

The Internal Services Survey (The ISS)

The Internal Services Survey (ISS) can be conducted as a stand alone survey to capture the perspectives of internal clients about the quality of jurisdiction support services (i.e., human resources, facilities maintenance, fleet maintenance, purchasing, GIS, etc). Internal services are rarely delivered to residents at large. Instead, internal services are provided to support staff delivering externally-aimed services. With an optional postcard notification sent to employee homes, the ISS is delivered by Web to all employees of the jurisdiction using the same methods and reporting as The National Employee Survey™, described below.

The basic turn-key process covers all the bases of the survey administration:

- Preparing the employee mail/email lists provided by the jurisdiction
- Printing and mailing the prenotification postcard sent to employee homes (optional, for an additional cost)¹ OR providing recommendations for all-employee communication efforts
- Programming the Web survey²
- Sending two email notifications to employee email addresses approximately one week following the prenotification
- Collecting and analyzing the data
- Providing a summary report that includes the methodology and tables of frequencies of responses to each question on the survey and tables of benchmark comparisons to responses of employees in other organizations where the survey was conducted
- Delivering ISS results to the Center for Performance Measurement™ (CPM™), formatted for use in CPM™ reporting templates

XYZ of ABC Internal Services Survey

This survey is to be completed by the City of ABC employees who received an email invitation. Your responses will be kept anonymous and reported in group form only.

Performance of Support Services

1. Please rate the **QUALITY** of each of the following support services in ABC.

	Quality	Cost	Staff	Other	Appr. Items
Casual cleaning services.....	1	2	3	4	5
Maintenance and repair services.....	1	2	3	4	5
Facilities management services overall.....	1	2	3	4	5
Fleet maintenance services overall.....	1	2	3	4	5
Human resources services.....	1	2	3	4	5
Benefits administration.....	1	2	3	4	5
Training services.....	1	2	3	4	5
Human resources services overall.....	1	2	3	4	5
Radio systems.....	1	2	3	4	5
Telephone systems.....	1	2	3	4	5
Network services.....	1	2	3	4	5
Application services.....	1	2	3	4	5
Desktop/Help Desk services.....	1	2	3	4	5
General information technology (IT) services overall.....	1	2	3	4	5
Purchasing services.....	1	2	3	4	5
Finance services.....	1	2	3	4	5
Risk management services.....	1	2	3	4	5
Overall XYZ Internal services.....	1	2	3	4	5

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- The National Citizen Survey™ (The NCS™) or CPM™ member price: \$950*
 - Regular price: \$1,500*
- *Pricing does not include costs for printing and mailing a prenotification postcard to employee homes*

¹ NRC recommends that a prenotification postcard be sent to all employees' home addresses (or included in their paycheck) notifying them of the survey. This ensures that all employees, even those without email addresses, are aware of and given the opportunity to participate in the survey. Pricing depends on the number of employees in a jurisdiction. NRC would coordinate all aspects of printing and mailing, which we believe would be the most cost-and time-efficient for your jurisdiction. If a postcard is not sent to all employees, NRC strongly advises jurisdiction staff to communicate with all employees about the survey and provide them with the appropriate information to be able to complete the survey (i.e., sending a letter to employee homes or putting a letter in paychecks, placing flyers in City/County buildings, asking supervisors to talk with and encourage employees to participate, etc.).

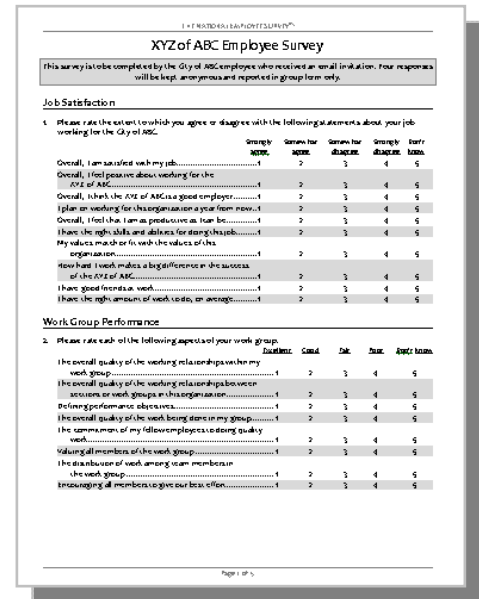
² We have alternative data collection modes (e.g., on site; mail phone or a combination) and associated costs.

