

November 4, 2007



[COMPANY NAME]

Corporate Culture Index Study

Corporate Culture Index Survey Results

the CCI Survey is designed to measure corporate culture and establish a Culture Index (CI). The overall CI Score for **[COMPANY]** is **60.61**. The number by itself has little meaning and is beneficial primarily when compared with scores of other firms or subgroups within the firm. The range of indexes has been from **36** to **78**. The higher overall culture score, the more favorable the organization is perceived to be.

The Culture Index (CI) is a well-designed survey instrument that captures the unconscious and unconscious attitudes, beliefs and motivations of the organizational members. The structured questionnaire approach provides objective quantitative data from insiders about subjective aspects of the culture.

The 20 categories used to measure the culture of the organization are

- | | |
|---------------------------|-----------------|
| 1. Goals | 11. Values |
| 2. Planning | 12. Training |
| 3. Planning Effectiveness | 13. Teamwork |
| 4. Morale | 14. Social |
| 5. Performance Appraisal | 15. Ethics |
| 6. Rewards | 16. Leadership |
| 7. Freedom | 17. Interaction |
| 8. Communication | 18. Benefits |
| 9. Job Satisfaction | 19. Perception |
| 10. People | 20. Environment |

Summary of Corporate Culture Index

An analysis of each category is offered. This report is a summary of the results of these 20 question areas.

Exhibit A: Overall scores listed by OBS.

OBS	TITLE	SCORE
1	Goals	2.90
2	Planning	2.67
3	Planning Effectiveness	2.73
4	Morale	2.16
5	Performance Appraisal	3.15
6	Rewards	3.11
7	Freedom	3.67
8	Communication	3.04
9	Job Satisfaction	2.71
10	People	3.58
11	Values	3.43
12	Training	3.03
13	Teamwork	3.06
14	Social	3.00
15	Ethics	3.52
16	Leadership	2.77
17	Interaction	2.94
18	Benefits	2.94
19	Perception	3.21
20	Environment	2.99

TOTAL SCORE: 60.61

Exhibit B: Overall scores sorted by value.

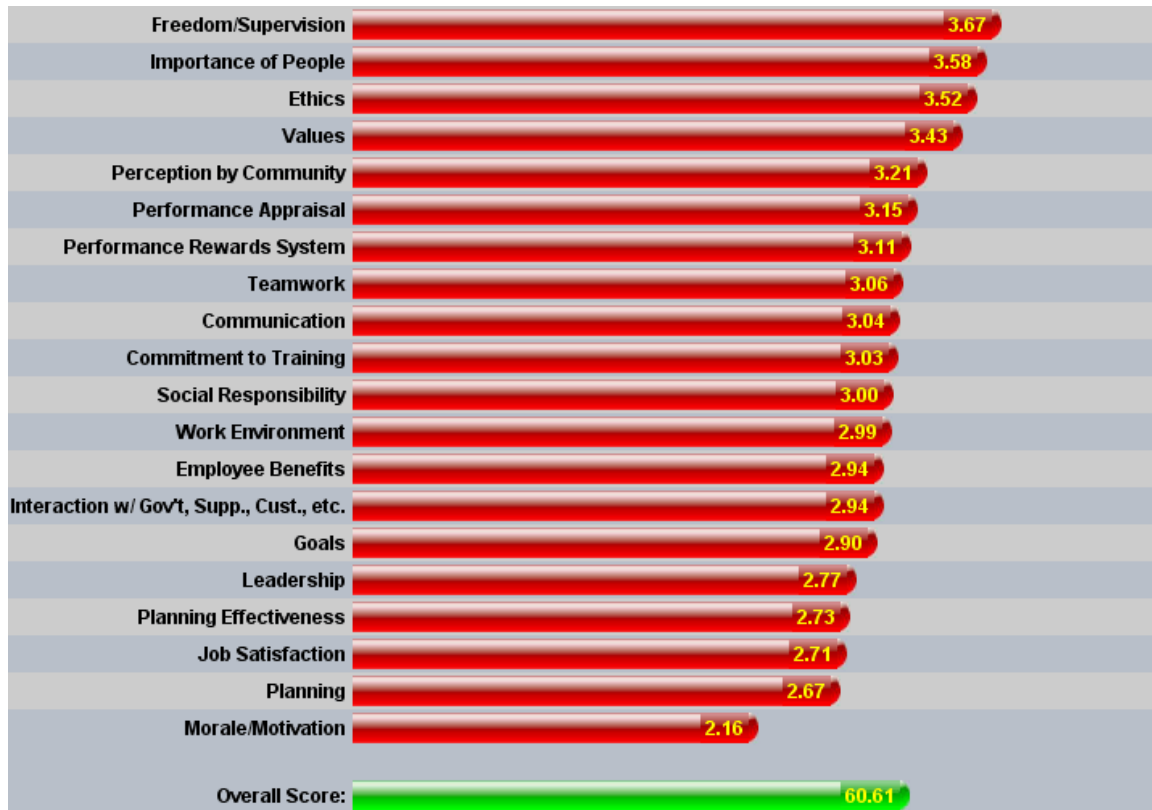


Exhibit C: Top Management scores listed by OBS.

