

UNIVERSIDAD SAN FRANCISCO DE QUITO

Colegio de Administración para el Desarrollo

Innovation for Humanity: TECHO Ecuador Case Study

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Tesis presentada como requisito
para la obtención del título de Licenciado en Administración de Empresas

Quito, mayo de 2013

Universidad San Francisco de Quito
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HOJA DE APROBACIÓN DE TESIS

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DEDICATORIA

A nuestras familias, en especial a nuestros queridos padres quienes siempre nos han apoyado incondicionalmente impulsándonos no solo a ser mejores profesionales sino mejores personas. Sin ustedes nada de esto hubiese sido posible.

AGRADECIMIENTOS

Al personal de TECHO en especial a Daniela Pardo por la apertura que nos brindaron para nuestra investigación.

A Gerald Finch Ph.D. por su guía, paciencia e incansable dedicación durante la elaboración de este trabajo.

Al CAD especialmente a Maggie que siempre fue una guía en nuestras carreras y buscó constantemente hacer de este Colegio un lugar de excelencia. Y a Marianita que nunca nos dio un “no” como respuesta y siempre estuvo dispuesta a atender nuestras necesidades.

ABSTRACT

Un Techo Para Mi Pais is a youth-lead non-profit non-governmental organization. It was founded in Chile by young people concerned about poverty and extreme poverty in their country trying to find a suitable solution. It has had an office in Ecuador since May 2008. Being a young organization in the country, Un Techo Para Mi Pais, struggles to grow and advance both in its life cycle as well as in its own intervention model from phase one to phase two. Phase one consists on acknowledging the different communities' problems and build provisional housing. Phase two deals with solving the other problems found and aiming for development.

The changes of phases (in both cycles) suppose a challenge for this organization as it has to adapt to new necessities and different tasks. What has worked well for the organization until now is not necessarily going to work well in the future. As a matter of fact Un Techo Para Mi Pais is already struggling with the first symptoms of inadaptability. Employees are reflecting dissatisfaction in their work because of a series of factors such as long working hours, problems in communication, excess of work, tasks duplication, etc. All of these factors derive from a lack of formal organization structure.

The investigation proved that employees are motivated to work but are dissatisfied with working systems and conditions. Changes in job descriptions making them simpler, implementation of a sound evaluation system that is perceived as fair and some operations management improvements (e.g., Gantt Charts) are proposed as solutions. These changes could enhance the ability to move into second phase of their intervention plan.

RESUMEN

Un Techo Para Mi País es una organización no gubernamental sin fines de lucro liderada por jóvenes. Fue fundada en Chile por jóvenes preocupados por la pobreza y extrema pobreza de sus países y buscando dar una solución factible. Esta organización tiene una oficina en Ecuador desde mayo del 2008. Siendo una joven organización en el país, Un Techo Para Mi País lucha para crecer y avanzar tanto su ciclo de vida corporativa como en su propio plan de intervención de la fase uno a la fase dos. La fase uno consiste en reconocer los diferentes problemas de las comunidades y construir viviendas de emergencia. La fase dos trata de resolver los problemas encontrados buscando generar desarrollo.

Los cambios de fase (en ambos ciclos) suponen un reto para esta organización que se tiene que adaptar a nuevas necesidades y diferentes tareas. Lo que ha funcionado en el pasado no necesariamente va a funcionar bien en el futuro. De hecho, Un Techo Para Mi País ya está luchando con los primeros síntomas de inadaptabilidad. Los empleados están reflejando insatisfacción en sus trabajos por una serie de factores como largas horas de trabajo, problemas de comunicación, exceso de trabajo, duplicación de tareas, etc. Todos estos factores se derivan de la falta de una estructura organizacional formal.

La investigación probó que los empleados están motivados para trabajar pero se encuentran insatisfechos con las condiciones y sistemas de trabajo. Cambios en las descripciones de funciones haciéndolas más simples, la implementación de un fuerte sistema de evaluación que sea percibido como justo y algunas mejoras en el manejo de operaciones (Ej. Carta de Gantt) se proponen como soluciones. Estos cambios pueden potenciar la posibilidad de que puedan avanzar a la fase dos de su plan de intervención.

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Figure A. Membership growth in international NGOs 1990-2000. '36

PROBLEM BACKGROUND

Background

There are several models of organizational life cycles created by different authors. All of them attempt to explain the different phases an organization goes through during its life and what are the main components of those phases. Quinn and Cameron developed an integrative model that compiles the common description of those phases by nine different authors. The resulting model states that organizations go often through the following stages: entrepreneurial stage, collectivity stage, formalization and control stage and structure elaboration and adaption stage. This model does not contemplate organizational decline or death because the authors believe after the fourth stage; organizations have unpredictable behaviors (Quinn and Cameron 1983).

“Organizational activities and structures in one stage are not the same activities and structures present in another stage” (Quinn and Cameron 1983). This means that whenever an organization wants to grow they should be exposed to a change in the stage of its own life cycle. This change of stage results in changes in activities and necessities of structure. The result of this is that an organization cannot be evaluated under the same parameters on different stages; what is successful for one stage might not be for the next one (Quinn and Cameron 1983).

The changes in structure, activities and the ways to evaluate the organization as a whole post a challenge for both the organization and its employees. They need to adapt to the new requirements of a next step and to that end some foundations and basis should be build and solid. If structure and activity needs are not perfectly covered it is likely the organization will struggle to advance to further stages. Directors and senior managers are

responsible to face this challenge and design strategies that can make stage changing smoother for the organization and the employees (Quinn and Cameron 1983).

TECHO

Un techo para mi país, hereafter TECHO, is a youth-led non-profit Non Governmental Organization. Its headquarters are located in Chile and has offices in different countries of Latin America and the Caribbean. Since May 2008, this organization opened an office in Ecuador. TECHO (roof in English) is an organization created by young people concerned about poverty and extreme poverty in their country searching for ways they can contribute to relief these social problems. The organization was created under the following mission:

Work tirelessly to overcome extreme poverty in slums, through training and joint action of families and youth volunteers. Furthermore, it is TECHO's mission to promote community's development by denouncing the situation in which most excluded communities live. Lastly TECHO will advocate for further social policies among other actors in society. (TECHO web page).

TECHO pursues three objectives to achieve its mission: promote community development in slums, foster social development and action, and political advocacy. To achieve these objectives TECHO has design a three stage intervention model. In the initial phase TECHO recognizes the areas in most need and undertakes building of transitional housing with its volunteers. The second phase is oriented to identification and solution of other problems in communities addressing areas of education, livability, labor and others through joint efforts of the volunteers and the community. The objective of this phase is to create foundations for community empowerment and ultimately compliment other

community objectives. The third phase focuses on achieving community self-management and sustainability. In this phase TECHO aims to create a bond between governments and communities that can demand attention and their rights. TECHO generates relevant data about the community that can be used by governments to decide any course of action. Further this phase is where all the lasting and sustainable solutions for the different problematic areas are implemented. (Complete intervention plan annex 1).

TECHO in Ecuador is currently in phase one of its interventions plan and compared to other countries Ecuador's office is moving slowly and facing problems moving into the second phase. Moreover as a young, growing organization TECHO is also facing problems of adaptability to new structure, organizational evaluation and activity needs inherent to switching between phases in the organization life cycle.

Problem

TECHO faces organizational problems in the change from phase in its organizational life cycle. Also, this organization is facing problems moving from phase one to phase two on its intervention model. TECHO's representative Daniela Pardo (Commercial Director) recognizes different areas of trouble within the organizational structure. Currently TECHO Ecuador has two leading areas equally authorized. That is to say that there is no single person responsible for Ecuador's office but two people (commercial and social director) with same authority. This, according to Pardo, generates conflict whenever taking some decisions that might affect one area or the other having each director advocating for his area's interests. Furthermore some voluntary coordinators have to report to both areas for the same activities causing "confusion and inefficient use of resources".

Other problem identified by Pardo is the efficiency of employees on their tasks. She describes this problem with the phrase “everything gets eventually done at TECHO”. This refers to the fact that different tasks and projects are delayed and employees are working long hours including weekends and holidays. TECHO has concerns about the duplication of some tasks and the job distribution among employees. Moreover TECHO lacks an efficient evaluation system that allows managers to know which employees are performing adequately and which ones are not.

TECHO estimates that each employee should last at least two years in his/her position. However Ecuador’s office is facing high turnover rates resulting in TECHO not having a stable team. Recruitment and training costs are high and turnover debilitates the organizational structure according to Pardo. “It is difficult conducting a team where everyone is new and trying to learn their own positions” she says.

Objectives

Considering the problems stated above, the following objectives have been set:

- Identify the factors that affect employees’ productivity at TECHO.
- Verify if employee’s low productivity is only a perception or a reality.
- Determine an effective way of task distribution among employees preventing doubled efforts on same activities and allowing everyone to focus on their own responsibilities.
- Examine the correlation in TECHO between turnover and employees’ productivity and efficiency.
- Establish evaluation systems and methods and bench marks that are considered fair by employees and supervisors and offer an effective way to relate productivity with incentives and punishments for employees.

- Redefine job descriptions to respond more accurately to daily management needs and prevent duplication of activities.

Questions

To address the problems facing TECHO there are some questions to be considered. They are:

1. Are there any factors that cause employees' productivity to be lower than needed to accomplish the established schedules? If there are, which are those factors? And, how can they be improved?
2. Is there any correlation between the causes of perceived low employee's productivity and the high turnover rate? If there is, what is the best way to solve these problems?

Hypothesis

Some possible hypothesis and variables regarding TECHO's problems are stated as follows.

- TECHO's problems for moving into stage two of its intervention plan have their origin in the organizational structure.
 - The weight internal factors have in this problem.
- The employees' low efficiency is caused, at least in part by poor, unclear job descriptions and lack of effective evaluation methods.
 - Employees' comprehension of what is expected from them at work.
 - Perception of fairness in the evaluation method.
- Motivation is not kept high in employees and that is the reason they leave the organization.

- Motivational factors for employees during their work.

Justification

There are a number of non-profit companies and NGOs around the globe and in Ecuador the reality is the same. These organizations often are not managed the same way as for profit organizations and that might generate a problem for them. A starting point is to acknowledge that this type of organizations is also subject to a life cycle. Therefore these organizations also face the inherent problems and conflicts arising from growth and change in stage of that life cycle.

