

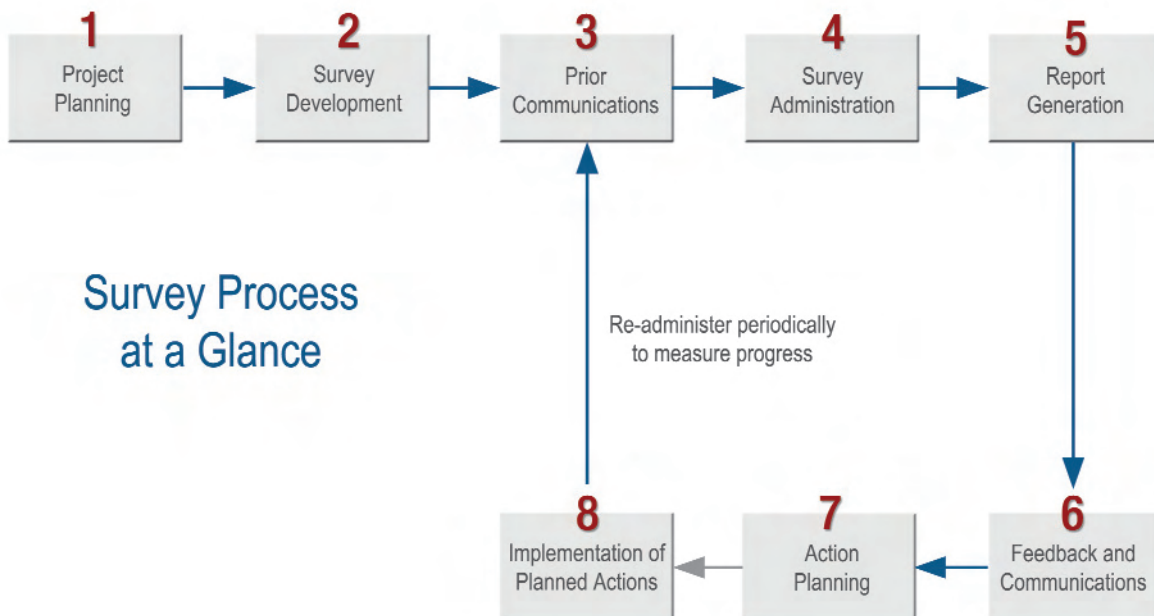
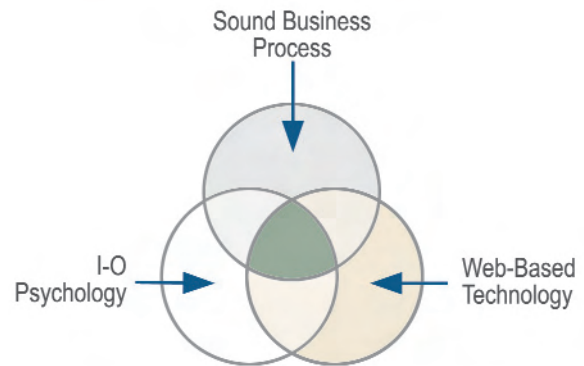
Censeo's Employee Survey Solutions

Blending Expertise, Technology and Sound Process to Improve Organizational Performance

Employee surveys can be extremely valuable in increasing morale, retaining talent, and improving organizational effectiveness. However, survey projects often fall short because they are too time consuming and costly, the survey isn't customized to provide the data needed, the reports contain lots of statistics but little useful information for making business decisions, or managers struggle with what actions they should take to address problem areas. All too often, very little real change occurs as a result of the survey.

Censeo's expertise, technology and process are designed to solve these problems. With over three decades of experience in conducting employee surveys, and with in-house technology expertise to make survey administration and reporting fast, easy, and cost effective, Censeo can help in all phases of a project.

Censeo... offering the key ingredients that lead to business impact.



Survey Process at a Glance

FIGURE 1

The Survey Process at a Glance

To ensure project success, Censeo recommends following a time-tested process.

Consulting Services and Best Practice Resources

Censeo offers a variety of consulting services to support each phase of a survey project, but our clients contract only for those services they need. Some clients simply need a streamlined method for administering the survey and generating reports, whereas other clients rely heavily on Censeo's consultants for survey strategy, content development, data analysis, and counseling throughout the entire project.

