



**FINALLY, AN ASSESSMENT TOOL THAT
IMPROVES
THE WAY THINGS GET DONE
AND
IMPROVES YOUR BOTTOM LINE**

Human Systems Development's organization assessments are smart business tools. Smart, because they are based on sound measurement strategies and because they use state-of-the-art technology. For you, that means valid, reliable, accurate survey results and turn around in record time.

WORK CULTURE, SATISFACTION, AND PROFITABILITY

There is a strong link between culture, satisfaction, and profitability. Successful companies maximize their human resource investment so they can compete and win in today's economy. And since employees enable company strategies to be realized, ultimately they are the ones who deliver the value to your customers and have the greatest impact on your bottom line results.

Key indicators of employee satisfaction gauge how a company's performance objectives are being met through human resource planning and management. Companies with effective human resource metrics experience nearly half the turnover of their counterparts. HSD's research along with those of other well known organizational theorists beginning with Rensis Likert in the 1960's, support the link of "human resource accounting" and business results.

Human Systems Development® agrees. So do many companies who have used our assessments and over 450,000 employees who have participated in our research.



HSD®'S Survey Tools Have Multiple Uses

Assessment and Diagnostic Tool

Perceptions are powerful influencers of behavior. A thorough assessment of these perceptions uncovers situations that need attention. A diagnostic analysis by an unbiased third party identifies both strengths and weaknesses, sizes up the causes and effects of problems, and determines the best actions to address these problems.

Performance Incentive

The most profitable companies utilize effective measurement tools. Research consistently indicates companies with high performance and high involvement work climates produce better financial results. Used effectively, the assessment and feedback intervention is superior to any other organization development activity in promoting lasting beneficial change.

Periodic Benchmarking and Evaluation

The instrument may be utilized as an ongoing management information system to monitor and manage change. Repeating the process on a regular basis evaluates the impact of change efforts and identifies areas in need of adjustment and realignment.

Employee Involvement and Team Accountability

The questionnaire may be used as an improvement-action planning process for the development of high performance teams throughout the organization. The group feedback approach enables teams to diagnose and solve problems, reduce conflict, and improve performance.

Organizational Learning and Change

Learning organizations are keenly interested in understanding what's working, what's not working, and what needs to change. A feedback process which engages all employees in defining, improving, and monitoring the work culture has a greater chance of achieving understanding, commitment, and change. The data is a powerful learning and development tool for leaders.

Systemic Approach to People Problems

Companies confronted with employee and management discontent need to find out what the problems are before they set out to solve them. Today's problems come from yesterday's solutions. A carefully constructed measurement tool can uncover the areas of highest leverage for improvement that are often the least obvious.

Traditional Versus HSD®'s Employee Satisfaction Surveys

TRADITIONAL EMPLOYEE SURVEYS

- Measure personnel and employment practices
- Captures data using a paper and pencil process
- Ask questions which are opinion and attitude based using a, "let's ask this question" approach to survey design
- Entitlement focused, what the company should do for you
- A human resource program
- Survey activities focus on collection and communicating results
- Top management is expected to fix the problems
- The survey is viewed as a one-time event and is often used as a report card
- Long delays exist between data gathering and feedback
- The data is compiled by hierarchical level and large functional groups
- Minimal attention on what to do with the information

HSD'S SATISFACTION SURVEYS

- Measure all elements of a high-performance work culture
- Captures data most suited for the organization – web based, email, fax, mail-in, paper/pencil
- Ask well-researched questions integrated with business strategies and company values; behavioral based questions
- Accountability focus; what individuals and teams can do
- A business tool for leaders throughout the organization
- Survey activities focus on improvement and problem solving
- Leaders, supervisors, and teams own the data and are held accountable for improvement
- The survey is an on-going process for developing the organization
- The project scope and feedback process is planned to minimize the gap between collection and feedback
- The data is compiled for each work group to enable improvement and ownership
- Work group leaders are trained on how to use the information and involve employees in solutions

What We Offer Our Clients

- Extensive in-depth survey experience from project start to completion
- Up-front planning integrating company strategies with the survey measurement
- Customized questionnaire design using a reliable, well-researched model for organization effectiveness
- Data covering a broad range of key business indicators including:
 - Openness, candor, and trust
 - Continuous improvement, innovation
 - Customer focus
 - Performance management
 - Leadership and team behavior
 - Safety, security
 - Equipment, tools, technology
 - Cross-functional coordination
 - Empowerment, involvement
 - Company direction and values
 - Training and development
 - Managing diversity
 - Human resource practices
 - Work schedule
- An innovative approach for capturing written comments utilizing an organizational improvement checklist to pinpoint high priority concerns
- Survey data compiled to your specifications - for example by business unit, location, work team, length of service, or pay code
- User-friendly reports conveying the numerical mean, percent response distribution, industry norms, prior survey results, and internal percentile ranking
- Data collection processes (on-site, mail, e-mail, web page) that insure data integrity, anonymity, and trust
- A variety of feedback approaches and options to satisfy your business demands including feedback training, meeting facilitation, supervisory coaching
- Recommendations for change, implementation support, post survey follow-up
- An exceptional consultant team with extensive experience in manufacturing, information technology, and service industries

Project Phases and Process Steps

Costs vary based upon a variety of factors – number of employees, extent of customization, number of data sets, extent HSD® is utilized in the feedback and solutions planning process, the data capturing method, and language requirements.

Phase One – Project Planning

- A. Develop a survey draft aligned with the organization’s strategies, values, and HSD’s well-researched questions. Customize terms to satisfy client needs. Review, critique, finalize the questionnaire.
- B. Establish the survey code structure to identify the required data sets and demographics.
- C. Select the data collection method. Plan announcement and communication requirements.
- D. Reach agreement on collection and feedback timeframes.

Phase Two – Data Collection and Survey Processing

- A. Program computer to coding and report requirements.
- B. Enter data, compile checklist, and written comments.
- C. Generate reports to survey code specifications.
- D. Provide industry norms for total results.

Phase Three – Data Analysis, Report Preparation

- A. Review all information generated. Perform quality checks.
- B. Review all written comments. Sort and analyze information into a meaningful format.
- C. Develop themes and analysis against the high performance, organization effectiveness model.
- D. Prepare a report of findings for the leadership group.

Phase Four – Feedback and Action Planning

- A. Review of total findings with the primary client and the leadership team.
- B. Define and clarify next steps for communicating the survey findings.
- C. Insure a process is in place to develop action’s to support the findings.

HSD’s Average Cost with:

250 survey participants	\$ 5-8,000
500-1000	\$ 8-12,000
1000-2500	\$ 12-20,000

Excludes travel and questionnaire/report duplication expenses.