This work attempts to solve TECHO's problems by examining them as a case study. The results shall be used as starting point to solve similar problems in other organizations under the same non-profit category in growing stages. Moreover the solutions and findings of this work might be extrapolated to other organizations to determine if there is a certain pattern non-profit organizations follow or if their problems should be addressed on a case-by-case basis developing tailor made solutions for each one.

CHAPTER 2 – THEORETICAL BACKGROUND

Performance

Performance management is the process of evaluating employee results and contributions so that the company can meet the standards needed. Performance management components are defining performance, appraisal process, measuring performance and feedback and coaching. This process defines performance by setting clear goals, creates and appraises actions consistent with organizational goals, measures performance (one or multiple types) to allow corrections and provides feedback to employees and ways to achieve desired performance (Fisher, Schoenfeldt, and Shaw. 2006).

Performance assessment has different uses such as goal-setting and developmental uses, administrative uses/decisions, organizational maintenance/objectives and documentation. Those uses directly relate with important information about employees outputs but also about their needs and what is and will be their role in the company (retention, promotion, layoff, etc.). Good assessment systems should meet criteria of validity, reliability, freedom from bias and practicality (Fisher, Schoenfeldt, and Shaw. 2006).

There are three different types of performance appraisals. Trait-based systems relate to personal characteristics of the employees. Behavior based systems are all about employees' behavior. Results based systems measure in a quantitative way results, were the tasks done or not. There are objective measures, subjective measures and mixed standard scales. Among the last ones there are the weighed checklists in which the

evaluator is not aware of the weights but only the developer of this appraisal is (Fisher, Schoenfeldt, and Shaw. 2006).

“Unless handled with consummate skill and delicacy, [the conventional appraisal approach] constitutes something dangerously close to a violation of the integrity of the personality. Managers are uncomfortable when they are put in the position of playing God” (McGregor, 1957 in Fisher, Schoenfeldt, and Shaw. 2006) on performance appraisal.

One of the factors affecting employee performance could be stress at work. Through a multilevel analysis Hon and Chan examined the effects of “challenge related stress” and “work related stress”. They conclude that the last one is positively related with job performance and satisfaction. That is to say that this type of stress might actually be positive for the organization. On the other hand “work related stress” arising from group conflicts (among co-workers) or other sources might affect the employees’ productivity (Hon, Chan.2013).

Groups

There are some positive and some negative aspects of working groups. On the negative side, when working in groups, some threats to group effectiveness arise. Asch effect, group thinking and social loafing are among the most common ones. The Asch effect is described as the renunciation of one’s beliefs (on a certain matter) to stick to the common, group position even if it is wrong. The second threat, group thinking, refers to adhering only to group ideas and rejecting even thinking outside of those ideas. Last but not least, social loafing consists in reducing ones efforts as the group grows believing new members would compensate for the effort not done (Kreiter and Kiniki n.d.). In summary effectiveness could be diminished because groups would protect their members from

possible negative consequences even if one of them is not right. Moreover groups are low in decision making processes due to the diverse opinions to be considered and the possible conflicts between those opinions.

Job Satisfaction

Nonprofits rely heavily on their employees, and employee performance depends on job satisfaction. The concept of job satisfaction indicates the extent to which employees are pleased with their work and provides a personal evaluation of whether the job fulfills one's needs and values (Locke, 1976). High levels of job satisfaction among nonprofit employees lead to greater organizational performance (Akingbola, 2006; Tortia, 2008), whereas job dissatisfaction is the single most reliable predictor of employee turnover, which negatively affects organizational performance (Moynihan & Pandey, 2007; Tortia, 2008). Besides the work itself, one of the most salient factors influencing job satisfaction for employees is their work environment, which encompasses relations with coworkers, supervisors, and clients (Ewald, 1997; Borzaga & Depedri, 2005; Ducharme, Knudsen, & Roman, 2008); professional development possibilities (Borgaza & Tortia, 2006); compensation and appropriateness of wages (Glisson & Durick, 1988); wage equity (Leete, 2000); workload (Cole, Panchanadeswaran, & Daining, 2004); and perceived fairness in terms of distributive and procedural justice (Lambert et. al, 2005; Tortia, 2008). (Walk and Handy, 2013 p.134)

Motivation

According to Francesco and Gold, motivation is “the amount of effort an individual puts into doing something” (Francesco and Gold n.d.). Other complementary view is that motivation is “a basic psychological process which explains why employees behave the way they do in the workplace” (Kananga and Mendoza 1995, p.16 in Francesco and Gold n.d.). A third definition states that motivation is “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need” (Robbins 1996, p.212 in Francesco and Gold n.d.). This is relevant because according to Dr. Gerald Finch “worker performance does not just depend on ability and environment. Performance can be explained by this formula: $P=f(A, M, E)$ ” (Finch, 2010). In this formula A stands for ability, M for motivation and E for environment.

There are several theories regarding sources of motivation. Different authors consider different aspects of people and their behavior at work to determine what motivates employees. Francesco states that there are two main categories of theories, the content ones (focused identifying factors) and the process ones (how employees put their effort). Among the content theories there are the ones developed by Maslow, Herzberg and McClelland (Francesco and Gold n.d.).

Maslow’s hierarchy of needs (also called Maslow’s pyramid) states that people have several needs to be fulfilled and that those needs can be divided in different levels. Once a level of need has been fulfilled people would need to fulfill the next level. Maslow states that the first level is the physiological needs (survival elements). The second level deals with safety and security needs (protection). Affiliation needs are in the third level of this pyramid. Finally, according to Maslow people would need to fill self-actualization

needs (exploiting own potential). Maslow stated that levels of needs are to be fulfilled one at a time and that this hierarchy is followed by everyone (Francesco and Gold n.d.).

Otherwise, Herzberg defines motivation with a two factor theory that is called the Motivation-Hygiene theory. This idea is founded on the theory that satisfaction and dissatisfaction are two different dimensions. Therefore each factor corresponds as a cause of one dimension. Hygiene factors are those that are not directly related to the work itself but to other external conditions such as work environment, working conditions, etc. Herzberg stated that these factors do not affect motivation but the lacks of them do cause dissatisfaction. On the other hand motivation factors are the ones responsible to provide employee's satisfaction. These factors are directly related with the job itself. Examples of these factors are: recognition and challenges, how interesting the work is and achievement. Herzberg described job enrichment as the path to follow to motivate employees and that is to include as many factors (both motivation and hygiene ones) on the job design (Francesco and Gold n.d.).

McClelland's learned needs theory states that there are three types of needs that people has and that should be fulfilled to create motivation. This is a more psychological oriented theory as the needs are not physical whatsoever but rather learned inner needs. The first one is need of achievement and relates to people that is motivated by having high rates of performance. The second possible learned need is for power. This need relates with recognition, responsibilities and the authority to make decisions. The last level in this theory is the need for affiliation and refers to people getting their motivation from being with other people and being able to share social relations (Francesco and Gold n.d.).

Process theories are the other category of motivation theories. As mentioned before they are focused on how employees are motivated to do an effort. The process theories are the reinforcement theory, the goal setting theory, the expectancy theory and the equity

theory. The first one of these theories states that environment shapes people's personalities. Through reinforcements of what is considered positive behavior and punishing the negative behavior environment (and afterwards organizations) it is determined people's behavior. Goal setting theory is different from the first examined theory because it states that setting goals have an effect on employees. Those goals need to be hard but achievable, specific and clear, and result into feedback. This theory proposes that if goals are set that way performance will increase. The third theory is the expectancy theory. This theory states that an individual decides how much effort to put into a task depending on various factors. First the individual needs to know that a certain effort will lead to a certain performance. This performance should create a first outcome. That outcome should lead to a second level outcome that normally would be a prize. If all those factors are true, they the effort is worth making. Last theory on the process category is the equity theory. This theory is all about balancing inputs and outputs with people in the surroundings. That is to say individuals would like to contribute and make more or less the same amount of effort than its peers. Likewise the individual would like to receive on average the same as its peers (Francesco and Gold n.d.).

SWOT Analysis

The use of the SWOT analysis has been a key source of information for strategic management. The first time it was proposed is not clear but it is argued that Stanford University Professor Albert Humphrey was who did it. (Helms 2010) Since early 60s it has represented a useful tool to summarize information and simplify strategic decisions. It has a simple but useful format (normally presented as a 2x2 matrix) that allows to easily identifying its key factors. Its name based on the abbreviation of its components also helps and in all probability has been important for the popularity it has achieved.

Two dimensions form SWOT analysis: external and internal, those in turn are divided in two factors for each. Those factors are Strengths and Weaknesses for the internal dimension, Opportunities and Threats for the external. It can be used for a wide range of purposes, from analyzing individuals and projects up to countries and whole regions. Given its simplicity it is not merely used by academics but in fact it has entered into the daily practices of numerous organizations.

Analysts consider that one of the advantages of SWOT is that it represents a “kick start” in order to develop to further considerations. (Helms 2010) It gives a general and broader view of the current situation of what is being analyzed. Then you can obtain conclusions of the path you should follow to meet the target you are pursuing. Flexibility can be considered as another of its advantages; you can introduce different ways of relating its factors, adjust its content to different perspectives of the same situation or even supplement it with similar analysis.

Glossary

Job design: changing the content and/or process of a specific job to increase job satisfaction and performance.

Job enlargement: putting more variety into a job.

Job rotation: moving employees from one specified job to another.

Job enrichment: building achievement, recognition, stimulating work, responsibility, and advancement into a job.

Internal motivation: motivation caused by positive internal feelings.

Experienced meaningfulness: feeling that one's job is important and worthwhile.

Experienced responsibility: believing that one is accountable for work outcomes.

Knowledge of results: feedback about work outcomes.

Core job dimensions: job characteristics found to various degrees in all jobs.

Motivating potential score: the amount of internal work motivation associated with a specific job.

**All the terms above are defined in the exact same words used by Kreitner and Kinicki in the text "Organizational behavior". The above definitions are of those authors property.*

INVESTIGATION DESIGN AND METHODOLOGY

The first step was to meet with TECHO's national manager to receive her impression of the situation of the organization and the main problems and concerns. The second step would be to gather information from TECHO's employees. If there was any organizational problem the first affected would be the employees living under that situation. This would result in the information they can provide being a primary source. The approach selected to collect information about their perceptions was the use of surveys. This tool provides specific responses to different concerns and reflects collective rather than individual results.

