

# Data Collection Forms

## Employees Questionnaire

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

### Employees Questionnaire

Disagree   Slightly   Agree  
Disagree

#### Aware of Policies

I can list all policies and procedures that relate to the Task

I can explain the meaning behind all policies and procedures relating to the Task

I am supportive of existing policies and procedures concerning what is expected of me for this Task

I can describe the criteria associated with the level of performance that is expected of me for this Task

I am able to explain how my performance is evaluated and/or measured for this Task

#### Get Along with Colleagues

I require help or additional resources from other fellow employees in order to perform this Task properly

I get along quite well with co-workers and superiors that are a part of my working environment

My performance of this Task is not diminished by the relations I have with the supervisor or manager

#### Need for Tools

The tools and/or materials that I depend upon for performing this Task are readily available

**Employees Questionnaire**Disagree Slightly Agree  
Disagree**Receive Adequate Feedback**

There is a formal procedure or method whereby I am given feedback about my performance

Useful feedback is offered to me about my working relationships with my colleagues

**Motivated by Incentive System**

I am motivated by the long-term incentives that are offered for meeting various expectations

The system for delivering reprimands is constructive, fair and improves productivity

There are clear short-term incentives for achieving the expected level of output

Short-term rewards encourage me day by day to be a more productive employee

**Enjoy my Job**

The work I carry out is gratifying and makes a difference for those around me and beyond

I am given too much work to do on a regular basis, which reduces the quality I can provide

**Attitude Towards Supervisor**

My supervisor brings out the best in me by way of his/her vision and direction

If I need guidance and support from my supervisor, he/she is seldom available to provide advice

**Attitude Towards Feedback**

The information I receive about the Task performance allows me to accurately adjust my actions

The level of performance expected of me for this Task, and how to achieve it is made clear

Feedback on this Task is given in time to allow me to make job-related improvements

Constructive information about how to get along with others is provided regularly

**Employees Questionnaire**

Disagree   Slightly   Agree  
                  Disagree

The advice I receive about my interactions with others indicates what is acceptable behavior

Feedback is given in a timely manner to enable me to maintain acceptable behavior

**Attitude Towards Task**

I find that the Task is challenging in a realistic sense, and that it maintains my interest

## Employees Questionnaire Summary

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task**

Date: \_\_\_\_\_

**Directions:** Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

### Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
I can list all policies and procedures that relate to the Task	2	0	8	Agree
I can explain the meaning behind all policies and procedures relating to the Task				
I am supportive of existing policies and procedures concerning what is expected of me for this Task				
I can describe the criteria associated with the level of performance that is expected of me for this Task				
I am able to explain how my performance is evaluated and/or measured for this Task				
I require help or additional resources from other fellow employees in order to perform this Task properly				
I get along quite well with co-workers and superiors that are a part of my working environment				
My performance of this Task is not diminished by the relations I have with the supervisor or manager				
The tools and/or materials that I depend upon for performing this Task are readily available				
There is a formal procedure or method whereby I am given feedback about my performance				
Useful feedback is offered to me about my working relationships with my colleagues				
I am motivated by the long-term incentives that are offered for meeting various expectations				
The system for delivering reprimands is constructive, fair and improves productivity				
There are clear short-term incentives for achieving the expected level of output				

**Summary of Responses**

# that Disagree	# that Slightly Disagree	# that Agree	Consensus
--------------------	--------------------------------	-----------------	-----------

Short-term rewards encourage me day by day to be a more productive employee

The work I carry out is gratifying and makes a difference for those around me and beyond

I am given too much work to do on a regular basis, which reduces the quality I can provide

My supervisor brings out the best in me by way of his/her vision and direction

If I need guidance and support from my supervisor, he/she is seldom available to provide advice

The information I receive about the Task performance allows me to accurately adjust my actions

The level of performance expected of me for this Task, and how to achieve it is made clear

Feedback on this Task is given in time to allow me to make job-related improvements

Constructive information about how to get along with others is provided regularly

The advice I receive about my interactions with others indicates what is acceptable behavior

Feedback is given in a timely manner to enable me to maintain acceptable behavior

I find that the Task is challenging in a realistic sense, and that it maintains my interest

## Human Resources Questionnaire

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

### Human Resources Questionnaire

Disagree   Slightly   Agree  
Disagree

#### Employees have Knowledge & Skills

Employees have the necessary skill and/or knowledge, as well as the experience to do the Task

By hiring more qualified candidates less training would be needed to fill positions

