Employee Opinion Survey Report

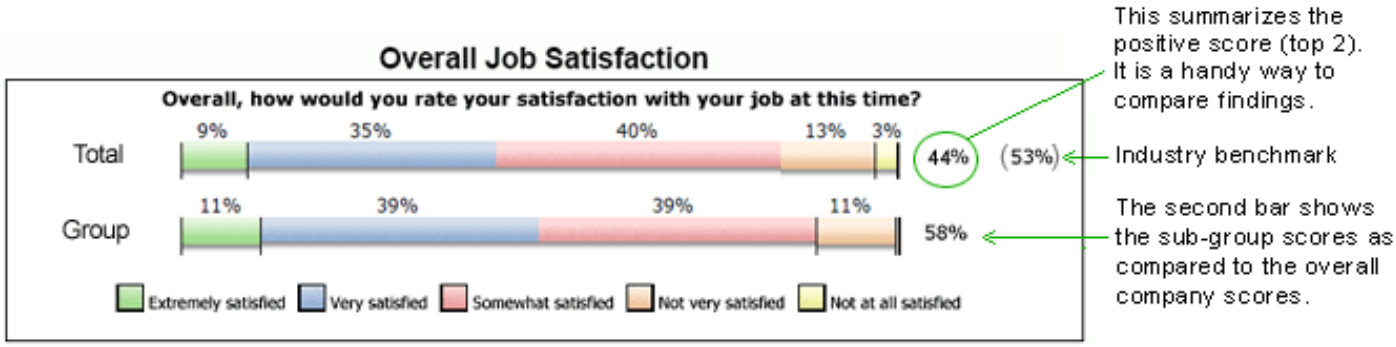
- Human Resources -

N = 14

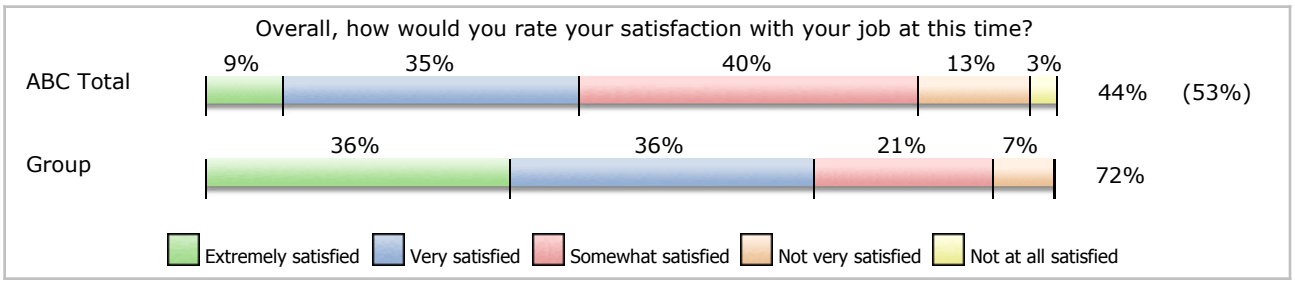
November 2009

HOW TO READ THESE CHARTS

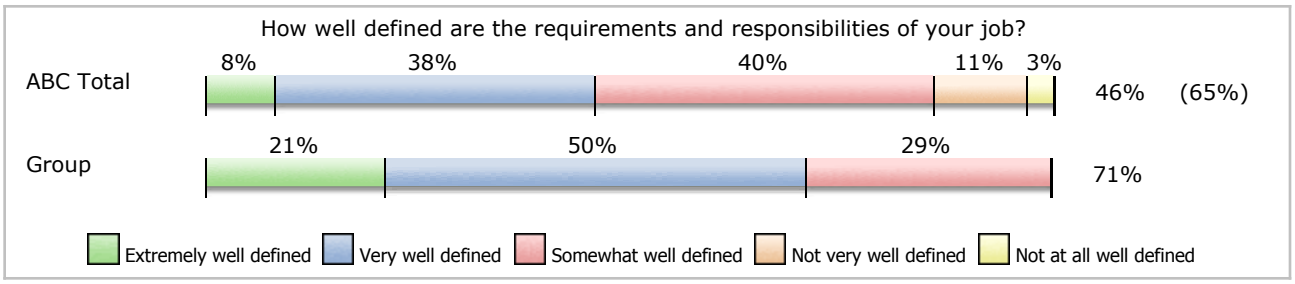
- "Group" refers to the results from your division/location.
- "ABC Total" refers to the results from the entire organization.
- The percentages in the example below represent the distribution of findings based on the scale indicated in the chart.



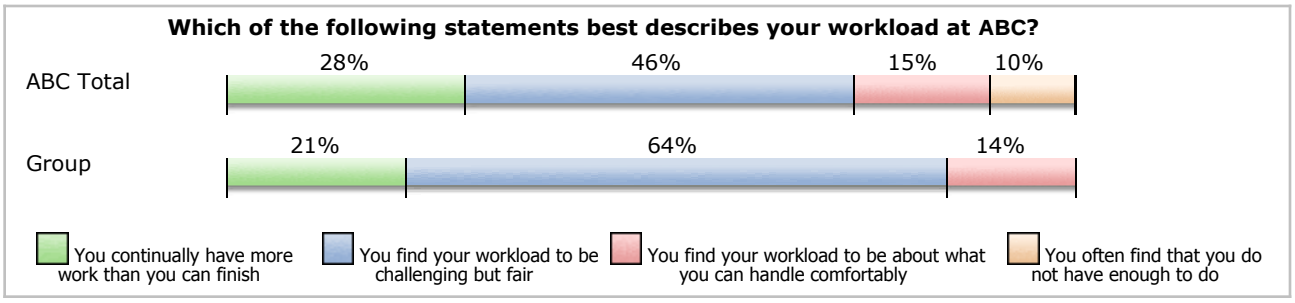
Overall Job Satisfaction



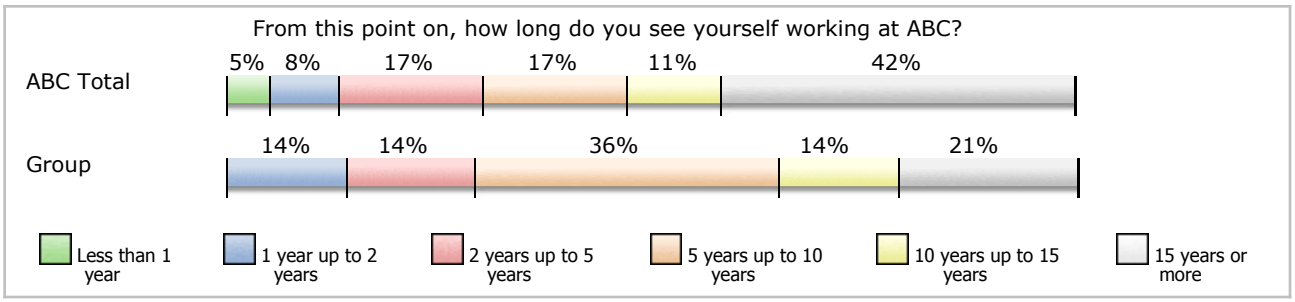
Overall Job Definition

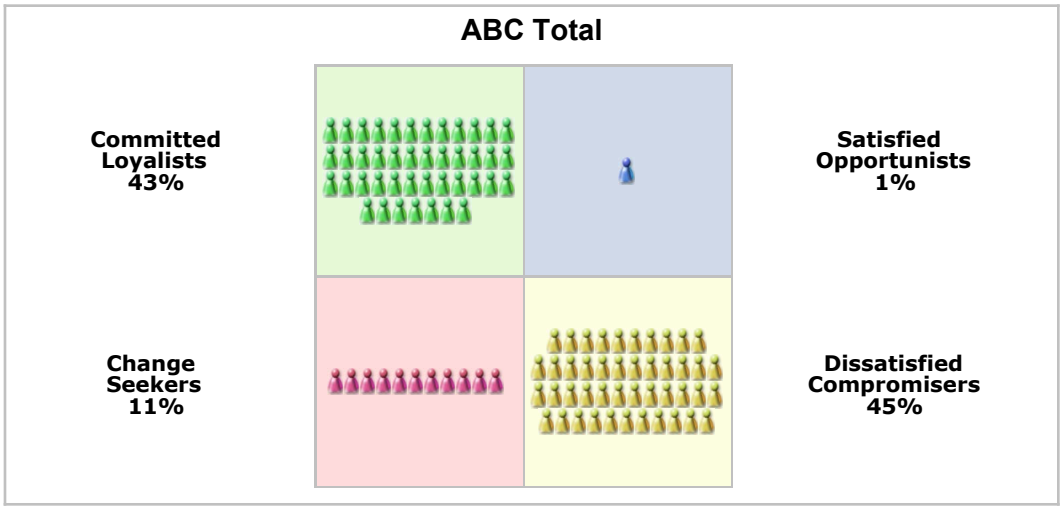


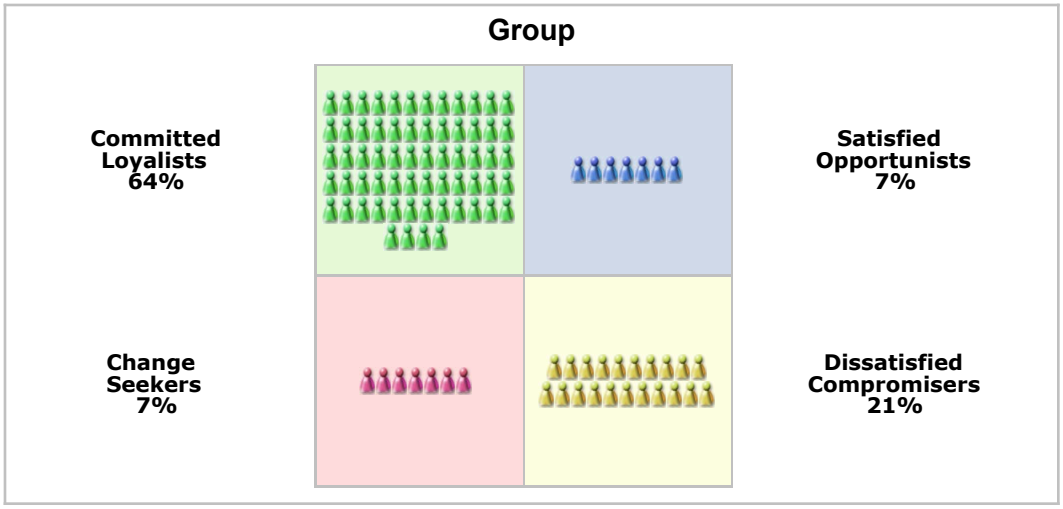
Workload



Anticipated Tenure







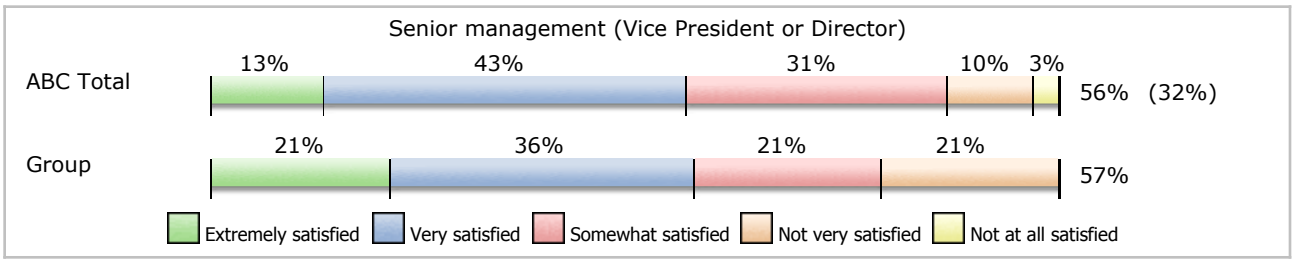
DEFINITIONS/INDUSTRY BENCHMARK:

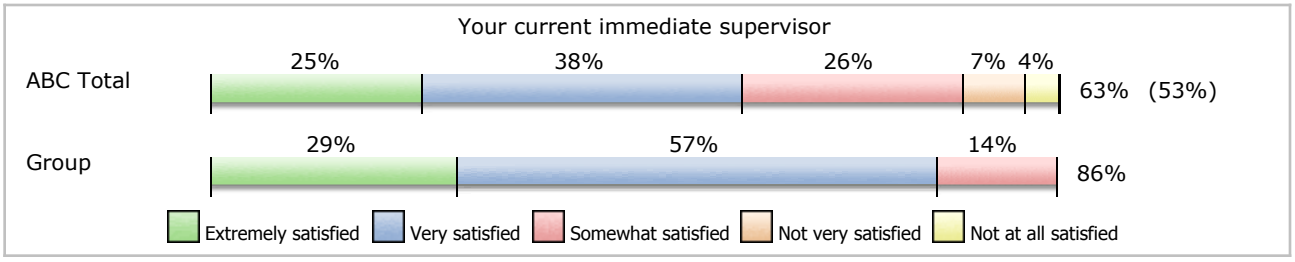
Committed Loyalists: Extremely/very satisfied and plan to stay two or more years. (49%)
Satisfied Opportunists: Extremely/very satisfied and plan to leave within two years. (4%)
Dissatisfied Compromisers: Somewhat/not very/not at all satisfied and plan to stay two or more years. (30%)
Change Seekers: Somewhat/not very/not at all satisfied and plan to leave within two years. (17%)

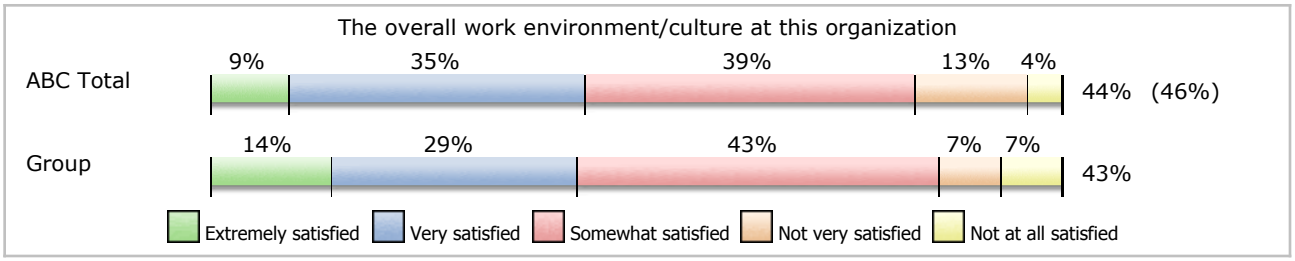
The top ten drivers of job satisfaction at ABC are:

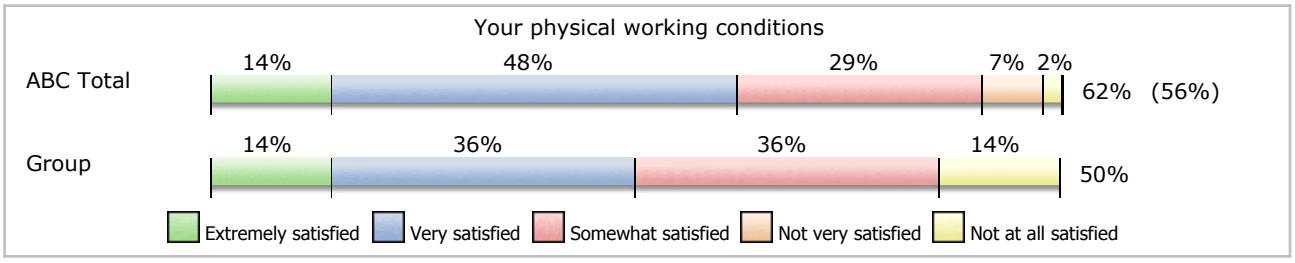
1. The level of reward and recognition provided.
2. The opportunity to make suggestions and be involved in the work you do.
3. How well ABC lives up to the values of Integrity, Action, Productivity and Employer of Choice, especially using team work, effective communications and tools to enhance performance.
4. How well job responsibilities are defined.
5. The opportunity to learn new skills and grow.
6. The division of work within the department.
7. The opportunity for advancement.
8. The effectiveness of overall communications within ABC.
9. ABC's commitment to quality.
10. The level of positive momentum over the past 12 months.