We used "A survey of job satisfaction, sources of stress and psychological symptoms among general practitioners in Leeds" (Appleton, House, Dowell, 1998) that used a self-report questionnaire design by Warr and other authors in 1970's. Next we designed a survey for collecting additional TECHO's employees' information. Although the initial investigation by Warr has over forty years old, the dimensions used resulted useful to assess the problems TECHO was facing. Warr's work used on the aforementioned survey originally covered nine different job satisfaction related scales that were replicated using several specific questions for the TECHO's survey. The nine scales Where hours of work, recognition for good work, rate of pay, freedom to choose method of working, physical working conditions, opportunities to use abilities, colleagues and fellow workers, amount of variety in the job, and amount of responsibility given. As mentioned before these factors provide a comprehensive framework to develop a survey that will address most relevant issues on TECHO's problems.

Interview

Once collected the data resulting from the aforementioned survey, an interview was conducted to clarify details and collect some extra information that clarifies the results of the survey. The interview was not designed until the moment the survey results were ready. This is due to the intention of making the interview a clarifying tool rather than a source of new information. However some new information did arise from the interviews.

The data collection was conducted this way because there was no sense in conducting a second survey of TECHO's employees. Moreover as they are the main and only source of information because of the nature of this work, other kinds of traditional data collecting didn't apply. The survey was designed to provide the big picture reality of TECHO but also to provide important inputs on specific concerns and possible causes of the problems described aiming to answer the investigation questions. The survey was conceived as a means to "refine" the initial gathered information and to classify responses on relevant ways for this work.

Research tools used

Survey

Following the parameters established on the previous section a two section survey was developed. The first section contained 31 questions designed to collect information regarding different potentially problematic topics as job perception, responsibilities, motivation, etc. All of these questions fall under one of the nine scales. The second part of the survey contained nine extra questions that required the employees to rate the importance they gave to each of the nine scales under which this survey was created.

First part of the survey

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

		1	2	3	4	5
1.	I look forward to going to work each day					
2.	I feel positive most of the time I am working					
3.	I see myself as a high-performing employee					
4.	I have the time and energy at the end of each work day to engage in my personal interests					
5.	I distribute efficiently my working days					
6.	My coworkers distribute efficiently their working days					
7.	My activities are monotonous and I often get bored at work					
8.	Environment at Techo is rather informal and unprofessional					
9.	I feel recognized and appreciated at work					
10.	I feel comfortable covering for other's responsibilities					
11.	I often have to cover for other's responsibilities					
12.	I'm able to use most (or all) of my abilities at work					
13.	My values fit with the organizational values					
14.	I am aligned with the Techo mission					
15.	I trust our leadership team					
16.	Techo has an appropriate number of employees to cover efficiently the amount of work					
17.	Techo cares for my professional development					
18.	I feel involved in decisions that affect Techo					
19.	Creativity and innovation are encouraged and supported					
20.	I feel informed about what is going on					
21.	I know exactly what is expected from me at work					

22.	Physical working conditions (space distribution, divisions, etc.) are appropriate for work.					
23.	I have the materials and equipment that I need to do my job right					
24.	Communication among peers seems good					
25.	Communication from management to employees seems good					
26.	I see myself working at Techo 2 years from now					
27.	Techo Ecuador is ready to make the transition to phase 2					
28.	Working loads are fairly distributed among the organization					
29.	My coworkers are committed to doing quality work					
30.	My performance is being properly measured					
31.	I am fairly compensated					

Figure 1: First part of the survey
Second part of the survey

Rate from 1 to 5, being 1 the lowest and 5 the highest, the importance it has for you the following factors at work.

		1	2	3	4	5
1.	Amount of responsibility given					
2.	Freedom to choose own methods of working					
3.	Colleagues and fellow workers					
4.	Physical working conditions					
5.	Opportunity to use abilities					
6.	Rate of pay					
7.	Recognition for good work					
8.	Hours of work					
9.	Amount of variety at work					

Figure 2: Second Part of the Survey

Interview

Questions

1. According to you, which are the main problems that TECHO is currently facing?
2. Do you evaluate employees/areas performance?
3. Depending on employee's performance is there any penalty or reward?
4. Do you use to dismiss employees when they show poor performance?
5. How do you see your coworkers' performance?
6. How is the recruiting process managed?
7. Commercial area knows how social area works and vice versa?
8. How many years are expected that an employee should stay in his/her job?
9. What happens if you complete the two years in your position?
10. How is the process to apply for a promotion?
11. What do you think about requiring a minimum time on your previous position prior to ask for a promotion?
12. There is a high employee rotation rate in the organization?
13. What do you think about the possibility of being promoted to other countries?
14. For an employee who comes from another country how hard it is to get adapted?
15. What do you think about working with a Gantt chart that encompasses all the projects in the organization?

Sources and data collection

Besides the surveys and the interview there are other sources that commonly are used to collect data. Because TECHO is a small organization all employees were surveyed which allows having a better comprehension of the reality. TECHO does not have a concrete

Human Resource manual or even a local operations manual. Everything comes from headquarters and the office of Ecuador doesn't have too much opportunity to have other opinions. On those lines there is another tool used to collect data that provide a picture as clear as possible of what is TECHO and who are its employees. Job descriptions provide a guidance of what employees should do according to their position and likewise what the organization expects of them. For this work job descriptions are useful to know if job design is a source of demotivation or discomfort. Moreover they show tasks distribution and might reveal a cause of the perceived inefficiency or waste of time. Besides job descriptions normally are the starting point on employee's evaluation. Examples of TECHO employees' descriptions can be found in annex b.

DATA ANALYSIS

Analysis details

SWOT Matrix TECHO Ecuador

<p>Strengths</p> <ul style="list-style-type: none"> • Being part of an international NGO • High levels of motivation among employees • Young working force 	<p>Weaknesses</p> <ul style="list-style-type: none"> • High turnover rate among employees • Percieved organizational Culture problems • Dependence on variable funding sources
<p>Opportunities</p> <ul style="list-style-type: none"> • Current TECHO's level of popularity • Social awareness is growing as a worldwide trend • TECHO's Globalization 	<p>Threats</p> <ul style="list-style-type: none"> • Government reluctant vision towards international NGOs • Economic crisis that would lead into income reductions for the organization • Growing number of similar organizations

Figure 3 SWOT Matrix.

Strengths

- Being part of an international NGO

It represents different benefits for the organization in terms of recognition and experience sharing. The TECHO brand is getting known all around the world and has a positive image that attracts people to the organization. There is shared knowledge between the different countries. Then it is easier to know what the others are doing and learn from others' experiences.

- High levels of motivation among employees

The majority of TECHO collaborators were volunteers that have been working with this initiative. Then their ideals fit with the organization principles and understand its final objective. This is translated into compromise and appropriation of the objectives as their own.

- Young working force

The organization has employees in their mid twenties to early thirties. This means more freedom and flexibility given the fact that most of them haven't established a family. They are eager to travel, work at different schedules, and offer an extra effort if necessary. Also this represents the opportunity for new ideas and a fresh outlook of life.

Weaknesses

- High turnover rate among employees

As it was explained before, the expected scenario is to maintain an employee for two years in the same position but generally it doesn't happens.

- Organizational Culture problems

The objective is to advance to next step in their work on the country but internal factors prevent them for achieving it. The organizational environment currently doesn't allow advancing toward greater objectives. The low degree of formality is turning from initially being an advantage into a hurdle for achieving more complex objectives.

- Dependence on variable funding sources

“TECHO is financed through different alliances with companies, international cooperation, individual monthly donors, and through various fundraising campaigns and events.” (TECHO web page) This variable influx of funds to the organization represents restrictions at the moment of taking decisions. Additional employees are desired to improve job results, but they cannot be funded.

Opportunities

- Current TECHO’s level of popularity

There is a great quantity of people willing to collaborate with the organization. Proof of it is that every call for activities receives a great response from volunteers filling all the available spots around two weeks before its deadline. There is a positive view on TECHO as an initiative especially among high school and university students.

- Social awareness is growing as a worldwide trend

The general growth of interest over social initiatives is undeniable, and in Ecuador is not the exception. As an example more and more universities are requiring their students to complete certain number of social work hours in order to complete their degrees. The growth of social consciousness can be verified if we analyze the growth of the number of NGOs. In the next graph we have the comparison between the number of existing NGOs in 1990 and 2000 clearly showing the increase of these organizations.

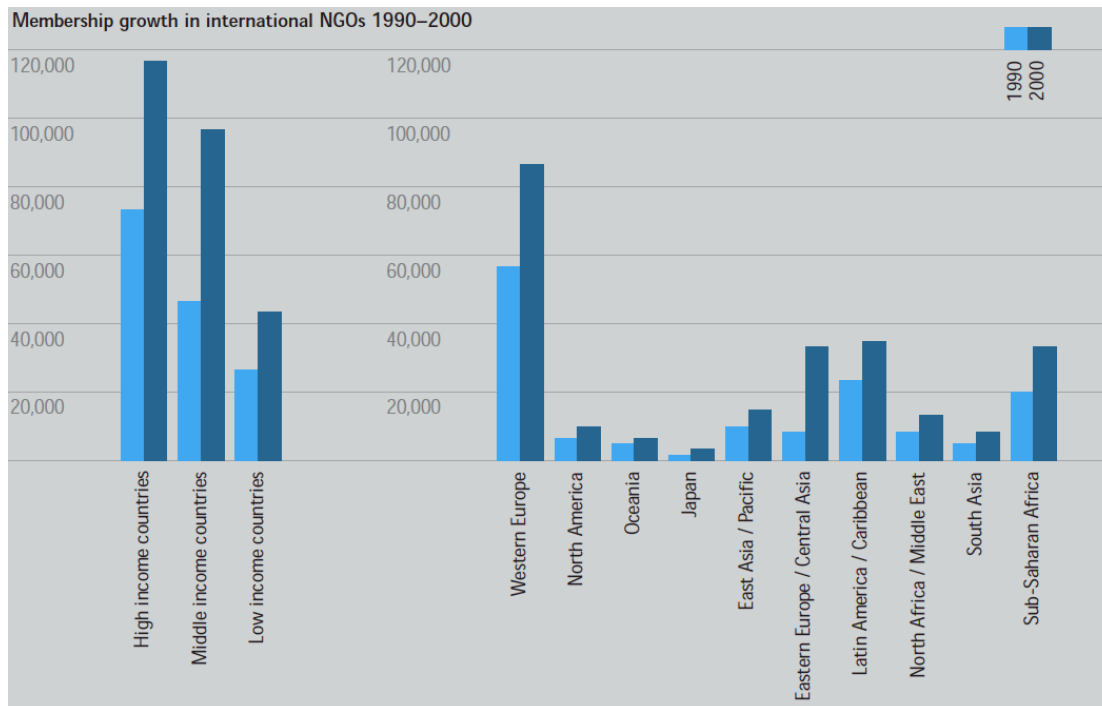


Figure A. Membership growth in international NGOs 1990-2000.
 Source: SustainAbility, *The Global Compact*, United Nations Environment Program. (2003). *The 21st Century NGO In the Market for Change*.

