

Confidential Survey Results
[Company]
2023

Results Generated by HR-Survey
March 2023

Introduction

Due to its continued commitment to the development of the organization and its' staff, in particular improving the organizational culture, [Company] elected to administer an employee survey.

The survey examines each employee's viewpoint on a variety of organizational topics including job satisfaction, communication and teamwork. The hope is to use the input to help guide actions related to improving the organizational culture and performance.

[Company] worked with HR-Survey to implement the administration of the questionnaire that fulfilled the requirements of the organization.

The survey itself was launched for a two week period in January 2023. During this period the survey was administered to employees via a web link on a voluntary basis. Employees were allowed time during their working day to complete the survey and due to the nature of the web link were able to respond on a confidential and honest basis as HR-Survey handled the administration of the survey responses.

Summary of Findings

This survey measured employee satisfaction on a variety of topics and within several employee contract classifications. Satisfaction was measured using a 5-point scale option from Strongly Disagree to Strongly Agree. The survey also included several open-ended items to gather information in the form of suggestions and explanations.

Types of Scores

Many of the charts and tables below show the responses as "scores" in the form of percentages and averages. The "Level of Agreement" score is a percentage of respondents that either "Agree" or "Strongly Agree" with the item (or dimension). For example, if an item is shown with a Level of Agreement score of 90%, this indicates that 90% of the individuals responding to that item selected either Agree or Strongly Agree. Average scores are also shown in this report. The Average score was calculated by assigning a numeric value to each type of response (see below).

Response	Score Value
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Combining Items into Dimensions

Since items were scored numerically from 1 to 5, it is possible to combine the scores of "like" items (i.e., items in the same dimension) into a measure of the dimension. For example, 5 items were included in the dimension: "Communication". An average score for the dimension was calculated by adding the values of all of the responses to items in that dimension and dividing by the number of responses made to items in that dimension.

Summary Scores

- 53 respondents completed the questionnaire resulting in a 11% participation rate. Please note however, that not every participant completed every item. Therefore, within these results you may find some items with a higher number of respondents (the 'n'-size) than other items.
- 69% of your employees either Strongly Agree or Agree that [Company] is a good place to work.

Participants were from several different job roles and had a variety of years of service.

Department	Responded	Percent of Total
Administration	29	55%
Operations	24	45%

Age	Responded	Percent of Total
29 years old or younger	13	25%
30 to 39 years old	11	21%
40 to 49 years old	9	17%
50 or older years old	3	6%
Do not wish to disclose	7	13%

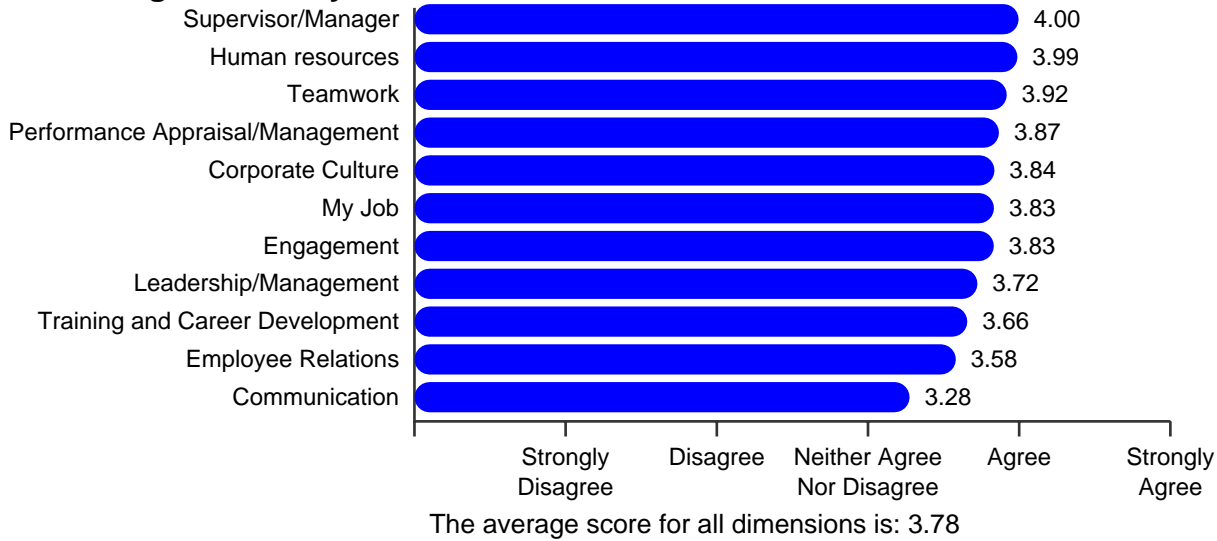
Gender	Responded	Percent of Total
Male	22	42%
Female	20	38%
Other	3	6%

Service	Responded	Percent of Total
0 to 5 months	3	6%
6 to 12 months	4	8%
1 to 4 years	31	58%
5 to 9 years	6	11%

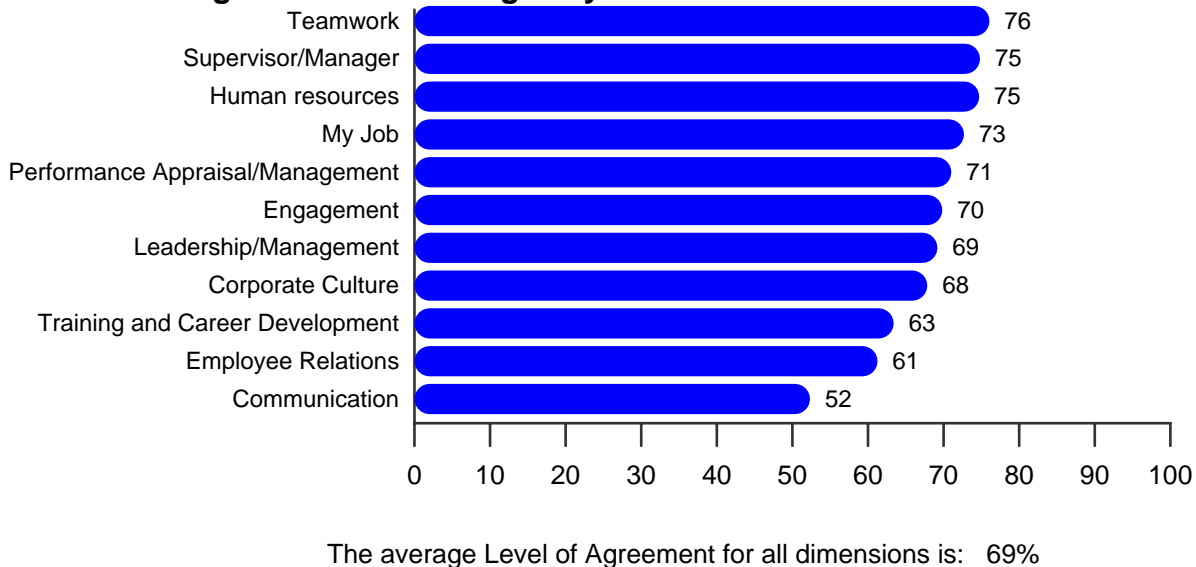
Total Participants	53	
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The questionnaire items were grouped into 11 dimensions with averages shown in the chart below. The bars are sorted by average score in descending order. The dimensions shown at the bottom of the chart represent those with the greatest need for employee development. The dimensions shown at the top of the chart represent those with the least need for employee development.

Average Scores by Dimension



Level of Agreement Percentages by Dimension



The following document contains the results of the [Company] Employee Opinion Survey 2023. The survey was open to all employees to ensure that the views of employees are taken into account in an effort to improve performance, services, and quality.

The Survey was intended to measure and gauge employees' perception of the company and its employee initiatives.

Employee Surveys

Why conduct an employee survey? Can't I get the same information just by "walking around" and asking the employees myself? A skilled manager does interact with their employees on a regular basis. But a survey provides a way of supporting formal and informal communication methods. All employees are asked the same questions which greatly enhances the interpretation of the responses gathered from the survey.

A survey makes it possible to gather responses from individuals who may otherwise be hesitant to speak about their opinions and suggestions.

Employee surveys perform a number of useful objectives. Surveys can:

1. provide benchmarks for comparison
2. empower employees to contribute to the growth of the organization
3. open lines of communication with the employees
4. measure attitudes and opinions
5. form the basis of future employee development programs

Purpose of this Survey

This survey is not a measure of employee happiness or misery. Rather, the purpose of the survey was to gather feedback from employees in order to make [Company] a better place to work. A questionnaire was specifically developed for this purpose. This questionnaire measures facets of the organization that employees feel satisfied with, those which are viewed less favorably, and opportunities for improvement.

Monitoring satisfaction of employees and identifying areas that need improvement can result in lower turnover rates and help retain high performing staff members.

What to do with these results

Considerable time and effort were taken to develop the questionnaire. Employees invested their time in the completion of the on-line questionnaire forms. Results were generated and included in this document. But two important parts of the process are left to be implemented: **Decision** and **Action**.

The complete survey process is composed of:

- **Measurement** The questionnaire was specifically designed to measure facets of employees at the Company.
- **Orientation** The results of this survey will serve to provide an orientation from which to take action.
- **Decision** Senior management must decide on a course of action to implement changes and strategies identified by the employees.
- **Action** Management must execute and implement changes and strategies.

Survey Methodology

Sampling

All employees at [Company] were included in this survey. An email invitation was sent to the employees.

Data Collection

The survey was conducted by HR-Survey which prepared the web-based questionnaire for administration to the employees. Names and employee data were not collected. No individual employee data is linked to employee responses.

Administration Period

The survey was conducted for three weeks starting in January 2023. The survey questionnaire was operated by HR-Survey who ensured the anonymity of all respondents. Information was not collected that would reveal the identity of the respondent.

Item Types

"Closed-ended questions" asked users to respond on a scale, for instance, from "Strongly Disagree" to "Strongly Agree".

Results between 1.0 to 3.0 indicate respondents are predominately not in agreement with the survey question. Results 4.0 to 5.0 indicate respondents predominately agree with the question.

The survey findings are largely in the form of descriptive statistics and narrative conclusions.

Guide to Interpreting the Tables

The first shows the number of respondents (n), average score (Avg), and number and percentage of respondents for each of the alternatives for the item. An example of this type of table is shown below. The responses to these items on the survey were assigned a numeric value that ranged from 1 to 5. The value of 1 was assigned to "Strongly Disagree". The value of 5 was assigned to "Strongly Agree". This makes it possible to calculate an "average score" for each item which is useful in comparing different items or different groups of respondents on the same item.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
1. Managers communicate clear objectives for employees to follow	52	3.54	2 4%	7 13%	11 21%	25 48%	7 13%
2. My opinions count at [Company]	52	3.58	4 8%	6 12%	8 15%	24 46%	10 19%

The next table shows a graphic representation of the percentages of responses. The table includes a graph that uses colors that range from green to red where green represents a high level of agreement with that item on the survey and red represents a low level of agreement with that item. Items that show a larger section of green indicate employees have a high level of agreement with that item. Agreement in this section is defined as a response from Agree (4) to Strongly Agree (5).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5. Changes or decisions that affect employees are communicated effectively	51	3.02	41.2	8%	35%	16%	29%	12%
15. I have a good relationship with my co-workers	47	4.23	83.0	13%	34%	49%		

Overall Scores By Demographic

This overall score is calculated by averaging the scores for all items from all participants in that demographic.

Department	N-size	Average Score	Level of Agreement
Administration	29	4.04	78%
Operations	24	3.42	55%

Age	N-size	Average Score	Level of Agreement
29 years old or younger	13	3.51	57%
30 to 39 years old	11	4.05	80%
40 to 49 years old	9	3.75	70%
50 or older years old	3	3.62	63%
Do not wish to disclose	7	3.92	79%

Gender	N-size	Average Score	Level of Agreement
Male	22	3.51	58%
Female	20	4.04	80%
Other	3	3.91	73%

Service	N-size	Average Score	Level of Agreement
0 to 5 months	3	3.61	63%
6 to 12 months	4	4.19	81%
1 to 4 years	31	3.66	65%
5 to 9 years	6	4.06	82%

Overall	N-size	Average Score	Level of Agreement
Overall Average	53	3.78	69%

Top and Bottom Items

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

Top Items - Items that require little development

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
44. I have the skills I need to do my job	44	4.50	97.7			45%	52%	
23. I am proud to work for [Company]	45	4.58	95.6			33%	62%	
22. I feel good about working in My Department	45	4.24	88.9	7%		47%	42%	
9. My Job makes effective use of my skills and abilities	50	4.06	88.0			56%	32%	
47. The HR department has communicated benefit updates and changes regularly and clearly	44	4.16	86.4	11%		55%	32%	
19. I would recommend [Company] as a great place to work	45	4.18	84.4	13%		49%	36%	
60. My manager is available to me when I have questions or need help	45	4.29	84.4	7%	9%	33%	51%	
69. My manager holds me accountable for the work that I do	45	4.18	84.4	11%		44%	40%	
10. I receive a lot of satisfaction from my job	50	4.04	84.0	12%		58%	26%	
15. I have a good relationship with my co-workers	47	4.23	83.0	13%		34%	49%	

Bottom Items -
Items that require the most development

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
4. I feel confident in the communication between departments	51	2.43	19.6	20%	23%	43%	18%	14%
26. The rewards and recognition I receive are attractive and competitive	45	3.07	35.6	16%	13%	36%	20%	16%
12. My pay is fair for my position	49	3.04	36.7	8%	23%	24%	22%	14%
41. I am aware of promotion opportunities within [Company]	43	3.05	37.2	12%	9%	30%	26%	12%
32. In my area, we are rewarded for efforts to improve external/internal customer service	45	3.22	40.0	13%	14%	29%	22%	18%
5. Changes or decisions that affect employees are communicated effectively	51	3.02	41.2	8%	27%	16%	29%	12%
38. There is no favoritism in the rewards given to some employees	44	3.23	45.5	18%	9%	30%	25%	20%
42. I receive coaching and feedback that supports my career development	44	3.27	47.7	14%	9%	30%	32%	16%
40. Job promotions within the company are fair and reasonable	44	3.27	50.0	11%	9%	30%	41%	9%
25. I receive recognition when I perform above expectations	45	3.38	51.1	11%	11%	27%	31%	20%

Analysis of Response Rates

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Nor Disagree 3	Agree 4	Strongly Agree 5
1. Managers communicate clear objectives for employees to follow	52	3.54	2 4%	7 13%	11 21%	25 48%	7 13%
2. My opinions count at [Company]	52	3.58	4 8%	6 12%	8 15%	24 46%	10 19%
3. Employees are free to express their concerns and complaints	52	3.79	2 4%	5 10%	7 13%	26 50%	12 23%
4. I feel confident in the communication between departments	51	2.43	10 20%	22 43%	9 18%	7 14%	3 6%
5. Changes or decisions that affect employees are communicated effectively	51	3.02	4 8%	18 35%	8 16%	15 29%	6 12%
6. I feel I have job security	50	3.68	2 4%	4 8%	11 22%	24 48%	9 18%
7. I am clear on my job expectations and role	50	3.90	1 2%	3 6%	11 22%	20 40%	15 30%
8. My work is challenging, stimulating, and rewarding	50	4.06	1 2%	1 2%	7 14%	26 52%	15 30%
9. My Job makes effective use of my skills and abilities	50	4.06	3 6%	1 2%	2 4%	28 56%	16 32%
10. I receive a lot of satisfaction from my job	50	4.04	1 2%	1 2%	6 12%	29 58%	13 26%
11. My work gives me a feeling of personal accomplishment	49	4.04	2 4%	0 0%	7 14%	25 51%	15 31%
12. My pay is fair for my position	49	3.04	4 8%	15 31%	12 24%	11 22%	7 14%
13. My team focuses on fixing the problem rather than finding someone to blame	46	3.50	5 11%	8 17%	2 4%	21 46%	10 22%
14. My team looks for ways to change processes to improve performance	46	3.83	2 4%	5 11%	6 13%	19 41%	14 30%
15. I have a good relationship with my co-workers	47	4.23	2 4%	0 0%	6 13%	16 34%	23 49%
16. We hold one another accountable when working in teams	47	3.89	2 4%	5 11%	4 9%	21 45%	15 32%
17. I feel I am part of the team	47	4.11	2 4%	1 2%	6 13%	19 40%	19 40%
18. Team members take pride in their work	47	3.94	3 6%	1 2%	7 15%	21 45%	15 32%
19. I would recommend [Company] as a great place to work	45	4.18	0 0%	1 2%	6 13%	22 49%	16 36%
20. I am made to feel that I am an important part of [Company]	43	3.77	3 7%	3 7%	6 14%	20 47%	11 26%
21. I have the authority to make decisions that I need to do	45	3.60	3 7%	5 11%	10 22%	16 36%	11 24%

