

9th March, 2007

messagemedia Employee Opinion Survey

Dear Colleague,

I have great pleasure in presenting my findings and recommendations.

In the questionnaire there were 50 standard questions that could be answered by circling a number on a range of 1 through to 5. A score of 1 or 2 was negative, 4 or 5 was positive and 3 was average. Using our questionnaire, the maximum score a company could get would be straight 5's for all questions, giving them a total of 250 points. This forms the basis for our scoring system.

This scoring system clearly identifies how satisfied your employees are across the broad range of issues covered in the survey. We provide you with a score out of 250 and comparisons with the average Australian score as well as a score for gold medal performance. The score out of 250 is also expressed as a percentage, which gives you a benchmark of employee satisfaction and engagement.

We will also provide your scores by two broad engagement categories (Business and People) to help you quickly identify your areas of excellence and your opportunities to improve.

The measure of total satisfaction is out of a maximum of 250 points.

Your score is 190.4 or 76%.

(There were 17 respondents.)

The average score across all Australian Industries is 68%.

The Gold Medal Standard is 75%

Congratulations – this is a Gold Medal Result!

The best things about working for messagemedia are:

*Teamwork,
Challenging work/job satisfaction,
Morale/happy work environment, and
Good employer.*

However, you still have some areas to improve on. This report will highlight your major challenges.



Now let's look at your scores against the Australian average:

Rank	Aust Avg	Your Score	Question	Scale = 1	Scale = 5
1	4.23	4.71	I really care about the future of our organisation:	No, not really	Yes, definitely
2	3.81	4.53	There is open co-operation within my work area:	No, not really	Yes, definitely
3	4.01	4.47	The quality of service to our customers is:	Low	High
4	4.25	4.47	I wish to develop new skills and responsibilities within the next 12 months:	No, not really	Yes, definitely
5	3.73	4.35	I really enjoy working here:	No, not really	Yes, definitely
6	3.92	4.29	Do you feel you can contribute to improving messagemedia's performance?	A little	A lot
7	3.15	4.29	Everyone here "pulls their weight":	No, not really	Yes, definitely
8	3.26	4.24	In messagemedia trust exists at a:	Low level	High level
9	3.88	4.24	My work group knows exactly what results we are expected to achieve:	Not really	Yes, totally
10	3.56	4.18	Management regards quality as important as quantity:	No, not really	Yes, definitely
11	3.70	4.12	Most of the time I can balance work and life commitments:	No, not really	Yes, definitely
12	3.48	4.12	My respect for management in general in messagemedia is:	Very low	Very high
13	3.41	4.06	The management style in messagemedia is about:	Giving orders	Teamwork
14	3.16	4.06	Communication occurs with:	Hidden agendas	Honesty
15	3.13	4.06	There is open co-operation between different work areas:	No, not really	Yes, definitely
16	3.72	4.06	messagemedia as an employer is:	Poor	Excellent
17	3.57	4.00	The way messagemedia is changing is for the:	Worse	Better
18	2.95	3.94	Poor performance by people is challenged and corrected:	Rarely	Always
19	3.10	3.94	In messagemedia, morale is:	Very low	Very high
20	3.28	3.88	I feel valued working here:	No, not really	Yes, definitely
21	3.71	3.88	My customers' needs are:	Not looked at	Understood & measured
22	3.77	3.82	Most of the time we cope with the workload:	No, not really	Yes, definitely
23	3.36	3.82	My team uses feedback from our customers to improve the quality of our work:	No, not really	Yes, definitely
24	3.51	3.76	My job satisfaction is:	Very low	Very high
25	3.80	3.75	Health and Safety is:	Very poor	Very good
26	3.14	3.71	Waste (money, materials, time, human effort) could be reduced:	A lot	A little bit
27	3.19	3.71	The work we get from others in messagemedia meets our requirements:	No, not really	Yes, definitely
28	3.21	3.71	I get feedback on customer complaints:	Never	Regularly
29	3.10	3.71	Communication occurs mostly:	Via the "grapevine"	Straight from management
30	3.05	3.71	messagemedia's management regularly spend time with us:	No, not really	Yes, definitely
31	2.86	3.71	The best people for the job are always selected:	No, not really	Yes, definitely