The NES™ Basic Service

The National Employee Survey™ (The NES™) is designed to be a low-cost, comprehensive survey of employees that covers 10 dimensions of the employee experience. The survey, administered via the Web, contains more than 70 questions including: job satisfaction, work group performance, supervisor relationship, performance evaluation, employee development, wages and benefits, communication and decision-making, organizational climate, physical work environment and performance of support services. (The questions related to the performance of support services on The NES™ are identical to those asked on the ISS as described above.) The NES™ was designed so that the questions are relevant to all local governments and all employees and to keep prices low, there is limited customization of the survey.

The basic turn-key process covers all the bases of the survey administration:

- Slight modifications to The National Employee Survey™ (customizing the jurisdiction name and modifying, as necessary, the employment characteristics questions)
 - Preparing the employee mail/email lists provided by the jurisdiction
 - Printing and mailing the prenotification postcard sent to employee homes (optional, for an additional cost)³ OR providing recommendations for all-employee communication efforts
 - Programming the Web survey⁴
 - Sending two email notifications to employee email addresses approximately one week following the prenotification
 - Collecting and analyzing the data
 - Providing a summary report that includes the methodology and tables of frequencies of responses to each question on the survey and tables of benchmark comparisons to responses of employees in other organizations where the survey was conducted
 - NRC can make comparisons to previous survey data, if applicable
 - Delivering support services results to CPM™, formatted for use in CPM™ reporting templates
 - The NCS™/CPM™ member price: \$1,950*
 - Regular price: \$3,950*
- *Pricing does not include costs for printing and mailing a prenotification postcard to employee homes*



³ NRC recommends that a prenotification postcard be sent to all employees' home addresses (or included in their paycheck) notifying them of the survey. This ensures that all employees, even those without email addresses, are aware of and given the opportunity to participate in the survey. Pricing depends on the number of employees in a jurisdiction. NRC would coordinate all aspects of printing and mailing, which we believe would be the most cost-and time-efficient for your jurisdiction. If a postcard is not sent to all employees, NRC strongly advises jurisdiction staff to communicate with all employees about the survey and provide them with the appropriate information to be able to complete the survey (i.e., sending a letter to employee homes or putting a letter in paychecks, placing flyers in City/County buildings, asking supervisors to talk with and encourage employees to participate, etc.).

⁴ We have alternative data collection modes (e.g., on site; mail phone or a combination) and associated costs.

Add-on Services

National Research Center, Inc. is pleased to offer a number of optional reporting and analysis packages to assist your organization in making the most use of your The National Employee Survey™ (The NES™) data. The following options are currently available (descriptions and pricing follow⁵):

- A prenotification postcard
- Spanish version of the survey
- One open-ended question
- Additional or modified questions
- A detailed survey report
- Microsoft® Powerpoint presentation materials of survey results
- A comparison of responses by employment information and/or sociodemographic information
- Business Unit/Department reports
- In-person presentation of survey results
- “Putting Your Results to Use” workshop led by NRC senior staff

Below, we provide a graphic sample from each report. However, if you prefer to review more complete examples, please contact Laurie Urban, The NES™ director (Laurie@n-r-c.com; 303-444-7863 x117).

Prenotification Postcard

NRC recommends that a prenotification postcard be mailed to all employees’ home addresses (or include a postcard in their paycheck) notifying them of the survey. This ensures that all employees, even those without email addresses, computers or work stations are aware of and given the opportunity to participate in the survey. The postcard would be mailed to all employees’ homes one week prior to the first reminder email. NRC would coordinate all aspects of emailing, printing and mailing, which we believe would be the most cost-and time-efficient for you. The postcard pricing depends on the number of employees in your jurisdiction and includes only costs for printing, preparing the mailing and postage.

