

APPENDIX E

The Readiness Questionnaire

The Readiness Questionnaire is a short instrument that can help a management team come to terms with its views of partnership policies and practices. Often, there will be verbal agreement with a concept, such as partnership, but managers might have serious reservations about it (reservations they are reluctant to express publicly). The Readiness Questionnaire data help get these views “on the table” so they can be discussed and informed decisions made as to whether and how to move ahead in the implementation of partnership.

The Readiness Questionnaire covers key partnership policies and practices. An organization can add or subtract questions to the instrument to make it more relevant to its needs.

It is best that the completed questionnaires be sent to an outside party, or some other trusted source, for scoring. This appendix contains instructions for scoring.

The following is a suggested Readiness Questionnaire that can be used with appropriate modifications to fit the organization.

The Readiness Questionnaire

This questionnaire is designed to measure your basic views of employee relations. The results of the survey will be thoroughly discussed by the management team to determine whether, and in what respects, the organization is ready to move ahead in modifying its approach to managing people. The results will be reported in a way that will make it impossible to identify individual answers. Here are a few guidelines and instructions for filling out the questionnaire:

- The questions ask about employee relations. In answering the questions, think of the people who constitute the bulk of the employees in your organization. We want to know what you feel policies and practices for these employees should be.
- Obviously, some of the answers are more “socially acceptable” than others, and you might be inclined to answer that way. Try to answer the way you genuinely feel. The only “right” answer is the one that expresses your views. As previously mentioned, you are the only one in your organization who will see your individual answers.
- Each question will be answered on a 7-point scale, and the endpoints of the scale are defined. For example, take question 1:

Question 1. If you had your way, would it be your policy or practice to:

Pay employees no more than what you have to, even if it's below what other companies pay for similar work.

1	2	3	4	5	6	7

Pay as much as you can afford, even if it's considerably more than what other companies pay for similar work.

If you are the type of manager who wants to pay rock-bottom wages, you would likely circle “1.” If it is—or would be—your practice to pay as much as you possibly can, even if that means your employees would earn considerably more than what they could get elsewhere for similar work, you would likely circle “7.” If you are somewhere between those poles, you would circle a number in between “1” and “7,” depending on where you felt your attitude fell. The midpoint of this scale is “4.”

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Let's begin. Remember to keep in mind the employees who constitute the bulk of your workforce and policies and practices for them *in general*. Please answer as you genuinely feel, not what might be "socially acceptable."

If you had your way, would it be your policy or practice to:
(Circle one number for each question.)

- 1. Pay employees no more than what you have to, even if it's below what other companies pay for similar work. **1 2 3 4 5 6 7**
 Pay as much as you can afford, even if it's considerably more than what other companies pay for similar work.

- 2. Provide no more in the way of benefits (medical, etc.) than what you have to, even if it's less than the average of other companies. **1 2 3 4 5 6 7**
 Provide as much in the way of benefits as you can afford, even if it's more than the average of other companies.

- 3. Provide safety conditions that meet the minimum required by law. **1 2 3 4 5 6 7**
 Provide the utmost in safety conditions.

- 4. Lay off employees as soon as they are no longer needed. **1 2 3 4 5 6 7**
 Do whatever you can reasonably do to not lay off people (retraining them for other jobs in the company, etc.).

- 5. Do no more for laid-off employees than what you have to do (severance payments, etc.). **1 2 3 4 5 6 7**
 Do as much for laid-off employees as you can afford.

- 6. Insist that employees throughout the organization are treated with courtesy and respect. **1 2 3 4 5 6 7**
 Not be at all concerned about this.