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
22. I feel good about working in My Department	45	4.24	1 2%	1 2%	3 7%	21 47%	19 42%
23. I am proud to work for [Company]	45	4.58	0 0%	0 0%	2 4%	15 33%	28 62%
24. We work together to solve problems	45	3.84	4 9%	2 4%	7 16%	16 36%	16 36%
25. I receive recognition when I perform above expectations	45	3.38	5 11%	5 11%	12 27%	14 31%	9 20%
26. The rewards and recognition I receive are attractive and competitive	45	3.07	7 16%	6 13%	16 36%	9 20%	7 16%
27. [Company] fosters an environment where diverse individuals can work together effectively	46	4.00	3 7%	3 7%	5 11%	15 33%	20 43%
28. Individual differences across age, ethnicity, and working style are understood and managed well organization-wide	46	3.80	4 9%	3 7%	8 17%	14 30%	17 37%
29. The organizational climate is one where I feel accepted and respected	46	3.93	1 2%	4 9%	8 17%	17 37%	16 35%
30. The morale in my department is generally high	46	3.80	2 4%	6 13%	8 17%	13 28%	17 37%
31. I have enough freedom in my position to do what is right for the customer	46	3.91	4 9%	2 4%	7 15%	14 30%	19 41%
32. In my area, we are rewarded for efforts to improve external/internal customer service	45	3.22	2 4%	12 27%	13 29%	10 22%	8 18%
33. [Company] is committed to ensuring equal opportunities for all employees	46	3.74	4 9%	4 9%	7 15%	16 35%	15 33%
34. The organization values diversity	46	4.26	1 2%	1 2%	6 13%	15 33%	23 50%
35. Managers show fairness and respect in their interactions with employees regardless of their position/job	45	3.49	5 11%	4 9%	8 18%	20 44%	8 18%
36. The work environment is free of discrimination	45	3.67	3 7%	5 11%	7 16%	19 42%	11 24%
37. Disrespectful behavior is not tolerated	44	4.09	1 2%	2 5%	7 16%	16 36%	18 41%
38. There is no favoritism in the rewards given to some employees	44	3.23	8 18%	3 7%	13 30%	11 25%	9 20%
39. [Company] does a good job of recognizing the efforts of employees to improve customer service	44	3.43	3 7%	7 16%	10 23%	16 36%	8 18%
40. Job promotions within the company are fair and reasonable	44	3.27	5 11%	4 9%	13 30%	18 41%	4 9%
41. I am aware of promotion opportunities within [Company]	43	3.05	5 12%	9 21%	13 30%	11 26%	5 12%
42. I receive coaching and feedback that supports my career development	44	3.27	6 14%	4 9%	13 30%	14 32%	7 16%

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
43. I feel that I have the training necessary to do my job	43	3.84	3 7%	3 7%	4 9%	21 49%	12 28%
44. I have the skills I need to do my job	44	4.50	0 0%	0 0%	1 2%	20 45%	23 52%
45. I have many opportunities to learn new things	44	3.91	1 2%	7 16%	5 11%	13 30%	18 41%
46. There is someone at work who encourages my development	44	3.75	4 9%	5 11%	7 16%	10 23%	18 41%
47. The HR department has communicated benefit updates and changes regularly and clearly	44	4.16	0 0%	1 2%	5 11%	24 55%	14 32%
48. I am comfortable going to Human Resources when I have about a problem or issue	44	3.84	4 9%	5 11%	4 9%	12 27%	19 43%
49. [Company] policies and procedures for employees are well developed and organized	43	3.77	1 2%	4 9%	12 28%	13 30%	13 30%
50. [Company] offers excellent benefits	43	4.19	1 2%	1 2%	6 14%	16 37%	19 44%
51. [Company] is effective in developing goals and integrating them into strategies for action	42	3.62	3 7%	3 7%	10 24%	17 40%	9 21%
52. The management at [Company] cares about employees	43	3.93	1 2%	3 7%	7 16%	19 44%	13 30%
53. I can trust management in this organization	43	3.60	3 7%	4 9%	10 23%	16 37%	10 23%
54. Managers encourage initiative	43	3.81	1 2%	5 12%	6 14%	20 47%	11 26%
55. I feel free to express my opinions without worrying about negative actions/responses	43	3.37	5 12%	8 19%	4 9%	18 42%	8 19%
56. The Leadership makes me proud to be an employee of [Company]	43	3.72	1 2%	4 9%	9 21%	21 49%	8 19%
57. The Leadership is focused on achieving business objectives	43	3.95	2 5%	2 5%	4 9%	23 53%	12 28%
58. The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]	44	3.77	1 2%	5 11%	5 11%	25 57%	8 18%
59. My Manager delegates work effectively	45	3.80	3 7%	4 9%	6 13%	18 40%	14 31%
60. My manager is available to me when I have questions or need help	45	4.29	0 0%	3 7%	4 9%	15 33%	23 51%
61. My Manager has a good understanding of my work environment and processes	45	3.78	5 11%	2 4%	6 13%	17 38%	15 33%
62. I feel I can give my manager honest and candid feedback	45	4.22	0 0%	3 7%	5 11%	16 36%	21 47%
63. Whenever possible, my supervisor considers the opinions of others before making important decisions	45	3.82	2 4%	5 11%	8 18%	14 31%	16 36%
64. I can go to my Supervisor if I have a problem	45	4.07	2 4%	1 2%	9 20%	13 29%	20 44%

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
65. I trust the feedback I receive from my Supervisor	45	3.93	2 4%	5 11%	2 4%	21 47%	15 33%
66. I understand how my performance is evaluated	45	3.82	1 2%	5 11%	9 20%	16 36%	14 31%
67. Expectations are clearly communicated to me	45	3.58	1 2%	10 22%	6 13%	18 40%	10 22%
68. My annual review is effective in identifying specific goals for performance improvement	44	3.59	4 9%	5 11%	10 23%	11 25%	14 32%
69. My manager holds me accountable for the work that I do	45	4.18	1 2%	1 2%	5 11%	20 44%	18 40%
70. My manager provides me with adequate feedback	45	3.91	1 2%	4 9%	9 20%	15 33%	16 36%
71. I have clear measures for each of my objectives and I know what is expected of me in my job	45	4.04	1 2%	2 4%	7 16%	19 42%	16 36%

Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
44. I have the skills I need to do my job	44	4.50	97.7			45%	52%	
23. I am proud to work for [Company]	45	4.58	95.6			33%	62%	
22. I feel good about working in My Department	45	4.24	88.9	7%		47%	42%	
9. My Job makes effective use of my skills and abilities	50	4.06	88.0			56%	32%	
47. The HR department has communicated benefit updates and changes regularly and clearly	44	4.16	86.4	11%		55%	32%	
19. I would recommend [Company] as a great place to work	45	4.18	84.4	13%		49%	36%	
60. My manager is available to me when I have questions or need help	45	4.29	84.4	7%	9%	33%	51%	
69. My manager holds me accountable for the work that I do	45	4.18	84.4	11%		44%	40%	
10. I receive a lot of satisfaction from my job	50	4.04	84.0	12%		58%	26%	
15. I have a good relationship with my co-workers	47	4.23	83.0	13%		34%	49%	
34. The organization values diversity	46	4.26	82.6	13%		33%	50%	
62. I feel I can give my manager honest and candid feedback	45	4.22	82.2	7%	11%	36%	47%	
8. My work is challenging, stimulating, and rewarding	50	4.06	82.0	14%		52%	30%	
11. My work gives me a feeling of personal accomplishment	49	4.04	81.6	14%		51%	31%	
50. [Company] offers excellent benefits	43	4.19	81.4	14%		37%	44%	
57. The Leadership is focused on achieving business objectives	43	3.95	81.4	9%		53%	28%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
17. I feel I am part of the team	47	4.11	80.9	13%		40%	40%	
65. I trust the feedback I receive from my Supervisor	45	3.93	80.0	11%		47%	33%	
71. I have clear measures for each of my objectives and I know what is expected of me in my job	45	4.04	77.8	16%		42%	36%	
37. Disrespectful behavior is not tolerated	44	4.09	77.3	16%		36%	41%	
43. I feel that I have the training necessary to do my job	43	3.84	76.7	7%	7%	9%	49%	28%
16. We hold one another accountable when working in teams	47	3.89	76.6	11%	9%		45%	32%
18. Team members take pride in their work	47	3.94	76.6	6%	15%		45%	32%
27. [Company] fosters an environment where diverse individuals can work together effectively	46	4.00	76.1	7%	7%	11%	33%	43%
58. The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]	44	3.77	75.0	11%	11%		57%	18%
52. The management at [Company] cares about employees	43	3.93	74.4	7%	16%		44%	30%
64. I can go to my Supervisor if I have a problem	45	4.07	73.3	20%		29%	44%	
3. Employees are free to express their concerns and complaints	52	3.79	73.1	10%	13%		50%	23%
20. I am made to feel that I am an important part of [Company]	43	3.77	72.1	7%	7%	14%	47%	26%
54. Managers encourage initiative	43	3.81	72.1	12%	14%		47%	26%
14. My team looks for ways to change processes to improve performance	46	3.83	71.7	11%	13%		41%	30%
29. The organizational climate is one where I feel accepted and respected	46	3.93	71.7	9%	17%		37%	35%
31. I have enough freedom in my position to do what is right for the customer	46	3.91	71.7	9%	15%		30%	41%
24. We work together to solve problems	45	3.84	71.1	9%	16%		36%	36%

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
59. My Manager delegates work effectively	45	3.80	71.1	7%	9%	13%	40%	31%
61. My Manager has a good understanding of my work environment and processes	45	3.78	71.1	11%	13%	38%	33%	
45. I have many opportunities to learn new things	44	3.91	70.5	16%	11%	30%	41%	
48. I am comfortable going to Human Resources when I have about a problem or issue	44	3.84	70.5	9%	11%	9%	27%	43%
7. I am clear on my job expectations and role	50	3.90	70.0	22%	40%	30%		
70. My manager provides me with adequate feedback	45	3.91	68.9	9%	20%	33%	36%	
56. The Leadership makes me proud to be an employee of [Company]	43	3.72	67.4	9%	21%	49%	19%	
13. My team focuses on fixing the problem rather than finding someone to blame	46	3.50	67.4	11%	17%	46%	22%	
28. Individual differences across age, ethnicity, and working style are understood and managed well organization-wide	46	3.80	67.4	9%	7%	17%	30%	37%
33. [Company] is committed to ensuring equal opportunities for all employees	46	3.74	67.4	9%	9%	15%	35%	33%
36. The work environment is free of discrimination	45	3.67	66.7	7%	11%	16%	42%	24%
63. Whenever possible, my supervisor considers the opinions of others before making important decisions	45	3.82	66.7	11%	18%	31%	36%	
66. I understand how my performance is evaluated	45	3.82	66.7	11%	20%	36%	31%	
6. I feel I have job security	50	3.68	66.0	8%	22%	48%	18%	
2. My opinions count at [Company]	52	3.58	65.4	8%	12%	15%	46%	19%
30. The morale in my department is generally high	46	3.80	65.2	13%	17%	28%	37%	
46. There is someone at work who encourages my development	44	3.75	63.6	9%	11%	16%	23%	41%
35. Managers show fairness and respect in their interactions with employees regardless of their position/job	45	3.49	62.2	11%	9%	18%	44%	18%

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
67. Expectations are clearly communicated to me	45	3.58	62.2	22%	13%	40%	22%	
51. [Company] is effective in developing goals and integrating them into strategies for action	42	3.62	61.9	7%	7%	24%	40%	21%
1. Managers communicate clear objectives for employees to follow	52	3.54	61.5	13%	21%	48%	13%	
49. [Company] policies and procedures for employees are well developed and organized	43	3.77	60.5	9%	28%	30%	30%	
53. I can trust management in this organization	43	3.60	60.5	7%	9%	23%	37%	23%
55. I feel free to express my opinions without worrying about negative actions/responses	43	3.37	60.5	12%	19%	9%	42%	19%
21. I have the authority to make decisions that I need to do my job well	45	3.60	60.0	7%	11%	22%	36%	24%
68. My annual review is effective in identifying specific goals for performance improvement	44	3.59	56.8	9%	11%	23%	25%	32%
39. [Company] does a good job of recognizing the efforts of employees to improve customer service	44	3.43	54.5	7%	16%	23%	36%	18%
25. I receive recognition when I perform above expectations	45	3.38	51.1	11%	11%	27%	31%	20%
40. Job promotions within the company are fair and reasonable	44	3.27	50.0	11%	9%	30%	41%	9%
42. I receive coaching and feedback that supports my career development	44	3.27	47.7	14%	9%	30%	32%	16%
38. There is no favoritism in the rewards given to some employees	44	3.23	45.5	18%	7%	30%	25%	20%
5. Changes or decisions that affect employees are communicated effectively	51	3.02	41.2	8%	35%	16%	29%	12%
32. In my area, we are rewarded for efforts to improve external/internal customer service	45	3.22	40.0	27%		29%	22%	18%
41. I am aware of promotion opportunities within [Company]	43	3.05	37.2	12%	21%	30%	26%	12%
12. My pay is fair for my position	49	3.04	36.7	8%	31%	24%	22%	14%
26. The rewards and recognition I receive	45	3.07	35.6	16%	13%	36%	20%	16%

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
4. I feel confident in the communication between departments	51	2.43	19.6	20%	43%	18%	14%	

Communication

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
1. Managers communicate clear objectives for employees to follow	52	3.54	2 4%	7 13%	11 21%	25 48%	7 13%
2. My opinions count at [Company]	52	3.58	4 8%	6 12%	8 15%	24 46%	10 19%
3. Employees are free to express their concerns and complaints	52	3.79	2 4%	5 10%	7 13%	26 50%	12 23%
4. I feel confident in the communication between departments	51	2.43	10 20%	22 43%	9 18%	7 14%	3 6%
5. Changes or decisions that affect employees are communicated effectively	51	3.02	4 8%	18 35%	8 16%	15 29%	6 12%

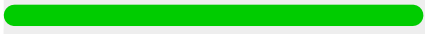

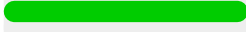



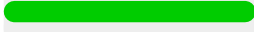






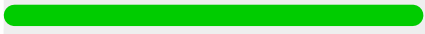
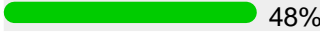
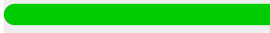
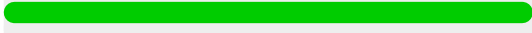









Level of Agreement Table


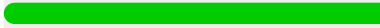



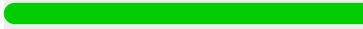







The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.














Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. Managers communicate clear objectives for employees to follow	52	3.54	61.5	13%	21%	48%	13%	
2. My opinions count at [Company]	52	3.58	65.4	8%	12%	15%	46%	19%
3. Employees are free to express their concerns and complaints	52	3.79	73.1	10%	13%	50%	23%	
4. I feel confident in the communication between departments	51	2.43	19.6	20%	43%	18%	14%	
5. Changes or decisions that affect employees are communicated effectively	51	3.02	41.2	8%	35%	16%	29%	12%


Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
1. Managers communicate clear objectives for employees to follow			
Department			
Administration	29	3.90	 79%
Operations	23	3.09	 39%
Age			
29 years old or younger	13	3.23	 46%
30 to 39 years old	11	3.82	 82%
40 to 49 years old	9	3.11	 44%
Do not wish to disclose	7	3.86	 86%
Gender			
Male	21	3.14	 48%
Female	20	3.85	 80%
Other	3	3.00	 33%
Service			
0 to 5 months	3	3.00	 67%
6 to 12 months	4	3.25	 50%
1 to 4 years	30	3.40	 57%
5 to 9 years	6	4.00	 83%
2. My opinions count at [Company]			
Department			
Administration	29	3.90	 79%
Operations	23	3.17	 48%
Age			
29 years old or younger	13	3.08	 54%
30 to 39 years old	11	4.27	 100%
40 to 49 years old	9	3.44	 67%
Do not wish to disclose	7	3.71	 71%
Gender			
Male	21	3.24	 52%
Female	20	4.00	 90%
Other	3	3.33	 67%
Service			
0 to 5 months	3	3.00	 67%
6 to 12 months	4	4.25	 100%
1 to 4 years	30	3.47	 67%
5 to 9 years	6	4.17	 83%

	n	Avg	Percentage Level of Agreement
3. Employees are free to express their concerns and complaints			
Department			
Administration	29	3.69	 72%
Operations	23	3.91	 74%
Age			
29 years old or younger	13	3.69	 69%
30 to 39 years old	11	4.00	 82%
40 to 49 years old	9	4.00	 89%
Do not wish to disclose	7	3.43	 71%
Gender			
Male	21	3.90	 76%
Female	20	3.85	 80%
Other	3	2.00	 0%
Service			
0 to 5 months	3	3.67	 33%
6 to 12 months	4	4.00	 75%
1 to 4 years	30	3.63	 73%
5 to 9 years	6	4.33	 100%

4. I feel confident in the communication between departments			
Department			
Administration	29	2.38	 14%
Operations	22	2.50	 27%
Age			
29 years old or younger	13	2.38	 23%
30 to 39 years old	11	2.36	 9%
40 to 49 years old	9	2.78	 33%
Do not wish to disclose	7	2.14	 14%
Gender			
Male	21	2.43	 24%
Female	20	2.30	 15%
Other	3	2.33	 0%
Service			
0 to 5 months	3	2.33	 33%
6 to 12 months	4	2.50	 25%
1 to 4 years	30	2.33	 17%
5 to 9 years	6	2.50	 17%

	n	Avg	Percentage Level of Agreement
5. Changes or decisions that affect employees are communicated effectively			
Department			
Administration	29	3.14	 48%
Operations	22	2.86	 32%
Age			
29 years old or younger	13	2.92	 31%
30 to 39 years old	11	3.00	 36%
40 to 49 years old	9	2.78	 33%
Do not wish to disclose	7	3.00	 57%
Gender			
Male	21	2.71	 24%
Female	20	3.15	 50%
Other	3	2.67	 33%
Service			
0 to 5 months	3	3.33	 67%
6 to 12 months	4	3.25	 50%
1 to 4 years	30	2.80	 33%
5 to 9 years	6	3.17	 33%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
I feel confident in the communication between departments	18	53%	■
Changes or decisions that affect employees are communicated effectively	7	21%	■
Employees are free to express their concerns and complaints	5	15%	■
Managers communicate clear objectives for employees to follow	3	9%	■
My opinions count at [Company]	1	3%	■