- TECHO's globalization

TECHO operates in Latin America and the Caribbean but it is being known worldwide. It has an office located at Miami, FL. devoted to fundraising activities (TECHO web page) and to expand these practices over other region. For example this year the organization received the "International Award for Best Practices" from the government of Dubai. (Dubai Municipality 2013)

- Acknowledgement of the necessity for an internal improvement

TECHO Ecuador recognizes the need of an internal improvement in order to overcome the obstacles that are impeding the transition from Phase 1 to Phase 2 on their Intervention Model.

Threats

- Government reluctant vision towards international NGOs

Ecuadorian government is disinclined towards social activities done by international NGOs. It does not normally recognize the benefits caused by this type of organizations and an atmosphere of tension has been created. As a benchmark in 2011 the government ended 16 international NGOs operations. (Moloney, 2011)

- An economic crisis would lead into income reductions for the organization

If an economic crisis occurs in the country TECHO's income may be reduced. Individuals and companies donations are one of the first expenses to be trimmed when bad times prevail.

- Growing number of similar organizations

As we saw on the previous graph with the tendency of social awareness growth not only the number of people interested on collaborating increases but the number of organizations as well. If the numerical growth of organizations exceeds the growth of people willing to collaborate TECHO's income may be reduced.

Interview results

There are three components of data that need to be analyzed: the surveys, the interview and the job descriptions. The first one to be analyzed would be the survey and its results. To this end the questions would be numbered and the results stated.

		Score	Result	Comments
1.	I look forward to going to work each day	4,00	Agree	Motivation
2.	I feel positive most of the time I am working	3,86	Agree	Motivation/ good environment
3.	I see myself as a high-performing employee	3,71	Agree	High self-appraisal
4.	I have the time and energy at the end of each work day to engage in my personal interests	2,71	Neutral	Long hours demanding job
5.	I distribute efficiently my working days	4,00	Agree	High self-appraisal
6.	My coworkers distribute efficiently their working days	3,71	Agree	High peer-appraisal
7.	My activities are monotonous and I often get bored at work	1,71	Disagree	Motivation
8.	Environment at Techo is rather informal and unprofessional	2,58	Neutral	Lack hygiene factors
9.	I feel recognized and appreciated at work	3,14	Neutral	Demotivation/lack feedback
10	I feel comfortable covering for other's responsibilities	3,29	Neutral	Attitude/training
11	I often have to cover for other's responsibilities	3,29	Neutral	Job design
12	I'm able to use most (or all) of my abilities at work	3,71	Agree	Motivation
13	My values fit with the organizational values	4,43	Agree	Motivation
14	I am aligned with the Techo mission	4,71	S Agree	Strong Motivation
15	I trust our leadership team	3,43	Neutral	Supervisor appraisal
16	Techo has an appropriate number of employees to cover efficiently the amount of work	2,43	Disagree	Demotivation/ overcharged of work
17	Techo cares for my professional development	3,00	Neutral	Low motivation
18	I feel involved in decisions that affect Techo	4,14	Agree	Ownership, motivation
19	Creativity and innovation are encouraged and supported	4,57	S Agree	Strong motivation

20	I feel informed about what is going on	3,71	Agree	Ownership, motivation
21	I know exactly what is expected from me at work	3,71	Agree	Job description clear
22	Physical working conditions (space distribution, divisions, etc.) are appropriate for work.	3,86	Agree	Good Hygiene factor
23	I have the materials and equipment that I need to do my job right	3,71	Agree	Environment
24	Communication among peers seems good	3,71	Agree	Motivation
25	Communication from management to employees seems good	3,57	Agree	Motivation
26	I see myself working at Techo 2 years from now	2,857	Neutral	Turnover high
27	Techo Ecuador is ready to make the transition to phase 2	2,57	Neutral	Lack of confidence/ demotivation
28	Working loads are fairly distributed among the organization	2,86	Neutral	Job descriptions/ unfairness
29	My coworkers are committed to doing quality work	4,00	Agree	High peer-appraisal
30	My performance is being properly measured	3,14	Neutral	Evaluation, low
31	I am fairly compensated	3,00	Neutral	Compensation low evaluation

The second part of the survey reflected the following:

		Score	Comment
1.	Amount of responsibility given	4,57	Very important
2.	Freedom to choose own methods of working	4,00	Important
3.	Colleagues and fellow workers	4,00	Important
4.	Physical working conditions	3,29	Hygiene
5.	Opportunity to use abilities	4,71	Fundamental
6.	Rate of pay	4,00	Important
7.	Recognition for good work	3,71	Somewhat important
8.	Hours of work	4,14	Important
9.	Amount of variety at work	4,14	Important

Job descriptions

The original TECHO's job descriptions can be found in annexes section. The problems found with original job descriptions were various. To start with the language in which the forms are written is difficult to understand and contains acronyms and other words that are not commonly used. This is problematic if employees are not able to completely understand what they are expected to do. The second problem that arises with job descriptions is that they do not reflect Ecuador's reality. Often job descriptions refer or even assign tasks to positions that don't even exist for Ecuador's office. This creates a loophole of responsibilities because those responsibilities and teams end up being absorbed by someone else. Another observation about job descriptions is that they are now very specific on tasks. Very narrow, rigid job descriptions do not allow much room for collaborating with other areas that might need help.

CONCLUSIONS

On the following section investigation questions, objectives and hypothesis will be revisited. Accordingly with the data presented the correspondent answer and evaluation will be performed.

Questions

1. Are there any factors that cause employees' productivity to be lower than needed to accomplish the established schedules? If there are, which are those factors? And, how can they be improved?

The data collected proved that indeed there are factors that cause employees productivity or performance to be below TECHO's requirements. The lack of a more formal structure in both operations and management showed to be a sound factor preventing employees to deliver their best performance. Things that might have worked before are no longer working efficiently for TECHO as it being a growing organization evolving in its own life cycle.

The organizational factors that are creating problems in TECHO and ultimately affecting employees' performance have a structural base. Performance was proved to be influenced by employee satisfaction. As demonstrated by data, employees are highly motivated to work in TECHO but are not satisfied. Long hours, perceived unprofessionalism, mistrust in management, and communication problems are affecting satisfaction and ultimately performance. Moreover TECHO is falling on a vicious cycle where the quintessential elements of structural uneasiness are poor job description. Those job descriptions ignite the spark of disorganization that continue to low performances and ends up in the lack of an

evaluation systems letting the cycle start again by failing in provision of feedback and corrective and incentive measures (depending on under or over performing). How can these factors be improved will be analyzed in the recommendations chapter.

2. Is there any correlation between the causes of perceived low employee's productivity and the high turnover rate? If there is, how to solve these problems?

Yes, there is a correlation between the causes of employees' low productivity and performance and the high turnover rate. It is not the lack of proper evaluations that is leading to turnover. On the contrary it might be the lack of a sound evaluation system as well as some other factors that are creating high turnover rates. Employees' low productivity and performance is caused by discomfort created by internal organization factors. According to the data presented on previous chapters employees are strongly committed to TECHO believing in what they do and identifying with TECHO's values and mission statement. However as much as employees love their job there are other factors not directly related with the job itself are conspiring against employees' satisfaction that ultimately in low levels result in turnover. As mentioned before, the lack of organizational structure results in delays in activities and delivery of projects. These factors bring considerable discomfort to employees. The problems mentioned in the first answer are the ones that generate turnover, which brings a bigger problem to the organization not only costs wise but on training, recruiting, etc.

Hypothesis

- TECHO's problems for moving into stage two of its intervention plan have their origin in the organizational structure.
 - The weight internal factors have in this problem.

This investigation cannot conclude that the only reason TECHO is facing problems to move into the second phase are organizational structure problems. However the employee dissatisfaction leading to high turnover is one of the main factors TECHO cannot have a solid team that would work upon achieving this objective. Further problems such as poor job descriptions, lack of evaluations, etc. lead to employees' low performance and these problems are slowing TECHO's transition into the next stage. Finally the operational component in the design of task might play an important role in this regard, but is derived from the job descriptions problem.

- The employees' low efficiency is caused for poor, unclear job descriptions and lack of effective evaluation methods.
 - Employees' understanding of what is expected from them at work.
 - Perception of fairness in the evaluation method.

Definitively employees' low productivity is caused because of factors affecting their way to work rather than their work itself. Lack of evaluation systems is a problem in TECHO because there is no way to tie incentives and punishments to performance. Moreover there is no way to assess if an employee is doing well or not on different tasks. Besides these employees are discontent because of the long hours and some perceived unprofessional environment which also cause a reduction in their performance.

- Motivation is not kept high in employees and that is the reason they leave the organization.

- Motivational factors for employees during their work.

This hypothesis has been proved wrong and is completely disregarded. Employees love what they do and are motivated. This could be explained by the three content theories of motivation. According to Maslow, self-actualization also understandable as self-realization is the highest level in the pyramid of motivation drivers and people at TECHO definitively find self-realization on their work. According to Herzberg there are motivational and hygiene factors. The motivational factors are doing great in TECHO as employees love their job. The hygiene factors however are problems for TECHO because those factors are the ones unrelated with work that don't contribute to motivation but indeed the lack of them cause dissatisfaction. The third motivational theory, McClelland states that there are learned needs employees need to fulfill. Pardo's interview on TECHO "When I started in TECHO all my friends were from TECHO, all my no friends too, I ate TECHO, I breathed TECHO, I lived for TECHO". According to the observance of TECHO employees they seem to be affiliation oriented which makes perfect sense because that would keep them together and happy and motivated because of their relations among each other.

Objectives

Considering the problems stated above, the following objectives have been set:

- Identify the factors that affect employees' productivity at TECHO.

Achieved, the main factor is lack of organizational structure. The principal components are poor job descriptions, lack of evaluation systems and task disorganization.

- Proof-check if employee's low productivity is only a perception or a reality.