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| 7. Have employees—even if they are experienced—supervised closely. | 1 2 3 4 5 6 7 | | Have experienced employees supervised only generally and instead depend on their own initiative and motivation to perform well. |
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| 8. Make extensive use of recognition for employees, even when performance is not extraordinary (just satisfactory). | 1 2 3 4 5 6 7 | | Recognize only those employees whose performance is extraordinary—well beyond what is expected. |
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| 9. To the extent possible, divide the work so that each employee does just a small piece of it. | 1 2 3 4 5 6 7 | | “Enlarge” or “enrich” work so that, to the extent possible, an employee does a “whole job” from beginning to end. |
| | _ _ _ _ _ _ _ | | |
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|---|----------------------|--|--------------------------------------|
| 10. Invest in the best possible training for employees to do their jobs (perhaps even somewhat more than what they might need). | 1 2 3 4 5 6 7 | | Do the bare minimum in this respect. |
| | _ _ _ _ _ _ _ | | |
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|---|----------------------|--|---------------------------------------|
| 11. Provide development opportunities for employees to prepare them for higher-level assignments. | 1 2 3 4 5 6 7 | | Do little or nothing in this respect. |
| | _ _ _ _ _ _ _ | | |
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|--|----------------------|--|--|
| 12. Communicate to employees only what they have a “need to know” to do their specific jobs. | 1 2 3 4 5 6 7 | | Communicate as much as possible to employees (the reasons for decisions, state of the business, etc.). |
| | _ _ _ _ _ _ _ | | |
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| 13. Insist that communications to employees be completely honest. | 1 2 3 4 5 6 7 | | Not be at all concerned that communications be honest. |
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- 14. Insist that employees at all levels share financially in the achievements of the business (through bonuses, or higher base pay, or better benefits, etc.).

	1	2	3	4	5	6	7	
								Not be at all concerned that they share financially in the achievements of the business.
- 15. Insist that employees not be exploited in any way (for example, working extremely long hours without extra compensation or time off).

	1	2	3	4	5	6	7	
								Not be at all concerned about this.
- 16. Insist that employees have a reasonable workload that will not harm their health or personal or family lives.

	1	2	3	4	5	6	7	
								Get as much work as you legally can from them.
- 17. Provide as pleasant physical working conditions for employees as you can afford.

	1	2	3	4	5	6	7	
								Provide no more than what you have to in order to get the work done.
- 18. Make sure that employees get reasonable time off to take care of their personal and family needs.

	1	2	3	4	5	6	7	
								Allow this only in the most extreme circumstances (such as a medical emergency).
- 19. Assure that, if employees have complaints, they are given a full and fair hearing.

	1	2	3	4	5	6	7	
								Not be at all concerned about this.
- 20. Insist that, when business dips, sacrifices are made at all levels, from senior management on down.

	1	2	3	4	5	6	7	
								Not be at all concerned about this.



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- 21. Work cooperatively with the union. (If there is no union, answer as if there were one.)

1	2	3	4	5	6	7

Fight the union every chance you get, including having it decertified, if possible.
- 22. Eliminate status distinctions between levels (reserved parking spaces, separate eating facilities, etc.).

1	2	3	4	5	6	7

Fully preserve status distinctions.
- 23. Stimulate an atmosphere of cooperation and teamwork between individuals and between departments.

1	2	3	4	5	6	7

Not be at all concerned about this.
- 24. Stimulate competition between individuals and between departments.

1	2	3	4	5	6	7

Not do this at all.
- 25. For promotions, give strong preference to people inside the organization (rather than hire from the outside).

1	2	3	4	5	6	7

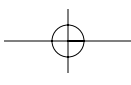
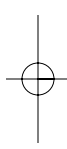
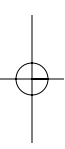
Give no such preference.
- 26. Insist that senior-management personnel periodically visit with employees at all levels.

1	2	3	4	5	6	7

Do little or nothing in this respect.
- 27. Discourage employees from conversing with each other on the job if the conversation is not work related.

1	2	3	4	5	6	7

Not be at all concerned about this.




After you complete the questionnaire, make a copy to keep for yourself and send the original to {insert the scorer's name}. When the group meets to discuss the group results, bring your copy with you so you can compare your responses to those of the group.