Suggestions for Improvements

General Suggestions

- Communication from senior management could be better. (Administration)

Q1. Managers communicate clear objectives for employees to follow

- Managers should be given instructions on how to better communicate with their employees. Too many times the communication seems just like an order to do something. (Operations)
- Make sure the employees understand what is being asked of them. (Operations)
- Division communication should be improved. (Operations)

Q3. Employees are free to express their concerns and complaints

- Better communication (Administration)
- More electronic communication (Administration)
- Make sure everyone knows their responsibilities and duties. (Administration)
- Give all employees access to email services--not just the managers. (Operations)

Q4. I feel confident in the communication between departments

- Employees should stick to the facts when making complaints through electronic means. Offer training on this. (Administration)
- Employees should be given training on how to properly use the Slack communication tools. (Operations)
- Publish the work assignments schedule in an easy to review place. (Administration)
- Make the policies and procedures available on-line through the Intranet. (Administration)
- More communication from the supervisor. (Administration)
- Team meetings should take place at least once a week. (Administration)
- Make sure the communications include all information that may become questioned by those not familiar with the processes. (Administration)

- For people who work evenings, meetings should be held during their normal working hours instead of making them come in early. (Administration)
- Communication between the departments has improved over the last year. (Administration)
- Do not cloud issues with meaningless statistics. (Administration)
- The employee suggestion program should be more anonymous. I fear for retribution for some of my suggestions. (Operations)
- Meetings should have an agenda. (Operations)
- Create a training session for those who are new to the Management Dashboard. (Operations)
- We need better communication in the field offices. (Administration)

Q5. Changes or decisions that affect employees are communicated effectively

- People should take care to communicate on pleasant terms and not to bully or harass others through communication. (Administration)
- Improve the communication between departments. (Administration)
- Address rumors before they spread. Important communication should be communicated in person. (Administration)
- Senior leadership should be more open minded about suggestions from employees. (Operations)
- All employees should be notified of any important changes. Make sure everyone is on the grape-vine. (Operations)

My Job

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
6. I feel I have job security	50	3.68	2 4%	4 8%	11 22%	24 48%	9 18%
7. I am clear on my job expectations and role	50	3.90	1 2%	3 6%	11 22%	20 40%	15 30%
8. My work is challenging, stimulating, and rewarding	50	4.06	1 2%	1 2%	7 14%	26 52%	15 30%
9. My Job makes effective use of my skills and abilities	50	4.06	3 6%	1 2%	2 4%	28 56%	16 32%
10. I receive a lot of satisfaction from my job	50	4.04	1 2%	1 2%	6 12%	29 58%	13 26%
11. My work gives me a feeling of personal accomplishment	49	4.04	2 4%	0 0%	7 14%	25 51%	15 31%
12. My pay is fair for my position	49	3.04	4 8%	15 31%	12 24%	11 22%	7 14%


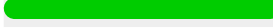

























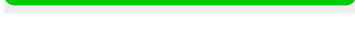
Level of Agreement Table

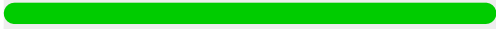
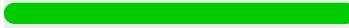

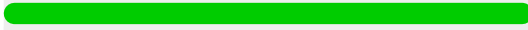

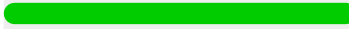
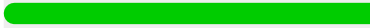

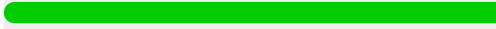





The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.















Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
6. I feel I have job security	50	3.68	66.0	8%	22%	48%	18%	
7. I am clear on my job expectations and role	50	3.90	70.0		22%	40%	30%	
8. My work is challenging, stimulating, and rewarding	50	4.06	82.0		14%	52%	30%	
9. My Job makes effective use of my skills and abilities	50	4.06	88.0			56%	32%	
10. I receive a lot of satisfaction from my job	50	4.04	84.0		12%	58%	26%	
11. My work gives me a feeling of personal accomplishment	49	4.04	81.6		14%	51%	31%	
12. My pay is fair for my position	49	3.04	36.7	8%	31%	24%	22%	14%

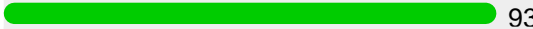
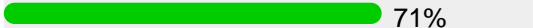

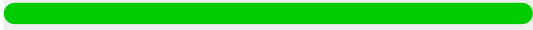

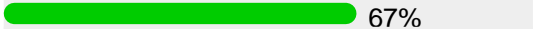
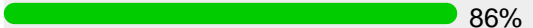

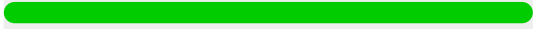





Agreement By Demographic

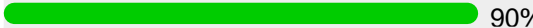
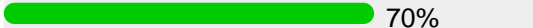


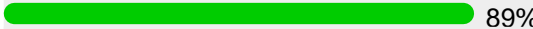
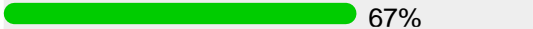
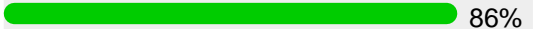
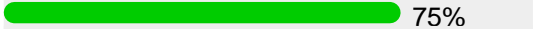
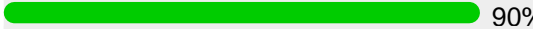
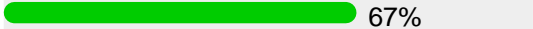


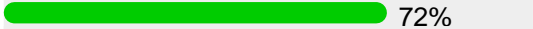

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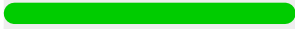


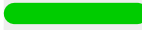

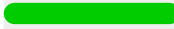
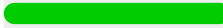

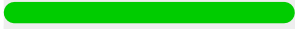





	n	Avg	Percentage Level of Agreement
6. I feel I have job security			
Department			
Administration	29	3.90	 76%
Operations	21	3.38	 52%
Age			
29 years old or younger	12	3.83	 75%
30 to 39 years old	11	3.91	 82%
40 to 49 years old	9	3.22	 44%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	21	3.43	 52%
Female	20	4.05	 85%
Other	3	3.33	 67%
Service			
0 to 5 months	3	3.33	 33%
6 to 12 months	4	3.50	 50%
1 to 4 years	30	3.73	 73%
5 to 9 years	6	4.00	 83%
7. I am clear on my job expectations and role			
Department			
Administration	29	3.86	 69%
Operations	21	3.95	 71%
Age			
29 years old or younger	12	3.67	 58%
30 to 39 years old	11	4.27	 82%
40 to 49 years old	9	3.56	 44%
50 or older years old	3	4.33	 100%
Do not wish to disclose	7	4.14	 100%
Gender			
Male	21	3.90	 67%
Female	20	3.95	 75%
Other	3	4.33	 100%
Service			
0 to 5 months	3	3.67	 33%
6 to 12 months	4	4.50	 75%
1 to 4 years	30	3.90	 77%
5 to 9 years	6	4.00	 67%

	n	Avg	Percentage Level of Agreement
8. My work is challenging, stimulating, and rewarding			
Department			
Administration	29	4.28	 93%
Operations	21	3.76	 67%
Age			
29 years old or younger	12	3.67	 75%
30 to 39 years old	11	4.45	 100%
40 to 49 years old	9	4.22	 89%
50 or older years old	3	4.00	 67%
Do not wish to disclose	7	3.86	 71%
Gender			
Male	21	3.76	 67%
Female	20	4.30	 95%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.67	 100%
6 to 12 months	4	4.75	 100%
1 to 4 years	30	3.83	 77%
5 to 9 years	6	4.50	 100%

9. My Job makes effective use of my skills and abilities			
Department			
Administration	29	4.28	 97%
Operations	21	3.76	 76%
Age			
29 years old or younger	12	3.75	 83%
30 to 39 years old	11	4.45	 100%
40 to 49 years old	9	4.22	 89%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.00	 100%
Gender			
Male	21	4.00	 81%
Female	20	4.20	 100%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.75	 100%
1 to 4 years	30	3.90	 87%
5 to 9 years	6	4.50	 100%

	n	Avg	Percentage Level of Agreement
10. I receive a lot of satisfaction from my job			
Department			
Administration	29	4.28	 93%
Operations	21	3.71	 71%
Age			
29 years old or younger	12	3.83	 83%
30 to 39 years old	11	4.27	 100%
40 to 49 years old	9	4.11	 89%
50 or older years old	3	4.00	 67%
Do not wish to disclose	7	3.86	 86%
Gender			
Male	21	3.71	 71%
Female	20	4.25	 100%
Other	3	4.00	 67%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.75	 100%
1 to 4 years	30	3.83	 83%
5 to 9 years	6	4.17	 83%

11. My work gives me a feeling of personal accomplishment			
Department			
Administration	29	4.31	 90%
Operations	20	3.65	 70%
Age			
29 years old or younger	11	3.64	 64%
30 to 39 years old	11	4.27	 91%
40 to 49 years old	9	4.22	 89%
50 or older years old	3	4.00	 67%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	20	3.85	 75%
Female	20	4.20	 90%
Other	3	4.00	 67%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.75	 100%
1 to 4 years	29	3.83	 72%
5 to 9 years	6	4.33	 100%

	n	Avg	Percentage Level of Agreement
12. My pay is fair for my position			
Department			
Administration	29	3.59	 55%
Operations	20	2.25	 10%
Age			
29 years old or younger	11	3.09	 36%
30 to 39 years old	11	3.00	 27%
40 to 49 years old	9	2.56	 22%
50 or older years old	3	2.33	 33%
Do not wish to disclose	7	3.14	 43%
Gender			
Male	20	2.45	 10%
Female	20	3.40	 55%
Other	3	2.33	 0%
Service			
0 to 5 months	3	2.00	 33%
6 to 12 months	4	3.25	 50%
1 to 4 years	29	2.86	 28%
5 to 9 years	6	3.17	 33%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
I am clear on my job expectations and role	12	35%	■
My pay is fair for my position	11	32%	■
My Job makes effective use of my skills and abilities	4	12%	■
I feel I have job security	3	9%	■
My work gives me a feeling of personal accomplishment	2	6%	■
My work is challenging, stimulating, and rewarding	2	6%	■

Suggestions for Improvements

General Suggestions

- Employees that do not contribute to the bottom line should have their positions eliminated. (Operations)

Q6. I feel I have job security

- The supervisors and leads should be getting at least as much as an entry level manager. (Administration)
- My co-workers should be doing more. Set higher quotas or something like that. (Administration)
- Increase the training budget. (Administration)

Q7. I am clear on my job expectations and role

- Offer incentives for work that goes above and beyond expectations. (Administration)
- There is very little job security here. (Administration)
- Increase the training offered to people in my position. (Administration)
- Understand better what people are doing in the field offices. (Administration)
- Use standard job descriptions for these positions. (Administration)
- Regular evaluations are needed to help maintain quality and productivity. (Operations)
- The pay is currently too low for the level of work required. (Operations)
- Managers should be required to conduct regular reviews of employees to make sure they are doing their jobs. (Operations)
- New equipment needs to be installed to help me do my job better. (Administration)

Q8. My work is challenging, stimulating, and rewarding

- Job classifications are off. The HR department needs to do a better job monitoring how positions are reclassified. (Administration)
- I like my job. I just wish it paid more. (Administration)

Q9. My Job makes effective use of my skills and abilities

- Offer rewards and recognition for a job well done. (Administration)
 - There is some overlap in the job descriptions. Some people are doing the same thing with different job titles and pay. Try to make it more consistent. (Operations)
 - Reviews need to be conducted in a timely manner. (Administration)
 - Promotional opportunities are very important and should be expanded to help retain talent. (Operations)
-

Q11. My work gives me a feeling of personal accomplishment

- Add merit pay based on job performance. (Administration)
-

Q12. My pay is fair for my position

- Managers should listen to employee suggestions more. (Operations)
- The pay scales need adjusted. (Administration)
- I support the expansion of this position and look forward to working with new employees and responsibilities. (Administration)
- The last re-organization did not help the situation in our department. (Operations)
- The HR department needs to be more clear about who is supposed to be doing what. (Operations)
- People in my position need more pay. (Operations)
- I enjoy this job and look forward to accomplishing great things here. (Operations)

Teamwork

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
13. My team focuses on fixing the problem rather than finding someone to blame	46	3.50	5 11%	8 17%	2 4%	21 46%	10 22%
14. My team looks for ways to change processes to improve performance	46	3.83	2 4%	5 11%	6 13%	19 41%	14 30%
15. I have a good relationship with my co-workers	47	4.23	2 4%	0 0%	6 13%	16 34%	23 49%
16. We hold one another accountable when working in teams	47	3.89	2 4%	5 11%	4 9%	21 45%	15 32%
17. I feel I am part of the team	47	4.11	2 4%	1 2%	6 13%	19 40%	19 40%
18. Team members take pride in their work	47	3.94	3 6%	1 2%	7 15%	21 45%	15 32%


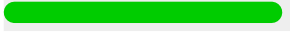

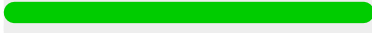



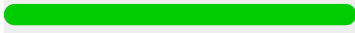



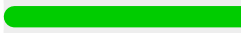
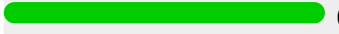
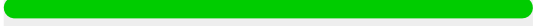
Level of Agreement Table

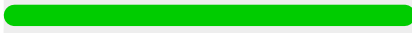

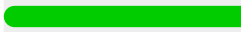
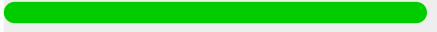



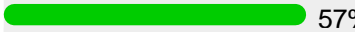



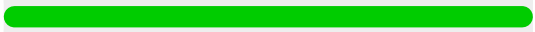
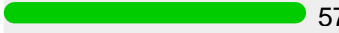

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
13. My team focuses on fixing the problem rather than finding someone to blame	46	3.50	67.4	11%	17%	46%	22%	
14. My team looks for ways to change processes to improve performance	46	3.83	71.7	11%	13%	41%	30%	
15. I have a good relationship with my co-workers	47	4.23	83.0	13%	34%	49%		
16. We hold one another accountable when working in teams	47	3.89	76.6	11%	9%	45%	32%	
17. I feel I am part of the team	47	4.11	80.9	13%	40%	40%		
18. Team members take pride in their work	47	3.94	76.6	6%	15%	45%	32%	

Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
13. My team focuses on fixing the problem rather than finding someone to blame			
Department			
Administration	27	3.81	 78%
Operations	19	3.05	 53%
Age			
29 years old or younger	12	3.33	 58%
30 to 39 years old	10	3.70	 70%
40 to 49 years old	8	4.12	 88%
50 or older years old	3	2.33	 33%
Do not wish to disclose	7	3.00	 57%
Gender			
Male	21	3.43	 67%
Female	18	3.67	 72%
Other	3	2.67	 33%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	3.75	 50%
1 to 4 years	28	3.18	 61%
5 to 9 years	6	4.33	 100%

14. My team looks for ways to change processes to improve performance			
Department			
Administration	27	4.15	 78%
Operations	19	3.37	 63%
Age			
29 years old or younger	12	3.25	 50%
30 to 39 years old	10	4.20	 80%
40 to 49 years old	8	4.00	 88%
50 or older years old	3	3.00	 67%
Do not wish to disclose	7	3.71	 57%
Gender			
Male	21	3.38	 57%
Female	18	4.00	 78%
Other	3	4.67	 100%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.50	 100%
1 to 4 years	28	3.39	 57%
5 to 9 years	6	4.33	 83%

	n	Avg	Percentage Level of Agreement
15. I have a good relationship with my co-workers			
Department			
Administration	27	4.59	93%
Operations	20	3.75	70%
Age			
29 years old or younger	12	4.00	67%
30 to 39 years old	10	4.60	100%
40 to 49 years old	9	4.44	89%
50 or older years old	3	3.33	67%
Do not wish to disclose	7	4.57	100%
Gender			
Male	21	4.00	76%
Female	19	4.58	95%
Other	3	4.67	100%
Service			
0 to 5 months	3	4.00	67%
6 to 12 months	4	5.00	100%
1 to 4 years	29	4.14	83%
5 to 9 years	6	4.67	100%
16. We hold one another accountable when working in teams			
Department			
Administration	27	4.19	89%
Operations	20	3.50	60%
Age			
29 years old or younger	12	3.50	58%
30 to 39 years old	10	4.20	90%
40 to 49 years old	9	4.00	78%
50 or older years old	3	4.33	100%
Do not wish to disclose	7	3.71	86%
Gender			
Male	21	3.52	57%
Female	19	4.21	95%
Other	3	4.00	100%
Service			
0 to 5 months	3	4.67	100%
6 to 12 months	4	4.50	100%
1 to 4 years	29	3.62	69%
5 to 9 years	6	4.00	83%

	n	Avg	Percentage Level of Agreement
17. I feel I am part of the team			
Department			
Administration	27	4.44	93%
Operations	20	3.65	65%
Age			
29 years old or younger	12	3.83	75%
30 to 39 years old	10	4.30	90%
40 to 49 years old	9	4.00	78%
50 or older years old	3	3.67	67%
Do not wish to disclose	7	4.14	86%
Gender			
Male	21	3.67	62%
Female	19	4.53	100%
Other	3	4.00	100%
Service			
0 to 5 months	3	4.00	67%
6 to 12 months	4	4.50	100%
1 to 4 years	29	3.86	76%
5 to 9 years	6	4.67	100%
18. Team members take pride in their work			
Department			
Administration	27	4.30	93%
Operations	20	3.45	55%
Age			
29 years old or younger	12	3.42	50%
30 to 39 years old	10	4.40	90%
40 to 49 years old	9	4.00	89%
50 or older years old	3	3.33	67%
Do not wish to disclose	7	4.14	100%
Gender			
Male	21	3.52	57%
Female	19	4.26	95%
Other	3	4.00	100%
Service			
0 to 5 months	3	4.67	100%
6 to 12 months	4	4.25	100%
1 to 4 years	29	3.66	69%
5 to 9 years	6	4.33	83%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
My team focuses on fixing the problem rather than finding someone to blame	10	40%	■
My team looks for ways to change processes to improve performance	5	20%	■
We hold one another accountable when working in teams	4	16%	■
I feel I am part of the team	4	16%	■
Team members take pride in their work	1	4%	■

