



# Employee Culture Survey Summary Report

# Culture Survey Objectives

- Understand employee satisfaction and engagement across the organization – confirm or refute our assumptions/perceptions.
- Evaluate the relevance of chosen Values to establish a single, homogeneous, and robust Company Culture.
- Identify areas for improvement and strengths to build upon.
- Do so with the assurance of anonymity.

# Culture Survey Results Notes

- The employee response rate was strong at 73%.
- The responses herein reflect employees' opinions based on their personal perceptions and feelings.
- In a few cases, a shorter, yet more granular follow-up survey may be warranted. This will also reinforce our dedication to the company values. E.g. Continuous Improvement

# Analysis

Each survey question was assigned to one of the four Values, plus one:

- Ownership
- Continuous Improvement
- Solidarity
- Passion
- Plus, a General Company Overview

Responses were chosen from a 5-point scale and are reported as a combined “top two box,” i.e., the % of respondents choosing *strongly agree*+ *somewhat agree*.

The top two boxes best reflect general positive opinions and provide the most value for analytical purposes. This is a research industry standard practice. This measure is used in all tables for comparison between locations/groups.

## Company Values

# Ownership

➤ Ownership – This value is seen as the broad idea of everyone in the company being vested in its success, with responsibility and accountability.

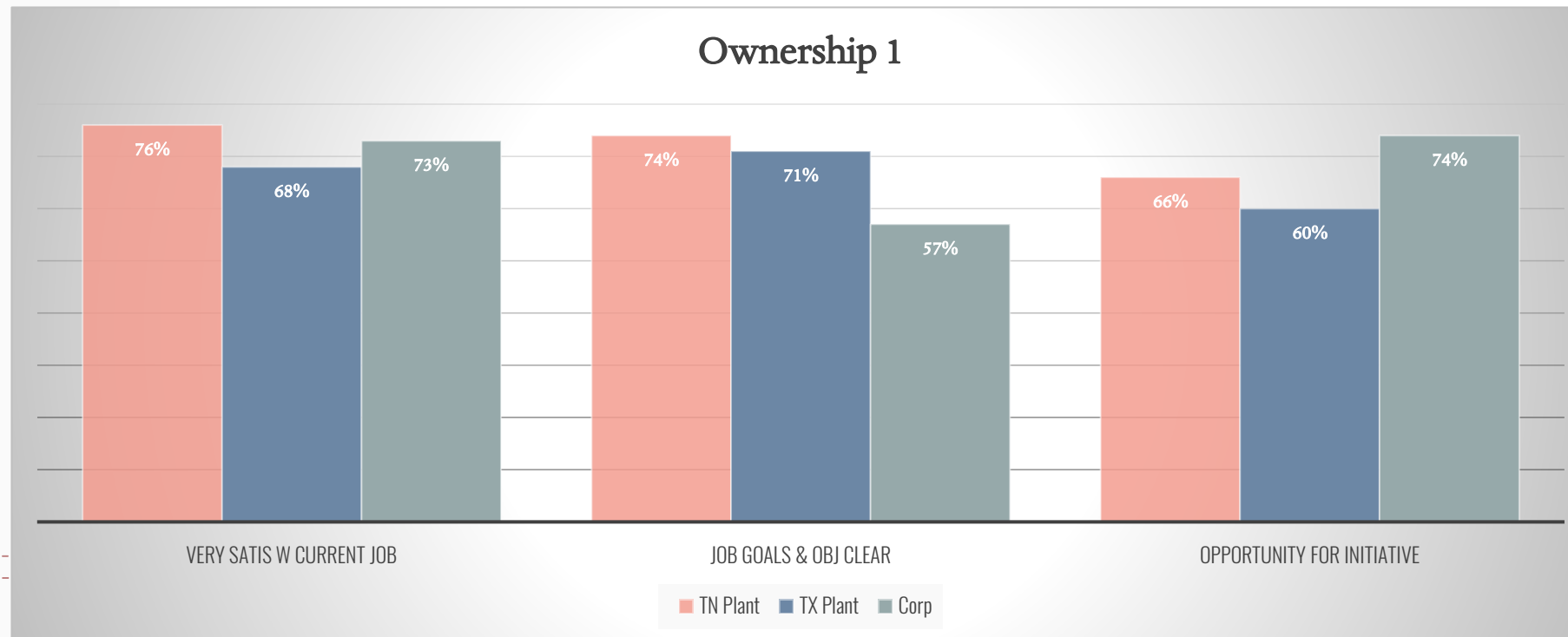
Employees are supportive of management, and management is supportive of employees. All are working to make the company the best it can be.

