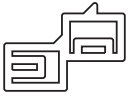


About Our Survey

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About Our Survey

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Why Do An Organisation Climate Survey?

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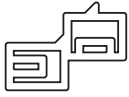
01.2

Why Do An Organisation Climate Survey?

The rationale for conducting organisation climate surveys vary, but there is a range of drivers that collectively present a valid basis for the activity. These include the following:

- Take a base measure of the organisation's health.
- To confirm the real facts and disband the myths about the working climate.
- Based on staff views, develop a picture of the organisation as a workplace.
- To understand the impact of workplace changes on staff views about their environment.
- To identify topical issues that might impact adversely on business performance.
- To develop benchmarks that can reliably monitor the performance of management in maintaining and improving the organisation's working climate.
- To use the survey results for effectively planning change and future development activities within the organisation.

Among some practitioners there is a belief that strong climate results are a precursor to strong financial performance, however the evidence to support the belief varies significantly and is inferential rather than definitive.



History of the Organisation Climate Survey

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02.1

The Research Origins

The research origins of the questionnaire are derived from the Harvard School of Social Psychology, where two researchers, Stringer and Litwin, first designed a basic instrument in conjunction with Dr David McClelland in 1967 and coined the term 'organisation climate'. (Litwin G.H. and R.A. Stringer Jr, Motivation and Organizational Climate. Cambridge, Mass: Harvard University Press, 1968.) The concept underlying the original design was the investigation of the motivational impact of management behaviour on employees. The original instrument measured six factors, including:

- Conformity
- Responsibility
- Standards
- Rewards
- Clarity
- Team Spirit

02.2

Client Driven Development

The instrument was subsequently tested on groups of managers in management development programs. A.J. Wyndham and Associates worked with McClelland in the late 1960s and introduced the instrument into management development in Australia. Subsequently the instrument was refined and substantially developed by the organisation while it worked with major multinationals on organisation development programs. Such clients included Esso, Nestle, Alcan, Qantas and Colgate Palmolive.

In 1978 the instrument was launched into the human resource practitioner market as a developmental tool, and this resulted in the collection of results from a wide range of organisations in the private and public sectors who fed results back to A.J. Wyndham and Associates. This enabled Wyndhams to refine the database and the percentiles, which is a process that has continued ever since. Early clients included Olex Cables, Vulcan, Hume, MacPhersons, Shell, Australia Post and a wide cross section of the public sector.

02.3

The Database

Data collection on the questionnaire began in the 1970s as a manual system and was converted to a computer database in 1986. Since this time the database has grown extensively, and results cover a range of industry sectors, including Insurance, Retail, Transport, Manufacturing, Health, Local Government and Financial Services.

The data covers a full range of job categories from General Management, Senior and Middle Management, Administrative/Clerical and Operations roles. It also includes functional specialist categories such as Information Technology, Marketing, Human Resources, Sales, Investment, Finance/Accounting, Auditing, Actuarial and Distribution.

As the studies that are conducted often employ a census approach, there is a rich range of results on which comparisons can be made, and when appropriate, specific benchmarks for a business unit or organisation can be set.

