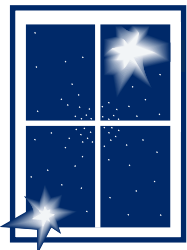


FICTITIOUS COMPANY  
EMPLOYEE OPINION SURVEY



**DISCOVERY  
SURVEYS, INC**

*Specializing in Employee Opinion and Customer Satisfaction Surveys*

Nine Blair Circle, Suite D ♦ Sharon, MA 02067 ♦ Tel: (781) 784-4367 ♦ Fax: (781) 784-6450

FICTITIOUS COMPANY  
Employee Opinion Survey

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# FICTITIOUS COMPANY

## EMPLOYEE OPINION SURVEY

### INTRODUCTION TO REPORT

The following Comprehensive Data Report presents the Employee Opinion Survey results for all Fictitious Company employees.

**Dimensions** - The data in this report has been grouped into topical areas, or Work Life Dimensions, which correspond to the different sections of the survey. By turning to the Table of Contents, one can quickly locate the section of the survey of interest. The first page of each section contains the Dimension results. This is an average of all of the items in that section of the survey.

**Respondents** - This page contains the number of respondents for this survey overall and for each demographic grouping of the data.

### TABLE FORMAT

**Item wording** - The question wording for a particular table is located in the upper left-hand corner of the page. The number preceding the question corresponds to the question's order of presentation in the actual survey.

**Rows of the table** - The first row of each table shows the results for all respondents. The results for each demographic category are presented in the remaining rows. If someone did not respond to a particular demographic item, his or her data is not included in that row.

**Number Responding** - This column indicates the number of employees that responded to the item. If the respondent left the item blank or provided an invalid response, they are not included in the results in this table.

**No Response** - This column indicates the number of employees who did not respond to the item.

**Percent Responding** - The 3-way horizontal bar chart in this section of the table presents the percentage of respondents with favorable, mixed, or unfavorable responses. All of the items in the survey were positively worded five-point scales. Favorable responses are those where the employee strongly agreed or agreed to the statement. The percentage mixed refers to those who circled the “partly agree/partly disagree” response option. The percent unfavorable is the percentage that disagreed or strongly disagreed with the statement.

**Last Year’s Percent Favorable** - This is the percentage of employees that Strongly agreed or Agreed with this statement in last year’s survey.

**This Year’s Percent Favorable** - This is the percentage of employees that Strongly agreed or Agreed with this statement in this year’s survey.

**Change** - The difference between the this year’s and last year’s percent favorable result.

**Importance** - Employees were asked to circle the *ten* items that they feel are most important to them. The percentages in this column indicate the percentage of employees that circled this item as one of the ten most important to them.

**Norm Comparison** - The results for many of the items were compared to The Discovery Group Normative Database™. The database consists of 56 organizations we have surveyed in the last several years. The designations used in the column refer to the comparison of this year’s percentage favorable response to the norm. The following system is used:

- 0 less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## **SATISFACTION BY IMPORTANCE SCATTERPLOT**

Near the end of the report is a Satisfaction By Importance Scatterplot. This graph plots satisfaction (i.e., percent favorable) against the importance ratings. The points in the chart are actual item numbers. Items in the upper left quadrant are areas of dissatisfaction viewed as important to employees.

The horizontal and vertical axes within the body of the chart represent the means of the importance and satisfaction distributions.

In some cases, capital letters appear in the chart. The item numbers these letters represent is located in the footnotes below the chart.

## **MATRIX CHART**

The Matrix Chart is located at the end of the data report. It provides a quick capsule view of all of the results so that one can identify differences in the opinions of different subgroups in the organization.

Each cell in the chart represents dimension scores. (Dimension scores are the average percent favorable for all of the items within that section of the survey.)

Those cells highlighted in black are 5 percent or more above the result for all respondents. Cells highlighted in gray are 5 percent or more below the cell in that row for all respondents.

## **INTERPRETATIONS**

The Discovery Groups' interpretations of these results will be presented in the Final Report that will be submitted to Delta within the next few weeks.

**Notes:** Some of the percentages in the table may not sum exactly to 100% due to rounding error.

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>JOB CONTENT (3 Items)</b>																	
All respondents	269	1	76%		17%	7	28%	48%	17%	5%	2%	70%	76%	6%	16%	+1	
Senior Management	14	0	74%	12	14		36%	38%	12%	5%	10%	67%	74%	7%	24%		
Salaried employees	79	1	74%	19%	7		27%	46%	19%	6%	1%	70%	74%	3%	21%		
Hourly employees	149	0	79%	16			30%	49%	16%	3%	1%	71%	79%	8%	14%		
Supervisors	42	0	86%	8	6		36%	50%	8%	5%	2%	71%	86%	15%	23%		
Non supervisors	203	1	75%	19%	6		28%	47%	19%	4%	2%	70%	75%	5%	16%		
Operations	43	0	84%	13			36%	48%	13%	2%	0%	73%	84%	11%	16%		
Marketing	30	0	72%	20%	8		28%	44%	20%	6%	2%	68%	72%	4%	12%		
Sales	19	0	82%	18%			26%	56%	18%	0%	0%	57%	82%	26%	16%		
Customer Service	34	0	74%	12	15		32%	41%	12%	11%	4%	73%	74%	0%	13%		
Other departments	18	0	78%	20%			28%	50%	20%	2%	0%	75%	78%	3%	24%		
Day shift	220	1	77%	16%	7		29%	47%	16%	5%	2%	70%	77%	6%	16%		
Night shift	21	0	70%	27%			21%	49%	27%	3%	0%	69%	70%	0%	21%		
Less than 2 years tenure	33	0	81%	15			30%	51%	15%	4%	0%	78%	81%	3%	14%		
2 to 5 years tenure	67	1	75%	16%	8		27%	49%	16%	6%	2%	69%	75%	6%	16%		
More than 5 years tenure	144	0	76%	17%	6		30%	46%	17%	5%	2%	69%	76%	7%	18%		
Intend to stay	199	1	80%	16			33%	48%	16%	3%	0%	79%	80%	2%	17%		
Intend to leave	21	0	51%	22%	27%		14%	37%	22%	16%	11%	47%	51%	4%	6%		

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### JOB CONTENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
1. I feel the amount of work I am expected to do is reasonable.																	
All respondents	270	0						27%	49%	17%	5%	1%	70%	77%	6%	6%	+1
Senior Management	14	0						36%	29%	14%	14%	7%	55%	64%	10%	7%	
Salaried employees	80	0						26%	51%	15%	6%	1%	73%	78%	5%	8%	
Hourly employees	149	0						30%	50%	17%	3%	0%	68%	80%	12%	7%	
Supervisors	42	0						31%	52%	5%	10%	2%	62%	83%	22%	5%	
Non supervisors	204	0						28%	49%	19%	3%	0%	72%	77%	5%	7%	
Operations	43	0						40%	44%	14%	2%	0%	72%	84%	11%	12%	
Marketing	30	0						37%	37%	23%	3%	0%	72%	73%	2%	3%	
Sales	19	0						26%	63%	11%	0%	0%	40%	89%	49%	0%	
Customer Service	34	0						24%	47%	21%	9%	0%	74%	71%	-4%	9%	
Other departments	18	0						28%	44%	22%	6%	0%	71%	72%	2%	6%	
Day shift	221	0						29%	49%	16%	5%	1%	70%	78%	8%	7%	
Night shift	21	0						19%	48%	33%	0%	0%	74%	67%	-7%	10%	
Less than 2 years tenure	33	0						36%	42%	21%	0%	0%	80%	79%	-1%	9%	
2 to 5 years tenure	68	0						25%	51%	16%	7%	0%	72%	76%	4%	6%	
More than 5 years tenure	144	0						28%	49%	16%	5%	1%	68%	78%	10%	7%	
Intend to stay	200	0						32%	50%	15%	4%	0%	77%	82%	5%	6%	
Intend to leave	21	0						10%	33%	33%	19%	5%	54%	43%	-11%	5%	

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- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### JOB CONTENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
2. I have the decision-making authority I need to do my job well.																	
All respondents	268	2						23%	46%	21%	7%	3%	63%	69%	6%	10%	+1
Senior Management	14	0						43%	43%	7%	0%	7%	82%	86%	4%	21%	
Salaried employees	78	2						26%	38%	27%	9%	0%	65%	64%	-1%	20%	
Hourly employees	149	0						23%	50%	19%	5%	3%	68%	72%	5%	5%	
Supervisors	42	0						38%	48%	10%	5%	0%	79%	86%	7%	29%	
Non supervisors	202	2						22%	46%	23%	6%	3%	60%	68%	8%	7%	
Operations	42	1						21%	60%	17%	2%	0%	60%	81%	21%	0%	
Marketing	29	1						17%	38%	24%	14%	7%	46%	55%	9%	10%	
Sales	19	0						21%	58%	21%	0%	0%	70%	79%	9%	16%	
Customer Service	34	0						32%	38%	6%	18%	6%	71%	71%	0%	9%	
Other departments	18	0						28%	50%	22%	0%	0%	76%	78%	1%	22%	
Day shift	219	2						25%	45%	21%	7%	3%	64%	70%	6%	12%	
Night shift	21	0						24%	48%	24%	5%	0%	55%	71%	16%	5%	
Less than 2 years tenure	33	0						27%	55%	9%	9%	0%	61%	82%	21%	6%	
2 to 5 years tenure	66	2						20%	48%	18%	8%	6%	59%	68%	9%	12%	
More than 5 years tenure	144	0						26%	42%	24%	6%	1%	65%	69%	4%	12%	
Intend to stay	198	2						27%	47%	21%	4%	1%	74%	74%	0%	10%	
Intend to leave	21	0						14%	33%	19%	19%	14%	31%	48%	16%	5%	

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- +3/-3  30 percentage points or more above/below norm



## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### JOB CONTENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
3. I am able to balance my work life and my personal life to my satisfaction.																	
All respondents	270	0						34%	48%	13%	3%	2%	78%	83%	5%	31%	+2
Senior Management	14	0						29%	43%	14%	0%	14%	64%	71%	8%	43%	
Salaried employees	80	0						30%	49%	16%	4%	1%	74%	79%	5%	35%	
Hourly employees	149	0						37%	49%	11%	2%	1%	79%	86%	7%	30%	
Supervisors	42	0						38%	50%	10%	0%	2%	72%	88%	16%	36%	
Non supervisors	204	0						33%	48%	14%	3%	1%	78%	81%	3%	32%	
Operations	43	0						47%	42%	9%	2%	0%	87%	88%	2%	37%	
Marketing	30	0						30%	57%	13%	0%	0%	87%	87%	-1%	23%	
Sales	19	0						32%	47%	21%	0%	0%	60%	79%	19%	32%	
Customer Service	34	0						41%	38%	9%	6%	6%	74%	79%	5%	21%	
Other departments	18	0						28%	56%	17%	0%	0%	76%	83%	7%	44%	
Day shift	221	0						35%	48%	13%	3%	2%	77%	82%	5%	30%	
Night shift	21	0						19%	52%	24%	5%	0%	80%	71%	-9%	48%	
Less than 2 years tenure	33	0						27%	55%	15%	3%	0%	94%	82%	-12%	27%	
2 to 5 years tenure	68	0						35%	46%	15%	3%	1%	76%	81%	5%	29%	
More than 5 years tenure	144	0						35%	47%	12%	3%	3%	75%	83%	7%	35%	
Intend to stay	200	0						39%	47%	12%	2%	1%	85%	86%	1%	36%	
Intend to leave	21	0						19%	43%	14%	10%	14%	54%	62%	8%	10%	

= Favorable    = Mixed    = Unfavorable

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- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