Rank	Aust Avg	Your Score	Question	Scale = 1	Scale = 5
32	3.12	3.65	Management here has double standards:	Yes, definitely	No, not really
33	3.38	3.65	Internal relationships between management and employees are based on:	Conflict	Harmony
34	3.36	3.59	Quality improvement has been a big issue in the past 12 months:	Not really	Yes, totally
35	3.50	3.59	messagemedia has clearly defined values:	No, not really	Yes, definitely
36	3.34	3.59	I understand messagemedia's key performance indicators:	Not really	Yes, totally
37	3.07	3.59	I am satisfied with communications:	No, not really	Yes, definitely
38	2.86	3.59	There is a strong motivation and incentive for people to perform better:	No, not really	Yes, definitely
39	2.98	3.59	I get a lot of feedback about my performance:	No, not really	Yes, definitely
40	3.16	3.53	All things considered, the pay and benefits are fair for the work I perform:	No, not really	Yes, definitely
41	3.21	3.47	The future direction and strategy of messagemedia is:	Unclear	Shared & understood
42	3.24	3.47	The pay and benefits here are fair compared to similar organisations:	No, not really	Yes, definitely
43	3.42	3.47	We have the right equipment/technology to do a good job:	No, not really	Yes, definitely
44	3.06	3.47	My career path and development opportunities are:	Very poor	Very good
45	3.17	3.41	In messagemedia management shares its long term business plan:	Not really	Yes, totally
46	3.34	3.41	Waste (money, materials, time, human effort) in my work area is:	Not looked at	Understood & measured
47	3.59	3.35	My job security is:	Very low	Very high
48	2.93	3.35	Good performance is recognised and rewarded:	Rarely	Always
49	3.57	2.81	I have received the training I need to do a quality job:	No, not really	Yes, definitely
50	3.26	2.56	Training is readily available for those who want it:	No, not really	Yes, definitely

Your Score out of 250 is 190.4 or 76%

Where you are ahead of the Australian averages by more than 0.4 this is a significant advantage. On a scale of 1 to 5 there are only 4 points, so 0.4 represents a 10% difference which is regarded as being statistically significant.

Not only do you have an overall score, but we also provide scores that measure two levels of engagement. They are Business Engagement and People Engagement. This will help you to quickly identify your areas of excellence and your opportunities to improve. These questions are further broken down into themes.

Category	Theme
Business Engagement	(Alignment, Customer, Improvement)
People Engagement	(Accountability, Benefits, Communications, Culture, Development, Leadership, Motivation, Teamwork, Wellbeing)

Aust Avg	Your Score	Themes, Subthemes & Questions
3.40	3.68	Business: Alignment
3.88	4.24	My work group knows exactly what results we are expected to achieve:
3.34	3.59	I understand messagemedia's key performance indicators:
3.21	3.47	The future direction and strategy of messagemedia is:
3.17	3.41	In messagemedia management shares its long term business plan:
3.57	3.97	Business: Customer
4.01	4.47	The quality of service to our customers is:
3.71	3.88	My customers' needs are:
3.36	3.82	My team uses feedback from our customers to improve the quality of our work:
3.21	3.71	I get feedback on customer complaints:
3.36	3.67	Business: Improvement
3.56	4.18	Management regards quality as important as quantity:
3.14	3.71	Waste (money, materials, time, human effort) could be reduced:
3.36	3.59	Quality improvement has been a big issue in the past 12 months:
3.42	3.47	We have the right equipment/technology to do a good job:
3.34	3.41	Waste (money, materials, time, human effort) in my work area is:
2.98	3.88	People: Accountability
3.15	4.29	Everyone here "pulls their weight":
2.95	3.94	Poor performance by people is challenged and corrected:
2.86	3.71	The best people for the job are always selected:
2.98	3.59	I get a lot of feedback about my performance:
3.26	3.60	People: Benefits
3.72	4.06	messagemedia as an employer is:
3.16	3.53	All things considered, the pay and benefits are fair for the work I perform:
3.24	3.47	The pay and benefits here are fair compared to similar organisations:
2.93	3.35	Good performance is recognised and rewarded:
3.11	3.78	People: Communications
3.16	4.06	Communication occurs with:
3.10	3.71	Communication occurs mostly:
3.07	3.59	I am satisfied with communications:

