



Sniper & Rook

STRATEGY THROUGH PEOPLE

METHODOLOGY



Sniper & Rook

- Vendor selection and management
- Strategy through people investment

EMPLOYEE SATISFACTION

The Business Health Check is a ready to use best practice questionnaire and research method to measure and improve employee satisfaction and commitment. Employee satisfaction is an important driver within your organization, with their own departments and their own processes.

Surveys which generate improvements

Striving to employee commitment is as important as striving to employee satisfaction. Commitment is the extent to which the employee identifies and feels connected with the organization.

Sniper & Rook's Business Health Check provides organizations with an insight into:

- Employee satisfaction and commitment with certain goals in the organization
- Loyalty of the employees
- Improvement areas

Organizations will achieve:

- Possibilities to increase commitment
- Employees who perform better
- Employees who are absent less
- Employees who are satisfied and motivated

A higher commitment will contribute to a (cost) efficient working environment. This is the

reason why it is important to know the employee satisfaction and commitment, how employee commitment is built up and how to stimulate the commitment.

Approach and Implementation

We help you determine the questionnaire. We make choices in the research design and methodology. We also advise you on issues where you need to focus during the employee satisfaction survey. For instance how and when to announce and inform the management team and employee representatives about the commencement and purpose of the survey. The survey is conducted through written questionnaires. Sniper & Rook guarantees 100% anonymity.

The HR department and senior company directors fill out the same questionnaire as the employees, but from the employee perspective: "How do we think employees will answer the questions?". Through this approach an interesting insight arises between your expectations and those of your employees.

Sniper & Rook takes care of the entire operational part of the research (sending questionnaires and return envelopes and response management). After the survey you will receive a report which indicates the priorities to work on and your company strengths. Our preference is to present these results in a presentation at your company.

Performance Development

Following the results of the survey the first Strategy Team Meeting highlights the monthly, quarterly and annual priorities of the report based on the results. These are then delegated to individual members of the Strategy Team who carry out the priorities with the support of the Sniper & Rook designated management consultant. This also provides you with possibilities to communicate with your employees more effectively through announcement of the results of the Strategy Team meetings. It is also advised to devolve



some management sign-offs to this team for this purpose.

Prime Minister versus Parliament

The Strategy Team operates much like a Parliament within an organization. Although the company Directors - like the Prime Minister - will ultimately have final say on any suggested improvements, the Parliament put forward any operational improvement suggestions and vote on these. Within some organizations this can include operational suggestions such as:

- Employee benefits
- Integration events
- Employee training
- Procedure proposal and implementation
- Customer relationship management policies
- Supplier selection and management

All Strategy Team meetings, suggestions and action plans are overseen by a management consultant dedicated to your account. These management consultants work closely with the company directors to ensure smooth operation of the Strategy Team and maximum commitment of the team members to the company goals set. In some cases multiple specialists can be made available with experience in marketing, sales, finance, HR and procurement.

Benchmark data

Sniper & Rook has an extensive database with data of employee satisfaction research. This benchmark data from organizations in your industry or with an identical business process, makes it possible to compare the satisfaction of your employees with the best performing organizations. You are able to place your organization in the right perspective. This enables you to determine your position and amend your goals accordingly.

Competitive advantage

- Survey which focuses on the organizational improvement and not just on data collection
- Knowledge and experience in your industry
- Questionnaire which is easy and quick to use
- Survey tailored to individual needs
- Practical and straightforward
- Availability of benchmark data

Successful Surveys

Carrying out good surveys is easy to suggest, but not necessarily so easy in practice. Taking the following factors into account guarantees successful surveys.

a) Define the aim of the organization

It is good to have a clear idea of the aim of the survey. Is the aim to determine a position, with the information constituting the result? Or will the survey be used as a basis for company improvements?

b) Define the aim of the survey

It is very important to determine the aim of the survey as well as the aim of the organization. Is this a one-off survey, or a trend measurement? What exactly do we wish to measure?

c) Set up the survey

The way in which questions are asked, the methods, and segmentation are important issues in the setup of the research.

d) Questionnaire



A good questionnaire is essential for obtaining the desired information. Will the questionnaire be a general one, or will it be geared towards particular target groups? Several issues play a part here:

- Crucial issues are often forgotten, or certain matters are discussed in too great detail. A questionnaire will then quickly seem incoherent, too long and of poor content. It is essential to draw up a questionnaire which measures exactly what the organization wants to know. A questionnaire including only valid and relevant questions will eventually lead to specific improvement actions.
- The questions must be a translation of your organization, of the target group and of the challenge.
- The layout and instructions of the questionnaire must be inviting
- Any questionnaire must be based on a proven model for measurement, analysis and development. This is the only way to guarantee analysis which will allow a good translation of results into actions. The aim is to prevent wrong decisions being taken.

e) Methods

The method chosen must match the target group to be surveyed. Will the survey be carried out in the post, by fax, on email or over the telephone, or will they be in-depth face-to-face interviews? Do we or don't we send reminders? Important questions must be answered in the survey setup.

f) Segmentation

Which target group will be invited to take part in the survey? The following must be taken into account:

- Employee, functionary, department
- Region, branch of company, business unit

What information do we need from this and how do we obtain it? All these different issues need to be clearly defined in advance.

g) Communication and Information

It is important that the final survey setup is communicated to the organization. The organization must be aware of the satisfaction survey being carried out, why this is being done, and who is in charge of it. Creating support among the management and commitment & dedication among employees is crucial for good surveys.

The communication plan provided by Sniper & Rook provides step-by-step information about the best sequence for informing the organization. The supporting examples of memos, letters and instructions, and the draft text for internal communication such as in-house magazines and intranet, assist organizations in acquainting employees specifically with satisfaction surveys.

h) Survey

The actual work must also be carried out by skilled people, objectively and professionally. During the "field work", the response is monitored continuously so that the right action can be taken to increase response. In satisfaction surveys anonymity is also of crucial importance.

i) Analysis

During analysis, data are converted into management information. It is important that the sections of the questionnaire make it possible to analyze the performance of organizations.



j) Improvement management

Over past years, Sniper & Rook has developed a proven model for improvement management. This describes how:

- Results are presented internally
- Actions are determined
- Actions are monitored

This process must be clear, unambiguous planned and structured

k) Trend measurement

The improvement actions taken as a result of the lowest measurement will be assessed in the follow-up measurements and Strategy Team meetings. Did satisfaction show a positive development over the period? Were the improvement actions of any use? Sniper & Rook will advise on the frequency, content and setup of a trend measurement.

The duration of a project depends on the number of respondents and the method. In general, the turnaround time for the satisfaction survey is about 6-8 weeks. In addition, you might want to consider surveys which are carried out ad hoc or continuously (weekly, monthly, project-based). Sniper & Rook will advise on this and make sure that the turnaround time matches your aims.

Cooperation

Sniper & Rook is happy to make available its expertise for drawing up a questionnaire. A questionnaire which measures what you need to measure and which results in information which helps you manage quality improvement. Sniper & Rook will also advise you on the method and on the choice of target groups and segments to be included. Once the questionnaire is ready, employees will be invited to participate in the survey. Sniper & Rook will prepare a report from the results. You can present this yourself or have it presented by Sniper & Rook.

Collaboration with Sniper & Rook accordingly provides you with insight into satisfaction, performance, expectations, loyalty and image of your organization.

Sniper & Rook supplies

- A basic questionnaire which can be tailored to your needs
- Input of the respondent database into our system
- Technical facilities for inviting respondents to participate
- Analysis according to the Business Health Check

You are responsible for

- The expectations and exact measuring requirements of your company
- Respondent segmentation
- Informing respondents about the survey
- Inviting respondents to take part in the survey
- Advice and recommendations to your organization

Sniper & Rook's distinguishing features

Whether you outsource your satisfaction survey or not depends on a number of factors:

- Knowledge and experience of satisfaction surveys
- Time and money budget
- The number of employees to be invited

Our knowledge together with our bespoke Business Health Check and Strategy Team methodology makes Sniper & Rook the logical choice for your organization:



CONTACT

www.sniper-rook.co.uk

- Specialists in satisfaction surveys (approach, method, analysis, report and improvement management)
- Practical and easy-to-use questionnaires (which can be made to measure)
- Availability of benchmark data
- Turnaround of 6-8 weeks
- Quick to implement questionnaires
- Support as required
- Independent and therefore objective
- Reliability and quality

QUALITY GUARANTEED

Sniper & Rook's consultants have knowledge and experience with ISO, Investor in People and balanced scorecard. Sniper & Rook works in every way to comply with the standards set out by Investor in People UK.

