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## D&AI Employee Communications / Business Project

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### II. Needs Analysis - Methodology / Results

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- B. The "Symptoms" - Management and Employee Focus Group  
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- C. Significant Patterns Affecting D&AI Business Unit Performance  
3 Charts

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- A. Strategy and Tactics
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- C. The Budget - Cost Savings Incurred through the Employee Communications Program:
  - . Implementation Costs vs. Direct Savings
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### V. Addendum

- A. Symptom "Clusters" - "Top 5" Issues
- B. Significant Input from Needs Analysis Research -
- C. Employee Satisfaction - D&AI Employee Opinion Trends (US)  
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- D. Management / Focus Group Meeting Format
- E. Key Employee Communication Processes
- F. D&AI Electronic Communications Architecture

## I. (Introduction cont'd.)

The scope of work involved to address D&AI's employee communication needs is four-fold: Phase I ( Needs Analysis - February 28 through March), Phase II (Recommendations / Action Plan - April ) and Phase III ( Employee Communications Program Implementation - May through August ). Additionally, a D&AI 'Communications Process' Analysis can take place during phases II and III, as Management deems necessary.

A look at the the methodolgy and results from the Needs Analysis phase of the D&AI Employee Communications / Business Project reveals some key issues and patterns that affect D&AI Business Unit Performance ...

## II. NEEDS ANALYSIS - Methodology / Results

A qualitative research approach has been utilized to gather input from D&AI's staff across employee groups. By diagonally tapping input across the organization, not only has a fair representation of the key issues affecting D&AI's success been achieved but area-specific trouble-shooting can happen as needed.

### Methodology:

- . **The Needs Analysis** format consisted of 18 one-on-one interviews with top and middle management from all five SBUs and the functional / shared resources for D&AI. Five focus groups of 8-12 people were conducted with the Professional, Technical, DAIMS Customer Service, Operational, and Business Administrative employee constituencies respectively. Participants were pulled from a random sampling.
- . **An open-ended discussion format** was employed to debate "Good News / Bad News" in D&AI, specific issues affecting the group's area, as well as short and long-term priority action items needed to impact D&AI's ultimate success in the world marketplace. This same format was conducted for both the one-on-one and group meetings. (See Addendum Section for discussion format)
- . Input analysis revealed 9 key issues with several dominant patterns clearly emerging from a quantitative matrix study. **3 of those dominant patterns are shown in chart form following the focus group and management feedback. Current, short and medium term 'action items' are charted for a 'Big Picture' view of the D&AI employee communications situation.** A subsequent analysis based on frequency of the dominant issue combinations matched up with the initial findings. Interestingly enough, **the "Top 5" issues** were the same from the one-on-one management meetings to the aggregate focus group meetings.
- . **VIEW** Survey Results were reviewed and analyzed, with special attention to the most recent trends (1Q96 vs. 4Q95) for an 'apples-to-apples' comparison with the Needs Analysis findings.