

People Survey - your opinion helps us all move forward



Survey process cycle

- Carrying out the survey among employees
- Evaluation by Scarlett
- Transmission of results
- Analysis by Management
- Employees informed of the results
- Discussion of the results in the individual groups
- Development of action plans in the groups
- Approval of the action plans by Management, and feedback
- Implementation of the action plans
- Regular item on the agenda at team meetings
- Survey repeated after 1 to 2 years

Satisfied? Then say so, so that we can continue improvements in the same direction. Not satisfied? Then say so too - take part in the People Survey.

There is usually a lull after a democratic election. Those in power are busy calculating, analyzing and drawing conclusions. New projects are drawn up. This involves both implementing electoral promises to improve this or that, and continuing on the trodden path. Then eventually sleeves get rolled up and people get down to doing something with the result. And everyone who wants the process to be a success works at it. It all depends on those who vote - if we speak up, there is a chance we will get what we want; if we say nothing, there is virtually no basis for achieving positive change together. The People Survey that has just been carried out at Johnson Controls also works on this democratic principle. It provides information on satisfaction levels and leads to improvements. The People Survey was circulated to all 33,000 employees in the company's workforce in Europe, South Africa and South America at all the 290 or so locations in our gigantic, world-embracing organization. Why? At the center of a fast-changing world, a dynamic exchange of ideas is absolutely essential if we want to ensure our competitive edge for the future. The regular People Survey provides us with constructive feedback, ensuring a continuous flow of information that helps us keep improving satisfaction levels in our team, with the end result that we are able to keep ahead of customer expectations.

Independent and secret

For the People Survey we use boxes that function like ballot boxes. Participants place in them their sealed envelopes containing their completed questionnaire - with no name anywhere on either the outside or the inside. The anonymous envelopes are sent unopened straight to Scarlett

Associates (www.scarlettassociates.com), a service provider with more than forty years' specialist experience, where the envelopes are opened and the questionnaires evaluated professionally. Apart from the professionals there, who stick religiously to their duty of ensuring confidentiality, no-one else at all apart from the person who actually filled in the form has seen its content before this stage and no-one ever will afterwards - that is absolutely guaranteed. Ken Scarlett tells the story of employees in a similar European company that used a questionnaire like the one at Johnson Controls. They had identified problems in important work processes. The company's management introduced changes, thereby increasing motivation and in the end achieving speedier, improved production. The long-term results were not only an expansion in the company's client base but also a desire on the part of the team to achieve constant further development. Scarlett calls this the «corporate success through personal success» effect.

Anonymous and strong in the group

The first stage in a survey is the construction of groups. The ideal size is between 7 and 30 members. This increases both the significance and the anonymity of the results. Ken Scarlett and his team use the answers given to the questions in 17 categories - for example, image of the company, information, work targets, personal development, colleagues, etc. - to produce a statistical evaluation that constitutes pure figure-work. There are absolutely no names or references to individuals. The statistics make it possible to point to trends at a particular location or in a particular function in the company. The purpose is to find out exactly where suggestions for

improvements should begin.

The group leaders then get down to planning action. Suggestions for solutions are worked out in general discussion with the group members. The written comments contained in the questionnaires are particularly helpful in this - suggestions and constructive criticism make an important contribution to giving the company as a whole an important boost. If a group has no ideas for handling the results in order to achieve positive changes, it can contact the personnel department at its location and receive specialist support from the regional JCMS Facilitators who offer special workshops on this.

The first results

By the beginning of June 2003, 58 locations had already taken part in an employee survey carried out by Scarlett. The others will follow suit this year or are already carrying out a repeat of the survey. The desire to get to see more of the members of management is already visible for example in the results from the locations. In reaction to this, Gregg Sherrill has started inviting fifteen employees, selected at random, each month to an «Executive Lunch» - an informal lunch that acts as a forum for questions and



The aim of the group analysis of the survey results is to find solutions together - as in the photograph, as part of Teamwork-in-Action (TIA). Why not submit to TIA a project that successfully corresponds to the results of the Survey?

discussion - in Burscheid.

Another important aspect for employees is the possibility of making progress within the company. This is made even easier by a direct link on the JC intranet portal to the in-house «Job Postings». By accessing this, any employee can find out about jobs currently available with Johnson Controls in Europe.

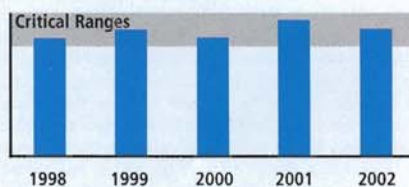
There has also already been a reaction to address weak areas in the flow of information. As a result there is now a quarterly Business Briefing covering, for example, the most important current developments in business and finance as well as quality, and news in the field of health and safety and the environment; the European Headquarters was the first to introduce this, and it is now carried out at the individual locations. In addition, information boards have been introduced in many locations, regular team meetings are now held and, at some locations, works newspapers have even been started up. In Martin (Slovakia) it was realized that the stitchers were having difficulty getting minor machine problems dealt with. An assistance catalog was drawn up and special

training given, and the result has been to make it possible to considerably reduce downtime. In Ceska Lipa (Czech Republic), the management has introduced recognition for particularly good employee performance. The employees are invited to a celebration meal and are given theater tickets or small gifts. And finally, on the menu of positive examples - again in Ceska Lipa, the Survey pointed to dissatisfaction with the food in the canteen. As a result, a committee was set up and it immediately came up with possibilities for improvement. The result is on people's plates already!



Ken Scarlett and his team

Survey results compared with the norm



Decades of experience at Scarlett Associates make it possible to measure our results against the norms in the automobile industry around the world. These are presented in the norm area under «Critical Ranges» (see grey box). The result in each category of questions in the People Survey is shown in a blue box. This provides information on whether the company achieves the norm values, whether for example its employees are behind it «heart and soul», whether there is enthusiasm, or room for improvement, or a disturbing trend is becoming apparent. The chart shows a fictional example. In future we will even be in a position to present the results at Johnson Controls ASG Europe level in an annual comparison.