of** this report, at no additional fee. If you request any of the options **as well as** the Subset Tabulations, an additional fee will apply.

[Response Tally Report](#); [Question by Question report](#); [Averages Report](#); [Subset Comparisons](#)



Key to Percentiles

The meaning of the [percentiles](#) in the subset tabulations is explained on the following pages which are followed by the subset tabulations themselves.



ABC Ltd

Client Satisfaction Survey 2011

Key to percentiles

Question number	Percentiles represent	Higher percentiles indicate
1 & 2	Satisfaction ratings out of 100	More people are more satisfied about this issue

ABC Ltd
Client Satisfaction Survey 2011
Overall satisfaction

Subset number	1	16	17	18	19	20
Subset population (where known)	630	92	22	117	14	153
Subset (sample) size	488	84	8	84	8	112
Subset name	Whole Survey	Main contact: Mark Graham	Main contact: Norman Smith	Main contact: Oliver Bristow	Main contact: Peta Keen	Main contact: Stephen Church

1. Overall, I am pleased with the service I get from ABC

Subset results expressed as Percentiles	75	70	63	79	75	78
---	----	----	----	----	----	----

Differences between subsets: significance matrix

Subset number	1	16	17	18	19	20
Whole Survey	1	X	X	X		
Main contact: Mark Graham	16			X	X	X
Main contact: Norman Smith	17			X	X	X
Main contact: Oliver Bristow	18			X	X	
Main contact: Peta Keen	19				X	

2. I would recommend others to use ABC

Subset results expressed as Percentiles	76	73	63	76	100	79
---	----	----	----	----	-----	----

Differences between subsets: significance matrix

Subset number	1	16	17	18	19	20
Whole Survey	1	X	X		X	
Main contact: Mark Graham	16			X	X	X
Main contact: Norman Smith	17			X	X	X
Main contact: Oliver Bristow	18			X	X	
Main contact: Peta Keen	19				X	X

TOPIC AVERAGE 010 Overall satisfaction

Subset results expressed as Percentiles	75	71	63	77	88	78
---	----	----	----	----	----	----

Differences between subsets: significance matrix

Subset number	1	16	17	18	19	20
Whole Survey	1	X	X		X	
Main contact: Mark Graham	16			X	X	X
Main contact: Norman Smith	17			X	X	X
Main contact: Oliver Bristow	18			X	X	
Main contact: Peta Keen	19				X	X

Differences marked x are significant at the 95% confidence level after applying a design factor of 1.30
The results are expressed as percentiles. They are NOT PERCENTAGES. Please refer to the accompanying explanation of percentiles.
If population sizes are shown, significance indicators take account of Finite Population Correction.



Options / Add-ons

Free text comments summaries

We can provide just a verbatim transcript of what people write in any comments boxes, or type in if the survey is on the web but it is more useful for you to have a summary in which like comments have been grouped either by subject matter or by the number of individuals who mentioned each thought.

To summarise written remarks, we review all responses, paraphrase each comment, develop a tree-structured classification system for comments and allocate each one to a classification to group like comments together.

With the paraphrased comments recorded in a data file under their classifications, we can produce reports presenting the results in a variety of sequences. These are all [Extra](#) reports, for which [additional fees](#) will apply beyond the [QUISH](#) fee.

- [Comments - Number of mentions](#)
Shows all remarks mentioned by 2 or more [informants](#), arranged in descending order of the number of informants who mentioned them.
- [Comments – All](#)
All remarks arranged thematically and showing percentage of [achieved response](#).
- [Comments 2+](#)
All remarks mentioned by 2 or more informants arranged thematically
- [Comments 10+](#)
All remarks mentioned by 10 or more informants arranged thematically

We can also produce summaries of comments coming from specific [subsets](#) in the survey itself.



Comments - Number of mentions

[Extra Report](#)

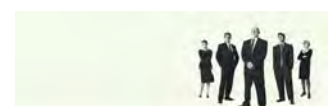
Every comment mentioned more than once is included. They are presented in descending order of the number of times they were mentioned regardless of the category we placed them in.

Each one is followed by a statement of the categories within which we have placed it in a three level, tree structured category system.



**ABC Ltd
Employee Survey 2011**

Number of mentions	Comment
74	Pay increase Category: Job sat & Career dev, Pay, Pay level
54	Improve communication between top managers and workforce Category: Communication, Top management, Top management
42	Empower staff more Category: Job sat & Career dev, Motivation, Empowerment
42	Improve communication Category: Communication, Communication generally, Communication generally
36	Decide and communicate the company's strategy Category: ABC, Strategy, Strategy
30	Treat people equally for equal work Category: Job sat & Career dev, Equity, Equity
30	Value and reward people more Category: Job sat & Career dev, Motivation, Recognition
26	Introduce a bonus scheme Category: Job sat & Career dev, Pay, Bonus scheme
24	Give us better information about customers Category: Communication, About customers, About customers
24	Pay a long service bonus Category: Job sat & Career dev, Pay, Long service
24	Provide extra benefits to reward long service Category: Benefits, Benefits - For service, Benefits - For service
24	Put more emphasis on customer care Category: ABC, Focus, Customers
23	Get people cooperating, not competing Category: Work environment, Teamwork, Teamwork
21	Introduce a fairer salary grading system Category: Job sat & Career dev, Pay, Pay scales
21	Invest boldly Category: ABC, Strategy, Investment
21	Provide more space Category: Work environment, Working space, Working space
20	Better holidays for long service Category: Benefits, Benefits - Holidays, Benefits - Holidays
20	Provide site specific briefings, not just a general one Category: Communication, Briefings, Site specific
20	Share options for everyone Category: Benefits, Benefits - Share options, Benefits - Share options



Comments – All

[Extra Report](#)

Every comment is included. Presented thematically, category by category in descending order, within category, of the number of times they were mentioned. Also shows for each category and subcategory what [percentage](#) the number of comments found represents of the total [achieved response](#) to the survey.



ABC Ltd
Employee Survey 2011

ABC

Total mentions: 107 = 37.9% of all respondents
or 0.38 comments per informant

Culture

Total mentions: 6 = 2.1% of all respondents

Culture

Total mentions: 6 = 2.13% of all respondents

Mentions Comment

4 Eliminate the blame culture

2 Make employees proud to work here

Development

Total mentions: 2 = 0.7% of all respondents

Development

Total mentions: 2 = 0.71% of all respondents

Mentions Comment

2 More sites in Europe

Focus

Total mentions: 28 = 9.9% of all respondents

Customers

Total mentions: 28 = 9.93% of all respondents

Mentions Comment

24 Put more emphasis on customer care

4 Put more emphasis on customer care than on internal reporting

Markets

Total mentions: 6 = 2.1% of all respondents

Markets

Total mentions: 6 = 2.13% of all respondents

Mentions Comment

2 Create a Corporate marketing & technology centre

2 Get into new markets

2 Manage allocation of work to sites, rather than allow client to choose

Strategy

Total mentions: 65 = 23.0% of all respondents

Investment

Total mentions: 21 = 7.45% of all respondents

Mentions Comment

21 Invest boldly

Strategy

Total mentions: 44 = 15.60% of all respondents

Mentions Comment

36 Decide and communicate the company's strategy

4 Inspirational leadership required

2 Decide and communicate decisions about plant capacities

2 Introduce performance improvement programme

Benefits

Total mentions: 86 = 30.5% of all respondents
or 0.30 comments per informant

Benefits - For service

Total mentions: 24 = 8.5% of all respondents

Benefits - For service

Total mentions: 24 = 8.51% of all respondents

Mentions Comment

24 Provide extra benefits to reward long service

Benefits - Generally

Total mentions: 2 = 0.7% of all respondents

Benefits - Generally

Total mentions: 2 = 0.71% of all respondents

Mentions Comment

2 Make benefits package more competitive



Comments 2 +

[Extra Report](#)

Sequence as "[All](#)" but showing only comments made by more than one [informant](#)



**ABC Ltd
Employee Survey 2011****ABC****Culture**

Culture

Mentions Comment

- 4 Eliminate the blame culture
- 2 Make employees proud to work here

Development

Development

Mentions Comment

- 2 More sites in Europe

Focus

Customers

Mentions Comment

- 24 Put more emphasis on customer care
- 4 Put more emphasis on customer care than on internal reporting

Markets

Markets

Mentions Comment

- 2 Create a Corporate marketing & technology centre
- 2 Get into new markets
- 2 Manage allocation of work to sites, rather than allow client to choose

Strategy

Investment

Mentions Comment

- 21 Invest boldly

Strategy

Mentions Comment

- 36 Decide and communicate the company's strategy
- 4 Inspirational leadership required
- 2 Decide and communicate decisions about plant capacities
- 2 Introduce performance improvement programme

Benefits**Benefits - For service**

Benefits - For service

Mentions Comment

- 24 Provide extra benefits to reward long service

Benefits - Generally

Benefits - Generally

Mentions Comment

- 2 Make benefits package more competitive

Benefits - Holidays

Benefits - Holidays

Mentions Comment

- 20 Better holidays for long service
- 16 Better holidays for everyone

Benefits - Medical cover

Benefits - Medical cover

Mentions Comment

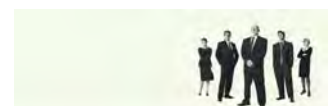
- 2 Provide medical cover for all employees

Benefits - Share options

Benefits - Share options

Mentions Comment

- 20 Share options for everyone



Comments 10+

[Extra Report](#)

Sequence as "[All](#)" but showing only comments made by ten or more [informants](#)



ABC Ltd
Employee Survey 2011

ABC

Focus

Customers

Mentions **Comment**

24 Put more emphasis on customer care

Strategy

Investment

Mentions **Comment**

21 Invest boldly

Strategy

Mentions **Comment**

36 Decide and communicate the company's strategy

Benefits

Benefits - For service

Benefits - For service

Mentions **Comment**

24 Provide extra benefits to reward long service

Benefits - Holidays

Benefits - Holidays

Mentions **Comment**

20 Better holidays for long service

16 Better holidays for everyone

Benefits - Share options

Benefits - Share options

Mentions **Comment**

20 Share options for everyone

Communication

About customers

About customers

Mentions **Comment**

24 Give us better information about customers

Between sites

Between sites

Mentions **Comment**

10 Improve communication between sites

Briefings

Site specific

Mentions **Comment**

20 Provide site specific briefings, not just a general one

Communication generally

Communication generally

Mentions **Comment**

42 Improve communication

Need to know

Need to know

Mentions **Comment**

10 Get job-critical information to people

Top management

Top management

Mentions **Comment**

54 Improve communication between top managers and workforce



Responses by class Report

Complimentary report – we will deliver as many as necessary, on request, INCLUDED in the QUISH fee.

For any classification system in your survey, this report shows the various classes and the number of informants in each, as well as the percentage they represent of the total, or if you have provided us with the headcount within each class, the percentage response rate by class. This can be useful while the survey is still open; to see which groups of informants the responses received so far have come from and by a process of elimination, the groups who haven't responded and might be worth chasing up.



Responses by class

ABC Ltd

Employee Satisfaction Survey 2011

Classification system: Location

Responses	%	Code	Description
117	5.2%	00	Unspecified location
144	6.4%	01	UK Head Office
126	5.6%	02	Liverpool
180	8.0%	03	Glasgow
144	6.4%	04	Hull
180	8.0%	05	Norwich
63	2.8%	06	Bath
36	1.6%	07	Canterbury
135	6.0%	08	Swansea
99	4.4%	09	Chester
117	5.2%	10	Warsaw
144	6.4%	11	Krakow
45	2.0%	12	Gdansk
180	8.0%	13	Dublin
72	3.2%	14	Cork
108	4.8%	15	Frankfurt
117	5.2%	16	Marseilles
54	2.4%	17	Bangkok
27	1.2%	18	Johannesburg
27	1.2%	19	Hong Kong
126	5.6%	20	Group Headquarters
2,241			Total Survey



Question by Question report

Standard Report – within the QUISH fee, you can have one standard report for each subset. If you choose the Question by Question report instead of the Response Tally report or the Subset Tabulation report, you will receive a collection of reports which will cover all the questions and all the subsets in your survey. If you request Question by Question reports in addition, an additional fee will apply.

This report starts a new page for each item (question) in the survey. It lists the subsets and shows the total number of responses received for this item and the percentage of them which selected each of the possible options.



ABC Ltd Client Satisfaction Survey 2011

Topic: Overall satisfaction

Item: 1. Overall, I am pleased with the service I get from ABC

Subset	Total	Strongly disagree	Disagree	In between	Agree	Strongly agree
1 Whole Survey	484		6.6%	12.4%	54.5%	26.4%
2 Web Participant	260		9.2%	12.3%	53.8%	24.6%
3 Paper Participant	224		3.6%	12.5%	55.4%	28.6%
4 Individual client	132		3.0%	15.2%	63.6%	18.2%
5 Corporate client	164		9.8%	14.6%	46.3%	29.3%
6 Individual & Corporate client	180		6.7%	6.7%	55.6%	31.1%
7 Turnover < £1m	88		9.1%	27.3%	31.8%	31.8%
8 Turnover £1m < £5m	112		3.6%	10.7%	57.1%	28.6%
9 Turnover £5m < £10m	44		9.1%	9.1%	45.5%	36.4%
10 Turnover £10m < £50m	64		12.5%	6.3%	68.8%	12.5%
11 Turnover £50m+	40				60.0%	40.0%
12 Main contact: Arthur Stevens	68			17.6%	58.8%	23.5%
13 Main contact: Elizabeth Robinson	48		8.3%		66.7%	25.0%
14 Main contact: Georgina Perace	24		16.7%	16.7%	16.7%	50.0%
15 Main contact: Luther Dubois	28			14.3%	71.4%	14.3%
16 Main contact: Mark Graham	84		9.5%	23.8%	42.9%	23.8%
17 Main contact: Norman Smith	8			50.0%	50.0%	
18 Main contact: Oliver Bristow	84			14.3%	57.1%	28.6%
19 Main contact: Peta Keen	8				100.0%	
20 Main contact: Stephen Church	112		10.7%	3.6%	50.0%	35.7%



Averages report

Standard Report – within the QUISH fee, you can have one standard report for each subset. If you choose the Averages report instead of the Response Tally report or the Subset Tabulation report, you will receive a collection of reports which will cover all the questions and all the subsets in your survey. If you request Averages reports in addition, an additional fee will apply.

