



**PANORAMIC  
FEEDBACK**

***Confidential  
Survey Report***

**Topic:  
(Abridged) Employee Opinion  
Survey**

**Survey for:  
XYZ Inc.**

**Designed by:  
ABC Consulting Services**

**Survey opened March 25, 2007  
Compiled April 5, 2007  
Number of responses: 134**

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# INTRODUCTION

What you will examine here is a typical survey report abbreviated for convenience. Look for the following features:

## Front Cover

The front cover is laid out automatically to include the survey topic, client, provider (usually an internal or external consultant), start date, compilation date, and number of responses.

## Introduction

You can entirely customize this introduction, for instance after you have examined interim and final versions of the report. We've made a few illustrative suggestions below in [square brackets]. But you are not required to provide an introduction.

## Demographics

You can set up any or no demographic questions, depending on your needs. Like other multiple choice questions, the results of demographics can be displayed in the form of a pie chart (as shown on page 3) or a bar graph. See the lower half of page 10 for a multiple choice reported as a bar graph.

You can sort (cross-tabulate) any responses you wish by the demographics, as on page 8.

## Added Text

You can add explanatory notes or titles, formatted large or small, bold or italic, left-, centre-, or right-justified, anywhere in the report for the benefit of readers. An example at the top of page 12 uses small type to point out a change in scale.

## Focus Headings

Each grouping of questions has a Focus Heading to guide the responder and the reader of the report. "Demographics" and "Service Climate" are examples of Focus Headings.

## Numeric Questions

You'll find a Numeric example on page 5, with a 1-7 scale. The Numeric question on page 12 adopts a 1-5 scale. To the right of the graphs, the Standard Deviation ("SD") for each question is displayed.

If you wish, the bar graph can also display the highest and lowest response to each Numeric question.

## Narrative Comments

Comments from Responders provide a richness to the report that numbers alone can never do. They often elicit very specific and helpful suggestions for change. See example on page 5.

## Sorting (Cross-tabulation)

On page 8, you'll see the Focus Heading, "Management Consistency," sorted by the age of responders. It illustrates how people in each age group responded to each question.

In the sorted version of the Comments section, you'll notice how the narrative comments offered by each age group provide distinct views of the organization.

You can sort by demographic questions, or by any others you choose.

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## INTRODUCTION EXAMPLES

You may choose to include an introduction to your report. What it says is entirely your choice. Some possibilities follow:

### [Purpose of the Survey]

You might want to provide information about the original purpose of the survey and the circumstances that created the need for this information.

### [Interpretation]

You can clarify the results, and explain any factors that may have influenced the responses. For instance, world events, labor issues, changes in the organization, etc.

### [Strengths]

You can highlight areas of strength as identified by the survey, and make suggestions for ensuring that those winning factors continue to be effective.

### [Areas of Concern]

You can direct readers of the report to areas of concern and alert them to changes that might need to be made, including suggestions for new initiatives.

### [Conclusion]

You might conclude by summarizing the value of the survey -- the strengths and areas requiring change that it has brought to light -- in support of the healthy growth of the organization and its people.

# Demographics

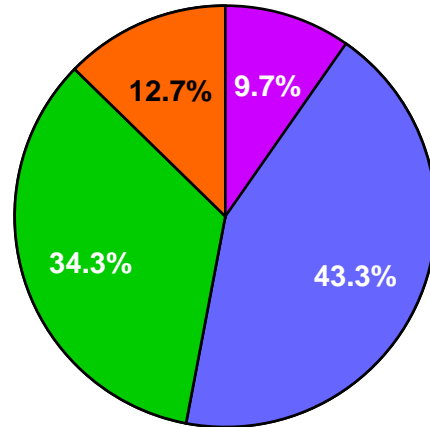
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## Age

Clockwise from top  
**21 and under** 13  
**22-35** 58  
**36-50** 46  
**51 and over** 17

**Total Responders** 134

Numbers at right indicate how many responders chose option.

