

Employee Empowerment Evaluation Kit

Part 1 – Introduction to the Employee Empowerment Evaluation Survey

The following survey is designed to measure the extent to which your employees feel empowered to carry out their duties in behalf of your organization. We suggest that you make one copy of the survey for each of your employees, ask them to fill it out anonymously, then ask one of them to compute the survey averages. Meanwhile, you should fill out the same survey in a manner that reflects how you believe your employees will answer each question. In the end you will have two surveys: one that indicates your employees’ average responses and one that indicates how you thought they would answer. In our next issue we will discuss a comparison of the two, focusing on the implications of their similarities and differences.

Introduction: Your immediate supervisor is participating in an evaluation of your perceptions of how much influence and control you have over day-to-day events at work. You are invited to participate by completing this survey. Your participation is both voluntary and anonymous.

Instructions: To complete the survey respond to the questions using both the following scales by placing the appropriate number in the box to the right of the statement.

Response Scales

IMPORTANCE

How important is this factor to you?

- 1= Not at all important
- 2=
- 3= Somewhat important
- 4=
- 5= Very important
- 6=
- 7= Critically important

EFFECTIVENESS

How well does your organization implement this factor?

- 1= Not at all effective
- 2=
- 3= Somewhat effective
- 4=
- 5= Very effective
- 6=
- 7= Totally effective

Sample Question

Participation in Decision Making	Importance	Effectiveness
1) I am involved in making decisions that affect my work.	1 2 3 4 5 <u>6</u> 7	1 <u>2</u> 3 4 5 6 7

I am involved in making decisions that affect my work. Importance (6) Effectiveness (2)

In the example above the respondent indicated that he/she should be involved in making decisions that affect his/her work (6 under **Importance**), but the organization is less than “somewhat effective” in this area (2 under **Effectiveness**).

Part 2 - Employee Empowerment Evaluation Survey Instrument

Participation in Decision Making	Importance	Effectiveness
1) I am involved in making decisions that affect my work.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
2) I am given the opportunity to suggest improvements.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
3) I participate in setting the goals and objectives for my job.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
4) Proposed decisions are made at the lowest appropriate level.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
5) I have access to the information I need to make good decisions.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
6) As I gain expertise I am allowed more latitude on the job.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Perceptions of Immediate Supervisor	Importance	Effectiveness
7) My supervisor values my suggestions and requests.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
8) My supervisor encourages me to suggest ways to improve job quality.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
9) My supervisor encourages me to suggest ways to improve productivity.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
10) My supervisor encourages me to continually develop my job skills.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
11) My supervisor keeps me informed of job problems or concerns.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
12) My supervisor is concerned about my professional development.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Perceptions of Higher Management	Importance	Effectiveness
13) Higher management shares information with people at all levels.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
14) People at my level receive the resources needed to do the job right.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
15) Higher management values ideas and suggestions from my level.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
16) I have access to my supervisor's superiors when I need it.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
17) Higher management understands my job enough to evaluate my performance.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
18) Higher management is interested in training people at my level for advancement.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Management of Change	Importance	Effectiveness
19) Employees' ideas and opinions are sought when change is considered.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
20) I have a voice in the decision when changes are planned.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
21) The impact of technological change on people is always considered.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
22) Upcoming changes are talked about openly and freely.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
23) People are given adequate and appropriate training to deal with changes.	1 2 3 4 5 6 7	1 2 3 4 5 6 7
24) The rate of change in this organization is right.	1 2 3 4 5 6 7	1 2 3 4 5 6 7

Part 3 - Employee Empowerment Evaluation Survey Profiles

1. Compute the average score from your employees for each group of eight (8) questions for each employee (space is provided for up to eight employees)– both in terms of importance and effectiveness
2. Place the individual averages in the appropriate spaces
3. Compute the group averages
4. See the interpretative guide for general interpretation of the average scores

Importance Scores - Averages

Employee	Participation in decision making	Perception of immediate supervisor	Perceptions of higher management	Management of change	Individual overall average
1					
2					
3					
4					
5					
6					
7					
8					
Group Average					

Effectiveness Scores - Averages

Employee	Participation in decision making	Perception of immediate supervisor	Perceptions of higher management	Management of change	Individual overall average
1					
2					
3					
4					
5					
6					
7					
8					
Group Average					

Interpretation

To interpret each profile, review the information provided in the grid below. Pay particular attention to those categories where the Employee Survey Profile showed marginal and ineffective areas. Consider the gap between how important your employees consider a particular topic to be and how effectively the organization addresses that topic in their opinion. Differences of more than 1.5 reflect an urgent need to address the way your organization handles a particular issue. When comparing the Employee Survey to your own response, be aware that differences of more than 1.0 raise a yellow flag. Differences of more than 1.5 (in *importance* or *effectiveness*) reflect an even greater potential for misunderstanding, if not addressed.

Category	INEFFECTIVE Effectiveness average between 1.0 and 3.5	MARGINAL Effectiveness average between 3.5 and 5.5	EFFECTIVE Effectiveness average between 5.5 and 7.0
Participation in Decision Making	Employees who are isolated from the decision making process feel “done to” rather than “done with.” The consequence is low level motivation and commitment. These employees resist change and innovation.	Marginal levels of participation can confuse employees. They do not understand why they are included in decision making only some of the time. This often leads to lowering the trust level.	When employees feel involved in the decisions affecting them they are more motivated and committed to a successful outcome. Trust increases and employees develop to their maximum potential.
Perceptions of Immediate Supervisor	When a supervisor fails to provide encouragement, information and support employees feel no stake in their success and become focused on personal needs rather than organizational goals.	Supervisors who are somewhat effective in meeting employees’ needs for control realize the benefits of increased performance. However, they cannot expect full development of employee potential.	When perceived as empowering, supervisors benefit from employee commitment and development. Employees are vested in meeting their own goals, those of the supervisor and of the organization.
Perceptions of Higher management	Management’s perceived lack of concern is viewed as sufficient cause to do the minimum required for survival in the organization. Loyalty to the organization, its leaders, goals and objectives is low.	Perception that management is inconsistently concerned about employees means trust levels go down. Though loyal to supervisors and work groups, employees are not as committed to the organization.	Management sets the organization’s standards. When standards include the recognition of each employee’s potential contributions, individuals are motivated to rise to those high expectations.
Management of Change	Employees who are not involved in the implementation of change affecting their work are most likely to resist (and/or undermine) the effort. This increases costs and reduces the effectiveness of change.	Moderate employee involvement goes a long way toward reducing resistance to change. The result can be passive acceptance of the “inevitable” but with little enthusiasm or support.	Fully empowered employees seek positive, productive change as a way to increase their contribution to the goals and objectives of their immediate supervisor, higher management and the organization.