Within the subset named in the heading, this report shows each topic or cluster in the survey and lists the items in the topic. The columns then show:

Item keying “+” Where a higher raw score is regarded as a more favourable response, otherwise “-“.

Sample size (N) The total number of valid responses which were received for this item

Weight The weighting which has been assigned to this item for purposes of calculating weighted topic averages. If none has been assigned, 1.00.

There follow two sets of four columns, one headed “As Raw Scores”, where values are expressed on the scale used in the questionnaire, say 1 to 5, and a second set headed “As Percentiles”, where the same results are expressed as percentiles, that is as if the scale had been from 0 to 100.

Mean The average of the subset responses for the item

SD The standard deviation of the subset responses for the item

Std Err One standard error of the subset responses for the item

Conf. Interval The confidence interval associated with the mean at the confidence level and with the design factor shown in the report footer.

At the end of each topic, a summary row appears, showing the topic average Mean, SD, Std Err and Conf. Interval figures for the topic or cluster.



Averages Report

Subset size Subset Number Subset Name
N = 2,241 1 Whole Survey



230 General communication

Item Number

Ref	Quaire	Item Keying*	Sample Size (N)	Weight	As Raw scores			Conf.	As Percentiles			Conf.
					Mean	SD	Std Err	Interval	Mean	SD	Std Err	Interval
13	18. I am given enough information about the performance of ABC	+	2,223	1.00	3.47	0.93	0.020	0.051	62	23	0.5	1.3
15	19. Other sites / departments are often useful sources of information	+	2,196	1.00	3.30	0.90	0.019	0.050	58	23	0.5	1.2
18	20. The ABC Board make good decisions	+	2,196	1.00	3.50	0.68	0.015	0.038	63	17	0.4	0.9
108	21. Group HQ make good decisions	+	2,196	1.00	3.39	0.67	0.014	0.037	60	17	0.4	0.9
109	22. Senior Operational Management make good decisions	+	2,205	1.00	3.45	0.70	0.015	0.039	61	18	0.4	1.0
19	23. ABC is open to implementing new ideas	+	2,196	1.00	3.38	0.88	0.019	0.049	60	22	0.5	1.2
20	24. I have opportunities to express my ideas within ABC	+	2,214	1.00	3.48	0.94	0.020	0.052	62	24	0.5	1.3
22	25. I am clear on my own goals at ABC	+	2,205	1.00	3.86	0.92	0.020	0.051	72	23	0.5	1.3
23	26. I understand how my own goals contribute to the objectives of ABC	+	2,205	1.00	3.81	0.90	0.019	0.050	70	23	0.5	1.2
24	27. Decisions are clearly communicated within ABC	+	2,196	1.00	2.82	1.03	0.022	0.057	46	26	0.5	1.4
25	28. I receive good information about our markets	+	2,187	1.00	3.00	0.96	0.021	0.053	50	24	0.5	1.3
110	29. I receive good information about our customers	+	2,214	1.00	3.09	1.00	0.021	0.055	52	25	0.5	1.4
Topic summary for topic (cluster) 230												
General communication									59	22	0.5	1.2



Subset Comparison reports

Standard Report – within the QUISH fee, you can have one standard report for each subset. If you choose Subset Comparison reports instead of the Response Tally report or the Subset Tabulation report, you will need to decide on the subset to be used as the benchmark – usually the whole survey result. You will then receive one report for each subset which will cover all the questions in your survey. If you request Subset Comparison reports in addition, an additional fee will apply.

This report shows results for two subsets one alongside the other for comparison. It is usually produced as a batch in which each of a number of subsets is compared with the same benchmark subset. The report may show individual items (questions) or topic averages, or both.

In the headings, the subset's name is preceded by its reference number corresponding with the number shown in the subset list; *Subset population* is the number of people in the whole group whose views we are estimating; *Sample size* is the number of informants whose survey responses are included in this subset. When the sample is a substantial proportion of the population, the differences between subsets don't need to be so big to count as significant.

The text of the question or the name of the topic is shown on the left, with the average response from each subset, and in a third column headed "+ / (-)", the difference between them. The average response is expressed as a percentile. Regardless of the keying of the question, results are all expressed so that higher values are better results. This means that figures in the "+)"(column have consistent meaning: a positive figure indicates that the result for this subset is better than the benchmark and a negative figure indicates that the result for this subset is less good than the benchmark.

When the difference between the two subsets is significant at the confidence level and with the design factor indicated in the page footing, an "x" appears next to the figure in the second column to indicate this. We say that the difference is significant because it exceeds the figure shown in the fourth column, "Confidence interval". Smaller differences might arise just through the variations inherent in the process of sampling. If the population sizes are known, confidence intervals and significance indicators take account of Finite Population Correction.



ABC Ltd
Employee Satisfaction Survey 2011
3 Liverpool

Significant differences marked x

Question Text / Topic name	Population size (if known): Sample size:	Percentiles		Confidence interval	+ / (-)
		Whole Survey	This Subset		
	2772		155		
	2,241	2,241	126		
General communication					
18. I am given enough information about the performance of ABC		61.75	62.50	0.75	1.92
19. Other sites / departments are often useful sources of information		57.50	39.25	-18.25	2.71 X
20. The ABC Board make good decisions		62.50	71.50	9.00	1.66 X
21. Group HQ make good decisions		59.75	64.25	4.50	1.88 X
22. Senior Operational Management make good decisions		61.25	66.00	4.75	1.86 X
23. ABC is open to implementing new ideas		59.50	57.25	-2.25	3.43
24. I have opportunities to express my ideas within ABC		62.00	51.75	-10.25	3.68 X
25. I am clear on my own goals at ABC		71.50	59.00	-12.50	3.17 X
26. I understand how my own goals contribute to the objectives of ABC		70.25	62.50	-7.75	2.87 X
27. Decisions are clearly communicated within ABC		45.50	46.50	1.00	3.36
28. I receive good information about our markets		50.00	50.00	0.00	2.59
29. I receive good information about our customers		52.25	44.75	-7.50	2.64 X
TOPIC AVERAGE					
230 General communication		59.48	56.27	-3.21	2.73 X

Differences marked x are significant at the 95% confidence level after applying a design factor of 1.30
 If population sizes are shown, significance indicators take account of Finite Population Correction.



Benchmarking (Normative) comparisons

Extra Report. We can produce this report only regarding questions in your Employee Satisfaction Survey which have parallels in our norms database. There is an additional fee for Benchmarking comparison reports.

This report allows you to put your results in context by comparing your average response with our norms - all the responses we have recorded from people completing surveys with the same question, or one very similar.

The report is usually based on your overall survey result and shows each item in your survey which has a parallel in our norms database. After your survey name, the item number and the text used in your survey, the report shows the number of responses you received to this item and the average result expressed as a percentile, i.e. as if the scale for responses had been from 0 to 100. It then says “is better than N% of the normative data”, where N is the percentage of the replies in the normative database which were less favourable than your average response.

If the number is less than 50% you probably won't be very pleased, because that means that more than 50% of the people in our normative database were happier about this issue than your average informant.

After a blank line, the report shows a summary of our normative data for this item comprising its number in our norms list, the sample size, i.e. number of individual responses included, the standard text for the item and a table showing the distribution of the data.

In the table;

- The **percentile scores** are survey results converted as if their scale had been from 0 to 100 instead of from 1 to 5 or whatever they were.
- The **percentile ranks** show the cumulative percentage of people in our database whose responses were at this level, or less favourable, so they always start at 0 and end at 100.

Taking the first item in the illustration as an example, you can see that to be above the 50th percentile of the normative data (percentile rank), that is doing better than most other people, you would need an average percentile score of about 50 but for the third item shown, a percentile score of 65 would be at or about the 50th percentile rank.



Norms drawn from All defined sources
ABC Ltd
Employee Satisfaction Survey 2011
Whole Survey

Your item in the Employee Satisfaction Survey 2008

55. I am paid fairly for the work I do

Sample: 2,241, Percentile score 52, is better than **57%** of the normative data.

Norms Item: 44 Sample: 59,465

I am paid fairly for the work I do

Norms:	Percentile score	0	10	20	30	40	50	60	70	80	90	100
	Percentile rank	0	8.82	20.74	35.91	45.64	56.13	63.84	75.48	83.27	93.72	100

Your item in the Employee Satisfaction Survey 2008

52. My job is secure

Sample: 2,241, Percentile score 68, is better than **60%** of the normative data.

Norms Item: 48 Sample: 23,282

My job is secure

Norms:	Percentile score	0	10	20	30	40	50	60	70	80	90	100
	Percentile rank	0	5.10	11.97	23.49	33.87	42.47	49.97	62.25	74.72	89.03	100

Your item in the Employee Satisfaction Survey 2008

1. I am confident about the future for ABC

Sample: 2,241, Percentile score 81, is better than **79%** of the normative data.

Norms Item: 49 Sample: 5,409

Our Company's future prospects are good

Norms:	Percentile score	0	10	20	30	40	50	60	70	80	90	100
	Percentile rank	0	1.46	4.87	12.02	23.44	32.91	45.95	62.32	78.70	91.84	100

Your item in the Employee Satisfaction Survey 2008

59. I am proud to work here

Sample: 2,241, Percentile score 70, is better than **56%** of the normative data.

Norms Item: 52 Sample: 23,747

I am proud to work here

Norms:	Percentile score	0	10	20	30	40	50	60	70	80	90	100
	Percentile rank	0	2.10	4.86	11.68	19.78	27.55	41.94	56.85	72.94	85.05	100

Your item in the Employee Satisfaction Survey 2008

41. I work in a suitable work environment (e.g. lighting, heating, layout)

Sample: 2,241, Percentile score 65, is better than **52%** of the normative data.

Norms Item: 58 Sample: 21,758

I work in a comfortable physical environment

Norms:	Percentile score	0	10	20	30	40	50	60	70	80	90	100
	Percentile rank	0	4.48	9.88	18.87	27.32	34.86	46.37	57.56	72.47	85.29	100

All percentile scores for norms items are expressed so that a higher score represents a higher level of satisfaction.

Printed 07-Jun-2011

Version: 24 May 2006

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Page 3



Prior year comparisons

Extra Report. We can produce these reports only if we have conducted a comparable survey for you on a previous occasion. There is an [additional fee](#) for these reports.

In appearance almost identical with the [subset comparison report](#), this report compares a [subset](#) in this survey with its parallel subset when the survey was previously run.

In the headings, the subset's name is preceded by its reference number corresponding with the number shown in the [subset list](#); *Population* is the number of people in the whole group whose views we are estimating; *Sample* is the number of [informants](#) whose survey responses are included in this subset on this occasion. When the [sample](#) is a substantial proportion of the [population](#), the differences between subsets don't need to be so big to count as significant so if the population sizes are known, confidence intervals and significance indicators take account of [Finite Population Correction](#) and *FPC* shows the Correction which has been applied to the confidence intervals in each column.

When the difference between the two occasions is [significant](#) at the [confidence level](#) and with the [design factor](#) indicated in the page footer, an "x" appears to the right of the row to indicate this. We say that the difference is significant because it exceeds the figure shown in the fourth column, "[Confidence interval](#)". Smaller differences might arise just through the variations inherent in the process of [sampling](#).



ABC Ltd
Employee Satisfaction Survey 2011

	Subset No	Name
This time	1	Whole Survey
Last time	1	Whole Survey

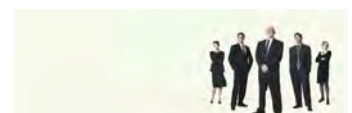
	Population	Last time	This time	Change	Confidence Interval
	2,626	2,626	2,772		
	FPC	0.98	0.44		
Sample		111	2,241		
Working environment					
41. I work in a suitable work environment (e.g. lighting, heating, layout)		62.50	64.75	2.25	5.87
42. I have the equipment and/or facilities I need to do my job		65.75	68.50	2.75	5.20
43. I can handle the workload in my job		66.25	67.00	0.75	5.42
44. I can handle the pressures in my job		70.00	74.50	4.50	4.35 x
45. My manager gives me the support I need to do my job well		58.75	62.00	3.25	5.61
46. I work in a generally friendly environment		77.00	75.50	-1.50	4.46
49. ABC takes Health and Safety seriously		69.75	73.00	3.25	5.61
58. I am treated fairly by ABC		65.00	65.50	0.50	5.90
64. I enjoy working at ABC		67.25	71.75	4.50	5.20
Topic average					
360 Working environment		66.92	69.17	2.25	5.32
Teamwork & employee involvement					
14. My site/department is pursuing the same objectives as ABC		58.00	68.50	10.50	5.77 x
23. ABC is open to implementing new ideas		59.75	59.50	-0.25	5.35
39. I have opportunities to express my ideas within my site/department			69.50		0.58
40. ABC values its employees		49.25	56.50	7.25	6.29 x
47. My site/department/team works well together		71.50	69.25	-2.25	5.38
50. My site/department/team works well with people from other teams			68.75		0.48
51. My site department works with other sites/departments, to meet the needs of our customers.			69.25		0.49
Topic average					
370 Teamwork & employee involvement		59.63	65.89	6.27	4.33 x

Differences marked x are significant at the 95% confidence level after applying a design factor of 1.30

Where population sizes are shown, confidence intervals and significance indicators take account of Finite Population Correction.