#### Employees Job Satisfaction

The number of employees leaving the organization is at the expected level

The degree to which employees are dismissed has not changed appreciably

#### Environment

The number of new employees hired within the past year is higher than normal

#### Recruitment

These employees were hired internally by our organization

Only individuals with the required qualifications and experience are actually hired

## Human Resource Questionnaire Summary

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

**Directions:** Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

### Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Employees have the necessary skill and/or knowledge, as well as the experience to do the Task	8	1	1	Disagree
By hiring more qualified candidates less training would be needed to fill positions				
The number of employees leaving the organization is at the expected level				
The degree to which employees are dismissed has not changed appreciably				
The number of new employees hired within the past year is higher than normal				
These employees were hired internally by our organization				
Only individuals with the required qualifications and experience are actually hired				

## Subject Matter Expert Questionnaire

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task**

Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

### Subject Matter Expert Questionnaire

Disagree   Slightly   Agree  
Disagree

#### Tools

Tools for Task are reliable and function properly, thereby meeting expectations

One or more crucial pieces of equipment or material needed by employees to perform Task is missing

Existing tools and materials permit personnel to effectively meet performance objectives for Task

Employees are able to locate all necessary tools and materials for Task easily and quickly

Modernization of some equipment or materials would improve workmanship and Task productivity

#### Employees Dependency on Tools

Personnel dependence on appropriate equipment to perform the Task is critical

#### Tasks

Errors in performing this Task among this group of employees will have serious consequences

The Task level of complexity is considerably high, and mistakes can occur easily

The Task or procedures carried out by employees can be greatly simplified

## Subject Matter Expert Questionnaire Summary

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

**Directions:** Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

### Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Tools for Task are reliable and function properly, thereby meeting expectations	8	1	1	Disagree
One or more crucial pieces of equipment or material needed by employees to perform Task is missing				
Existing tools and materials permit personnel to effectively meet performance objectives for Task				
Employees are able to locate all necessary tools and materials for Task easily and quickly				
Modernization of some equipment or materials would improve workmanship and Task productivity				
Personnel dependence on appropriate equipment to perform the Task is critical				
Errors in performing this Task among this group of employees will have serious consequences				
The Task level of complexity is considerably high, and mistakes can occur easily				
The Task or procedures carried out by employees can be greatly simplified				

## Supervisor Questionnaire

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

### Supervisor Questionnaire

Disagree   Slightly   Agree  
Disagree

#### Employees Qualifications

Task is performed by employees correctly during the majority of the time

In the past, Task was performed correctly by personnel most of the time

Personnel know the procedures for optimal performance of Task

Employees have the ability to perform Task to the expected standard

#### Employees Awareness of Policies

Personnel can list all policies and procedures related to the Task

Personnel are able to explain the main ideas behind all policies and procedures relevant to the Task

Employees can follow required policies and procedures correctly for Task

#### Policies Impact

Policies and procedures have minimal impact on how employees perform Task

#### Employees Interpersonal Skills

Delays in Task performance is mostly caused by other groups of employees

Interpersonal relations between employees are entirely acceptable

Interpersonal relations with personnel have a significant impact upon the Task performance

#### Employees Dependency on Tools

Employees can only perform Task to desired standard if they have the required tools

**Supervisor Questionnaire**Disagree Slightly Agree  
Disagree

Employees can use the equipment and/or materials required for Task efficiently and effectively

**Employees Incentives System**

Personnel formally receive rewards for excellence in their work on a consistent basis

Employees are fully informed of their poor performance and are motivated to improve

Individuals or teams that complete their work in advance are given less rewarding Tasks

**Employees Job Satisfaction**

Employees are complaining that their responsibilities do not correspond to the job description

Complacency is running high in the workplace, resulting in overall disenchantment

**Supervisors Awareness of Policies**

I can list all the policies and procedures that relate to the Task

I can explain the meaning behind all the policies and procedures relating to the Task

I am able to use and apply all policies and procedures that impact the Task

Implementing the performance related incentive system correctly is not a problem

I find employees performance of the Task significantly less satisfactory than previous years

I have full control of my operation with minimal problems, and an awareness of related projects

