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*Assessing the Effectiveness of Organizations and Individuals*

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## **EMPLOYEE SURVEY 2001**

### **SAMPLE REPORT CORPORATION**

#### **MANAGEMENT REPORT**

A separate report has been prepared for distribution to all employees.

**January, 2001**

**SAMPLE REPORT CORPORATION (SRC)**  
*Survey of Employee Opinion*

Prepared by The E.J. Flynn Company  
[www.ejflynnco.com](http://www.ejflynnco.com)

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## RECOMMENDATIONS

1. While it is essential to address the more unfavorable aspects of these results, do not lose sight of the fact that employees report remarkably positive attitudes generally about their jobs and about the SRC organization as a whole.
2. Convey to employees that, as a group, they express considerably greater levels of job satisfaction than workers in the numerous other organizations where this survey has been conducted. All Company leaders and employees should take pride in this.
3. Take visible and targeted actions based on these results. More than a quarter question whether the Company will make constructive use of the survey results. As interventions are considered and implemented, make sure they are linked to the results reported here in order to enhance the credibility of this exercise and to boost morale beyond its already high level.
4. There are significant morale problems in the Sales & Marketing and Operations 2 Departments. In particular, address issues of Communications and Management Leadership. It is recommended that leaders set up a series of small group discussions to explore the issues and identify the most appropriate actions to take.
5. Address issues of internal communication with employees. More than half indicate they find inter-Departmental communication to be less than satisfactory. In a related vein, many employees feel they are less than fully apprised of SRC's future business plans. An inordinate number also feel that the Company fails to listen effectively to all employees, and many feel that the Company does not conscientiously advise them on important matters when they arise. Clearly, gains can be made by improvements in method of communicating with employees.
6. Work to improve the process of decision making within the Company. Employees report that important decisions are too long in getting made, that the Company fails to get the input it should when making them, and that follow-through is not always effective. Related to this, evaluate decision making processes from the standpoint of fairness and objectivity, combating the perception of bias and favoritism in actions affecting individual employees.
7. Continue with efforts to improve the sense of teamwork and cooperation between different work units. There is some divisiveness or competitiveness that gets in the way of developing a true spirit of cooperative teamwork. Group interventions will help here.
8. Work with managers and supervisors to improve their skills in handling associates who are not measuring up to standards of performance. It is highly demoralizing for associates to sense that managers are tolerating (or not dealing appropriately with) poor performance on the part of their coworkers. In this regard, particular attention is needed in the Sales & Marketing and Operations 2 work groups.
9. Take steps to communicate more clearly the methods used to set compensation levels for employees throughout the organization.
10. Evaluate the vacation policy.
11. Review all the details of this report. SRC leaders are in the best position to draw conclusions and formulate action plans on the basis of these findings. In particular, review the results as they relate to the various Departments in order to address specific issues at play in the different work groups. Work especially with leadership in Sales & Marketing and Operations 2 to deal with issues raised in those areas.
12. Report results to all employees. The Flynn Company will prepare a draft of an "All Employee Report" for review, approval and distribution.

**EXECUTIVE SUMMARY**

This survey is based on returned questionnaires from 92% of the employees eligible to participate (239 of 260). This is an excellent response rate, and it obviously allows for valid judgments about the entire base of SRC employees.

SRC employees are generally more favorable in appraising their company and their work lives than are employees in the database of over 12,000 who have completed essentially the same questionnaire. When items are combined into the 5 Dimension groupings, opinion at SRC is more favorable than database levels on all of them. Considering the 10 Category groupings of items, SRC employees' level of satisfaction exceeds the database level on all of them. Thus, it can safely be said that SRC employees as a group are generally well pleased with their jobs and with the company as an employer.

*Particularly Favorable Results - All Associates*

A summary look at overall employee opinion can be gained by reviewing results to one, very general survey item:

*“Overall, I am satisfied with my job.”*

Percent Favorable					
ALL	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
91%	100%	75%	100%	100%	82%

Obviously, at this very general level, SRC employees as a group express very favorable opinion. In the typical base of employees who complete this survey, 80% report favorable opinion. Only in the Sales & Marketing area does favorable opinion fall below the database level.

Considering all 100 of the survey items which can be directly compared to the database, opinion at SRC is equally or more favorable on 86 of them.

The following are items on which 95% or more employees report favorable opinion.

- I am proud of the reputation SRC has in our industry.
- My immediate supervisor/team leader encourages teamwork.
- I intend still to be with SRC (or retired from SRC) in 3 years.
- I am confident that the quality of work done at SRC is better than the quality of work done by our competitors.
- I feel I am well suited to the kind of work I am expected to do here.
- I enjoy the relationship I have with my coworkers.
- I am satisfied with the retirement program offered at SRC.
- The equipment and supplies provided are modern and up to date.
- My immediate supervisor/team leader is fair in dealing with me.
- My coworkers seem committed to high quality work.

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**EXECUTIVE SUMMARY**  
(continued)

***Particularly Unfavorable Results - All Employees***

The following are items on which a significant number of employees express negative opinion.

- There is good communication between the different work groups at SRC.
- Managers at SRC deal effectively with employees who perform poorly.
- I understand the methods used here to set salaries and wages.
- It does not take too long to get important decisions made at SRC.
- Decisions affecting individual employees at SRC are based on job performance, not bias or favoritism.
- I am satisfied with the vacation policy at SRC.
- I feel well informed about SRC's future plans.
- SRC listens to all employees at all levels in the organization.
- SRC seems to get the input it needs from all sources before making important decisions.
- When SRC decides on a plan, it follows through.
- When important changes are happening at work, SRC communicates well with all employees.