Printed 21-Dec-2011

Report version: 10 Nov 2011



Management Summary

Extra Report. There is an additional fee for a Management Summary report.

We prepare a narrative report setting out what we regard as the key findings of your survey and we suggest initiatives you may wish to consider in response to the survey findings. Every report is different but the report is likely to include the following headings, if they apply.

- Introduction
- Objectives
- Summary of key findings
- Survey Methodology & administration
- Questionnaire
- Response rate
- Overall results
 - Pleasing results
 - Disappointing results
- Comments
- Priority for Action
- Prior occasion comparisons
- Subset differences



PowerPoint[®]

If we have prepared a [Management Summary](#) report, we can prepare a PowerPoint presentation document which summarises its contents.

We deliver the .ppt file in editable format so that you can edit and adapt it for use in any presentation you wish to make.

This extra service will lead to an [additional fee](#).



Attend to present the results

You may choose to present the survey results to your colleagues yourself but survey results are often more persuasive when presented by an independent outsider, particularly when that person is the specialist consultant who has managed the project for you from its inception. And if your colleagues accept the survey findings they are more likely to agree to the initiatives through which you propose to address the areas for improvement that the survey has exposed.

We can attend to present the results of your survey and answer any questions the audience may come up with.

This extra service will lead to an [additional fee](#).



Feedback Summary

The information you feed back to the survey's target group can be a big influence on the success of the overall project and on the response rate if and when you repeat the survey.

We can help you to prepare a suitable document for publication on paper, via your intranet, or on the web.

This extra service will lead to an [additional fee](#).



Support for your initiatives for change

It is unlikely that we will be unable to put forward a specialist suitable to help with the programmes you decide to introduce in response to your survey findings. We maintain a wide network of experienced consultants with a track record of outstanding success in many fields of management, including

- 360° Feedback
- Aptitude and ability testing
- Business development
- Career counselling
- Change management
- Coaching
- Communication
- Company reorganisations
- Finance training
- Health & safety
- Interim management
- Learning & development
- Management skills
- NLP
- Office refurbishment
- Office relocation
- Organisation development
- Outplacement
- Performance management
- Personality profiling
- Recruitment & Selection
- Retirement planning
- Reward policy / practice
- Sales & Marketing
- Sales skills training
- Stress management

These extra services will lead to [additional fees](#).



Bespoke Reports

If you need a graph, or a report in a different structure from the [standard reports](#), we can help. You describe the requirement, or if you prefer, draw the way you would like the report or graph to appear. We will estimate of the cost of setting it up and if appropriate a per report production fee. If you agree, we choose the appropriate software to do the job and configure it to generate just what you want.

We do this all the time, and can produce special charts and reports quickly and without huge fees. Many requirements are very simple to set up and therefore very inexpensive. The following examples illustrate the sort of thing we can do for you.

[Priority for action reports](#)

[Horizontal bars and tabulation](#)

[Satisfaction order report](#)

[Response distribution chart](#)

[Topic summary chart](#)

[Management Feedback](#)

- [Single source \(Direct Reports\)](#)
- [Multiple source \(360° Feedback\)](#)



Priority for action Reports

[Bespoke Report](#) attracting [additional fees](#)

If the [items](#) in your survey are grouped into topics or [clusters](#), each representing a different aspect of the informant's experience of working in your organisation, or being one of its customers or clients, we can add a group of Importance questions at the end of the questionnaire where informants can give each aspect of their experience a rating to say how important it is to them. We can then combine the satisfaction measures and the importance measures to show which aspects deserve the highest priority for your attention because they are rated relatively unsatisfactory; and relatively important to informants. The return on your efforts to improve the high priority areas will be better than from other aspects rated less important, even if people rate them as more unsatisfactory.

These reports are usually prepared showing the results from a range of [subsets](#) on the same scale and in the same format, so that when you switch from one page to the next in the .pdf only the bars and the titles appear to change. Use the *Next page* and *Previous page* buttons to try it with the following pages.

The reports illustrated include the overall "Whole survey" bars on every report as well as a comparison with the prior occasion results for this subset.



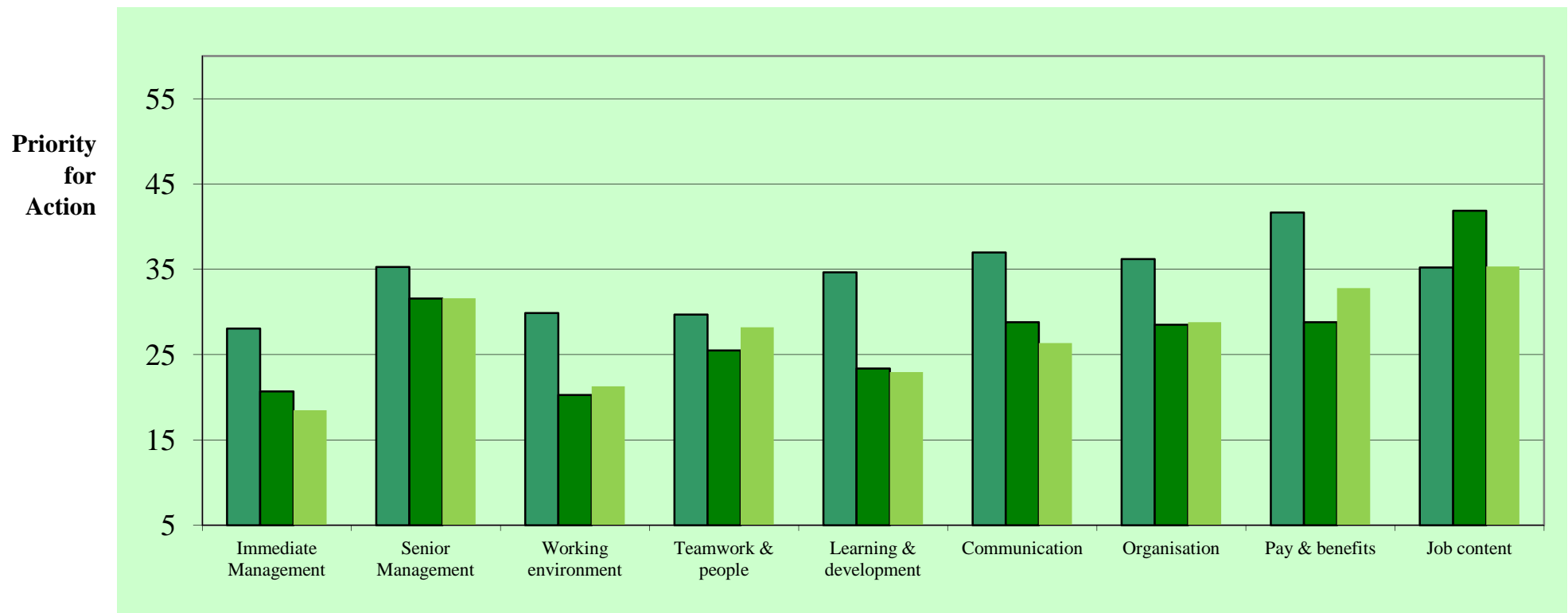
ABC Ltd
Employee Satisfaction Survey 2011
Priority for Action Chart



Mean Devn 8.0

Subsets Benchmark: **1 Whole Survey (258)**
 This Subset CY: **22 Manager (29)**
 This Subset PY: **22 Manager (37)**

	Immediate Management	Senior Management	Working environment	Teamwork & people	Learning & development	Communication	Organisation	Pay & benefits	Job content
Satisfaction Index	77	59	74	72	68	68	62	64	54
Dissatisfaction Index	23	41	26	28	32	32	38	36	46
Importance Index	90	77	78	91	73	90	75	80	91
Priority for action	21	32	20	25	23	29	29	29	42



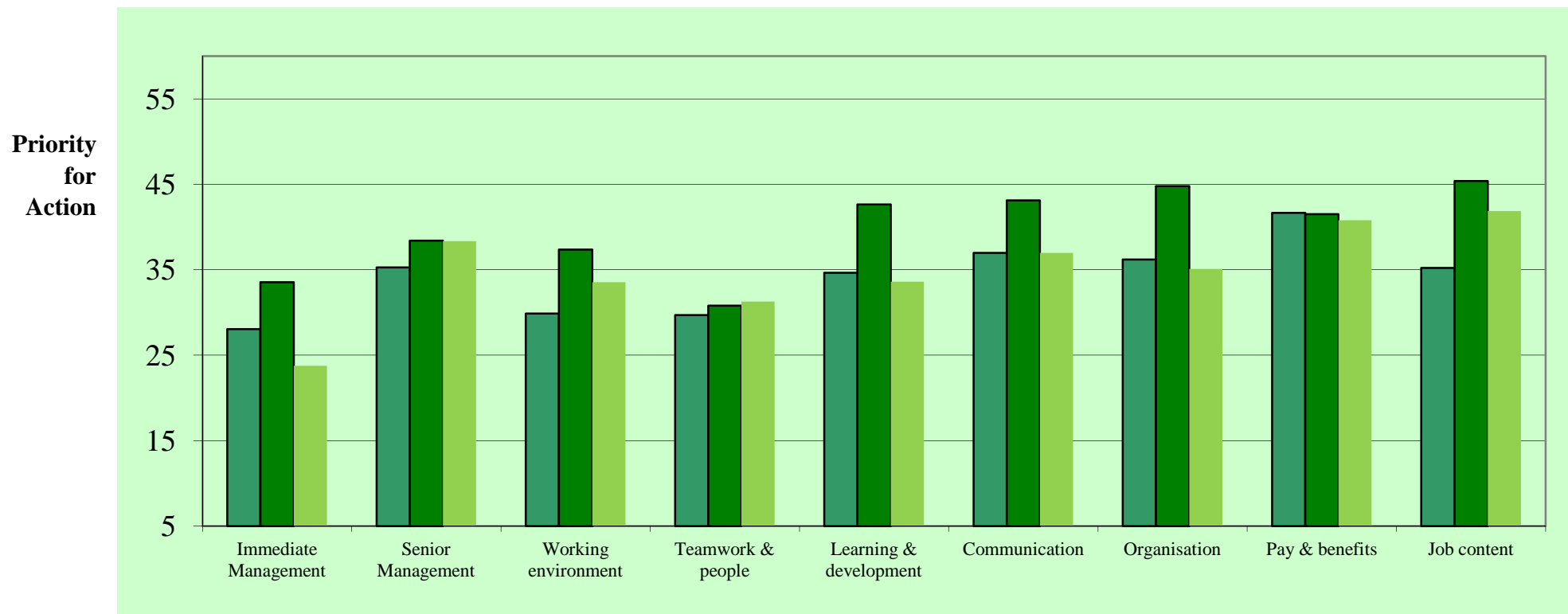
ABC Ltd
Employee Satisfaction Survey 2011
Priority for Action Chart



Mean Devn 5.6

Subsets Benchmark: **1 Whole Survey (258)**
This Subset CY: **23 Production Worker (90)**
This Subset PY: **23 Production Worker (110)**

	Immediate Management	Senior Management	Working environment	Teamwork & people	Learning & development	Communication	Organisation	Pay & benefits	Job content
Satisfaction Index	61	36	55	65	48	51	44	50	49
Dissatisfaction Index	39	64	45	35	52	49	56	50	51
Importance Index	86	60	83	88	82	88	80	83	89
Priority for action	34	38	37	31	43	43	45	42	45



Horizontal bars and tabulation

[Bespoke](#) Report attracting [additional fees](#)

For each [subset](#), this report shows each [topic](#) on a separate page. The items which comprise the topic are listed, and beside each one there is a graphic with a horizontal bar showing the [percentage](#) of [informants](#) who chose the available unfavourable and favourable options; and a table which shows the percentages.

The Example comes from a survey with a seven point agreement scale, including a neutral *neither agree nor disagree* option which appears in the table, but not on the graphic.