Instructions for the Scorer of the Questionnaire

The scoring is simple. Each question is based on a 1 to 7 scale. For some questions, 1 is the highest partnership score while for others, it is 7. Which is which is indicated on the scoring sheet (see the next section, "Scoring Sheet"), although for most questions, it should be obvious (nothing is hidden or tricky).

You will obtain average scores for the group surveyed on each question and for combinations of questions. To get these averages—where we always want 7 to be the highest average partnership score—you need to convert the questions where 1 is the highest partnership score. To do this, first calculate the average for each question, which is done by taking the sum of the answers given by all respondents to the question divided by the total number of respondents to the question. Then, subtract from 8 the averages for the questions where 1 is the highest partnership score.

For example, here are the answers for a group of 12 people on question 10, where 1 is "Invest in the best possible training for employees to do their jobs (perhaps even somewhat more they might need)," and 7 is "Do the bare minimum in this respect."

Invest in the best possible training for employees to do their jobs (perhaps even somewhat more than what they might need).	1 2 3 4 5 6 7 	Do the bare minimum in this respect.
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Number of respondents giving each answer.	2 4 3 1 2 0 0
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Calculate the average by multiplying the number of respondents giving each answer by the answer weight (2×1 , 4×2 , 3×3 , etc.), adding those products ($2 + 8 + 9$, etc.) and dividing that sum (33) by the number of respondents (12). In this example, doing this yields an average of 2.75. Because question 10 has 1 as its highest partnership score, it must be subtracted from 8. The average that will be used, then, is 5.25 ($8.00 - 2.75$). (Remember: You would not subtract from 8 the averages to those questions where 7 is already the highest partnership score.)

You now have calculated usable averages for each question. Enter those averages on the scoring sheet. That form also contains lines for the following “averages of averages:”

- **Total partnership score.** This is the average of all of the questions: simply add up all of the averages and divide by the number of questions (27).
- **Equity score.** This is the average of all of the questions relating to equity.
- **Achievement score.** This is the average of the questions relating to achievement.
- **Camaraderie score.** This is the average of the questions relating to camaraderie.

The scores can easily be graphed (as bar graphs with the vertical axis ranging from 1 to 7). Two pages of graphs are desirable. One page would show the total partnership, equity, achievement, and camaraderie averages. The other page would show each question’s average, ordered by equity, achievement, and camaraderie.

The maximum possible score is 7, and the group discussion should focus on how far its scores on the various questions and averages are from that maximum. There is no precise criterion as to what constitutes a score that should be considered “far” from the maximum. A rule of thumb is a difference of 2.00 or more (i.e., an average score of 5 or below).

Scoring Sheet

Equity Questions	Average	Usable Average*
1		
2		
3		
4		
5		
6*		
13*		
14*		
15*		
16*		
17*		
18*		
19*		
20*		
21*		
22		
26*		
Total Equity Score (Sum of the Usable Averages)		
Equity Average (Total Equity Score Divided by 17)		

*For the questions with asterisks, the usable average is 8.00 minus the average. For the other questions, the usable average is the average.

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Achievement Questions	Average	Usable Average*
7		
8*		
9		
10*		
11*		
12		
25*		
Total Achievement Score (Sum of the Usable Averages)		
Achievement Average (Total Achievement Score Divided by 7)		

*For the questions with asterisks, the usable average is 8.00 minus the average. For the other questions, the usable average is the average.

Camaraderie Questions	Average	Usable Average*
23*		
24		
27		
Total Camaraderie Score (Sum of the Usable Averages)		
Camaraderie Average (Total Camaraderie Score Divided by 3)		

*For the questions with asterisks, the usable average is 8.00 minus the average. For the other questions, the usable average is the average.

Total Partnership Score (Sum of All 27 Usable Averages)		
Partnership Average (Total Partnership Score Divided by 27)		