Suggestions for Improvements

General Suggestions

- The manager needs to be better able to address interpersonal matters before they spiral out of control. (Operations)

Q13. My team focuses on fixing the problem rather than finding someone to blame

- Departments should work towards common goals and solutions instead of everyone doing their own thing. (Administration)
- Team members should take more pride in their jobs. This is important. (Administration)
- Get all employees on the same page. Communication would help our team work better. (Administration)
- Team members should be more respectful of each other in discussions. No more bullying. (Administration)
- Offer training for how to work better as a team. (Administration)
- I am sure that other teams are dealing with the same issues. We should have a companywide symposium to discuss these common issues and find common solutions. (Operations)
- Some team members feel they are the leads or supervisors just because they have been here a few months longer than the others. (Operations)
- Teams need to work together better to accomplish necessary tasks. (Operations)

Q14. My team looks for ways to change processes to improve performance

- Offer more teamwork training to the field reps. (Administration)
- Managers need to listen to the suggestions from the team. (Administration)

Q16. We hold one another accountable when working in teams

- Teamwork is critical to the success of our department. We need to work better on this. (Operations)
- Teamwork is working together to solve our problems. We need to work on this more. (Administration)

Q17. I feel I am part of the team

- Search for the correct solutions to issues facing us every day. (Administration)
 - No more excuses. Implement more teamwork behaviors and criteria now. (Operations)
 - It might help if we had regular team meetings to discuss the problems and issues we are facing. (Operations)
-

Q18. Team members take pride in their work

- Teamwork means working together. The people in my department need to undergo some sort of experiential training to help with bonding as one team instead of 10 separate individuals each doing their own thing. (Operations)

Engagement

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
19. I would recommend [Company] as a great place to work	45	4.18	0 0%	1 2%	6 13%	22 49%	16 36%
20. I am made to feel that I am an important part of [Company]	43	3.77	3 7%	3 7%	6 14%	20 47%	11 26%
21. I have the authority to make decisions that I need to do my job well	45	3.60	3 7%	5 11%	10 22%	16 36%	11 24%
22. I feel good about working in My Department	45	4.24	1 2%	1 2%	3 7%	21 47%	19 42%
23. I am proud to work for [Company]	45	4.58	0 0%	0 0%	2 4%	15 33%	28 62%
24. We work together to solve problems	45	3.84	4 9%	2 4%	7 16%	16 36%	16 36%
25. I receive recognition when I perform above expectations	45	3.38	5 11%	5 11%	12 27%	14 31%	9 20%
26. The rewards and recognition I receive are attractive and competitive	45	3.07	7 16%	6 13%	16 36%	9 20%	7 16%

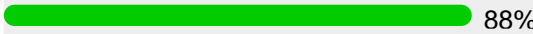
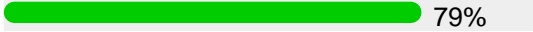
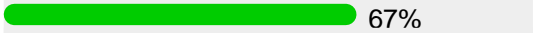
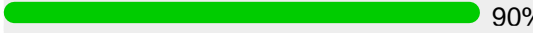










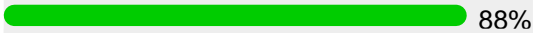

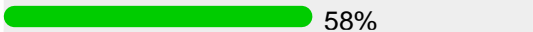
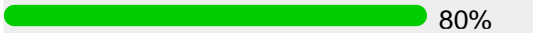
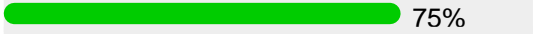


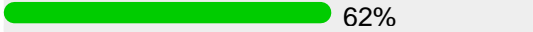

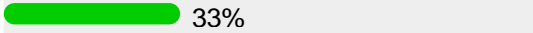
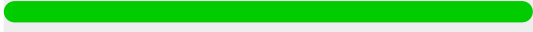


Level of Agreement Table

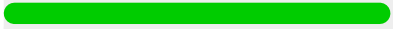
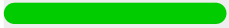

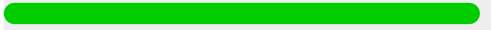

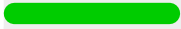
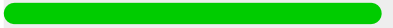

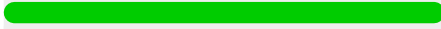





The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.















Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
19. I would recommend [Company] as a great place to work	45	4.18	84.4	13%		49%	36%	
20. I am made to feel that I am an important part of [Company]	43	3.77	72.1	7%	7%	14%	47%	26%
21. I have the authority to make decisions that I need to do my job well	45	3.60	60.0	7%	11%	22%	36%	24%
22. I feel good about working in My Department	45	4.24	88.9	7%		47%	42%	
23. I am proud to work for [Company]	45	4.58	95.6			33%	62%	
24. We work together to solve problems	45	3.84	71.1	9%		16%	36%	36%
25. I receive recognition when I perform above expectations	45	3.38	51.1	11%	11%	27%	31%	20%
26. The rewards and recognition I receive are attractive and competitive	45	3.07	35.6	16%	13%	36%	20%	16%

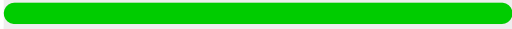
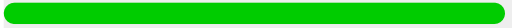

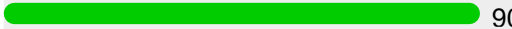
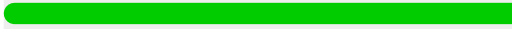
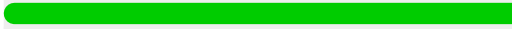
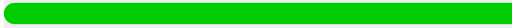

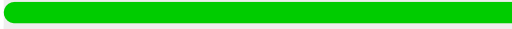


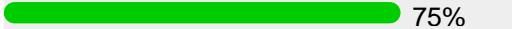


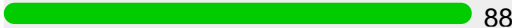



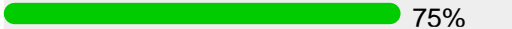
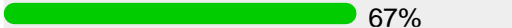

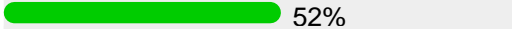

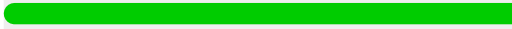




Agreement By Demographic

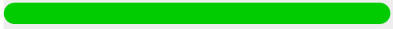





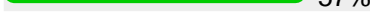





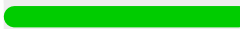

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.







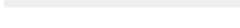




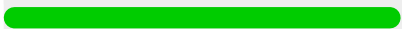
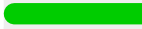

	n	Avg	Percentage Level of Agreement
19. I would recommend [Company] as a great place to work			
Department			
Administration	26	4.23	 88%
Operations	19	4.11	 79%
Age			
29 years old or younger	12	4.00	 67%
30 to 39 years old	10	4.10	 90%
40 to 49 years old	8	4.12	 100%
50 or older years old	3	4.33	 67%
Do not wish to disclose	7	4.29	 86%
Gender			
Male	21	4.14	 81%
Female	18	4.17	 89%
Other	3	4.00	 67%
Service			
0 to 5 months	3	4.00	 100%
6 to 12 months	4	3.75	 75%
1 to 4 years	28	4.14	 79%
5 to 9 years	6	4.50	 100%
20. I am made to feel that I am an important part of [Company]			
Department			
Administration	24	4.17	 88%
Operations	19	3.26	 53%
Age			
29 years old or younger	12	3.50	 58%
30 to 39 years old	10	4.10	 80%
40 to 49 years old	8	3.50	 75%
50 or older years old	3	4.67	 100%
Do not wish to disclose	5	4.20	 100%
Gender			
Male	21	3.52	 62%
Female	17	4.12	 82%
Service			
0 to 5 months	3	2.67	 33%
6 to 12 months	4	4.25	 100%
1 to 4 years	26	3.81	 73%
5 to 9 years	6	4.17	 83%

	n	Avg	Percentage Level of Agreement
21. I have the authority to make decisions that I need to do my job well			
Department			
Administration	26	3.96	 73%
Operations	19	3.11	 42%
Age			
29 years old or younger	12	3.50	 58%
30 to 39 years old	10	4.40	 90%
40 to 49 years old	8	3.25	 50%
50 or older years old	3	2.67	 33%
Do not wish to disclose	7	3.71	 71%
Gender			
Male	21	3.29	 48%
Female	18	4.06	 83%
Other	3	3.33	 33%
Service			
0 to 5 months	3	3.00	 67%
6 to 12 months	4	4.25	 75%
1 to 4 years	28	3.61	 61%
5 to 9 years	6	3.67	 67%

22. I feel good about working in My Department			
Department			
Administration	26	4.38	 92%
Operations	19	4.05	 84%
Age			
29 years old or younger	12	3.92	 75%
30 to 39 years old	10	4.60	 100%
40 to 49 years old	8	4.25	 88%
50 or older years old	3	4.67	 100%
Do not wish to disclose	7	3.86	 86%
Gender			
Male	21	4.10	 86%
Female	18	4.33	 89%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.50	 100%
1 to 4 years	28	4.14	 86%
5 to 9 years	6	4.50	 100%

	n	Avg	Percentage Level of Agreement
23. I am proud to work for [Company]			
Department			
Administration	26	4.62	 96%
Operations	19	4.53	 95%
Age			
29 years old or younger	12	4.58	 92%
30 to 39 years old	10	4.50	 90%
40 to 49 years old	8	4.50	 100%
50 or older years old	3	5.00	 100%
Do not wish to disclose	7	4.43	 100%
Gender			
Male	21	4.52	 95%
Female	18	4.61	 100%
Other	3	4.33	 67%
Service			
0 to 5 months	3	4.67	 100%
6 to 12 months	4	4.25	 75%
1 to 4 years	28	4.57	 96%
5 to 9 years	6	4.67	 100%
24. We work together to solve problems			
Department			
Administration	26	4.27	 88%
Operations	19	3.26	 47%
Age			
29 years old or younger	12	3.42	 50%
30 to 39 years old	10	4.40	 90%
40 to 49 years old	8	3.88	 75%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	3.71	 86%
Gender			
Male	21	3.33	 52%
Female	18	4.28	 89%
Other	3	4.33	 100%
Service			
0 to 5 months	3	3.00	 67%
6 to 12 months	4	5.00	 100%
1 to 4 years	28	3.64	 64%
5 to 9 years	6	4.17	 83%

	n	Avg	Percentage Level of Agreement
25. I receive recognition when I perform above expectations			
Department			
Administration	26	3.88	 73%
Operations	19	2.68	 21%
Age			
29 years old or younger	12	2.83	 33%
30 to 39 years old	10	3.60	 70%
40 to 49 years old	8	3.50	 50%
50 or older years old	3	2.67	 33%
Do not wish to disclose	7	3.86	 57%
Gender			
Male	21	2.90	 33%
Female	18	3.78	 72%
Other	3	3.33	 33%
Service			
0 to 5 months	3	2.33	 0%
6 to 12 months	4	3.50	 50%
1 to 4 years	28	3.21	 46%
5 to 9 years	6	4.00	 83%

26. The rewards and recognition I receive are attractive and competitive			
Department			
Administration	26	3.42	 42%
Operations	19	2.58	 26%
Age			
29 years old or younger	12	2.67	 25%
30 to 39 years old	10	3.10	 20%
40 to 49 years old	8	3.62	 62%
50 or older years old	3	2.33	 33%
Do not wish to disclose	7	3.14	 43%
Gender			
Male	21	2.67	 24%
Female	18	3.28	 44%
Other	3	3.33	 33%
Service			
0 to 5 months	3	2.00	 0%
6 to 12 months	4	4.00	 75%
1 to 4 years	28	2.82	 29%
5 to 9 years	6	3.50	 50%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
The rewards and recognition I receive are attractive and competitive	10	56%	■
I have the authority to make decisions that I need to do my job well	3	17%	■
I receive recognition when I perform above expectations	3	17%	■
We work together to solve problems	2	11%	■

Suggestions for Improvements

General Suggestions

- Employee surveys can help you to gauge the sentiments of the employees. (Administration)
- Allow for more after hours meetings off-site. (Operations)
- Engagement is the key to lower turnover rates. Improve engagement and increase retention at the same time. (Administration)

Q21. I have the authority to make decisions that I need to do my job well

- Let us know if we did a good job once in a while. (Operations)

Q24. We work together to solve problems

- Employees should be more involved in the decision making by senior leaders. (Operations)

Q25. I receive recognition when I perform above expectations

- Start an employee-of-the-month campaign so that employees will feel more engaged in their jobs. (Administration)
- Incentivize employees to perform better at customer service. (Administration)
- Keep us in the loop when major changes are being implemented. (Operations)

Q26. The rewards and recognition I receive are attractive and competitive

- Employees need to work as one team. Employees should feel engaged about their job and what they are doing for the company. (Operations)
- Ask employees for their suggestions on how to improve the situation in the department. (Administration)
- Employees should be given more autonomy over their tasks and duties. (Administration)
- I think our company does a great job in keeping employees engaged at work. (Administration)
- Allow for more time-off to attend to family matters. This job takes up way too much time for the pay being given. (Operations)

- Employees should be recognized for doing more than what the job entails. (Operations)

Corporate Culture

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
27. [Company] fosters an environment where diverse individuals can work together effectively	46	4.00	3 7%	3 7%	5 11%	15 33%	20 43%
28. Individual differences across age, ethnicity, and working style are understood and managed well organization-wide	46	3.80	4 9%	3 7%	8 17%	14 30%	17 37%
29. The organizational climate is one where I feel accepted and respected	46	3.93	1 2%	4 9%	8 17%	17 37%	16 35%
30. The morale in my department is generally high	46	3.80	2 4%	6 13%	8 17%	13 28%	17 37%
31. I have enough freedom in my position to do what is right for the customer	46	3.91	4 9%	2 4%	7 15%	14 30%	19 41%
32. In my area, we are rewarded for efforts to improve external/internal customer service	45	3.22	2 4%	12 27%	13 29%	10 22%	8 18%
33. [Company] is committed to ensuring equal opportunities for all employees	46	3.74	4 9%	4 9%	7 15%	16 35%	15 33%
34. The organization values diversity	46	4.26	1 2%	1 2%	6 13%	15 33%	23 50%


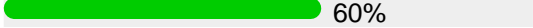











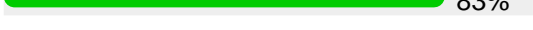

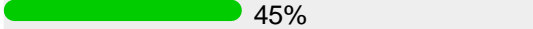












Level of Agreement Table

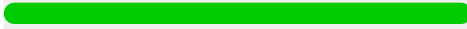
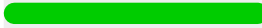

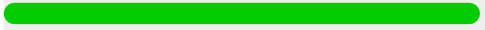

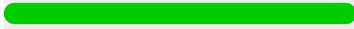
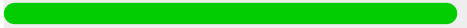

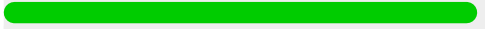





The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.















Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
27. [Company] fosters an environment where diverse individuals can work together effectively	46	4.00	76.1	7%	7%	11%	33%	43%
28. Individual differences across age, ethnicity, and working style are understood and managed well organization-wide	46	3.80	67.4	9%	7%	17%	30%	37%
29. The organizational climate is one where I feel accepted and respected	46	3.93	71.7	9%	17%	37%	35%	
30. The morale in my department is generally high	46	3.80	65.2	13%	17%	28%	37%	
31. I have enough freedom in my position to do what is right for the customer	46	3.91	71.7	9%	15%	30%	41%	
32. In my area, we are rewarded for efforts to improve external/internal customer service	45	3.22	40.0	27%	29%	22%	18%	
33. [Company] is committed to ensuring equal opportunities for all employees	46	3.74	67.4	9%	9%	15%	35%	33%
34. The organization values diversity	46	4.26	82.6	13%	33%	50%		


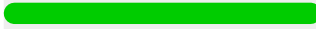



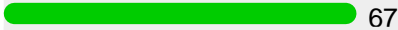


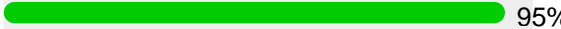





Agreement By Demographic




The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

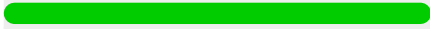
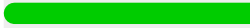

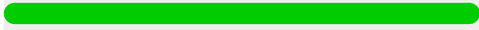

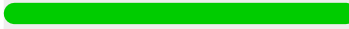
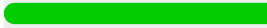

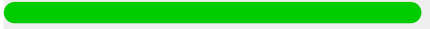





	n	Avg	Percentage Level of Agreement
27. [Company] fosters an environment where diverse individuals can work together effectively			
Department			
Administration	26	4.27	 88%
Operations	20	3.65	 60%
Age			
29 years old or younger	12	3.83	 58%
30 to 39 years old	10	4.40	 100%
40 to 49 years old	9	4.11	 89%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.14	 86%
Gender			
Male	21	3.57	 57%
Female	19	4.37	 95%
Other	3	5.00	 100%
Service			
0 to 5 months	3	3.33	 67%
6 to 12 months	4	4.75	 100%
1 to 4 years	29	4.03	 76%
5 to 9 years	6	4.00	 83%
28. Individual differences across age, ethnicity, and working style are understood and managed well organization-wide			
Department			
Administration	26	4.31	 85%
Operations	20	3.15	 45%
Age			
29 years old or younger	12	3.75	 58%
30 to 39 years old	10	3.90	 80%
40 to 49 years old	9	3.89	 89%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.00	 71%
Gender			
Male	21	3.33	 52%
Female	19	4.16	 84%
Other	3	5.00	 100%
Service			
0 to 5 months	3	2.67	 33%
6 to 12 months	4	4.75	 100%
1 to 4 years	29	3.79	 69%
5 to 9 years	6	4.00	 83%

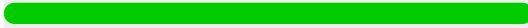
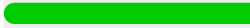


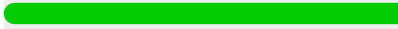
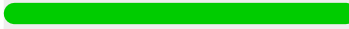
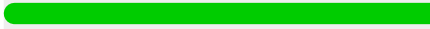
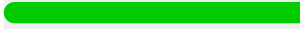
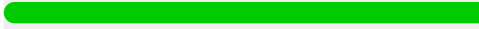
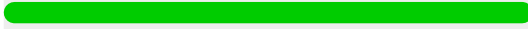


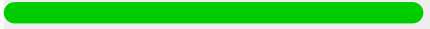

	n	Avg	Percentage Level of Agreement
29. The organizational climate is one where I feel accepted and respected			
Department			
Administration	26	4.27	 88%
Operations	20	3.50	 50%
Age			
29 years old or younger	12	3.75	 58%
30 to 39 years old	10	4.40	 90%
40 to 49 years old	9	3.89	 89%
50 or older years old	3	4.33	 67%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	21	3.52	 57%
Female	19	4.37	 89%
Other	3	4.33	 100%
Service			
0 to 5 months	3	3.00	 33%
6 to 12 months	4	4.50	 100%
1 to 4 years	29	4.00	 76%
5 to 9 years	6	4.17	 83%

30. The morale in my department is generally high			
Department			
Administration	26	3.88	 69%
Operations	20	3.70	 60%
Age			
29 years old or younger	12	3.83	 58%
30 to 39 years old	10	4.30	 100%
40 to 49 years old	9	3.11	 44%
50 or older years old	3	3.33	 67%
Do not wish to disclose	7	4.29	 71%
Gender			
Male	21	3.48	 52%
Female	19	4.11	 79%
Other	3	4.00	 67%
Service			
0 to 5 months	3	3.67	 67%
6 to 12 months	4	4.25	 100%
1 to 4 years	29	3.76	 59%
5 to 9 years	6	3.83	 83%

	n	Avg	Percentage Level of Agreement
31. I have enough freedom in my position to do what is right for the customer			
Department			
Administration	26	4.31	 81%
Operations	20	3.40	 60%
Age			
29 years old or younger	12	4.00	 75%
30 to 39 years old	10	4.50	 80%
40 to 49 years old	9	3.33	 67%
50 or older years old	3	3.00	 67%
Do not wish to disclose	7	4.29	 86%
Gender			
Male	21	3.29	 52%
Female	19	4.58	 95%
Other	3	4.00	 67%
Service			
0 to 5 months	3	3.67	 67%
6 to 12 months	4	4.50	 100%
1 to 4 years	29	3.90	 76%
5 to 9 years	6	3.83	 50%

32. In my area, we are rewarded for efforts to improve external/internal customer service			
Department			
Administration	25	3.52	 48%
Operations	20	2.85	 30%
Age			
29 years old or younger	12	3.08	 42%
30 to 39 years old	10	3.50	 50%
40 to 49 years old	9	3.11	 33%
Do not wish to disclose	7	3.00	 29%
Gender			
Male	21	2.81	 24%
Female	18	3.44	 50%
Other	3	3.33	 33%
Service			
0 to 5 months	3	2.33	 33%
6 to 12 months	4	3.75	 50%
1 to 4 years	28	2.96	 29%
5 to 9 years	6	3.83	 67%

	n	Avg	Percentage Level of Agreement
33. [Company] is committed to ensuring equal opportunities for all employees			
Department			
Administration	26	4.12	 81%
Operations	20	3.25	 50%
Age			
29 years old or younger	12	3.67	 58%
30 to 39 years old	10	4.20	 90%
40 to 49 years old	9	4.00	 78%
50 or older years old	3	3.33	 67%
Do not wish to disclose	7	3.43	 57%
Gender			
Male	21	3.48	 57%
Female	19	4.00	 79%
Other	3	4.00	 67%
Service			
0 to 5 months	3	3.00	 33%
6 to 12 months	4	4.50	 100%
1 to 4 years	29	3.66	 66%
5 to 9 years	6	4.17	 83%

34. The organization values diversity			
Department			
Administration	26	4.69	 100%
Operations	20	3.70	 60%
Age			
29 years old or younger	12	3.92	 75%
30 to 39 years old	10	4.50	 100%
40 to 49 years old	9	4.33	 78%
50 or older years old	3	4.33	 67%
Do not wish to disclose	7	4.57	 86%
Gender			
Male	21	3.76	 67%
Female	19	4.63	 95%
Other	3	5.00	 100%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.75	 100%
1 to 4 years	29	4.21	 79%
5 to 9 years	6	4.17	 83%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
In my area, we are rewarded for efforts to improve external/internal customer service	7	35%	■
The morale in my department is generally high	5	25%	■
[Company] is committed to ensuring equal opportunities for all employees	3	15%	■
I have enough freedom in my position to do what is right for the customer	2	10%	■
[Company] fosters an environment where diverse individuals can work together effectively	1	5%	■
Individual differences across age, ethnicity, and working style are understood and managed well organization-wide	1	5%	■
The organizational climate is one where I feel accepted and respected	1	5%	■

Suggestions for Improvements

General Suggestions

- I like the helpfulness of co-workers. (Administration)
- I like the cohesiveness of our department. (Operations)
- Make sure slogans and visions are included in the corporate communications. (Administration)

Q30. The morale in my department is generally high

- I love the culture we have in our department. I enjoy working with my co-workers. (Administration)
- Offer a training course on the company history so that we know a little more about how the company started. (Administration)
- You should implement an annual all-hands event to help employees feel like they work together. (Administration)

Q31. I have enough freedom in my position to do what is right for the customer

- I think our company has a great culture and sense of camaraderie. (Operations)
- I think the culture is good here. (Operations)

Q32. In my area, we are rewarded for efforts to improve external/internal customer service

- The culture should be promoted from senior leadership. (Administration)
- My manager should do more to recognize the efforts of my colleagues. We do a lot for the company. It would be nice to be recognized once in a while. (Administration)
- The teamwork in our department helps to make this a great place to work. (Administration)
- You should involve the marketing department more in establishing and promoting a vision of the company.

(Operations)

Q33. [Company] is committed to ensuring equal opportunities for all employees

- This is one of our strengths. (Operations)
- This is a great company to work for. (Operations)

Employee Relations

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
35. Managers show fairness and respect in their interactions with employees regardless of their position/job	45	3.49	5 11%	4 9%	8 18%	20 44%	8 18%
36. The work environment is free of discrimination	45	3.67	3 7%	5 11%	7 16%	19 42%	11 24%
37. Disrespectful behavior is not tolerated	44	4.09	1 2%	2 5%	7 16%	16 36%	18 41%
38. There is no favoritism in the rewards given to some employees	44	3.23	8 18%	3 7%	13 30%	11 25%	9 20%
39. [Company] does a good job of recognizing the efforts of employees to improve customer service	44	3.43	3 7%	7 16%	10 23%	16 36%	8 18%




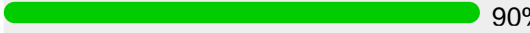



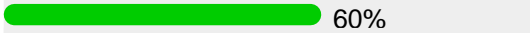

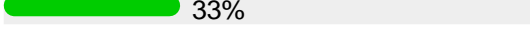

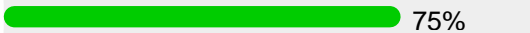



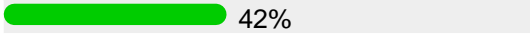
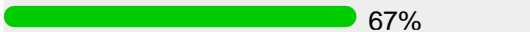
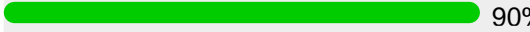



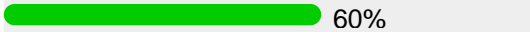


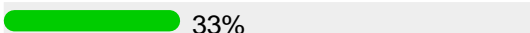
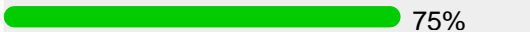
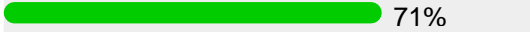

Level of Agreement Table

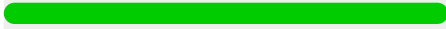
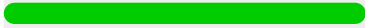

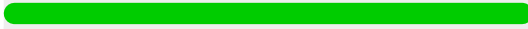
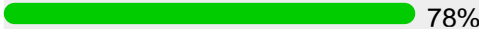
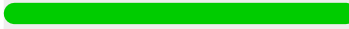
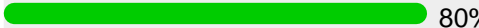
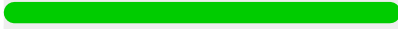
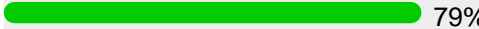





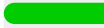



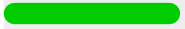
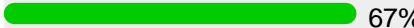

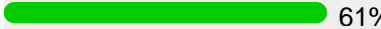
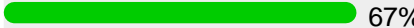




The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

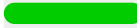



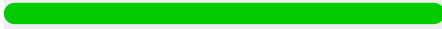


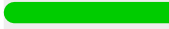

Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
35. Managers show fairness and respect in their interactions with employees regardless of their position/job	45	3.49	62.2	11%	9%	18%	44%	18%
36. The work environment is free of discrimination	45	3.67	66.7	7%	11%	16%	42%	24%
37. Disrespectful behavior is not tolerated	44	4.09	77.3		16%		36%	41%
38. There is no favoritism in the rewards given to some employees	44	3.23	45.5	18%	7%	30%	25%	20%
39. [Company] does a good job of recognizing the efforts of employees to improve customer service	44	3.43	54.5	7%	16%	23%	36%	18%

Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
35. Managers show fairness and respect in their interactions with employees regardless of their position/job			
Department			
Administration	26	3.77	 69%
Operations	19	3.11	 53%
Age			
29 years old or younger	12	3.17	 50%
30 to 39 years old	10	4.20	 90%
40 to 49 years old	9	3.67	 67%
50 or older years old	3	2.33	 33%
Do not wish to disclose	6	3.33	 50%
Gender			
Male	20	3.25	 60%
Female	19	3.89	 74%
Other	3	3.00	 33%
Service			
0 to 5 months	3	3.00	 67%
6 to 12 months	4	4.00	 75%
1 to 4 years	28	3.32	 54%
5 to 9 years	6	4.33	 100%
36. The work environment is free of discrimination			
Department			
Administration	26	4.08	 85%
Operations	19	3.11	 42%
Age			
29 years old or younger	12	3.83	 67%
30 to 39 years old	10	4.00	 90%
40 to 49 years old	9	3.67	 56%
50 or older years old	3	2.67	 33%
Do not wish to disclose	6	4.00	 83%
Gender			
Male	20	3.50	 60%
Female	19	3.95	 79%
Other	3	4.33	 67%
Service			
0 to 5 months	3	3.33	 33%
6 to 12 months	4	4.25	 75%
1 to 4 years	28	3.79	 71%
5 to 9 years	6	3.50	 67%

	n	Avg	Percentage Level of Agreement
37. Disrespectful behavior is not tolerated			
Department			
Administration	25	4.12	 84%
Operations	19	4.05	 68%
Age			
29 years old or younger	12	3.50	 58%
30 to 39 years old	10	4.40	 100%
40 to 49 years old	9	4.44	 78%
50 or older years old	3	3.67	 67%
Do not wish to disclose	5	4.40	 80%
Gender			
Male	20	4.15	 75%
Female	19	3.95	 79%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.25	 75%
1 to 4 years	27	3.96	 70%
5 to 9 years	6	4.33	 100%
38. There is no favoritism in the rewards given to some employees			
Department			
Administration	25	3.64	 64%
Operations	19	2.68	 21%
Age			
29 years old or younger	11	3.00	 45%
30 to 39 years old	10	3.60	 60%
40 to 49 years old	9	2.89	 22%
50 or older years old	3	3.00	 33%
Do not wish to disclose	6	3.50	 67%
Gender			
Male	20	2.85	 25%
Female	18	3.61	 61%
Other	3	3.00	 67%
Service			
0 to 5 months	3	2.33	 33%
6 to 12 months	4	3.75	 50%
1 to 4 years	27	3.19	 44%
5 to 9 years	6	3.33	 50%

	n	Avg	Percentage Level of Agreement
39. [Company] does a good job of recognizing the efforts of employees to improve customer service			
Department			
Administration	25	3.84	 76%
Operations	19	2.89	 26%
Age			
29 years old or younger	12	3.08	 42%
30 to 39 years old	10	3.30	 50%
40 to 49 years old	9	3.33	 44%
Do not wish to disclose	6	3.83	 83%
Gender			
Male	20	3.00	 30%
Female	18	3.78	 78%
Other	3	2.67	 33%
Service			
0 to 5 months	3	2.33	 33%
6 to 12 months	4	3.75	 75%
1 to 4 years	27	3.26	 48%
5 to 9 years	6	3.67	 50%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
Managers show fairness and respect in their interactions with employees regardless of their position/job	4	27%	■
[Company] does a good job of recognizing the efforts of employees to improve customer service	4	27%	■
The work environment is free of discrimination	3	20%	■
There is no favoritism in the rewards given to some employees	3	20%	■
Disrespectful behavior is not tolerated	1	7%	■

Suggestions for Improvements

General Suggestions

- Senior leadership needs to allow for more input into decision making. Too often we are left in the dark about important changes. (Administration)

Q35. Managers show fairness and respect in their interactions with employees regardless of their position/job

- We need a better grievance processing system. Too many decisions are being made in a haphazard way. (Administration)
- I think the relations between management and staff are good. (Administration)
- Bullying and harassment should not be tolerated. (Operations)

Q36. The work environment is free of discrimination

- I think the employee relations are good here. (Administration)

Q37. Disrespectful behavior is not tolerated

- Our supervisors should be required to take training on how to more appropriately manage employees. (Administration)

Q38. There is no favoritism in the rewards given to some employees

- Managers and staff should work closer together. (Operations)

Q39. [Company] does a good job of recognizing the efforts of employees to improve customer service

- Try to improve the relations between staff and supervisors. (Administration)
- The manager needs to get a handle on people who are trouble makers in our department. (Operations)

Training and Career Development

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
40. Job promotions within the company are fair and reasonable	44	3.27	5 11%	4 9%	13 30%	18 41%	4 9%
41. I am aware of promotion opportunities within [Company]	43	3.05	5 12%	9 21%	13 30%	11 26%	5 12%
42. I receive coaching and feedback that supports my career development	44	3.27	6 14%	4 9%	13 30%	14 32%	7 16%
43. I feel that I have the training necessary to do my job	43	3.84	3 7%	3 7%	4 9%	21 49%	12 28%
44. I have the skills I need to do my job	44	4.50	0 0%	0 0%	1 2%	20 45%	23 52%
45. I have many opportunities to learn new things	44	3.91	1 2%	7 16%	5 11%	13 30%	18 41%
46. There is someone at work who encourages my development	44	3.75	4 9%	5 11%	7 16%	10 23%	18 41%

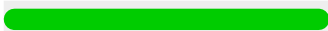
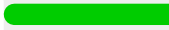





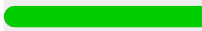






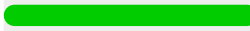

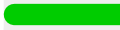



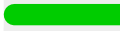






Level of Agreement Table

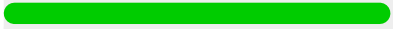


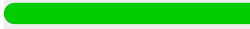
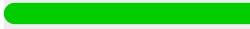
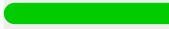
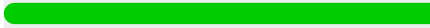