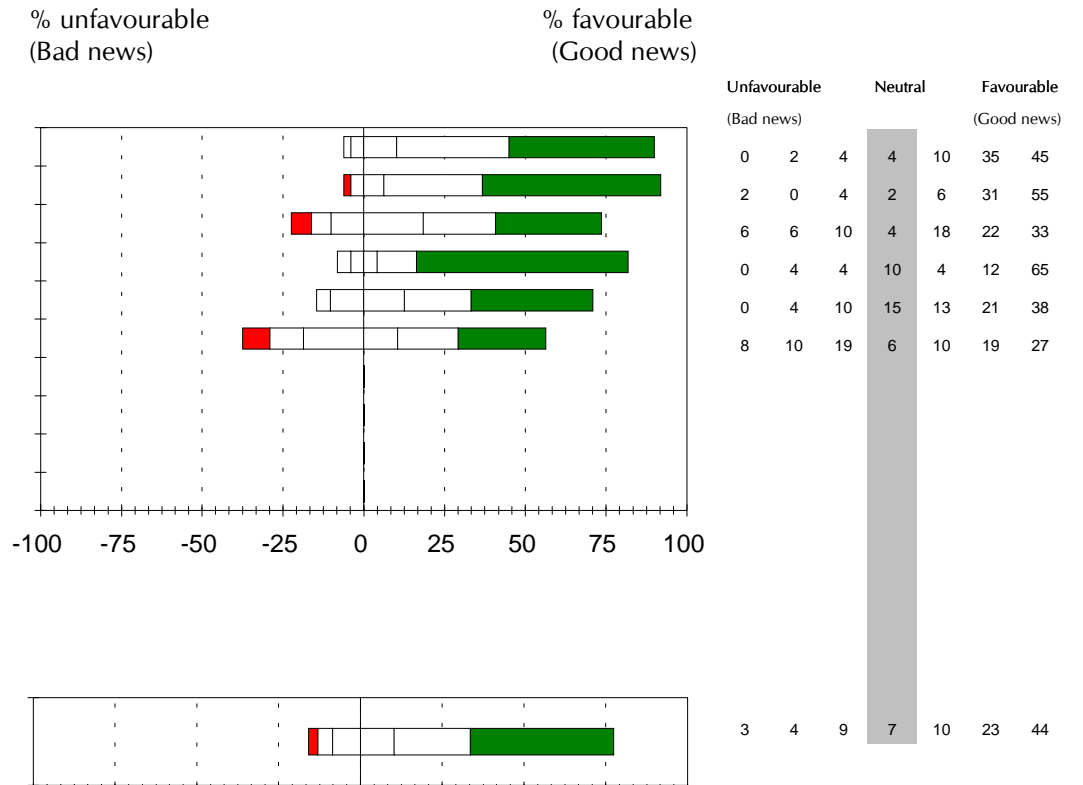
ABC Europe
Employee Satisfaction Survey 2011
Job Satisfaction
Austria

- 1 Most days I am pretty enthusiastic about my job
- 5 I really do enjoy my job here
- 7 There is a great deal of frustration in my job
- 9 I think my job is uninteresting
- 11 Each day of the week seems like it will never end
- 13 I often find it difficult to relax at home after work

* Negative statement; disagreement is good news.

Topic Average
Job Satisfaction

07-Mar-11

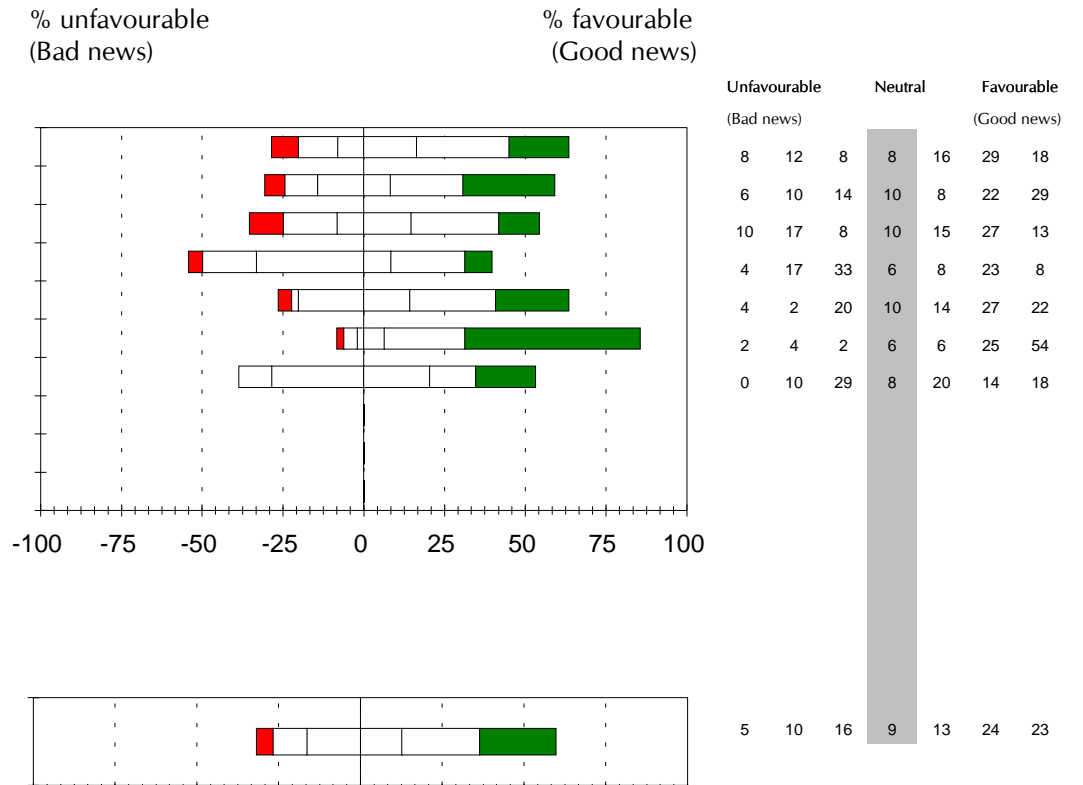


ABC Europe
Employee Satisfaction Survey 2011
Work Allocation
Austria

- 4 The Company expects an unreasonable amount of work to be done
- 6 There are often conflicts in the priorities I am set
- 14 I have to put in long hours to complete my work
- 15 There is a high level of pressure in my job
- 16 Work piles up faster than I can complete it
- 20 I frequently have too little to do
- 26 I feel a lot of stress at work

* Negative statement; disagreement is good news.

Topic Average
Work Allocation



ABC Europe

Employee Satisfaction Survey 2011

Job Requirements, Perf Objectives, Trng & Dvt Opportunities

Austria

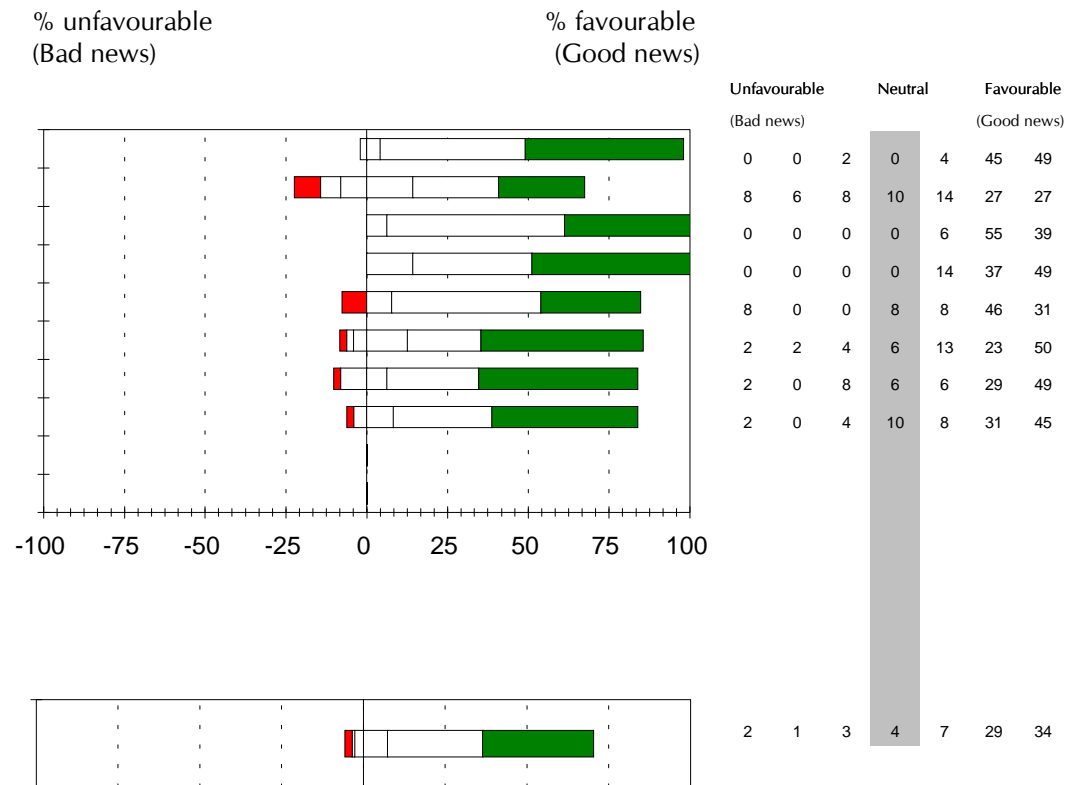
- 2 I feel that I am well trained for the job that I do
- 3 The Company is committed to developing people
- 8 I know how well I am doing in my job
- 18 I know what my responsibilities are
- 22 My Performance Review was beneficial
- 40 My manager agrees clear performance objectives with me
- 41 My manager gives me honest, accurate feedback about my performance
- 53 My manager coaches and develops me
- 69 I am responsible for my own training
- 70 I understand my job's importance to the Company's objectives

* Negative statement; disagreement is good news.

Topic Average

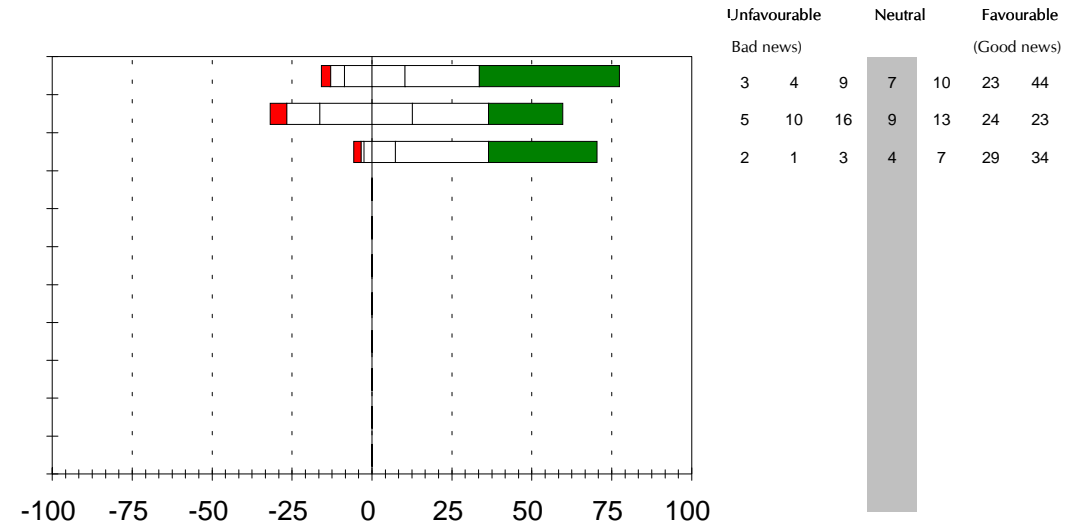
Job Requirements, Perf Objectives, Trng & Dvt Opportunities

07-Mar-11



ABC Europe
 Employee Satisfaction Survey 2011
Topics Summary
 Austria

Job Satisfaction
Work Allocation
Job Requirements, Perf Objectives, Trng & Dvt Opportunities



Satisfaction order report

[Bespoke Report](#) attracting [additional fees](#)

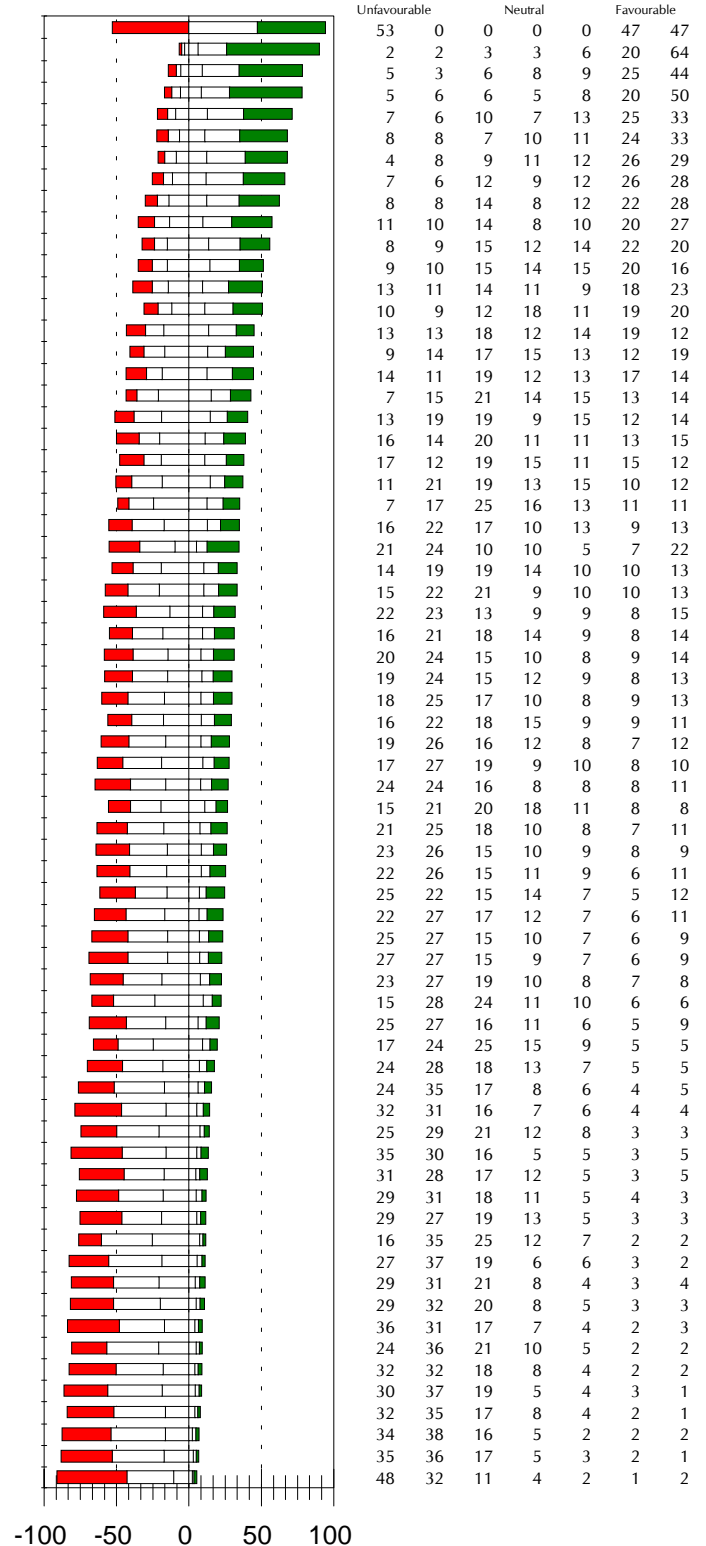
This report shows a graphic and a table of the [percentage](#) of [informants](#) ticking each of the available options like the [Horizontal bars and tabulation](#) report described above. This one shows all the [items](#) in the survey, though, and for each [subset](#) sorts them in overall satisfaction order.