# FICTITIOUS COMPANY Employee Opinion Survey

## Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>WORK ORGANIZATION AND QUALITY (3 Items)</b>																	
All respondents	264	6	75%	18%	7	25%	49%	18%	7%	1%	59%	75%	16%	11%	+2		
Senior Management	13	1	85%	13	6	51%	33%	13%	3%	0%	70%	85%	15%	17%			
Salaried employees	79	1	72%	22%	6	25%	48%	22%	6%	0%	55%	72%	17%	13%			
Hourly employees	146	3	76%	17%	7	25%	51%	17%	6%	1%	62%	76%	14%	9%			
Supervisors	41	1	80%	14	6	31%	50%	14%	4%	2%	61%	80%	19%	13%			
Non supervisors	200	4	74%	19%	7	25%	48%	19%	6%	1%	58%	74%	16%	10%			
Operations	42	1	88%	9	1	41%	47%	9%	2%	0%	75%	88%	13%	10%			
Marketing	30	0	72%	18%	10	29%	43%	18%	8%	2%	56%	72%	17%	8%			
Sales	18	1	72%	24%	1	20%	52%	24%	4%	0%	50%	72%	22%	11%			
Customer Service	34	0	63%	23%	15	21%	42%	23%	12%	3%	60%	63%	2%	10%			
Other departments	18	0	72%	20%	7	22%	50%	20%	7%	0%	47%	72%	25%	17%			
Day shift	216	5	73%	20%	7	26%	48%	20%	6%	1%	58%	73%	16%	11%			
Night shift	21	0	82%	10	8	23%	60%	10%	8%	0%	77%	82%	6%	10%			
Less than 2 years tenure	33	0	87%	7	6	39%	47%	7%	6%	0%	75%	87%	12%	10%			
2 to 5 years tenure	66	2	71%	20%	9	24%	47%	20%	8%	2%	60%	71%	11%	10%			
More than 5 years tenure	141	3	73%	21%	6	25%	49%	21%	5%	1%	54%	73%	19%	12%			
Intend to stay	196	4	80%	17%	1	30%	49%	17%	4%	0%	65%	80%	15%	12%			
Intend to leave	20	1	52%	18%	30%	7%	45%	18%	23%	7%	41%	52%	10%	10%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### WORK ORGANIZATION AND QUALITY (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
4. I have the tools and equipment I need to perform my job well.																	
All respondents	267	3						21%	54%	19%	6%	0%	63%	75%	12%	16%	+1
Senior Management	13	1						54%	38%	0%	8%	0%	82%	92%	10%	14%	
Salaried employees	79	1						13%	56%	27%	5%	0%	59%	68%	10%	24%	
Hourly employees	148	1						23%	55%	18%	4%	1%	68%	78%	10%	13%	
Supervisors	41	1						20%	63%	12%	2%	2%	62%	83%	21%	12%	
Non supervisors	202	2						22%	52%	21%	5%	0%	62%	74%	12%	18%	
Operations	43	0						42%	49%	9%	0%	0%	80%	91%	11%	19%	
Marketing	30	0						23%	50%	23%	3%	0%	59%	73%	14%	3%	
Sales	18	1						28%	44%	22%	6%	0%	50%	72%	22%	16%	
Customer Service	34	0						15%	44%	29%	9%	3%	68%	59%	-10%	18%	
Other departments	18	0						11%	56%	28%	6%	0%	59%	67%	8%	22%	
Day shift	218	3						20%	54%	21%	5%	0%	62%	74%	12%	16%	
Night shift	21	0						19%	62%	14%	5%	0%	75%	81%	6%	10%	
Less than 2 years tenure	33	0						36%	45%	12%	6%	0%	65%	82%	17%	12%	
2 to 5 years tenure	67	1						16%	54%	24%	6%	0%	72%	70%	-2%	12%	
More than 5 years tenure	142	2						21%	55%	19%	4%	1%	56%	76%	20%	20%	
Intend to stay	198	2						24%	56%	17%	3%	0%	70%	80%	10%	19%	
Intend to leave	20	1						5%	45%	20%	25%	5%	49%	50%	1%	14%	

= Favorable    = Mixed    = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### WORK ORGANIZATION AND QUALITY (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
5. There are usually enough qualified employees to handle the workload.																	
All respondents	263	7	62%	24%	14%	16%	46%	24%	13%	2%	45%	62%	17%	7%	+2		
Senior Management	13	1	77%	23%		31%	46%	23%	0%	0%	55%	77%	22%	0%			
Salaried employees	78	2	59%	29%	12%	18%	41%	29%	12%	0%	41%	59%	18%	9%			
Hourly employees	146	3	63%	22%	15%	17%	46%	22%	12%	3%	43%	63%	21%	5%			
Supervisors	41	1	63%	24%	12%	12%	51%	24%	10%	2%	49%	63%	14%	5%			
Non supervisors	199	5	61%	25%	14%	19%	42%	25%	13%	2%	44%	61%	18%	7%			
Operations	42	1	81%	12%	7%	33%	48%	12%	7%	0%	53%	81%	28%	5%			
Marketing	30	0	53%	20%	27%	13%	40%	20%	20%	7%	41%	53%	12%	13%			
Sales	18	1	61%	33%	6%	6%	56%	33%	6%	0%	30%	61%	31%	0%			
Customer Service	34	0	47%	29%	24%	15%	32%	29%	21%	3%	38%	47%	9%	3%			
Other departments	18	0	50%	33%	17%	17%	33%	33%	17%	0%	35%	50%	15%	11%			
Day shift	215	6	60%	27%	13%	18%	42%	27%	12%	2%	44%	60%	16%	6%			
Night shift	21	0	71%	10%	19%	14%	57%	10%	19%	0%	60%	71%	11%	10%			
Less than 2 years tenure	33	0	85%	12%		24%	61%	3%	12%	0%	68%	85%	17%	3%			
2 to 5 years tenure	65	3	54%	25%	22%	17%	37%	25%	17%	5%	46%	54%	8%	12%			
More than 5 years tenure	141	3	60%	30%	11%	16%	43%	30%	10%	1%	39%	60%	21%	5%			
Intend to stay	194	6	67%	24%	9%	20%	47%	24%	9%	0%	48%	67%	19%	6%			
Intend to leave	20	1	35%	20%	45%	10%	25%	20%	35%	10%	37%	35%	-2%	10%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### WORK ORGANIZATION AND QUALITY (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
6. Overall, I believe the quality of the services Fictitious provides to its customers is excellent.																	
All respondents	263	7						39%	49%	11%	1%	0%	69%	87%	18%	9%	+2
Senior Management	13	1						69%	15%	15%	0%	0%	73%	85%	12%	36%	
Salaried employees	79	1						43%	47%	10%	0%	0%	65%	90%	25%	8%	
Hourly employees	145	4						34%	52%	12%	1%	1%	75%	86%	11%	9%	
Supervisors	41	1						61%	34%	5%	0%	0%	72%	95%	23%	24%	
Non supervisors	199	5						35%	51%	13%	1%	1%	68%	86%	18%	7%	
Operations	42	1						48%	45%	7%	0%	0%	93%	93%	0%	7%	
Marketing	30	0						50%	40%	10%	0%	0%	67%	90%	23%	7%	
Sales	18	1						28%	56%	17%	0%	0%	70%	83%	13%	16%	
Customer Service	34	0						32%	50%	9%	6%	3%	74%	82%	8%	9%	
Other departments	18	0						39%	61%	0%	0%	0%	47%	100%	53%	17%	
Day shift	216	5						39%	47%	12%	1%	0%	67%	87%	20%	10%	
Night shift	20	1						35%	60%	5%	0%	0%	95%	95%	0%	10%	
Less than 2 years tenure	33	0						58%	36%	6%	0%	0%	93%	94%	1%	15%	
2 to 5 years tenure	66	2						38%	52%	11%	0%	0%	64%	89%	26%	7%	
More than 5 years tenure	140	4						36%	48%	14%	1%	1%	67%	84%	17%	10%	
Intend to stay	195	5						47%	45%	9%	0%	0%	76%	91%	15%	10%	

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### WORK ORGANIZATION AND QUALITY (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
6. Overall, I believe the quality of the services Fictitious provides to its customers is excellent. Intend to leave	20	1						5%	65%	15%	10%	5%	38%	70%	32%	5%	

■ = Favorable  
  = Mixed  
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- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>COMMUNICATION (3 Items)</b>																	
All respondents	266	4	68%	21%	11%	20%	48%	21%	8%	4%	58%	68%	10%	13%	+1		
Senior Management	13	1	90%	8%		59%	31%	8%	3%	0%	73%	90%	17%	31%			
Salaried employees	79	1	69%	23%	8%	18%	51%	23%	5%	3%	58%	69%	11%	14%			
Hourly employees	147	2	67%	20%	13%	17%	50%	20%	9%	5%	57%	67%	9%	11%			
Supervisors	41	1	83%	11%	6%	36%	47%	11%	4%	2%	71%	83%	12%	18%			
Non supervisors	201	3	66%	23%	12%	17%	49%	23%	8%	4%	54%	66%	11%	12%			
Operations	43	0	70%	22%	8%	23%	47%	22%	5%	2%	59%	70%	11%	9%			
Marketing	30	0	72%	18%	10%	30%	42%	18%	9%	1%	62%	72%	10%	16%			
Sales	18	1	74%	19%	7%	19%	56%	19%	4%	4%	57%	74%	17%	14%			
Customer Service	34	0	50%	21%	29%	16%	34%	21%	14%	16%	52%	50%	-2%	11%			
Other departments	18	0	70%	24%	6%	13%	57%	24%	4%	2%	61%	70%	10%	24%			
Day shift	217	4	67%	21%	12%	20%	48%	21%	8%	4%	57%	67%	11%	14%			
Night shift	21	0	73%	24%		17%	56%	24%	3%	0%	65%	73%	8%	8%			
Less than 2 years tenure	33	0	86%	10%		40%	46%	10%	3%	1%	74%	86%	12%	14%			
2 to 5 years tenure	67	1	70%	22%	9%	19%	51%	22%	6%	3%	54%	70%	15%	14%			
More than 5 years tenure	142	2	63%	23%	14%	15%	48%	23%	9%	5%	56%	63%	7%	13%			
Intend to stay	197	3	76%	18%	6%	23%	53%	18%	6%	1%	67%	76%	9%	13%			
Intend to leave	20	1	30%	25%	45%	7%	23%	25%	18%	27%	38%	30%	-8%	13%			

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- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### COMMUNICATION (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
7. I have a good understanding of our overall company goals.																	
All respondents	267	3						26%	59%	13%	1%	1%	79%	85%	6%	9%	+2
Senior Management	13	1						85%	8%	8%	0%	0%	82%	92%	10%	21%	
Salaried employees	79	1						30%	57%	11%	0%	1%	80%	87%	7%	10%	
Hourly employees	148	1						19%	65%	14%	2%	1%	77%	84%	7%	7%	
Supervisors	41	1						54%	46%	0%	0%	0%	89%	100%	11%	14%	
Non supervisors	202	2						21%	61%	15%	1%	1%	76%	82%	7%	8%	
Operations	43	0						26%	63%	12%	0%	0%	73%	88%	15%	9%	
Marketing	30	0						27%	63%	10%	0%	0%	95%	90%	-5%	7%	
Sales	18	1						22%	67%	11%	0%	0%	70%	89%	19%	0%	
Customer Service	34	0						21%	50%	18%	6%	6%	74%	71%	-4%	9%	
Other departments	18	0						28%	61%	11%	0%	0%	88%	89%	1%	17%	
Day shift	218	3						28%	56%	13%	1%	1%	78%	84%	6%	10%	
Night shift	21	0						10%	76%	14%	0%	0%	80%	86%	6%	5%	
Less than 2 years tenure	33	0						39%	55%	6%	0%	0%	90%	94%	4%	12%	
2 to 5 years tenure	67	1						22%	70%	7%	0%	0%	76%	93%	17%	9%	
More than 5 years tenure	142	2						25%	55%	17%	2%	1%	77%	80%	3%	8%	
Intend to stay	198	2						29%	61%	9%	1%	0%	86%	90%	4%	10%	
Intend to leave	20	1						15%	40%	35%	5%	5%	71%	55%	-16%	5%	

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**FICTITIOUS COMPANY**  
Employee Opinion Survey

**Item Detail**

**COMMUNICATION (3 Items)**

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
8. I receive the information I need to perform my job well.																	
All respondents	267	3	62%	27%	11%	17%	45%	27%	9%	2%	44%	62%	17%	16%	+1		
Senior Management	13	1	92%	8%		38%	54%	8%	0%	0%	64%	92%	29%	21%			
Salaried employees	79	1	61%	33%	6%	14%	47%	33%	5%	1%	49%	61%	12%	19%			
Hourly employees	148	1	61%	24%	14%	17%	45%	24%	11%	3%	44%	61%	17%	15%			
Supervisors	41	1	73%	20%	7%	27%	46%	20%	5%	2%	60%	73%	14%	14%			
Non supervisors	202	2	61%	27%	12%	15%	46%	27%	10%	2%	42%	61%	19%	17%			
Operations	43	0	60%	30%	9%	28%	33%	30%	9%	0%	53%	60%	7%	7%			
Marketing	30	0	67%	20%	13%	30%	37%	20%	13%	0%	38%	67%	28%	20%			
Sales	18	1	78%	17%	6%	17%	61%	17%	6%	0%	60%	78%	18%	21%			
Customer Service	34	0	41%	24%	35%	18%	24%	24%	21%	15%	41%	41%	0%	12%			
Other departments	18	0	67%	28%	6%	6%	61%	28%	6%	0%	53%	67%	14%	28%			
Day shift	218	3	62%	26%	12%	16%	47%	26%	10%	2%	46%	62%	17%	17%			
Night shift	21	0	62%	33%	5%	24%	38%	33%	5%	0%	50%	62%	12%	10%			
Less than 2 years tenure	33	0	85%	12%		42%	42%	12%	3%	0%	55%	85%	30%	3%			
2 to 5 years tenure	67	1	58%	33%	9%	18%	40%	33%	9%	0%	49%	58%	9%	22%			
More than 5 years tenure	142	2	59%	26%	15%	11%	48%	26%	11%	4%	42%	59%	17%	17%			
Intend to stay	198	2	71%	23%	7%	20%	51%	23%	7%	0%	53%	71%	17%	17%			
Intend to leave	20	1	25%	30%	45%	5%	20%	30%	25%	20%	31%	25%	-6%	10%			

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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### COMMUNICATION (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
9. I feel free to voice my opinions openly in the company.																	
All respondents	264	6	56%	23%	20%	16%	40%	23%	13%	8%	50%	56%	6%	14%	0		
Senior Management	13	1	85%	8	8	54%	31%	8%	8%	0%	73%	85%	12%	50%			
Salaried employees	78	2	59%	26%	15	10%	49%	26%	10%	5%	45%	59%	14%	13%			
Hourly employees	146	3	54%	23%	23%	15%	39%	23%	12%	10%	51%	54%	3%	12%			
Supervisors	41	1	76%	15	10	27%	49%	15%	7%	2%	64%	76%	12%	26%			
Non supervisors	199	5	54%	25%	21%	14%	40%	25%	12%	9%	46%	54%	8%	12%			
Operations	42	1	62%	24%	14	17%	45%	24%	7%	7%	50%	62%	12%	9%			
Marketing	29	1	59%	24%	17%	34%	24%	24%	14%	3%	51%	59%	7%	20%			
Sales	18	1	56%	28%	17%	17%	39%	28%	6%	11%	40%	56%	16%	21%			
Customer Service	34	0	38%	21%	41%	9%	29%	21%	15%	26%	41%	38%	-3%	12%			
Other departments	18	0	56%	33%	11	6%	50%	33%	6%	6%	41%	56%	14%	28%			
Day shift	216	5	56%	23%	22%	16%	40%	23%	13%	9%	47%	56%	8%	15%			
Night shift	21	0	71%	24%		19%	52%	24%	5%	0%	65%	71%	6%	10%			
Less than 2 years tenure	32	1	78%	13	9	38%	41%	13%	6%	3%	77%	78%	1%	27%			
2 to 5 years tenure	66	2	58%	24%	18%	17%	41%	24%	9%	9%	38%	58%	20%	12%			
More than 5 years tenure	141	3	51%	26%	23%	10%	41%	26%	14%	9%	49%	51%	2%	13%			
Intend to stay	195	5	66%	22%	12	19%	47%	22%	10%	3%	60%	66%	6%	13%			
Intend to leave	20	1	10	10	80%	0%	10%	10%	25%	55%	11%	10%	-1%	24%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
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- +3/-3   30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>TEAMWORK (3 Items)</b>																	
All respondents	248	22	62%	27%	11%	17%	45%	27%	7%	4%	56%	62%	5%	13%	0		
Senior Management	13	1	70%	28%		30%	40%	28%	3%	0%	70%	70%	0%	29%			
Salaried employees	76	4	68%	21%	10%	18%	50%	21%	8%	2%	54%	68%	14%	13%			
Hourly employees	135	14	59%	28%	13%	16%	43%	28%	8%	5%	58%	59%	2%	14%			
Supervisors	41	1	76%	19%	6%	21%	54%	19%	2%	3%	61%	76%	14%	17%			
Non supervisors	187	17	60%	27%	13%	17%	43%	27%	9%	4%	56%	60%	4%	14%			
Operations	39	4	67%	23%	9%	19%	48%	23%	6%	3%	61%	67%	6%	15%			
Marketing	27	3	63%	26%	11%	23%	40%	26%	7%	4%	55%	63%	9%	12%			
Sales	17	2	67%	31%		25%	42%	31%	2%	0%	71%	67%	-4%	16%			
Customer Service	32	2	46%	25%	29%	5%	41%	25%	15%	15%	57%	46%	-11%	12%			
Other departments	17	1	75%	18%	8%	20%	55%	18%	8%	0%	61%	75%	14%	9%			
Day shift	205	16	62%	27%	12%	17%	45%	27%	8%	4%	56%	62%	5%	14%			
Night shift	19	2	64%	26%	10%	19%	45%	26%	7%	3%	67%	64%	-3%	21%			
Less than 2 years tenure	30	3	73%	18%	10%	34%	38%	18%	4%	5%	78%	73%	-6%	13%			
2 to 5 years tenure	61	7	64%	26%	11%	18%	45%	26%	9%	2%	53%	64%	11%	9%			
More than 5 years tenure	135	9	59%	28%	12%	13%	47%	28%	7%	5%	54%	59%	5%	17%			
Intend to stay	183	17	69%	24%	7%	19%	50%	24%	5%	2%	66%	69%	3%	15%			
Intend to leave	20	1	26%	28%	46%	10%	16%	28%	26%	20%	27%	26%	-1%	14%			

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- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### TEAMWORK (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
10. Cooperation is good among people in my department.																	
All respondents	267	3						31%	42%	18%	5%	4%	76%	73%	-3%	22%	0
Senior Management	14	0						57%	21%	21%	0%	0%	82%	79%	-3%	43%	
Salaried employees	80	0						31%	46%	13%	6%	4%	74%	78%	4%	21%	
Hourly employees	148	1						29%	42%	19%	5%	5%	76%	71%	-5%	22%	
Supervisors	42	0						45%	45%	10%	0%	0%	85%	90%	6%	31%	
Non supervisors	203	1						28%	41%	19%	6%	5%	74%	69%	-5%	22%	
Operations	43	0						28%	42%	21%	2%	7%	76%	70%	-6%	21%	
Marketing	29	1						41%	41%	14%	3%	0%	79%	83%	4%	10%	
Sales	19	0						53%	37%	11%	0%	0%	89%	89%	1%	32%	
Customer Service	34	0						6%	41%	26%	12%	15%	68%	47%	-21%	21%	
Other departments	18	0						39%	44%	11%	6%	0%	88%	83%	-5%	17%	
Day shift	220	1						30%	41%	18%	6%	5%	75%	71%	-3%	24%	
Night shift	21	0						33%	48%	19%	0%	0%	85%	81%	-4%	24%	
Less than 2 years tenure	33	0						48%	33%	9%	3%	6%	90%	82%	-9%	21%	
2 to 5 years tenure	67	1						36%	43%	10%	9%	1%	74%	79%	5%	13%	
More than 5 years tenure	144	0						24%	43%	23%	4%	6%	72%	67%	-5%	29%	
Intend to stay	197	3						34%	46%	13%	4%	3%	85%	80%	-4%	26%	
Intend to leave	21	0						19%	10%	33%	19%	19%	42%	29%	-14%	24%	

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- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### TEAMWORK (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
11. Cooperation is good between departments.																	
All respondents	263	7	54%	33%	13%	10%	44%	33%	9%	4%	46%	54%	8%	17%	0		
Senior Management	14	0	71%	29%		21%	50%	29%	0%	0%	73%	71%	-1%	36%			
Salaried employees	79	1	71%	20%	9%	14%	57%	20%	9%	0%	46%	71%	25%	15%			
Hourly employees	147	2	45%	38%	17%	7%	38%	38%	11%	6%	46%	45%	-1%	17%			
Supervisors	42	0	71%	19%	10%	10%	62%	19%	2%	7%	54%	71%	17%	19%			
Non supervisors	201	3	52%	33%	15%	10%	42%	33%	11%	3%	45%	52%	7%	18%			
Operations	42	1	55%	31%	14%	12%	43%	31%	12%	2%	48%	55%	6%	21%			
Marketing	29	1	38%	41%	21%	10%	28%	41%	10%	10%	42%	38%	-4%	27%			
Sales	19	0	63%	37%		11%	53%	37%	0%	0%	67%	63%	-4%	16%			
Customer Service	34	0	38%	29%	32%	3%	35%	29%	21%	12%	38%	38%	0%	12%			
Other departments	18	0	83%	11%	6%	11%	72%	11%	6%	0%	47%	83%	36%	11%			
Day shift	219	2	55%	32%	14%	9%	46%	32%	10%	4%	46%	55%	9%	16%			
Night shift	20	1	45%	35%	20%	15%	30%	35%	10%	10%	55%	45%	-10%	38%			
Less than 2 years tenure	33	0	61%	27%	12%	24%	36%	27%	6%	6%	74%	61%	-14%	18%			
2 to 5 years tenure	64	4	52%	34%	14%	5%	47%	34%	11%	3%	41%	52%	11%	15%			
More than 5 years tenure	144	0	55%	31%	15%	8%	47%	31%	10%	4%	42%	55%	13%	19%			
Intend to stay	194	6	63%	29%	8%	11%	52%	29%	5%	3%	55%	63%	9%	18%			
Intend to leave	21	0	19%	38%	43%	0%	19%	38%	29%	14%	24%	19%	-4%	14%			

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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### TEAMWORK (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
12. I believe that the time I have spent on committees at Fictitious has been time well spent.																	
All respondents	214	56	58%	31%	11	9%	49%	31%	8%	3%	45%	58%	13%	2%	n/a		
Senior Management	12	2	58%	33%	8	8%	50%	33%	8%	0%	55%	58%	4%	7%			
Salaried employees	69	11	55%	33%	12	7%	48%	33%	9%	3%	40%	55%	15%	3%			
Hourly employees	111	38	62%	28%	10	12%	50%	28%	6%	4%	49%	62%	13%	1%			
Supervisors	39	3	64%	28%	8	8%	56%	28%	5%	3%	43%	64%	22%	2%			
Non supervisors	157	47	58%	31%	11	10%	48%	31%	8%	3%	47%	58%	10%	2%			
Operations	31	12	81%	16	16%	65%	16%	3%	0%	59%	81%	22%	2%				
Marketing	24	6	71%	21%	8	17%	54%	21%	8%	0%	39%	71%	32%	0%			
Sales	14	5	43%	50%	7	7%	36%	50%	7%	0%	50%	43%	-7%	0%			
Customer Service	28	6	54%	18%	29%	7%	46%	18%	11%	18%	65%	54%	-11%	3%			
Other departments	15	3	53%	33%	13	7%	47%	33%	13%	0%	42%	53%	12%	0%			
Day shift	175	46	58%	31%	11	10%	47%	31%	7%	4%	46%	58%	12%	2%			
Night shift	17	4	65%	24%	12	6%	59%	24%	12%	0%	60%	65%	5%	0%			
Less than 2 years tenure	25	8	76%	16	8	28%	48%	16%	4%	4%	65%	76%	11%	0%			
2 to 5 years tenure	53	15	58%	34%	8	13%	45%	34%	8%	0%	40%	58%	18%	0%			
More than 5 years tenure	117	27	55%	32%	13	3%	51%	32%	8%	5%	47%	55%	7%	3%			
Intend to stay	158	42	63%	31%	6	9%	54%	31%	4%	1%	57%	63%	6%	2%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### TEAMWORK (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
12. I believe that the time I have spent on committees at Fictitious has been time well spent.  Intend to leave	19	2						11%	21%	11%	32%	26%	12%	32%	20%	5%	

■ = Favorable  
  = Mixed  
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- 0      less than 10 percentage points above/below norm
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- +2/-2  20 to 29 percentage points above/below norm
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# FICTITIOUS COMPANY Employee Opinion Survey

## Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>SUPERVISION (4 Items)</b>																	
All respondents	264	6	76%	14	10	39%	37%	14%	7%	4%	70%	76%	7%	14%	+1		
Senior Management	14	0	61%	24%	15	41%	20%	24%	15%	0%	55%	61%	7%	11%			
Salaried employees	80	0	81%	12	7	36%	45%	12%	6%	1%	72%	81%	9%	19%			
Hourly employees	147	2	76%	13	11	39%	36%	13%	6%	5%	71%	76%	5%	13%			
Supervisors	42	0	77%	13	10	42%	35%	13%	10%	0%	67%	77%	10%	17%			
Non supervisors	202	2	77%	13	10	38%	39%	13%	6%	4%	72%	77%	5%	14%			
Operations	43	0	79%	14	6	38%	41%	14%	2%	5%	66%	79%	13%	8%			
Marketing	29	1	88%	8		52%	36%	8%	3%	1%	64%	88%	24%	15%			
Sales	19	0	88%	8		57%	32%	4%	8%	0%	83%	88%	5%	18%			
Customer Service	33	1	52%	20%	28%	21%	31%	20%	14%	15%	72%	52%	-20%	24%			
Other departments	18	0	92%	6		29%	63%	6%	3%	0%	67%	92%	25%	21%			
Day shift	218	3	76%	13	11	38%	38%	13%	7%	4%	70%	76%	6%	15%			
Night shift	21	0	77%	21%		38%	39%	21%	1%	0%	68%	77%	10%	14%			
Less than 2 years tenure	33	0	82%	14		50%	32%	14%	3%	2%	81%	82%	0%	14%			
2 to 5 years tenure	67	1	76%	13	10	36%	41%	13%	7%	3%	71%	76%	5%	13%			
More than 5 years tenure	142	2	75%	14	12	37%	37%	14%	7%	4%	68%	75%	7%	15%			
Intend to stay	196	4	84%	11	6	45%	39%	11%	4%	1%	77%	84%	6%	14%			
Intend to leave	20	1	33%	20%	48%	4%	29%	20%	21%	26%	49%	33%	-16%	20%			

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- 0      less than 10 percentage points above/below norm
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- +2/-2  20 to 29 percentage points above/below norm
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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SUPERVISION (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
13. My immediate supervisor clearly communicates goals or assignments.																	
All respondents	267	3						34%	41%	14%	8%	3%	67%	75%	8%	14%	+1
Senior Management	14	0						29%	36%	21%	14%	0%	45%	64%	19%	14%	
Salaried employees	80	0						33%	44%	16%	8%	0%	73%	76%	4%	24%	
Hourly employees	148	1						34%	43%	13%	7%	4%	68%	76%	8%	11%	
Supervisors	42	0						38%	38%	14%	10%	0%	63%	76%	13%	19%	
Non supervisors	203	1						33%	43%	14%	7%	3%	70%	76%	6%	14%	
Operations	43	0						37%	49%	7%	2%	5%	62%	86%	24%	7%	
Marketing	29	1						48%	38%	10%	3%	0%	66%	86%	20%	17%	
Sales	19	0						37%	58%	0%	5%	0%	67%	95%	28%	11%	
Customer Service	34	0						24%	29%	24%	12%	12%	68%	53%	-15%	21%	
Other departments	18	0						22%	72%	0%	6%	0%	65%	94%	30%	17%	
Day shift	220	1						33%	42%	15%	8%	3%	68%	75%	7%	15%	
Night shift	21	0						33%	48%	14%	5%	0%	65%	81%	16%	14%	
Less than 2 years tenure	33	0						52%	30%	15%	3%	0%	84%	82%	-2%	18%	
2 to 5 years tenure	67	1						33%	40%	15%	10%	1%	71%	73%	3%	16%	
More than 5 years tenure	144	0						30%	44%	14%	8%	3%	63%	74%	11%	14%	
Intend to stay	197	3						38%	47%	10%	5%	1%	74%	85%	11%	14%	
Intend to leave	21	0						0%	19%	29%	33%	19%	50%	19%	-31%	24%	

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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SUPERVISION (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
14. My immediate supervisor does a good job of helping to solve job-related problems.																	
All respondents	263	7						37%	38%	17%	4%	4%	69%	75%	6%	11%	+1
Senior Management	13	1						38%	23%	38%	0%	0%	45%	62%	16%	7%	
Salaried employees	80	0						28%	52%	13%	5%	3%	74%	80%	6%	15%	
Hourly employees	147	2						40%	34%	18%	3%	5%	71%	74%	3%	11%	
Supervisors	41	1						39%	37%	20%	5%	0%	61%	76%	15%	12%	
Non supervisors	202	2						36%	40%	16%	4%	4%	73%	75%	2%	12%	
Operations	43	0						35%	40%	19%	0%	7%	69%	74%	5%	7%	
Marketing	29	1						48%	38%	14%	0%	0%	61%	86%	26%	17%	
Sales	19	0						58%	26%	11%	5%	0%	89%	84%	-5%	16%	
Customer Service	32	2						19%	38%	19%	13%	13%	74%	56%	-17%	18%	
Other departments	18	0						28%	67%	6%	0%	0%	71%	94%	24%	11%	
Day shift	217	4						35%	40%	16%	5%	4%	70%	75%	5%	13%	
Night shift	21	0						33%	43%	24%	0%	0%	75%	76%	1%	10%	
Less than 2 years tenure	33	0						45%	30%	18%	6%	0%	84%	76%	-8%	9%	
2 to 5 years tenure	67	1						34%	43%	15%	6%	1%	72%	78%	6%	10%	
More than 5 years tenure	141	3						35%	40%	17%	3%	6%	67%	74%	7%	14%	
Intend to stay	195	5						43%	39%	13%	3%	2%	76%	82%	6%	13%	

= Favorable    = Mixed    = Unfavorable

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- +2/-2  20 to 29 percentage points above/below norm
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# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### SUPERVISION (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
14. My immediate supervisor does a good job of helping to solve job-related problems.  Intend to leave	20	1						5%	25%	30%	15%	25%	53%	30%	-23%	14%	

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- 0      less than 10 percentage points above/below norm
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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SUPERVISION (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
15. My immediate supervisor encourages quality work.																	
All respondents	262	8						48%	38%	9%	4%	1%	79%	86%	7%	12%	+1
Senior Management	13	1						54%	23%	8%	15%	0%	64%	77%	13%	7%	
Salaried employees	80	0						46%	46%	5%	3%	0%	82%	93%	11%	16%	
Hourly employees	146	3						49%	36%	9%	4%	2%	80%	85%	5%	12%	
Supervisors	41	1						51%	39%	2%	7%	0%	78%	90%	12%	19%	
Non supervisors	201	3						48%	38%	8%	4%	1%	81%	86%	5%	12%	
Operations	41	2						46%	44%	10%	0%	0%	79%	90%	12%	7%	
Marketing	29	1						62%	31%	3%	3%	0%	71%	93%	22%	13%	
Sales	19	0						74%	21%	0%	5%	0%	89%	95%	6%	21%	
Customer Service	33	1						24%	36%	15%	15%	9%	89%	61%	-29%	24%	
Other departments	18	0						33%	61%	6%	0%	0%	75%	94%	19%	17%	
Day shift	216	5						48%	39%	6%	5%	1%	80%	87%	7%	13%	
Night shift	21	0						48%	33%	19%	0%	0%	75%	81%	6%	19%	
Less than 2 years tenure	33	0						55%	36%	6%	3%	0%	87%	91%	4%	15%	
2 to 5 years tenure	67	1						43%	42%	10%	3%	1%	78%	85%	7%	10%	
More than 5 years tenure	140	4						49%	36%	8%	6%	1%	80%	85%	5%	14%	
Intend to stay	195	5						53%	39%	6%	3%	0%	88%	92%	4%	14%	
Intend to leave	19	2						11%	47%	5%	21%	16%	61%	58%	-3%	19%	

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+2/-2   20 to 29 percentage points above/below norm  
+3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SUPERVISION (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
16. My immediate supervisor deals fairly with everyone.																	
All respondents	264	6	68%	16	16	36%	31%	16%	9%	7%	63%	68%	5%	17%	0		
Senior Management	14	0	43%	29%	29%	43%	0%	29%	29%	0%	64%	43%	-21%	14%			
Salaried employees	79	1	76%	15	9	38%	38%	15%	8%	1%	62%	76%	14%	23%			
Hourly employees	147	2	67%	13	20%	35%	32%	13%	10%	10%	64%	67%	3%	17%			
Supervisors	42	0	67%	14	19%	40%	26%	14%	19%	0%	67%	67%	-1%	19%			
Non supervisors	201	3	69%	14	16%	36%	33%	14%	8%	8%	63%	69%	6%	18%			
Operations	43	0	67%	21%	12	35%	33%	21%	5%	7%	55%	67%	12%	12%			
Marketing	29	1	86%	10		48%	38%	3%	7%	3%	58%	86%	28%	13%			
Sales	19	0	79%	16		58%	21%	5%	16%	0%	89%	79%	-10%	26%			
Customer Service	32	2	38%	22%	41%	19%	19%	22%	16%	25%	57%	38%	-19%	32%			
Other departments	18	0	83%	11	6	33%	50%	11%	6%	0%	56%	83%	27%	39%			
Day shift	217	4	68%	13	18%	36%	32%	13%	11%	8%	64%	68%	4%	19%			
Night shift	21	0	71%	29%		38%	33%	29%	0%	0%	55%	71%	16%	14%			
Less than 2 years tenure	33	0	79%	15	6	48%	30%	15%	0%	6%	71%	79%	8%	15%			
2 to 5 years tenure	66	2	70%	14	17%	32%	38%	14%	9%	8%	64%	70%	6%	16%			
More than 5 years tenure	142	2	65%	16	19%	36%	29%	16%	12%	7%	62%	65%	3%	20%			
Intend to stay	195	5	75%	15	10	44%	31%	15%	7%	3%	72%	75%	3%	17%			
Intend to leave	20	1	25%	15	60%	0%	25%	15%	15%	45%	32%	25%	-7%	24%			

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# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>PERFORMANCE MANAGEMENT (3 Items)</b>																	
All respondents	259	11	50%	28%	22%	14%	36%	28%	14%	8%	43%	50%	7%	10%	+1		
Senior Management	13	1	53%	28%	20%	18%	35%	28%	15%	5%	48%	53%	4%	12%			
Salaried employees	76	4	48%	30%	22%	13%	36%	30%	16%	6%	36%	48%	13%	13%			
Hourly employees	145	4	52%	27%	21%	14%	38%	27%	13%	8%	48%	52%	4%	9%			
Supervisors	41	1	59%	23%	18%	20%	39%	23%	13%	5%	45%	59%	14%	12%			
Non supervisors	196	8	49%	29%	22%	13%	36%	29%	14%	8%	43%	49%	6%	10%			
Operations	41	2	50%	27%	23%	19%	32%	27%	11%	11%	48%	50%	3%	6%			
Marketing	27	3	57%	23%	20%	20%	38%	23%	17%	2%	52%	57%	5%	9%			
Sales	19	0	61%	23%	16%	23%	39%	23%	16%	0%	54%	61%	8%	2%			
Customer Service	34	0	37%	27%	35%	12%	25%	27%	19%	17%	50%	37%	-13%	19%			
Other departments	18	0	51%	30%	19%	4%	47%	30%	13%	6%	32%	51%	19%	11%			
Day shift	213	8	51%	28%	22%	13%	37%	28%	14%	8%	43%	51%	8%	10%			
Night shift	21	0	46%	32%	22%	19%	27%	32%	16%	6%	55%	46%	-9%	13%			
Less than 2 years tenure	26	7	70%	20%	10%	30%	39%	20%	5%	5%	63%	70%	7%	5%			
2 to 5 years tenure	66	2	45%	31%	23%	15%	30%	31%	18%	6%	45%	45%	0%	11%			
More than 5 years tenure	143	1	49%	28%	23%	11%	38%	28%	14%	9%	39%	49%	10%	11%			
Intend to stay	191	9	57%	27%	16%	16%	41%	27%	11%	5%	54%	57%	3%	9%			
Intend to leave	21	0	24%	24%	52%	5%	19%	24%	25%	27%	23%	24%	1%	17%			

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- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PERFORMANCE MANAGEMENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
17. My performance reviews have been useful in helping me improve my job performance.																	
All respondents	257	13	66%	23%	11	19%	47%	23%	8%	4%	58%	66%	7%	5%	+2		
Senior Management	13	1	54%	31%	15	23%	31%	31%	8%	8%	73%	54%	-19%	7%			
Salaried employees	75	5	68%	23%	9	17%	51%	23%	9%	0%	53%	68%	15%	6%			
Hourly employees	144	5	67%	22%	11	19%	47%	22%	7%	4%	66%	67%	1%	4%			
Supervisors	41	1	73%	20%	7	20%	54%	20%	5%	2%	70%	73%	4%	10%			
Non supervisors	194	10	65%	23%	11	19%	46%	23%	8%	3%	57%	65%	8%	4%			
Operations	41	2	71%	22%	7	27%	44%	22%	2%	5%	66%	71%	5%	2%			
Marketing	27	3	70%	22%	7	26%	44%	22%	7%	0%	64%	70%	6%	7%			
Sales	19	0	74%	21%		26%	47%	21%	5%	0%	70%	74%	4%	0%			
Customer Service	34	0	47%	24%	29	15%	32%	24%	15%	15%	59%	47%	-12%	12%			
Other departments	18	0	72%	17%	11	11%	61%	17%	11%	0%	47%	72%	25%	0%			
Day shift	210	11	67%	22%	11	18%	49%	22%	8%	3%	58%	67%	9%	4%			
Night shift	21	0	62%	33%		24%	38%	33%	0%	5%	85%	62%	-23%	19%			
Less than 2 years tenure	25	8	72%	24%		44%	28%	24%	4%	0%	77%	72%	-5%	3%			
2 to 5 years tenure	65	3	65%	26%	9	20%	45%	26%	6%	3%	54%	65%	10%	4%			
More than 5 years tenure	143	1	65%	22%	13	15%	50%	22%	9%	4%	61%	65%	4%	6%			
Intend to stay	189	11	73%	21%	6	22%	51%	21%	4%	2%	75%	73%	-2%	5%			