EXECUTIVE SUMMARY  
(continued)

*Issues to Address in Specific Departments*

Aside from areas rated low by all associates as a group (see above), the following items were rated unfavorably by a significant number of employees *in specific Departments.*

FINANCE & ADMINISTRATION

- I am confident the company will use the results of this survey constructively.

SALES & MARKETING

- I feel I have opportunities to advance within SRC.
- SRC's attitude is that every employee is important.
- I believe the team environment here at SRC has been improving over the last year or so.
- Managers at SRC conduct themselves on the job with the highest standards of moral and ethical conduct.
- My immediate supervisor/team leader deals effectively with employees who perform poorly.
- The day to day actions of Managers at SRC are consistent with the overall goals of the company.
- The day to day actions of Managers here show genuine concern for employees.
- There is free and open exchange of ideas at SRC.
- At SRC, when quality is not up to par, the problem is corrected immediately.
- SRC does not sacrifice quality just to make more money.
- SRC operates with high standards of honesty and integrity.
- SRC takes strong measures to ensure employee safety.
- SRC's actions show it cares about making this an excellent place to work.
- I am confident the company will use the results of this survey constructively.
- I am paid fairly for the work I do.
- I am rarely asked to perform duties which are not part of my normal job responsibilities.
- I feel free to voice my opinions at work.
- I have a high degree of trust in Managers at SRC.
- New employees at SRC receive good training on how to do their jobs.
- Overall, Managers here do a good job of managing the company.
- There is a good sense of teamwork and cooperation among my coworkers.

EXECUTIVE SUMMARY  
(continued)

*Issues to Address in Specific Departments  
(continued)*

Aside from areas rated low by all associates as a group (see above), the following items were rated unfavorably by a significant number of employees *in specific Departments*.

CUSTOMER SERVICE

- I am rarely asked to perform duties which are not part of my normal job responsibilities.
- My immediate supervisor/team leader deals effectively with employees who perform poorly.
- I do not have to rely on the "rumor mill" to keep up with important things going on at work.

OPERATIONS 1

- I am satisfied with the vacation policy at SRC.
- New employees at SRC receive good training on how to do their jobs.
- SRC uses fair and reasonable methods to set salaries and wages.
- There is good work scheduling and setting of priorities in my work area.
- At SRC, when quality is not up to par, the problem is corrected immediately.
- I am satisfied with the methods used to evaluate my job performance.
- I believe I am paid fairly compared to other people at SRC who have jobs similar to mine.
- I feel free to voice my opinions at work.
- When it comes to pay, doing good work pays off at SRC.

OPERATIONS 2

- I am satisfied with the vacation policy at SRC.

**The remaining pages of this report show the details of the survey upon which this Executive Summary is based.**

**SURVEY BACKGROUND**

***Questionnaire***

The questionnaire (See Appendix) consisted of 101 “Agree-Disagree” items, 2 items pertaining to employee candor in completing the survey (survey validity) and an item pertaining to satisfaction with teamwork at SRC. There were also 2 optional “comment” items. All written comments are reported verbatim under separate cover.

The 100 core survey items are grouped into 5 *Dimensions* and 10 *Categories* of employee opinion about the company as an organization and as a place to work. See Page 10 of this report for details on the organization of items into Categories and Dimensions.

***Distribution to Employees***

Employees completed the survey using a Flynn Company Internet website dedicated exclusively to the SRC survey process. Electronic forms were returned directly to The Flynn Company between January 4 and January 12, 2001

***Organization of Report***

Overall

This report flows from the general to the specific. Results are shown first at a very global level, proceeding to Dimension and Category groupings and finally to specific item findings. At various points in this report, actual survey items have been paraphrased to preserve space and/or to maintain the appearance of certain charts and tables.

Employee Subgroups

Employees indicated their Department on the survey form. In this report, results are presented for the entire base of **239 responding employees** (“ALL”) and for those in the following Departments:

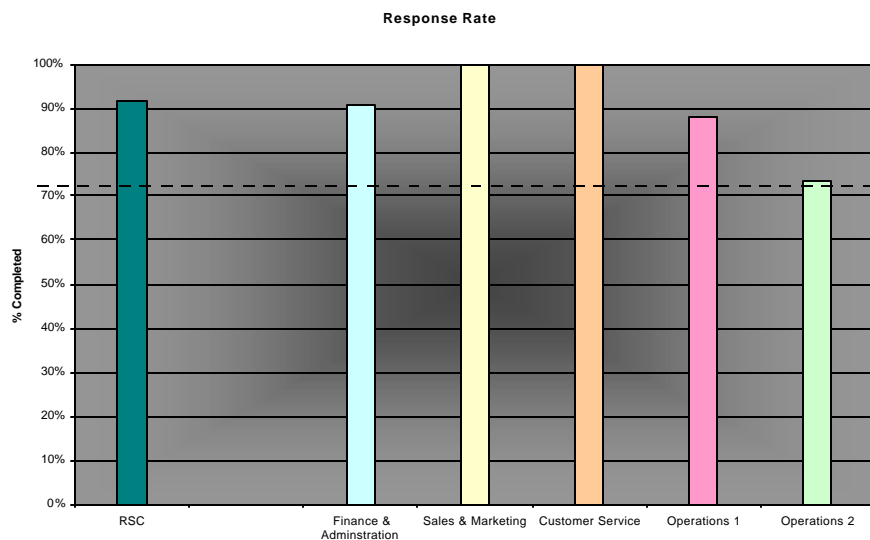
Finance & Administration	27	Employees Responded	
Sales & Marketing	54	“	“
Customer Service	18	“	“
Operations 1	79	“	“
Operations 2	61	“	“
<b><i>TOTAL</i></b>	<b>239</b>	<b><i>Employees Responded</i></b>	

Comparisons to Survey Database

Throughout this report, SRC results are compared to those of the Flynn Company’s survey database. This includes responses to (essentially) the same items from over 12,000 employees in a range of companies from a variety of industries, including:

- Financial
- Manufacturing
- Service
- Insurance
- Distribution

### RESPONSE RATE AND SURVEY VALIDITY



In all, 239 of the 260 eligible employees completed the survey. This is an excellent response rate of 92%. This is far better than the typical response rate (72%) that we find when using a paper and pencil, “mail-back” survey procedure.

Only among Operations 2 employees, where 73% responded, did the rate fall below 88%.

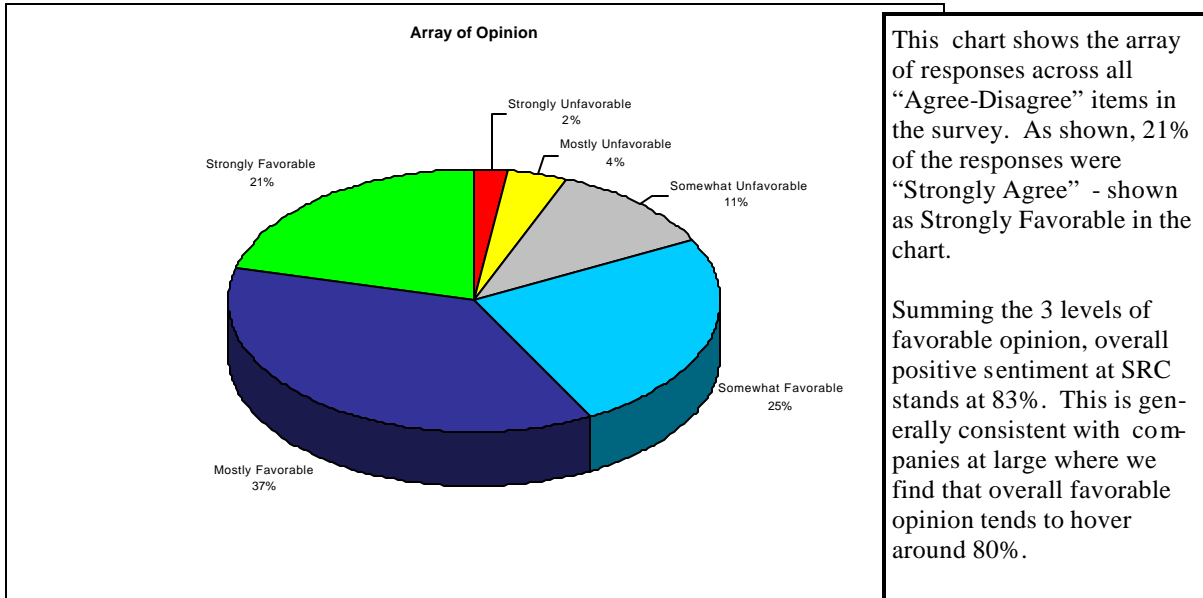
#### How Honest Were Employees in Filling Out the Survey?

*To what extent are the results of this survey reflective of actual employee opinion?* One way in which this question of **survey validity** can be addressed is by asking employees to estimate their own, and their co-workers’ level of candor in responding to the survey questions. Estimates of co-worker candor generally range from 70% to 80%, while estimates of personal candor are typically about 90%.

	ALL	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
Personal	96%	98%	88%	100%	95%	97%
Coworker	80%	86%	71%	73%	75%	76%

While estimated personal candor is an interesting barometer of morale, the actual measure of survey validity is the co-worker estimate. When the latter estimate is 70% or higher, the survey can be judged as reasonably representative of actual opinion among employees. When it falls below that level, one must wonder if they are so uncomfortable answering the items that the findings are questionable. Experience with these candor measures indicates that they are, in themselves, fairly reliable indices of overall morale. The higher the candor estimates, the higher morale.

**OVERALL EMPLOYEE OPINION OF SRC**



**OVERALL ARRAY OF EMPLOYEE OPINION BY DEPARTMENT**

	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
<b>Strongly Unfavorable</b>	0.2%	5.5%	1.4%	1.0%	3.6%
<b>Mostly Unfavorable</b>	0.5%	9.4%	1.8%	2.5%	5.4%
<b>Somewhat Unfavorable</b>	5.9%	15.6%	2.5%	12.7%	15.8%
<b>Sum Unfavorable</b>	<b>6.6%</b>	<b>30.4%</b>	<b>5.8%</b>	<b>16.2%</b>	<b>24.9%</b>
<b>Somewhat Favorable</b>	28.2%	23.7%	17.3%	28.1%	26.5%
<b>Moslty Favorable</b>	40.0%	32.8%	50.4%	39.0%	31.2%
<b>Strongly Favorable</b>	25.1%	13.1%	26.6%	16.6%	17.4%
<b>Sum Favorable</b>	<b>93.4%</b>	<b>69.6%</b>	<b>94.2%</b>	<b>83.8%</b>	<b>75.1%</b>

As the Chart above shows, overall favorable opinion of the Company exceeds 90% among those in the Finance & Administration and Customer Service Departments. Conversely, unfavorable opinion is most often expressed by those in the Sales & Marketing and Operations 2 areas.

**GENERAL SURVEY ITEM**

All of our workplace surveys include the very general item, *Overall, I am satisfied with my job.* On average, we find about 80% of workers respond to that item favorably (combining the 3 levels of favorable answers). Obviously, SRC employees are generally more satisfied with their jobs than are workers in general. The only Department where satisfaction falls below par is Sales & Marketing.

*“Overall, I am satisfied with my job.”*

Percent Favorable					
ALL	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
91%	100%	75%	100%	100%	82%

**SPECIAL SURVEY ITEM**

In addition to the 100 standard “Agree-Disagree” items included in all our surveys, SRC added an item dealing with employees’ perceptions of teamwork improvements in recent years. Clearly, opinion in this regard is very favorable across the board.

*“I believe the team environment here at SRC has been improving over the last year or so.”*

Percent Favorable					
ALL	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
73%	90%	38%	86%	73%	73%

**PARTICULARLY DISGRUNTLED EMPLOYEES**

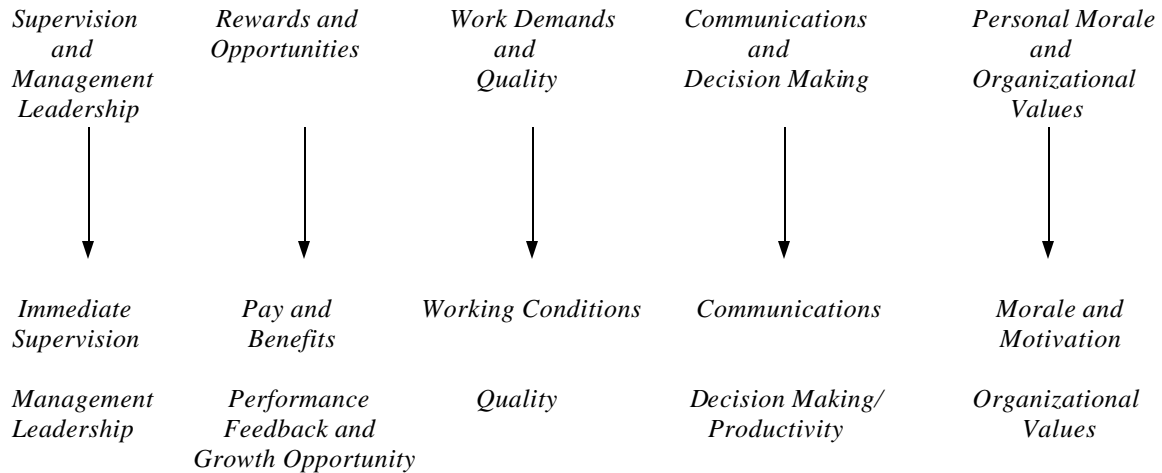
One way of identifying an especially unhappy employee is to review the number of survey items answered in the negative or unfavorable direction (again, combining the 3 levels of unfavorable answers). Any employee who answers 50 or more of the 100 core “Agree-Disagree” items in the survey is considered “disgruntled.”

The chart below shows that only 7 of the 239 employees at SRC fall into this category. We typically find about 5% to 8% of workers falling into this group. As with so many results of this survey, the 3% “disgruntled” at SRC sets the Company apart from most employers in a very favorable way. Having said that, the Chart below shows that 5 employees Sales and Marketing area and 2 in Operations 2 are highly dissatisfied.

Highly Disgruntled Employees	
Rated Unfavorably	Department in Which Employee Works
67	Operations 2
62	Sales & Marketing
61	Sales & Marketing
55	Operations 2
54	Sales & Marketing
54	Sales & Marketing
51	Operations 2

**EMPLOYEE SURVEY CONCEPT**

**5 DIMENSIONS AND 10 COMPONENT CATEGORIES**



One item was added, having to do with teamwork at RSC.

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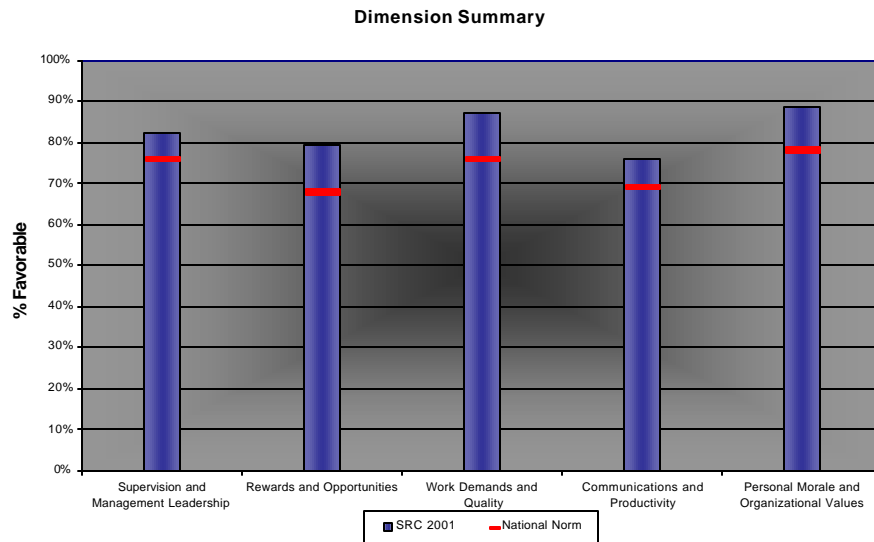
***10 ITEMS PER CATEGORY***

All questionnaire Items Were in 6-Point “Agree-Disagree” Format

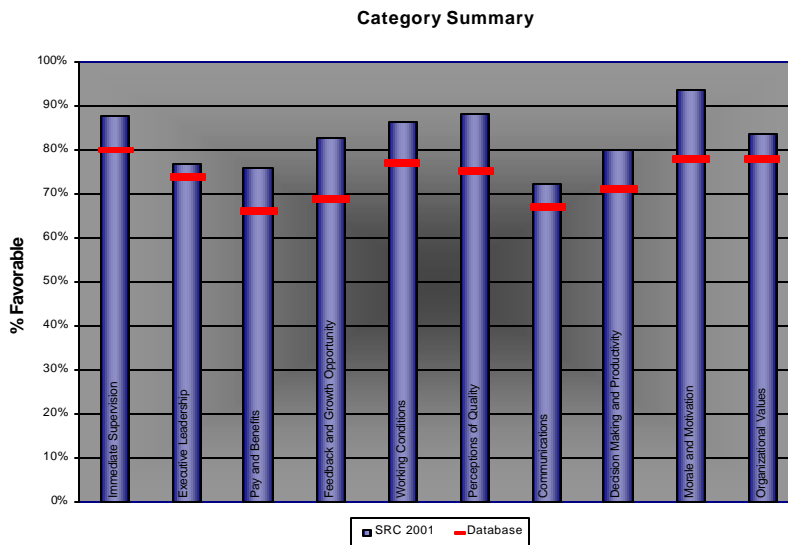
Two written comment items were also included. They are reported verbatim under separate cover.

This report presents results at the DIMENSION, CATEGORY AND ITEM levels.

**DIMENSION AND CATEGORY SUMMARY**



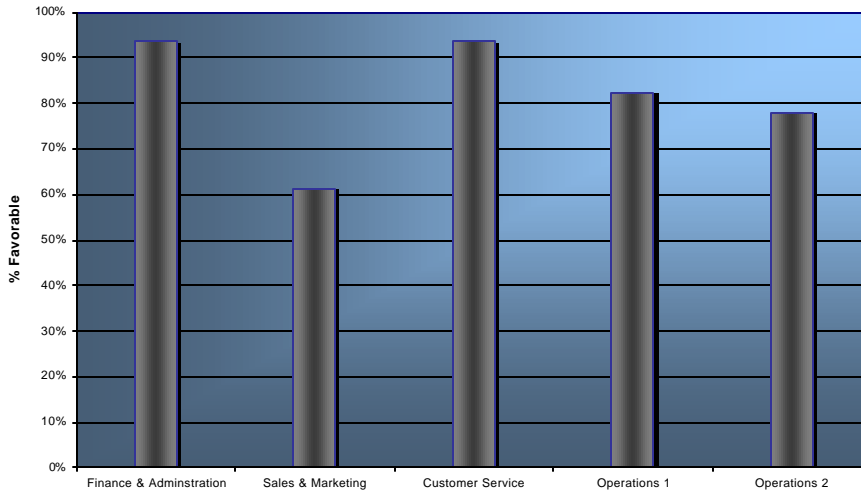
The Chart above shows the percent of favorable response by Dimension grouping of items. The gray bar shows results for SRC as a whole. The red dash shows the corresponding database averages. In all cases, overall SRC results are more favorable than the database level.



The Chart above shows the percent of favorable response by Category grouping of items. The gray bar shows results for SRC as a whole. The red dash shows the corresponding database averages. In every case, overall SRC results are more favorable than the database level.

**DIMENSIONS AND CATEGORIES BY DEPARTMENT**

**SUPERVISION AND MANAGEMENT LEADERSHIP**



The Chart at left shows *percent favorable* in each subgroup across all items falling in the Dimension, *Supervision and Management Leadership*.

Obviously, the single weakest spot is in Sales & Marketing.

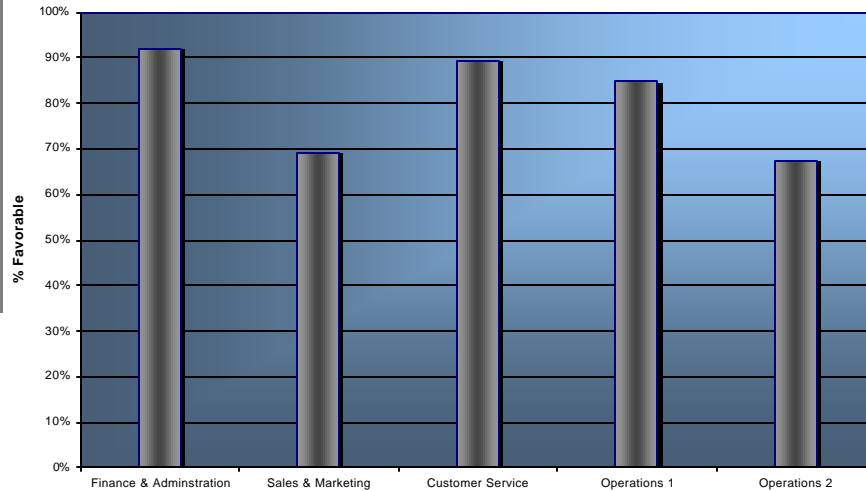
The Chart below shows that the major dissatisfaction in Sales & Marketing relates to Management Leadership more than to Immediate Supervision.

		Percent Favorable				
		Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
Immediate Supervision		98%	71%	100%	83%	83%
Management Leadership		89%	51%	87%	73%	73%

The Chart at right shows *percent favorable* in each subgroup across all items falling in the Dimension, *Rewards and Opportunities*.

Obviously, the problem areas are Sales & Marketing and Operations 2.

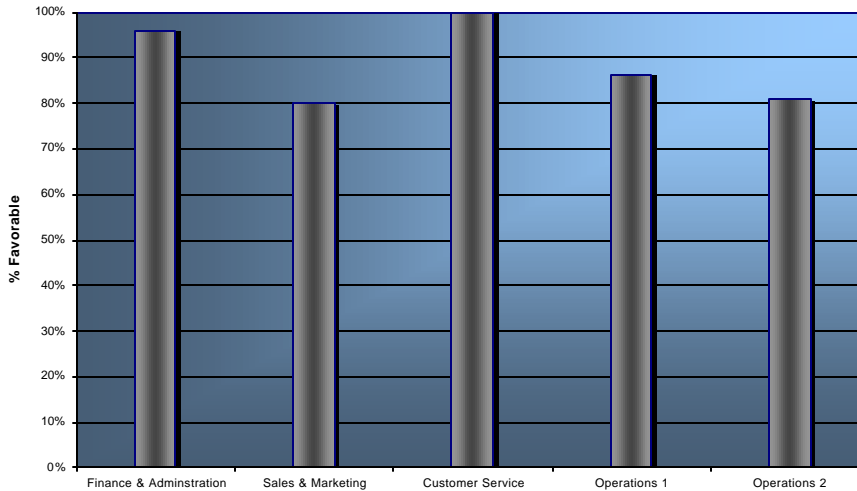
**REWARDS AND OPPORTUNITIES**



		Percent Favorable				
		Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
Pay and Benefits		87%	70%	87%	63%	63%
Performance Feedback and Growth Opportunity		97%	68%	91%	72%	72%

**DIMENSIONS AND CATEGORIES BY DEPARTMENT**

**WORK DEMANDS AND QUALITY**



The Chart at left shows *percent favorable* in each subgroup across all items falling in the Dimension, *Work Demands and Quality*.