OBS	TITLE	SCORE
1	Goals	2.79
2	Planning	2.80
3	Planning Effectiveness	2.71
4	Morale	2.31
5	Performance Appraisal	3.38
6	Rewards	3.22
7	Freedom	3.67
8	Communication	3.19
9	Job Satisfaction	2.88
10	People	3.50
11	Values	3.72
12	Training	3.19
13	Teamwork	3.40
14	Social	2.50
15	Ethics	3.92
16	Leadership	2.83
17	Interaction	3.13
18	Benefits	2.94
19	Perception	3.25
20	Environment	3.50

TOTAL SCORE: 62.83

Exhibit D: Top Management scores sorted by value.

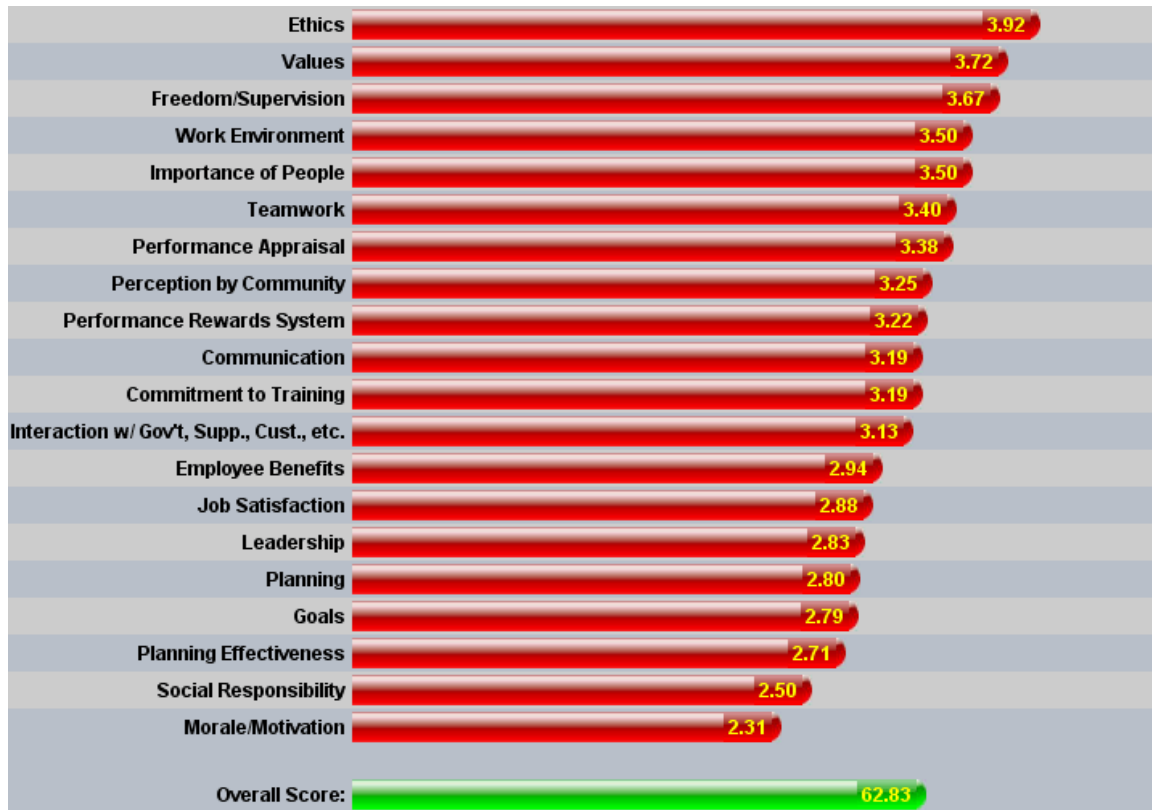
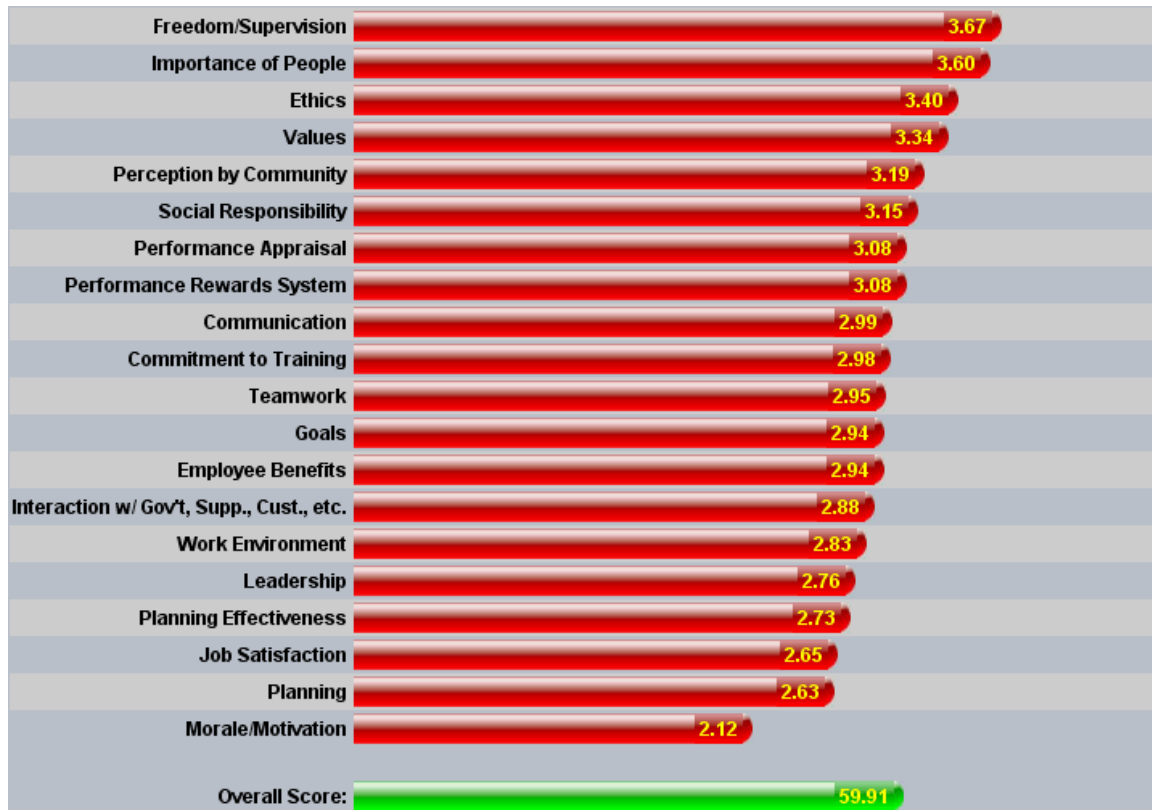