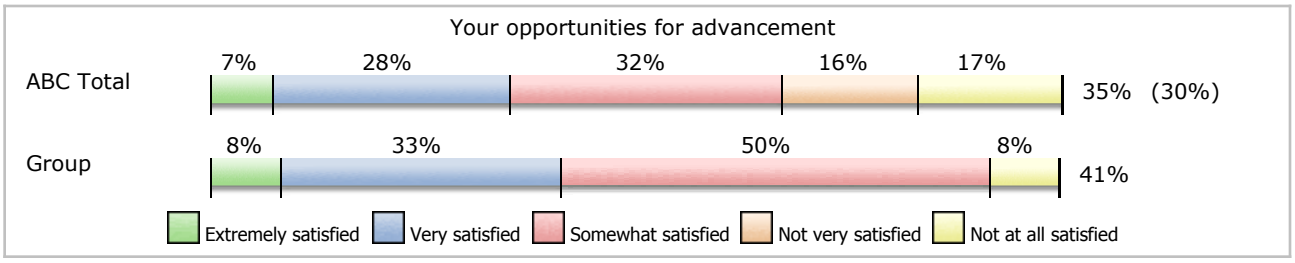
Job Satisfaction Profile

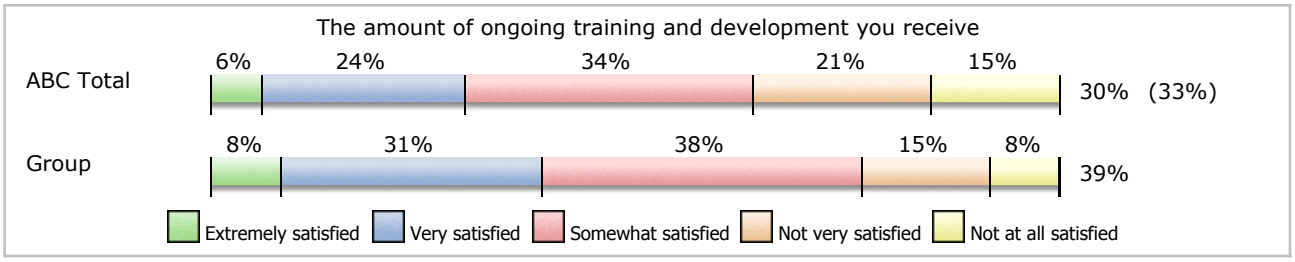




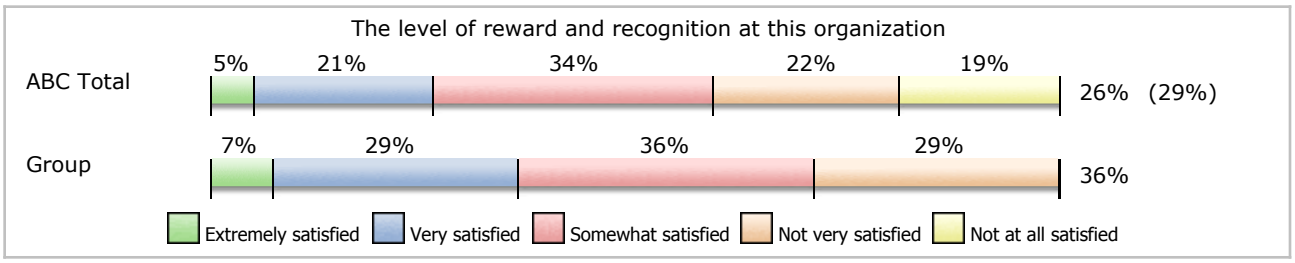


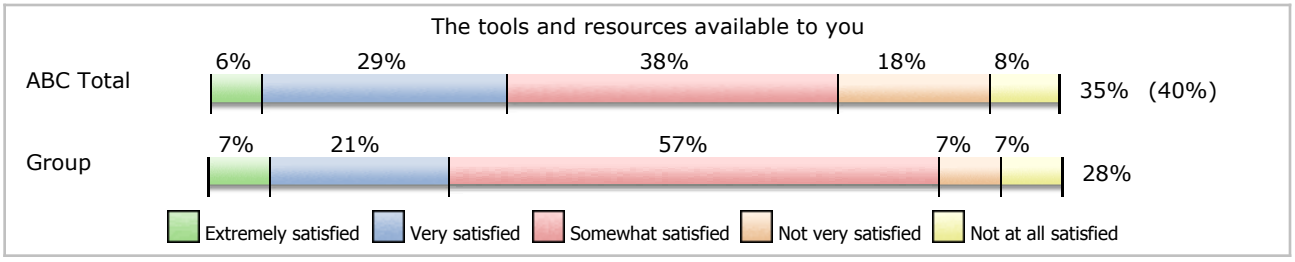


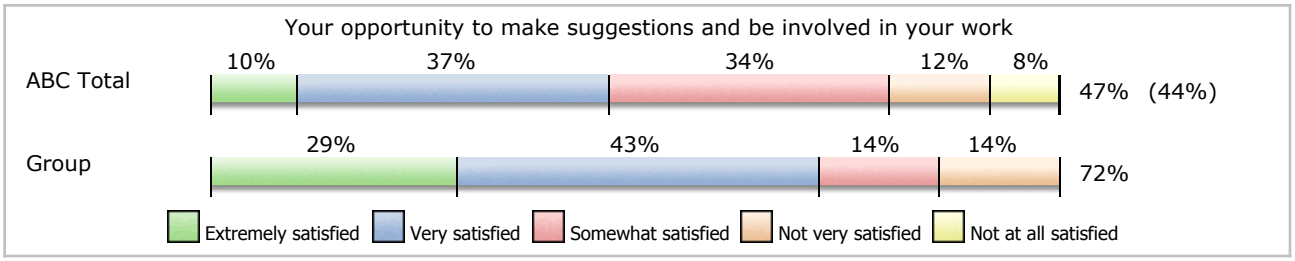


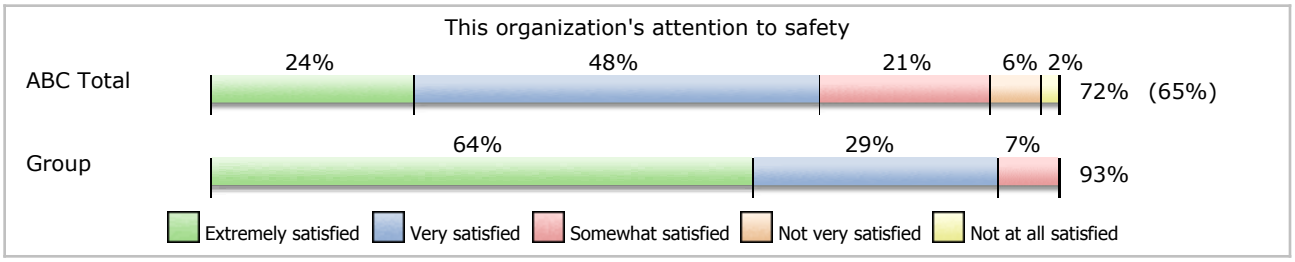


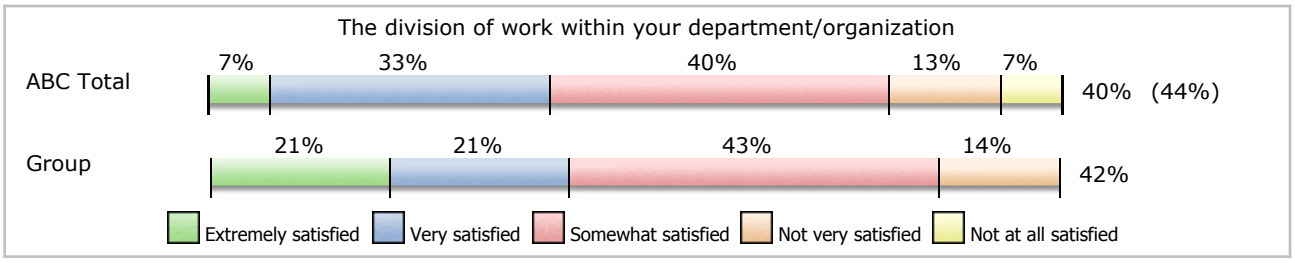
Job Satisfaction Profile

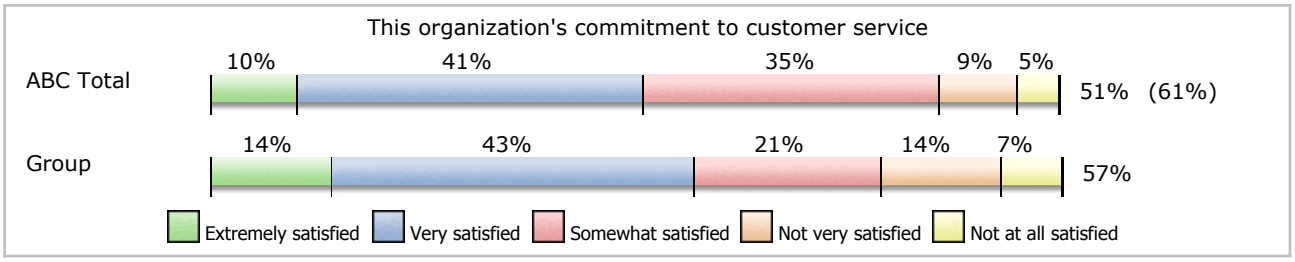




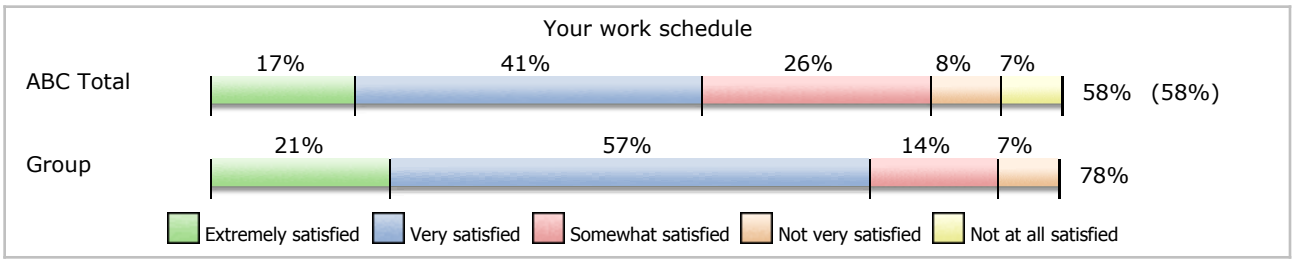


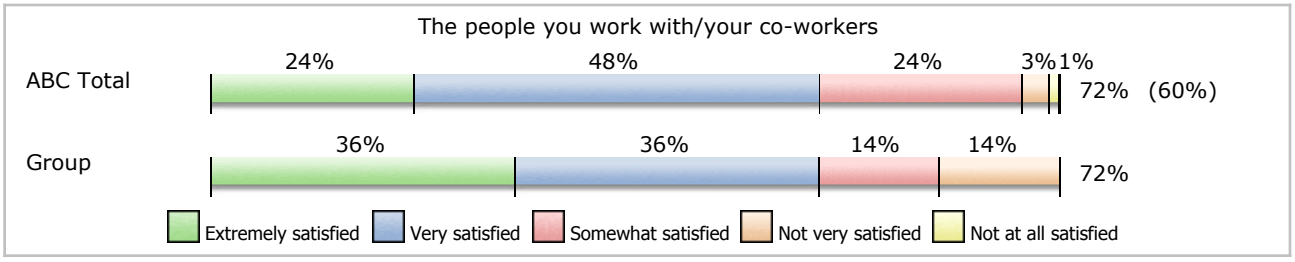


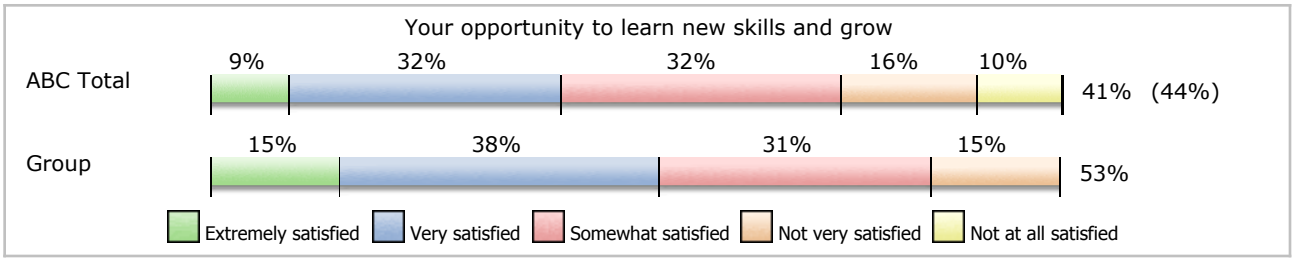


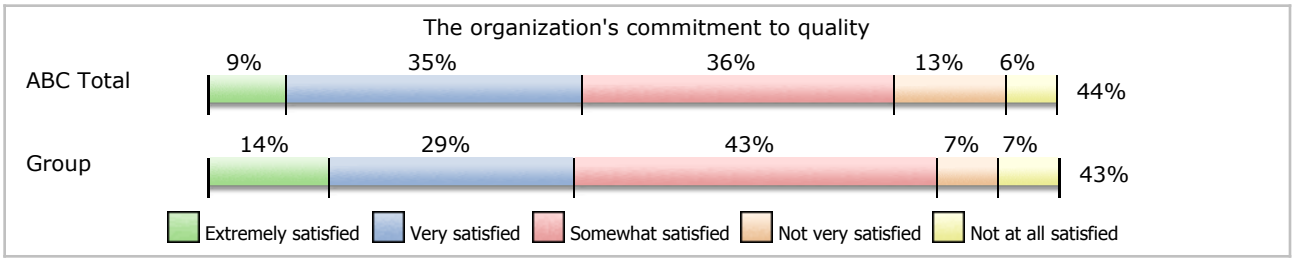


Job Satisfaction Profile

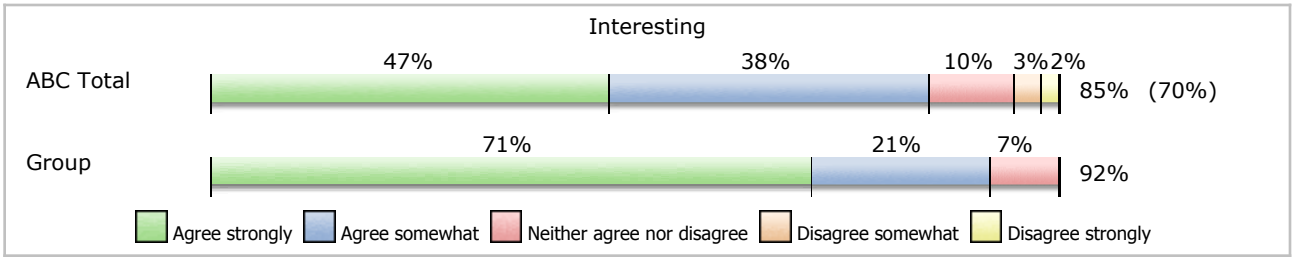


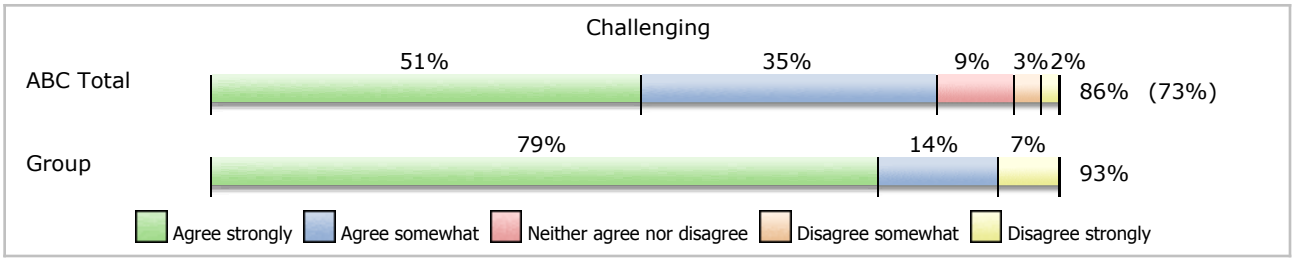




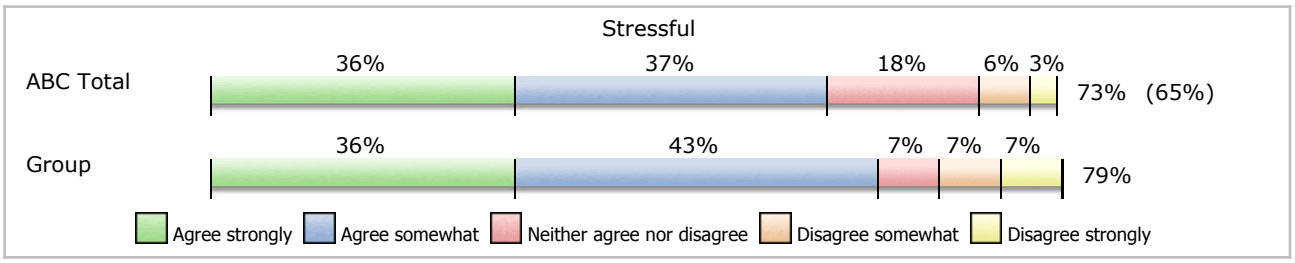


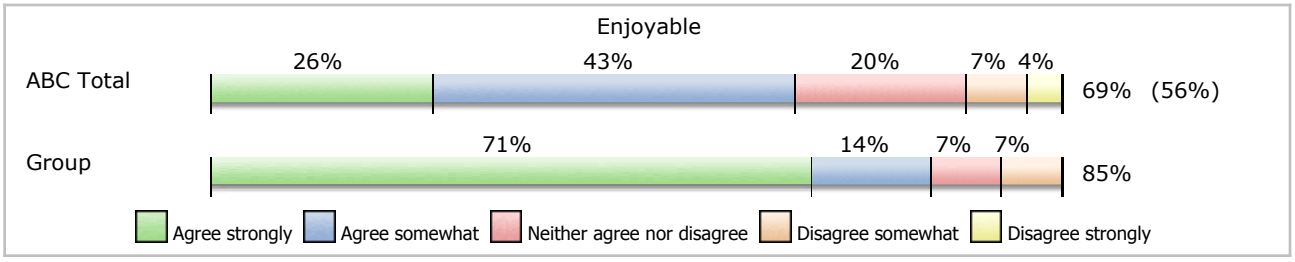
Work Profile

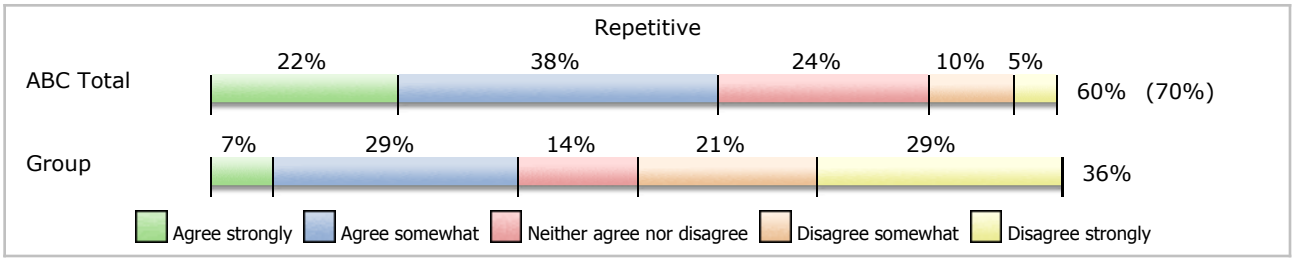


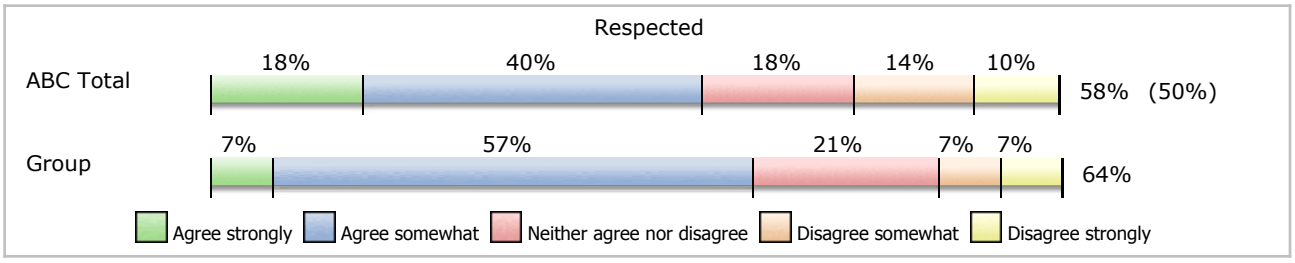


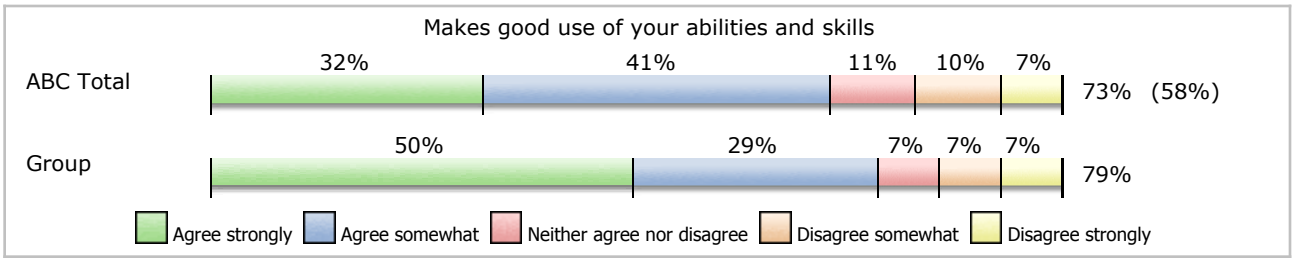
Work Profile