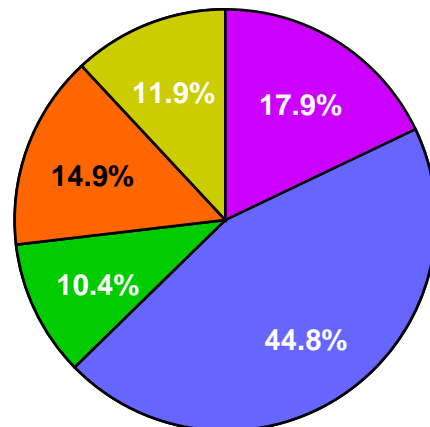


## Work area

Clockwise from top  
**Administrative offices** 24  
**Assembly plant** 60  
**Mobile (sales and service)** 14  
**Executive Offices** 20  
**IT Department** 16

**Total Responders** 134

Numbers at right indicate how many responders chose option.



# Demographics

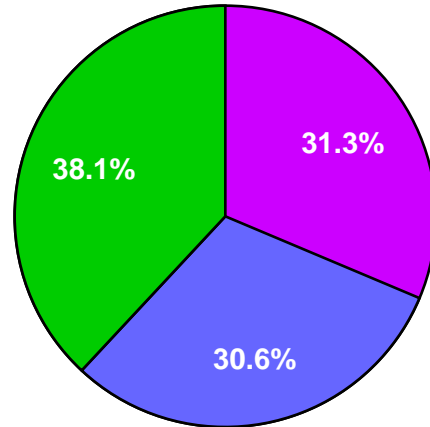
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## Length of service

Clockwise from top  
**Under 3 years** 42  
**3 - 7 years** 41  
**Over 7 years** 51

**Total Responders** 134

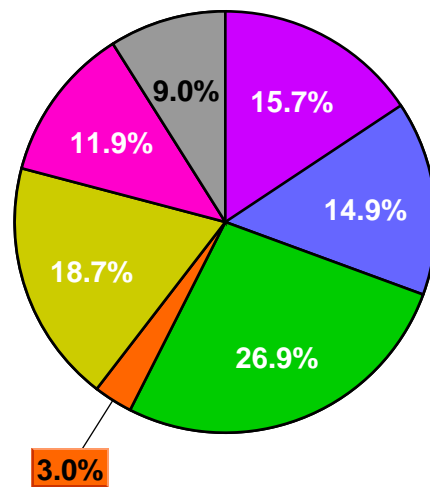
Numbers at right indicate how many responders chose option.