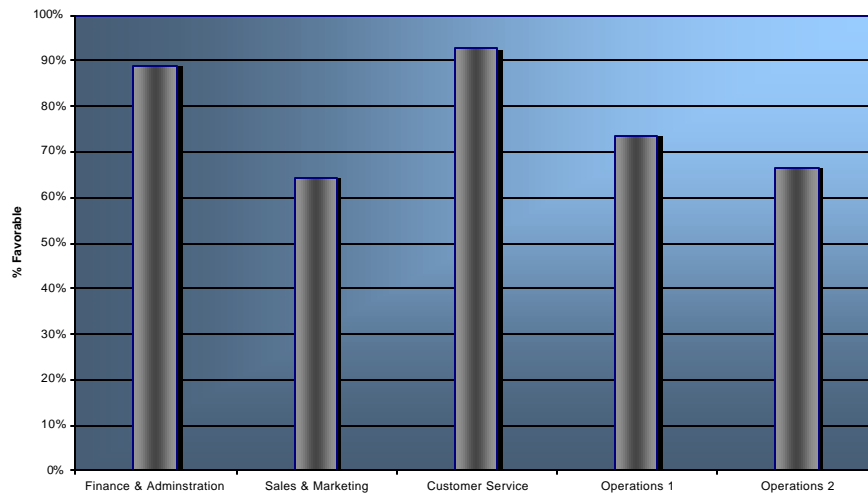
There are no especially weak spots in this area.

Percent Favorable					
	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
Performance Feedback and Growth Opportunity	97%	68%	91%	72%	72%
Working Conditions	95%	81%	100%	79%	79%

The Chart at right shows *percent favorable* in each subgroup across all items falling in the Dimension, *Communications and Decision Making*.

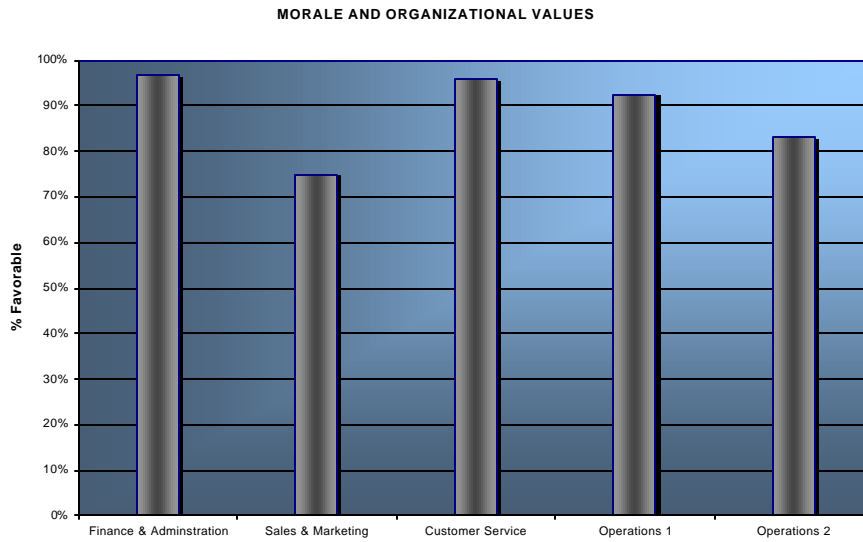
Again, the less favorable areas are Sales & Marketing and Operations 2.

**COMMUNICATIONS AND DECISION MAKING**



Percent Favorable					
	Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
Perceptions of Quality	97%	79%	100%	83%	83%
Communications	88%	55%	93%	60%	60%

**DIMENSIONS AND CATEGORIES BY DEPARTMENT**



The Chart at right shows *percent favorable* in each subgroup across all items falling in the Dimension, *Morale and Organizational Values*.

As in other aspects of satisfaction, employees in Sales & Marketing less favorable than their counterparts in other units of the Company.

The Chart below shows that employees in Sales & Marketing have particular concerns in regard to issues of Organizational Values.

		<i>Percent Favorable</i>				
		Finance & Administration	Sales & Marketing	Customer Service	Operations 1	Operations 2
Morale and Motivation		100%	85%	99%	88%	88%
Organizational Values		93%	65%	93%	78%	78%

<b>HIGHEST RATED ITEMS—ALL EMPLOYEES</b>
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The following survey items were rated in the favorable direction by at least 90% of all employees.