This gives you a quick view of the items on which each subset is least satisfied, but it would be difficult to read if there were many more items in the questionnaire and it isn't so helpful if what you want to do is compare one subset with another, because the items come in a different order on each subset's report.



**ABC Europe
Employee Satisfaction Survey 2011
Whole Survey**

- 21 During the last 12 months I have had a Performance Review
- 20 I frequently have too little to do
- 11 Each day of the week seems like it will never end
- 9 I think my job is uninteresting
- 34 The situation in our team is full of tension
- 17 I have no authority to solve customer problems
- 51 My manager takes too long to make decisions which affect my job
- 27 Things seem to be in a state of crisis in our team most of the time
- 7 There is a great deal of frustration in my job
- 13 I often find it difficult to relax at home after work
- 16 Work piles up faster than I can complete it
- 4 The Company expects an unreasonable amount of work to be done
- 14 I have to put in long hours to complete my work
- 62 My manager does not regard people management as an important part of his / her job
- 32 Information I need to do my job is given too late
- 3 The Company is committed to developing people
- 26 I feel a lot of stress at work
- 60 There is strong Company commitment to caring for all our employees
- 19 We always get the equipment we need to enable us to do our job
- 15 There is a high level of pressure in my job
- 6 There are often conflicts in the priorities I am set
- 63 ABC regards employees as important
- 30 We get the support and service from other departments to do our job well
- 23 I work in a comfortable physical environment
- 10 I feel certain about my level of authority
- 12 I am encouraged to strive for continuous improvement
- 49 I am well informed about how ABC is performing
- 42 My manager encourages frank & open discussions about the way I do my job
- 53 My manager coaches and develops me
- 41 My manager gives me honest, accurate feedback about my performance
- 40 My manager agrees clear performance objectives with me
- 35 I am well informed about general Company policies
- 24 I am encouraged to find new ways to improve things
- 45 My manager is open to ideas that differ from his / her own
- 48 My manager creates the conditions in which I can do a good job
- 39 My manager lets me know how our Department / Station is performing
- 68 I rate ABC as one of the best companies to work for
- 50 My manager delegates authority and responsibility
- 52 I settle most customer-related issues without reference to my manager
- 43 My manager develops a good relationship with other parts of the organisation
- 22 My Performance Review was beneficial
- 47 My manager will support me if I make a mistake
- 46 My manager encourages the group to work as a team
- 37 My manager understands the job I do
- 38 I get the support I need from my manager
- 44 I have the necessary information to do a good job
- 36 I enjoy working for my manager
- 58 Decisions in this company are made on the basis of customer needs
- 66 I would recommend ABC to others as a good company to work for
- 33 In general, the morale of my group is very high
- 65 My morale is high
- 54 ABC is honest in its dealings with customers
- 29 In our team we help each other a lot
- 25 I look for opportunities to increase sales and profitability
- 31 We are all committed to satisfying internal customers
- 64 I am proud to work for ABC
- 59 In my view our customers believe that we give a first class service
- 1 Most days I am pretty enthusiastic about my job
- 5 I really do enjoy my job here
- 55 ABC cares about the needs of the customer
- 56 Customer service is highly valued by ABC
- 67 I rate the service ABC provides customers with as one of the best
- 57 I have a very positive attitude towards ABC
- 2 I feel that I am well trained for the job that I do
- 61 There are clear corporate statements about the importance of customer service
- 8 I know how well I am doing in my job
- 28 My team is capable and efficient
- 18 I know what my responsibilities are



07-Mar-11

Response distribution chart

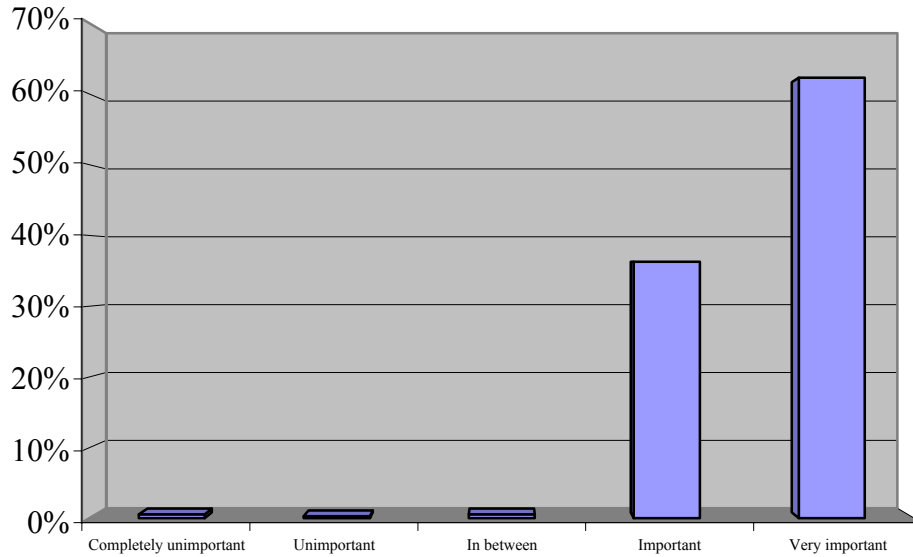
[Bespoke](#) Report attracting [additional fees](#)

In each [subset](#) there is a chart for each [item](#) in the survey, showing the percentage of [informants](#) who ticked each of the available options.

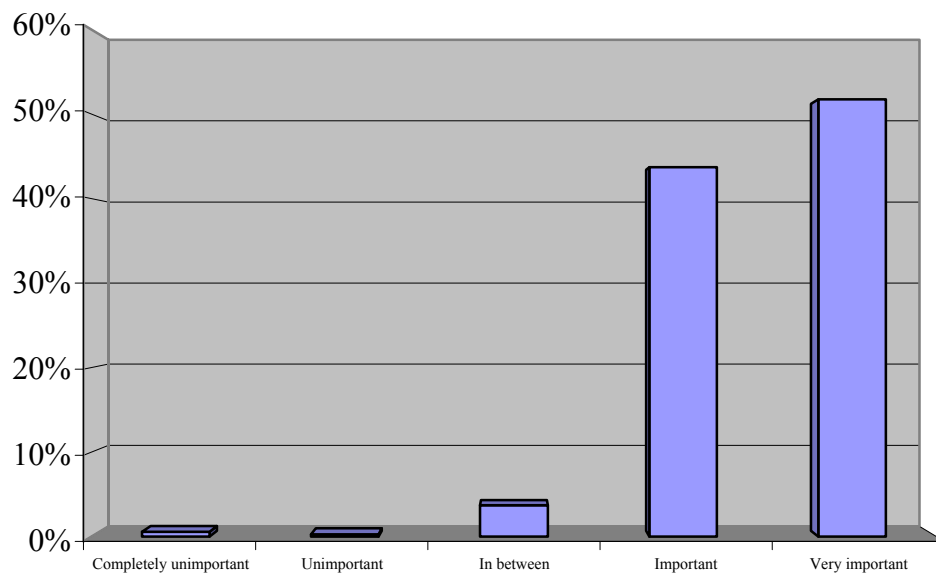


What is Important to you at work?

1 Interesting and enjoyable work



2 Work giving me a sense of achievement



Management feedback – Single source

Bespoke Report attracting additional fees

This example comes from a simple [management feedback system](#) which shows a manager how they are perceived by the members of the team they lead. Results are expressed relative to the manager's own average result, so the report avoids giving any absolute competence rating.

Instead, it tells the manager how the team sees his or her **relative** strengths, and the aspects they think could most do with some polishing.

In this version, there is a final chart on page 2 which puts the manager's feedback ratings in context by comparing the average raw scores (on a scale from 1 to 5) with the last time this manager used the feedback process, and with the average for a benchmark group. In this case it is the whole company, but it could be a department or a specific discipline, like sales, or operations, or production. You may prefer to leave this chart out altogether and stick to the principle of providing results which show only the individual's relative strengths and development needs.



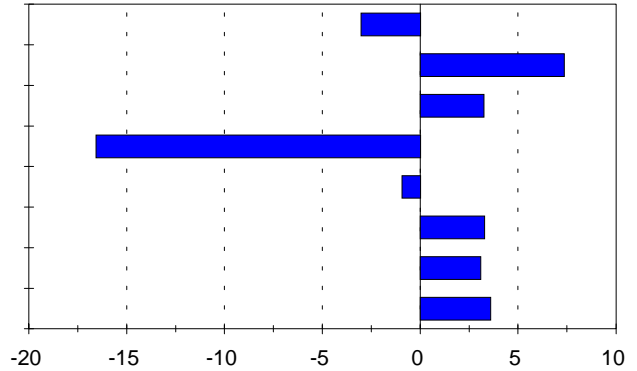
IDEAL ABC MANAGER

Teri Jules

Tuesday, December 11, 2011

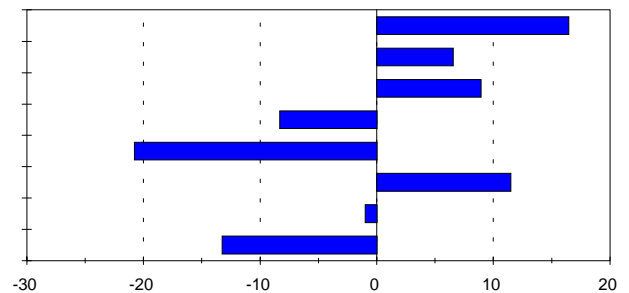
SUMMARY

- Clarity
- Problem solving & innovation
- Training, development & enabling
- Performance monitoring / recognition
- Team building
- Customer sensitivity
- Manager's personal qualities
- Putting leadership into practice



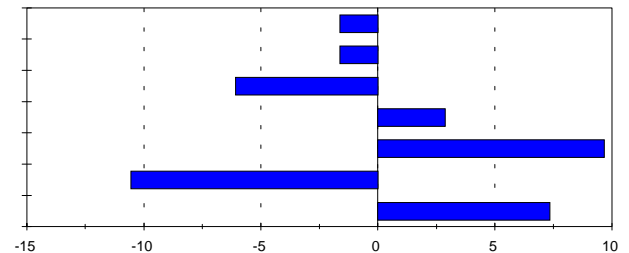
Clarity

- Gives me clear understanding of my responsibilities
- Avoids withholding information which helps me do my job
- Links the performance of myself & our team to the overall success of the organisation
- Agrees clear work plans with me and my colleagues
- Is consistent in the priorities that he/she sets
- Ensures that we understand how changes or new products affect us and the company
- Sets objectives for our team as well as for me individually
- Sets clear, specific objectives against which my performance can be assessed



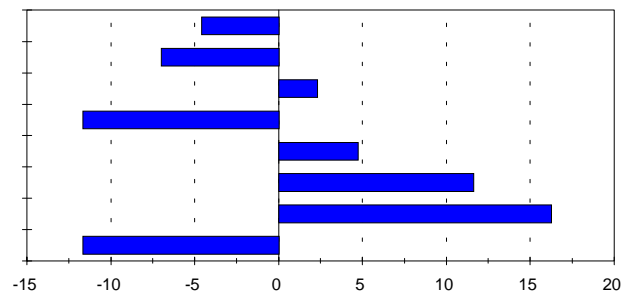
Problem solving & innovation

- Confronts difficult issues openly & honestly
- Gives me clear-cut decisions when I need them
- Is fair when handling requests from me or my colleagues to change rules or plans
- Is willing to try new ways of doing things
- Concentrates on learning from mistakes to avoid future problems, not blaming an individual or the team
- Solves problems personally rather than involving people at a higher level
- Encourages us to consider all the alternatives to resolve problems