Exhibit E: Lower Management scores listed by OBS.

OBS	TITLE	SCORE
1	Goals	2.94
2	Planning	2.63
3	Planning Effectiveness	2.73
4	Morale	2.12
5	Performance Appraisal	3.08
6	Rewards	3.08
7	Freedom	3.67
8	Communication	2.99
9	Job Satisfaction	2.65
10	People	3.60
11	Values	3.34
12	Training	2.98
13	Teamwork	2.95
14	Social	3.15
15	Ethics	3.40
16	Leadership	2.76
17	Interaction	2.88
18	Benefits	2.94
19	Perception	3.19
20	Environment	2.83

TOTAL SCORE: 59.91

Exhibit F: Lower Management scores sorted by value



What is Corporate Culture?

The culture of an organization is generally viewed as a complete set of beliefs, ethics, values ideologies, assumptions and symbols. Culture is defined as "The totality of socially transmitted behavior patterns, arts, beliefs, institutions and all other products of human work and thought characteristics of a community or population."

Another definition is "basic, enduring values and beliefs which are widely held throughout the organization. These values and beliefs comprise the content of an organization's culture and are common understandings which are frequently taken for granted and which are reinforced by stories, symbols, rituals and language systems. In tangible and unseen but known, these values and beliefs are distinguished from the concrete or visible manifestations of culture."

Still another definition, "culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles."

Most researchers conclude that corporate culture ascribes to the beliefs, principles and behavior patterns that come together to shape the central individuality of each organization. Another definition of corporate culture is "includes a company's dress code, philosophy, public functions, communications, material goods and physical environment."

Edgar Sheen of Massachusetts Institute of Technology states that it is an incomplete notion that "culture is only a set of shared meanings that make it possible for members of a group to interpret and act upon their environment."

A culture is a template of basic assumptions that a particular group has invented, discovered or devised in learning to deal with its problems of external adaptation and internal integration. This template has worked well enough to be considered valid, therefore it is taught to new individuals in the organization as the correct way to think, feel and perceive in accordance with other problems.