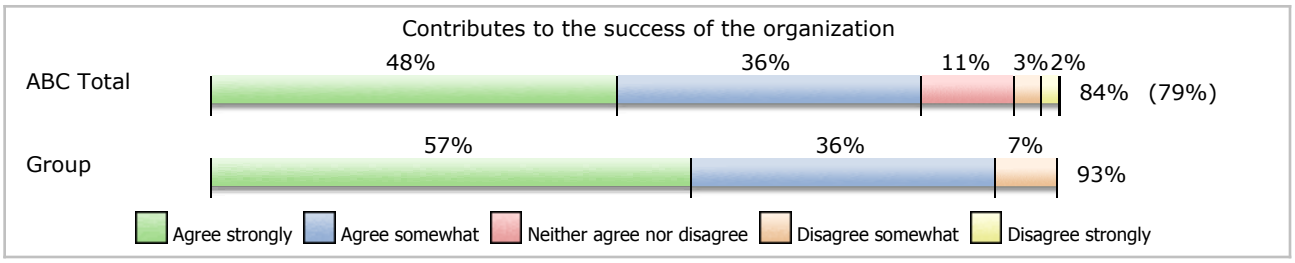




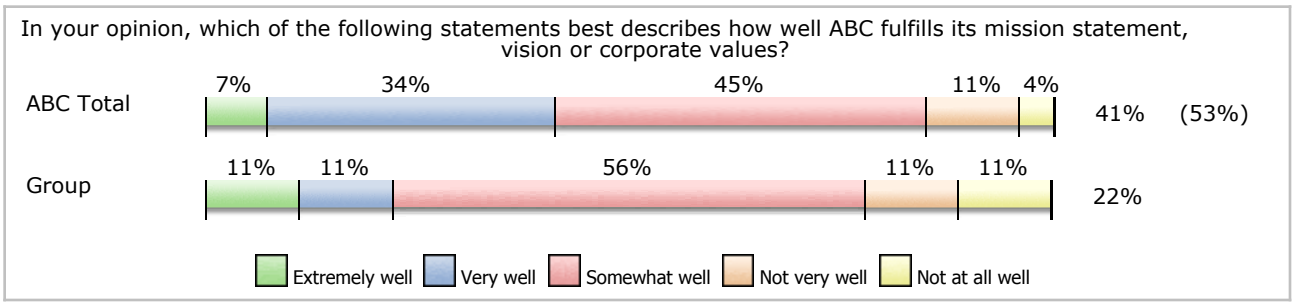




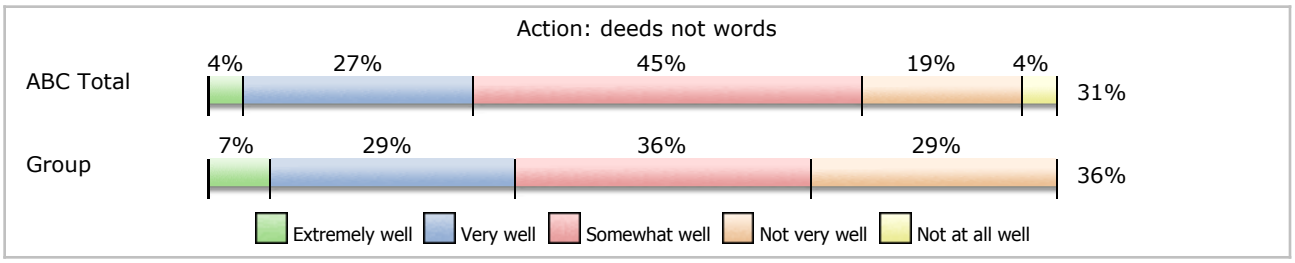


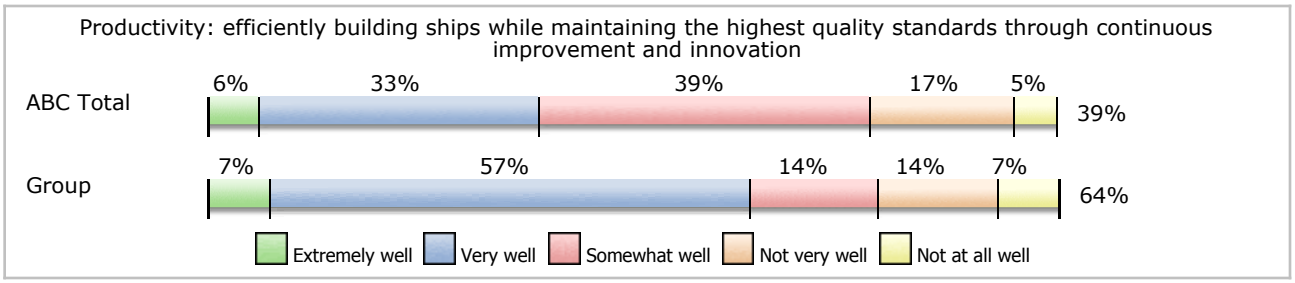


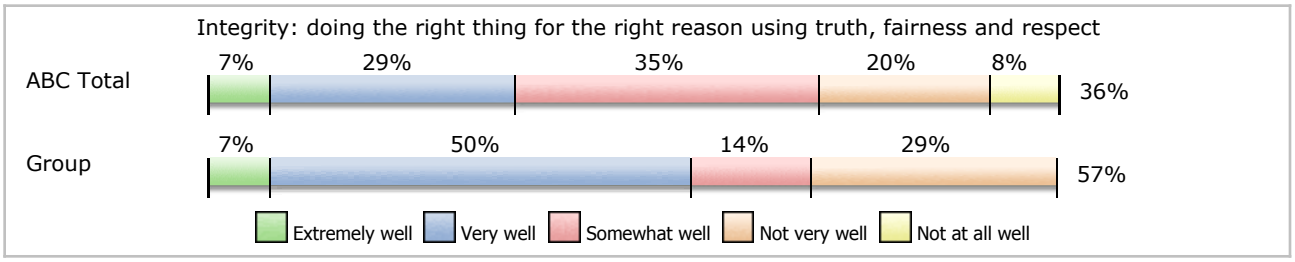
Fulfillment of Mission

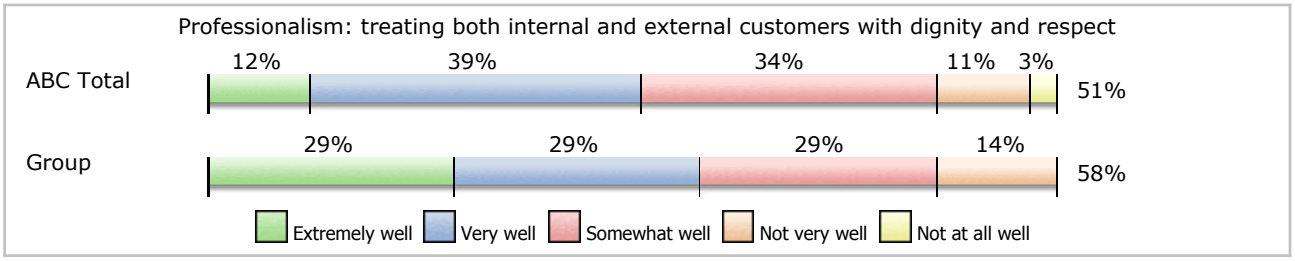


Fulfillment of Values

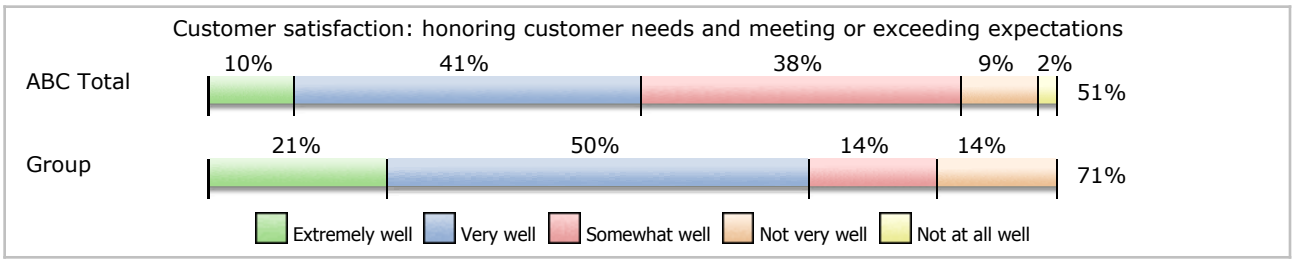


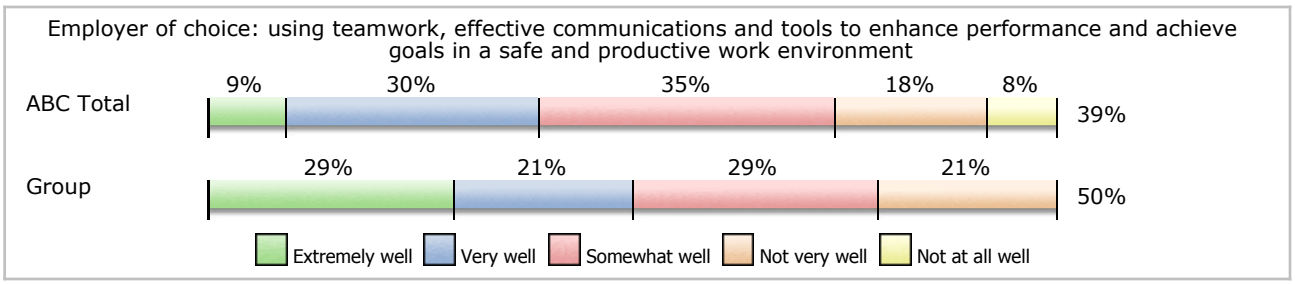


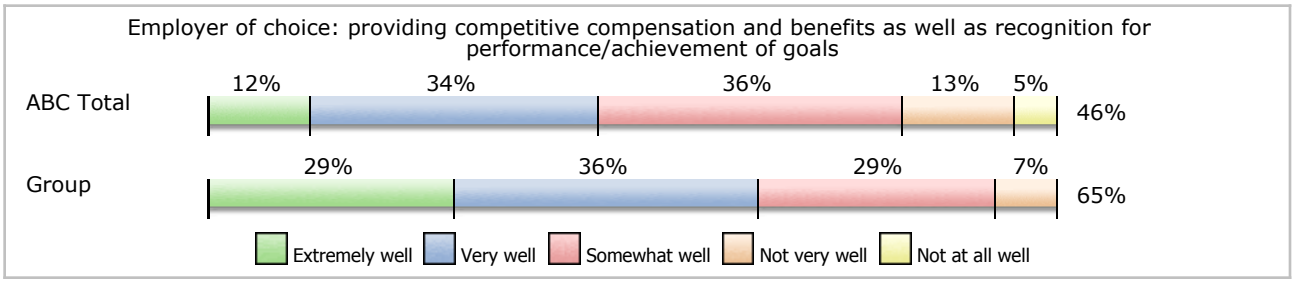


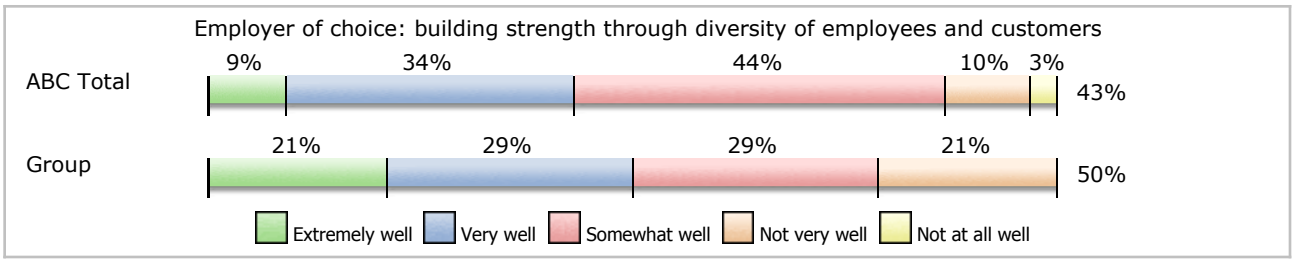


Fulfillment of Values

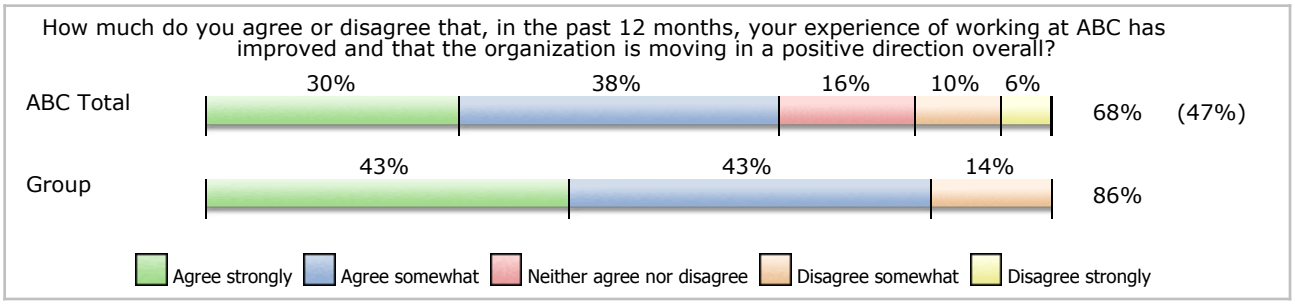




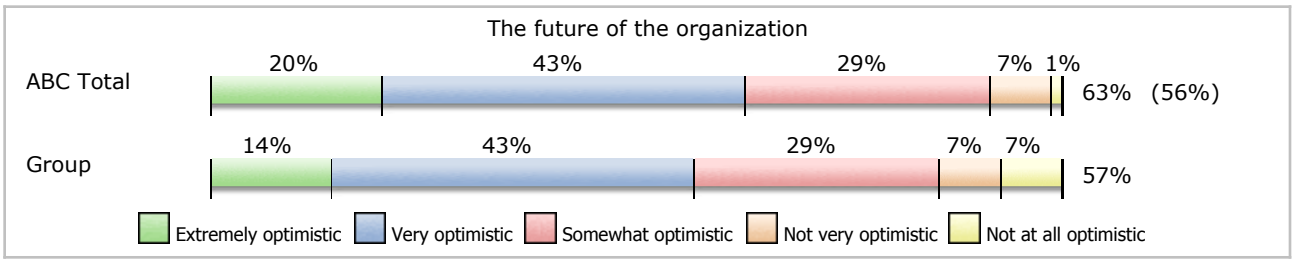


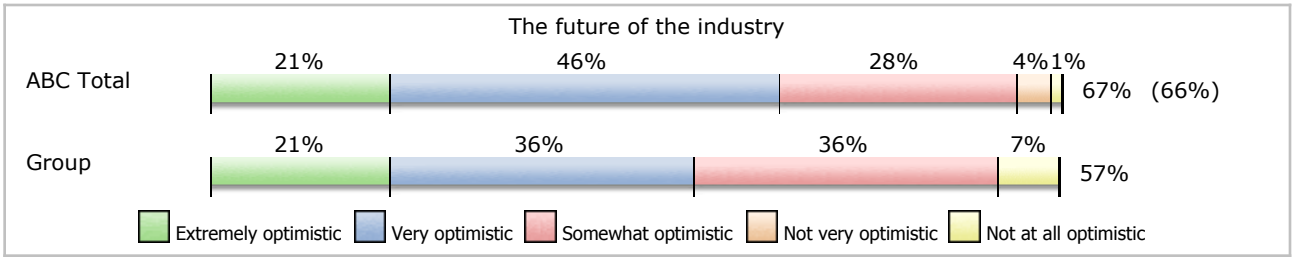


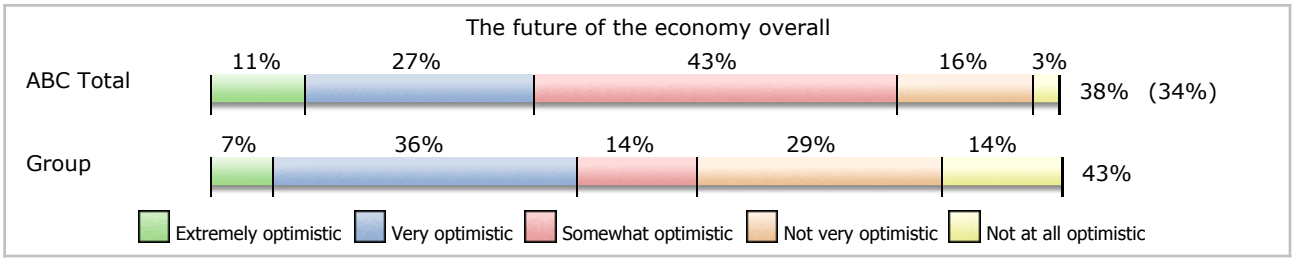
Recent Direction

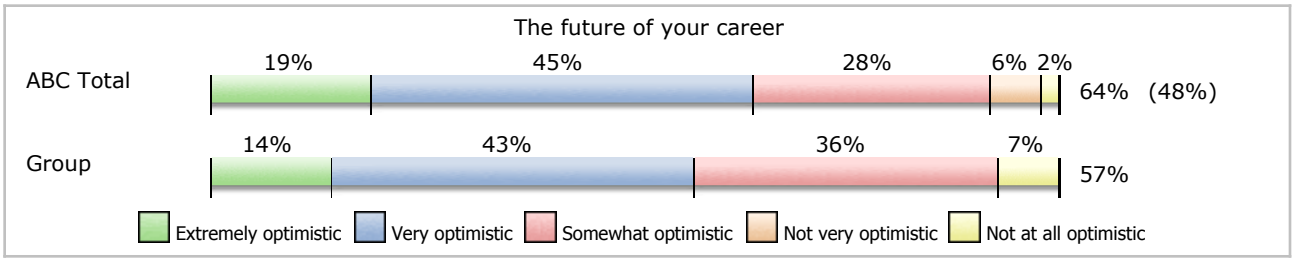


Optimism


The future of the organization
ABC Total
20%
43%
29%
7%
1%
63%
(56%)
Group
14%
43%
29%
7%
7%
57%
Extremely optimistic
Very optimistic
Somewhat optimistic
Not very optimistic
Not at all optimistic