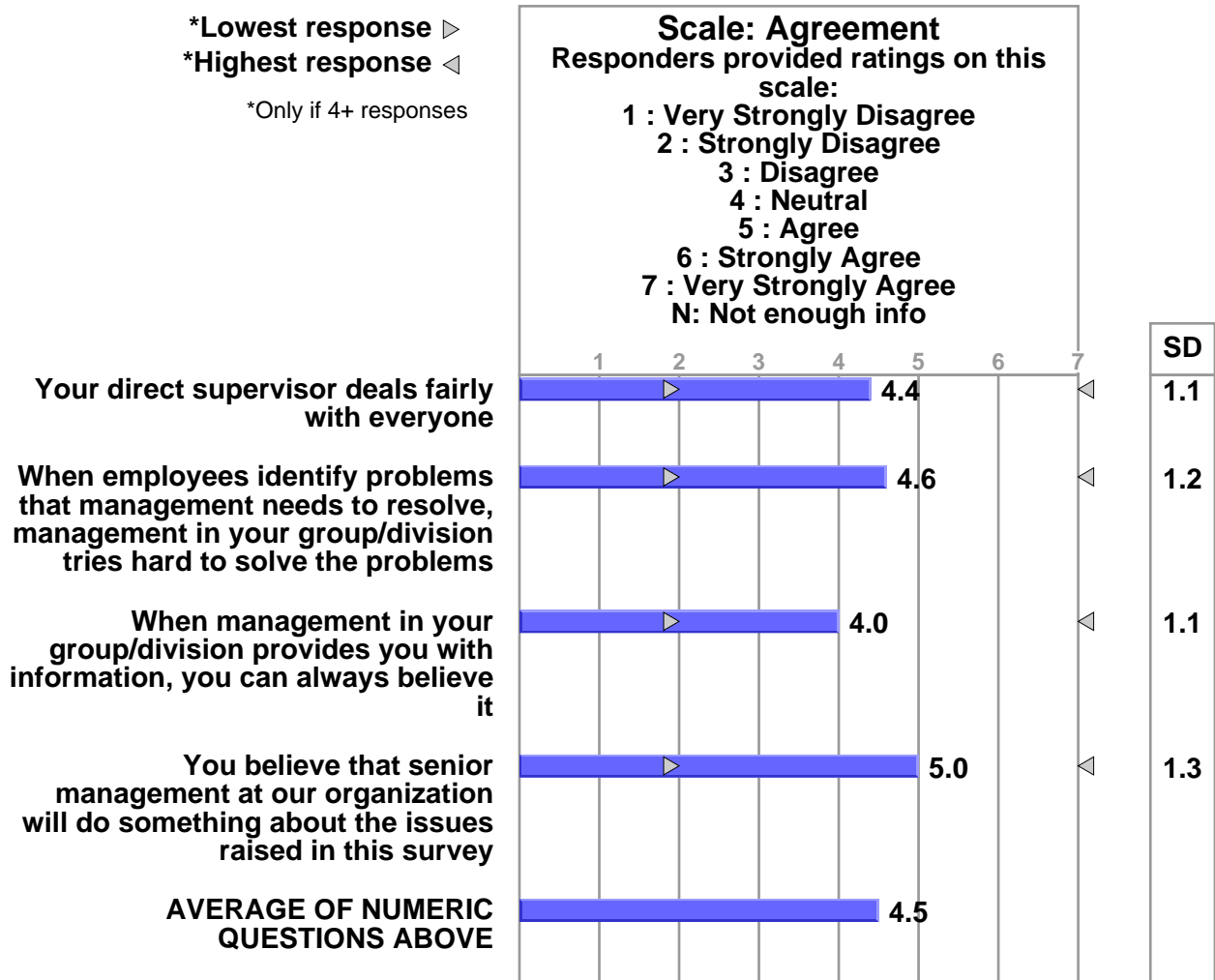
## Responsibility level

Clockwise from top  
**Clerical** 21  
**Executive** 20  
**Production** 36  
**Maintenance** 4  
**Manager** 25  
**Professional Specialist** 16  
**Customer Relations** 12  
**Total Responders** 134

Numbers at right indicate how many responders chose option.



## MANAGEMENT CONSISTENCY



### Comments and Suggestions re: Management Consistency

In the questionnaire, the introduction to this comment section said:  
 Please enter your comments and specific suggestions for improvement of management consistency in our organization.

#### Comments from Responders

"I know that not all managers are as good as they could be. I wonder if that's because they're not getting individual attention, like coaching, to help them learn how to manage."

"I'm new here, but while I think my supervisor is fair with me, he's not always fair with other people. He tends to blame one person for everything, and I don't think it's all her fault. I think that managers should always talk to everyone in their team to try to find out the cause of problems -- or how something got done so well!"

"I try to be consistent in my management style. The feedback I get from my team is very positive, and I think that for the most part, they all like working here."

"As a manager, I try to be fair to everyone. There are rules and regulations I have to follow, and

## MANAGEMENT CONSISTENCY

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### Comments and Suggestions re: Management Consistency

#### Comments from Responders

... sometimes people don't like that. Well, if they are going to work here, they'll just have to get used to it!"

