



SURVEY SENSE

articles by The Center For Survey Research

Hospitality - Entertainment - Gaming - Travel - Luxury Culture

CONFIDENTIALLY SPEAKING

As a manager, obtaining complete and honest feedback from staff about their job-related wants and needs, as well as their thoughts and suggestions can be a difficult to almost impossible task. Unless you are one of the special few that can get their employees to “fully open up” to you in a trusting manner, you most likely will have only limited success in finding out what your staff is thinking, feeling and doing so that you can ensure that the work and environment are positive experiences. Let’s face it, though you get along with your employees very well, there are always those who will not confide in you to the extent needed in order to delve into improving levels of employee and guest satisfaction.

In order to alleviate this problem and learn more about the real thoughts and ideas that your staff has about making your property a better place to work and serve your customers and guests, confidential employee satisfaction surveys should be employed. This avenue of communications enables staff members to feel comfortable about both answering questions and making comments about the workings in and around the property. The results will allow management to focus on offering increased excellence in service to customers and guests and making improvements to work-related concerns of the employees.

Our staff at The Center For Survey Research, a matrix division of Ference Leadership and Strategy, serve as a professional neutral party ensuring that all surveys are treated with the utmost in confidentiality. When either paper or on-line surveys are sent to individual properties, comprehensive instructions for administering the program are included. The instructions specify how the surveys should be “advertised” to employees, how to monitor survey participation and how completed paper surveys are kept confidential and how we keep completed on-line surveys anonymous.

For traditional paper surveys, specific instructions to employees include a sample of how to fill in their company and department codes, instructions to NOT sign their name on any response sheets and how to fill in the response sheets in order to be properly and efficiently scored.

For on-line surveys, unique pass-codes are given to every employee and instructions for completing the survey are specified as well. The instructions and the surveys themselves are provided in the appropriate languages necessary for the property to conduct the surveys in a uniform manner.

Upon the return of responses from individual properties or client companies, the receipt of each package is noted, responses numbered and scored and reports produced for each facility with various breakdowns. On-line surveys are received virtually instantaneously, and upon total participant receipt, reports are produced and sent via email to appropriate management personnel. Profiles will include departmental administration codes allowing reports to be tallied by division, executives, managers, directors, salaried and hourly employees, etc.

Reports are generated based on the overall responses and breakdowns of levels and departments. We build flexibility into the survey process to generate information that can be analyzed and “sliced and diced” in many ways for use by department or by corporate

YOUR OPINIONS

Employee Satisfaction Surveys
Customer Satisfaction Surveys
Management 360 Surveys

OUR CONFIDENTIALITY

Professional Neutral Party
Reliable Feedback
Efficient, Timely Reports

REAL RESULTS

Reach Strategic Goals
Return on Individuals
Develop Trust and Loyalty



Gene Ference, Ph.D. is a service-industry insider. His degrees in management and organizational development from Cornell University are backed by over 30 years of industry experience. He is an accomplished speaker and group facilitator, routinely conducting management workshops, leadership retreats and strategy meetings. He has developed and implemented research surveys internationally, worked with Fortune 100 companies, contributed to client national quality awards, and designed appropriate strategies for optimizing human capital and growing organizational profits.

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Page 2 of 2

executives. Results are available either in hard copy reports and/or over the web. Management employs reports to help improve leadership style, align departments, develop culture, and correct any inadequacies noted in the results. An important component of these reports is that the results need to be communicated back to each department and to the staff.

Moreover, employees must be able to see that progress is being made and that management is indeed working on bettering the working conditions and upgrading the service level to customers – all under the umbrella of continuous improvement.

It is important for both management and staff to actually see statistical improvements in their performance areas. One hotel/casino has recently tracked improvement numbers on Organizational Communications and over a two year period saw a rise in satisfaction from 79% to over 86%, while Training and Career Development over the same two years increased by nearly 9%.

Don't be afraid to post notices in employee areas concerning improvements and changes being made. For example, let staff know that the cafeteria food they complained about in the survey is being changed and upgraded as a direct result of their feedback and that departmental "overviews" will be communicated in pre-shift meetings. This lets employees know that their comments count. It will also positively influence staff responses for future surveys, in as much as they know that their suggestions and comments are valued and acted upon.

But even when changes are put into place after analysis of the survey data, don't be lulled into a false sense of security. Employee surveys should be conducted at least once a year to be able to stay abreast of changes and new opportunities. As staff, economic conditions and competition change, regularly scheduled surveys will help in creating plans for the continued success and growth of the company.

Employees are your most valuable asset. Keeping them "in the loop" and knowledgeable about what is happening, and asking for their input, can make a world of difference in their loyalty and work satisfaction level. It's important to know what is happening at every department level, and through the use of surveys, feedback can be a huge benefit to your property, confidentially speaking, of course.

Go For It, Make It Happen, and Enjoy The Best of ROI³
Return-On Individuals, Integrations, and Investments

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