The future of the industry
ABC Total
21%
46%
28%
4%
1%
67%
(66%)
Group
21%
36%
36%
7%
57%
Extremely optimistic
Very optimistic
Somewhat optimistic
Not very optimistic
Not at all optimistic


The future of the economy overall
ABC Total
11%
27%
43%
16%
3%
38%
(34%)
Group
7%
36%
14%
29%
14%
43%
Extremely optimistic
Very optimistic
Somewhat optimistic
Not very optimistic
Not at all optimistic


The future of your career
ABC Total
19%
45%
28%
6%
2%
64%
(48%)
Group
14%
43%
36%
7%
57%
Extremely optimistic
Very optimistic
Somewhat optimistic
Not very optimistic
Not at all optimistic

Culture Importance vs. Performance Gaps

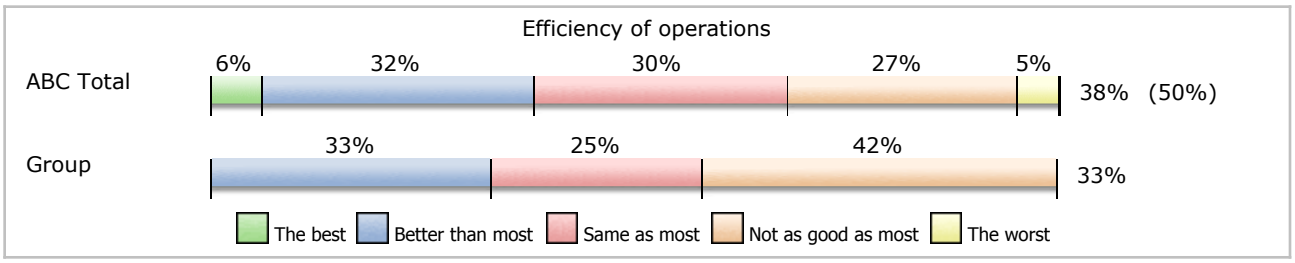
CULTURE - ABC Total	Importance	Performance	Gap
You feel that people primarily get ahead in your organization based on the merits of their work	89%	38%	51%
All employees are accountable for their conduct and performance	95%	52%	43%
Employees at your organization trust and respect each other	91%	50%	41%
Corrective actions are taken when employees do not meet performance standards	85%	44%	41%
Recognition and rewards are based on merit at your organization	86%	47%	39%
Conflicts at your organization are resolved effectively	91%	52%	39%
Employee loyalty is both valued and rewarded at this organization	87%	49%	38%
Policies are carried out in a fair and just manner	91%	56%	35%
This organization has established a culture that communicates high integrity and ethical values	89%	55%	34%
There is a good sense of morale among the people you work with	91%	58%	33%
You understand what it takes to advance your career at your organization	89%	56%	33%
Assignments are fairly distributed at your organization	86%	56%	30%
Employees are encouraged to learn from their mistakes rather than being reprimanded for them	87%	58%	29%
You are able to find a satisfactory balance between personal/family obligations and career responsibilities at your organization	92%	66%	26%

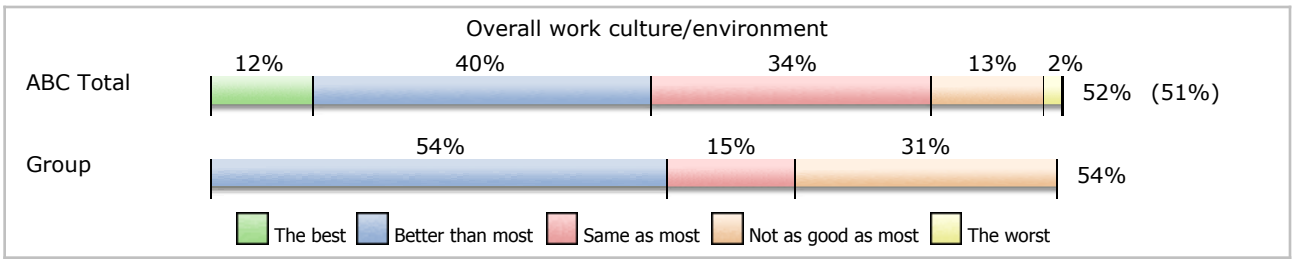
CULTURE - Group	Importance	Performance	Gap
Corrective actions are taken when employees do not meet performance standards	93%	29%	64%
You feel that people primarily get ahead in your organization based on the merits of their work	100%	43%	57%
Recognition and rewards are based on merit at your organization	100%	43%	57%
All employees are accountable for their conduct and performance	100%	43%	57%
Employee loyalty is both valued and rewarded at this organization	93%	50%	43%
Employees at your organization trust and respect each other	93%	50%	43%
You are able to find a satisfactory balance between personal/family obligations and career responsibilities at your organization	100%	57%	43%
Assignments are fairly distributed at your organization	93%	50%	43%
Employees are encouraged to learn from their mistakes rather than being reprimanded for them	93%	57%	36%
There is a good sense of morale among the people you work with	100%	64%	36%
This organization has established a culture that communicates high integrity and ethical values	93%	57%	36%
Policies are carried out in a fair and just manner	93%	71%	22%
Conflicts at your organization are resolved effectively	93%	71%	22%
You understand what it takes to advance your career at your organization	79%	64%	15%

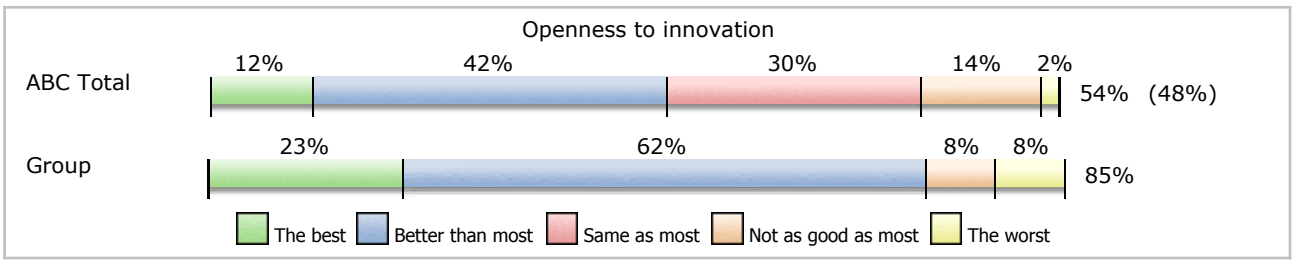
Note: This table compares the stated importance of each Culture attribute against your group's performance on each of the same attributes. Look for problems areas where the total performance score is significantly lower than the importance score. Gaps of 20 or more percentage points should be priorities for action.

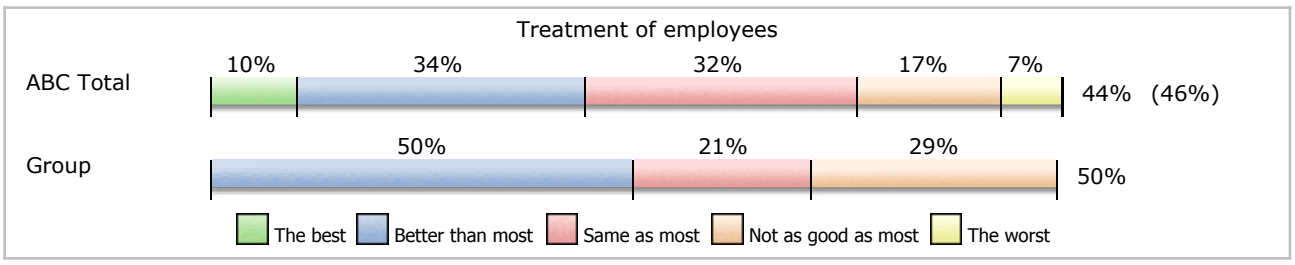
Insightlink Communications

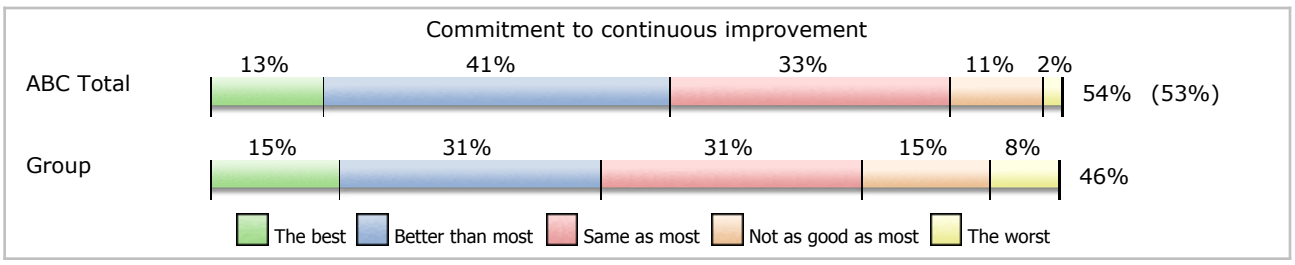
Workplace Comparison

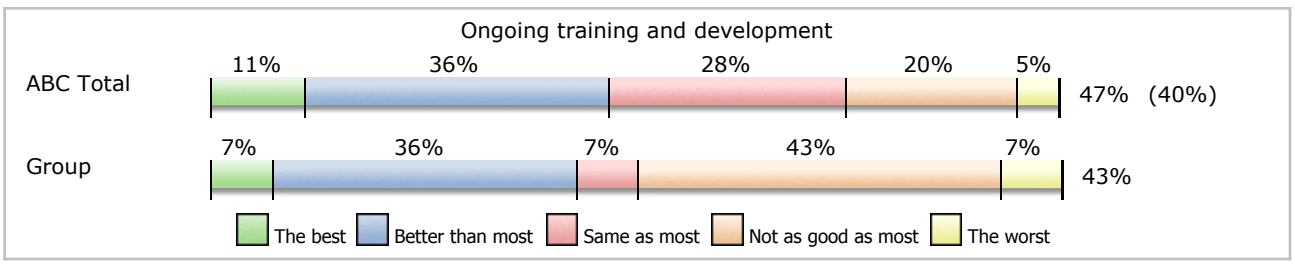




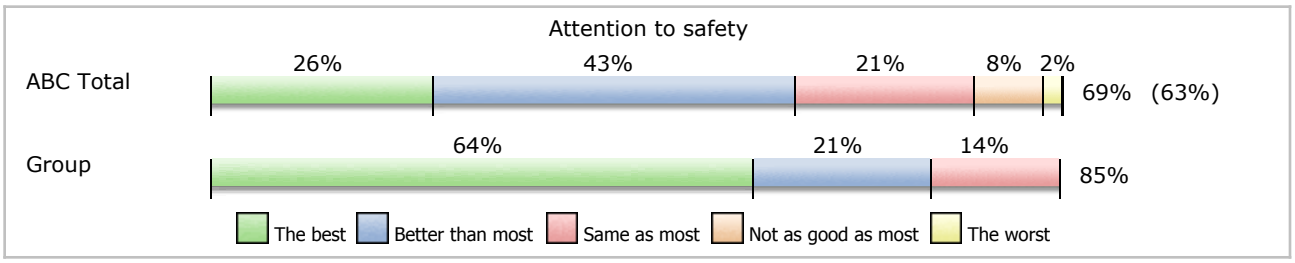


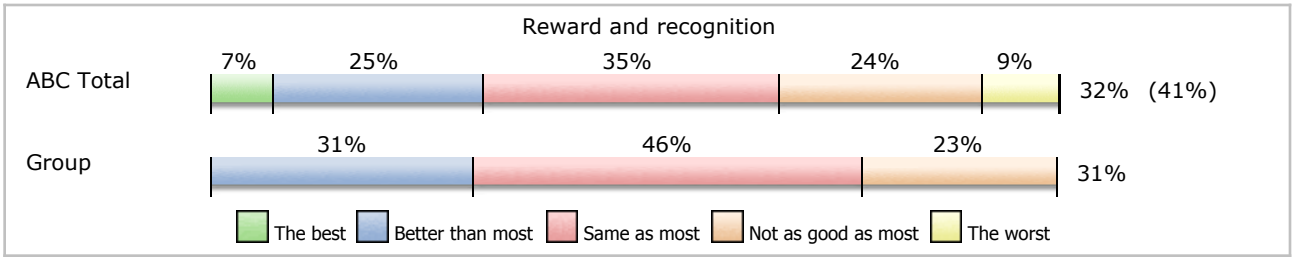


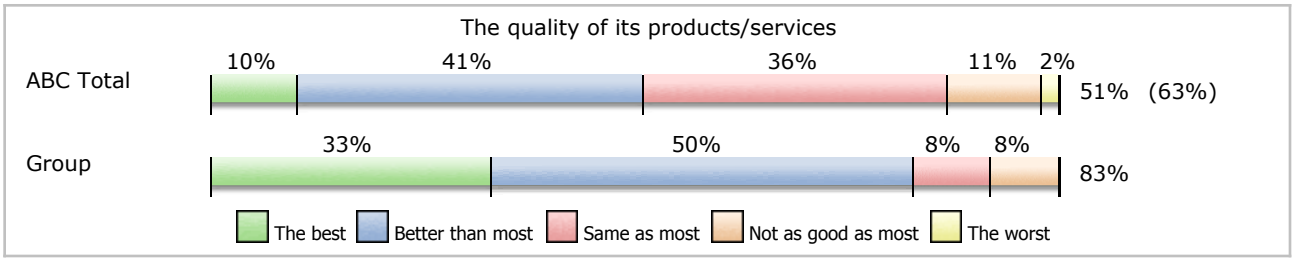


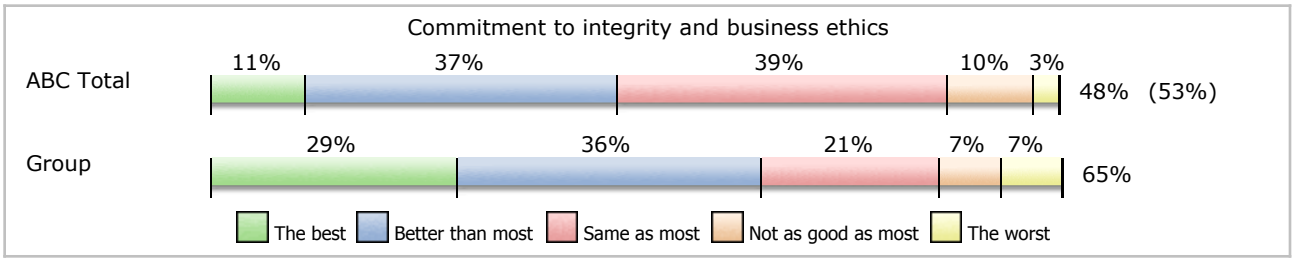


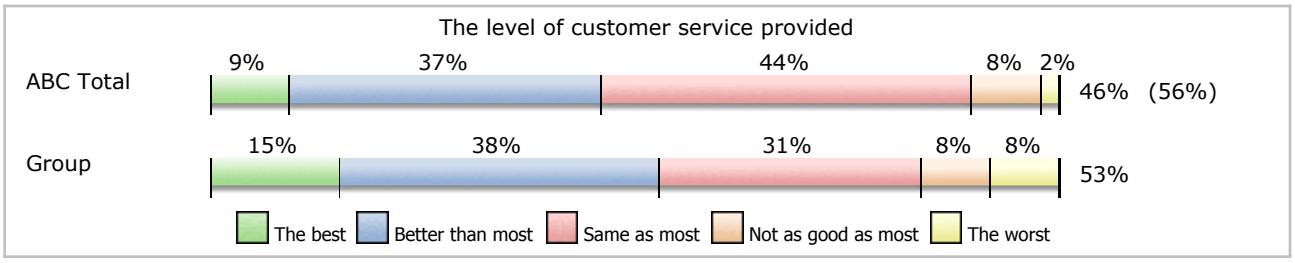
Workplace Comparison

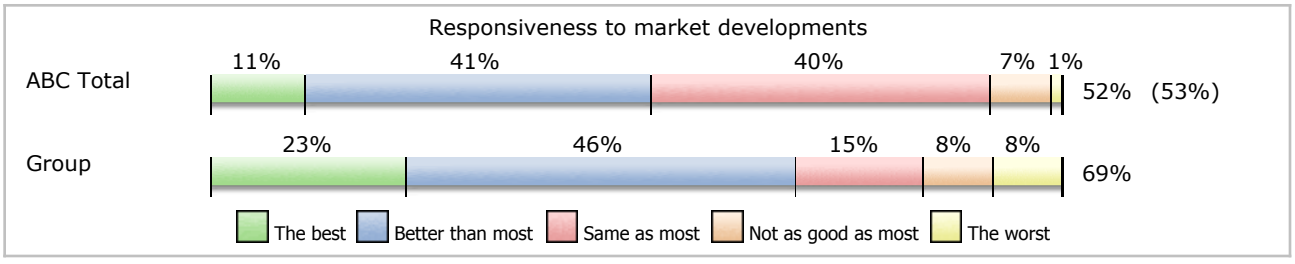












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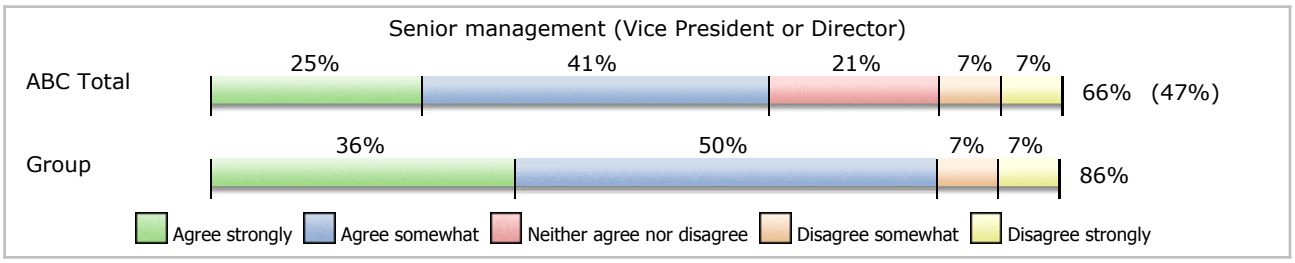
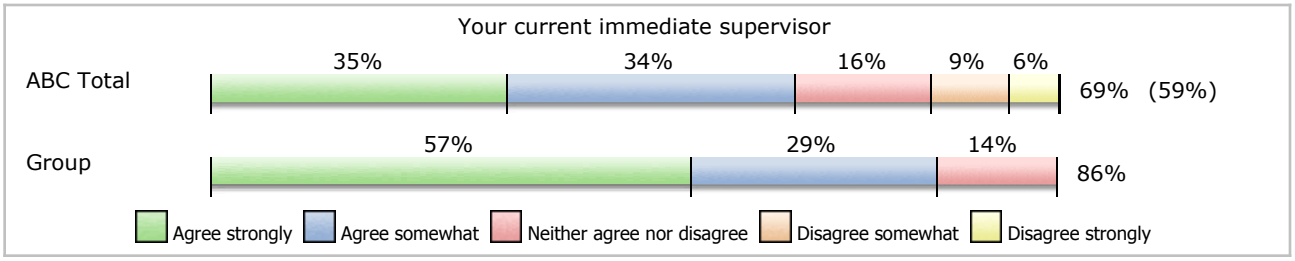
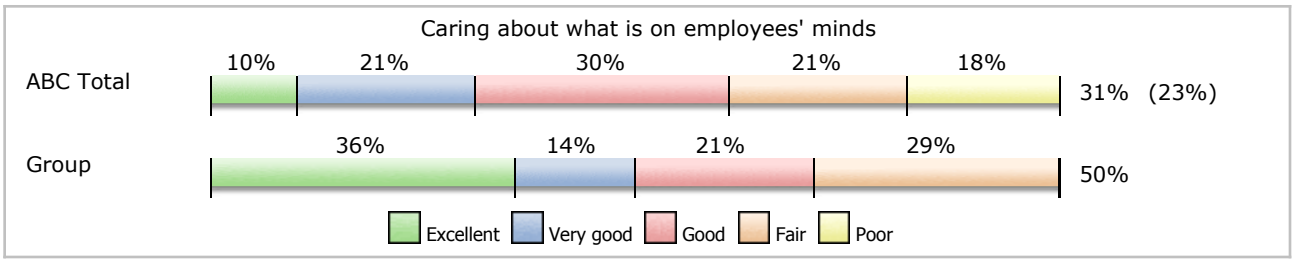
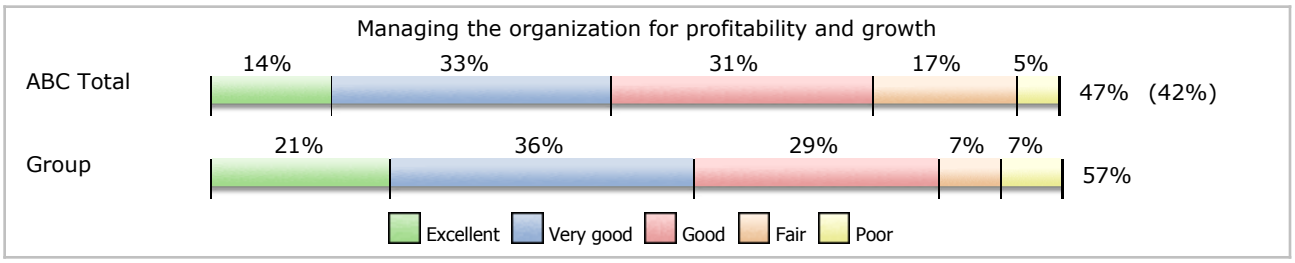
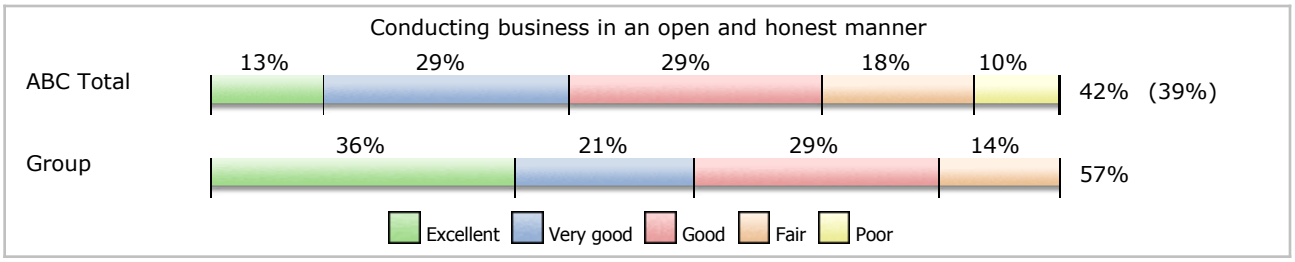


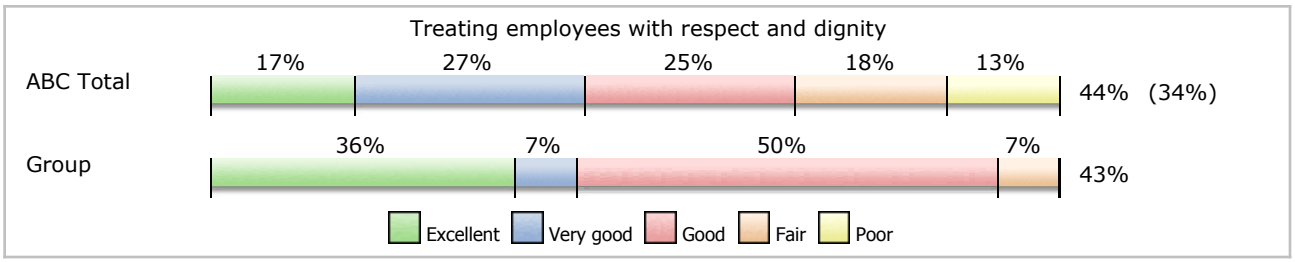


Evaluation of Senior Management

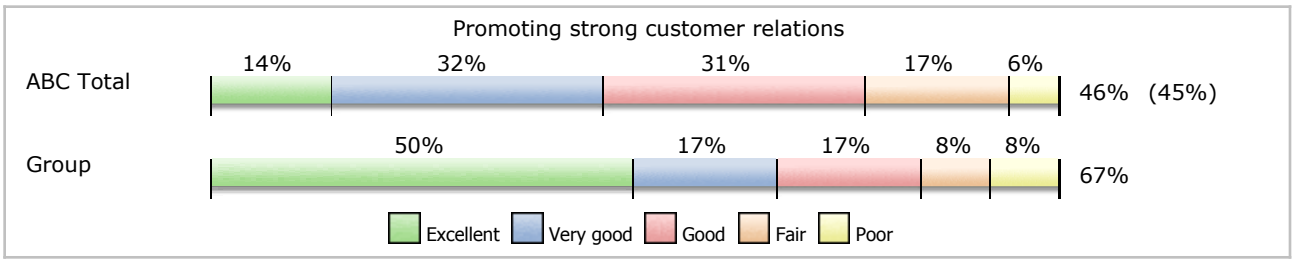


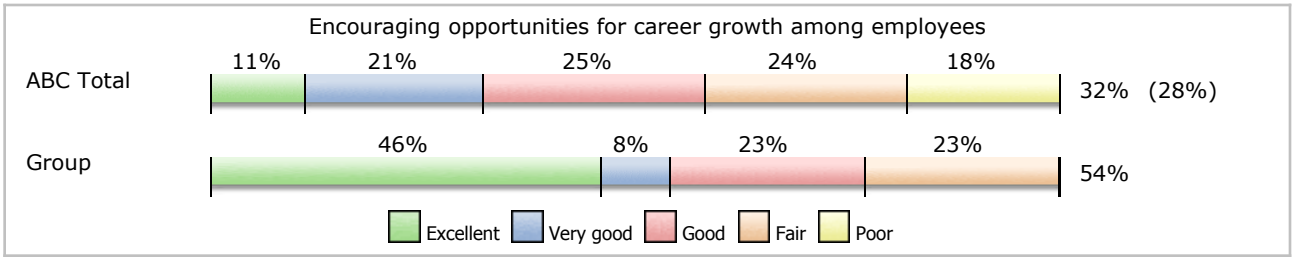


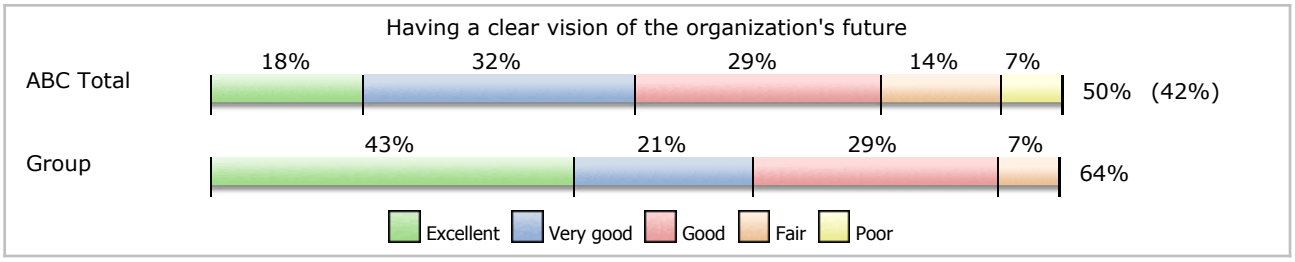


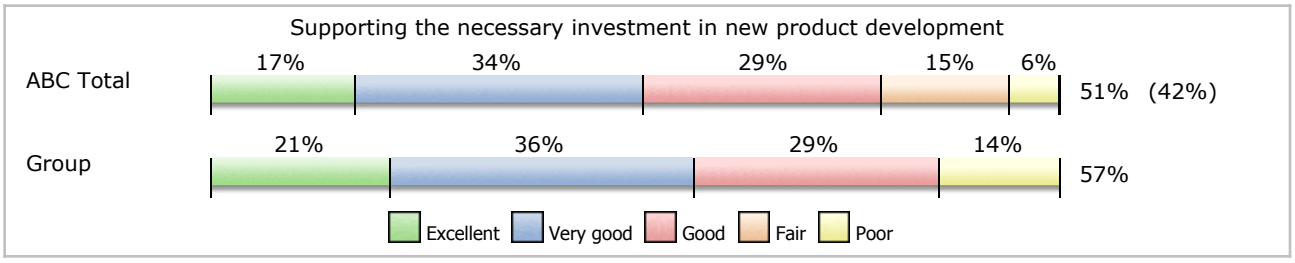


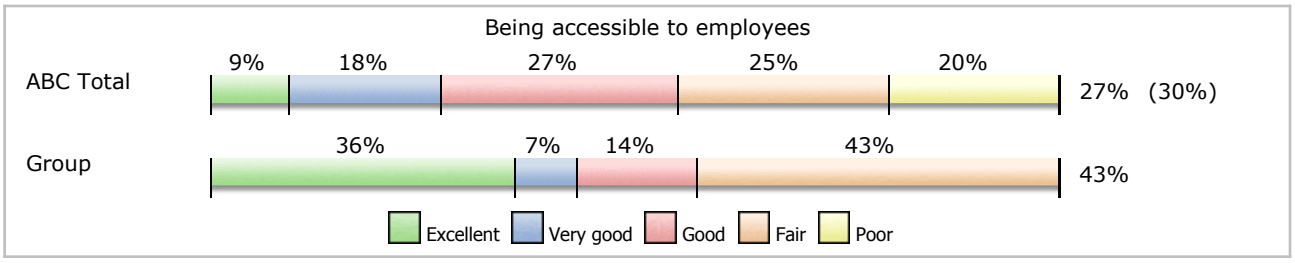
Evaluation of Senior Management

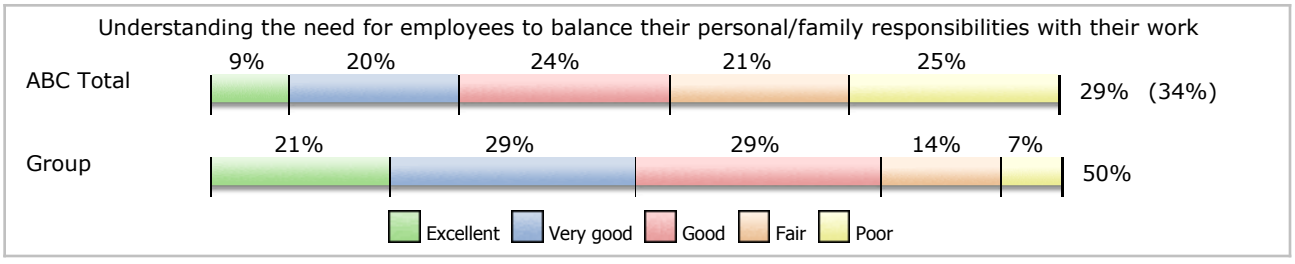




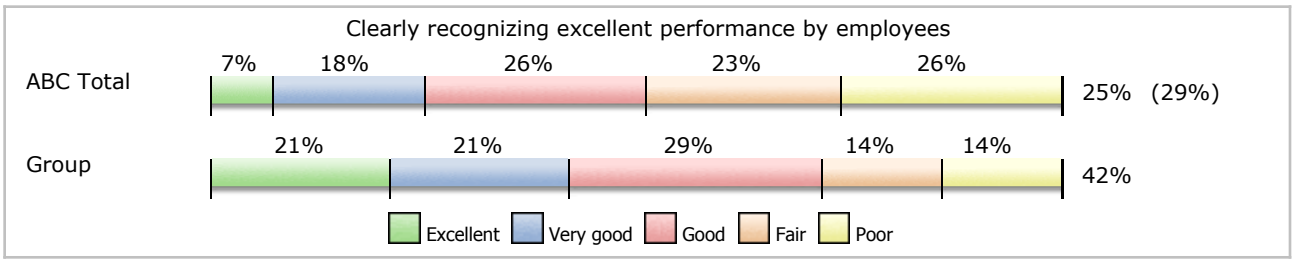




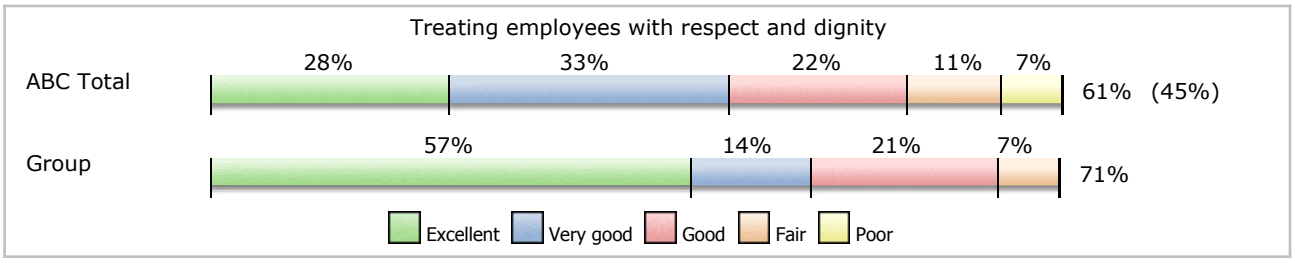


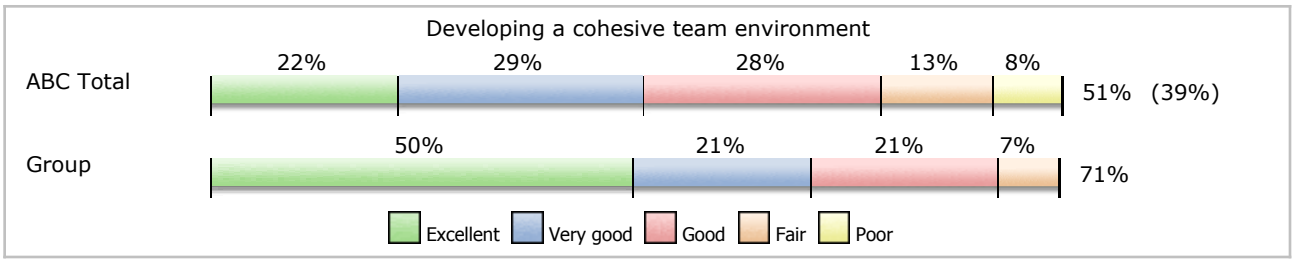


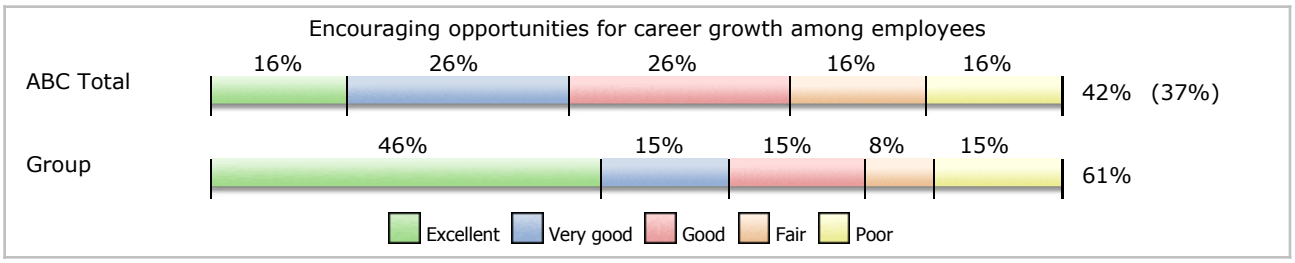
Evaluation of Senior Management

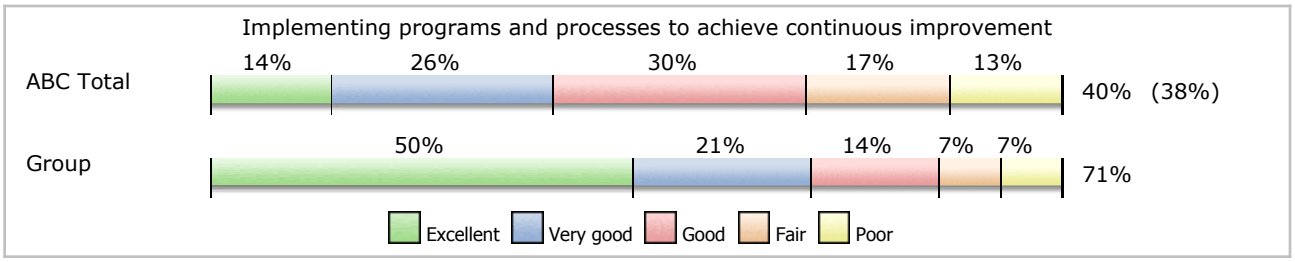


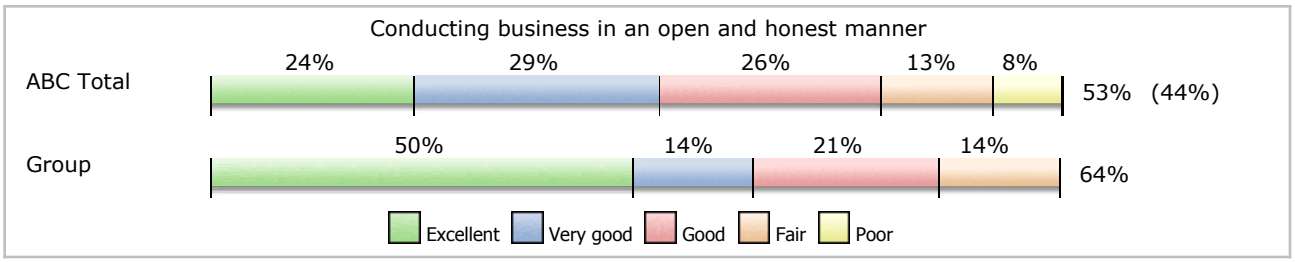
Evaluation of Current Immediate Supervisor



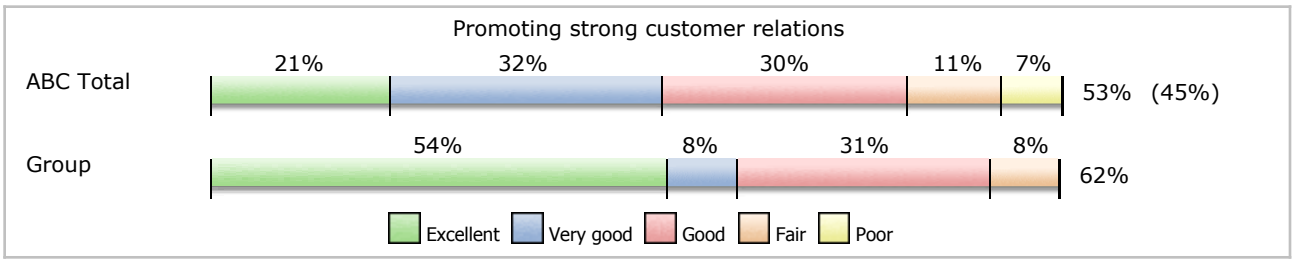


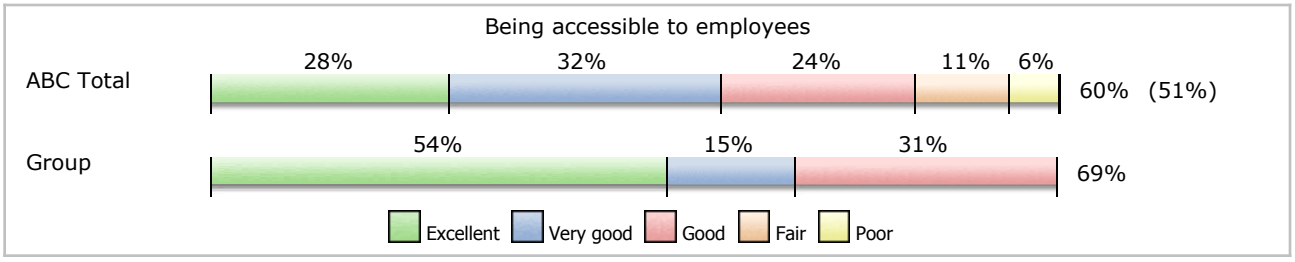


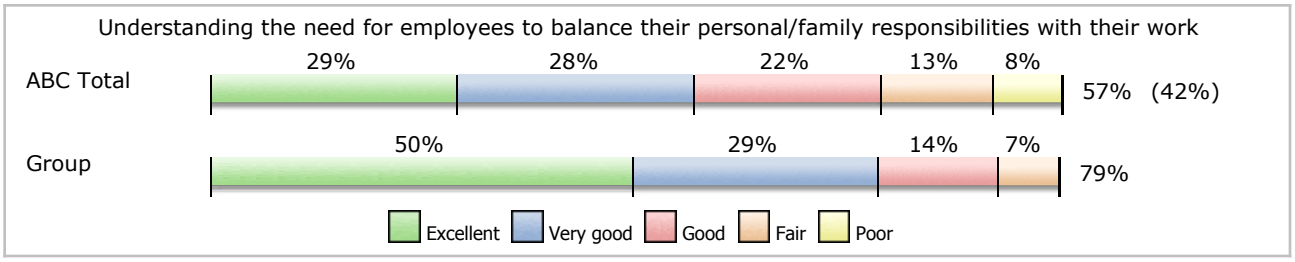


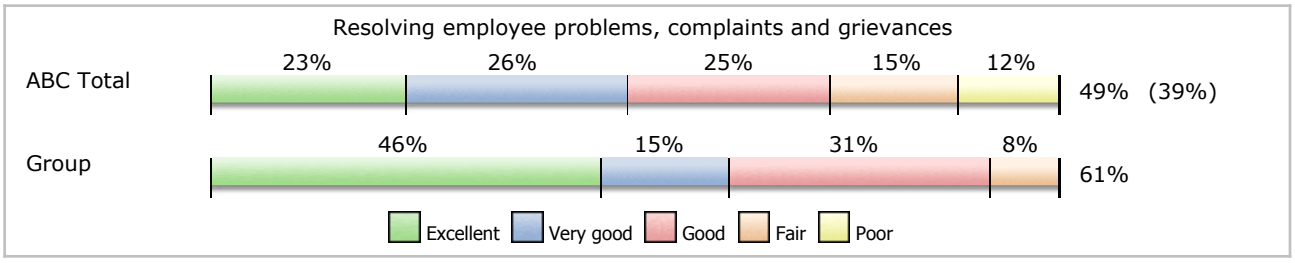


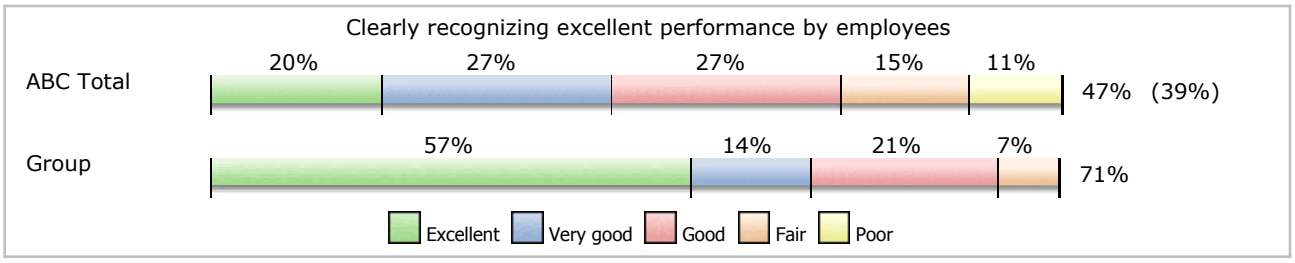
Evaluation of Current Immediate Supervisor

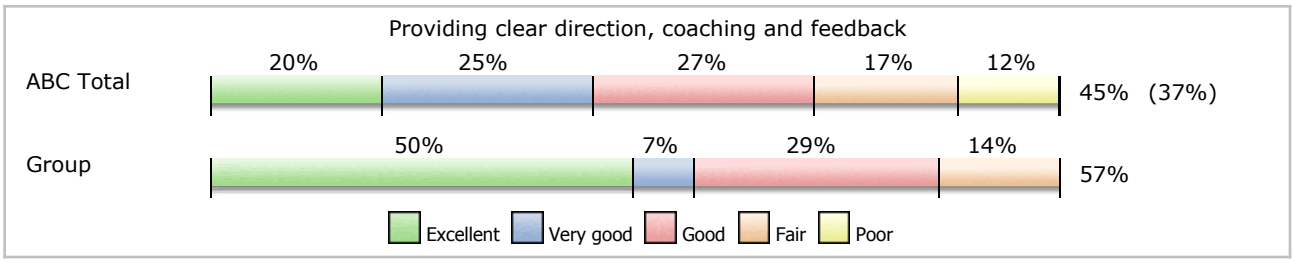




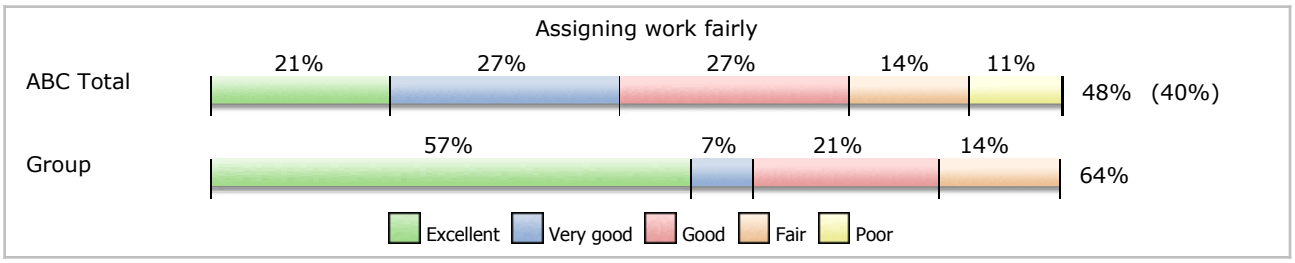




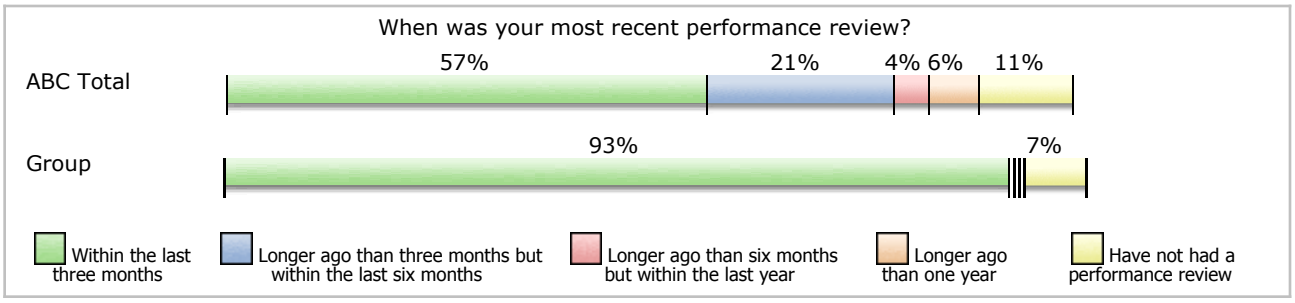




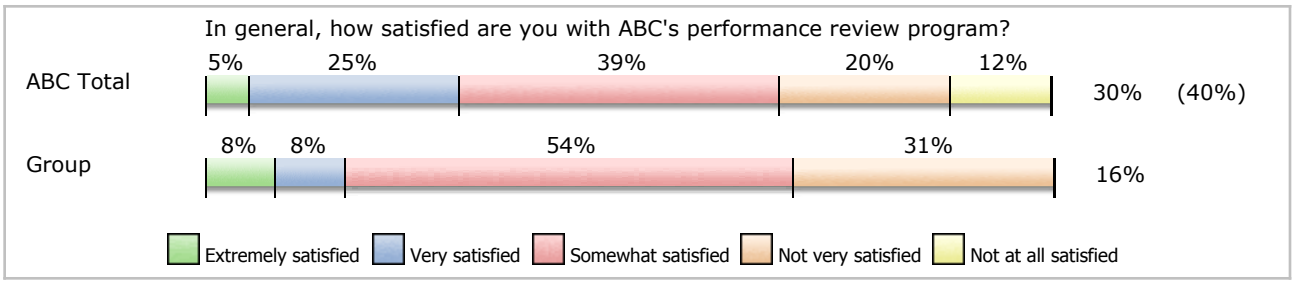
Evaluation of Current Immediate Supervisor



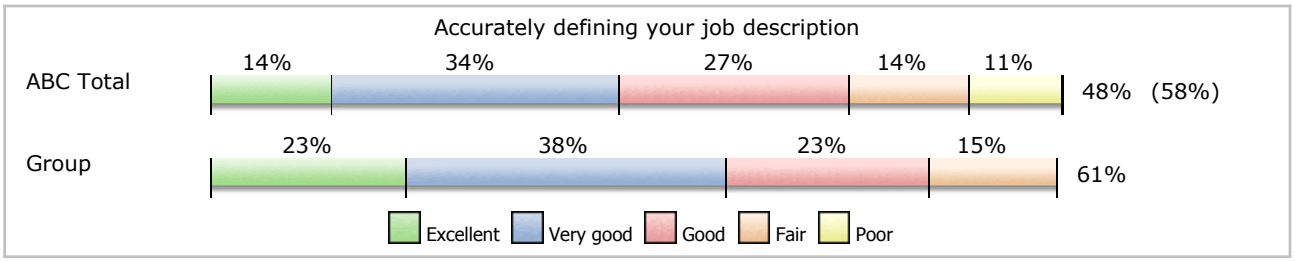
Most Recent Performance Review

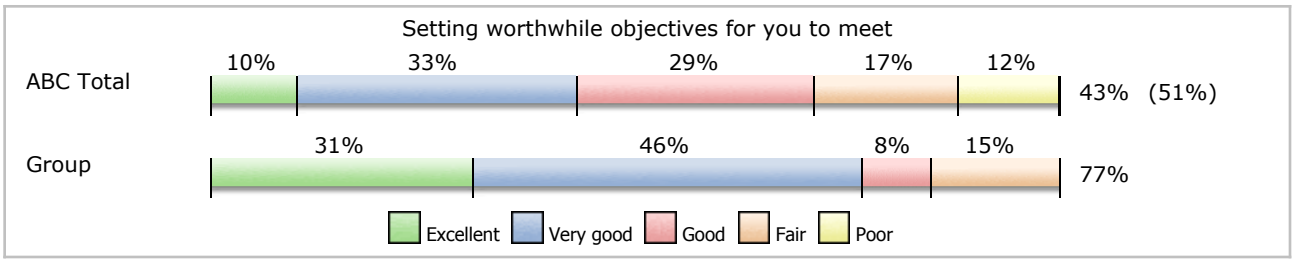


Satisfaction with Performance Review Program

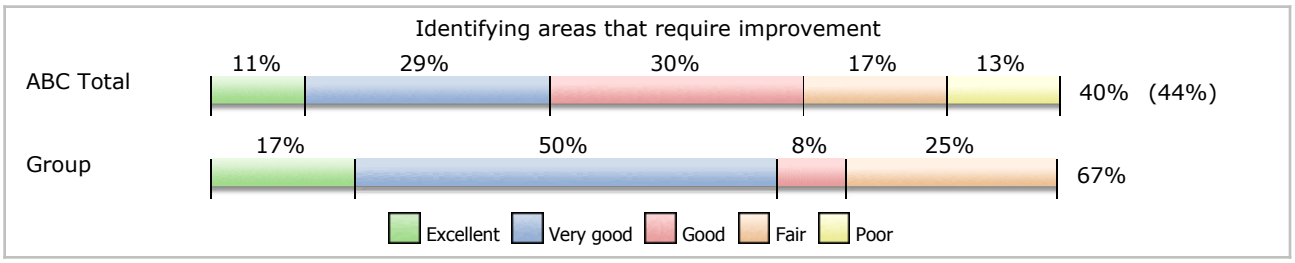


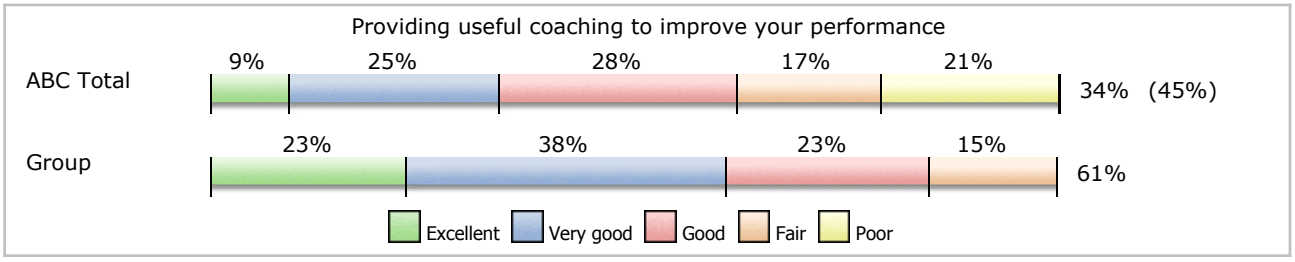
Evaluation of Most Recent Performance Review