- Up to 100 employees: \$75
- Up to 500 employees: \$250
- Up to 1000 employees: \$400
- Up to 2500 employees: \$850
- Up to 3000 employees: \$1,050

Spanish-language Version of the Survey

NRC will translate your survey into Spanish and then program the survey online. Employees will have the option to complete the Web survey in English or Spanish. If your jurisdiction elects to have NRC mail a prenotification postcard to employees’ homes, NRC will include a Spanish paragraph explaining the purpose of the survey and how they can complete it.

- Price: \$660

⁵ All pricing for add-on services is the same for The NCS™ and CPM™ members and non members.

One Open-ended Question

NRC will include one open-ended question on the survey. Responses will be categorized and reported in a table in the report, accompanied by a complete list of verbatim responses – cleaned to protect respondent anonymity – in an appendix. The pricing for an open-ended question depends on the number of employees in your jurisdiction:

- Up to 100 employees: \$500
- Up to 500 employees: \$750
- Up to 1000 employees: \$1,100
- Up to 2500 employees: \$1,300
- Up to 3000 employees: \$1,450

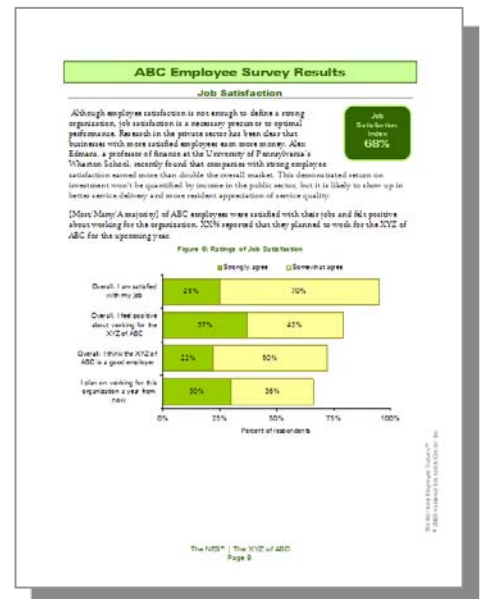
Additional or Modified Questions

NRC will provide custom consultation for jurisdictions to craft questions that meet clients’ needs. These customizations will have unique pricing; we will work with you to identify those costs as quickly as possible upon receipt of your inquiry.

Detailed Survey Report

To increase the usefulness of your survey data, NRC will provide new analyses and an attractive report of your overall findings in Microsoft® Word, presenting findings in both tables and graphs. The report will include an executive summary, a report of survey results along with meaningful interpretation, comparisons of responses to the Employee Benchmark database, and a Key Driver Analysis (KDA, see brief description, below). Along with one color hard-copy of the report, NRC will provide electronic versions of the report in Word and PDF format (readable by Adobe® Acrobat®) for electronic distribution via the Internet or email, if you choose. Sample pages from a fictionalized full report are attached as part of this packet.

- Executive Summary: *Presents the key study findings in a two-page document for quick processing and inclusion of stakeholders.*
- Interpretation and context: *Provides context to the survey content and ensures users understand the meaning of the results.*
- Graphs and figures: *Presents data in easy-to-read, interesting formats.*
- Index scores: *Aggregates the individual questions into larger categories to demonstrate themes in employee response.*
- Benchmark comparisons: *Compares the 58 survey questions to responses of employees in other organizations where the survey was conducted.*
- Key Driver Analysis: *Identifies the factors with strongest relationships to employee satisfaction to aid organization in identifying focus areas.*
- Price: \$2,200



Microsoft® PowerPoint Presentation Materials of Survey Results

To facilitate the sharing of study results with employees and other stakeholders, NRC staff will create a customized slideshow of your organization’s data from The NES which highlights the key findings from the detailed survey report. The Microsoft® PowerPoint presentation will summarize organizational trends in the areas of job satisfaction, organizational climate, resources and compensation, supervision and support, and performance. The results of the KDA will be presented to help focus efforts in the areas most important in bolstering employee satisfaction. The final slides of the presentation (as desired), will include a set of next steps or organizational processes identified by management. Sample pages from a fictionalized slideshow for The NES are included in this packet.