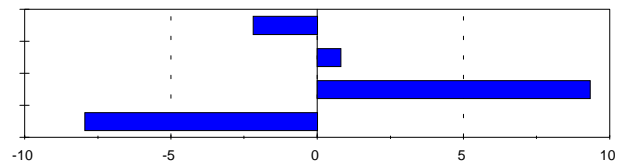
Training, development & enabling

- Encourages me to become knowledgeable about other areas of the business
- Ensures I have the information, authority & resources to do my job
- Encourages me & my colleagues to identify and resolve problems on our own initiative
- Is accessible to me when I need information, help or advice
- Ensures that my training needs are identified
- Gives me tasks that challenge me and develop my capabilities
- Ensures I feel free to contact anyone in the company in the performance of my duties
- Shows he/she cares about my career & development needs



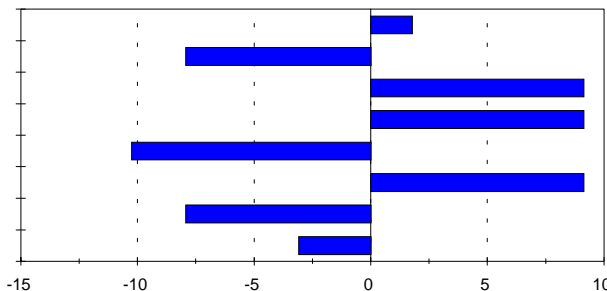
Performance monitoring / recognition

- Makes me feel that I am important
- Readily recognises & rewards good performance
- Gives helpful & well-timed feed-back on my progress
- Lets me know my contributions are valued



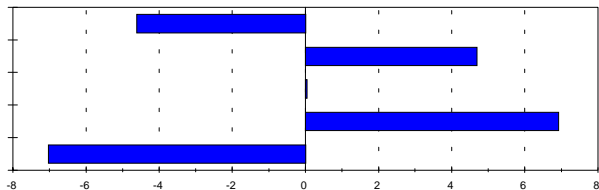
Team building

- Shares responsibility for our team's successes & failures
- Indicates that he/she values all members of our team
- Conducts our team meetings in a manner that builds trust & respect
- Gives support to others in our team
- Works to establish a co-operative work atmosphere
- Welcomes ideas for change from members of the team
- Promotes our good ideas enthusiastically
- Communicates that people are an important resource



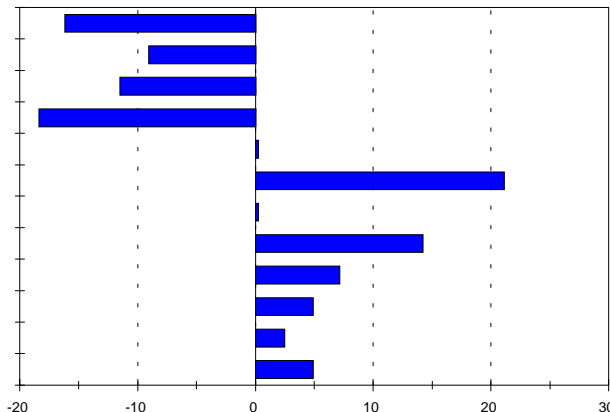
Customer sensitivity

- Places a high value on customer service
- Puts a strong emphasis on customer needs
- Responds positively when asked for help by other departments
- Pays close attention to what people are saying
- Is attentive to internal as well as external customers



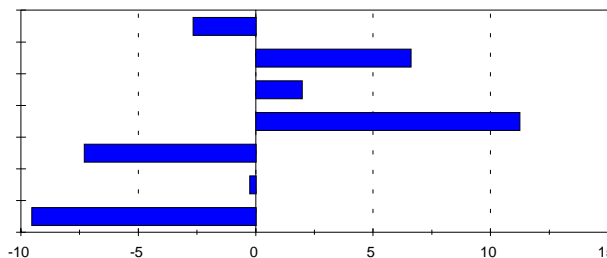
Manager's personal qualities

- Motivates and inspires me
- Behaves respectfully towards people
- Acts in a way that builds & maintains trust
- Is willing to take on tasks he/she would ask of others
- Handles pressure & stress smoothly
- Is willing to give his opinions to anyone when necessary
- Behaves in a way that indicates enthusiasm
- Demonstrates initiative & self-confidence
- Manages his/her time effectively
- Communicates high personal standards through dedication
- Listens openly to others' ideas regardless of position
- Demonstrates urgency & energy to get results



Putting leadership into practice

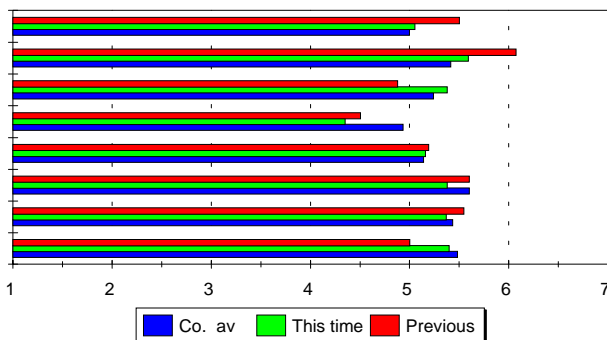
- Has given my team the authority to satisfy our customers (internal and external)
- Wants my team to apply our best judgement intelligently
- Encourages my team to trust each other
- Is confident that the members of the team will each do their part to satisfy customers
- Constantly encourages the team to look for opportunities to delight our customers
- Has made clear ... best judgement ... continuous improvement
- Wants us to use best judgement in our jobs without having to gain permission



All above results are % better or worse than your own average

Raw Score Comparisons

- Clarity
- Problem solving & innovation
- Training, development & enabling
- Performance monitoring / recognition
- Team building
- Customer sensitivity
- Manager's personal qualities
- Putting leadership into practice



360° feedback – Multiple sources

Bespoke Report attracting additional fees

This example comes from our Off-the-Shelf Front Line Manager [360° Feedback](#), or multi-source feedback system for a “Front Line Manager”; one who manages a team of people who don’t have management responsibility for others. We offer another Off-the-Shelf 360° Feedback system, designed for a “Senior Manager”; one who manages people who are themselves managers of others. The two have much in common.

The illustration shows the initial summary pages and the detail for the first two primary competences, “Results focus” and “Corporate compliance” followed by the summary pages for secondary competences, and one page of detail underlying these. Finally, there is a transcript of the free text comments informants are asked to provide.

Results are shown on the scale offered on the feedback questionnaire, so with two reports side by side, comparisons between managers are possible.



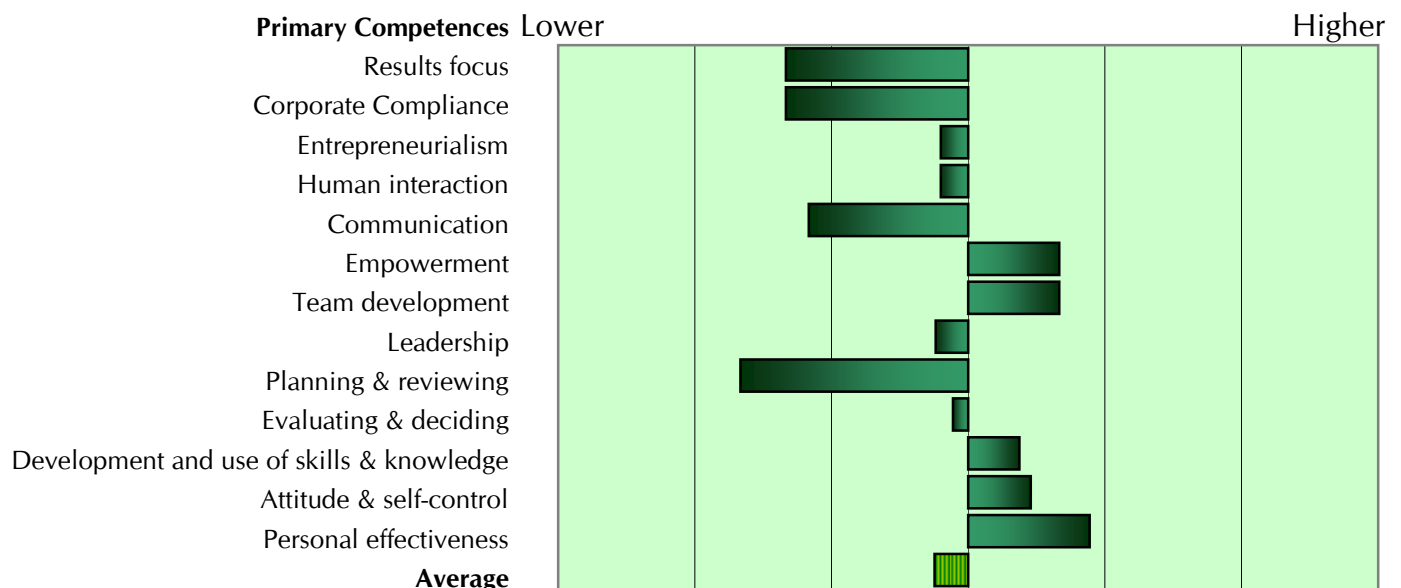


**ABC Ltd
Front Line Cohort Dec 2011
Front Line Manager 360° Feedback**

**for Fred Frontline
07 January 2012**

Respondents	Invited	Responded	Key
Self	1	1	S
Your Manager	1	1	M
Peers	2	2	P
Direct Reports	3	2	R
Clients / Others	3	2	C
All Others (excluding Self)	9	7	O

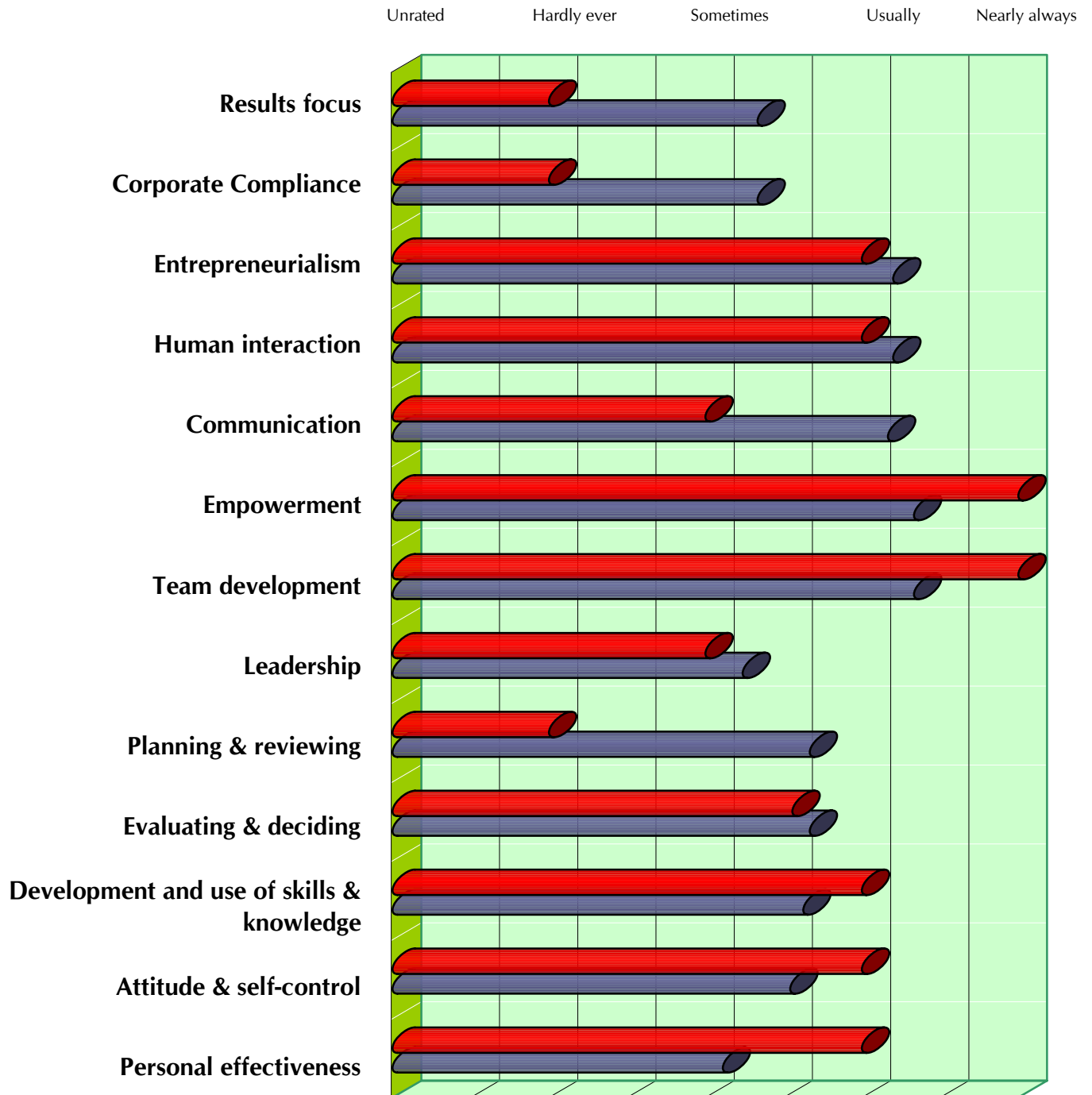
Compared with the average of all other respondents', your self-assessments were



Primary Competences

Each behaviour features only once.