The corporate culture of an organization can be organized at many levels. The "visible artifacts" or the developed environment of the company are its manner of visible or audible behavior patterns, unspoken doctrine, architecture, technological level, employee orientation, materials, public documents, characters, credo statements or even books of discipline. This level of cultural analysis is difficult data to evaluate because it is easy to find and difficult to interpret. Descriptions can be given on how behavior patterns are discernible among the members, but it is common not to be able to know the real reason why the organization acts the way it does.

Typically speaking, all organizations have some set of values that guide their behavior. As a result of the elusive nature of an innate value system, it is difficult to observe values directly.

This forces organizations to research their character documents, doctrines or interview key personnel to glean any concrete information. The problem with this "value" information is that it is only a personal perception of why they behave the way they do, rather than the real motivation which is generally cloaked or unconscious.

To get to the root of culture, this concealed or unconscious motivation behind the outward behavior must be discovered. These learned values are forces behind the decision-making process. The decision made is based on an assumption which is frequently soon forgotten. Assumptions which are taken for granted are very powerful, ingrained characteristics. Power renders assumptions less debatable or adjustable than given values. Some should educate, businesses should be profitable, medicine should prolong life and churches should be religious. These are assumptions even though they are often considered values.

Blake and Mouton state that Corporate Culture is:

The attitudes, belief and values of its people along with traditions, precedents and past practices of the organization comprise that organization's culture, its way of doing business. It may be integrated around values of achievement and excellence, woven around seniority and benefits, or may reveal disinterest, apathy and hopelessness. It significantly influences how people apply or withhold their energies. To attempt to change a firm which is ineffective or marginally effective into a highly effective one despite its culture, at the worst is likely to be futile and at the best, of limited success. It may even generate stronger negative attitudes and deeper resistance's and produce a worse corporate performance than formerly.

They believe culture does have an effect on how the organization is managed. They continue.

Corporate culture results in organization work which is:

Completely Sound: attitude, values and beliefs, traditions, precedents and practices which currently influence corporate members have the effect of stimulating efforts to produce, achieve and accomplish; excellence is a value throughout the corporation; it has a strong and constructive impact on short term operations and long term planning.

As Sound As Unsound: corporate culture contains some positive elements which promote productive effort and accomplishment but others which restrict people from applying their energies so as to further excellence; traditions, "the company way," and "how things were done in the past" tend to stifle approaches based upon actualities; "status quoism" is a key to understanding attitudes, efforts and actions.

Completely Unsound: traditions, precedents and practices, expectations, beliefs and values bear little relationship to productive achievement or profit seeking; apathy and indifference are in the warp and woof of the culture; militant resistance and antagonism toward the corporation are evident.

Controlling values can be divided into: (1) ultimate, non-debatable, taken-for-granted values, for which the term "assumptions" is more appropriate; and (2) debatable, overtly espoused values for which the term "values" is more applicable.

Daniel R. Denison reports a recent study showing that organizational culture has a close relationship to the effectiveness of five organizations studied. He goes on to use Procter & Gamble and Texas Commerce Bankshares as examples of highly consistent cultures.

There are different positions taken on the cohesiveness of organizational culture. Many scholars believe that a strong culture with a "well-defined set of guiding beliefs" is better than a weak culture that has less of a bonding nature. "Not only do individual businesses have strong cultures, but links among business, the banking industry and the government are also cultural and very powerful. Japan, Inc., is actually an expansion of the corporate culture idea on a national scale."

Organizations have ingrained cultures. It is believed that a strong culture denotes agreement among the members of the organization. Also, strong culture promotes cohesion of all those who wish to be an active part of the organizational structure or membership body. The extent of the bond and harmony that remains among the values and ideologies, is a measure of the internal fit or attachment that characterizes the culture.

JOB GOAL IMPORTANCE

Respondents were asked to rank eight specific job goals in order of importance (1 - Highest, 8 - Least) to both themselves and their immediate supervisor. The results are shown below:

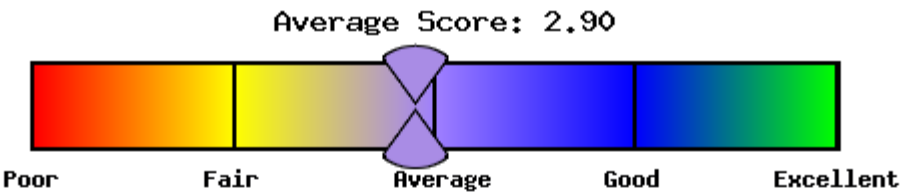
IMPORTANCE OF OBJECTIVES

1. Satisfying my boss's expectations
2. