

# APPENDIX D: RESOURCES FOR PROVIDERS CONSIDERING USE OF EMPLOYEE SURVEYS

Appendix D provides examples of letters that may go out in advance or along with employee surveys and thank you letters for responding employees. These examples are meant to provide guidance for the language and content that might be included in such letters. Organizations may want to adapt the examples for their specific purposes. Additional resources for providers wishing to survey employees can be obtained, free of charge, from the National Center for Health Statistics by contacting Dr. Robin Remsburg at (301) 458-4416.

## Sample Advance Letter to Alert Employees of Upcoming Survey

Dear \_\_\_\_\_:

During the week of (date), you will be asked to fill out a questionnaire that asks about your views on working at (name of organization).

We need your help. Your responses to this survey will help management make (name of organization) an even better place for you to work! Your response to this survey counts! The results of the survey will be shared with you.

Thank you in advance for your time and consideration in completing this questionnaire. If you have any questions, please don't hesitate to contact myself or (name of organization's main contact for survey process).

Sincerely,

(name of Chief Executive Officer)

## Sample Letter to Accompany Self-Administered Survey

(Name of Organization) has asked (name of research center or data collection vendor) to conduct an opinion survey to gather information from you in order to continue to identify organizational strengths and areas for improvement. This is an opportunity to communicate with top management. Please familiarize yourself with all instructions before completing the questionnaire.

- Please do **not** sign your name. Your answers are **strictly confidential**. (Name of organization) will **never** see your completed questionnaire.
- Please answer the questions **honestly and completely** so that the results will be a **constructive** management tool for the organization.
- After data is processed by (name of research center or data collection vendor), the questionnaires will be destroyed.
- The questionnaire is **printed on front and back**.
- At the end of the survey, please be sure to complete the general demographic section of the questionnaire (for example, Department). This will allow (name of research center or data collection vendor) to sort data into specific groups in order to provide management detailed information for decision making. Any groups with **fewer than five (5) employees** will be **combined** with a larger group to keep your opinions confidential.
- Please give only **one answer** for each question. Check or circle the response that is **closest** to your opinion.
- Your **supervisor** is the person who **assigns work, directly supervises your work** on a daily basis (for example, charge nurse, head cook) and **reviews** your performance. Your department head is the person who manages the entire department (for example, Director of Nursing or Environmental Services Director). The term **management** refers to the organization's policies and the people who make those policies, especially the "upper management."

## Sample Letter to Thank Employees who Responded to the Survey

To All (name of organization) Employees:

I would like to take the time to personally thank you for your recent participation in the (name of survey). We have received the results from (name of research center or data collection vendor) and it appears that, in general, employees have a very positive view of our organization. I recognize, however, that we also have areas that require our attention. Your responses and comments are providing us with the opportunity to take a close look at all aspects of your employment at (name of organization).

I appreciate your frank and honest answers and ask that you work with me to create positive change and build upon our reputation as a leader in the senior housing industry.

Participation in the survey was outstanding -- number of responding employees) of (total number of employees) (or \_\_\_%) completed the survey. Overall, the summary score for (name of organization) was in the very positive range. The subject categories that scored highest were \_\_\_\_\_ (e.g., customer service, supervision and working conditions). The categories that scored lowest were questions about \_\_\_\_\_ (e.g., attendance, tardiness, compensation and job satisfaction).

In the next several weeks, your Executive Director will be sharing the survey results with you and you will be invited to participate in focus group discussions about those results and suggesting ways to initiate improvement.

After the focus group discussions, we will be working to establish action plans and priorities. I urge you to take a leadership role in helping us understand your responses and develop strategies to address areas targeted for improvement.

Sincerely,

(name of Chief Executive Officer)

# **MEASURING LONG-TERM CARE WORK: A Guide to Selected Instruments to Examine Direct Care Worker Experiences and Outcome**

## **PDF Files Available for This Report**

Cover, Table of Contents, Acknowledgments and Executive Summary

<http://aspe.hhs.gov/daltcp/reports/dcwguide.pdf>

CHAPTER 1: Introduction and Purpose of Guide

<http://aspe.hhs.gov/daltcp/reports/dcwguide1.pdf>

CHAPTER 2: How This Guide Can Help Organizations Use Information to Address the Challenges of Job Retention and Performance Among DCWs

<http://aspe.hhs.gov/daltcp/reports/dcwguide2.pdf>

CHAPTER 3: Ready to Use Instruments <http://aspe.hhs.gov/daltcp/reports/dcwguide3.pdf>

References <http://aspe.hhs.gov/daltcp/reports/dcwguide4.pdf>

APPENDIX A: From Start to Finish -- Sample Scenarios of Using and/or Constructing Survey Instruments <http://aspe.hhs.gov/daltcp/reports/dcwguideA.pdf>

APPENDIX B: Overview Charts of Chapter 3 Measures, By Topic

<http://aspe.hhs.gov/daltcp/reports/dcwguideB.pdf>

APPENDIX C: Data Collection Planning and Implementation Issues

<http://aspe.hhs.gov/daltcp/reports/dcwguideC.pdf>

APPENDIX D: Resources for Providers Considering Use of Employee Surveys

<http://aspe.hhs.gov/daltcp/reports/dcwguideD.pdf>

APPENDIX E: Individual Measures from Chapter 3 that Use Survey Instruments to Collect Data, By Topic <http://aspe.hhs.gov/daltcp/reports/dcwguideE.pdf>

APPENDIX F: Ready Made Multi-Topic Survey Instruments

<http://aspe.hhs.gov/daltcp/reports/dcwguideF.pdf>

APPENDIX G: Instruments Needing Work <http://aspe.hhs.gov/daltcp/reports/dcwguideG.pdf>

APPENDIX H: Guide Reviewers <http://aspe.hhs.gov/daltcp/reports/dcwguideH.pdf>