It is a reality that cannot be accurately measured because of the lack of evaluation systems but is reflected on extremely long hours.

- Examine the correlation in TECHO between turnover and employees' productivity and efficiency.

Factors mentioned before lead to employee dissatisfaction, this leads to poor performance while frustrates the employees and lead to even worst performance. Those factors combined with long hours and not the best payments in the industry eventually result in turnover.

Limits of the work

This work is only limited to internal factors within the organization. The possible influence of external factors is not disregarded but is not considered on this work.

Considering requirements and limitations of TECHO this work doesn't evaluate compensation systems. Moreover possible solutions and recommendations are only proposed for courses of action TECHO Ecuador is able to take by itself.

General summary

In general terms the problems TECHO is facing are caused by a change in stage in the life cycle where things that worked before are not working now. TECHO is lacking the adaptability to this situation especially on organizational structure terms. The result of this is that employees get dissatisfied. Herzberg hygiene-motivation theory can best explain this. Hygiene factors are responsible for preventing discomfort in employees. In TECHO's case the hygiene factors lacking are better job descriptions, job evaluations and organization on operational subjects. Moreover TECHO faces a problem of being a "two headed" organization in Ecuador. That factor is not something TECHO Ecuador can solve by itself but rather need intervention from the headquarters.

RECOMMENDATIONS

Structure recommendations

To start structuring an organization could bring conflicts among employees that are not accustomed to structure or to changes. However in TECHO the advantage is that research shows employees are in need of more structure as now they are being dissatisfied by factors affecting their performance. Structural changes might create tension and damage the good working environment there if not done carefully. However we propose changes that don't pose a big shock to employees but have the potential to generate a big relief of the current problems burden. Our proposal is to build a new organizational structure over the foundation of three main pillars: redesigned new more effective job descriptions, implementation of a simple yet comprehensive and fair evaluation system and an operational implementation of Gantt Charting.

Job Description recommendations

Job descriptions need to be adjusted to the current needs of the organization and show the effective functions of each position. For those reasons we propose a modified model of the original job description that you can find below.

This model starts with a simplified general description of the position. What we are proposing eliminates long and specific responsibilities transforming them into short and broad definitions. In this way it will be easier to understand and leaves space for achieving the objective with different strategies. Daniela Pardo during the interview told us that one of main the problems was that responsibilities were measured only on a quantitative basis so this is the solution we found. We replaced the tools and measurable objective sections

of the original job description with two columns reflecting the quantitative results and the added value the task represents for the organization. These two factors pose what has to be done and how it is expected to be done by the workers. Our recommendation would be to include these factors on every job description.

These changes are also useful for the creation of an evaluation system that later on will be explained in detail. The third job description section states the requisites needed for that position, it stays almost the same but we changed the experience statement that previously made no sense. The fourth section lists the working competences that for the example we did stay the same. The final section lists the disponibility requirement for the position especially related with time availability.

With this example we are showing that modifying current jobs descriptions is not a difficult task that and will not take much time. The rest of job descriptions in the organization now can be more easily adapted based on the format we are proposing.

This is the model we propose applied to the Resources / Fund Raising Director Job Description:

Resources/Fund raising Director TECHO - Ecuador		
General description	Responsible for maximizing fund raising ensuring sustainability of TECHO operations in each country	
Principal Responsibilities	MEASSURABLE RESPONSIBILITIES	MEASURED BY
	Increase cash flows	Accountable result of the objective & Add value generated for TECHO
	Develop new sources of funding	Accountable result of the objective & Add value generated for TECHO
	Create loyalty in existing sources of funding	Accountable result of the objective & Add value generated for TECHO
	Create new products/services for alternative funding	Accountable result of the objective & Add value generated for TECHO
	Support other units in related projects	Accountable result of the objective & Add value generated for TECHO
Requisites	Senior student (preferably online or evening student) or bachelor in Economics, Business Administration, Marketing, Accounting or related with commercial strategies	
	Experience: not required	
Working competences	Perseverance	
	Ability to report on goals and objectives basis	
	Persuasion power	
	Oral communication skills	
	Creativity and Innovation	
	Proactivity - Entrepreneurship	
	Business vision	
	Responsibility	
	Influence capacity/skills	
	Commitment to the organization	
	Teamwork	
	Transparency	
Planning and organization		
Disponibility	Full time	
	Live or move into the city	
	Disponibility to travel abroad and/or work on weekends	

Table 4: Proposed Job Description Model

The responsibility to support other units of the organization is included within our proposal and should be included in almost every job description. All this with the intention of ensuring efficiency and tackling one of the main problems related to excessive workloads.

Evaluation system recommendations

The proposed job description includes an evaluation system for employees to know from the very first day what they are expected to do at TECHO and how will they be evaluated on that task. TECHO's commercial director asked for an evaluation system that considers both quantitative and qualitative parts of the job. She was concerned about a too rigid evaluation on the quantitative part would not reflect important elements of the job. For instance she gave the example that recruiting volunteers is not only about the number but also the quality of their work, an element that a pure quantitative evaluation won't reflect.

Responding to that requirement we propose a mixed evaluation system considering both objective and subjective elements. The objective element is described as "Accountable result of the objective". This element would reflect the output of the different activities expressed in numbers. On the other hand, the subjective element of this evaluation system is called "Add value generated for TECHO". This element reflects how all other activities done related to the objective might have created any add value to TECHO that is not reflected in the accountable output. In the example Daniela Pardo provided, the objective element would be the number of volunteers recruited and the subjective element would be the quality of their work and degree of commitment.

This evaluation system would also integrate weights for each element. Supervisors responsible of evaluating each position would be the responsible ones to determine those weights whenever the evaluation is created and would only be allowed to modify the weights at the beginning of each year and notifying it to the employee.

The proposed evaluation system is connected to job description core tasks. However at the beginning of the period supervisor and employee should meet to determine specific objectives on those tasks to be later evaluated. The perception of justice on this system is ensured by employee setting goals with managers at the beginning of the period, the objective part of the evaluation and the chance the employee has to demonstrate the add value his/her activities generate for TECHO. This employee participation should increase acceptance of objectives and commitment. On the other side of the evaluation experienced supervisors would be prone in recognizing whether the activities conducted by an employee generate add value or not. Moreover with this system it would be easy and fast for supervisors to evaluate employees and afterwards link incentives or punishments to the results of those evaluations.

Other recommendations for improving employees' performance

Gantt Charting

During the early 20th century Henry Gantt presented one of the best known improvements for project management. Known as Gantt Charts this tool appeared as an effort to enhance productivity. Providing a visual guide for activities and the resources used on those, Gantt Charts let keep a record on what is happening on a daily basis. Originally they were designed for production planning but now they are used as an effective way to show information about projects. The application of this tool has been revitalized with the development of project management tools. (Wilson 2003)

The core characteristics of Gantt Charts present abundant advantages for project planning and control. The plan is clearly presented and can be understood as a whole. It provides the possibility of comparing what is being done with what was previously done. "The Gantt chart emphasizes the reasons why performance falls short of the plan and thus fixes the responsibility for the success or failure of a plan." (Clark 1922). It is compact and can be easily presented in a board or using a basic type of software. It can be easily read because it does not have graphics overlapping with others and everything is expressed from left to right. It is an easy way to visualize the evolution of activities over time and know where we are. In this way we are preventing the waste of resources and having a basis to forecast possible results.

In short, a Gantt chart can be considered as a type of bar chart. It has two axes, on the vertical axis the activities and time on the horizontal axis. A bar represents each of the activities of the project from the date it is supposed to start until it is supposed to be completed. Resource allocation (meaning who is in charge of the activity and the materials that will be used) can also be presented inside each activity's bar. Activities that can be

done at the same time will appear one above the other. The chart also shows the precedence for each of the activities, for example if one of them can only be started after the completion of the previous. Arrows connecting each of the activities generally show this precedence. For this reason the activities that affect the total length of the project are easy to identify, this is also known as critical route. The critical route is the list of activities that based on its precedence can't be changed without modifying the total length of the project.

Nowadays large projects and multiple sets of activities can be easily charted with the help of software. The most commonly used software for preparing Gantt charts are; Microsoft Excel, Microsoft Project, Open proj among others. These computer programs provide an easy way to draw, present and analyze complex projects using Gantt charting.

As a complementary proposal to improve employees' performance and ultimately TECHO's effectivity we suggest the implementation of Gantt charting for the whole yearly planning. This is a proven, effective tool that thanks to its MS Office version means a very modest investment. This would be appropriate for TECHO not only for its low cost but for the advantages inherent to different projects and whole planning time control that is currently a problematic area. Furthermore TECHO has some experience with this tool so they would just have to adapt it to the whole year planning. It is important to use this tool on a year planning basis rather than only on single projects because in the yearly version any delay in whatever single project would reflect its real impact over the whole planning, something that is not happening now.

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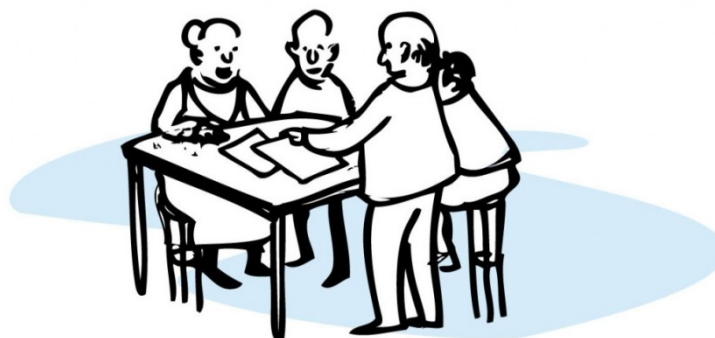
ANNEX A: TECHO'S INTERVENTION MODEL

TECHO'S **Community Intervention** focuses on the most excluded slums of the continent. The joint work of families and young volunteers, who work to produce concrete solutions to the problematic of poverty, is the key driver of the intervention. TECHO drives a continuous community strengthening process, taking community development as the transversal axis of the intervention.

The initial phase of the Community Intervention consists of the insertion into slums and in the development of a diagnostic of the families in need. Youth volunteers have their first approach to the reality which can be seen in the slums, working in the field in order to develop a diagnosis, and to enhance the residents leadership by promoting organization, participation, and community co-responsibility in the whole process.



In the second phase, as a response to the identified needs in the community, there is an implementation and management of solutions in the areas of livability, education, labor and others that address existing problems. These solutions are developed throughout joint work between young volunteers and families, enhancing individual and collective capacities for community self-management. Young volunteers get involved in an awareness process about poverty and its causes, which leads them to act in order to generate real change.