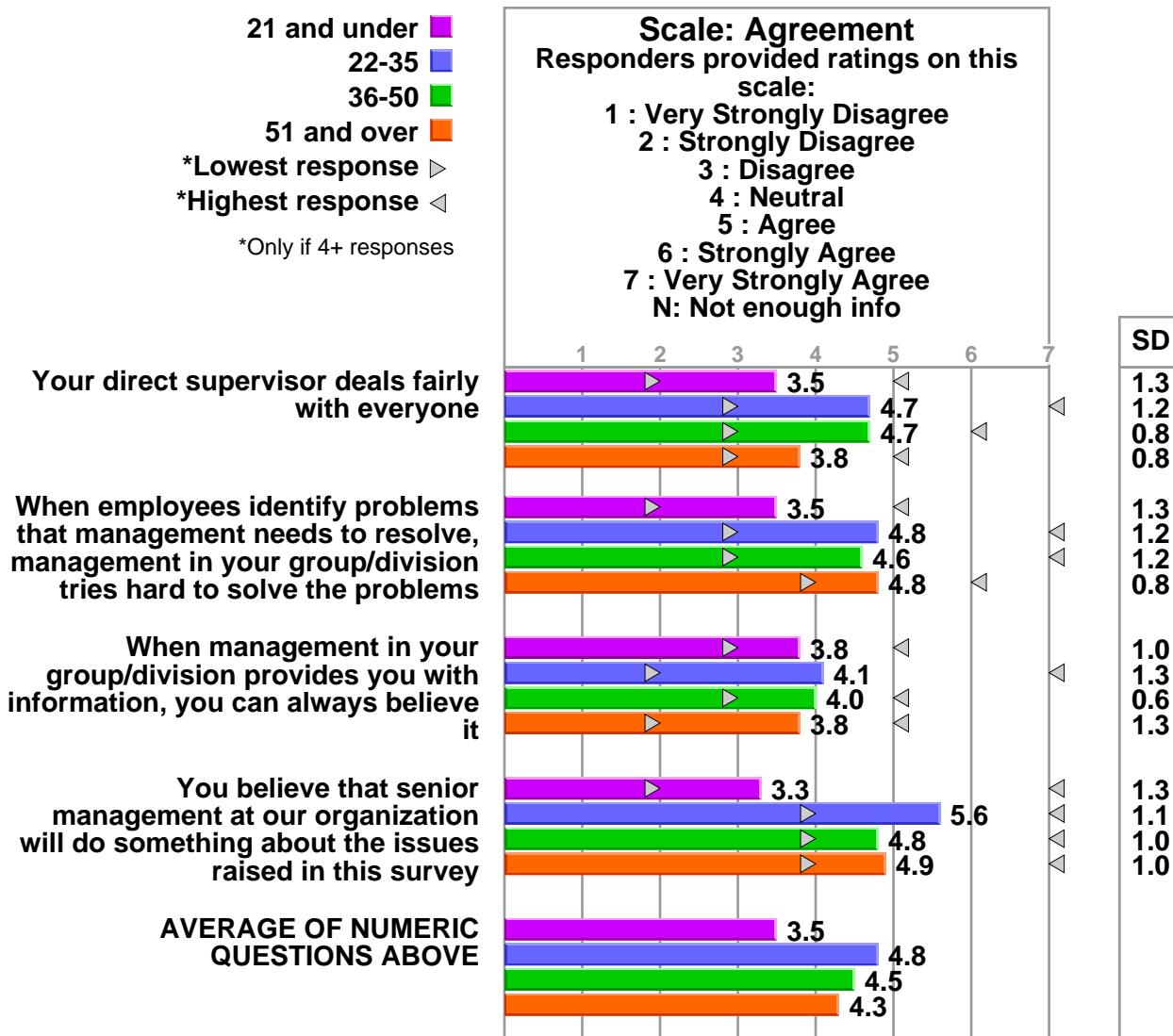
"Our managers are great. But I do hear stories of others that are too rigid and always make people go "by the book" or some who are too lazy and don't care what their people do.

I think there should be some discussions about how a manager should be in this organization."

"There isn't much consistency. I hate hearing "Well so-and-so's manager allows them to...". I've suggested for many years that there should be more collaboration among managers in various divisions."

"My supervisor is fair with everyone in our team. She treats us all with respect, even when she has a suggestion about how to do something better."

**Sorted Results**  
**Heading: MANAGEMENT CONSISTENCY**  
**Sorted by: Age**



## Comments and Suggestions re: Management Consistency

In the questionnaire, the introduction to this comment section said:  
 Please enter your comments and specific suggestions for improvement of management consistency in our organization.