Aust Avg	Your Score	Themes, Subthemes & Questions
3.36	3.88	People: Culture
3.26	4.24	In messagemedia trust exists at a:
3.57	4.00	The way messagemedia is changing is for the:
3.10	3.94	In messagemedia, morale is:
3.38	3.65	Internal relationships between management and employees are based on:
3.50	3.59	messagemedia has clearly defined values:
3.54	3.35	People: Development
4.25	4.47	I wish to develop new skills and responsibilities within the next 12 months:
3.06	3.47	My career path and development opportunities are:
3.57	2.81	I have received the training I need to do a quality job:
3.26	2.56	Training is readily available for those who want it:
3.26	3.88	People: Leadership
3.48	4.12	My respect for management in general in messagemedia is:
3.41	4.06	The management style in messagemedia is about:
3.05	3.71	messagemedia's management regularly spend time with us:
3.12	3.65	Management here has double standards:
3.60	4.16	People: Motivation
4.23	4.71	I really care about the future of our organisation:
3.73	4.35	I really enjoy working here:
3.92	4.29	Do you feel you can contribute to improving messagemedia's performance?
3.28	3.88	I feel valued working here:
2.86	3.59	There is a strong motivation and incentive for people to perform better:
3.38	4.10	People: Teamwork
3.81	4.53	There is open co-operation within my work area:
3.13	4.06	There is open co-operation between different work areas:
3.19	3.71	The work we get from others in messagemedia meets our requirements:
3.67	3.76	People: Wellbeing
3.70	4.12	Most of the time I can balance work and life commitments:
3.77	3.82	Most of the time we cope with the workload:
3.51	3.76	My job satisfaction is:
3.80	3.75	Health and Safety is:
3.59	3.35	My job security is:

Now let's look at the breakdown by demographic:

Employment Type	No Of Surveys	Your Score
Permanent	13	78%
Casual	4	69%



Let me give you some specific comparisons with other organisations:

Company	Score
St Hilliers	78%
Aeronautical Engineers Australia	76%
Fletcher Construction Engineering	76%
messagemedia	76%
Gold Medal	75%
Nestlé Australia Ltd	73%
Subaru (Australia) Pty Ltd	72%
Frankston City Council	72%
Holiday Coast Credit Union	71%
Ella Baché	70%
Racing & Wagering Western Australia	68%
Media Monitors Australia	68%
Dover Fisheries Pty Ltd	68%
Australian Average	68%
TriMas Corporation	67%
Rangers Valley Cattle Station	67%
Total Construction Pty Ltd	67%
Bathurst Regional Council	66%
Victorian Government Agency	66%
National Government Agency	65%
Port Corporation	58%



We also sought feedback on 3 workplace priorities. Employees were encouraged to make four selections from a broad menu, their first choice has been allocated 4 points, second choice 3 points, etc:

What four things would most change messagemedia for the better?

Rank	Item	Score	
1	More people to do the work	23	
2	Better planning of work	18	
3	Better equipment/technology	17	
4	More training	11	
5	Higher wages	11	
6	Improve communications	10	
7	Greater job security	10	
8	Improved customer service	8	
9	Make people feel valued	8	
10	Clearer future direction / goals	8	
11	Employing the right people	7	
12	Generally happy with the organisation	6	
13	More recognition	6	
14	Better work/life balance	6	
15	Remove double standards	5	
16	Improve morale	5	
17	Make people accountable	3	
18	More trust	2	
19	Develop career opportunities	2	
20	Monetary reward scheme	2	
21	Better quality / Less waste	1	
22	Better safety	0	
23	Job satisfaction	0	
24	More teamwork	0	
25	Effective leadership	0	
26	Treating people with respect	0	
27	Reduce red tape/bureaucracy	0	

The top four items are normally “higher wages”, “effective leadership”, “employing the right people” and “more people to do the work”.