- Price: \$700 (requires purchase of the Detailed Survey Report)

Crosstabulations: A Comparison of Responses by Employment Information and/or Employee Sociodemographic Information

For those who want to dig deeper into organizational success and challenges, we offer crosstabulation services. Crosstabulations are tables that display the survey responses (question 1 through question 11) of the various employment or employee sociodemographic groups.⁶ NRC can break down your data by the employment characteristics on the survey (e.g., department/unit, exemption status and shift) or the demographic questions (e.g., race, gender, age and length of employment). Statistically significant differences will be identified in the report tables.

- Crosstabulations by Employment Information: \$555
- Crosstabulations by Sociodemographic Information: \$555
- Save when you buy both: \$780

Sample: Crosstabulations by Employment Information (Q12, Q13 and Q14)

Question 1: Job Satisfaction by Exemption Status and Shift

Please rate the extent to which you agree or disagree with the following statements about your job working for the XYZ of ABC. (Percent "strongly" or "somewhat" agree)	In which City agency or department do you work?					What is your exemption status?			If you do shift work, which is your primary shift?			
	Administration	Community Planning	Fire and Public Works	Transportation	Utilities	Overall	Exempt	Nonexempt	Overall	Day	Evening/night	Overall
Overall, I am satisfied with my job	90%	100%	81%	97%	95%	91%	100%	90%	93%	88%	77%	85%
Overall, I feel positive about working for the XYZ of ABC	92%	100%	74%	100%	91%	88%	88%	88%	96%	84%	88%	81%
Overall, I think the XYZ of ABC is a good employer	90%	92%	75%	100%	93%	90%	95%	95%	96%	86%	82%	84%
I plan on working for the organization a year from now	96%	100%	97%	100%	99%	98%	100%	99%	99%	97%	100%	97%
Overall, I feel that I am as productive as I can be	88%	100%	74%	97%	92%	88%	93%	90%	91%	87%	77%	88%
I have the right skills and abilities for doing this job	100%	92%	100%	100%	99%	99%	100%	99%	99%	99%	100%	99%
My values match or fit with the values of this organization	95%	100%	80%	93%	88%	90%	96%	93%	94%	91%	88%	88%
How hard I work makes a big difference in the success of the XYZ of ABC	93%	100%	81%	93%	93%	91%	95%	91%	92%	90%	85%	89%
I have good friends at work	83%	100%	80%	100%	88%	83%	88%	87%	88%	88%	82%	88%
I have the right amount of work to do on average	81%	82%	71%	88%	83%	81%	88%	82%	83%	76%	77%	78%

Sample: Crosstabulations by Sociodemographics (Q16, Q17, Q18 and Q19)

Question 1: Job Satisfaction by Sociodemographics

Please rate the extent to which you agree or disagree with the following statements about your job working for the XYZ of ABC. (Percent "strongly" or "somewhat" agree)	What is your race?			What is your gender?			What is your age range?			How many years have you worked for the XYZ of ABC?			
	White non-Hispanic	Hispanic and/or Latino	Overall	Male	Female	Overall	30 years or longer	7 to 10 years	One to 6 years	Overall	Less than 5 years	5 to 10 years	More than 10 years
Overall, I am satisfied with my job	92%	78%	81%	88%	96%	91%	100%	86%	100%	90%	88%	87%	88%
Overall, I feel positive about working for the XYZ of ABC	78%	64%	75%	70%	89%	79%	86%	70%	91%	78%	89%	79%	70%
Overall, I think the XYZ of ABC is a good employer	80%	78%	80%	74%	90%	78%	88%	78%	91%	78%	83%	83%	72%
I plan on working for the organization a year from now	97%	93%	97%	97%	95%	96%	100%	96%	100%	97%	98%	100%	96%
Overall, I feel that I am as productive as I can be	91%	71%	87%	87%	90%	88%	90%	87%	91%	88%	89%	82%	90%
I have the right skills and abilities for doing this job	100%	83%	89%	100%	88%	89%	100%	88%	100%	88%	100%	100%	88%
My values match or fit with the values of this organization	87%	80%	87%	83%	95%	87%	100%	84%	94%	87%	90%	85%	91%
How hard I work makes a big difference in the success of the XYZ of ABC	91%	75%	85%	87%	93%	85%	100%	85%	90%	90%	89%	88%	85%
I have good friends at work	91%	80%	90%	91%	87%	90%	100%	80%	91%	90%	82%	86%	91%
I have the right amount of work to do on average	81%	64%	78%	82%	73%	78%	97%	77%	86%	78%	78%	83%	76%