Within this phase we emphasize the construction of transitional housing, which meets a need that is urgent and a priority in most slums. Creating a link of trust between the volunteers and the community since it is a concrete, tangible and achievable solution in the short term. The house built by TECHO is a prefabricated module of 162 square feet, built in two days, with the participation of young volunteers and families in the community. The construction generates an encounter between these two realities, promoting critical reflection and concrete proposals on how to overcome poverty. This process is done with a community approach, which promotes the organization and participation of the community.

Deepening this process of community empowerment, the community-organizing committee is implemented. This is a meeting where community leaders and youth volunteers dialogue and discuss about possible solutions to the priority problems in the slum. TECHO focuses on the implementation of education plans; work plans, such as basic skills training and micro-credit for the development of small businesses. TECHO seeks

to link communities with networks to develop other programs to meet community goals and contribute to the generation of solutions.

As a third phase of the intervention, the implementation of lasting and sustainable solutions is promoted in slums, such as: regularization of property, basic services, housing, infrastructure and local development. TECHO articulates and links organized families living in slums with government institutions, so they can demand their rights.



Starting with the constant and massive hard work of young volunteers and families living in slums, TECHO denounces the exclusion and violation of rights that exists in slums, so that these problems are recognized by society and become a priority of the public agenda. Moreover, TECHO generates relevant information about slums, and seeks to be part of instances of proposal and public policy decision making, promoting structural changes that contribute to the eradication of poverty.

Extracted from www.techo.org

ANNEX B: CURRENT TECHO'S JOB DESCRIPTIONS

Constructions Director TECHO – Ecuador			
General description	Ensure the fulfillment of the minimal standards of TECHO's constructions model. Maintain and lead the contact with suppliers and be in constant search of lower prices maintaining the quality of the emergency house. Coordinate and support the Assignment and Detection department for the assignment and detection of benefit families, reaching people in extreme poverty with whom TECHO works		
Principal Responsibilities	MEASSURABLE RESPONSIBILITIES	TOOL	MEASURED BY
	supervise the pre-construction; construction and/or following the construction (if done by a third person) of the prefabricated panels	meetings with suppliers	percentage of houses ready for constructions
	coordinate the detection and assignation of families and the creation or utilization of the program of surveys qualification	survey, survey qualification program, meetings with the detection team	Goals set vs. Goals achieved
	coordinate the teams of Detection and Assignation and Logistics regarding construction processes	weekly meetings and monthly reports	teams functioning correctly and reports of constructions' evaluation
	Obtain materials necessary for the construction	Contact with suppliers	Percentage of materials ready for constructions
	Search for alternatives in the fabrication of houses and discounts to reduce costs	Field investigation	Creation of prototype evaluating its results
	Ensure the correct training for the voluntaries both theoretically and practically	Capacitation Speeches	Constructions evaluations, register of trained and certified voluntaries

	Create and/or improve manuals for construction and maintenance	Microsoft tools	Evaluation of utility and impact in the project
	Guarantee excellence in constructions	Field visits	Constructions evaluations
	Fill PILOTE program with construction details and financial data after each construction	PILOTE program	Statistics inside the system
	Keep the data base updated regarding the final state and delivery of each of the constructed houses	Data bases and Status maps	Revise handed data
Requisites	Bachelors Degree (any major)		
	Experience leading teams		
	Experience being voluntary		
Working competences	Team work		
	Ability to delegate (assign)		
	Planning and organization		
	Pressure/stress resistance		
	Commitment to the organization		
	Proactivity - Entrepreneurship		
	Seek excellence		
	Responsibility		
	Leadership		
	Optimism and happiness		
Disponibility	Full time		
	Live or move into the country		
	Disponibility to travel abroad and/or work on weekends		

Resources/Fund raising Director TECHO – Ecuador			
General description	Responsible for fund raising in an amount that allow the funding of TECHO operations in each country		
Principal Responsibilities	MEASSURABLE RESPONSIBILITIES	TOOL	MEASURED BY
	Maximize the fundraising of each unit of financing, involving institutions, individuals, companies and international cooperation organisms	Annual planning and definition of financing units	Annual raised amount
	Loyalty creation of successful experiences with companies and cooperation organisms and generation of new contacts and opportunities of financing	Information raising (amounts, profiles, RSE, social budgets, etc.) selling material, data bases and contacts	Amount and quality of generated opportunities
	Along with communications department, creation of products focused on fundraising and generating long term alliances with companies	Annual planning, external successful references, external advisors	Number and Quality of products generated
	Along with communications department design and implementation of annual strategy of partners plan and other fundraising initiatives through individuals	Partners plan tools, good practices, communication tools	Partners campaign and number of partners recruited
	Planning and execution of annual fundraising and loyalty building events	Annual planning	Quality of events and funds raised
	Design and implementation of Strategy of entering points	Selling package for companies	Number of entering points and funds raised

	Along with communications department design a selling strategy for institutional campaign related products	Selling package Institutional Campaign	Number and amount raised by sponsors for the campaign
	Opening and loyalty building of public relations with current and potential commercial partners	Sales force	Generated alliances and renewed alliances
	Formation of a stable Commercial team with specific positions, roles and responsibilities with designated (hired or voluntaries) to each area of business units	Commercial Plan of Human Resources	Commercial team structure, by the sub-direction of fundraising
Requisites	Senior student (preferably online or evening student) or bachelor in Economics, Business Administration, Marketing, Accounting or related with commercial strategies		
	0 to 2 years of experience		
Working competences	Perseverance		
	Ability to report on goals and objectives basis		
	Persuasion power		
	Oral communication skills		
	Creativity and Innovation		
	Proactivity - Entrepreneurship		
	Business vision		
	Responsibility		
	Influence capacity/skills		
	Commitment to the organization		
	Teamwork		
	Transparency		
	Planning and organization		
Disponibility	Full time		
	Live or move into the city		
	Disponibility to travel abroad and/or work on weekends		

Reference terms/Job description "Director de Administration y Finanzas" Finance and Administration
Director

Administration and Finance director UTPMP - Domestic office

General description	Main responsible for the correct administration of the funds raised by Un techo para mi País on a domestic level. It is fundamental to maintain transparency in administrative and accounting tasks with civil society, especially with those companies, institutions and organizations that cooperate and trust the project. This person is responsible of HR processes and office supplies.		
Principal Responsibilities	MEASSURABLE RESPONSIBILITIES	TOOL	MEASURED BY
	Control the domestic budget	Budget, monthly analysis, accounting tools, PDA , etc.	Application of budget and adjusted costs to the budget.
	Have UTPMP's accounting up to date and in compliance with local legal requirements.	Accounting system	Up to date accounting
	Supervise the organization's expenses	Accounting system	Optimized and properly reported expenses
	Pay bills	Bills	Played bills
	Manage Bank accounts	Relationship with the banks, banking instruments, etc.	Bank reconciliation (cross-checking)
	Perform monthly analysis on income and expenses, efficiency indicators, zonal comparisons, personnel analysis.	Management reports	Quarterly management reports
	Prepare and analyze Financial statements and Balance sheet	Financial statements	Annual financial statements

	Ensure the correct distribution of financial assets in concordance with UTPMP's values and principles.	Annual budget and liquidity flows	Budget control
	Manage employees in practical issues of hiring, contract termination, social benefits, salary payment, evaluations, HR Management, etc.	Salaries' records, opening accounts, contracts, terminations, evaluations, working environment	Operative Personnel's Management system
	Periodically review rates on long distance calls, courier services, etc.	3 Budgets per item	Purchases made on budget average
	Implement and manage office equipment and furniture. (telephone lines, internet, chairs, desks, printers, cellphones, folders, etc.)	3 Budgets per item	Correctly functioning fully supplied offices
NON MEASSURABLE RESPONSIBILITIES			
Responsible for office order and structure			
Solicitation, underwriting and delivery of donation certificates			
Reservar Pasajes para las personas que viajan.			
Professional (bachelors degree) in Economics, Accounting, Business Administration, Finance or related			
Requisites	Excel and other Office applications knowledge		
	Transparency		
Working competences	Planning and Organization		
	Responsibility		
	Ethics		
	Excellence seeking		
	Organizational environment comprehension		
	Adaptability and flexibility towards change		
	Proactivity - Entrepreneurship		
	Commitment to the organization		

	Priority establishment
	Interest and motivation to work with the poorest among the poorest people
	Full time
Disponibility	Live or move into the country
	Disponibility to travel abroad and/or work on weekends
	Immediately, at least for 1 year.

Director de Comunicación institucional TECHO – País			
Descripción general del cargo:	Responsable: 1- de la gestión del equipo del área de comunicación. 2-de generar una estrategia dirigida a los diferentes públicos objetivo de TECHO 3- del desarrollo de estrategias de comunicación que le den soporte al financiamiento. 5- del manejo de las relaciones con las alianzas estratégicas . 6- de dirigir el camino hacia la incidencia política de TECHO. 7- del posicionamiento y uso de la marca TECHO en		
Principal Responsibilities	MEASSURABLE RESPONSIBILITIES	TOOL	MEASURED BY
	Form and lead a team of voluntaries technically capable to execute defined strategies. Support the coordinators and internal communication director to form their teams.	Weekly meetings, development of channels for taks management, support to the FyV team.	Number of permanent voluntaries and compliance in time and form of the assigned tasks to the area.
	Develop strategies of communication to reach TECHO's objectives according to the public and its needs.	Develop a year planning aligned with the domestic and regional ones with quantitative goals and compliment indicators. Support to the headquarters.	Annual planning uploaded to Pilote with indicators and an evaluation/planning vs. achieved objectives inform online.
	Lead the implementation of defined strategies for external publics and coordinate those for internal publics.	Implementation of campaigns and events defined in the annual planning. Define quantitative and qualitative objectives. Lead a group that implements the annual planning that deals with internal publics.	Brand positioning study post campaign.
	Support the development of institutional alliances proposals and following execution.	Joint work with Resources director or other areas that might need it.	Achieved alliances proposed and with contributions of communications.

Participate in TECHO's commercial strategy development. (Ex. Products, marketing campaigns, proposals to companies, etc)	Weekly meetings with commercial manager and team. Joint planning between resources and communications. Supervise the coordinators for commercial communication work. Support the headquarters. Sale force	Achieving the annual planed revenue and the execution of public relations events. Reports in Sale force and pilote.
Encourage institutional positions that reflect on TECHO's political impact.	Form the director's team. Discussion instances.	Add measurement in the brand positioning study.
Generate communication strategic alliances and create loyalty allowing the achievement of department objectives. Responsible for the relation with the agency.	Alliances management manual. "Pro Bono" alliances with different communication agencies. Regional alliances. Sale force	Number of alliances achieved.
Ensure brand positioning and correct use of local image.	Brand's manual. Supervision of design coordinator and companies that use brand's work. Support in communication agencies.	Study of brand positioning after campaign. Positioning of a brand esthetic with defined parameters.
Coordinate the development of a strategy and communicational materials required in an inner level.	Supervision of communication sub-director's/internal communication coordinator's work. Pilote.	Fulfillment of the internal communication planning uploaded to Pilote.
Ensure for the correct press management that maximize the achievement of institutional objectives.	Supervision of press coordinator's work. Press manual. Pilote.	Press plan vs. Clipping. Results of the brand positioning study.

	Ensure the correct design and implementation of digital means strategies.	Supervision of the digital communications coordinator's work. Pilote	Accomplishment of annual planning. Digital campaigns developed. Number of followers. Updated web and social networks. Web visits.
	Development and implementation of regional strategies generated from OC.	Responsible and capacitated for leading planned implementation team formation.	Goals per activity defined together with headquarters.
	Look after the generation and good use of local discourse coherent with the organization's identity.	Regional discourse. Spokesperson training.	Institutional discourse.
	Ensure that the denouncement of the settlements reality is present in each activity, event or material made by TECHO	Work together with voluntaries area.	Acknowledgement of the poverty problematic in the society evaluated through the brand positioning study.
Requisites	Bachelor's Degree	in Publicity, Marketing, Public Relations, Social Communication, Journalism or communication related fields.	
	Preferred experience as voluntary or director in TECHO - non required		
	Basic knowledge of graphic design programs (Photoshop, Corel, Illustrator, InDesign) - none required.		
	Experience in strategic communication, communicational campaigns, media management, etc.		
	Microsoft Office skills.		
	English language skills (non required)		
Working Competences	Creativity and innovation		
	Proactivity – Entrepreneurship		
	Leadership skills		
	Crisis management tolerance.		
	Oral communication skills		
	Written communication skills		
	Interpersonal relations skills		
	Planning and organization		
	Commitment with the organization		
	Social awareness		
	Organizational environment comprehension		
Adaptability and flexibility towards change			

Disponibility	Full time
	Live in Quito, Ecuador, or be willing to live there
	Disponibility to travel abroad and/or work on weekends

ANNEX C: Job satisfaction surveys and tabulations

TECHO JOB SATISFACTION SURVEY RESULTS

First Part of the survey

I look forward to going to work each day				
	Answer	Count	Percent	20% 40% 60% 80% 100%
1.	Strongly Disagree	0	0.00%	
2.	Disagree	0	0.00%	
3.	Neutral	1	14.29%	
4.	Agree	5	71.43%	
5.	Strongly Agree	1	14.29%	
Total		7	100%	

I feel positive most of the time I am working				
	Answer	Count	Percent	20% 40% 60% 80% 100%
1.	Strongly Disagree	0	0.00%	
2.	Disagree	1	14.29%	
3.	Neutral	1	14.29%	
4.	Agree	3	42.86%	
5.	Strongly Agree	2	28.57%	
Total		7	100%	

I see myself as a high-performing employee

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	1	14.29%					
3.	Neutral	1	14.29%					
4.	Agree	4	57.14%					
5.	Strongly Agree	1	14.29%					
Total		7	100%					

I have the time and energy at the end of each work day to engage in my personal interests

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%					
2.	Disagree	2	28.57%					
3.	Neutral	2	28.57%					
4.	Agree	2	28.57%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

I distribute efficiently my working days

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	0	0.00%					
3.	Neutral	2	28.57%					
4.	Agree	3	42.86%					
5.	Strongly Agree	2	28.57%					
Total		7	100%					

My coworkers work efficiently.

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	0	0.00%					
3.	Neutral	2	28.57%					
4.	Agree	5	71.43%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

My activities are monotonous and I often get bored at work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	3	42.86%					
2.	Disagree	3	42.86%					
3.	Neutral	1	14.29%					
4.	Agree	0	0.00%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

Environment at Techo is seems unprofessional

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	4	57.14%					
3.	Neutral	2	28.57%					
4.	Agree	1	14.29%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

I feel recognized and appreciated at work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	2	28.57%					
3.	Neutral	3	42.86%					
4.	Agree	1	14.29%					
5.	Strongly Agree	1	14.29%					
Total		7	100%					

I feel comfortable covering for other's responsibilities

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%					
2.	Disagree	0	0.00%					
3.	Neutral	2	28.57%					
4.	Agree	4	57.14%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

I often have to cover for other's responsibilities

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	2	28.57%	<input type="text"/>				
3.	Neutral	2	28.57%	<input type="text"/>				
4.	Agree	2	28.57%	<input type="text"/>				
5.	Strongly Agree	1	14.29%	<input type="text"/>				
Total		7	100%					

I'm able to use most (or all) of my abilities at work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	1	14.29%	<input type="text"/>				
3.	Neutral	1	14.29%	<input type="text"/>				
4.	Agree	4	57.14%	<input type="text"/>				
5.	Strongly Agree	1	14.29%	<input type="text"/>				
Total		7	100%					

My values fit with the organizational values

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	0	0.00%					
3.	Neutral	1	14.29%					
4.	Agree	2	28.57%					
5.	Strongly Agree	4	57.14%					
Total		7	100%					

I am aligned with the Techo mission

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	0	0.00%					
3.	Neutral	1	14.29%					
4.	Agree	0	0.00%					
5.	Strongly Agree	6	85.71%					
Total		7	100%					

I trust our leadership team

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	1	14.29%					
3.	Neutral	2	28.57%					
4.	Agree	4	57.14%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

Techo has an appropriate number of employees to cover efficiently the amount of work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%					
2.	Disagree	4	57.14%					
3.	Neutral	1	14.29%					
4.	Agree	0	0.00%					
5.	Strongly Agree	1	14.29%					
Total		7	100%					

Techo cares for my professional development

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%	<input type="text"/>				
2.	Disagree	0	0.00%	<input type="text"/>				
3.	Neutral	4	57.14%	<input type="text"/>				
4.	Agree	2	28.57%	<input type="text"/>				
5.	Strongly Agree	0	0.00%	<input type="text"/>				
Total		7	100%					

I feel involved in decisions that affect Techo

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	0	0.00%	<input type="text"/>				
3.	Neutral	1	14.29%	<input type="text"/>				
4.	Agree	4	57.14%	<input type="text"/>				
5.	Strongly Agree	2	28.57%	<input type="text"/>				
Total		7	100%					

Creativity and innovation are encouraged and supported

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	0	0.00%					
3.	Neutral	1	14.29%					
4.	Agree	1	14.29%					
5.	Strongly Agree	5	71.43%					
Total		7	100%					

I feel informed about what is going on

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	1	14.29%					
3.	Neutral	2	28.57%					
4.	Agree	2	28.57%					
5.	Strongly Agree	2	28.57%					
Total		7	100%					

I know exactly what is expected from me at work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	1	14.29%	<input type="text"/>				
3.	Neutral	1	14.29%	<input type="text"/>				
4.	Agree	4	57.14%	<input type="text"/>				
5.	Strongly Agree	1	14.29%	<input type="text"/>				
Total		7	100%					

Physical working conditions (space distribution, divisions, etc.) are appropriate for work.

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	0	0.00%	<input type="text"/>				
3.	Neutral	3	42.86%	<input type="text"/>				
4.	Agree	2	28.57%	<input type="text"/>				
5.	Strongly Agree	2	28.57%	<input type="text"/>				
Total		7	100%					

I have the materials and equipment that I need to do my job right

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	1	14.29%	<input type="text"/>				
3.	Neutral	1	14.29%	<input type="text"/>				
4.	Agree	4	57.14%	<input type="text"/>				
5.	Strongly Agree	1	14.29%	<input type="text"/>				
Total		7	100%					

Communication among peers seems good

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="text"/>				
2.	Disagree	0	0.00%	<input type="text"/>				
3.	Neutral	2	28.57%	<input type="text"/>				
4.	Agree	5	71.43%	<input type="text"/>				
5.	Strongly Agree	0	0.00%	<input type="text"/>				
Total		7	100%					

Communication from management to employees seems good

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%					
2.	Disagree	0	0.00%					
3.	Neutral	3	42.86%					
4.	Agree	4	57.14%					
5.	Strongly Agree	0	0.00%					
Total		7	100%					

I see myself working at Techo 2 years from now

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	2	28.57%					
2.	Disagree	1	14.29%					
3.	Neutral	1	14.29%					
4.	Agree	2	28.57%					
5.	Strongly Agree	1	14.29%					
Total		7	100%					

Techo Ecuador is ready to make the transition to phase 2

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%	<input type="text"/>				
2.	Disagree	3	42.86%	<input type="text"/>				
3.	Neutral	1	14.29%	<input type="text"/>				
4.	Agree	2	28.57%	<input type="text"/>				
5.	Strongly Agree	0	0.00%	<input type="text"/>				
Total		7	100%					

Working loads are fairly distributed among the organization

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%	<input type="text"/>				
2.	Disagree	1	14.29%	<input type="text"/>				
3.	Neutral	3	42.86%	<input type="text"/>				
4.	Agree	2	28.57%	<input type="text"/>				
5.	Strongly Agree	0	0.00%	<input type="text"/>				
Total		7	100%					

My coworkers are committed to doing quality work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="checkbox"/>				
2.	Disagree	0	0.00%	<input type="checkbox"/>				
3.	Neutral	1	14.29%	<input type="checkbox"/>				
4.	Agree	5	71.43%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Strongly Agree	1	14.29%	<input type="checkbox"/>				
Total		7	100%					

My performance is being properly measured

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	0	0.00%	<input type="checkbox"/>				
2.	Disagree	3	42.86%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Neutral	1	14.29%	<input type="checkbox"/>				
4.	Agree	2	28.57%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Strongly Agree	1	14.29%	<input type="checkbox"/>				
Total		7	100%					