What are the four worst things about working for messagemedia?

Rank	Item	Score	
1	Generally happy with the organisation	20	
2	Lack of training	18	
3	Excessive workload	14	
4	Inadequate equipment/technology	12	
5	The future is uncertain	11	
6	Slow decision-making	10	
7	Lack of job security	9	
8	Too much waste/inefficiency	9	
9	No recognition or feedback	8	
10	Ineffective leadership	6	
11	Poor career and development opportunities	5	
12	Poor pay	4	
13	Poor communication	3	
14	Red tape/bureaucratic processes	3	
15	Low morale	3	
16	Poor cooperation between different work areas	3	
17	Not enough work/life balance	3	
18	Not being treated with respect	3	
19	Work is poorly organised	1	
20	Lack of trust	0	
21	Health and safety	0	
22	Not feeling valued	0	
23	Unnecessary favouritism to some employees	0	
24	Double standards	0	
25	Not enough teamwork in my work area	0	
26	Too many poor performers on the payroll	0	
27	Lack of job satisfaction	0	

The top four items are normally “poor pay”, “poor communication”, “excessive workload” and “ineffective leadership”.

What are the four best things about working for messagemedia?

Rank	Item	Score	
1	Teamwork	25	
2	Challenging work/job satisfaction	17	
3	Morale/happy work environment	16	
4	Good employer	16	
5	Ability to take initiative/make decisions	15	
6	Fellow employees	14	
7	Work/life balance	9	
8	Good future	8	
9	High level of trust	7	
10	People feel valued	7	
11	Conditions of employment/benefits	5	
12	Hours of work	4	
13	Good management	4	
14	Career path/development opportunities	4	
15	Modern equipment/technology	3	
16	Being part of a prestigious organisation	3	
17	Interaction with customers	2	
18	Being treated with respect	2	
19	Pay	2	
20	Job security	1	
21	Training/learning opportunities	0	
22	Overtime availability	0	
23	Location/convenience	0	
24	Work travel opportunities	0	
25	Reasonable workload	0	
26	Communications	0	

The top four items are normally “fellow employees”, “hours of work”, “challenging work/job satisfaction” and “job security”.



The next part of the survey asked five specific questions and provided a number of options from which participants could select four. These have been weighted 4 votes for first choice, three votes for second choice, etc. The top four responses are as follows and the complete tables are attached.

How can we improve communications?

Rank	Item	Score
1	PUT THINGS IN WRITING: Bulletins, memos, noticeboards, newsletters	23
2	THROUGH EFFECTIVE MEETINGS: Sharing information, more updates, feedback, don't waffle	22
3	BE HONEST & FRANK: Open, upfront, no lies/no secrets, put the cards on the table, less sidestepping	20
4	COMMUNICATIONS ARE GOOD: Okay as is, doing fine, generally pretty good, getting better	20
5	SOCIAL FUNCTIONS: Barbecues, morning teas, happy hours, get people meeting informally	20
6	CONSULT & LISTEN: Get staff input, no decisions behind closed doors, tell us before not after	18
7	INVOLVE EVERYONE: Not the select few, stop being selective, get everyone involved	14
8	DIFFERENT WORKGROUPS TALKING: Sharing information between work areas, reduce isolation, more networking, break down walls	8
9	MANAGEMENT BEING VISIBLE & AVAILABLE: Be seen, more visits, show an interest, open door policy	7
10	LESS MEETINGS: There are too many, they start and finish late, they are a waste of time	3
11	NEED MORE COMMUNICATION RESOURCES: eg. mobile phones/radios, computers	3
12	USE EMAIL	0
13	CREATE TRUST: Treat employees better, show respect, less "them and us", change attitudes	0

How can our managers be more effective?

