

Appendix

Example of an attitude survey

Purpose

The purpose of this survey is to obtain your opinion on the existing pay arrangements and the performance appraisal process in XYZ Ltd. Your views and those of all the other staff of the company who are being asked to complete this questionnaire will provide a valuable input to the work currently being carried out to devise new approaches to pay and performance appraisal. Feedback on the overall results of the survey will be provided to all staff.

Confidentiality

Your answers to the questionnaire will be completely confidential. No individual will be identified and no one in the company will see the forms, which will be analysed by an independent research firm. You are being asked to identify your function but that is simply to make comparisons; the forms will not be analysed on an individual basis.

Completing and forwarding the survey form

Please complete the form and send it by 1st July in the attached envelope which is addressed to the firm which will be carrying out the analysis.

How to complete the questionnaire

The questionnaire will take about 15 minutes to complete. Please indicate your views about the statements overleaf by placing a ring around the number which most closely matches your opinion. For example:

	<i>Strongly agree</i>	<i>Inclined to agree</i>	<i>Neither agree nor disagree</i>	<i>Inclined to disagree</i>	<i>Strongly disagree</i>
<i>I like my job</i>	1	2	3	4	5

Function/department

Please circle one of the following:

1. corporate office;
2. marketing;
3. manufacturing;
4. finance;
5. IT;
6. HR;
7. customer service;
8. marketing, development, fundraising, PR, HR.

QUESTIONNAIRE						
	I believe that:	<i>Strongly agree</i>	<i>Inclined to agree</i>	<i>Neither agree nor disagree</i>	<i>Inclined to disagree</i>	<i>Strongly disagree</i>
1	My pay adequately rewards me for my contribution	1	2	3	4	5
2	The pay system is clear and easy to understand	1	2	3	4	5
3	It is right for staff to be rewarded according to their contribution	1	2	3	4	5
4	The basis upon which my pay is determined is fair	1	2	3	4	5
5	Highly competent staff should be paid more than less competent staff	1	2	3	4	5
6	Rates of pay in the Company are not consistent with levels of responsibility	1	2	3	4	5
7	My rate of pay compares favourably with rates paid outside the Company	1	2	3	4	5
8	My pay does not reflect my performance	1	2	3	4	5
9	The current pay system encourages better performance	1	2	3	4	5
10	The pay system badly needs to be reviewed	1	2	3	4	5
11	I am clear about the standards of performance I am expected to achieve	1	2	3	4	5
12	I do not understand the competence levels I am expected to reach	1	2	3	4	5
13	The performance appraisal scheme is helpful	1	2	3	4	5
14	I receive good feedback from my manager on my performance	1	2	3	4	5
15	My manager is not really interested in carrying out my appraisal	1	2	3	4	5
16	I am motivated by my performance review meeting	1	2	3	4	5
17	The process of setting objectives and reviewing achievements is fair	1	2	3	4	5
18	The assessment of my performance by my manager is objective and fair	1	2	3	4	5
19	Performance appraisal does not help me to improve my performance	1	2	3	4	5
20	Performance appraisal clearly indicates any further training I might need	1	2	3	4	5