

Quantitative Research

Workforce survey of key issues Retention and professional development

Media company

Project Outline

The senior executive of a media company wanted to better understand key workforce issues, and identify which changes to working conditions would be acceptable to staff. He also wanted to identify differences between younger and older employees, especially factors which could affect retention.

Research Strategy

With significant input from the client, ASR developed a draft questionnaire which was pilot tested with selected staff in a variety of locations and roles. Pilot feedback was incorporated into the final version.

The executive sent an invitation email to all staff, with a hyperlink to ASR's website. The questionnaire was anonymous but allowed staff to create a personal password so that they could answer questions over several sittings.

The questionnaire asked what attracted employees to the organisation, what made them stay, and investigated issues around receiving feedback and recognition, job satisfaction, professional development, working conditions and supervision. It asked also how they received and perceived information about the company.

The web questionnaire was available for three weeks in Survey Manager. Response rates were monitored, and selective email reminders targeted work areas which had not responded in sufficient numbers.

Outcomes

Results of the survey were analysed using several demographics: length of service, age, salary and role. This detailed analysis revealed which employee groups had issues, and where initiatives for improvement were needed.

Free text comments were analysed for themes, and were provided verbatim for use in developing new programs. Senior managers have used the information to implement new professional development and performance management programs, as well as change employment contracts so that they more closely fit employee needs and expectations.

With ASR and Terris Consulting, the client is now introducing performance management procedures as a primary intervention to align managers and employees with the company's vision.

“ Using a survey as a diagnostic to justify organisational change ”