

Employee Satisfaction Study

THE ORCHID SCHOOL

Presentation by **The WhiteBoarding Company**

24th Feb. 2012



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Introduction

- The Orchid School (TOS) is an English medium, co-educational, inclusive school in Pune currently operating from Nursery to Std. IX and scalable to Std. X.
- The WhiteBoarding Company (WBCo) is an innovation partner for organization ranging from start-ups to global corps
- TOS engaged WBCo to gauge the level of satisfaction of its Stakeholders
- The research problem was defined as "To design and conduct a Stakeholders' Satisfaction Study for The Orchid School"
- This presentation is to share the key findings of the Employee Satisfaction Study



Respondent Information

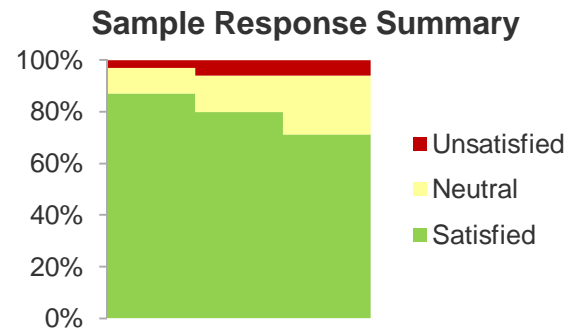
- A total 112 Employees were approached out of which 92 responses were valid

Type	Total Approached	Valid Responses	Survey Type	Survey language
Teachers	67	54	Online	English
Admin Staff	14	14	Online	English
Service Staff	31	24	Offline	Marathi



Report Presentation

- Some questions asked during the survey are directly related to satisfaction of Employees
- Some questions in the survey were asked to understand employees' views on various satisfaction drivers
- All the responses that are directly related to satisfaction are represented graphically under the Response Summary header for each Satisfaction Driver as shown in the sample below:





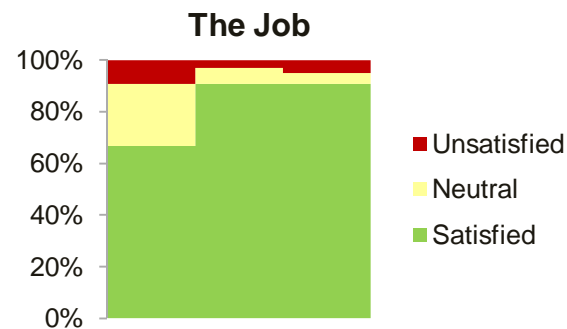
Employee Satisfaction Drivers

- Based on the interviews & focus group discussions with various stakeholders, following drivers were identified:
 - The Job
 - Time Management
 - Management & Colleagues
 - Students
 - Parents
 - Opportunities
 - Rewards & Recognition
 - School Engagement



Findings: 1 - The job

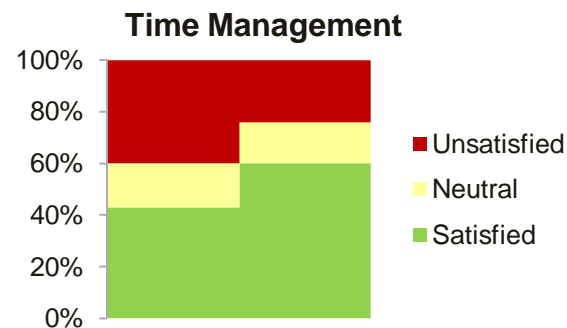
- 66% of the Employees feel that their work is well defined and the expectations from them are clear
- 90% of the Employees are satisfied with the level of freedom & autonomy given to them at work
- 90% of the Employees are satisfied with the support & resources they get from the school to do their job well
- 87% of the Employees are satisfied with their performance at work
- Response Summary





Findings: 2 - Time Management

- In a typical school week Teachers spend 40% of their time in teaching activities, 23% of their time in planning activities, 21% of their time in admin activities & 16% of their time in other activities
- 66% of the Employees are satisfied with the way they are committing their time to various activities
- 43% of the Employees agree & 17% are neutral that their workload allows them enough time to take new initiatives
- 60% of the Employees agree that their workload allows them the time they need to produce quality work
- Response Summary