There is a lack of time in order to properly address key tasks

## Supervisor Questionnaire Summary

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

### Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Task is performed by employees correctly during the majority of the time	3	1	6	Agree
In the past, Task was performed correctly by personnel most of the time				
Personnel know the procedures for optimal performance of Task				
Employees have the ability to perform Task to the expected standard				
Personnel can list all policies and procedures related to the Task				
Personnel are able to explain the main ideas behind all policies and procedures relevant to the Task				
Employees can follow required policies and procedures correctly for Task				
Policies and procedures have minimal impact on how employees perform Task				
Delays in Task performance is mostly caused by other groups of employees				
Interpersonal relations between employees are entirely acceptable				
Interpersonal relations with personnel have a significant impact upon the Task performance				
Employees can only perform Task to desired standard if they have the required tools				
Employees can use the equipment and/or materials required for Task efficiently and effectively				
Personnel formally receive rewards for excellence in their work on a consistent basis				
Employees are fully informed of their poor performance and are motivated to improve				

**Summary of Responses**

# that Disagree	# that Slightly Disagree	# that Agree	Consensus
--------------------	--------------------------------	-----------------	-----------

Individuals or teams that complete their work in advance are given less rewarding Tasks

Employees are complaining that their responsibilities do not correspond to the job description

Complacency is running high in the workplace, resulting in overall disenchantment

I can list all the policies and procedures that relate to the Task

I can explain the meaning behind all the policies and procedures relating to the Task

I am able to use and apply all policies and procedures that impact the Task

Implementing the performance related incentive system correctly is not a problem

I find employees performance of the Task significantly less satisfactory than previous years

I have full control of my operation with minimal problems, and an awareness of related projects

There is a lack of time in order to properly address key tasks

## Instructor Questionnaire

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

### Instructor Questionnaire

Disagree   Slightly   Agree  
                  disagree

#### Employees Interpersonal skills

Employees are given adequate opportunities to learn interpersonal skills

#### Tasks

The training materials for these employees is less than one year

#### Environment

A new system or technology that impact Task was introduced within the last twelve months

Impact of new system or technology on Task is significant

Formal training was given to personnel to ensure the successful implementation of a new system

New or improved work procedures that impact Task have been introduced to employees within the past year

Formal training was provided to learn and apply new or improved work procedures

Formal training was provided for new employees to learn procedures and how to perform the Task

## Instructor Questionnaire Summary

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

**Directions:** Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

### Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Employees are given adequate opportunities to learn interpersonal skills	8	1	1	Disagree
The training materials for these employees is less than one year				
A new system or technology that impact Task was introduced within the last twelve months				
Impact of new system or technology on Task is significant				
Formal training was given to personnel to ensure the successful implementation of a new system				
New or improved work procedures that impact Task have been introduced to employees within the past year				
Formal training was provided to learn and apply new or improved work procedures				
Formal training was provided for new employees to learn procedures and how to perform the Task				

## Senior Executives Questionnaire

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task**

Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

### Senior Executives Questionnaire

Disagree   Slightly   Agree  
Disagree

#### Environment

The unit/division effectively implements its strategic goals for these employees

Too many changes are required to implement different procedures for a new system

The unit/division has adapted quickly to changes in the work environment

#### Employees Incentive System

A formal performance based incentive system is available for this occupation

#### Policies

A detailed description of standards and policies for this Task is available

Policies and procedures can easily be followed by employees to detect and correct skill gaps

Rules and regulations must be strictly followed for employees to attain optimal productivity for Task

A method or tool exists to accurately measure the personnel performance of the Task

The measurement of personnel proficiency in performing Task is reliable and consistent

Guidelines for employees are obsolete or invalid, and they actually interfere with their performance

Overlap in policies or procedures are contributing to delays

Repetition in procedures are wasting time, money and resources

## Senior Executives Summary

Unit/Division: \_\_\_\_\_

Job Profile (Occupation): \_\_\_\_\_

**Task** \_\_\_\_\_

Date: \_\_\_\_\_

**Directions:** Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

### Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
The unit/division effectively implements its strategic goals for these employees	8	1	1	Disagree
Too many changes are required to implement different procedures for a new system				
The unit/division has adapted quickly to changes in the work environment				
A formal performance based incentive system is available for this occupation				
A detailed description of standards and policies for this Task is available				
Policies and procedures can easily be followed by employees to detect and correct skill gaps				
Rules and regulations must be strictly followed for employees to attain optimal productivity for Task				
A method or tool exists to accurately measure the personnel performance of the Task				
The measurement of personnel proficiency in performing Task is reliable and consistent				
Guidelines for employees are obsolete or invalid, and they actually interfere with their performance				
Overlap in policies or procedures are contributing to delays				
Repetition in procedures are wasting time, money and resources				