### Comments from Age: 21 and under (random order)

"I'm new here, but while I think my supervisor is fair with me, he's not always fair with other people. He tends to blame one person for everything, and I don't think it's all her fault. I think that managers should always talk to everyone in their team to try to find out the cause of problems -- or how something got done so well!"

**Sorted Results**  
**Heading: MANAGEMENT CONSISTENCY**  
**Sorted by: Age**

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**Comments and Suggestions re: Management Consistency**

**Comments from Age: 22-35 (random order)**

"Our managers are great. But I do hear stories of others that are too rigid and always make people go "by the book" or some who are too lazy and don't care what their people do.

I think there should be some discussions about how a manager should be in this organization."

"I know that not all managers are as good as they could be. I wonder if that's because they're not getting individual attention, like coaching, to help them learn how to manage."

"My supervisor is fair with everyone in our team. She treats us all with respect, even when she has a suggestion about how to do something better."

"I try to be consistent in my management style. The feedback I get from my team is very positive, and I think that for the most part, they all like working here."

**Comments from Age: 36-50 (random order)**

"As a manager, I try to be fair to everyone. There are rules and regulations I have to follow, and sometimes people don't like that. Well, if they are going to work here, they'll just have to get used to it!"

**Comments from Age: 51 and over (random order)**

"There isn't much consistency. I hate hearing "Well so-and-so's manager allows them to...". I've suggested for many years that there should be more collaboration among managers in various divisions."

# TOTAL REWARDS

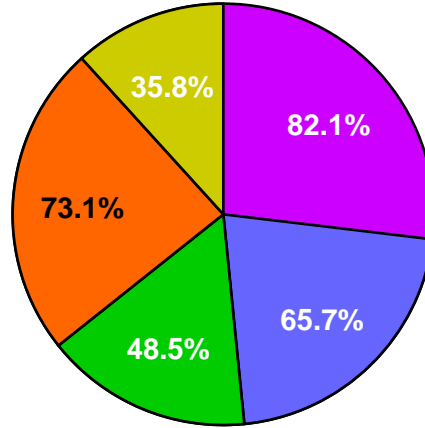
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**Please tick as many of the following rewards that you would say you understand very well.**

- Clockwise from top
- How your base salary is determined ■ 110
  - How your incentive plan is determined ■ 88
  - How your pension plan is determined ■ 65
  - How your vacation policy works ■ 98
  - How your other benefits (e.g. health, dental, life) are determined ■ 48

**Total Responders 134**

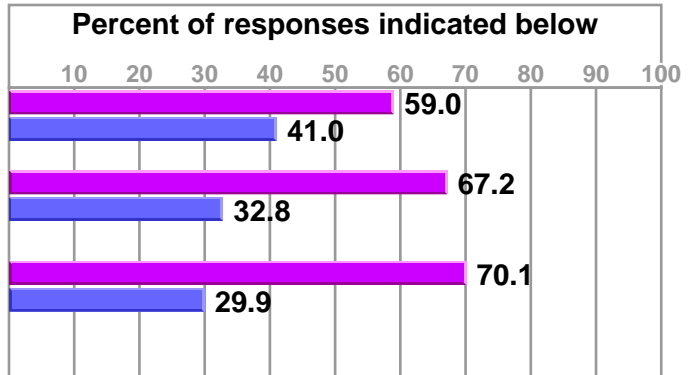
Several choices allowed, so total number of responses may not equal "Total Responders". Total of percentages may not equal 100%.



In the questionnaire, the instructions were:  
Please indicate whether or not you consider each of the following to be satisfactory.