Rank	Item	Score
1	PROVIDE GOALS, DIRECTION & PURPOSE: Tell us what's expected, clearer planning, give us the big picture, set priorities	29
2	BETTER PEOPLE SKILLS & SHOW RESPECT: Remove rudeness, be caring, show an interest, be understanding/loyal, give support	26
3	COMMUNICATE BETTER/KEEP US INFORMED: Talk to us and listen, share information, keep us up-to-date, be open/honest	23
4	PROVIDE MORE TRAINING & DEVELOPMENT: Better quality training, more training, more delegation/empowerment/responsibility/skills	15
5	MANAGEMENT IS GOOD: Getting better, I'm pretty happy with them, they're okay, no complaints, this is not a problem	12
6	GIVE PEOPLE FEEDBACK & MAKE EVERYONE ACCOUNTABLE: Recognise good performance, punish bad performance, use appraisals	10
7	ORGANISE WORK BETTER: More planning, attention to detail, think ahead, reduce red tape and bureaucracy	9
8	GIVE US THE RIGHT RESOURCES: We need more/better equipment/materials/suppliers to do the job effectively	8
9	BE VISIBLE & IN TOUCH: Accessible, hands-on, approachable, be out and about, stop being desk-bound, make themselves known	7
10	LESS FAVOURITISM/DOUBLE STANDARDS: Have consistency, fairness, no special treatment, one set of rules for all	6
11	PROMOTE TEAMWORK: Cooperation, break down barriers, working together, less "them and us", improve morale, challenge negative attitudes	2
12	SHOW LEADERSHIP/ACT DECISIVELY: Make timely decisions, cut through red tape, resolve issues, stop procrastinating, delegate more	2
13	OUR MANAGERS NEED TRAINING: Send them back to management school, our supervisors/managers need training in leadership skills	1
14	GET SOME NEW ONES: Get rid of the bad ones, make them more accountable, appoint them on merit, get ones with expertise	0

How can we improve productivity?

Rank	Item	Score
1	CONTINUOUS IMPROVEMENT/LESS REWORK: Working smarter, "get it right first time", improve processes/systems, reduce waste	26
2	INCENTIVE PAY/BONUS: Productivity pay, gain sharing, more money, rewards for good performers	17
3	BETTER PLANNING & ATTENTION TO DETAIL: More forward planning, think ahead, be organised, do the little things right	16
4	IMPROVE MORALE/MAKE PEOPLE FEEL VALUED: Create a culture of trust and support, show respect, have positive attitudes	15
5	MORE TEAMWORK/LESS THEM AND US: Common goals, see the big picture, departments working together, remove the barriers, more trust	14
6	BETTER RESOURCES TO DO THE JOB: Update technology, need new equipment, more resources	14
7	TRAINING: More training, better training, employee development, more skills and responsibilities, more delegation/ empowerment	13
8	CLEARER DIRECTION/GOALS/TARGETS: Share the strategic plan, set priorities and follow up on results	11
9	MORE PEOPLE TO DO THE WORK: Need more staff, employ more people, increase staffing levels	11
10	BETTER EFFORT FROM SUPPLIERS/SUBCONTRACTORS: Pick the best ones, monitor their performance, they could lift their game	6
11	PRODUCTIVITY IS GOOD: There are no issues	5
12	BY EVERYONE PULLING THEIR WEIGHT: Employ the right people to start with, make people accountable, remove deadwood	4
13	REDUCE RED TAPE/BUREAUCRACY: Useless paperwork, form filling, streamline administration, remove unnecessary functions	3
14	MORE STABILITY/LESS RESTRUCTURING: Less interference from outside, less politics, more stability, less unnecessary changes	2

How can we ensure that people here "pull their weight"?

Rank	Item	Score
1	PAY FOR GOOD PERFORMANCE: Financial reward, performance based pay, bonuses, incentives, money, reward the good performers	29
2	MAKE PEOPLE ACCOUNTABLE: Appraisals/regular feedback, work plans for everyone, set standards/targets/deadlines	26
3	THIS IS NOT A PROBLEM HERE: Most people do pull their weight, 99% of people are doing the right thing	21
4	EMPLOY THE RIGHT PEOPLE TO START WITH: Choose employees with attitude and team skills, look for the right personality	18
5	SHARE THE WORKLOAD EVENLY: Ensure work is allocated equally, no double standards/favouritism	18
6	IMPROVE MORALE & MOTIVATION: Make people feel valued/purposeful, treat people with respect, build a positive climate	17
7	TEAMWORK & PEER PRESSURE: Peer appraisals, encourage employees to make each other accountable	8
8	SACK NON-PERFORMERS: Dismiss them, get rid of people who don't pull their weight	5
9	STRICTER SUPERVISION: Give direction, be out more, take notice, handle slackness immediately, more surveillance	1
10	USE DISCIPLINE & WARNINGS: Counselling, reprimands, punish them, "lift your game or leave", "fit in or move on"	0