I am fairly compensated

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	Strongly Disagree	1	14.29%	<input type="text"/>				
2.	Disagree	1	14.29%	<input type="text"/>				
3.	Neutral	2	28.57%	<input type="text"/>				
4.	Agree	3	42.86%	<input type="text"/>				
5.	Strongly Agree	0	0.00%	<input type="text"/>				
Total		7	100%					

Second Part of the survey

Please rate each of the following dimensions according to what you consider important at work: (Where: 1 star-Not important, 5 stars-Highly Important)

Amount of responsibility given								
	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	0	0.00%	<input type="text"/>				
3.	3	1	14.29%	<input type="text"/>				
4.	4	1	14.29%	<input type="text"/>				
5.	5	5	71.43%	<input type="text"/>				
Total		7	100%					

Freedom to choose own methods of working								
	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	1	14.29%	<input type="text"/>				
2.	2	0	0.00%	<input type="text"/>				
3.	3	1	14.29%	<input type="text"/>				
4.	4	1	14.29%	<input type="text"/>				
5.	5	4	57.14%	<input type="text"/>				
Total		7	100%					

Colleagues and fellow workers

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	0	0.00%	<input type="text"/>				
3.	3	2	28.57%	<input type="text"/>				
4.	4	3	42.86%	<input type="text"/>				
5.	5	2	28.57%	<input type="text"/>				
Total		7	100%					

Physical working conditions

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	1	14.29%	<input type="text"/>				
3.	3	4	57.14%	<input type="text"/>				
4.	4	1	14.29%	<input type="text"/>				
5.	5	1	14.29%	<input type="text"/>				
Total		7	100%					

Opportunity to use abilities

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	0	0.00%	<input type="text"/>				
3.	3	0	0.00%	<input type="text"/>				
4.	4	2	28.57%	<input type="text"/>				
5.	5	5	71.43%	<input type="text"/>				
Total		7	100%					

Rate of pay

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	1	14.29%	<input type="text"/>				
3.	3	2	28.57%	<input type="text"/>				
4.	4	0	0.00%	<input type="text"/>				
5.	5	4	57.14%	<input type="text"/>				
Total		7	100%					

Recognition for good work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	1	14.29%	<input type="text"/>				
2.	2	0	0.00%	<input type="text"/>				
3.	3	1	14.29%	<input type="text"/>				
4.	4	3	42.86%	<input type="text"/>				
5.	5	2	28.57%	<input type="text"/>				
Total		7	100%					

Hours of work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	1	14.29%	<input type="text"/>				
3.	3	1	14.29%	<input type="text"/>				
4.	4	1	14.29%	<input type="text"/>				
5.	5	4	57.14%	<input type="text"/>				
Total		7	100%					

Amount of variety in work

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	1	0	0.00%	<input type="text"/>				
2.	2	1	14.29%	<input type="text"/>				
3.	3	1	14.29%	<input type="text"/>				
4.	4	1	14.29%	<input type="text"/>				
5.	5	4	57.14%	<input type="text"/>				
Total		7	100%					

Overall Matrix Scorecard :

Please answer the following questions:

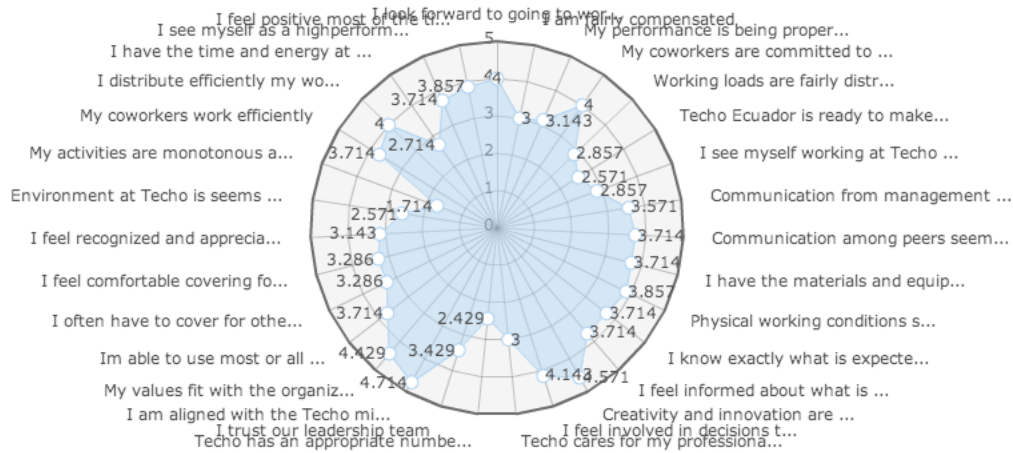
	Question	Count	Score	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I look forward to going to work each day	7	4.000	<input type="text"/>				
2.	I feel positive most of the time I am working	7	3.857	<input type="text"/>				
3.	I see myself as a high-performing employee	7	3.714	<input type="text"/>				
4.	I have the time and energy at the end of each work day to engage in my personal interests	7	2.714	<input type="text"/>				
5.	I distribute efficiently my working days	7	4.000	<input type="text"/>				
6.	My coworkers work efficiently.	7	3.714	<input type="text"/>				
7.	My activities are monotonous and I often get bored at work	7	1.714	<input type="text"/>				
8.	Environment at Techo is seems unprofessional	7	2.571	<input type="text"/>				

9.	I feel recognized and appreciated at work	7	3.143	<input type="text"/>
10.	I feel comfortable covering for other's responsibilities	7	3.286	<input type="text"/>
11.	I often have to cover for other's responsibilities	7	3.286	<input type="text"/>
12.	I'm able to use most (or all) of my abilities at work	7	3.714	<input type="text"/>
13.	My values fit with the organizational values	7	4.429	<input type="text"/>
14.	I am aligned with the Techo mission	7	4.714	<input type="text"/>
15.	I trust our leadership team	7	3.429	<input type="text"/>
16.	Techo has an appropriate number of employees to cover efficiently the amount of work	7	2.429	<input type="text"/>

17.	Techo cares for my professional development	7	3.000	<input type="text"/>
18.	I feel involved in decisions that affect Techo	7	4.143	<input type="text"/>
19.	Creativity and innovation are encouraged and supported	7	4.571	<input type="text"/>
20.	I feel informed about what is going on	7	3.714	<input type="text"/>
21.	I know exactly what is expected from me at work	7	3.714	<input type="text"/>
22.	Physical working conditions (space distribution, divisions, etc.) are appropriate for work.	7	3.857	<input type="text"/>
23.	I have the materials and equipment that I need to do my job right	7	3.714	<input type="text"/>
24.	Communication among peers seems good	7	3.714	<input type="text"/>
25.	Communication from	7	3.571	<input type="text"/>

	management to employees seems good			
26.	I see myself working at Techo 2 years from now	7	2.857	<input type="text"/>
27.	Techo Ecuador is ready to make the transition to phase 2	7	2.571	<input type="text"/>
28.	Working loads are fairly distributed among the organization	7	2.857	<input type="text"/>
29.	My coworkers are committed to doing quality work	7	4.000	<input type="text"/>
30.	My performance is being properly measured	7	3.143	<input type="text"/>
31.	I am fairly compensated	7	3.000	<input type="text"/>
Average			3.456	

Overall Matrix Scorecard Graph



Amount of responsibility given

Answer	Count	Percent	20%	40%	60%	80%	100%
1	0	0.00%					
2	0	0.00%					
3	1	14.29%					
4	1	14.29%					
5	5	71.43%					
Total		7	100%				

Freedom to choose own methods of working

Answer	Count	Percent	20%	40%	60%	80%	100%
1	1	14.29%					
2	0	0.00%					
3	1	14.29%					
4	1	14.29%					
5	4	57.14%					
Total		7	100%				

Colleagues and fellow workers

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>0</u>	0.00%					
2	<u>0</u>	0.00%					
3	<u>2</u>	28.57%					
4	<u>3</u>	42.86%					
5	<u>2</u>	28.57%					
Total	7	100%					

Physical working conditions

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>0</u>	0.00%					
2	<u>1</u>	14.29%					
3	<u>4</u>	57.14%					
4	<u>1</u>	14.29%					
5	<u>1</u>	14.29%					
Total	7	100%					

Opportunity to use abilities

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>0</u>	0.00%					
2	<u>0</u>	0.00%					
3	<u>0</u>	0.00%					
4	<u>2</u>	28.57%					
5	<u>5</u>	71.43%					
Total	7	100%					

Rate of pay

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>0</u>	<u>0.00%</u>					
2	<u>1</u>	<u>14.29%</u>					
3	<u>2</u>	<u>28.57%</u>					
4	<u>0</u>	<u>0.00%</u>					
5	<u>4</u>	<u>57.14%</u>					
Total	7	100%					

Recognition for good work

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>1</u>	<u>14.29%</u>					
2	<u>0</u>	<u>0.00%</u>					
3	<u>1</u>	<u>14.29%</u>					
4	<u>3</u>	<u>42.86%</u>					
5	<u>2</u>	<u>28.57%</u>					
Total	7	100%					

Hours of work

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>0</u>	<u>0.00%</u>					
2	<u>1</u>	<u>14.29%</u>					
3	<u>1</u>	<u>14.29%</u>					
4	<u>1</u>	<u>14.29%</u>					
5	<u>4</u>	<u>57.14%</u>					
Total	7	100%					

Amount of variety in work

Answer	Count	Percent	20%	40%	60%	80%	100%
1	<u>0</u>	0.00%	<input type="text"/>				
2	<u>1</u>	14.29%	<input type="text"/>				
3	<u>1</u>	14.29%	<input type="text"/>				
4	<u>1</u>	14.29%	<input type="text"/>				
5	<u>4</u>	57.14%	<input type="text"/>				
Total	7	100%					

Overall Matrix Scorecard : Please rate each of the following dimensions according to what you consider important at work: (Where: 1 star-Not important, 5 stars-Highly Important)

	Question	Count	Score	1	2	3	4	5
1.	Amount of responsibility given	7	4.571	<input type="text"/>				
2.	Freedom to choose own methods of working	7	4.000	<input type="text"/>				
3.	Colleagues and fellow workers	7	4.000	<input type="text"/>				
4.	Physical working conditions	7	3.286	<input type="text"/>				

5.	Opportunity to use abilities	7	4.714	<input type="text"/>
6.	Rate of pay	7	4.000	<input type="text"/>
7.	Recognition for good work	7	3.714	<input type="text"/>
8.	Hours of work	7	4.143	<input type="text"/>
9.	Amount of variety in work	7	4.143	<input type="text"/>

Overall Matrix Scorecard Graph