# Ownership Questions

- I am very satisfied with my current job
- Goals and objectives for my job and responsibilities are clear and concise
- Extent to which you think you are given opportunities to take initiative
- When you do really well, how much credit do you get
- When a mistake happens, how are you held responsible
- There is a path for advancement for me in this organization

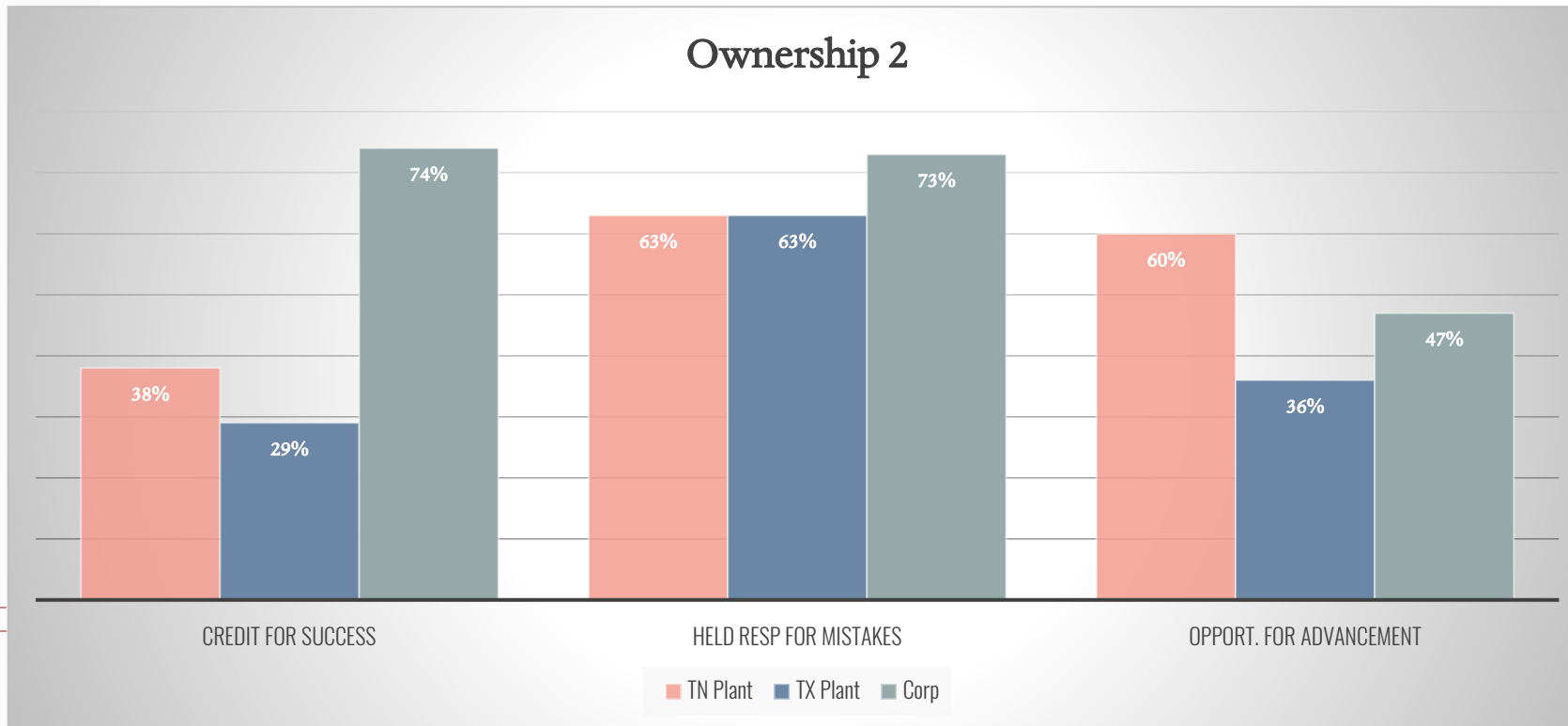
# Ownership

- Job satisfaction is high at all locations.
- Goals and objectives are less clear for Corp employees.
- Opportunity to take initiative is highest in the corporate environment.