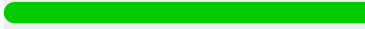





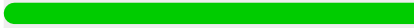
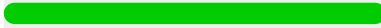


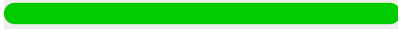
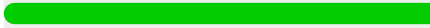

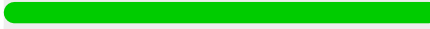
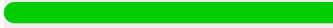




The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

















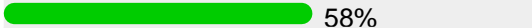



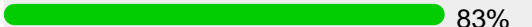



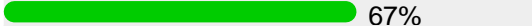
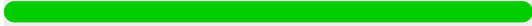


Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
40. Job promotions within the company are fair and reasonable	44	3.27	50.0	11%	9%	30%	41%	9%
41. I am aware of promotion opportunities within [Company]	43	3.05	37.2	12%	21%	30%	26%	12%
42. I receive coaching and feedback that supports my career development	44	3.27	47.7	14%	9%	30%	32%	16%
43. I feel that I have the training necessary to do my job	43	3.84	76.7	7%	7%	9%	49%	28%
44. I have the skills I need to do my job	44	4.50	97.7				45%	52%
45. I have many opportunities to learn new things	44	3.91	70.5	16%	11%	30%	41%	
46. There is someone at work who encourages my development	44	3.75	63.6	9%	11%	16%	23%	41%

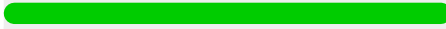
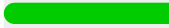

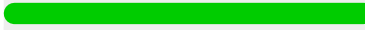

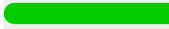
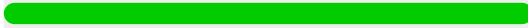

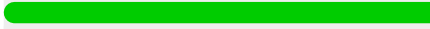





Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
40. Job promotions within the company are fair and reasonable			
Department			
Administration	26	3.58	 62%
Operations	18	2.83	 33%
Age			
29 years old or younger	12	2.83	 33%
30 to 39 years old	10	3.40	 40%
40 to 49 years old	8	3.50	 75%
50 or older years old	3	2.67	 33%
Do not wish to disclose	6	3.50	 67%
Gender			
Male	20	2.95	 40%
Female	18	3.39	 50%
Other	3	4.00	 100%
Service			
0 to 5 months	3	2.33	 0%
6 to 12 months	4	4.25	 100%
1 to 4 years	27	3.04	 44%
5 to 9 years	6	3.83	 67%
41. I am aware of promotion opportunities within [Company]			
Department			
Administration	25	3.36	 48%
Operations	18	2.61	 22%
Age			
29 years old or younger	12	2.75	 25%
30 to 39 years old	10	3.30	 30%
40 to 49 years old	8	2.88	 38%
Do not wish to disclose	6	3.67	 67%
Gender			
Male	20	2.80	 25%
Female	17	3.24	 41%
Other	3	3.67	 67%
Service			
0 to 5 months	3	2.00	 0%
6 to 12 months	4	3.25	 25%
1 to 4 years	26	2.88	 31%
5 to 9 years	6	4.17	 83%

	n	Avg	Percentage Level of Agreement
42. I receive coaching and feedback that supports my career development			
Department			
Administration	26	3.77	 73%
Operations	18	2.56	 11%
Age			
29 years old or younger	12	2.83	 33%
30 to 39 years old	10	3.50	 50%
40 to 49 years old	8	3.25	 50%
50 or older years old	3	3.00	 33%
Do not wish to disclose	6	4.00	 83%
Gender			
Male	20	2.75	 20%
Female	18	3.78	 72%
Other	3	4.00	 100%
Service			
0 to 5 months	3	3.00	 67%
6 to 12 months	4	4.00	 75%
1 to 4 years	27	3.15	 44%
5 to 9 years	6	3.50	 33%
43. I feel that I have the training necessary to do my job			
Department			
Administration	25	3.96	 80%
Operations	18	3.67	 72%
Age			
29 years old or younger	12	3.67	 67%
30 to 39 years old	10	4.10	 90%
40 to 49 years old	8	3.62	 75%
Do not wish to disclose	6	3.83	 83%
Gender			
Male	20	3.75	 75%
Female	17	4.06	 82%
Other	3	3.33	 67%
Service			
0 to 5 months	3	3.33	 67%
6 to 12 months	4	4.25	 100%
1 to 4 years	26	3.88	 77%
5 to 9 years	6	3.50	 67%

	n	Avg	Percentage Level of Agreement
44. I have the skills I need to do my job			
Department			
Administration	26	4.46	 100%
Operations	18	4.56	 94%
Age			
29 years old or younger	12	4.42	 92%
30 to 39 years old	10	4.50	 100%
40 to 49 years old	8	4.38	 100%
50 or older years old	3	5.00	 100%
Do not wish to disclose	6	4.50	 100%
Gender			
Male	20	4.50	 95%
Female	18	4.50	 100%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.67	 100%
6 to 12 months	4	4.50	 100%
1 to 4 years	27	4.56	 96%
5 to 9 years	6	4.00	 100%
45. I have many opportunities to learn new things			
Department			
Administration	26	4.00	 77%
Operations	18	3.78	 61%
Age			
29 years old or younger	12	3.67	 58%
30 to 39 years old	10	3.70	 70%
40 to 49 years old	8	4.50	 88%
50 or older years old	3	5.00	 100%
Do not wish to disclose	6	4.00	 83%
Gender			
Male	20	3.85	 65%
Female	18	3.89	 72%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.50	 100%
1 to 4 years	27	3.89	 70%
5 to 9 years	6	3.83	 67%

	n	Avg	Percentage Level of Agreement
46. There is someone at work who encourages my development			
Department			
Administration	26	4.38	 85%
Operations	18	2.83	 33%
Age			
29 years old or younger	12	3.25	 42%
30 to 39 years old	10	4.20	 70%
40 to 49 years old	8	3.62	 62%
50 or older years old	3	3.00	 33%
Do not wish to disclose	6	4.50	 100%
Gender			
Male	20	3.00	 40%
Female	18	4.44	 83%
Other	3	4.67	 100%
Service			
0 to 5 months	3	3.67	 67%
6 to 12 months	4	4.50	 75%
1 to 4 years	27	3.56	 56%
5 to 9 years	6	4.17	 83%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
I am aware of promotion opportunities within [Company]	4	21%	■
I receive coaching and feedback that supports my career development	4	21%	■
I feel that I have the training necessary to do my job	4	21%	■
I have many opportunities to learn new things	3	16%	■
Job promotions within the company are fair and reasonable	2	11%	■
There is someone at work who encourages my development	2	11%	■

Suggestions for Improvements

General Suggestions

- I wish I had more time to devote to training. But my job keeps me very busy. (Administration)

Q40. Job promotions within the company are fair and reasonable

- Should offer management/leadership training to all employees promoted to a leadership position. (Operations)
- We could use more training in office software and new technology being used here. (Administration)

Q41. I am aware of promotion opportunities within [Company]

- My current career path is very limited. I don't really see a need for additional training. (Administration)
- Offer a wider array of training classes/topics. (Administration)

Q42. I receive coaching and feedback that supports my career development

- Our department has plenty of training opportunities. (Administration)

Q43. I feel that I have the training necessary to do my job

- I think the course offerings has improved over the past year. (Administration)
- I like the opportunities that I am given here. (Administration)
- All employees should be eligible for training as needed. (Administration)

Q45. I have many opportunities to learn new things

- Allow for training at the local community college. They offer classes at reasonable times and prices. (Administration)
- I think our company does a great job training employees. (Operations)
- Our company does a great job of training and employee development. (Administration)

Q46. There is someone at work who encourages my development

- The company should allow for more development through promotional opportunities. (Operations)
- Managers should know the importance of training. If not, train them. (Administration)

Human resources

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
47. The HR department has communicated benefit updates and changes regularly and clearly	44	4.16	0 0%	1 2%	5 11%	24 55%	14 32%
48. I am comfortable going to Human Resources when I have about a problem or issue	44	3.84	4 9%	5 11%	4 9%	12 27%	19 43%
49. [Company] policies and procedures for employees are well developed and organized	43	3.77	1 2%	4 9%	12 28%	13 30%	13 30%
50. [Company] offers excellent benefits	43	4.19	1 2%	1 2%	6 14%	16 37%	19 44%


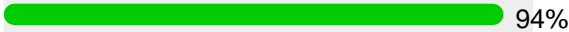

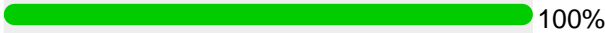
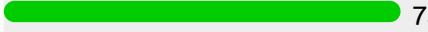









Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.














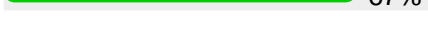
Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
47. The HR department has communicated benefit updates and changes regularly and clearly	44	4.16	86.4	11%		55%		32%
48. I am comfortable going to Human Resources when I have about a problem or issue	44	3.84	70.5	9%	11%	9%	27%	43%
49. [Company] policies and procedures for employees are well developed and organized	43	3.77	60.5	9%		28%	30%	30%
50. [Company] offers excellent benefits	43	4.19	81.4	14%		37%		44%

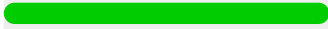
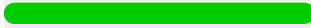

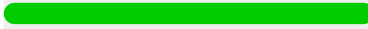
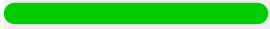
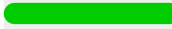
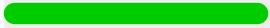

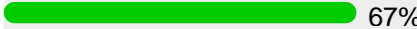


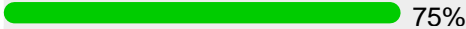


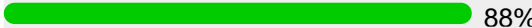
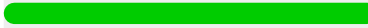
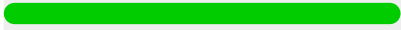

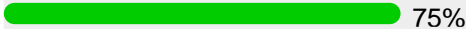
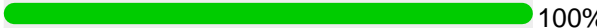

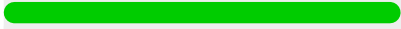

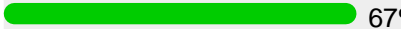




Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
47. The HR department has communicated benefit updates and changes regularly and clearly			
Department			
Administration	26	4.04	 81%
Operations	18	4.33	 94%
Age			
29 years old or younger	12	4.25	 83%
30 to 39 years old	10	4.40	 100%
40 to 49 years old	8	3.75	 75%
50 or older years old	3	4.33	 67%
Do not wish to disclose	6	4.00	 83%
Gender			
Male	20	4.20	 90%
Female	18	4.11	 78%
Other	3	4.00	 100%
Service			
0 to 5 months	3	4.67	 100%
6 to 12 months	4	4.25	 100%
1 to 4 years	27	4.11	 78%
5 to 9 years	6	4.00	 100%

48. I am comfortable going to Human Resources when I have about a problem or issue

Department			
Administration	26	3.62	 65%
Operations	18	4.17	 78%
Age			
29 years old or younger	12	3.75	 58%
30 to 39 years old	10	4.00	 80%
40 to 49 years old	8	4.00	 75%
50 or older years old	3	3.67	 67%
Do not wish to disclose	6	3.33	 67%
Gender			
Male	20	4.15	 80%
Female	18	3.72	 67%
Other	3	2.33	 33%
Service			
0 to 5 months	3	4.33	 67%
6 to 12 months	4	5.00	 100%
1 to 4 years	27	3.70	 67%
5 to 9 years	6	3.17	 67%

	n	Avg	Percentage Level of Agreement
49. [Company] policies and procedures for employees are well developed and organized			
Department			
Administration	26	3.77	 62%
Operations	17	3.76	 59%
Age			
29 years old or younger	12	4.00	 67%
30 to 39 years old	10	4.10	 70%
40 to 49 years old	8	3.38	 50%
50 or older years old	3	3.00	 33%
Do not wish to disclose	6	3.50	 50%
Gender			
Male	20	3.75	 60%
Female	18	3.83	 67%
Other	3	3.67	 33%
Service			
0 to 5 months	3	4.33	 67%
6 to 12 months	4	4.00	 75%
1 to 4 years	27	3.67	 56%
5 to 9 years	6	3.67	 67%
50. [Company] offers excellent benefits			
Department			
Administration	26	4.31	 88%
Operations	17	4.00	 71%
Age			
29 years old or younger	12	4.08	 75%
30 to 39 years old	10	4.10	 70%
40 to 49 years old	8	3.75	 75%
50 or older years old	3	5.00	 100%
Do not wish to disclose	6	4.50	 100%
Gender			
Male	20	4.10	 75%
Female	18	4.28	 89%
Other	3	3.67	 67%
Service			
0 to 5 months	3	4.00	 100%
6 to 12 months	4	3.00	 50%
1 to 4 years	27	4.30	 81%
5 to 9 years	6	4.33	 83%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
I am comfortable going to Human Resources when I have about a problem or issue	6	40%	■
[Company] policies and procedures for employees are well developed and organized	5	33%	■
[Company] offers excellent benefits	4	27%	■

Suggestions for Improvements

General Suggestions

- The employee handbook, contracts, and hiring guidelines should be put on-line for all to see. (Operations)

Q48. I am comfortable going to Human Resources when I have about a problem or issue

- HR is too slow to respond to my issues. (Administration)
- There needs to be an HR rep in the field offices. (Administration)
- The health benefits should be improved ASAP. (Operations)

Q49. [Company] policies and procedures for employees are well developed and organized

- I feel that DEI is not being taken seriously enough by HR. (Administration)
- We need better communication from the HR Department. (Administration)
- Improve the responsiveness. (Administration)
- The benefits offered are great. (Administration)

Q50. [Company] offers excellent benefits

- I think the HR department is doing their best given the recent turnovers. (Administration)
- HR needs to be better coordinated with the vision of the senior execs. (Operations)

Leadership/Management

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
51. [Company] is effective in developing goals and integrating them into strategies for action	42	3.62	3 7%	3 7%	10 24%	17 40%	9 21%
52. The management at [Company] cares about employees	43	3.93	1 2%	3 7%	7 16%	19 44%	13 30%
53. I can trust management in this organization	43	3.60	3 7%	4 9%	10 23%	16 37%	10 23%
54. Managers encourage initiative	43	3.81	1 2%	5 12%	6 14%	20 47%	11 26%
55. I feel free to express my opinions without worrying about negative actions/responses	43	3.37	5 12%	8 19%	4 9%	18 42%	8 19%
56. The Leadership makes me proud to be an employee of [Company]	43	3.72	1 2%	4 9%	9 21%	21 49%	8 19%
57. The Leadership is focused on achieving business objectives	43	3.95	2 5%	2 5%	4 9%	23 53%	12 28%
58. The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]	44	3.77	1 2%	5 11%	5 11%	25 57%	8 18%


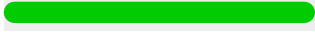

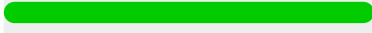



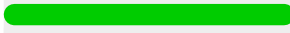



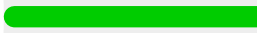
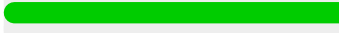


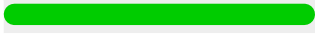
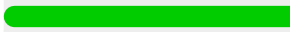
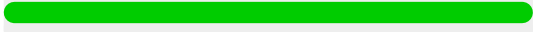



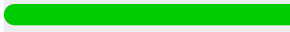



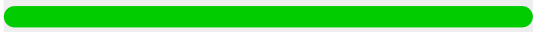
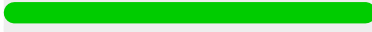

Level of Agreement Table

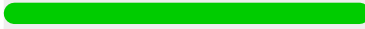
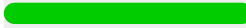

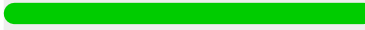

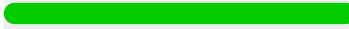
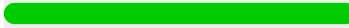

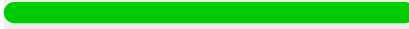





The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.















Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
51. [Company] is effective in developing goals and integrating them into strategies for action	42	3.62	61.9	7%	7%	24%	40%	21%
52. The management at [Company] cares about employees	43	3.93	74.4	7%	16%		44%	30%
53. I can trust management in this organization	43	3.60	60.5	7%	9%	23%	37%	23%
54. Managers encourage initiative	43	3.81	72.1	12%	14%		47%	26%
55. I feel free to express my opinions without worrying about negative actions/responses	43	3.37	60.5	12%	19%	9%	42%	19%
56. The Leadership makes me proud to be an employee of [Company]	43	3.72	67.4	9%	21%		49%	19%
57. The Leadership is focused on achieving business objectives	43	3.95	81.4		9%		53%	28%
58. The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]	44	3.77	75.0	11%	11%		57%	18%

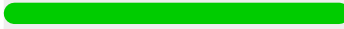
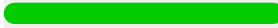

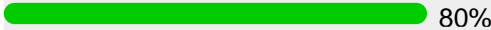

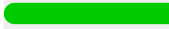
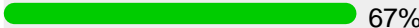

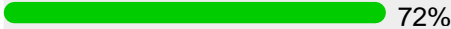





Agreement By Demographic















The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

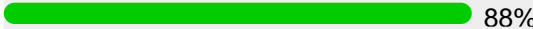
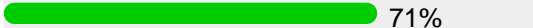

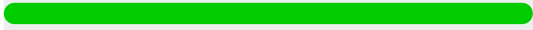

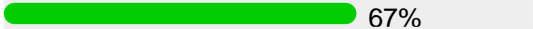
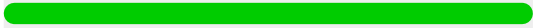

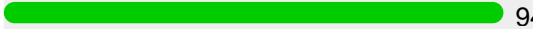





	n	Avg	Percentage Level of Agreement
51. [Company] is effective in developing goals and integrating them into strategies for action			
Department			
Administration	25	3.72	 64%
Operations	17	3.47	 59%
Age			
29 years old or younger	12	3.42	 50%
30 to 39 years old	10	3.80	 70%
40 to 49 years old	8	3.50	 62%
50 or older years old	3	4.00	 67%
Do not wish to disclose	5	4.20	 100%
Gender			
Male	20	3.50	 55%
Female	17	3.82	 71%
Other	3	3.67	 67%
Service			
0 to 5 months	3	4.00	 100%
6 to 12 months	4	3.50	 50%
1 to 4 years	26	3.65	 65%
5 to 9 years	6	3.67	 50%
52. The management at [Company] cares about employees			
Department			
Administration	26	4.19	 85%
Operations	17	3.53	 59%
Age			
29 years old or younger	12	3.42	 58%
30 to 39 years old	10	4.30	 100%
40 to 49 years old	8	4.12	 75%
50 or older years old	3	4.00	 67%
Do not wish to disclose	6	4.17	 83%
Gender			
Male	20	3.65	 60%
Female	18	4.22	 94%
Other	3	4.00	 67%
Service			
0 to 5 months	3	3.67	 67%
6 to 12 months	4	4.25	 100%
1 to 4 years	27	3.81	 70%
5 to 9 years	6	4.50	 100%

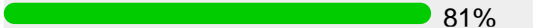

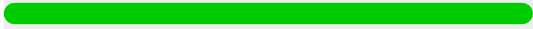
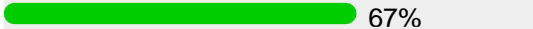
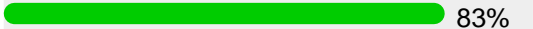
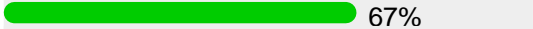
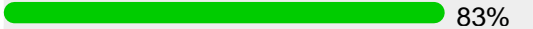
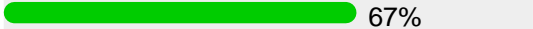



	n	Avg	Percentage Level of Agreement
53. I can trust management in this organization			
Department			
Administration	26	3.81	 69%
Operations	17	3.29	 47%
Age			
29 years old or younger	12	3.33	 50%
30 to 39 years old	10	3.90	 70%
40 to 49 years old	8	3.62	 62%
50 or older years old	3	4.00	 67%
Do not wish to disclose	6	3.67	 67%
Gender			
Male	20	3.40	 50%
Female	18	3.94	 78%
Other	3	3.33	 33%
Service			
0 to 5 months	3	3.67	 33%
6 to 12 months	4	4.00	 75%
1 to 4 years	27	3.44	 56%
5 to 9 years	6	4.33	 100%

54. Managers encourage initiative			
Department			
Administration	26	4.12	 85%
Operations	17	3.35	 53%
Age			
29 years old or younger	12	3.58	 58%
30 to 39 years old	10	4.00	 90%
40 to 49 years old	8	3.88	 75%
50 or older years old	3	3.67	 67%
Do not wish to disclose	6	4.17	 83%
Gender			
Male	20	3.45	 55%
Female	18	4.17	 94%
Other	3	4.33	 67%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.25	 75%
1 to 4 years	27	3.74	 70%
5 to 9 years	6	4.00	 100%

	n	Avg	Percentage Level of Agreement
55. I feel free to express my opinions without worrying about negative actions/responses			
Department			
Administration	26	3.58	 65%
Operations	17	3.06	 53%
Age			
29 years old or younger	12	3.17	 58%
30 to 39 years old	10	3.80	 80%
40 to 49 years old	8	3.38	 50%
50 or older years old	3	3.00	 33%
Do not wish to disclose	6	3.50	 67%
Gender			
Male	20	3.25	 60%
Female	18	3.78	 72%
Other	3	2.00	 0%
Service			
0 to 5 months	3	2.67	 33%
6 to 12 months	4	3.75	 50%
1 to 4 years	27	3.30	 59%
5 to 9 years	6	4.17	 100%

56. The Leadership makes me proud to be an employee of [Company]			
Department			
Administration	26	3.92	 77%
Operations	17	3.41	 53%
Age			
29 years old or younger	12	3.17	 42%
30 to 39 years old	10	4.10	 80%
40 to 49 years old	8	3.75	 75%
50 or older years old	3	4.00	 67%
Do not wish to disclose	6	3.83	 83%
Gender			
Male	20	3.55	 55%
Female	18	3.83	 78%
Other	3	3.67	 67%
Service			
0 to 5 months	3	3.00	 33%
6 to 12 months	4	4.00	 75%
1 to 4 years	27	3.59	 63%
5 to 9 years	6	4.33	 100%

	n	Avg	Percentage Level of Agreement
57. The Leadership is focused on achieving business objectives			
Department			
Administration	26	4.12	 88%
Operations	17	3.71	 71%
Age			
29 years old or younger	12	3.33	 58%
30 to 39 years old	10	4.40	 100%
40 to 49 years old	8	4.12	 100%
50 or older years old	3	4.00	 67%
Do not wish to disclose	6	4.33	 100%
Gender			
Male	20	3.75	 70%
Female	18	4.11	 94%
Other	3	4.67	 100%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.50	 100%
1 to 4 years	27	3.78	 78%
5 to 9 years	6	4.50	 100%

58. The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]			
Department			
Administration	26	3.92	 81%
Operations	18	3.56	 67%
Age			
29 years old or younger	13	3.15	 46%
30 to 39 years old	10	4.10	 90%
40 to 49 years old	8	4.00	 100%
50 or older years old	3	4.00	 67%
Do not wish to disclose	6	4.00	 83%
Gender			
Male	21	3.62	 67%
Female	18	3.89	 83%
Other	3	3.67	 67%
Service			
0 to 5 months	3	4.00	 100%
6 to 12 months	4	3.75	 75%
1 to 4 years	28	3.61	 68%
5 to 9 years	6	4.33	 100%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
[Company] is effective in developing goals and integrating them into strategies for action	6	29%	■
I feel free to express my opinions without worrying about negative actions/responses	6	29%	■
The management at [Company] cares about employees	3	14%	■
The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]	2	10%	■
I can trust management in this organization	1	5%	■
Managers encourage initiative	1	5%	■
The Leadership makes me proud to be an employee of [Company]	1	5%	■
The Leadership is focused on achieving business objectives	1	5%	■

Suggestions for Improvements

Q51. [Company] is effective in developing goals and integrating them into strategies for action

- There need to be more opportunities for promotion to leadership positions from within the organization. All recent hires seem to have been from outside our company. (Administration)
- More input from the employees would help. (Administration)
- Better leadership would help us to more forward into the future. (Operations)
- Set a more clear direction for us to follow. (Administration)
- I think the current employee relations are good between management and staff. (Administration)

Q52. The management at [Company] cares about employees

- Managers should try to establish a more comprehensive employee engagement program. (Administration)
- Leadership should consider reorganizing themselves. Too many Sr VPs. (Operations)

Q53. I can trust management in this organization

- Increase the pay for middle level managers. (Administration)

Q55. I feel free to express my opinions without worrying about negative actions/responses

- Leadership should spend some time in the field offices. (Administration)
- Try to include expected timeframes with the goals you are promoting. (Administration)
- Start listening to the employees more. We have good suggestions for how to improve things here. (Administration)
- Leadership needs to set a more clear vision for the future of our company. (Operations)

Q56. The Leadership makes me proud to be an employee of [Company]

- We need to hire stronger leaders. Some of the recent hires do not seem up to the task. (Operations)
-

Q58. The Leadership fosters organizational commitment, team spirit, and pride in working for [Company]

- There needs to be more consistency between the geographical areas. (Operations)

Supervisor/Manager

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
59. My Manager delegates work effectively	45	3.80	3 7%	4 9%	6 13%	18 40%	14 31%
60. My manager is available to me when I have questions or need help	45	4.29	0 0%	3 7%	4 9%	15 33%	23 51%
61. My Manager has a good understanding of my work environment and processes	45	3.78	5 11%	2 4%	6 13%	17 38%	15 33%
62. I feel I can give my manager honest and candid feedback	45	4.22	0 0%	3 7%	5 11%	16 36%	21 47%
63. Whenever possible, my supervisor considers the opinions of others before making important decisions	45	3.82	2 4%	5 11%	8 18%	14 31%	16 36%
64. I can go to my Supervisor if I have a problem	45	4.07	2 4%	1 2%	9 20%	13 29%	20 44%


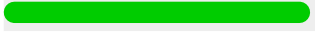

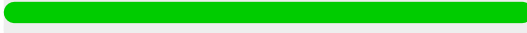



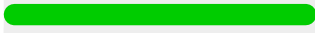



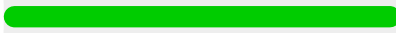
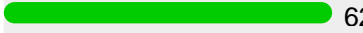

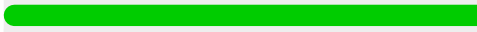
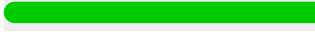
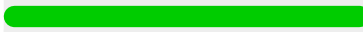
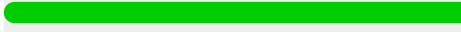



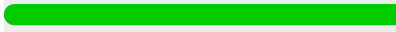



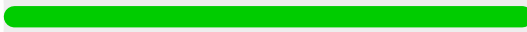
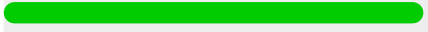

Level of Agreement Table

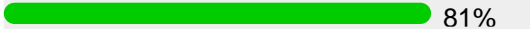
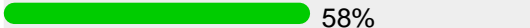
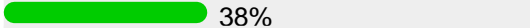
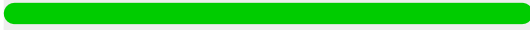

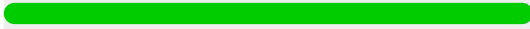
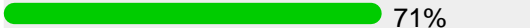

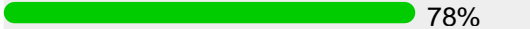





The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.















Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
59. My Manager delegates work effectively	45	3.80	71.1	7%	9%	13%	40%	31%
60. My manager is available to me when I have questions or need help	45	4.29	84.4	7%	9%	33%	51%	
61. My Manager has a good understanding of my work environment and processes	45	3.78	71.1	11%	13%	38%	33%	
62. I feel I can give my manager honest and candid feedback	45	4.22	82.2	7%	11%	36%	47%	
63. Whenever possible, my supervisor considers the opinions of others before making important decisions	45	3.82	66.7	11%	18%	31%	36%	
64. I can go to my Supervisor if I have a problem	45	4.07	73.3		20%	29%	44%	




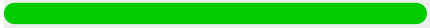










Agreement By Demographic















The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
59. My Manager delegates work effectively			
Department			
Administration	26	4.15	 81%
Operations	19	3.32	 58%
Age			
29 years old or younger	13	3.38	 54%
30 to 39 years old	10	4.40	 100%
40 to 49 years old	8	3.25	 50%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.29	 86%
Gender			
Male	22	3.45	 59%
Female	18	4.11	 83%
Other	3	5.00	 100%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.25	 75%
1 to 4 years	29	3.59	 62%
5 to 9 years	6	4.33	 100%
60. My manager is available to me when I have questions or need help			
Department			
Administration	26	4.62	 92%
Operations	19	3.84	 74%
Age			
29 years old or younger	13	4.00	 69%
30 to 39 years old	10	4.50	 90%
40 to 49 years old	8	4.25	 88%
50 or older years old	3	4.00	 100%
Do not wish to disclose	7	4.57	 100%
Gender			
Male	22	4.00	 77%
Female	18	4.61	 94%
Other	3	4.67	 100%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	5.00	 100%
1 to 4 years	29	4.10	 79%
5 to 9 years	6	4.67	 100%

	n	Avg	Percentage Level of Agreement
61. My Manager has a good understanding of my work environment and processes			
Department			
Administration	26	4.19	 81%
Operations	19	3.21	 58%
Age			
29 years old or younger	13	3.08	 38%
30 to 39 years old	10	4.50	 100%
40 to 49 years old	8	3.75	 75%
50 or older years old	3	4.00	 100%
Do not wish to disclose	7	4.00	 71%
Gender			
Male	22	3.45	 64%
Female	18	4.17	 78%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.33	 100%
6 to 12 months	4	4.25	 75%
1 to 4 years	29	3.55	 62%
5 to 9 years	6	4.33	 100%

62. I feel I can give my manager honest and candid feedback			
Department			
Administration	26	4.46	 92%
Operations	19	3.89	 68%
Age			
29 years old or younger	13	4.00	 69%
30 to 39 years old	10	4.70	 100%
40 to 49 years old	8	4.12	 75%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.43	 100%
Gender			
Male	22	4.05	 73%
Female	18	4.44	 94%
Other	3	4.67	 100%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.75	 100%
1 to 4 years	29	4.14	 79%
5 to 9 years	6	4.50	 100%

	n	Avg	Percentage Level of Agreement
63. Whenever possible, my supervisor considers the opinions of others before making important decisions			
Department			
Administration	26	4.27	 85%
Operations	19	3.21	 42%
Age			
29 years old or younger	13	3.38	 46%
30 to 39 years old	10	3.90	 80%
40 to 49 years old	8	3.88	 75%
50 or older years old	3	4.33	 67%
Do not wish to disclose	7	4.14	 71%
Gender			
Male	22	3.36	 50%
Female	18	4.44	 89%
Other	3	3.67	 67%
Service			
0 to 5 months	3	3.67	 33%
6 to 12 months	4	4.50	 100%
1 to 4 years	29	3.66	 59%
5 to 9 years	6	4.17	 100%

64. I can go to my Supervisor if I have a problem			
Department			
Administration	26	4.42	 85%
Operations	19	3.58	 58%
Age			
29 years old or younger	13	3.54	 46%
30 to 39 years old	10	4.60	 90%
40 to 49 years old	8	4.25	 88%
50 or older years old	3	4.00	 67%
Do not wish to disclose	7	4.29	 86%
Gender			
Male	22	3.73	 64%
Female	18	4.56	 89%
Other	3	4.33	 67%
Service			
0 to 5 months	3	4.67	 100%
6 to 12 months	4	4.75	 100%
1 to 4 years	29	3.86	 62%
5 to 9 years	6	4.50	 100%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
My Manager delegates work effectively	5	31%	■
My Manager has a good understanding of my work environment and processes	5	31%	■
Whenever possible, my supervisor considers the opinions of others before making important decisions	3	19%	■
I can go to my Supervisor if I have a problem	2	13%	■
I feel I can give my manager honest and candid feedback	1	6%	■

Suggestions for Improvements

General Suggestions

- Allow supervisors to cross-train in different field offices in case they need to fill in for a vacancy. (Administration)
- Supervisors should be paid more. Their current pay is only a few dollars more than staff. (Administration)

Q59. My Manager delegates work effectively

- I feel I can go to my supervisor if I have any questions or need any help. (Administration)
- I think my supervisor is the best. (Administration)

Q61. My Manager has a good understanding of my work environment and processes

- My supervisor is very fair and honest with the employees. If something can not be done, an explanation is always given. (Administration)
- No comment. The current roster of supervisors is great. (Administration)
- Supervisors should be required to take a new supervisor training course so that they will have a better idea of what to do in certain circumstances. (Operations)

Q62. I feel I can give my manager honest and candid feedback

- My supervisor seems mostly absent from the workplace. (Operations)

Q63. Whenever possible, my supervisor considers the opinions of others before making important decisions

- My supervisor coaches me to do better. (Operations)
- HR should determine what all is being done by the supervisors. Some are doing as much as the managers. (Administration)

Q64. I can go to my Supervisor if I have a problem

- I have only been recently hired. But so far, the supervisors I have met are all willing to lend a hand.
(Administration)
- Make sure the supervisors in the field offices are aware of all of the current corporate guidelines.
(Operations)

Performance Appraisal/Management

Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

Item	n	Avg	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
65. I trust the feedback I receive from my Supervisor	45	3.93	2 4%	5 11%	2 4%	21 47%	15 33%
66. I understand how my performance is evaluated	45	3.82	1 2%	5 11%	9 20%	16 36%	14 31%
67. Expectations are clearly communicated to me	45	3.58	1 2%	10 22%	6 13%	18 40%	10 22%
68. My annual review is effective in identifying specific goals for performance improvement	44	3.59	4 9%	5 11%	10 23%	11 25%	14 32%
69. My manager holds me accountable for the work that I do	45	4.18	1 2%	1 2%	5 11%	20 44%	18 40%
70. My manager provides me with adequate feedback	45	3.91	1 2%	4 9%	9 20%	15 33%	16 36%
71. I have clear measures for each of my objectives and I know what is expected of me in my job	45	4.04	1 2%	2 4%	7 16%	19 42%	16 36%













