



# RESULTS

---

April, 1996

Dear Staff,

As promised we are sharing with you a summary of the overall results of our first Interact Opinion Survey, compiled by *Surcon International*. This summary presents overall XYZ staff opinions for each of the 40 main categories to which you were asked to respond.

Our survey begins a valuable on-going process of interaction and discovery directed at helping us all work together to continue improving our company - to make XYZ an even better place to work.

We all should be pleased that our responses are very favorable in a number of areas. It was especially encouraging to see very high scores on our efforts in Job Satisfaction, Identity with XYZ and Commitment To The Company. There are some surprises and, as expected, problem areas are also identified. Your feedback will guide us to areas where we need to direct additional attention.

There is a great deal to do in order to understand and to positively address your comments and concerns. Staff will be involved with clarifying the issues raised in the survey through feedback sessions in each area. These meetings will give staff the opportunity to discuss their thoughts, to exchange ideas, to clarify the thinking behind the responses, to problem solve and set priorities for improvement.

The purpose of the survey was to begin a process of two-way communication and improvement based on how all staff view XYZ. Rest assured we are committed to work together with all staff to interpret our responses and to address issues of concern. Our collective objective must be to make this an even better company in which to work. Working together as a team is the only way to overcome our competition, improve our business and increase our market share.

Finally, please accept my sincere thanks to each of you who participated in this initial survey by giving us your straightforward opinions.

Sincerely yours,

John J. Doe  
President & CEO  
XYZ Company

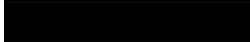
---

## The Feedback Process

On the next four pages you will see the results of the main 40 categories that measure staff opinions toward various aspects of their work, and XYZ. The percent of staff satisfied with each category, which in most cases consisted of several questions, is presented in the black bars below.

During the feedback session in your area these categories will be broken down further into specific questions that were asked in the Interact Survey; and the results for each will be examined and discussed.

Staff will then have the opportunity to help identify the reasons for high satisfaction scores and, in the case of low scores, identify the reasons for low satisfaction levels and to suggest ways we can work together to improve them

Category	% Favorable				% Neutral	% Unfavorable
	0	20	40	60		
<b>Operating/Administrative Procedures</b> This category measures the extent to which rules are applied fairly and communicated to staff. It also measures the efficiency of the process of applying rules.					27	19
<b>Communication Up/Down</b> This category measures the extent to which staff feel they can approach management with concerns about work and the quality of communications down from management to staff.					20	46
<b>Communication Lateral</b> Responses indicate the effectiveness of interactions between staff in different departments in terms of clarity, honesty and trust.					20	31
<b>Job Definition</b> This section measures the extent to which staff understands the standards and expectations of their job and how it relates to other staff and the general goals of XYZ.					12	24
<b>Career Planning Strategies</b> This section measures the extent to which XYZ provides staff with fair opportunities to develop skills which allow advancement within the company.					22	48
<b>XYZ Mission</b> This category measures the quality of communication to staff about the direction of XYZ and the degree to which staff understands how individual and department goals fit.					31	35
<b>Resource Investment (Equipment)</b> This category measures staffs' opinion of current equipment and their feeling that XYZ is willing to invest in more equipment necessary for high quality results.					11	25
<b>Working Conditions</b> This category measures the quality of lighting, ventilation, heating, etc. of staff work areas.					2	12
<b>German &amp; American Interactions</b> This category measures the trust, communication and cooperation between German and American staff in working toward common goals and objectives.					21	30
<b>Rotation Policies</b> This category measures staff support of the current policy of rotating German staff to XYZ from Germany.					25	25

## What The Scores Represent

For each of the categories below you will see a black bar graph that displays the percent of staff that expressed favorable opinions. For each category the neutral and unfavorable opinions are then identified in the columns that follow the graph.

For most of the categories below the following guidelines should be used in interpreting them. These are general guidelines however and they need to be altered depending on the category you are examining

70% Favorable or More - Very few problems exist.  
50% - 69% Favorable - Some problems may exist  
49% Favorable Or Less - Problems exist

As part of our on-going process of continuous improvement, future comparisons will be made against ourselves year after year.

Category	% Favorable				% Neutral	% Unfavorable	
	0	20	40	60			
<b>Decision-Making Processes</b> This category measures the ability of XYZ management to quickly make decisions and act on them while considering staffs' interest and keeping staff informed of such changes.					31	33	37
<b>Management Fairness, Sincerity, Trust</b> This category measures staff trust in management to be considerate of and openly respond to suggestions made by staff.					40	29	32
<b>Cooperation-Internal</b> This category measures the openness and ability of departments to efficiently work together toward common goals.					62	15	23
<b>Cooperation-External</b> This category measures the quality of work coordination between XYZ and NTC, NNA, NMC, NMMC and NISMEX.					36	29	36
<b>Training Quality</b> This category measures the quality of developmental and technical training programs which staff receive at XYZ.					40	25	35
<b>XYZ Climate</b> This category measures the degree to which staff see XYZ as an ethical environment which encourages calculated risk taking, discourages poor performance & cares about staff.					33	30	37
<b>PCS Implementation/Processes</b> This category measures staff opinions of the PCS in terms of its' process, implementation and perceived value.					41	3	56
<b>Quality Policies</b> This category measures the extent to which staff understand XYZ's emphasis and measurement of quality standards.					56	19	24
<b>Pay For Performance</b> This category measures the extent to which staff think that XYZ rewards superior performance via financial and nonfinancial means.					30	23	47
<b>Satisfaction With Pay</b> This category measures staff opinions of their pay compared to others in the auto industry.					38	19	43

### ***What's Next In The Survey Process:***

The following is a schedule of what to expect over the next year as staff analyze the survey data and develop appropriate action plans.

#### ■ **April, 1996**

Publicize initial survey results to all staff.

#### ■ **May/June, 1996**

Conduct Feedback Meetings with staff in major areas.

#### ■ **Summer, 1996**

Develop action plans to address the problems.

#### ■ **Fall, 1996**

Conduct follow-up interviews with a sampling of staff to determine the progress that is being made.

#### ■ **Winter, 1996**

Conduct *INTERACT* Survey again to determine the success of changes that have taken place in XYZ.