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- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PERFORMANCE MANAGEMENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
17. My performance reviews have been useful in helping me improve my job performance.  Intend to leave	21	0						10%	29%	24%	19%	19%	26%	38%	12%	14%	

■ = Favorable  
  = Mixed  
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm



## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PERFORMANCE MANAGEMENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
18. There is a clear link in this company between good job performance and pay increases.																	
All respondents	257	13	39%	32%	29%	9%	30%	32%	19%	11%	37%	39%	2%	16%	+1		
Senior Management	13	1	69%	15	15	15%	54%	15%	8%	8%	45%	69%	24%	0%			
Salaried employees	75	5	40%	32%	28%	12%	28%	32%	21%	7%	36%	40%	4%	23%			
Hourly employees	145	4	39%	32%	30%	8%	30%	32%	18%	12%	41%	39%	-2%	13%			
Supervisors	41	1	63%	17%	20%	22%	41%	17%	12%	7%	50%	63%	13%	14%			
Non supervisors	195	9	36%	34%	30%	7%	29%	34%	20%	10%	36%	36%	0%	16%			
Operations	41	2	32%	32%	37%	10%	22%	32%	17%	20%	38%	32%	-6%	12%			
Marketing	27	3	44%	19%	37%	11%	33%	19%	30%	7%	57%	44%	-13%	13%			
Sales	19	0	32%	42%	26%	11%	21%	42%	26%	0%	33%	32%	-2%	5%			
Customer Service	34	0	35%	26%	38%	15%	21%	26%	21%	18%	51%	35%	-16%	24%			
Other departments	17	1	41%	35%	24%	0%	41%	35%	18%	6%	31%	41%	10%	22%			
Day shift	212	9	42%	31%	27%	9%	33%	31%	17%	10%	39%	42%	3%	15%			
Night shift	21	0	24%	33%	43%	10%	14%	33%	33%	10%	40%	24%	-16%	14%			
Less than 2 years tenure	25	8	56%	28%	16	12%	44%	28%	8%	8%	65%	56%	-9%	9%			
2 to 5 years tenure	66	2	35%	30%	35%	12%	23%	30%	27%	8%	44%	35%	-9%	18%			
More than 5 years tenure	143	1	41%	31%	29%	8%	33%	31%	17%	12%	30%	41%	11%	16%			
Intend to stay	190	10	45%	33%	22%	10%	35%	33%	15%	7%	49%	45%	-3%	16%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### PERFORMANCE MANAGEMENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
18. There is a clear link in this company between good job performance and pay increases.  Intend to leave	21	0	14	29%	57%		0%	14%	29%	29%	29%	18%	14%	-3%	10%		

■ = Favorable  
 ■ = Mixed  
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PERFORMANCE MANAGEMENT (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
19. Poor performance is not tolerated in this company.																	
All respondents	262	8	45%	29%	26%	14%	31%	29%	16%	9%	34%	45%	11%	9%	0		
Senior Management	14	0	36%	36%	29%	14%	21%	36%	29%	0%	27%	36%	8%	29%			
Salaried employees	79	1	38%	34%	28%	9%	29%	34%	16%	11%	19%	38%	19%	10%			
Hourly employees	145	4	50%	27%	23%	15%	35%	27%	14%	9%	38%	50%	12%	9%			
Supervisors	42	0	40%	33%	26%	19%	21%	33%	21%	5%	17%	40%	23%	12%			
Non supervisors	199	5	47%	29%	25%	13%	34%	29%	15%	10%	36%	47%	11%	10%			
Operations	41	2	49%	27%	24%	20%	29%	27%	15%	10%	40%	49%	9%	5%			
Marketing	28	2	57%	29%	14%	21%	36%	29%	14%	0%	36%	57%	21%	7%			
Sales	19	0	79%	16%		32%	47%	5%	16%	0%	56%	79%	23%	0%			
Customer Service	34	0	29%	32%	38%	6%	24%	32%	21%	18%	41%	29%	-12%	21%			
Other departments	18	0	39%	39%	22%	0%	39%	39%	11%	11%	18%	39%	21%	11%			
Day shift	216	5	44%	30%	26%	13%	31%	30%	17%	10%	32%	44%	11%	11%			
Night shift	21	0	52%	29%	19%	24%	29%	29%	14%	5%	40%	52%	12%	5%			
Less than 2 years tenure	29	4	79%	10%	10%	34%	45%	10%	3%	7%	48%	79%	31%	3%			
2 to 5 years tenure	66	2	36%	38%	26%	12%	24%	38%	20%	6%	37%	36%	-1%	10%			
More than 5 years tenure	144	0	42%	31%	28%	10%	32%	31%	17%	11%	26%	42%	16%	12%			
Intend to stay	194	6	52%	28%	20%	16%	36%	28%	14%	6%	39%	52%	13%	7%			
Intend to leave	21	0	19%	19%	62%	5%	14%	19%	29%	33%	26%	19%	-7%	29%			

■ = Favorable    □ = Mixed    ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>SENIOR MANAGEMENT TEAM (3 Items)</b>																	
All respondents	262	8						16%	51%	24%	6%	4%	57%	66%	10%	5%	+2
Senior Management	14	0						40%	31%	24%	5%	0%	82%	71%	-10%	5%	
Salaried employees	78	2						18%	47%	27%	6%	2%	52%	65%	13%	5%	
Hourly employees	146	3						13%	54%	22%	7%	4%	59%	67%	9%	6%	
Supervisors	42	0						25%	51%	17%	4%	3%	56%	75%	19%	6%	
Non supervisors	200	4						14%	50%	25%	7%	3%	57%	65%	8%	6%	
Operations	41	2						20%	59%	18%	2%	0%	72%	80%	7%	6%	
Marketing	30	0						22%	52%	21%	1%	3%	68%	74%	7%	3%	
Sales	19	0						9%	54%	26%	9%	2%	67%	63%	-4%	4%	
Customer Service	34	0						13%	39%	17%	13%	19%	56%	52%	-4%	7%	
Other departments	18	0						19%	44%	22%	11%	4%	49%	63%	14%	4%	
Day shift	219	2						16%	51%	22%	7%	4%	55%	67%	12%	5%	
Night shift	19	2						14%	45%	38%	4%	0%	70%	59%	-11%	5%	
Less than 2 years tenure	31	2						34%	54%	9%	1%	2%	89%	88%	-1%	8%	
2 to 5 years tenure	66	2						18%	52%	23%	6%	2%	54%	70%	16%	3%	
More than 5 years tenure	142	2						11%	49%	28%	7%	5%	50%	60%	9%	6%	
Intend to stay	196	4						18%	56%	21%	4%	1%	67%	74%	8%	6%	
Intend to leave	21	0						8%	27%	22%	19%	24%	32%	35%	3%	5%	

■ = Favorable  
 ■ = Mixed  
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SENIOR MANAGEMENT TEAM (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
20. I believe the Senior Management Team is doing a good job of stating business objectives clearly.																	
All respondents	262	8	77%			19%	15%	62%	19%	3%	2%	73%	77%	4%	1%	+2	
Senior Management	14	0	86%			14	36%	50%	14%	0%	0%	91%	86%	-5%	7%		
Salaried employees	78	2	74%			22%	19%	55%	22%	3%	1%	66%	74%	8%	1%		
Hourly employees	146	3	79%			16	12%	67%	16%	4%	1%	73%	79%	6%	1%		
Supervisors	42	0	90%			7	24%	67%	7%	0%	2%	76%	90%	15%	2%		
Non supervisors	200	4	75%			20%	14%	61%	20%	4%	1%	71%	75%	4%	1%		
Operations	40	3	90%			10	18%	73%	10%	0%	0%	86%	90%	4%	2%		
Marketing	30	0	90%			10	20%	70%	10%	0%	0%	85%	90%	5%	0%		
Sales	19	0	79%			21%	5%	74%	21%	0%	0%	80%	79%	-1%	0%		
Customer Service	34	0	56%			21%	12%	44%	21%	12%	12%	77%	56%	-21%	3%		
Other departments	18	0	78%			17%	17%	61%	17%	6%	0%	53%	78%	25%	0%		
Day shift	220	1	77%			18%	15%	61%	18%	4%	2%	71%	77%	6%	2%		
Night shift	18	3	78%			22%	17%	61%	22%	0%	0%	85%	78%	-7%	0%		
Less than 2 years tenure	31	2	94%			6	29%	65%	6%	0%	0%	93%	94%	0%	0%		
2 to 5 years tenure	65	3	80%			18%	15%	65%	18%	2%	0%	67%	80%	13%	1%		
More than 5 years tenure	143	1	73%			20%	12%	61%	20%	5%	3%	69%	73%	4%	2%		
Intend to stay	196	4	85%			13	17%	68%	13%	2%	0%	81%	85%	5%	2%		

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SENIOR MANAGEMENT TEAM (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
20. I believe the Senior Management Team is doing a good job of stating business objectives clearly. Intend to leave	21	0						5%	38%	29%	10%	19%	62%	43%	-19%	0%	

■ = Favorable  
  = Mixed  
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SENIOR MANAGEMENT TEAM (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
21. I believe the Senior Management Team is doing a good job of seeking the opinions and suggestions of employees.																	
All respondents	263	7	56%	30%	13%	12%	44%	30%	9%	5%	44%	56%	12%	5%	+2		
Senior Management	14	0	57%	36%	7%	29%	29%	36%	7%	0%	73%	57%	-16%	7%			
Salaried employees	79	1	51%	34%	15%	11%	39%	34%	13%	3%	36%	51%	14%	4%			
Hourly employees	146	3	60%	29%	12%	12%	48%	29%	6%	5%	47%	60%	13%	6%			
Supervisors	42	0	60%	26%	14%	19%	40%	26%	10%	5%	32%	60%	28%	5%			
Non supervisors	201	3	56%	32%	12%	11%	45%	32%	8%	4%	47%	56%	9%	5%			
Operations	41	2	73%	24%	3%	20%	54%	24%	2%	0%	62%	73%	11%	12%			
Marketing	30	0	57%	37%	7%	17%	40%	37%	3%	3%	61%	57%	-4%	3%			
Sales	19	0	58%	26%	16%	5%	53%	26%	11%	5%	60%	58%	-2%	5%			
Customer Service	34	0	50%	15%	35%	12%	38%	15%	15%	21%	41%	50%	9%	3%			
Other departments	18	0	44%	33%	22%	17%	28%	33%	17%	6%	44%	44%	1%	0%			
Day shift	219	2	58%	29%	14%	12%	45%	29%	9%	5%	42%	58%	16%	4%			
Night shift	19	2	42%	53%	5%	11%	32%	53%	5%	0%	60%	42%	-18%	10%			
Less than 2 years tenure	31	2	77%	16%	6%	32%	45%	16%	3%	3%	85%	77%	-8%	12%			
2 to 5 years tenure	66	2	61%	29%	11%	14%	47%	29%	8%	3%	44%	61%	16%	1%			
More than 5 years tenure	143	1	50%	36%	15%	7%	43%	36%	9%	6%	34%	50%	16%	6%			
Intend to stay	197	3	63%	29%	7%	14%	50%	29%	6%	1%	54%	63%	10%	6%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### SENIOR MANAGEMENT TEAM (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
21. I believe the Senior Management Team is doing a good job of seeking the opinions and suggestions of employees.  Intend to leave	21	0	33%	19%	48%		5%	29%	19%	19%	29%	18%	33%	16%	5%		

■ = Favorable  
 ■ = Mixed  
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm



## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SENIOR MANAGEMENT TEAM (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
22. I believe the Senior Management Team is doing a good job of showing a genuine interest in the well-being of employees.																	
All respondents	262	8	66%	22%	12%	21%	45%	22%	8%	5%	54%	66%	12%	9%	+2		
Senior Management	14	0	71%	21%	7%	57%	14%	21%	7%	0%	82%	71%	-10%	0%			
Salaried employees	77	3	69%	25%	6%	22%	47%	25%	4%	3%	53%	69%	16%	11%			
Hourly employees	147	2	63%	21%	16%	17%	46%	21%	10%	6%	56%	63%	7%	10%			
Supervisors	42	0	76%	19%	5%	31%	45%	19%	2%	2%	60%	76%	16%	10%			
Non supervisors	200	4	64%	23%	14%	19%	45%	23%	9%	5%	53%	64%	10%	10%			
Operations	42	1	76%	19%	5%	24%	52%	19%	5%	0%	69%	76%	7%	5%			
Marketing	30	0	77%	17%	7%	30%	47%	17%	0%	7%	58%	77%	19%	7%			
Sales	19	0	53%	32%	16%	16%	37%	32%	16%	0%	60%	53%	-7%	5%			
Customer Service	34	0	50%	15%	35%	15%	35%	15%	12%	24%	51%	50%	-1%	15%			
Other departments	18	0	67%	17%	17%	22%	44%	17%	11%	6%	50%	67%	17%	11%			
Day shift	218	3	66%	21%	13%	21%	45%	21%	8%	6%	52%	66%	14%	10%			
Night shift	19	2	58%	37%	5%	16%	42%	37%	5%	0%	65%	58%	-7%	5%			
Less than 2 years tenure	32	1	94%		6%	41%	53%	3%	0%	3%	90%	94%	4%	12%			
2 to 5 years tenure	66	2	70%	21%	9%	24%	45%	21%	8%	2%	50%	70%	20%	6%			
More than 5 years tenure	141	3	57%	28%	16%	13%	43%	28%	9%	7%	48%	57%	9%	11%			
Intend to stay	196	4	74%	20%	6%	23%	51%	20%	4%	1%	66%	74%	9%	9%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### SENIOR MANAGEMENT TEAM (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
22. I believe the Senior Management Team is doing a good job of showing a genuine interest in the well-being of employees.  Intend to leave	21	0						14%	14%	19%	29%	24%	18%	29%	11%	10%	

■ = Favorable   
  = Mixed   
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>PAY AND BENEFITS (3 Items)</b>																	
All respondents	258	12	57%	24%	19%	15%	42%	24%	13%	5%	53%	57%	4%	17%	+1		
Senior Management	14	0	73%	22%		27%	46%	22%	5%	0%	84%	73%	-11%	21%			
Salaried employees	75	5	64%	21%	15%	15%	49%	21%	12%	3%	54%	64%	10%	20%			
Hourly employees	144	5	52%	24%	23%	13%	39%	24%	16%	7%	49%	52%	4%	17%			
Supervisors	40	2	62%	23%	15%	18%	44%	23%	12%	3%	59%	62%	3%	28%			
Non supervisors	197	7	56%	24%	20%	14%	42%	24%	14%	6%	51%	56%	5%	17%			
Operations	39	4	47%	28%	25%	15%	32%	28%	15%	9%	55%	47%	-8%	17%			
Marketing	30	0	58%	17%	26%	21%	37%	17%	19%	7%	57%	58%	1%	29%			
Sales	19	0	52%	34%	14%	16%	36%	34%	13%	2%	52%	52%	0%	18%			
Customer Service	34	0	44%	22%	34%	10%	34%	22%	24%	11%	53%	44%	-9%	14%			
Other departments	18	0	61%	26%	13%	11%	50%	26%	11%	2%	71%	61%	-9%	30%			
Day shift	213	8	58%	23%	19%	15%	43%	23%	14%	5%	53%	58%	5%	18%			
Night shift	19	2	39%	30%	30%	7%	32%	30%	18%	13%	63%	39%	-24%	24%			
Less than 2 years tenure	30	3	73%	15%	12%	40%	33%	15%	7%	6%	73%	73%	0%	13%			
2 to 5 years tenure	67	1	55%	21%	24%	12%	42%	21%	18%	6%	52%	55%	3%	24%			
More than 5 years tenure	139	5	55%	27%	19%	11%	44%	27%	13%	6%	51%	55%	4%	17%			
Intend to stay	193	7	63%	24%	13%	17%	46%	24%	10%	3%	62%	63%	1%	19%			
Intend to leave	21	0	37%	19%	44%	11%	25%	19%	27%	17%	24%	37%	13%	17%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PAY AND BENEFITS (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
23. Overall, I think I am paid fairly compared with other people at Fictitious who hold similar jobs.																	
All respondents	258	12	51%	28%	21%	10%	41%	28%	15%	6%	49%	51%	2%	16%	0		
Senior Management	13	1	92%	8%		38%	54%	8%	0%	0%	100%	92%	-8%	21%			
Salaried employees	74	6	65%	20%	15%	14%	51%	20%	14%	1%	54%	65%	11%	18%			
Hourly employees	145	4	42%	32%	26%	6%	37%	32%	17%	9%	42%	42%	0%	17%			
Supervisors	38	4	63%	24%	13%	21%	42%	24%	11%	3%	56%	63%	8%	29%			
Non supervisors	198	6	49%	28%	22%	8%	41%	28%	16%	7%	48%	49%	1%	15%			
Operations	39	4	33%	33%	33%	5%	28%	33%	18%	15%	34%	33%	-1%	16%			
Marketing	30	0	53%	20%	27%	17%	37%	20%	20%	7%	64%	53%	-11%	30%			
Sales	19	0	37%	53%	11%	0%	37%	53%	11%	0%	40%	37%	-3%	11%			
Customer Service	34	0	38%	26%	35%	3%	35%	26%	21%	15%	51%	38%	-13%	15%			
Other departments	18	0	72%	17%	11%	17%	56%	17%	11%	0%	71%	72%	2%	17%			
Day shift	212	9	52%	27%	21%	11%	42%	27%	15%	6%	51%	52%	2%	17%			
Night shift	19	2	37%	37%	26%	0%	37%	37%	16%	11%	47%	37%	-11%	19%			
Less than 2 years tenure	29	4	76%	14%	10%	38%	38%	14%	3%	7%	71%	76%	5%	12%			
2 to 5 years tenure	67	1	48%	25%	27%	10%	37%	25%	21%	6%	51%	48%	-3%	22%			
More than 5 years tenure	139	5	48%	32%	20%	4%	44%	32%	14%	6%	45%	48%	3%	17%			
Intend to stay	191	9	58%	29%	13%	10%	48%	29%	9%	4%	58%	58%	0%	19%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PAY AND BENEFITS (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
23. Overall, I think I am paid fairly compared with other people at Fictitious who hold similar jobs. Intend to leave	21	0						10%	24%	14%	29%	24%	18%	33%	16%	19%	

■ = Favorable   
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 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PAY AND BENEFITS (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
24. Overall, I think I am paid fairly compared with people in other similar organizations who hold similar jobs.																	
All respondents	253	17	36%	34%	31%	7%	29%	34%	22%	9%	36%	36%	-1%	21%	0		
Senior Management	14	0	64%	21%	14%	14%	50%	21%	14%	0%	70%	64%	-6%	29%			
Salaried employees	73	7	42%	30%	27%	10%	33%	30%	21%	7%	37%	42%	5%	29%			
Hourly employees	142	7	29%	35%	37%	4%	25%	35%	25%	11%	32%	29%	-3%	19%			
Supervisors	40	2	45%	28%	28%	10%	35%	28%	23%	5%	41%	45%	4%	38%			
Non supervisors	193	11	33%	34%	33%	6%	27%	34%	23%	10%	36%	33%	-3%	20%			
Operations	38	5	21%	42%	37%	5%	16%	42%	26%	11%	37%	21%	-16%	14%			
Marketing	30	0	30%	27%	43%	13%	17%	27%	33%	10%	49%	30%	-19%	37%			
Sales	18	1	33%	44%	22%	0%	33%	44%	17%	6%	33%	33%	0%	21%			
Customer Service	34	0	26%	26%	47%	3%	24%	26%	32%	15%	31%	26%	-4%	18%			
Other departments	18	0	33%	39%	28%	6%	28%	39%	22%	6%	71%	33%	-37%	44%			
Day shift	210	11	37%	32%	31%	7%	30%	32%	23%	9%	38%	37%	-1%	23%			
Night shift	18	3	11%	39%	50%	0%	11%	39%	33%	17%	47%	11%	-36%	29%			
Less than 2 years tenure	30	3	50%	27%	23%	27%	23%	27%	13%	10%	60%	50%	-10%	12%			
2 to 5 years tenure	67	1	28%	31%	40%	6%	22%	31%	30%	10%	41%	28%	-13%	32%			
More than 5 years tenure	134	10	34%	36%	30%	2%	32%	36%	21%	9%	31%	34%	3%	22%			
Intend to stay	189	11	42%	34%	24%	7%	35%	34%	19%	5%	45%	42%	-3%	23%			

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- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PAY AND BENEFITS (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
24. Overall, I think I am paid fairly compared with people in other similar organizations who hold similar jobs. Intend to leave	21	0	19%	29%	52%		10%	10%	29%	29%	24%	15%	19%	4%	24%		

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 ■ = Unfavorable

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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### PAY AND BENEFITS (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
25. Fictitious's employee benefits meet my needs and/or those of my family.																	
All respondents	264	6						27%	56%	11%	4%	2%	73%	83%	10%	14%	+2
Senior Management	14	0						29%	36%	36%	0%	0%	82%	64%	-18%	14%	
Salaried employees	78	2						22%	62%	13%	4%	0%	70%	83%	13%	15%	
Hourly employees	146	3						30%	55%	8%	5%	2%	71%	86%	14%	15%	
Supervisors	41	1						24%	54%	17%	2%	2%	81%	78%	-3%	17%	
Non supervisors	201	3						28%	57%	10%	4%	1%	69%	85%	16%	15%	
Operations	40	3						35%	50%	10%	3%	3%	90%	85%	-5%	21%	
Marketing	30	0						33%	57%	3%	3%	3%	59%	90%	31%	20%	
Sales	19	0						47%	37%	5%	11%	0%	80%	84%	4%	21%	
Customer Service	34	0						24%	44%	12%	18%	3%	76%	68%	-9%	9%	
Other departments	18	0						11%	67%	22%	0%	0%	71%	78%	7%	28%	
Day shift	218	3						27%	57%	11%	4%	1%	70%	84%	14%	13%	
Night shift	19	2						21%	47%	16%	5%	11%	95%	68%	-26%	24%	
Less than 2 years tenure	30	3						57%	37%	3%	3%	0%	87%	93%	6%	15%	
2 to 5 years tenure	67	1						21%	67%	7%	3%	1%	63%	88%	25%	18%	
More than 5 years tenure	143	1						24%	56%	13%	4%	2%	75%	80%	5%	14%	
Intend to stay	198	2						33%	56%	9%	2%	1%	84%	88%	5%	16%	
Intend to leave	21	0						14%	43%	14%	24%	5%	38%	57%	19%	10%	

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## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>CAREER DEVELOPMENT AND TRAINING (3 Items)</b>																	
All respondents	263	7	60%	29%	11%	19%	41%	29%	7%	4%	50%	60%	10%	9%	+1		
Senior Management	14	0	60%	24%	17%	29%	31%	24%	10%	7%	73%	60%	-13%	12%			
Salaried employees	78	2	62%	30%	8%	20%	42%	30%	7%	1%	48%	62%	14%	10%			
Hourly employees	145	4	60%	28%	12%	18%	42%	28%	8%	4%	50%	60%	10%	9%			
Supervisors	42	0	73%	19%	8%	20%	53%	19%	6%	2%	62%	73%	11%	8%			
Non supervisors	199	5	58%	30%	12%	19%	39%	30%	8%	4%	48%	58%	10%	10%			
Operations	40	3	70%	26%	4%	26%	45%	26%	3%	1%	66%	70%	5%	6%			
Marketing	30	0	68%	24%	8%	30%	38%	24%	4%	3%	55%	68%	13%	17%			
Sales	19	0	51%	44%	5%	5%	46%	44%	5%	0%	48%	51%	3%	7%			
Customer Service	33	1	45%	27%	28%	14%	31%	27%	12%	16%	44%	45%	1%	11%			
Other departments	18	0	65%	28%	7%	19%	46%	28%	7%	0%	49%	65%	16%	15%			
Day shift	217	4	60%	28%	12%	19%	41%	28%	8%	4%	49%	60%	11%	10%			
Night shift	19	2	60%	33%	7%	19%	41%	33%	7%	0%	69%	60%	-9%	10%			
Less than 2 years tenure	30	3	82%	9%	9%	52%	31%	9%	4%	4%	69%	82%	14%	16%			
2 to 5 years tenure	67	1	60%	29%	11%	17%	43%	29%	9%	2%	47%	60%	13%	14%			
More than 5 years tenure	141	3	56%	32%	12%	12%	44%	32%	8%	4%	49%	56%	7%	6%			
Intend to stay	196	4	71%	25%	4%	25%	46%	25%	3%	1%	67%	71%	4%	9%			
Intend to leave	21	0	16%	17%	67%	2%	14%	17%	40%	27%	10%	16%	6%	6%			