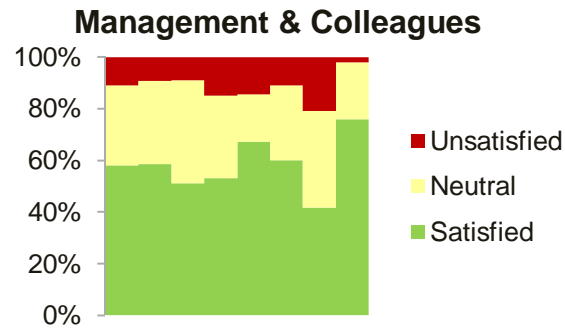
Findings: 3 - Management & Colleagues

- 58% of the Employees agree that Management shows appreciation for staff at TOS through their words and actions
- 62% of the Employees feel the level of supervision at work in TOS is just right
- 58% of the Employees feel that the expectations of the Management from them are realistic
- 51% of the Employees feel that the Management often involves them while making decisions that affect their work, 40% of the Employees feel that the Management involves them sometimes
- 83% of the Employees feel the Management often listens to them when they approach them with an issue
- 66% of the Employees are satisfied with the way the Management resolves issues when they approach them



Findings: 3 - Management & Colleagues (Contd.)

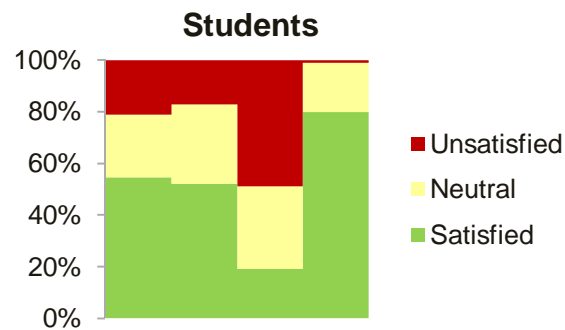
- 60% of the Employees are satisfied with the level of transparency in decision making at TOS
- 42% of the Employees feel they can very openly share their views with fellow teachers & colleagues, 38% of the Employees feel they can moderately openly share their views with fellow teachers & colleagues
- 76% of the Employees are satisfied with their relationship with their Colleagues
- Response Summary





Findings: 4 - Students

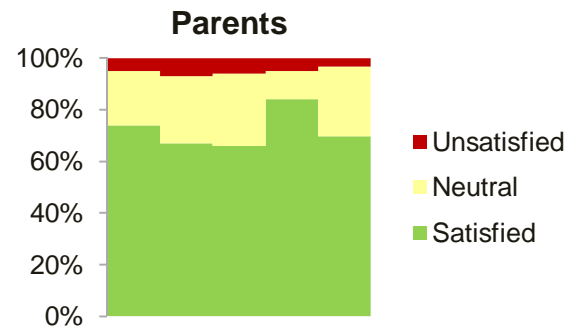
- 54% of the Employees are satisfied with the behavior of students
- 50% of Teachers are satisfied with the behavior of students
- 19% of Teachers are satisfied, 32% are neutral and 49% are unsatisfied with the level of discipline of the students
- 80% of the Employees are satisfied with their overall relationship with students
- Response Summary





Findings: 5 - Parents

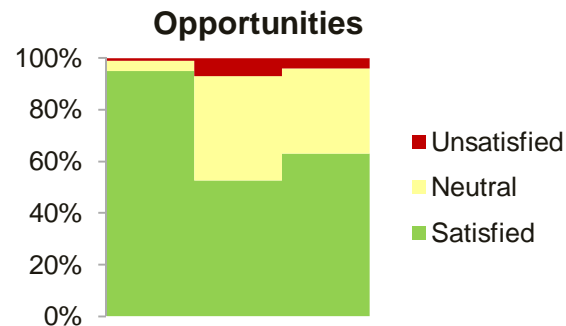
- 74% of the Employees are satisfied with their level of interaction with parents
- 67% of the Employees are satisfied with the level of cooperation from parents
- 66% of the Teachers are satisfied with the Class Parent Volunteers program
- 84% of the Employees are satisfied with their relationship with parents
- 70% of the Teachers are satisfied with the level of cooperation from parents
- Response Summary





Findings: 6 - Opportunities

- 96 % of Teachers agree that TOS does a good job of giving people different opportunities and experiences to help them develop as professionals
- 45% of Teachers feel that the amount of training that they receive is just right, 40% of Teachers feel that the amount of training they receive is more than required
- 55% of Teachers often feel that their career goals can be met at TOS, 42% of Teachers sometimes feel that their career goals can be met at TOS
- 68% of Teachers feel that they are building skills that will help them both inside and outside TOS in their career
- Response Summary