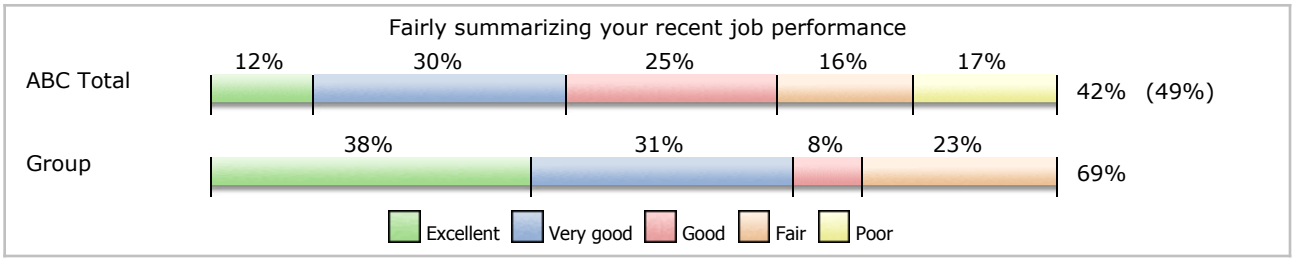


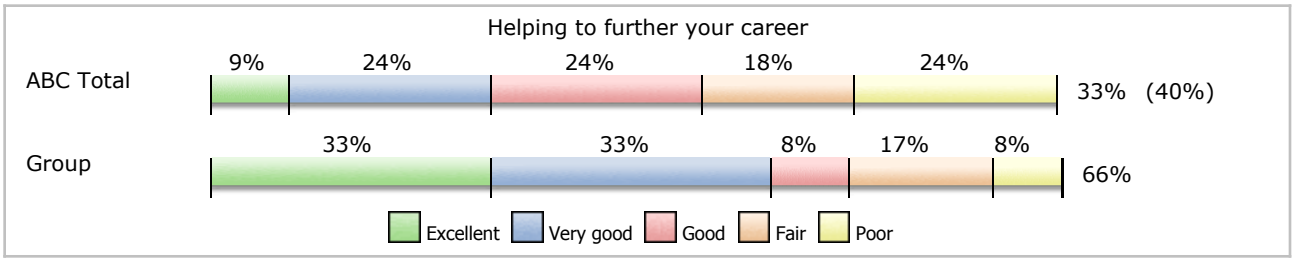


Evaluation of Most Recent Performance Review



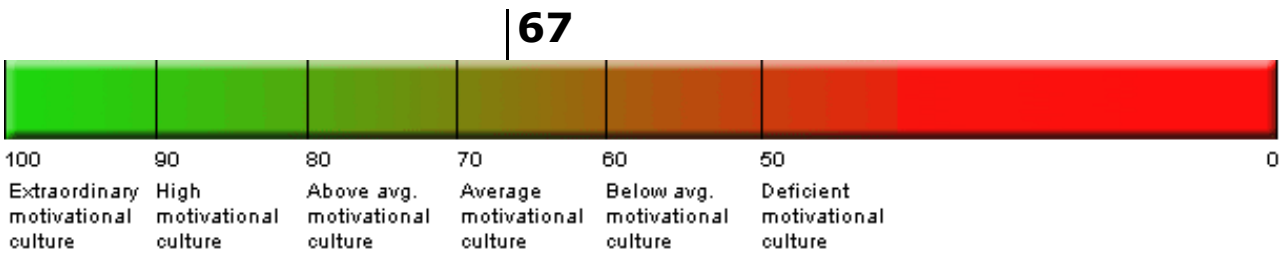




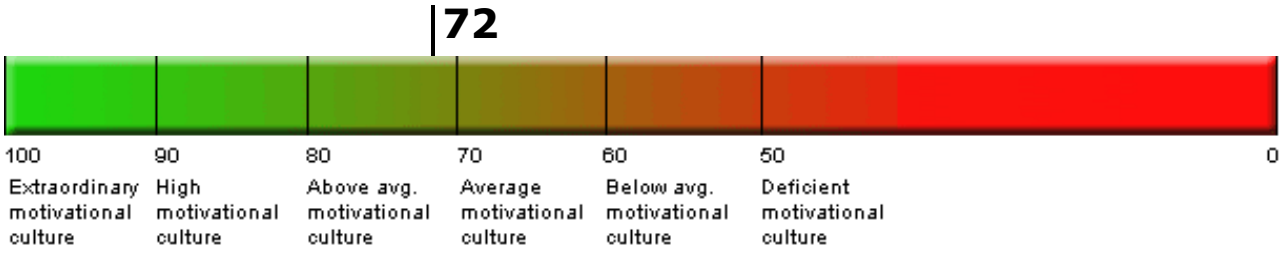


Motivation Index

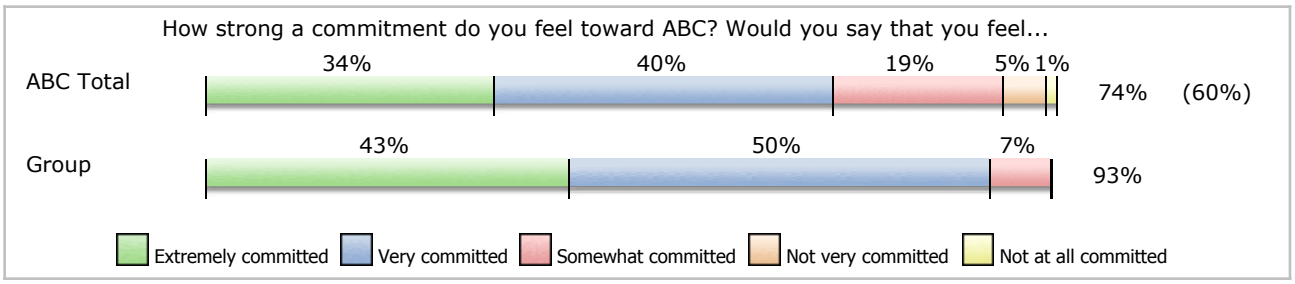
ABC Total



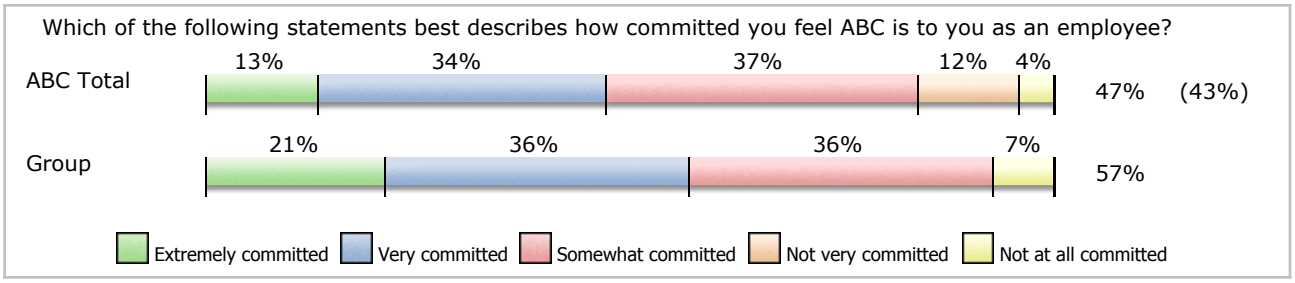
Group



Commitment to ABC



Commitment from ABC



Commitment Importance vs. Performance Gaps

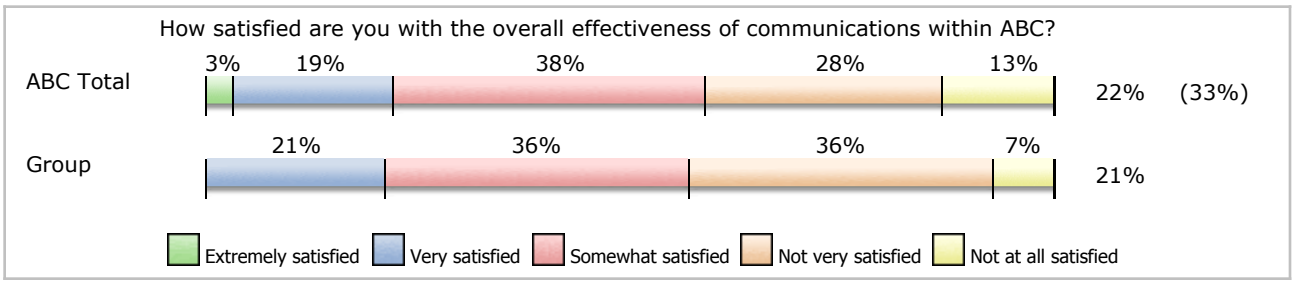
COMMITMENT - ABC Total	Importance	Performance	Gap
You have the materials and equipment you need to do your work right	95%	58%	37%
You believe that your career goals are being satisfied at your organization	89%	56%	33%
You are given the chance to learn new skills at your organization	90%	64%	26%
You feel secure in your position at your organization	90%	66%	24%
You have adequate authority to carry out your work	93%	69%	24%
At your organization, you feel motivated to do your work well	93%	72%	21%
You feel proud to work at this organization	89%	76%	13%

COMMITMENT - Group	Importance	Performance	Gap
You have the materials and equipment you need to do your work right	100%	64%	36%
You have adequate authority to carry out your work	100%	71%	29%
At your organization, you feel motivated to do your work well	100%	86%	14%
You believe that your career goals are being satisfied at your organization	93%	79%	14%
You feel secure in your position at your organization	93%	79%	14%
You are given the chance to learn new skills at your organization	86%	79%	7%
You feel proud to work at this organization	93%	86%	7%

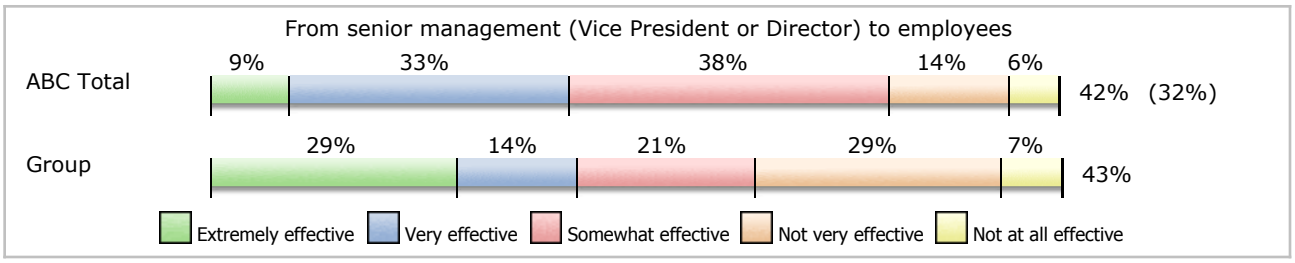
Note: This table compares the stated importance of each Commitment attribute against your Group's performance on each of the same attributes. Look for problems areas where the total performance score is significantly lower than the importance score. Gaps of 20 or more percentage points should be priorities for action.

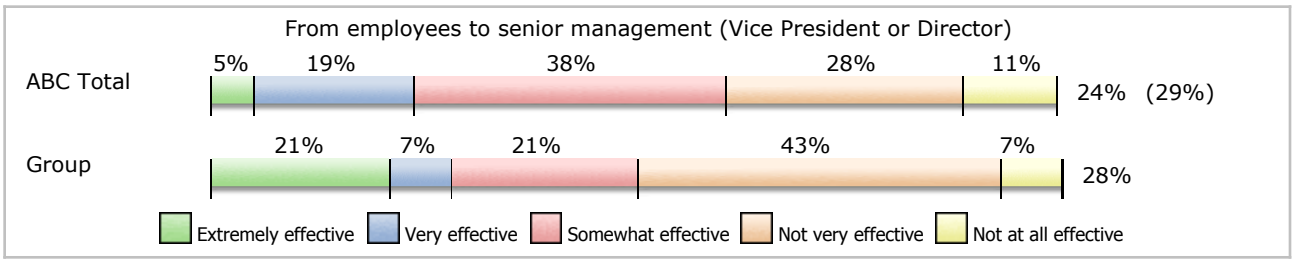
Insightlink Communications

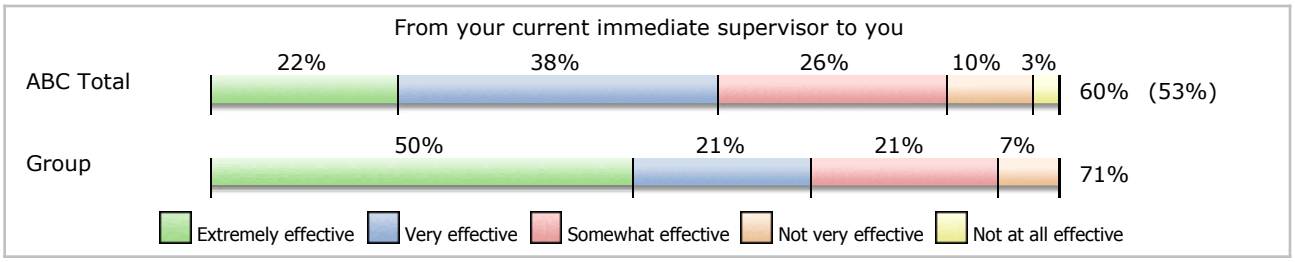
Satisfaction with Communications

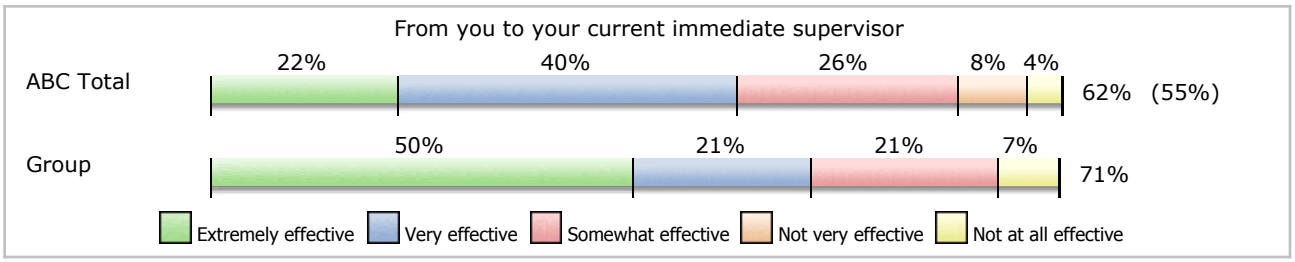


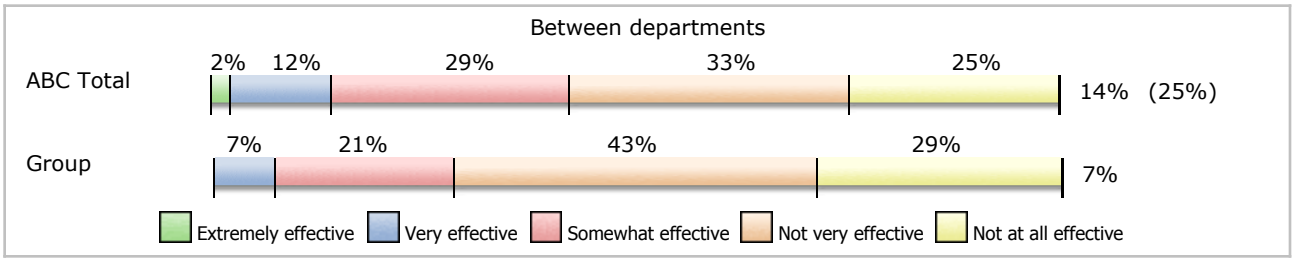
Effectiveness of Communications











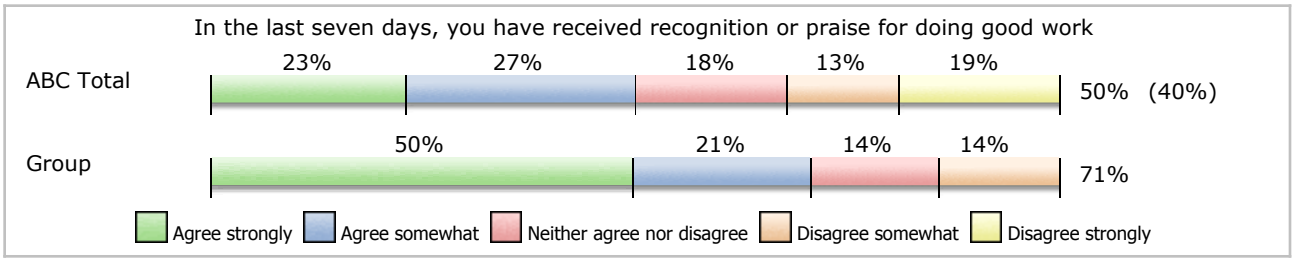
Communication Importance vs. Performance Gaps

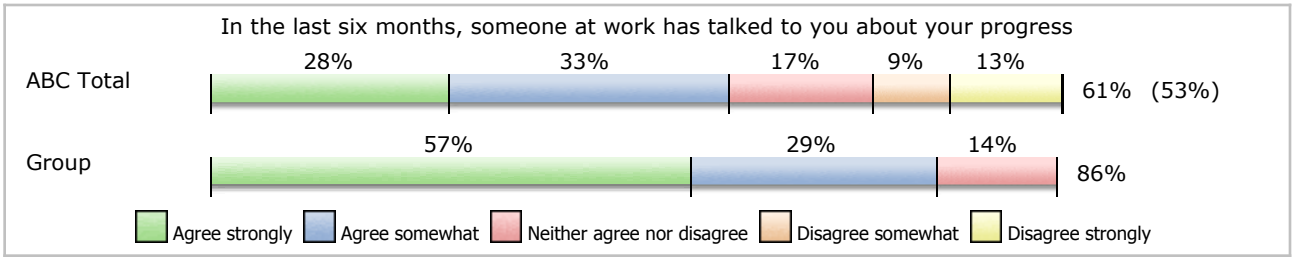
COMMUNICATION - ABC Total	Importance	Performance	Gap
Senior management listens and responds to employee ideas	88%	49%	39%
Senior management communicates decisions that affect employees effectively and efficiently	90%	58%	32%
Employees feel free to voice their opinions openly at work	87%	57%	30%
You know what is expected of you at work	95%	84%	11%

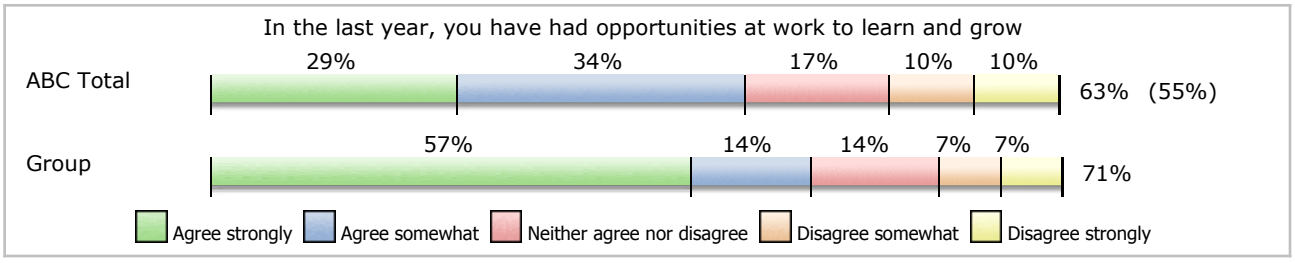
COMMUNICATION - Group	Importance	Performance	Gap
Senior management listens and responds to employee ideas	93%	50%	43%
Senior management communicates decisions that affect employees effectively and efficiently	93%	57%	36%
You know what is expected of you at work	100%	86%	14%
Employees feel free to voice their opinions openly at work	79%	79%	0%

Note: This table compares the stated importance of each Communication attribute against your Group's performance on each of the same attributes. Look for problems areas where the total performance score is significantly lower than the importance score. Gaps of 20 or more percentage points should be priorities for action.

