TAM Airlines, based in São Paulo, is Brazil’s largest airline by market share and is part of the LATAM Airlines Group. With 28,000 employees across the company, TAM Airlines is continually engaged in improving the workplace and learning more about what employees need to succeed.

“Making TAM Airlines a great place to work is one of our primary goals, and SurveyMonkey helps us uncover how we can make the workplace experience even better for our employees. We’ve used SurveyMonkey to improve training classes, find out the subjects employees want to discuss in town hall meetings, and even change meeting times so people don’t have to work late unnecessarily.”

– Marcelo Nobrega, Vice President of Human Resources, TAM Airlines

At a Glance

Situation
• Paper surveys took too long to compile, and results were inaccurate
• Slow feedback delayed improvements to employee engagement

Survey Results
• Thousands of employees supply feedback online, eliminating time-consuming paper surveys
• Frequent surveying helps HR managers identify ways to improve processes such as exit interviews

Smarter Decisions
• After attendees rate training as too basic, instructors remove unneeded training and shorten classes from three days to two
• Managers no longer start meetings past 4pm, after surveys showed that employees didn't like remaining late at work unnecessarily
What changes did you make based on survey feedback?

Surveys tell us about employee concerns we would never have identified on our own. It’s impossible to guess what people value in a large organization. Our employee engagement survey showed that office space was a higher priority than expected. Now we’re investing massively in office renovations.

– Marcelo Nobrega, Vice President of Human Resources, TAM Airlines

Marcelo Nobrega, Vice President of Human Resources for TAM Airlines, and his colleagues were eager to get feedback from employees on everything from training to exit interviews, but timely responses were difficult to gather. For example, TAM Airlines regularly surveyed thousands of employees about its São Paulo training center—but paper-based surveys didn’t allow for fast turnaround on responses. “We had several people whose job was simply to input the responses, but we had problems with accuracy and speed,” says Nobrega.

The airline chose SurveyMonkey to replace slow and tedious paper surveys, and Nobrega and his team realized that the online surveys could be used for other HR initiatives. “We’re using SurveyMonkey to ask job candidates about the interview experience,” he explains. “We’re also surveying departing employees to understand why people leave, so we can pinpoint problems early.”

SurveyMonkey is also helping the airline create more productive “town hall” employee meetings. “After the meetings, we’ll survey employees about the format, the topics we discussed, even the location of the meeting,” Nobrega says. “And sometimes we’ll do surveys in advance to see what people would like to talk about.”

Training instructors now use SurveyMonkey to get class feedback. “Since feedback is easy to receive, our instructors are motivated to make courses better,” Nobrega says. For example, surveys revealed that some of the content in a three-day business strategy class was too basic: “We realized that we could skip the basics and shorten the classes to two days.”

Similarly, surveys highlighted that some classes were eight hours long, yet attendees typically worked six-hour shifts—so they had to be paid for two hours of overtime. “We took a closer look at the content, and decided that the material could easily be taught during a six-hour class,” Nobrega says. “We saved money on overtime, and employees appreciated the shorter sessions.”

Learn more about how SurveyMonkey Enterprise can help your organization make smarter decisions.

Visit surveymonkey.com/enterprise today.