⁶ To protect the identity of respondents, crosstabulations will only be produced for departments where 10 or more employees responded to the survey.

Business Unit/Department Reports

For organizations with an interest in performance measurement and employee involvement in the use of The NES survey data, NRC offers “business unit” (or “department”) reporting. A business unit can be defined in a number of ways, but basically provides a grouping of the survey data which makes it useful at a smaller level of analysis than the organization-wide data. The most typical business unit is the department. Other options might include larger groupings such as clusters of departments or smaller units such as divisions or work groups.⁷

The Business Unit Report includes data for the business unit, and then presents two sets of comparisons: results from 1) all other employees (excluding those in that particular business unit) and 2) the organization as a whole (including those in that particular business unit). Frequency distributions and counts for each question for the selected business unit are included in an appendix to the report.

Each business unit receives a separate report with its own data but results from other business units are not shown. In addition to the report, business units also receive:

- A summary of characteristics showing where the business unit result is above the organization or below the organization.
- The NES Employee Debriefing Guide which provides information and instructions on how to successfully debrief results within work groups. The guide also provides a model (along with work sheets and discussion scripts) to help work groups develop action plans to improve performance.
- Full reports for up to five (5) business units: \$3,300
- Each additional business unit report: \$400

Sample: Business Unit/Department Reporting

Job Satisfaction			
Please rate the extent to which you agree or disagree with the following statement about your job working for the XYZ of ABC. (Percent "strongly" or "somewhat" agree)	Administration	XYZ of ABC	Benchmark
Job Satisfaction Index	91%	91%	91%
Overall: I am satisfied with my job	90%	92%	91%
Overall: I feel positive about working for the XYZ of ABC	92%	87%	88%
Overall: I think the XYZ of ABC is a good employer	90%	98%	90%
I plan on working for this organization a year from now	98%	98%	95%

Communication and Decisionmaking			
Please rate each of the following aspects of communication and decisionmaking by top level management in the organization (XYZ of ABC) "manager and staff" (Percent "excellent" or "good")	Administration	XYZ of ABC	Benchmark
Communication and Decisionmaking Index	55%	55%	50%
Communicating its strategic direction, vision, mission and values	78%	63%	60%
Communicating information in a timely manner	67%	58%	53%
Sending out information that helps employees to understand the problems and issues facing the XYZ	64%	53%	50%
Welcoming employee involvement in decision-making	63%	48%	42%
Listening to employee opinions	64%	53%	44%

The NES™ | The XYZ of ABC

The National Employee Survey™
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On-site Presentation of Survey Results

Senior NRC staff will present the survey results to staff, Council, Boards or other appropriate groups. Site visits are customized to meet the unique needs of each organization and the price includes preparation, facilitation and travel⁸ (for a single overnight stay).

- Price: \$2,600 (requires purchase of the Detailed Survey Report)

⁷ To protect the identity of respondents, Business Unit Reports will only be produced for units where 10 or more employees responded to the survey.

⁸ Includes typical airfare cost – ask about a quote for your location.

“Putting Your Results to Use” Workshop Led by NRC Staff

An NRC professional will travel to your organization to facilitate the use of your data from The NES during a 3-hour workshop (or one-on-one discussions). While on site, the NRC staff member will work with employees and/or council to establish a process for action planning for using results to improve performance in the organization. Site visits are customized to meet the unique needs of each organization and the price includes preparation, facilitation and travel⁹ (for a single overnight stay).

- Price: \$3,100 (*requires purchase of the Detailed Survey Report*)

⁹ Includes typical airfare cost – ask about a quote for your location.