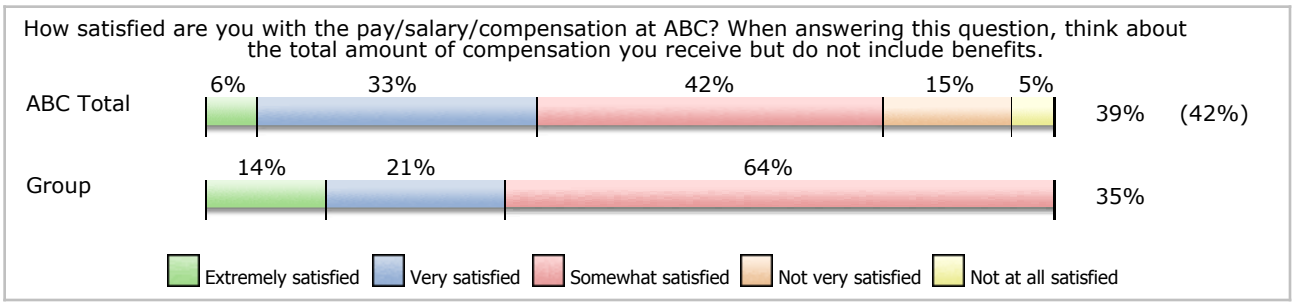
Recognition Index







Satisfaction with Compensation



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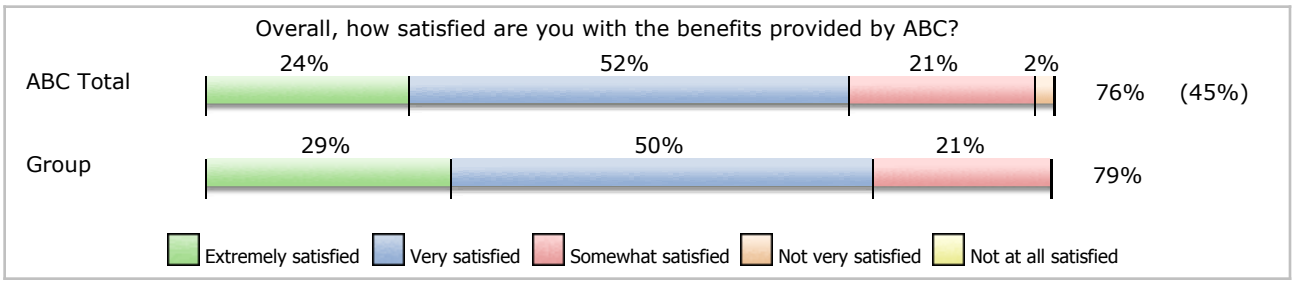
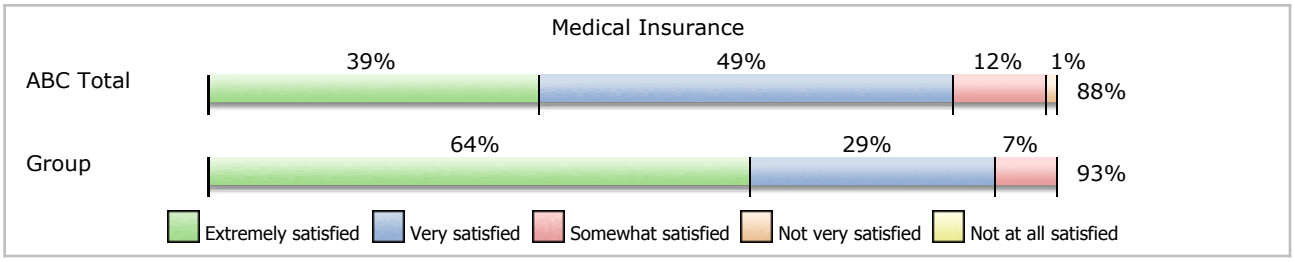
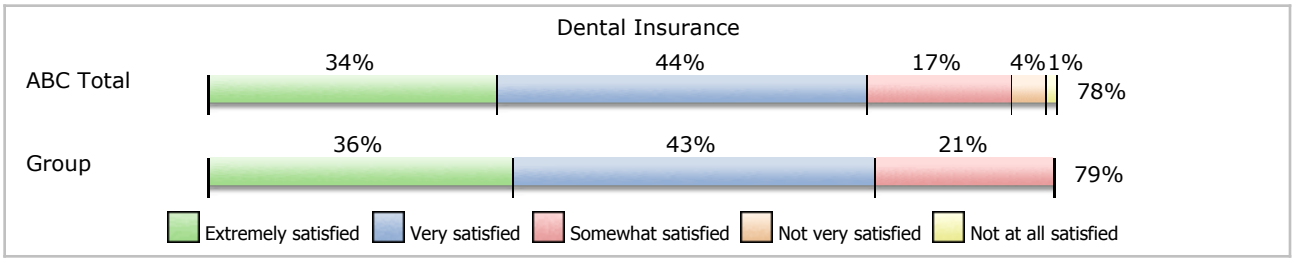
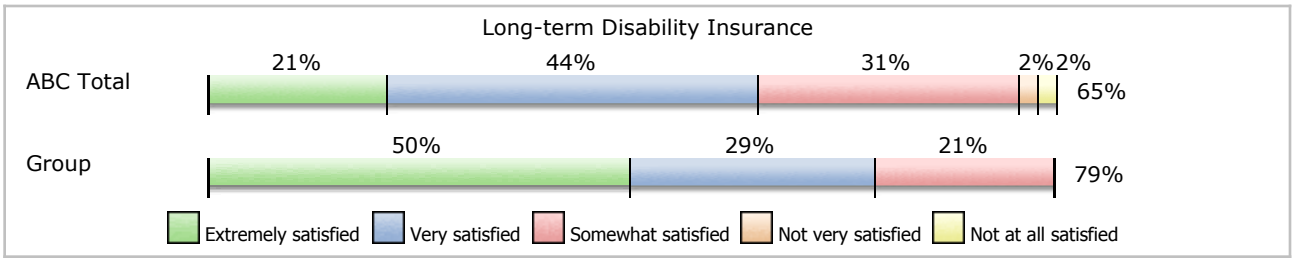


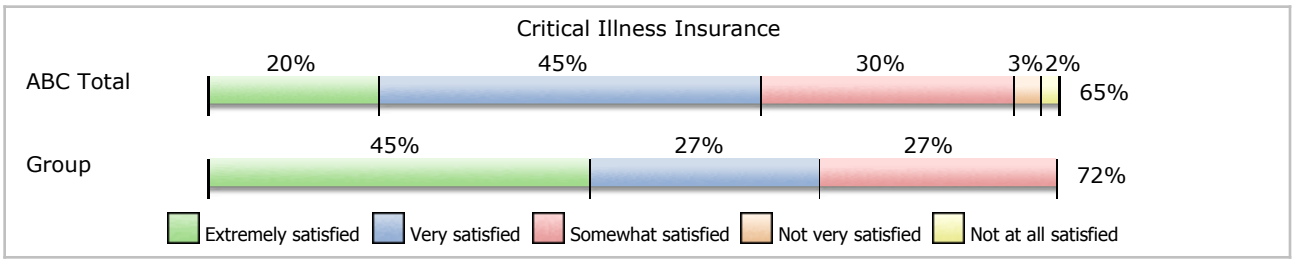
Satisfaction with Specific Benefits

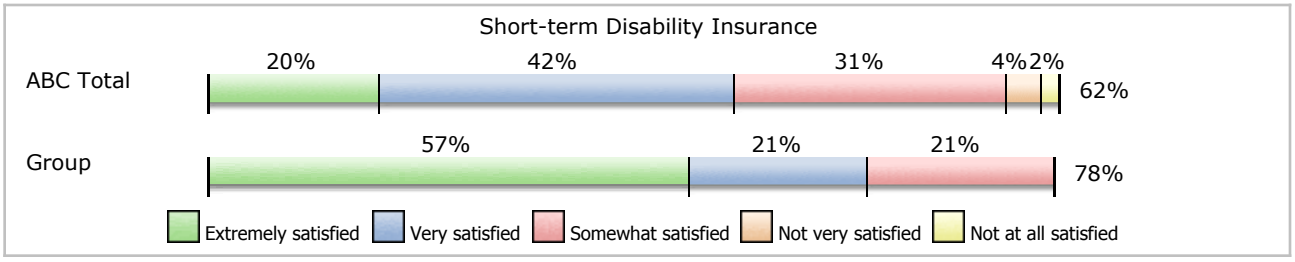


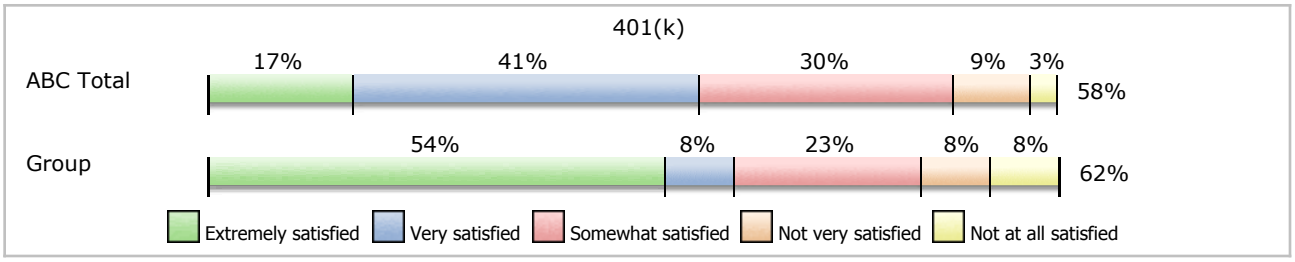


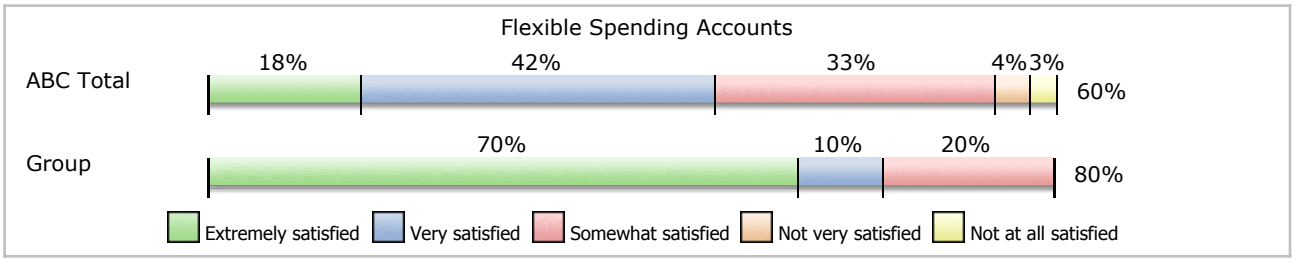


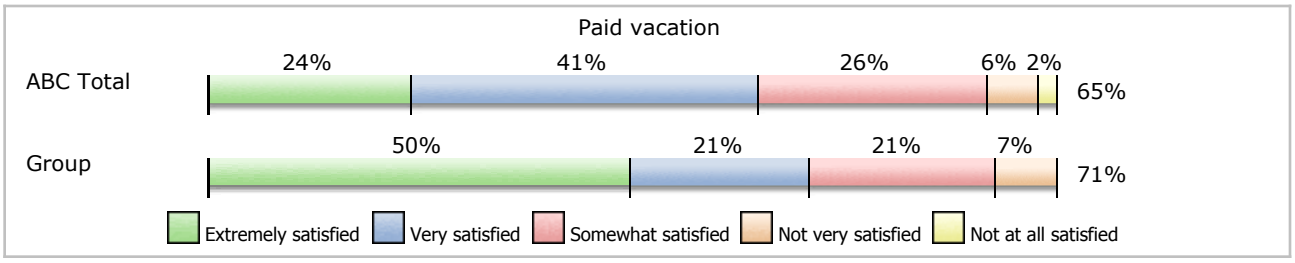
Satisfaction with Specific Benefits

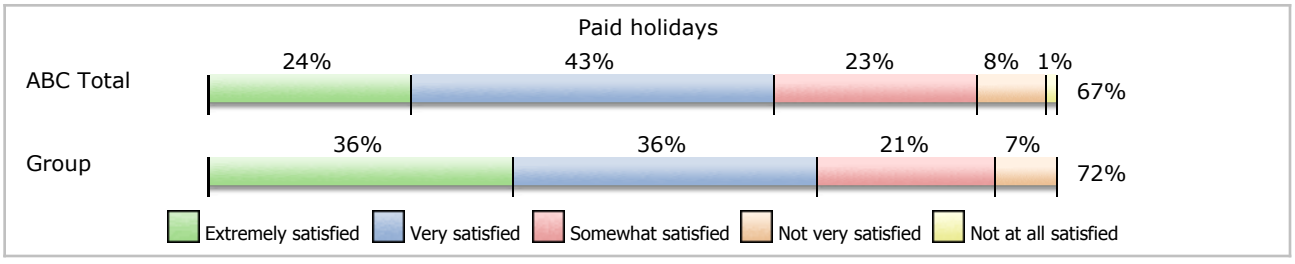




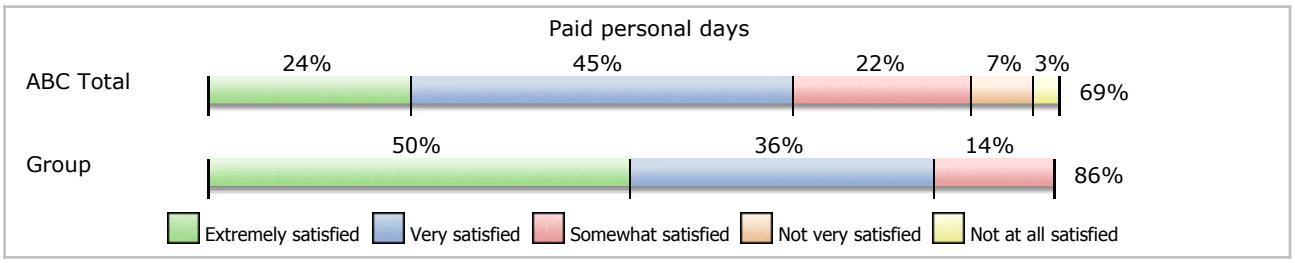


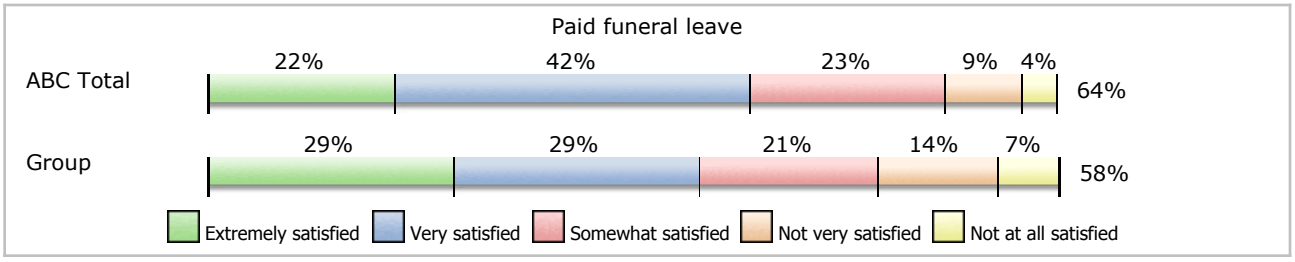


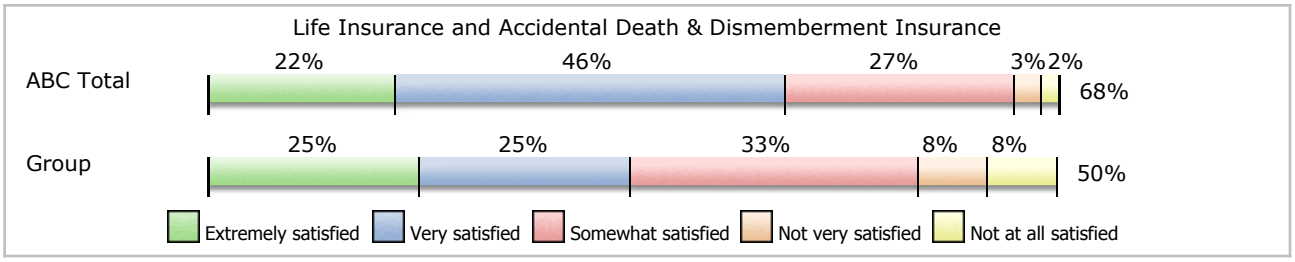


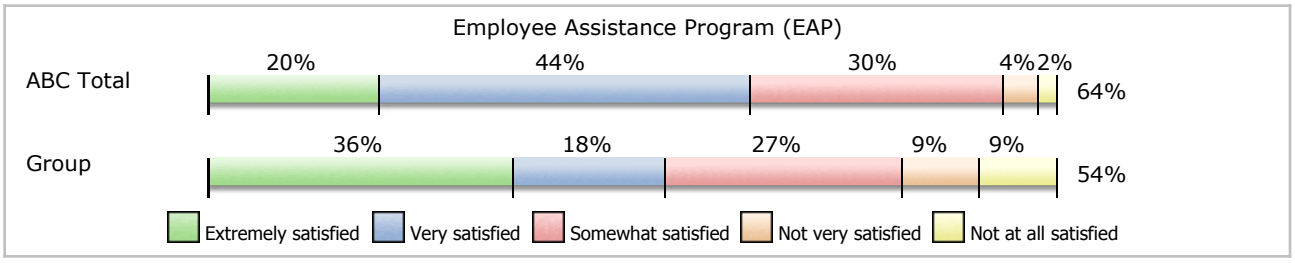


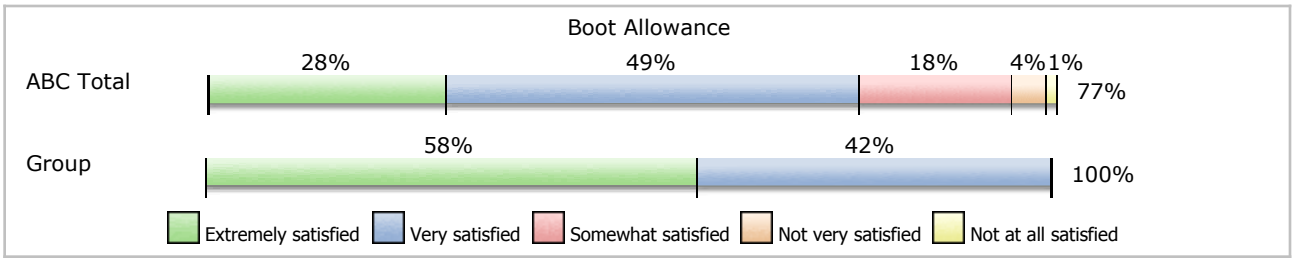
Satisfaction with Specific Benefits

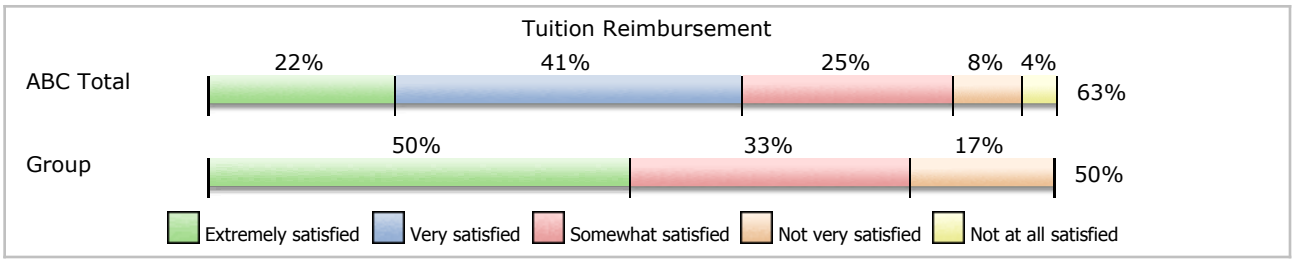












Compensation Importance vs. Performance Gaps

COMPENSATION - ABC Total	Importance	Performance	Gap
Your organization offers equitable systems for recognition, acknowledgement and rewards	84%	46%	38%
Your pay is directly related to your job performance	91%	54%	37%
You understand how your pay is determined	91%	58%	33%
Senior management cares about paying employees competitive wages	92%	59%	33%
You are paid fairly compared with people in similar companies who hold similar jobs	92%	63%	29%

COMPENSATION - Group	Importance	Performance	Gap
Your organization offers equitable systems for recognition, acknowledgement and rewards	86%	36%	50%
Your pay is directly related to your job performance	93%	50%	43%
You are paid fairly compared with people in similar companies who hold similar jobs	86%	64%	22%
You understand how your pay is determined	93%	71%	22%
Senior management cares about paying employees competitive wages	93%	79%	14%

Note: This table compares the stated importance of each Compensation attribute against your Group's performance on each of the same attributes. Look for problems areas where the total performance score is significantly lower than the importance score. Gaps of 20 or more percentage points should be priorities for action.

Insightlink Communications