Project Phase	Consulting Services and Best Practice Resources
Project Planning	<ul style="list-style-type: none"> ■ Presentation for explaining the survey and benefits to senior management ■ Detailed project plan template (easily modified as needed for each situation) ■ Advice and counsel on a variety of critical survey issues
Survey Development	<ul style="list-style-type: none"> ■ White paper on developing an effective survey ■ Censeo's established pool of survey items to use "as is" or as a basis for creating a custom survey ■ Conduct interviews and focus groups ■ Prepare draft of survey ■ Write suggested improvement actions for new items
Prior Communications	<ul style="list-style-type: none"> ■ Drafts of communications text (memos to employees, email notification and reminder messages, etc.) ■ Set of FAQs on survey-related issues
Survey Administration	<ul style="list-style-type: none"> ■ See bullet points under Online Survey Delivery, <i>right</i> ■ If necessary, prepare materials for paper-based administration ■ Real-time "stats links" for monitoring response rates during a survey campaign
Report Generation	<ul style="list-style-type: none"> ■ See bullet points under Impactful Survey Reports, <i>next page</i>
Feedback and Communications	<ul style="list-style-type: none"> ■ Analyze total company results to identify key issues ■ Prepare (and present, if desired) summary presentation to management ■ Training program and Handbook for managers ■ Conduct training for managers ■ Outlines of employee communications on survey results
Action Planning	<ul style="list-style-type: none"> ■ Assistance in developing action plans for systemic, organization-wide problems <p>Note: It is important that the Action Planning phase not be overly dependent on consultant resources.</p>
Implementation of Planned Actions	<ul style="list-style-type: none"> ■ Strategy for ensuring accountability and follow-through <p>Note: Implementation of Planned Actions should also not be overly dependent on consultant resources.</p>

Online Survey Delivery

As a full service, hosted solution, no software needs to be installed and no programming must be learned. All that's needed is Internet access. The user interface is extremely intuitive. Other platform features are described below:

- The site can be branded for each company, and almost everything on the site is customizable.
- Complex organizational hierarchies can be captured so employees can properly classify themselves for reporting purposes. Any number of demographic variables can be included.
- Access to the system by survey takers can be accomplished in one of two ways:
 - Client provides Censeo with a file containing the employee information, and the information is uploaded into the system.
 - A general use keycode is made available to all employees, and they simply go to the site and "register" themselves.
- All dimensions and items can be customized. The rating scale can be from 2-9 points, with customized labels.
- Optionally, written comments can be collected for each survey dimension, and/or any number of open-ended questions can be included at the end of the survey.

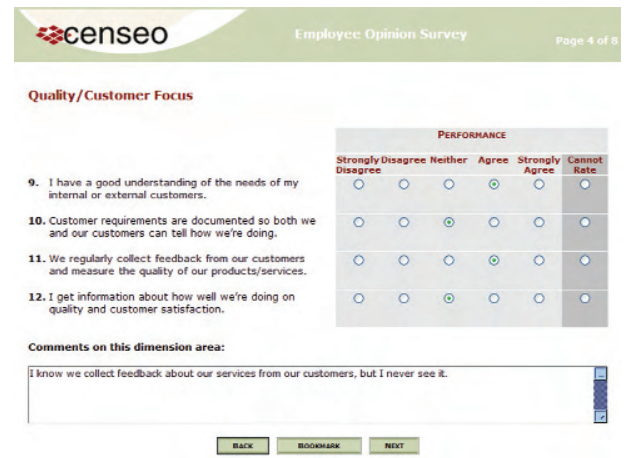


FIGURE 2
Online Employee Survey

- The system can send email notification messages to employees with instructions and a link to the site. Up to three reminder emails can be sent to employees who have not completed the survey by selected dates.
- Save and bookmark functionality is provided for when employees can't finish the survey in one session. The system remembers their responses and brings them back to where they left off.
- Foreign languages, including those with double-byte characters, can be accommodated.