■ = Favorable    □ = Mixed    ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### CAREER DEVELOPMENT AND TRAINING (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
26. Fictitious does a good job of providing opportunities for advancement.																	
All respondents	261	9	56%	33%	11%	15%	41%	33%	9%	2%	50%	56%	6%	9%	+1		
Senior Management	14	0	57%	29%	14%	29%	29%	29%	7%	7%	73%	57%	-16%	7%			
Salaried employees	77	3	51%	40%	9%	14%	36%	40%	9%	0%	42%	51%	8%	13%			
Hourly employees	144	5	58%	29%	13%	13%	45%	29%	9%	3%	50%	58%	8%	7%			
Supervisors	42	0	64%	29%	7%	14%	50%	29%	5%	2%	57%	64%	7%	7%			
Non supervisors	197	7	54%	34%	12%	15%	40%	34%	10%	3%	48%	54%	7%	10%			
Operations	40	3	70%	25%	5%	25%	45%	25%	5%	0%	67%	70%	3%	12%			
Marketing	30	0	70%	27%	3%	27%	43%	27%	0%	3%	56%	70%	14%	17%			
Sales	19	0	53%	42%	5%	11%	42%	42%	5%	0%	40%	53%	13%	5%			
Customer Service	33	1	42%	27%	30%	6%	36%	27%	18%	12%	46%	42%	-4%	3%			
Other departments	18	0	50%	39%	11%	11%	39%	39%	11%	0%	41%	50%	9%	22%			
Day shift	215	6	55%	33%	12%	14%	41%	33%	9%	3%	49%	55%	7%	9%			
Night shift	20	1	55%	35%	10%	20%	35%	35%	10%	0%	75%	55%	-20%	19%			
Less than 2 years tenure	30	3	83%	17%	0%	47%	37%	17%	0%	0%	79%	83%	4%	21%			
2 to 5 years tenure	67	1	55%	33%	12%	15%	40%	33%	10%	1%	49%	55%	6%	15%			
More than 5 years tenure	140	4	50%	36%	14%	7%	43%	36%	11%	4%	44%	50%	6%	5%			
Intend to stay	194	6	66%	29%	5%	18%	48%	29%	4%	0%	65%	66%	2%	8%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### CAREER DEVELOPMENT AND TRAINING (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
26. Fictitious does a good job of providing opportunities for advancement.  Intend to leave	21	0	19%	24%	57%		5%	14%	24%	43%	14%	14%	19%	5%	5%		

■ = Favorable   
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- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### CAREER DEVELOPMENT AND TRAINING (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
27. I believe that I personally have a good future with this company.																	
All respondents	263	7	65%	27%	9	24%	40%	27%	4%	5%	55%	65%	10%	12%	+1		
Senior Management	14	0	64%	21%	14	36%	29%	21%	7%	7%	73%	64%	-8%	21%			
Salaried employees	79	1	73%	20%	6	27%	47%	20%	5%	1%	56%	73%	17%	13%			
Hourly employees	145	4	60%	30%	10	21%	39%	30%	4%	6%	54%	60%	6%	13%			
Supervisors	42	0	83%	10	7	29%	55%	10%	5%	2%	70%	83%	13%	12%			
Non supervisors	200	4	61%	30%	9	23%	38%	30%	5%	5%	52%	61%	9%	13%			
Operations	40	3	65%	30%		30%	35%	30%	3%	3%	60%	65%	5%	5%			
Marketing	30	0	73%	23%		33%	40%	23%	0%	3%	67%	73%	7%	17%			
Sales	19	0	42%	53%		0%	42%	53%	5%	0%	44%	42%	-2%	16%			
Customer Service	34	0	53%	24%	24%	18%	35%	24%	6%	18%	54%	53%	-1%	15%			
Other departments	18	0	72%	22%	6	22%	50%	22%	6%	0%	65%	72%	8%	17%			
Day shift	219	2	65%	25%	10	25%	40%	25%	5%	5%	56%	65%	9%	14%			
Night shift	18	3	61%	39%		17%	44%	39%	0%	0%	58%	61%	3%	10%			
Less than 2 years tenure	30	3	87%	10		60%	27%	3%	7%	3%	71%	87%	16%	15%			
2 to 5 years tenure	67	1	64%	28%	7	22%	42%	28%	3%	4%	48%	64%	16%	19%			
More than 5 years tenure	143	1	60%	30%	10	16%	44%	30%	5%	5%	57%	60%	3%	10%			
Intend to stay	198	2	79%	21%		32%	46%	21%	1%	0%	76%	79%	3%	13%			
Intend to leave	21	0	10	10	81%	0%	10%	10%	38%	43%	6%	10%	4%	14%			

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- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### CAREER DEVELOPMENT AND TRAINING (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
28. Fictitious has done a good job of providing the training I've needed to do my job well.																	
All respondents	265	5	60%	27%	14%	19%	41%	27%	9%	4%	46%	60%	14%	7%	+1		
Senior Management	14	0	57%	21%	21%	21%	36%	21%	14%	7%	73%	57%	-16%	7%			
Salaried employees	79	1	61%	30%	9%	19%	42%	30%	6%	3%	44%	61%	16%	6%			
Hourly employees	145	4	61%	26%	14%	19%	42%	26%	10%	3%	44%	61%	16%	6%			
Supervisors	42	0	71%	19%	10%	17%	55%	19%	7%	2%	57%	71%	14%	5%			
Non supervisors	200	4	59%	28%	14%	19%	40%	28%	10%	4%	44%	59%	15%	7%			
Operations	41	2	76%	22%		22%	54%	22%	2%	0%	70%	76%	6%	2%			
Marketing	30	0	60%	23%	17%	30%	30%	23%	13%	3%	41%	60%	19%	17%			
Sales	19	0	58%	37%		5%	53%	37%	5%	0%	60%	58%	-2%	0%			
Customer Service	33	1	39%	30%	30%	18%	21%	30%	12%	18%	32%	39%	7%	15%			
Other departments	18	0	72%	22%	6%	22%	50%	22%	6%	0%	41%	72%	31%	6%			
Day shift	217	4	59%	27%	14%	18%	41%	27%	9%	5%	43%	59%	16%	7%			
Night shift	20	1	65%	25%	10%	20%	45%	25%	10%	0%	74%	65%	-9%	0%			
Less than 2 years tenure	31	2	77%	6%	16%	48%	29%	6%	6%	10%	57%	77%	21%	12%			
2 to 5 years tenure	68	0	60%	25%	15%	13%	47%	25%	13%	1%	44%	60%	16%	7%			
More than 5 years tenure	141	3	57%	30%	12%	13%	44%	30%	8%	4%	45%	57%	13%	5%			
Intend to stay	197	3	69%	25%	6%	25%	44%	25%	4%	2%	62%	69%	7%	6%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### CAREER DEVELOPMENT AND TRAINING (3 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
28. Fictitious has done a good job of providing the training I've needed to do my job well.  Intend to leave	21	0	19%	19%	62%		0%	19%	19%	38%	24%	9%	19%	10%	0%		

■ = Favorable   
 ■ = Mixed   
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

Dimension	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
<b>ORGANIZATIONAL IMAGE AND CHANGE (4 Items)</b>																	
All respondents	264	6						27%	48%	17%	5%	4%	58%	75%	16%	5%	+1
Senior Management	14	0						45%	34%	14%	7%	0%	75%	79%	4%	14%	
Salaried employees	79	1						30%	50%	15%	4%	2%	56%	79%	23%	5%	
Hourly employees	145	4						23%	49%	18%	5%	5%	59%	72%	13%	4%	
Supervisors	41	1						38%	47%	10%	2%	2%	64%	85%	21%	6%	
Non supervisors	201	3						24%	49%	18%	5%	4%	57%	73%	16%	5%	
Operations	41	2						30%	48%	18%	2%	1%	70%	79%	9%	5%	
Marketing	29	1						37%	47%	11%	3%	3%	66%	84%	18%	3%	
Sales	19	0						17%	61%	17%	4%	1%	55%	78%	23%	4%	
Customer Service	34	0						19%	36%	20%	10%	16%	59%	54%	-5%	5%	
Other departments	18	0						22%	53%	22%	1%	1%	71%	75%	4%	4%	
Day shift	218	3						27%	48%	16%	5%	4%	57%	74%	17%	5%	
Night shift	19	2						29%	43%	28%	0%	0%	75%	72%	-3%	5%	
Less than 2 years tenure	30	3						50%	39%	7%	2%	2%	81%	89%	9%	4%	
2 to 5 years tenure	66	2						27%	46%	19%	4%	4%	54%	73%	19%	4%	
More than 5 years tenure	143	1						21%	51%	18%	5%	4%	57%	72%	15%	6%	
Intend to stay	199	1						34%	55%	9%	1%	1%	79%	89%	10%	5%	
Intend to leave	21	0						2%	17%	20%	26%	35%	11%	19%	8%	4%	

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### ORGANIZATIONAL IMAGE AND CHANGE (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
29. I am proud to work for Fictitious.																	
All respondents	267	3						36%	47%	12%	3%	1%	70%	83%	13%	11%	+1
Senior Management	14	0						50%	36%	14%	0%	0%	91%	86%	-5%	36%	
Salaried employees	79	1						44%	47%	8%	1%	0%	71%	91%	20%	6%	
Hourly employees	147	2						30%	50%	14%	3%	3%	65%	80%	15%	11%	
Supervisors	41	1						49%	46%	2%	0%	2%	79%	95%	16%	17%	
Non supervisors	203	1						33%	48%	14%	3%	1%	69%	81%	13%	9%	
Operations	41	2						41%	41%	15%	2%	0%	73%	83%	10%	12%	
Marketing	30	0						50%	37%	10%	3%	0%	74%	87%	13%	10%	
Sales	19	0						16%	63%	21%	0%	0%	50%	79%	29%	11%	
Customer Service	34	0						18%	44%	15%	12%	12%	68%	62%	-7%	9%	
Other departments	18	0						39%	50%	11%	0%	0%	88%	89%	1%	6%	
Day shift	219	2						37%	47%	12%	3%	2%	70%	83%	13%	11%	
Night shift	20	1						30%	50%	20%	0%	0%	75%	80%	5%	10%	
Less than 2 years tenure	31	2						61%	32%	3%	3%	0%	93%	94%	0%	6%	
2 to 5 years tenure	67	1						39%	45%	12%	3%	1%	61%	84%	23%	6%	
More than 5 years tenure	144	0						28%	52%	15%	3%	2%	73%	81%	8%	14%	
Intend to stay	200	0						45%	50%	5%	0%	0%	87%	95%	8%	11%	
Intend to leave	21	0						10%	24%	24%	24%	19%	14%	33%	19%	10%	

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm



## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### ORGANIZATIONAL IMAGE AND CHANGE (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
30. Overall, considering the events of the past year or so, I believe Fictitious is changing for the better.																	
All respondents	260	10						21%	52%	19%	3%	4%	58%	73%	15%	1%	+2
Senior Management	14	0						43%	43%	7%	7%	0%	91%	86%	-5%	0%	
Salaried employees	79	1						23%	56%	16%	4%	1%	58%	78%	20%	1%	
Hourly employees	142	7						18%	51%	22%	4%	6%	58%	68%	10%	1%	
Supervisors	41	1						34%	56%	7%	0%	2%	70%	90%	20%	5%	
Non supervisors	198	6						18%	51%	22%	5%	5%	55%	69%	14%	0%	
Operations	41	2						24%	46%	22%	7%	0%	66%	71%	5%	0%	
Marketing	27	3						26%	63%	4%	4%	4%	64%	89%	25%	0%	
Sales	19	0						16%	58%	21%	5%	0%	70%	74%	4%	0%	
Customer Service	33	1						18%	36%	18%	3%	24%	51%	55%	3%	6%	
Other departments	18	0						22%	61%	17%	0%	0%	76%	83%	7%	0%	
Day shift	216	5						20%	52%	19%	4%	5%	57%	72%	15%	1%	
Night shift	19	2						32%	37%	32%	0%	0%	75%	68%	-7%	0%	
Less than 2 years tenure	29	4						41%	48%	10%	0%	0%	85%	90%	5%	0%	
2 to 5 years tenure	66	2						21%	55%	17%	2%	6%	60%	76%	16%	3%	
More than 5 years tenure	142	2						16%	51%	23%	6%	5%	54%	67%	13%	1%	
Intend to stay	196	4						26%	58%	14%	2%	1%	75%	84%	8%	1%	

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

# FICTITIOUS COMPANY

## Employee Opinion Survey

### Item Detail

#### ORGANIZATIONAL IMAGE AND CHANGE (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
30. Overall, considering the events of the past year or so, I believe Fictitious is changing for the better. Intend to leave	21	0	14	33%	52%		0%	14%	33%	5%	48%	14%	14%	0%	5%		

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- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### ORGANIZATIONAL IMAGE AND CHANGE (4 Items)

Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
31. I intend to remain a Fictitious Company employee for several more years.																	
All respondents	264	6	76%	16	8	30%	46%	16%	5%	3%	62%	76%	14%	4%	+1		
Senior Management	14	0	64%	21%	14	36%	29%	21%	14%	0%	36%	64%	28%	14%			
Salaried employees	79	1	80%	15		30%	49%	15%	4%	1%	62%	80%	18%	5%			
Hourly employees	145	4	75%	15	10	29%	46%	15%	6%	4%	65%	75%	10%	4%			
Supervisors	41	1	80%	10	10	39%	41%	10%	7%	2%	57%	80%	24%	2%			
Non supervisors	201	3	75%	17%	8	28%	47%	17%	5%	3%	63%	75%	12%	5%			
Operations	40	3	83%	13		30%	52%	13%	0%	5%	80%	83%	3%	7%			
Marketing	30	0	83%	17%		43%	40%	17%	0%	0%	68%	83%	16%	3%			
Sales	19	0	84%	11		21%	63%	11%	5%	0%	50%	84%	34%	5%			
Customer Service	34	0	56%	21%	24%	26%	29%	21%	12%	12%	72%	56%	-16%	3%			
Other departments	18	0	67%	28%	6	17%	50%	28%	6%	0%	76%	67%	-10%	11%			
Day shift	219	2	75%	15	10	30%	46%	15%	6%	4%	60%	75%	15%	5%			
Night shift	18	3	72%	28%		33%	39%	28%	0%	0%	80%	72%	-8%	10%			
Less than 2 years tenure	30	3	90%	7		53%	37%	3%	3%	3%	72%	90%	18%	9%			
2 to 5 years tenure	66	2	68%	21%	11	24%	44%	21%	8%	3%	56%	68%	12%	3%			
More than 5 years tenure	144	0	76%	16	8	26%	49%	16%	5%	3%	65%	76%	11%	5%			
Intend to stay	200	0	100%			40%	61%	0%	0%	0%	100%	100%	0%	5%			

■ = Favorable   □ = Mixed   ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1   10 to 19 percentage points above/below norm
- +2/-2   20 to 29 percentage points above/below norm
- +3/-3   30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### ORGANIZATIONAL IMAGE AND CHANGE (4 Items)

Items	Number Responding	No Response	Percent Responding 0 20 40 60 80 100	Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison

■ = Favorable   
  = Mixed   
 ■ = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1 10 to 19 percentage points above/below norm
- +2/-2 20 to 29 percentage points above/below norm
- +3/-3 30 percentage points or more above/below norm

## FICTITIOUS COMPANY Employee Opinion Survey

### Item Detail

#### ORGANIZATIONAL IMAGE AND CHANGE (4 Items)

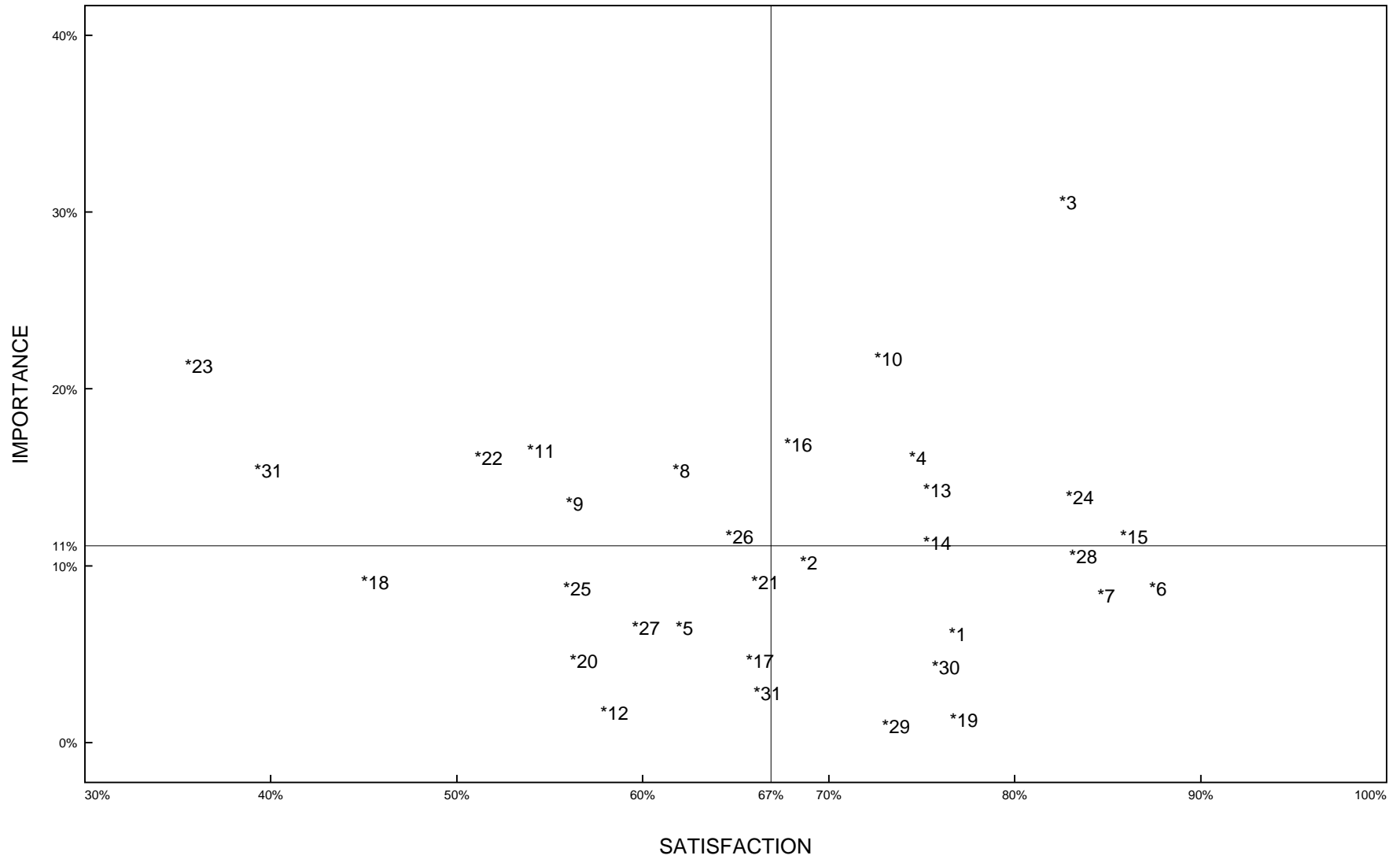
Items	Number Responding	No Response	Percent Responding					Strongly Agree	Agree	Partly Agree/Partly Disagree	Disagree	Strongly Disagree	Last year's Percent Fav	This year's Percent Fav	Change	Percent Importance	Norm Comparison
			0	20	40	60	80										
32. I believe that management will act on the results of this survey.																	
All respondents	263	7						20%	46%	21%	7%	6%	43%	66%	24%	3%	+2
Senior Management	14	0						50%	29%	14%	7%	0%	82%	79%	-3%	7%	
Salaried employees	78	2						22%	46%	22%	6%	4%	32%	68%	35%	6%	
Hourly employees	145	4						15%	50%	21%	6%	7%	47%	66%	19%	1%	
Supervisors	41	1						29%	44%	22%	2%	2%	50%	73%	23%	0%	
Non supervisors	200	4						18%	49%	21%	7%	6%	40%	66%	26%	3%	
Operations	41	2						24%	54%	22%	0%	0%	60%	78%	18%	2%	
Marketing	30	0						27%	50%	13%	3%	7%	57%	77%	20%	0%	
Sales	19	0						16%	58%	16%	5%	5%	50%	74%	24%	0%	
Customer Service	34	0						12%	32%	26%	15%	15%	46%	44%	-2%	3%	
Other departments	18	0						11%	50%	33%	0%	6%	41%	61%	20%	0%	
Day shift	217	4						19%	47%	20%	7%	6%	39%	67%	27%	3%	
Night shift	19	2						21%	47%	32%	0%	0%	70%	68%	-2%	0%	
Less than 2 years tenure	31	2						45%	39%	13%	0%	3%	71%	84%	12%	0%	
2 to 5 years tenure	65	3						25%	40%	25%	5%	6%	39%	65%	26%	3%	
More than 5 years tenure	143	1						11%	53%	21%	8%	6%	38%	64%	26%	3%	
Intend to stay	199	1						25%	53%	17%	4%	2%	54%	78%	24%	4%	
Intend to leave	21	0						0%	29%	24%	14%	33%	14%	29%	14%	0%	

= Favorable    = Mixed    = Unfavorable

- 0      less than 10 percentage points above/below norm
- +1/-1  10 to 19 percentage points above/below norm
- +2/-2  20 to 29 percentage points above/below norm
- +3/-3  30 percentage points or more above/below norm

FICTITIOUS COMPANY  
Employee Opinion Survey

Satisfaction by Importance Matrix



**FICTITIOUS COMPANY**  
Employee Opinion Survey

**Matrix Chart**

Dimension	All respondents	Senior Management	Salaried employees	Hourly employees	Supervisors	Non-supervisors
JOB CONTENT (3 Items)	76%	74%	74%	79%	86%	75%
WORK ORGANIZATION AND QUALITY (3 Items)	75%	85%	72%	76%	80%	74%
COMMUNICATION (3 Items)	68%	90%	69%	67%	83%	66%
TEAMWORK (3 Items)	62%	70%	68%	59%	76%	60%
SUPERVISION (4 Items)	76%	61%	81%	76%	77%	77%
PERFORMANCE MANAGEMENT (3 Items)	50%	53%	48%	52%	59%	49%
SENIOR MANAGEMENT TEAM (3 Items)	66%	71%	65%	67%	75%	65%
PAY AND BENEFITS (3 Items)	57%	73%	64%	52%	62%	56%
CAREER DEVELOPMENT AND TRAINING (3 Items)	60%	60%	62%	60%	73%	58%
ORGANIZATIONAL IMAGE AND CHANGE (4 Items)	75%	79%	79%	72%	85%	73%

- 5% or more above All respondents
- Within 5% of All respondents
- 5% or more below All respondents

FICTITIOUS COMPANY  
Employee Opinion Survey

Matrix Chart

Dimension	All respondents	Operations	Marketing	Sales	Customer Service	Other departments
JOB CONTENT (3 Items)	76%	84%	72%	82%	74%	78%
WORK ORGANIZATION AND QUALITY (3 Items)	75%	88%	72%	72%	63%	72%
COMMUNICATION (3 Items)	68%	70%	72%	74%	50%	70%
TEAMWORK (3 Items)	62%	67%	63%	67%	46%	75%
SUPERVISION (4 Items)	76%	79%	88%	88%	52%	92%
PERFORMANCE MANAGEMENT (3 Items)	50%	50%	57%	61%	37%	51%
SENIOR MANAGEMENT TEAM (3 Items)	66%	80%	74%	63%	52%	63%
PAY AND BENEFITS (3 Items)	57%	47%	58%	52%	44%	61%
CAREER DEVELOPMENT AND TRAINING (3 Items)	60%	70%	68%	51%	45%	65%
ORGANIZATIONAL IMAGE AND CHANGE (4 Items)	75%	79%	84%	78%	54%	75%

- 5% or more above All respondents
- Within 5% of All respondents
- 5% or more below All respondents



**FICTITIOUS COMPANY**  
Employee Opinion Survey

**Matrix Chart**

Dimension	All respondents	Day shift	Night shift	Less than 2 years tenure	2 to 5 years tenure	More than 5 years tenure	Intend to stay	Intend to leave
JOB CONTENT (3 Items)	76%	77%	70%	81%	75%	76%	80%	51%
WORK ORGANIZATION AND QUALITY (3 Items)	75%	73%	82%	87%	71%	73%	80%	52%
COMMUNICATION (3 Items)	68%	67%	73%	86%	70%	63%	76%	30%
TEAMWORK (3 Items)	62%	62%	64%	73%	64%	59%	69%	26%
SUPERVISION (4 Items)	76%	76%	77%	82%	76%	75%	84%	33%
PERFORMANCE MANAGEMENT (3 Items)	50%	51%	46%	70%	45%	49%	57%	24%
SENIOR MANAGEMENT TEAM (3 Items)	66%	67%	59%	88%	70%	60%	74%	35%
PAY AND BENEFITS (3 Items)	57%	58%	39%	73%	55%	55%	63%	37%
CAREER DEVELOPMENT AND TRAINING (3 Items)	60%	60%	60%	82%	60%	56%	71%	16%
ORGANIZATIONAL IMAGE AND CHANGE (4 Items)	75%	74%	72%	89%	73%	72%	89%	19%

■ 5% or more above All respondents  
□ Within 5% of All respondents  
■ 5% or more below All respondents