Self and all others combined



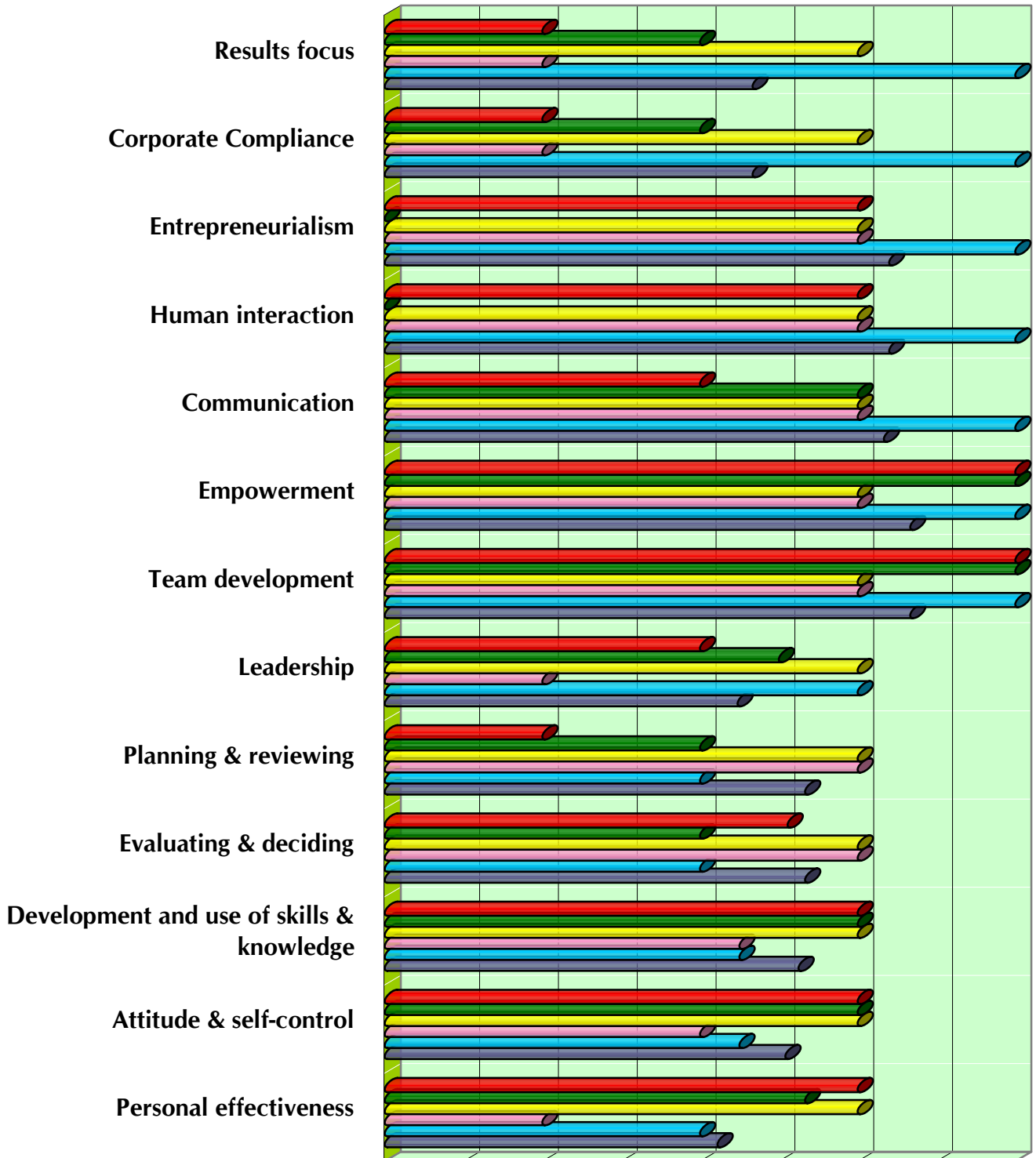
Primary Competences

Each behaviour features only once.

Self and other sources separately



Unrated Hardly ever Sometimes Usually Nearly always

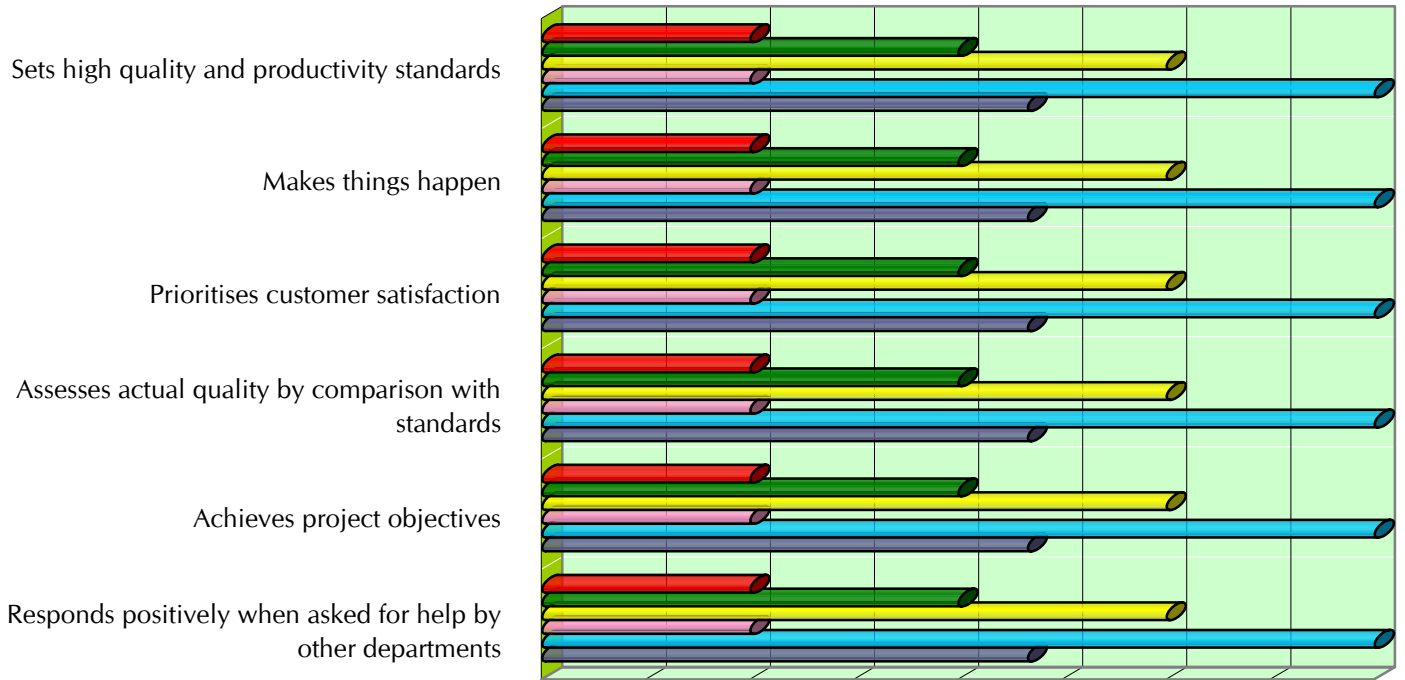


Primary Competence

Results focus



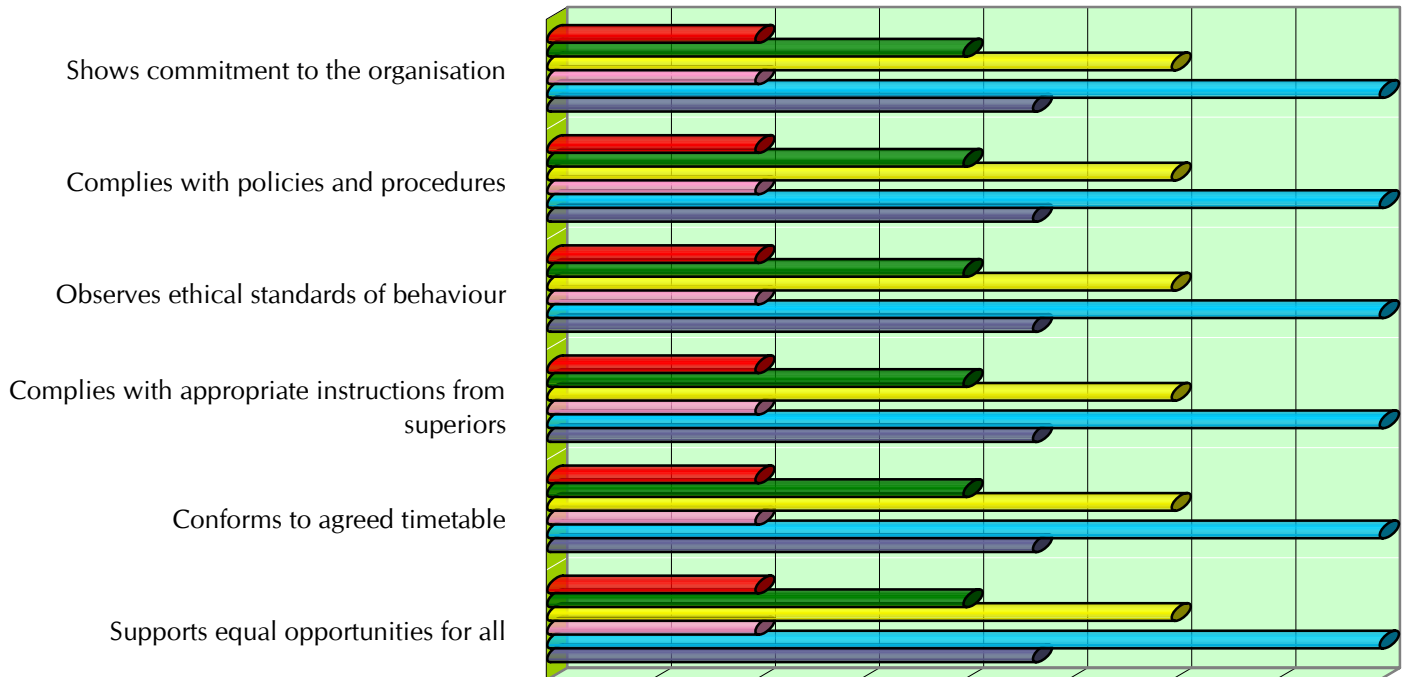
Unrated Hardly ever Sometimes Usually Nearly always



Primary Competence

Corporate Compliance

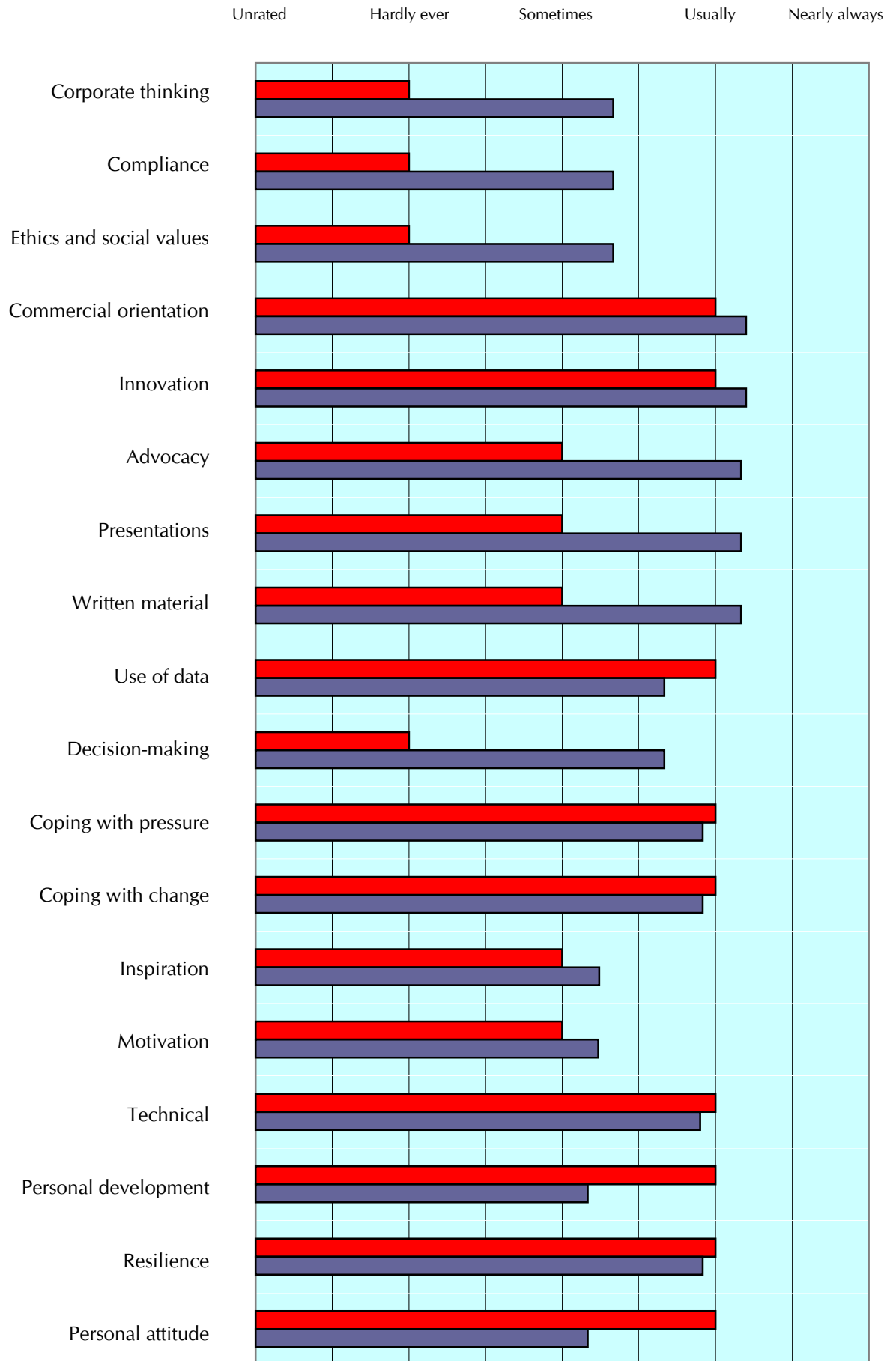
Unrated Hardly ever Sometimes Usually Nearly always



Secondary Competences

Behaviours may feature in more than one competence.