Impactful Survey Reports

Survey reports from any vendor contain a lot of statistics. What differentiates them is how useful they are in helping people get from data (statistics), to insight (understanding of the issues), to action (what can I do to make things better?). Censeo's reports are designed to help managers get to where they ultimately need to be — an understanding of the actions they can take to improve organizational effectiveness and employee morale/commitment.

Censeo's reports are specifically designed to help managers answer these basic questions:

- What are the major strengths on which I can capitalize?
- What are the key opportunities for improvement?
- How does my group compare to other groups in the organization?
- What are the strengths/improvement opportunities in the subordinate groups below me?
- What are the trends over time, and where are things getting better/worse?
- What actions can I take to improve organizational effectiveness and morale/commitment?



FIGURE 3
Overall Results



FIGURE 4
Trend Results

Reports are available within 48 hours after the survey closes — not within weeks or months.

Report Sections

Overall Results The Overall Results section visually shows a “big picture,” high-level summary of strengths and improvement opportunities. See Figure 3.

Item Results The Item Results section allows managers and HR to see detailed results at the item level.

Top Strengths/Improvement Opportunities This section is used to prioritize strengths on which to capitalize, and the most important opportunities for improvement.

Trend Results When a survey is repeated, this section shows where perceptions are improving or getting worse. See Figure 4.

Group Detail Report This section allows managers to zero-in on opportunities in subordinate groups, and helps HR understand demographic differences. See Figure 5.

Written Comments Written Comments are used to provide qualitative texture to the statistics, and track specific suggestions made by employees in the target group.

Suggested Improvement Actions The Suggested Improvement Actions give managers and HR professionals a good “running start” and a sense of confidence to make improvements in the specific areas where the results are most negative. See Figure 6.



FIGURE 5
Group Detail Report

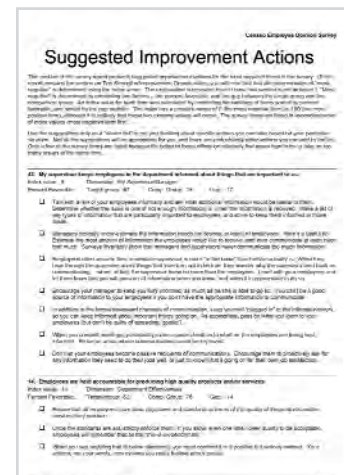


FIGURE 6
Suggested Improvement Actions

Survey Expertise

Censeo's consultants, with graduate degrees in Industrial-Organizational Psychology and vast experience conducting hundreds of employee surveys in organizations of all sizes, have the expertise to help in all phases of a survey initiative. The support they offer goes beyond technical, psychometric issues, and includes practical advice on how to make the whole project go smoothly, and how to really make change happen to improve organizational effectiveness and employee commitment and engagement.

Platform Technology

Security and Reliability Security and reliability are issues Censeo does not take lightly. They are a top priority.

- Censeo's servers reside in a highly secure environment (restricted access facility, behind firewalls, etc.).
- All the data transmitted between clients and servers is encrypted (via SSL 128-bit encryption, F-5 technology).
- Through a combination of system redundancies, the system is highly reliable, with a verifiable "up-time" of over 99.8%.

Integration with Other Systems Through an open architecture and interoperability standards, we have designed the platform to support seamless, real-time integration with our client's LMS, HRIS, or other internal applications.

System Requirements As a fully hosted solution, there's no software to install or technology to learn. Clients simply need a browser (IE 5.5 or higher) and Internet access.

Client Support

Censeo's client service is truly a differentiator in the marketplace. Unlike vendors who follow a more hands-off, software-for-purchase model, Censeo partners with each client to ensure their employee survey initiatives are a complete success. Our team is comprised of highly trained specialists who understand the key issues and best practices of employee surveys.

To ensure the success of every online survey, each client is assigned a single Client Support Manager for the lifecycle of the engagement. This individual will:

- Provide advice on implementing assessment initiatives.
- Conduct all the steps necessary to set up the survey, including rigorous testing procedures to make sure everything is flawless.
- Provide ongoing monitoring and support to make sure the solution is used in a way that will optimize its benefits.

Once an online solution is live, Censeo's team provides 24x7, global support to system administrators and all end users.



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For more information on Censeo's Employee Opinion Surveys:
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