I am proud of the reputation SRC has in our industry.
My immediate supervisor/team leader encourages teamwork.
I intend still to be with SRC (or retired from SRC) in 3 years.
I am confident that the quality of work done at SRC is better than the quality of work done by our competitors.
I feel I am well suited to the kind of work I am expected to do here.
I enjoy the relationship I have with my coworkers.
I am satisfied with the retirement program offered at SRC.
The equipment and supplies provided are modern and up to date.
My immediate supervisor/team leader is fair in dealing with me.
My coworkers seem committed to high quality work.
The way we are organized in my work area helps me to achieve expected results.
I clearly understand the overall mission or purpose of SRC.
SRC provides secure employment for those who perform well.
When I receive feedback on my job performance, it is given in a helpful and constructive way.
The day to day actions of my immediate supervisor/team leader are consistent with the stated values of the organizations.
The amount of work I am expected to do is fair and reasonable.
My work performance is evaluated on a regularly scheduled basis.
My priorities and work objectives do not change so often that the quality of my work suffers.
My job allows me to make good use of my skills and talents.
My job allows me to learn new skills.
I would recommend SRC to a qualified friend as a place to work.
I get a sense of accomplishment and personal fulfillment from my job.
When I need help on something at work, there are people here willing and able to assist me.
Overall, I am satisfied with my job.
My job involves about the right amount of variety - neither too much nor too little.
My coworkers seem to put in an honest day's work.
I have the freedom to do my job the way I think it should be done.
SRC takes strong measures to ensure employee safety.
SRC takes strong action to maintain the highest standards of quality.
My immediate supervisor/team leader works with me to solve problems.
I have a high degree of trust in my immediate supervisor/team leader.
I clearly understand what is expected of me on the job.
I am confident of my long term future with SRC.

**LOWEST RATED ITEMS—ALL EMPLOYEES**

The following survey items were rated in the unfavorable direction by more than 30% of all employees. Notice that percentages shown are percent *favorable*.

There is good communication between the different work groups at SRC.
Managers at SRC deal effectively with employees who perform poorly.
I understand the methods used here to set salaries and wages.
It does not take too long to get important decisions made at SRC.
Decisions affecting individual employees at SRC are based on job performance, not bias or favoritism.
I am satisfied with the vacation policy at SRC.
I feel well informed about SRC's future plans.
SRC listens to all employees at all levels in the organization.
SRC seems to get the input it needs from all sources before making important decisions.
When SRC decides on a plan, it follows through.
When important changes are happening at work, SRC communicates well with all employees.

## ALL SURVEY ITEMS — BY CATEGORY — % FAVORALBE — SRC AND DATABASE

Items where SRC levels of satisfaction fall below the Database level are shown in bold red and highlighted.

	<b>SRC 2001</b>	<b>Data base</b>
<b>IMMEDIATE SUPERVISION</b>		
My immediate supervisor/team leader is fair in dealing with me.	96%	87%
My immediate supervisor/team leader is effective at resolving conflicts between employees.	81%	68%
My immediate supervisor/team leader is open to my suggestions.	88%	84%
My immediate supervisor/team leader works with me to solve problems.	90%	85%
My immediate supervisor/team leader gives me the right amount of direction and guidance to do my job well.	85%	81%
My immediate supervisor/team leader gives me enough recognition for a job well done.	88%	74%
My immediate supervisor/team leader deals effectively with employees who perform poorly.	72%	69%
The day to day actions of my immediate supervisor/team leader are consistent with the stated values of the organizations.	93%	82%
My immediate supervisor/team leader encourages teamwork.	99%	86%
I have a high degree of trust in my immediate supervisor/team leader.	90%	80%
	<b>SRC 2001</b>	<b>Data base</b>
<b>MANAGEMENT LEADERSHIP</b>		
Managers at SRC demonstrate good leadership skills.	84%	72%
When hiring new employees, Managers at SRC choose the right people for the right jobs.	81%	74%
Managers at SRC deal effectively with employees who perform poorly.	<b>51%</b>	<b>60%</b>
The day to day actions of Managers at SRC are consistent with the overall goals of the company.	<b>79%</b>	<b>82%</b>
Managers at SRC seem to have the respect of employees.	<b>72%</b>	<b>74%</b>
Overall, Managers here do a good job of managing the company.	84%	73%
The day to day actions of Managers here show genuine concern for employees.	76%	67%
I have a high degree of trust in Managers at SRC.	75%	74%
Managers at SRC conduct themselves on the job with the highest standards of moral and ethical conduct.	<b>81%</b>	<b>83%</b>
I am confident that Managers here are making good plans for the future of the company.	88%	77%

## ALL SURVEY ITEMS — BY CATEGORY — % FAVORALBE — SRC AND DATABASE

Items where SRC levels of satisfaction fall below the Database level are shown in bold red and highlighted.

	<b>SRC 2001</b>	<b>Data base</b>
<b>PAY AND BENEFITS</b>		
I am satisfied with the retirement program offered at SRC.	97%	71%
SRC uses fair and reasonable methods to set salaries and wages.	70%	67%
I am paid fairly for the work I do.	79%	61%
I understand the methods used here to set salaries and wages.	55%	51%
I believe I am paid fairly compared to other people at SRC who have jobs similar to mine.	75%	57%
I believe I am paid fairly compared to other people in this geographic area who have jobs similar to mine.	79%	57%
I clearly understand the employee benefits program at SRC	84%	84%
I am satisfied with the health benefit programs offered at SRC.	85%	66%
When it comes to pay, doing good work pays off at SRC.	72%	70%
I am satisfied with the vacation policy at SRC.	<b>66%</b>	<b>76%</b>
	<b>SRC 2001</b>	<b>Data base</b>
<b>FEEDBACK AND GROWTH OPPORTUNITY</b>		
SRC provides me enough training to improve my work skills.	85%	71%
I feel I have opportunities to advance within SRC.	79%	56%
My work performance is evaluated on a regularly scheduled basis.	93%	77%
New employees at SRC receive good training on how to do their jobs.	70%	62%
My job allows me to learn new skills.	93%	74%
Decisions affecting individual employees at SRC are based on job performance, not bias or favoritism.	64%	58%
I have been given fair consideration for advancement at SRC.	80%	67%
When I receive feedback on my job performance, it is given in a helpful and constructive way.	93%	77%
When I need help on something at work, there are people here willing and able to assist me.	91%	84%
I am satisfied with the methods used to evaluate my job performance.	78%	64%

## ALL SURVEY ITEMS — BY CATEGORY — % FAVORALBE — SRC AND DATABASE

Items where SRC levels of satisfaction fall below the Database level are shown in bold red and highlighted.

