

MULTINATIONAL RESEARCH-BASED PHARMACEUTICAL COMPANY



Design and delivery of an employee survey

COMPANY

The client is a multinational research-based pharmaceutical company with headquarters in Germany and more than 40,000 employees worldwide. The company's product portfolio includes pharmaceutical products for humans in the sectors of prescription drugs, self-medication and industrial customers as well as veterinary drugs.

PROJECT TARGETS

- The survey was carried out for the prescription drug division with approximately 1,000 employees. The survey was commissioned internally by the executive board.
- Because of changes on the health market and in the product portfolio for the business division a new organization structure has been implemented.
- The objective of the employee survey was to gather the necessary data to reflect, in a structured manner, the mood among the employees with regard to the areas of vision, aims and strategies, dealing with changes, organization structure and processes, job satisfaction and working conditions, communication and information, collaboration, training and HR development, as well as corporate culture and values.

FRAMEWORK CONDITIONS

- Great efforts were made to word the survey in such a way that it was easily comprehensible for all employees.
- The works council and senior management were involved in the survey project from the outset.
- The survey was exclusively made available online in order to ensure an efficient implementation.
- The survey and the evaluation of the results were carried out in anonymized and summarized format. It was not possible to retrace the data back to individual persons.
- Particular emphasis was given to the result feedback process subsequent to the survey.

SOLUTION

Profil M provided support during all project stages: from developing the overall concept, via wording the questions and designing the questionnaire to communicating the survey, drawing up reports, interpreting results and facilitating the result workshop as well as monitoring the follow-up process.

IMPLEMENTATION

Kickoff meeting

During the kickoff meeting with the five-strong project team all issues with regard to content and organization were clarified so that the survey was optimally tailored to the specific requirements.

Conceptual design of the questionnaire

Building on the objectives of the survey and the results from the kickoff meeting, Profil M worded the questions and agreed them with the client. The survey covered eight areas with a total of 30 questions.

Collaborating with the IT experts

The technical implementation of the employee survey was provided by Profil M's long-standing IT partner and specialist for online surveys in the HR area Reflect AG. Conceptual design and project management was Profil M's responsibility.

In order to ensure that the survey was accepted by the employees, Profil M prepared an information presentation; all managers and all employees were informed by their direct superiors about the employee survey and its associated objectives and procedures.

A questionnaire was made available on the intranet and shortly before the survey commenced another video address by the CEO was sent to all employees. During the entire duration of the survey contact persons from the project team, the facilitators from Profil M and Reflect were available to answer questions.

Carrying out the employee survey

1. All employees will be invited to take part in the survey well in advance.
2. At the start of the survey period all employees will receive an email with a link to the questionnaire and a unique password.
3. The employees have three weeks to fill in the questionnaire (unfinished questionnaires can be saved and completed at a later time).
4. All employees will receive an email reminding them to complete the questionnaire.
5. The survey period will end after three weeks.
6. The survey will be evaluated and reports will be generated shortly after completion of the survey.
7. Commencement of the follow-up process with result feedback and discussion as well as planning measures during moderated follow-up workshops in the teams.

Moderated follow-up workshops with the teams

The follow-up workshops provide an opportunity to present the team results directly to the employees, to discuss them and to derive concrete measures for possible changes.

The objectives of the follow-up workshops are:

- Feedback and discussion of results in order to come up with concrete courses of action.
- Derive core areas for action and prioritize changes.
- Possible reasons are explained and interpretations given by the employees. What exactly do they mean? What is behind the data and the results?
- Define and plan measures for changes or the next steps.
- Plan a definite further course of action and define the next steps.

RESULTS

- All results will be evaluated and result reports will be drawn up within two weeks.
- There will be an overall report for the business division, result reports for the departments and individual team reports.
- A team report will only be compiled for teams with five or more members.
- Approximately 45 half-day follow-up workshops will be held within eight weeks.
- After six months the implementation progress for the measures that were agreed in the workshops will be reflected during a two-hour team event.



Yvonne Faerber

Executive Partner of Profil M GmbH & CO. KG
yvonne.ferber@profil-m.de