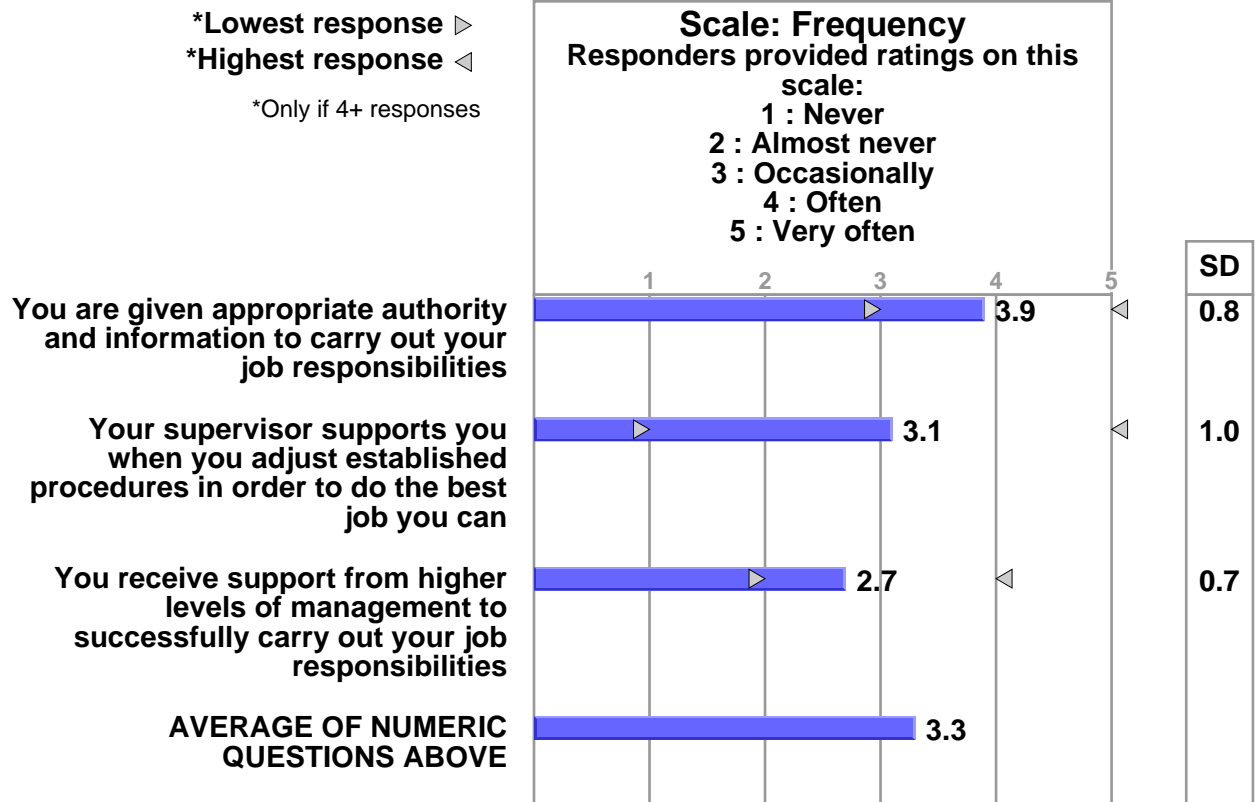
Yes ■  
No ■

- Your pension plan
- Your benefits (e.g. health, dental, life, vacation, etc.)
- Apart from your benefits, your compensation (that is, the pay you receive)



# EMPOWERMENT

Note: At this point, the scale for responding changed from 7 points (Agreement) to 5 points (Frequency).



## Additional Suggestions for Organizational Improvement

In the questionnaire, the introduction to this comment section said:  
 If you have other ideas on any topic which might improve our organization, please enter them here.

### Comments from Responders

"I think for those of us who are older, it would be very nice to be asked our advice by the executives once in a while."

"I'm very glad to have the chance to do this survey and finally give feedback to the decision-makers."

"I would like to see more "team spirit" built up here. Maybe there could be more fun kinds of activities that we do together."

"Take another look at the rules we have to follow. Maybe they need updating."

"I would suggest that there be more cross-department meetings, where people could share their stories and how they handled certain situations. Thank you for doing this survey. It's good to get some stuff off my chest!"

"I think we have a dynamite organization. What I think we need is more coaching for managers. I struggle so often to know the right way to handle certain situations, and my boss just says "You can do it". That's not helpful."