	<b>SRC 2001</b>	<b>Data base</b>
<b>WORK CONDITIONS AND JOB DEMANDS</b>		
I clearly understand what is expected of me on the job.	<b>90%</b>	<b>91%</b>
I am rarely asked to perform duties which are not part of my normal job responsibilities.	76%	60%
SRC takes strong measures to ensure employee safety.	91%	89%
There is a fair and even distribution of the workload in my work area.	81%	70%
The amount of work I am expected to do is fair and reasonable.	93%	77%
The equipment and supplies provided are modern and up to date.	96%	77%
My job allows me to make good use of my skills and talents.	93%	78%
I am satisfied with my physical working conditions - work space, lighting, ventilation, cleanliness.	80%	75%
I rarely have difficulty handling the level of stress involved in my job.	88%	77%
There is good work scheduling and setting of priorities in my work area.	<b>78%</b>	<b>79%</b>
	<b>SRC 2001</b>	<b>Data base</b>
<b>PERCEPTIONS OF QUALITY</b>		
SRC pays enough attention to customer needs.	85%	84%
My coworkers seem committed to high quality work.	96%	69%
SRC takes strong action to maintain the highest standards of quality.	91%	76%
SRC is open to employees' ideas for improving quality.	85%	78%
Our customers are treated the way I'd like to be treated.	87%	83%
I am confident that the quality of work done at SRC is better than the quality of work done by our competitors.	99%	77%
There is enough attention given to quality throughout SRC.	88%	72%
I rarely see poor quality work being done at SRC.	88%	65%
My priorities and work objectives do not change so often that the quality of my work suffers.	93%	77%
At SRC, when quality is not up to par, the problem is corrected immediately.	73%	67%

## ALL SURVEY ITEMS — BY CATEGORY — % FAVORALBE — SRC AND DATABASE

Items where SRC levels of satisfaction fall below the Database level are shown in bold red and highlighted.

	<b>SRC 2001</b>	<b>Data base</b>
<b>COMMUNICATIONS</b>		
There is good communication between the different work groups at SRC.	<b>46%</b>	<b>52%</b>
SRC listens to all employees at all levels in the organization.	<b>69%</b>	<b>85%</b>
When important changes are happening at work, SRC communicates well with all employees.	69%	57%
I feel well informed about SRC's future plans.	67%	62%
SRC never intentionally gives misleading information to employees.	<b>79%</b>	<b>81%</b>
SRC does a good job of communicating advancement opportunities to employees.	85%	59%
There is a good flow of communication within my work area.	78%	74%
I do not have to rely on the "rumor mill" to keep up with important things going on at work.	72%	64%
I feel free to voice my opinions at work.	81%	73%
There is free and open exchange of ideas at SRC.	76%	66%
	<b>SRC 2001</b>	<b>Data base</b>
<b>PRODUCTIVITY AND DECISION MAKING</b>		
In my work area, we have a clear understanding of our goals and objectives.	<b>81%</b>	<b>87%</b>
My coworkers seem to put in an honest day's work.	91%	57%
When SRC decides on a plan, it follows through.	<b>69%</b>	<b>71%</b>
SRC seems to get the input it needs from all sources before making important decisions.	69%	63%
There is a good sense of teamwork and cooperation among my coworkers.	84%	81%
We have enough people in my work area to get the job done well.	81%	63%
I have the freedom to do my job the way I think it should be done.	91%	79%
The way we are organized in my work area helps me to achieve expected results.	94%	78%
It does not take too long to get important decisions made at SRC.	61%	61%
SRC is organized well to attain its overall goals and objectives.	79%	75%

## ALL SURVEY ITEMS — BY CATEGORY — % FAVORALBE — SRC AND DATABASE

Items where SRC levels of satisfaction fall below the Database level are shown in bold red and highlighted.

	<b>SRC 2001</b>	<b>Data base</b>
<b>PERSONAL MORALE AND MOTIVATION</b>		
I get a sense of accomplishment and personal fulfillment from my job.	93%	80%
I enjoy the relationship I have with my coworkers.	97%	80%
I intend still to be with SRC (or retired from SRC) in 3 years.	99%	75%
I feel very much a part of SRC.	87%	75%
I would recommend SRC to a qualified friend as a place to work.	93%	73%
I feel I am well suited to the kind of work I am expected to do here.	97%	94%
My job involves about the right amount of variety - neither too much nor too little.	91%	77%
I am confident of my long term future with SRC.	90%	67%
I am proud of the reputation SRC has in our industry.	100%	81%
Overall, I am satisfied with my job.	91%	80%
	<b>SRC 2001</b>	<b>Data base</b>
<b>ORGANIZATIONAL VALUES</b>		
SRC does not sacrifice quality just to make more money.	87%	68%
The way SRC deals with me demonstrates respect for personal and family life.	<b>87%</b>	<b>94%</b>
I agree with the plans SRC seems to have for the future.	89%	80%
SRC's actions show it cares about making this an excellent place to work.	79%	67%
SRC's attitude is that every employee is important.	78%	61%
The way SRC does business is consistent with the stated values of the organization.	<b>82%</b>	<b>84%</b>
SRC operates with high standards of honesty and integrity.	<b>78%</b>	<b>84%</b>
SRC provides secure employment for those who perform well.	94%	85%
I clearly understand the overall mission or purpose of SRC.	94%	81%
I am confident the company will use the results of this survey constructively.	<b>72%</b>	<b>74%</b>

APPENDIX

Questionnaire

(Not shown in this sample report)