Self and all others combined



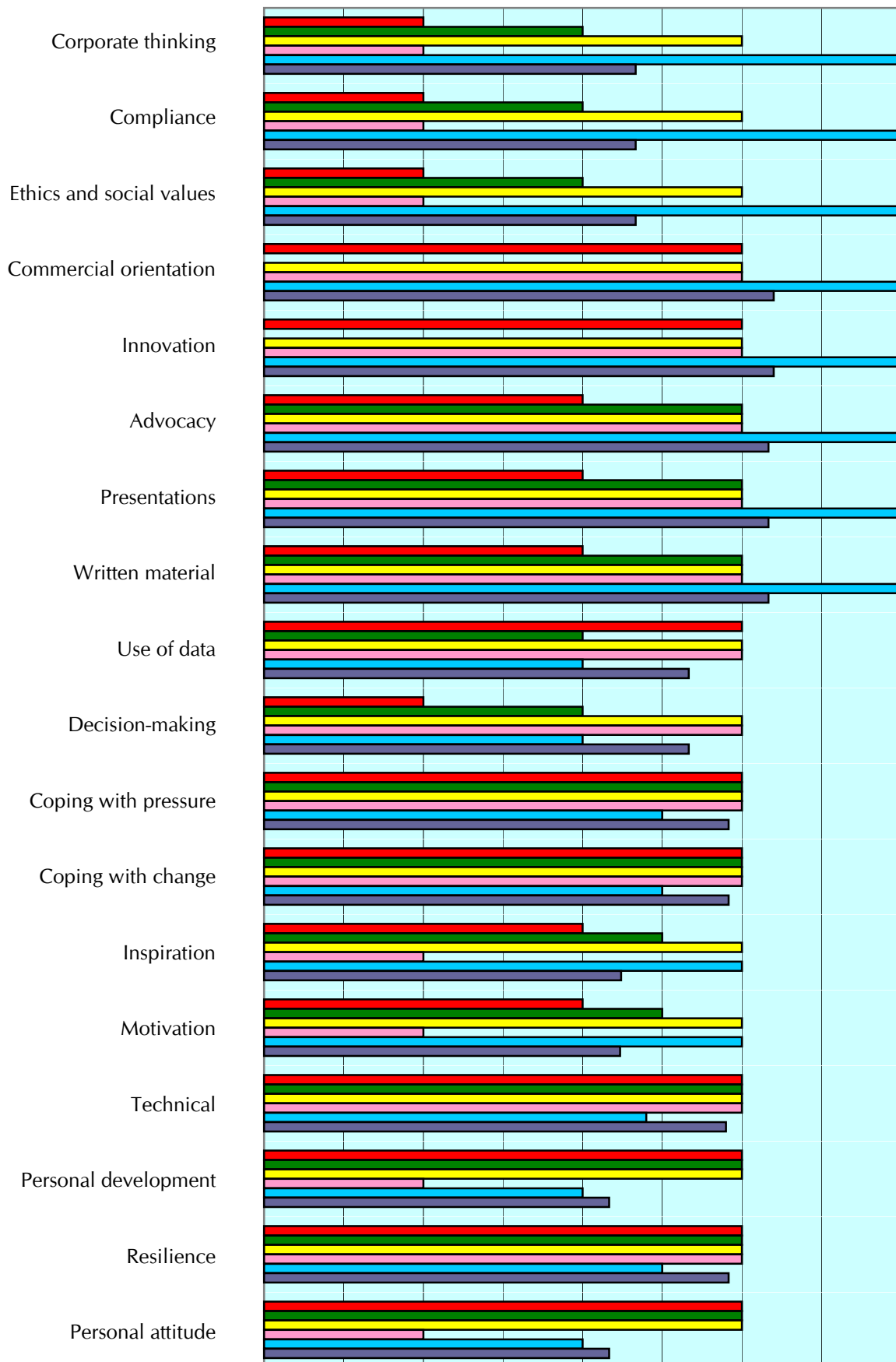
Secondary Competences

Behaviours may feature in more than one competence.

Self and other sources separately



Unrated Hardly ever Sometimes Usually Nearly always

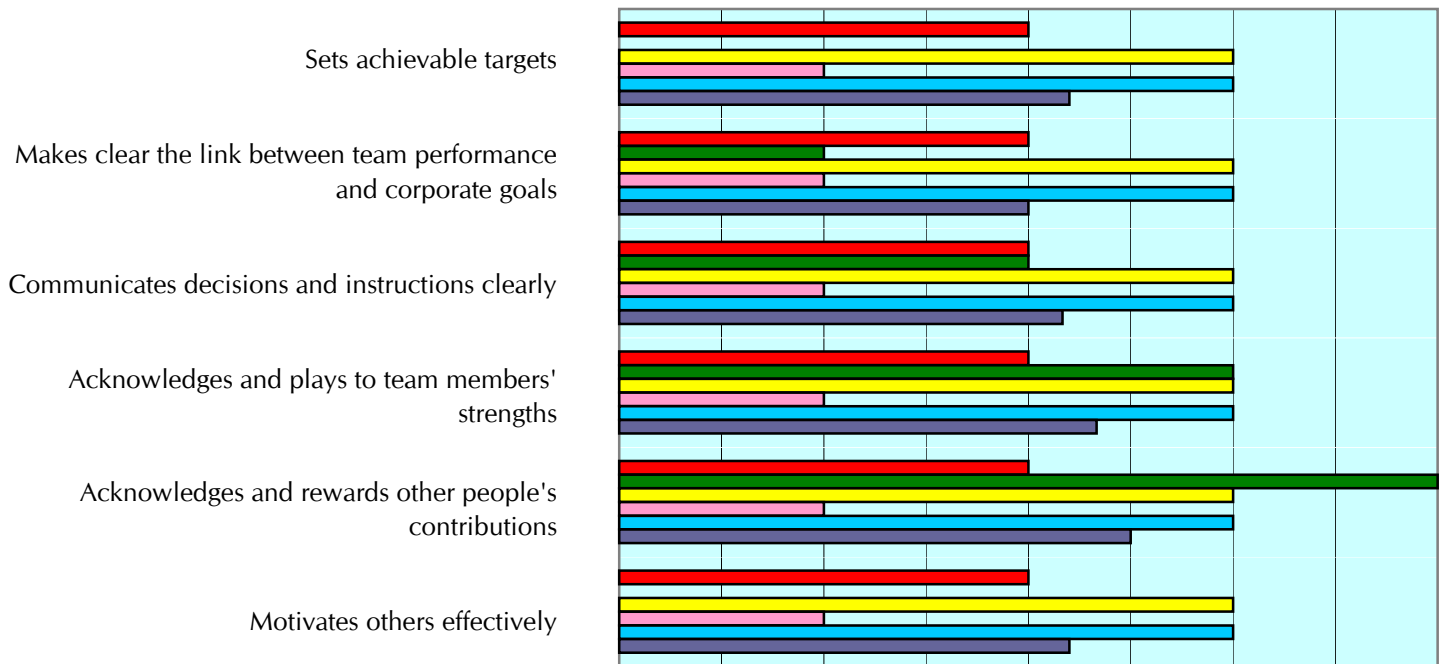


Secondary Competence



Motivation

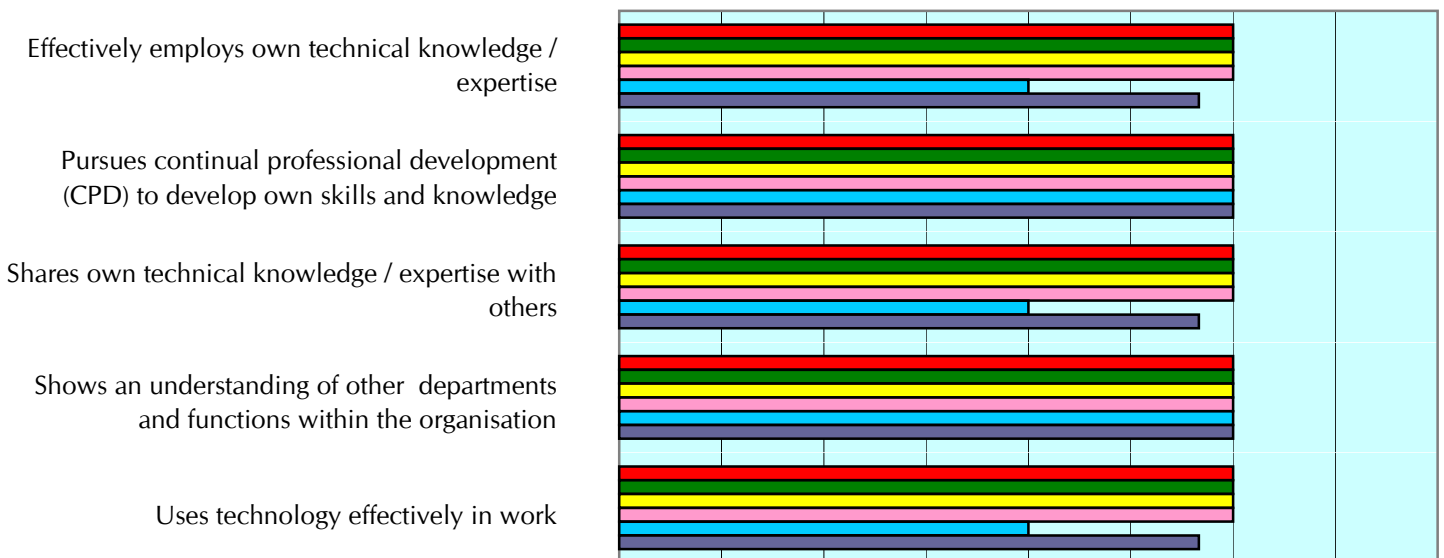
Unrated Hardly ever Sometimes Usually Nearly always



Secondary Competence

Technical

Unrated Hardly ever Sometimes Usually Nearly always



QUISH Package

The QUISH (Quantify Integrated Survey Handling) package is a bundle of core services which nearly every client requires. You may well wish to choose add-on reports or services in addition to the QUISH package, or possibly leave out some of its normal features. If so, we will quote the fee additions or discounts which will apply as a consequence.

Each QUISH fee we quote relates to a specific project by reference to the number of items in the questionnaire, number of responses, the number of subsets to be reported on and the methodology (web, paper or a combination) proposed. Changes in any of these factors will lead to a revised QUISH fee.

Included in the QUISH Package

- Take briefing; configure software to handle your survey.
- If the survey is administered via the web,
 - Provide web hosting capacity and set up the survey on the web.
 - Download data from the web, convert and import into analysis software.
- If the survey is administered via paper questionnaires,
 - Receive incoming mail, open and sort; key data from questionnaires.
 - Any necessary postage cost for incoming responses in our business reply service envelopes.
- While the survey is current,
 - Provide progress reports, usually daily, showing the number of responses received each day and the achieved response so far.
 - Provide Responses by Class reports on request.
- Define and analyse subsets of total response, produce and deliver outputs summarising the numerical parts of the questionnaire. (i.e. the tick-box parts of the questionnaire) using standard report layouts illustrated in this document.



Additional fees

Many reports and services not included in the QUISH package are available at additional fees. You can see a list of many of the options and add-ons in the [Report package – contents](#) section above.

Our proposal sets out each report or service you have requested or we are suggesting, with an estimate of the fee it would lead to. If our proposal doesn't mention a report or service you wish to consider, please let us know and we will provide a new proposal to meet your wishes.

If you don't have a proposal, we would be pleased to talk over your project and provide one. If you are only at the planning stage, it may be just an outline proposal based on a number of our assumptions or suggestions. We can provide a better fee estimate when you have been able to firm up your plans concerning the project; how it will be carried out, how big the questionnaire will be etc. etc. We are happy to provide a proposal and revise it as necessary at no cost to you and without any obligation to proceed with a project.



Report Categories

Each report illustrated in this collection is marked as a Complimentary, Standard, Extra or Bespoke report.

Complimentary reports

We provide these reports on request, for no added fee, as often as you want them while the project is live.

- [Progress report](#); While the survey is live, we send updated versions, usually daily.
- [Responses by Class report](#); Available on request while the survey is live
- [Subset list](#); Included in your reports package

Standard reports

Within the [QUISH](#) package fee, for each [subset](#) you ask us to define and report, you choose one of the following styles in which to have it reported. If you ask for the same subset to be reported using more than one style, there is an [additional fee](#) for this.

- [Response Tally report](#)
- [Question by Question report](#)
- [Averages Report](#)
- [Subset Tabulation](#)
- [Subset Comparisons](#)

Extra reports

These extra reports attract an [additional fee](#).

- [Prior Year comparison reports](#)
- [Benchmarking \(Normative\) comparisons](#)
- [Comments summaries](#)

Bespoke reports

We can design and produce reports in any layout to meet your specific needs. [Additional fees](#) apply. More detail and some examples [here](#).