# Ownership

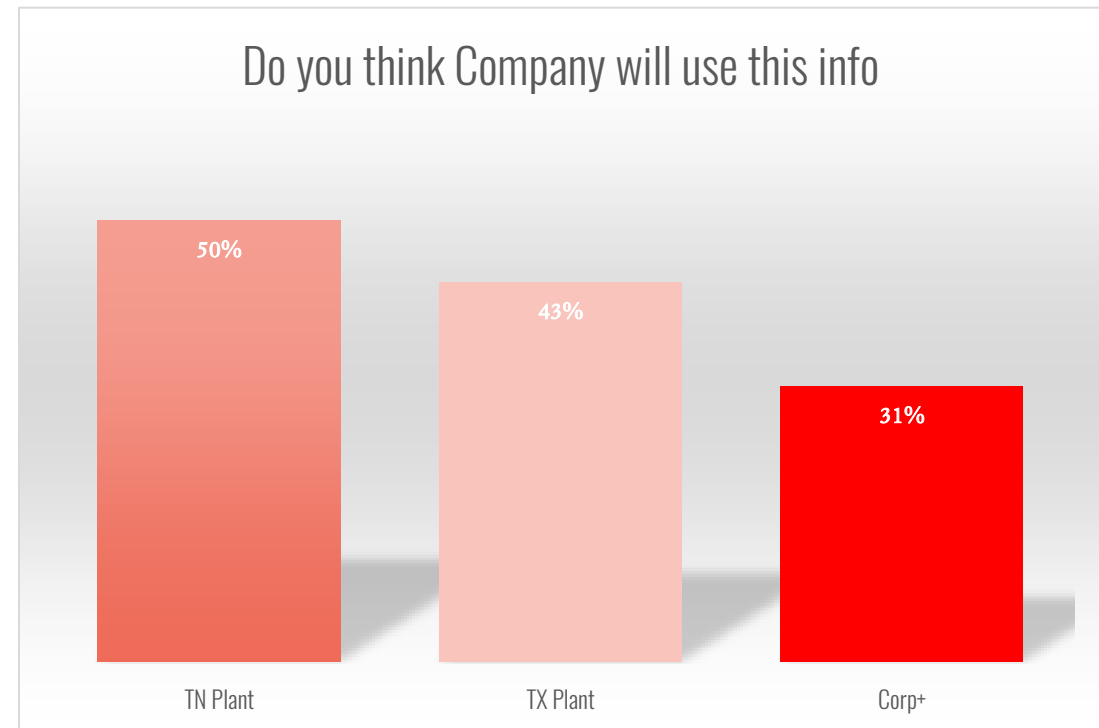
- Corp gets considerable credit for success, while the plants report much lower.
- All locations are held responsible for mistakes, with Corp highest.
- Opportunities are felt most in TN, and lowest at the TX Plant.





# Culture Survey Usage

- Confidence that Company will use this survey's findings is weak.
- This lack of trust that the organization will follow through and address employee comments and concerns will require action that is highly visible to all employees.



# Broad Top Summary Highlights

- The company is seen as a good, solid organization, and employees want to stay for a long time. However, satisfaction is mixed -
  - Company and job satisfaction is highest at the TN Plant
  - Company and job satisfaction is lowest at the TX Plant
- Direct supervisors are seen as being fair and supportive.
- Management is not seen as supportive of the employees, supporting supervisor decisions regarding employees, or making efforts to develop a good working environment.

# Next Step Recommendations

- The Culture Committee has reviewed the survey results and will develop recommended actions and programs for Management consideration.
- The Committee will focus on the most negative responses, PLUS the positive lower-hanging fruit to demonstrate action being taken.
- Actions will deploy across all locations.
  - Applying consistent actions and programs nationally across all locations is essential to establishing a single, homogeneous, robust Company Culture.
  - However, emphasis/priority on actions and program implementation should allow some flexibility based on location needs to boost results.
- An announcement should be issued to all employees in January, communicating a) very broad findings, both positive and less so, and b) the Culture Committee's immediate program development plans.