

Case Study Three

Employee Survey Case Study – BancTec.

The Client

BancTec is a market-leading supplier of document and content processing, payment processing and Business Process Outsourcing services. Their products and services automate complex, high-volume, data-intensive business processes for industries including financial services, utilities and telecommunications. Many of the world's largest financial organisations rely on BancTec.

The Relationship

Customer Satisfaction UK has been working with BancTec in the UK and Eire since 2001, completing a range of complementary projects to help improve customer and employee satisfaction, and working to strengthen relationships with specific key customers. In this time, BancTec has become increasingly successful in a competitive marketplace, delivering high-quality innovative products and services, supported by dedicated and skilled staff.

In 2007, as part of its ongoing commitment to ever-higher standards of performance, BancTec asked Customer Satisfaction UK to conduct the latest in a series of employee surveys.

The Challenge

In a rapidly changing and relentlessly competitive marketplace, BancTec management and staff are continually challenged to improve their performance, developing new ways of satisfying their customers' needs, with ever-evolving skills, values and procedures. This demands a constant evolution in structure, management style and leadership, internal communications and the competence, knowledge, priorities and working practices of staff. In particular, it requires continuous development of staff interaction: with each other and with customers. BancTec constantly sets itself challenging targets, and here their aim was to achieve levels of employee satisfaction amongst the best in industry.

The Task

Customer Satisfaction UK was asked to investigate the opinions, needs and experiences of staff and managers. Based upon the findings of this exercise, the key task was to help BancTec to identify actions that could be taken to improve the morale, welfare and effectiveness of staff throughout the business.

Having already worked with BancTec to investigate and improve customer satisfaction, we could uniquely propose a consistent methodology to link internal (employee) satisfaction with external (customer) satisfaction, with a common focus on the goals of the business.

Initial informal consultation with key staff across the business ensured that the project was purpose-built to suit BancTec's precise and unique requirements. Importantly, it also served to win the confidence and enthusiasm of the staff that would ultimately implement the changes required to achieve the improvements identified by the survey.

In addition, management communicated with their staff to explain the purpose and nature of the survey, to build a foundation of trust that their views would be taken seriously and acted upon, yet respecting their confidentiality.



Subsequently, we constructed a questionnaire tailored to BancTec's requirements, and appropriate to the different components of the business. This was emailed to all employees. Quantitative questions measured employee's opinions about a broad range of issues, including, for example, commitment to the organisation and its goals, individuals' own performance and resources, training, management style and the culture of the business.

We provided the opportunity to investigate issues of specific interest to BancTec such as opinions about working conditions in offices, and the difference in views between staff based at Head Office and those in more isolated locations.

Supplementary qualitative questions gave everyone the opportunity to raise other issues, make comments to elaborate on their quantitative responses, comment on the good and bad things about working at BancTec and to make suggestions for changes and improvements.

Having received responses from a substantial proportion of staff, Customer Satisfaction UK analysed and summarised the data, and met with our client to review the collected information, taking care to protect the confidentiality of participants.

The Impact

Feedback from employees at every level of seniority throughout the business provided a useful and sometimes surprising insight. For example, management were pleased to confirm their perception that a high level of cooperation and camaraderie existed throughout the business, with mutual friendship and support. Furthermore, despite the challenges of working in this industry, employee morale was high and measured stress levels were below average.

It was recognised that performance could be improved through more consultation and information sharing between staff, and wider involvement in making decisions affecting daily staff activities. Feedback implied that this would improve morale, elicit better quality decisions and, through greater understanding and consensus, increase efficiency and effectiveness.

Bravely, managers had the confidence to delegate this improvement process to employees, setting up a focus group of non-management staff, representing a full cross section of the business to review these and other issues and make recommendations to the management.

Demonstrating their confidence in Customer Satisfaction UK's ability, BancTec asked us to facilitate this discussion, as skilled and informed but impartial observers, initially openly sharing the results of the employee survey before using this as a basis for further discussion.

A resulting action plan was presented to management and subsequently implemented. After only a few months BancTec could see some direct benefits resulting from their initiative which, for example, have included some simple but effective steps to improve their internal communications and appraisal mechanisms, benefiting both employees and customers.

Mark Worrall, BancTec's Customer Services Director and sponsor of this work made the following comment about Customer Satisfaction UK's contribution to this process:

“Working together on a number of client and employee surveys over a 5 year period has allowed Customer Satisfaction UK to form a good rounded understanding of the BancTec business creating a confidence within BancTec of their ability to facilitate an open discussion with its employees. Senior Management within BancTec are looking to empower its work force to improve their working environment and ability to contribute to the improvement process. Having a third party such as Customer Satisfaction UK with a good understanding of the business has ensured that the information collected and analysed has generated a wave of initiatives that are still flowing through the business many months later.”