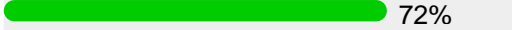

Level of Agreement Table





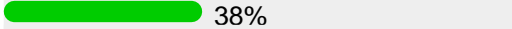





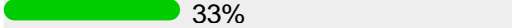



The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

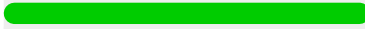
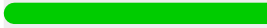

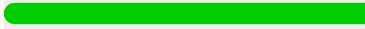
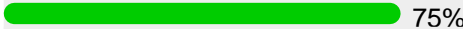
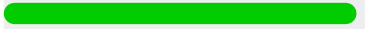
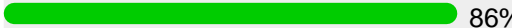
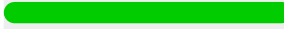
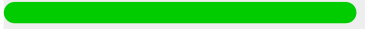





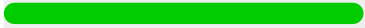
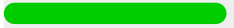


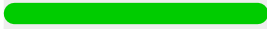
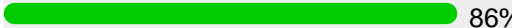

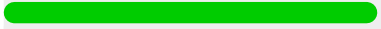





Item	n	Avg	LOA	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
65. I trust the feedback I receive from my Supervisor	45	3.93	80.0	11%		47%		33%
66. I understand how my performance is evaluated	45	3.82	66.7	11%	20%	36%		31%
67. Expectations are clearly communicated to me	45	3.58	62.2	22%	13%	40%		22%
68. My annual review is effective in identifying specific goals for performance improvement	44	3.59	56.8	9%	11%	23%	25%	32%
69. My manager holds me accountable for the work that I do	45	4.18	84.4		11%	44%		40%
70. My manager provides me with adequate feedback	45	3.91	68.9	9%	20%	33%		36%
71. I have clear measures for each of my objectives and I know what is expected of me in my job	45	4.04	77.8		16%	42%		36%

Agreement By Demographic

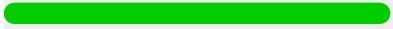
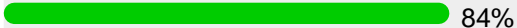

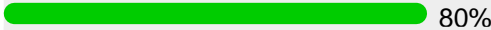

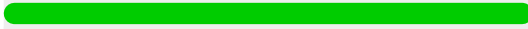
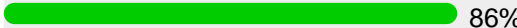

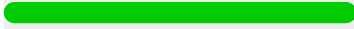





The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

	n	Avg	Percentage Level of Agreement
65. I trust the feedback I receive from my Supervisor			
Department			
Administration	26	4.50	 96%
Operations	19	3.16	 58%
Age			
29 years old or younger	13	3.69	 69%
30 to 39 years old	10	4.30	 90%
40 to 49 years old	8	3.75	 75%
50 or older years old	3	3.67	 67%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	22	3.32	 64%
Female	18	4.56	 94%
Other	3	4.33	 100%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.50	 100%
1 to 4 years	29	3.69	 72%
5 to 9 years	6	4.50	 100%

66. I understand how my performance is evaluated			
Department			
Administration	26	4.08	 77%
Operations	19	3.47	 53%
Age			
29 years old or younger	13	3.62	 62%
30 to 39 years old	10	4.10	 80%
40 to 49 years old	8	3.50	 38%
50 or older years old	3	4.00	 67%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	22	3.45	 50%
Female	18	4.06	 78%
Other	3	4.67	 100%
Service			
0 to 5 months	3	3.67	 33%
6 to 12 months	4	3.75	 50%
1 to 4 years	29	3.72	 66%
5 to 9 years	6	4.33	 100%

	n	Avg	Percentage Level of Agreement
67. Expectations are clearly communicated to me			
Department			
Administration	26	3.85	 69%
Operations	19	3.21	 53%
Age			
29 years old or younger	13	3.31	 46%
30 to 39 years old	10	3.60	 70%
40 to 49 years old	8	3.88	 75%
50 or older years old	3	3.33	 67%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	22	3.32	 55%
Female	18	3.72	 67%
Other	3	4.67	 100%
Service			
0 to 5 months	3	3.67	 67%
6 to 12 months	4	3.75	 50%
1 to 4 years	29	3.62	 69%
5 to 9 years	6	3.33	 50%
68. My annual review is effective in identifying specific goals for performance improvement			
Department			
Administration	25	4.04	 68%
Operations	19	3.00	 42%
Age			
29 years old or younger	13	3.08	 31%
30 to 39 years old	10	4.10	 80%
40 to 49 years old	8	3.50	 50%
Do not wish to disclose	7	4.14	 86%
Gender			
Male	22	2.95	 36%
Female	17	4.06	 71%
Other	3	4.67	 100%
Service			
0 to 5 months	3	3.00	 33%
6 to 12 months	4	4.00	 50%
1 to 4 years	28	3.43	 54%
5 to 9 years	6	4.00	 83%

	n	Avg	Percentage Level of Agreement
69. My manager holds me accountable for the work that I do			
Department			
Administration	26	4.54	92%
Operations	19	3.68	74%
Age			
29 years old or younger	13	3.85	69%
30 to 39 years old	10	4.20	90%
40 to 49 years old	8	4.12	75%
50 or older years old	3	4.33	100%
Do not wish to disclose	7	4.57	100%
Gender			
Male	22	3.73	73%
Female	18	4.50	94%
Other	3	5.00	100%
Service			
0 to 5 months	3	4.67	100%
6 to 12 months	4	4.50	100%
1 to 4 years	29	4.00	76%
5 to 9 years	6	4.33	100%
70. My manager provides me with adequate feedback			
Department			
Administration	26	4.38	85%
Operations	19	3.26	47%
Age			
29 years old or younger	13	3.54	54%
30 to 39 years old	10	3.80	60%
40 to 49 years old	8	4.00	75%
50 or older years old	3	4.33	100%
Do not wish to disclose	7	4.43	86%
Gender			
Male	22	3.50	59%
Female	18	4.28	78%
Other	3	5.00	100%
Service			
0 to 5 months	3	3.67	33%
6 to 12 months	4	4.50	100%
1 to 4 years	29	3.79	66%
5 to 9 years	6	4.17	83%

	n	Avg	Percentage Level of Agreement
71. I have clear measures for each of my objectives and I know what is expected of me in my job			
Department			
Administration	26	4.04	 73%
Operations	19	4.05	 84%
Age			
29 years old or younger	13	3.77	 62%
30 to 39 years old	10	4.20	 80%
40 to 49 years old	8	3.88	 75%
50 or older years old	3	4.67	 100%
Do not wish to disclose	7	4.00	 86%
Gender			
Male	22	4.00	 82%
Female	18	3.94	 67%
Other	3	4.67	 100%
Service			
0 to 5 months	3	4.00	 67%
6 to 12 months	4	4.25	 75%
1 to 4 years	29	4.00	 76%
5 to 9 years	6	3.83	 83%

Importance Scores

Employees were asked to select which item they think should be emphasized most over the next two years in order to make a more effective organization. The frequencies with which each item was selected are shown in the table below. This table is sorted by frequency descending.

Item	n	%	
My annual review is effective in identifying specific goals for performance improvement	4	25%	■
I understand how my performance is evaluated	3	19%	■
Expectations are clearly communicated to me	3	19%	■
My manager provides me with adequate feedback	3	19%	■
I have clear measures for each of my objectives and I know what is expected of me in my job	2	13%	■
I trust the feedback I receive from my Supervisor	1	6%	■

Suggestions for Improvements

Q65. I trust the feedback I receive from my Supervisor

- I think the current assessment process is good. (Operations)

Q66. I understand how my performance is evaluated

- Performance assessments should be tied in with the employee job descriptions. (Administration)
- Annual performance assessments should be mandatory for all people in my department. (Administration)

Q67. Expectations are clearly communicated to me

- The annual assessments should include Individual Development Plans. (Administration)

Q68. My annual review is effective in identifying specific goals for performance improvement

- There are too many steps involved in the process. Streamline it to just one page. (Operations)
- The current performance management system should be more automated. (Operations)

Q70. My manager provides me with adequate feedback

- HR should post instructions/guidelines for how to conduct these reviews. (Operations)

Q71. I have clear measures for each of my objectives and I know what is expected of me in my job

- Conduct regular evaluations. At least once a year. (Administration)

Survey Comments

Dimensions

Comments were collected for three "perspectives" of items:

1. Me (Self-Assessment) - Items in this section were all phrased to elicit a self-assessment response. For example: I tackle issues head on and find solutions. I am fully committed to a long-term career with the Company, I demonstrate a willingness to work with others.
2. My Team - Items in this section were all phrased to elicit a response regarding the team. For example: My Team provides assistance to others as needed. Disrespectful behavior is not tolerated in my team. Team members are recognized for good work performance.
3. My Organization - Items in this section were all phrased to elicit a response regarding the organization. For example: My organisation identifies ways to simplify work processes and reduce cycle times. My organisation stays focused on meeting the needs of customers. My organisation always acts in an ethical manner.

Within each of these perspectives, participants were asked to select an item from that perspective and offer a suggestion for improvement. If the participant did not select an item, but did provide a suggestion, then those suggestions are listed at the top in a section called: General Suggestions.

What would you change about your current job or position?

- Standardize the interview/hiring process. (Administration)
- End the current contract and expand the benefits. (Administration)
- Increase the PTO benefits. (Operations)
- More work for the off shifts. (Administration)
- Give employees more responsibilities. Especially the ones in the field where it takes too long to get approvals from the supervisor. (Administration)
- Improve the equipment and offer more training. (Administration)
- No suggestions for changes. (Administration)
- Things are great so far. Nothing to suggest here. (Administration)
- Improve the electronic communications. (Administration)
- More pay. (Administration)
- I should get more money for the job roles that have been added to my schedule. (Administration)
- Offer new products. The old stuff is starting to look dated. (Administration)
- Expand the HR Department. They need more staff. (Administration)
- Nothing (Administration)
- More opportunities for career advancement and progression. (Administration)
- Mandatory weekend shifts make it hard to plan for vacations. Hire weekend personnel instead of making weekday people work overtime. (Operations)
- Improve the lighting and equipment in my department. (Operations)
- We need a few more managers at the mid level to assist with production issues. (Operations)
- I think my department functions well. However, the marketing department definitely needs help. (Operations)
- Improve the working conditions. (Operations)
- The retirement benefits should be improved. (Operations)
- Nothing at the moment (Operations)
- No changes needed. (Operations)
- Things are good now. No real changes needed. (Operations)
- Allow employees to have a longer lunch break. The current allotted time is too short for how large the facility is. (Operations)
- Managers should communicate more frequently with employees. (Operations)
- More off-hours events (Administration)
- More computer equipment would be nice. (Administration)
- Hire more professional workers. Some of the recent hires seem like they have no idea how to properly treat customers. (Operations)

If you had an opportunity to make any change you wanted to make [Company] a better place to work, what one improvement would you make?

- Improve the working conditions. (Administration)
- I like the balance offered between family and work. Keep it up. (Operations)
- Pay people more (Administration)
- Improve networking and communication between the branch locations. (Administration)
- Increase communication between the field offices and HQ. (Administration)
- More communication and appreciation from managers. (Administration)
- Improve employee safety around the heavy equipment. There have been some accidents recently. (Administration)
- Increase communication from the senior leadership. (Administration)
- Incorporate the new vision statement into every day action planning. (Administration)
- Increase the pay. (Administration)
- Allow for longer lunch breaks. (Administration)
- More standardized HR policies across the various locations. Some locations are doing their own thing. (Administration)
- Not sure what would help. (Administration)
- Try offering some incentive plans such as a merit or annual bonus. (Administration)
- Managers need to listen to us when we have requests for new equipment. (Administration)
- Make managers and directors spend some time in the field offices before getting promoted. We need more cross training opportunities. (Administration)
- Try to increase the time spent in new hire orientation. Some new employees still do not understand our culture. (Operations)
- Try to be more open to suggestions from the subordinates. (Operations)
- More communication. (Operations)
- More retirement benefit options. (Operations)
- Expand the role of the field offices to enable more diverse procedures. (Operations)
- Allow for more flexibility in scheduling vacation time. (Operations)
- There is no correlation between job requirements for job postings and the actual job itself. (Operations)
- Nothing at this time. (Operations)
- More direction from the executive leadership team. (Operations)
- Increase the budget for the marketing department. (Operations)
- Try to engage employees more on the job. Too much time is spent idle. (Administration)
- It is important to hire from within the organization instead of always hiring external candidates. (Administration)
- Improve the career ladder concept. Currently there is none for my position. (Administration)

If you were a member of the management team, what 2 actions would you take to make [Company] a better place to work?

- Pay for training at college/university and allow more family friendly programs. (Administration)
- Listen to the employees more and increase the pay. (Administration)
- Consider implementing a re-organization and increase the pay bands. (Operations)
- Employee recognition program and more off-hours events. (Administration)
- Stop the mandatory overtime requirements and forced shift rotations. (Administration)
- Nothing at this time. (Administration)
- Implement more training programs for HQ and field offices. (Administration)
- HR should standardize the hiring process and hire more inhouse personnel. (Administration)
- Engage the employees more in decision making and add more training. (Administration)
- Get better equipment and training. (Administration)
- Offer incentive pay and more for off-shift work. (Administration)
- Hire from within and add an incentive program. (Administration)
- Allow for more working from home and improve the performance management system. (Administration)
- Allow people from the field offices to work at HQ once in a while and increase the benefits offered. (Administration)
- Improve communication between departments. (Administration)
- Increase morale and team building activities. (Operations)
- Cross training should be required for all new employees. (Operations)
- Implement an EAP and have HR re-do the job descriptions. (Operations)
- Allow employees to take training off-site if available. More pay for work incentives. (Operations)
- More work from home opportunities and promote from within. (Operations)
- Market more products and improve the quality. (Operations)
- Create an incentive program and increase the pay. (Operations)
- Improve the facilities and working environment in general. (Operations)
- Be more transparent in decision making and allow those in the field offices to have a little more time off. (Administration)
- Communication and employee recognition programs. (Administration)
- More career ladder options. (Administration)

In your opinion, what is/are [Company] ' significant weakness(es)?

- Training (Administration)
- Management (Administration)
- Accountability (Administration)
- Working in the field locations (Administration)
- Managers (Administration)
- Training opportunities (Administration)
- Working environment (too hot) (Administration)
- Senior Leadership (Administration)
- Poorly maintained equipment (Administration)
- Working environment (Administration)
- Tools and equipment (Administration)
- Old and non-functioning Equipment (Administration)
- Corporate culture (Administration)
- Quality of the product (Administration)
- No documentation on equipment (Administration)
- Culture (Administration)
- Managers (Operations)
- Accountability (Operations)
- Poor trainers (Operations)
- Communication from top leaders (Operations)
- Communication (Operations)
- The culture (Operations)
- Communication (Operations)
- Required shift (Operations)
- No vision from executives (Operations)
- Communication (Operations)
- Career ladders (Administration)
- Employee incentives (Administration)
- Incentive pay (Administration)
- Lack of computers (Operations)

In your opinion, what is/are [Company]' major strength(s)?

- Family owned business (Administration)
- Pursuit of excellence (Administration)
- Safety of our products (Administration)
- The quality of the products we produce (Operations)
- Ability to telework (Administration)
- Working with a diverse group of people (Administration)
- my department (Administration)
- Flexibility to meet my needs (Administration)
- Corporate culture (Administration)
- Retirement savings plan (Administration)
- Co-workers willing to lend a hand (Administration)
- Free snacks (Administration)
- Employee recognition programs (Administration)
- The retirement benefits (Administration)
- On-site childcare when needed (Administration)
- Family friendly policies (Administration)
- Helping serve those in need (Administration)
- Providing services to communities who lack resources (Administration)
- Healthcare on-site (Administration)
- Family friendly environment (Operations)
- Employee Culture (Operations)
- Working together to solve problems. (Operations)
- The products we offer (Operations)
- The culture here (Operations)
- Managers who make the time to listen to you (Operations)
- Teamwork. (Operations)
- Long history of helping others (Operations)
- Customer service (Operations)
- Being a leader in our industry (Administration)
- Easy work schedule (Administration)
- Servicing customers (Administration)
- Customer satisfaction (Administration)
- The pay and benefits (Operations)

On a scale of Excellent to Poor, how would you rate your overall employment experience with [Company] and why?

Response	2023	
	Count	Percent
-Excellent	19	42%
-Good	21	47%
-Average	5	11%
-Poor	0	0%

Comments from respondents who selected: -Excellent

- The management team is doing a good job. (Administration)
- New hires are not being given enough training for what is being asked of them. (Administration)
- I love my job and the satisfaction I get from knowing how I contribute to improving everyone's lives. (Administration)
- This is a great corporate culture. I really like working here. (Administration)
- My department is very supportive of my needs. (Administration)
- I enjoy my job immensely. (Operations)

Comments from respondents who selected: -Good

- I think working here is very good. (Administration)
- I think the pay should be improved and the working conditions are not great in my department. (Administration)
- This is a fantastic company to work for. I wish I had a better boss, though. (Administration)
- This is a great company to work for. (Administration)
- I love working for the company and can see myself here for many more years. (Administration)
- I think this is the best job I ever had. (Operations)
- The whole department needs to be re-organized. (Operations)
- I think this is a great company to work for. I can see myself working here for many years. (Administration)

Comments from respondents who selected: -Average

- Overtime pay should not be mandated. Some of us have lives outside of the company. (Administration)
- The benefits are somewhat lacking. But the co-workers are very pleasant to work with. (Administration)
- This is a great company to work for. (Operations)
- We are in a growing company. (Operations)