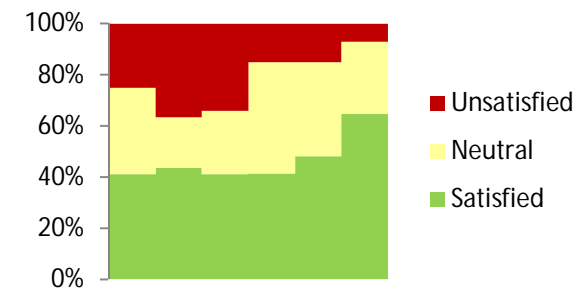




Findings: 7 - Rewards & Recognition

- 41% Employees agree that people are rewarded according to their job performance and accomplishments at TOS, 34 % Employees feel it is undecided
- 44% Employees agree that they are paid fairly for the contribution they make to TOS & 37% disagree
- 41% Employees agree that their benefit plans meet their (and their family's) needs & 34% disagree
- 41% Employees are satisfied with the BAUP/appraisal process, 15% are unsatisfied
- 48% Employees feel that they often receive timely feedback that helps them improve their performance & 37% of the Employees feel that they sometimes receive timely feedback that helps them improve their performance
- 64% Employees agree that Compared to other schools, they receive more recognition at TOS

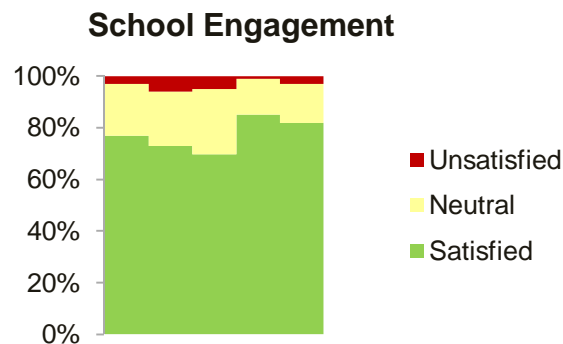
Rewards & Recognition





Findings: 8 - School Engagement

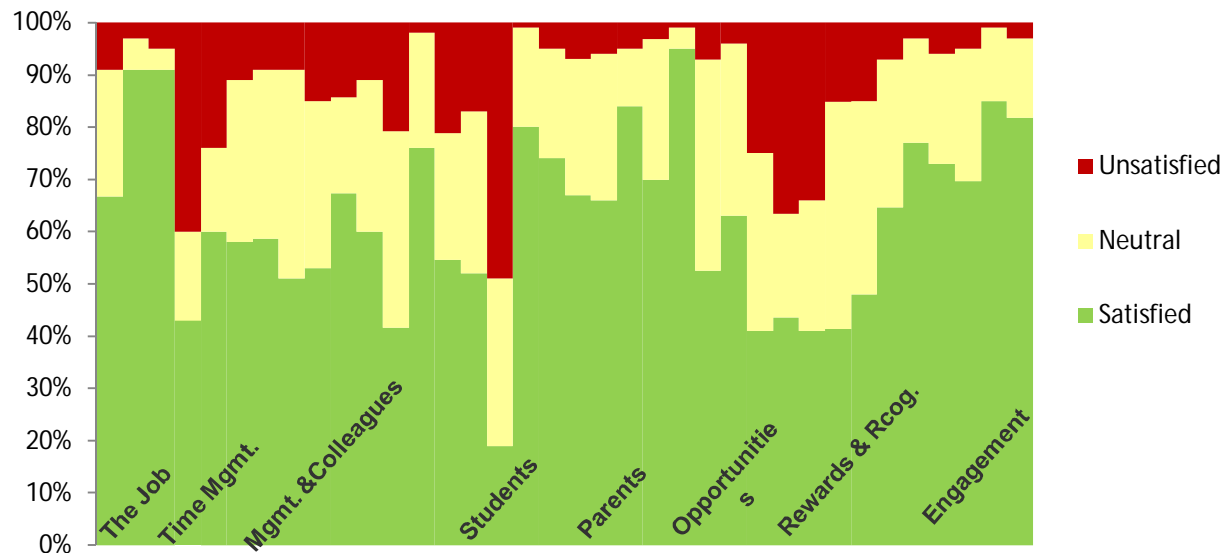
- 77% of the Employees often tell others, great things about working at TOS, given the opportunity
- 73% of the Employees would often recommend TOS to a friend seeking employment
- 15% of the Employees often think about leaving TOS to work elsewhere
- 69% of the Employees feel that TOS inspires them to do their best work everyday
- 85% of the Employees feel they often look forward to coming to TOS everyday
- 81% of the Employees feel that The reputation of TOS within the community is good
- Response Summary:





Summary – All Employees

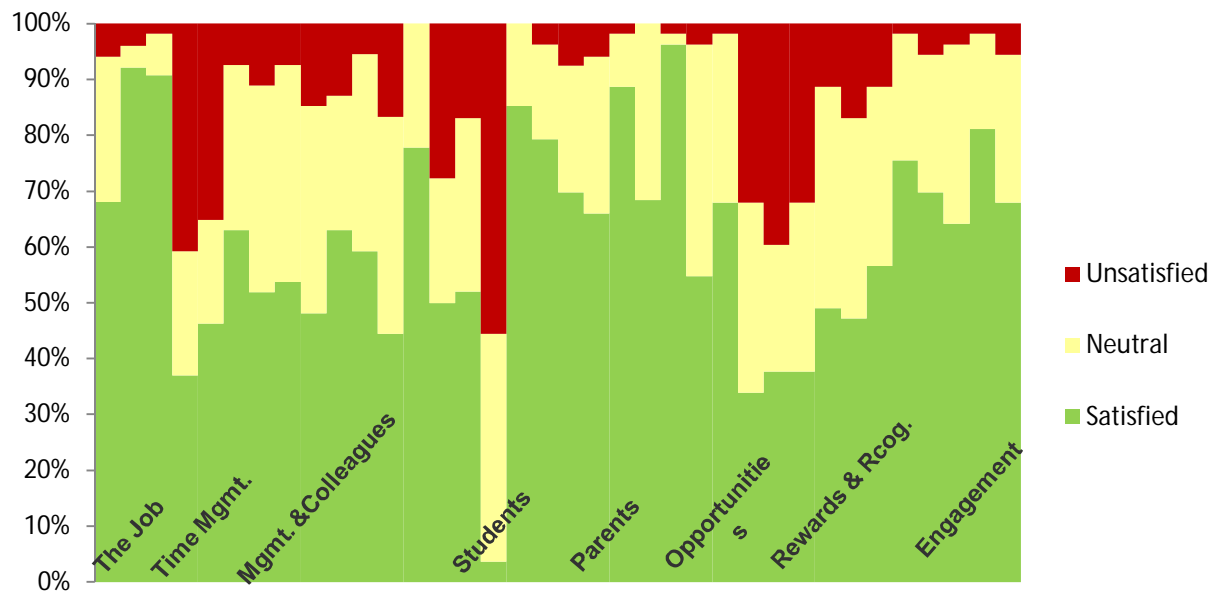
- Overall the Employees are satisfied across most satisfaction drivers
- The highest level of dissatisfaction of Employees amongst the drivers studied is with respect to the student's discipline, rewards & recognition





Summary - Teachers

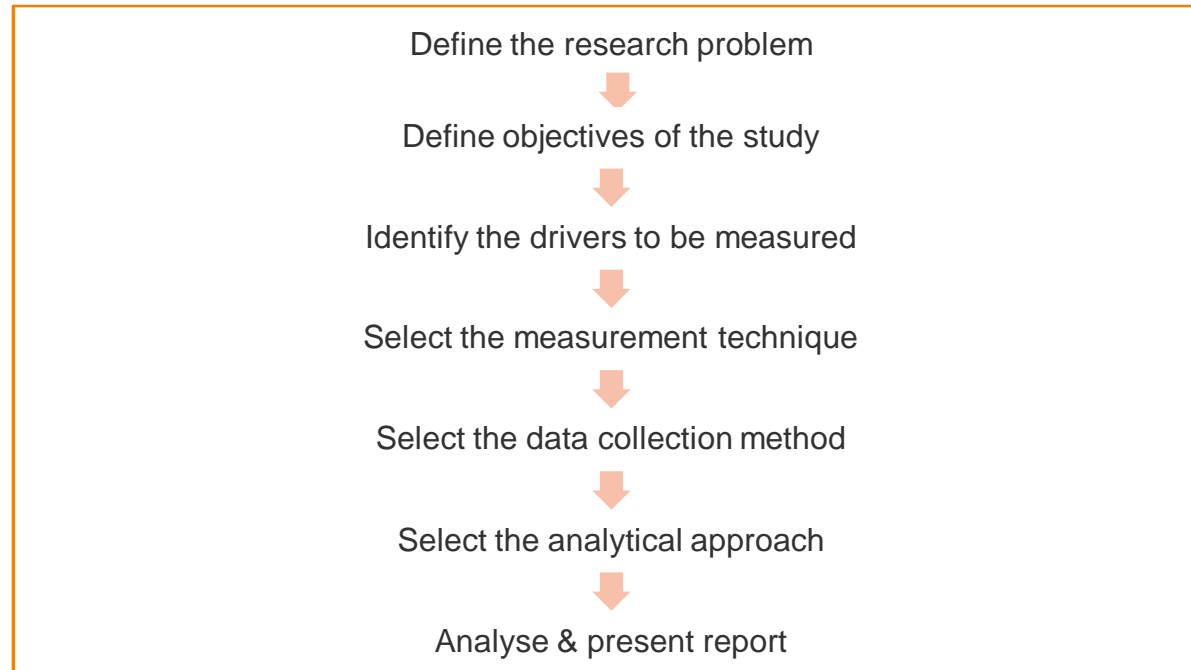
- The highest level of dissatisfaction of Teachers amongst the drivers studied is with respect to the student's discipline, rewards & recognition





Methodology

- WBCo research process for the study





Methodology (Contd..)