In my section, the main cause of waste (money, materials, time, human effort) is:

Rank	Item	Score
1	HUMAN EFFORT/REWORK: Doing jobs twice, double handling, carelessness, human error, fixing other people's mistakes	31
2	TIME WASTING/TIME DELAYS: Not managing time effectively, unproductive meetings, waiting for decisions, slow follow-up, chasing information	19
3	POOR PLANNING/DISORGANISATION: Lack of direction, unclear instructions, incomplete briefs, inadequate paperwork, changing direction midstream	17
4	NOT ENOUGH PEOPLE TO DO THE WORK: Need more staff, "too many chiefs not enough indians", we're stretched to the limit	15
5	THERE IS NONE: It's not apparent to me, we're doing fine, there's not much waste here	14
6	POOR RESOURCES: Can't do the job professionally, need better technology/equipment/materials/maintenance, too much downtime	13
7	POOR PERFORMANCE BY SUPPLIERS/SUBCONTRACTORS: We need to manage them more effectively, they could make our life a lot easier	11
8	UNPRODUCTIVE PEOPLE: Laziness, people with bad attitudes, poor effort, apathy, misuse of work time	5
9	CONSTANT RESTRUCTURING: Outside interference, constant reorganisations, too many reviews/inquiries, waste of resources	4
10	TOO MUCH PAPERWORK: Unnecessary reports and form filling, duplication, paper wars, paper trails, printing everything, destroying trees	3
11	TOO MUCH RED TAPE/BUREAUCRACY: Too much regulation, accounting for things instead of doing things, form filling	2
12	NO LEADERSHIP/POOR MANAGEMENT: Ineffective supervisors/managers, management not in touch, management indecision	0
13	LACK OF TEAMWORK/TOO MUCH INFIGHTING: Conflict, bitching, lack of motivation, lack of cooperation between workgroups	0
14	WASTE OF MONEY: Lots of dollars are wasted, materials are not used, we spend money on unnecessary things	0



What are the best behaviours that you've seen by colleagues in the last 12 months in messagemedia that have impressed you?

People talked about: colleagues working well together; being friendly; dedication to the company; sharing knowledge; helping others in a difficult situation; good teamwork; respect and hard work.

What are the worst behaviours that you've seen by colleagues in the last 12 months in messagemedia that have upset you?

People talked about: some rudeness and bad moods; handballing work and "not my job attitudes"; occasional time wasting or procrastination; lack of respect; swearing; not responding to client requests.

Are there any comments you would like to make about any of your managers?

Respondents say managers: trust employees; are loyal to the job; are dedicated; encourage initiative and share feedback. However, sometimes managers engage in "finger pointing" and "fly off the handle. They should also invest more in training.

Management should read all of the written comments carefully. The point of this feedback is to understand the culture that you currently have and then to improve it.



Key Findings

I have carefully looked at all of the survey results. I believe there are a number of key issues which I will now identify. If we can make significant progress in these areas you would expect to see a more positive working environment, better attitudes, higher productivity and improved performance:

- More training**

- Better planning of work / workload management**

- Improve equipment / technology**



Where to from here?

This report should be released for discussion and comment. Management has a key responsibility to follow through on these issues, because "good managers look after people, people look after the business".

Your score of 76% is great news. This survey has identified the key changes needed to continuously improve.

Congratulations on doing the survey. It's a very healthy exercise to listen to the silent majority through a confidential process. Perhaps we should do it again in 12 months time to check your progress.

Yours faithfully,

PETER BERRY