□ Define the research problem

- Meetings were held with the top management of The Orchid School to understand and define the research problem
- Research problem was defined as: *'To design and conduct a Stakeholders' Satisfaction Study for The Orchid School'*
- The team identified the following Stakeholders:
 - Parents
 - Teachers
 - Administrative Staff
 - Service Staff



Methodology (Contd..)

- **Define objectives of the study**
 - To understand the drivers of Satisfaction among Stakeholders
 - To design a study and conduct a surveys to measure Stakeholder Satisfaction
 - Analyse data and present results Parents



Methodology (Contd..)

□ Identify the drivers to be measured

- WBCo team collated demographic data on Stakeholders
- Understood the functioning and management structure of TOS
- Understood the offerings of the school at various levels
- Identified participant groups for Focused Group Discussions (FGDs)
- Conducted FGDs & interviews with the following identified participant groups:
 - Class Parent Volunteers (CPV) - with representation from All levels
 - Representatives of Parents Teachers Association (PTA) - All levels
 - Parents who are neither involved in PTA nor in CPV - with representation from All levels
 - Students - with representation from All levels
 - TOS Core Group
 - Teachers - with representation from All levels
 - Admin Staff - With representation from all departments
 - Service staff - With representation from all departments



Methodology (Contd..)

□ Identify the drivers to be measured (Contd..)

- Identified the following drivers for Employee satisfaction based on FGDs and interviews conducted:
 - The Job
 - Time Management
 - Management & Colleagues
 - Students
 - Parents
 - Opportunities
 - Rewards & Recognition
 - School Engagement



Methodology (Contd..)

- **Select the measurement technique & data collection method**
 - A separate questionnaire for each stakeholder group was designed & used for measurement of their satisfaction level for identified drivers
 - A Random Unique Authentication Code (UAC) was generated for each parent level-wise
 - The purpose of UAC was to ensure that there are no unintentional duplicate entries of information provided by parents/guardians & to maintain the privacy of the respondents
 - An Online survey form was used as the data collection method for:
 - Parents
 - Teachers
 - Administrative Staff
 - SurveyMonkey was used as online survey tool based on its user-friendliness, accessibility, reputation, response validation features etc.



Methodology (Contd..)

- **Select the measurement technique & data collection method (contd..)**
 - Survey summary:

Stakeholder	~Total	Responded	Duration	Type	Language
Teachers	67	54	3 Weeks	Online	English
Admin Staff	14	14	3 Weeks	Online	English
Service Staff	31	24	1 Day	Offline	Marathi



Methodology (Contd..)

□ **Select the analytical approach**

- Field Controls were applied through validation of answers in the online survey tool
- Duplication & authentication of responses was done by using unique codes while maintaining complete anonymity during data collection
- Incomplete, invalid responses were discarded
- Out of 505 responses received by parents 478 were valid responses
- Likert scale was used to measure the responses of participants



Methodology (Contd..)

- **Analyze & present report**
 - Aggregated percentage analysis was done for each stakeholder
 - Employees' responses were also analysed across different types (Teachers, Admin, Service Staff)
 - All feedback/comments (qualitative responses) from employees have been collated and provided to the Management



Methodology (Contd..)

□ Limitations of the study

- These results represent a picture of those who chose to respond to the survey. They do not represent a picture of all TOS parents
- The major limitation of the survey method is that it relies on a self-report method of data collection
- Poor memory, or misunderstanding of the question, etc. can contribute to inaccuracies in the data
- Survey questions were designed to be general enough to be minimally appropriate for all respondents, possibly missing what is most appropriate to many respondents.
- The survey method is descriptive, not explanatory, and, therefore, may not offer all insights into cause-and-effect relationships
- To get more insights into cause-effect relationships, these findings have to be consumed with the qualitative feedback from the parents & interpreted accordingly



Thank You!

Please feel free to mail any queries that you have to:
tosfeedback@thewhiteboardingcompany.com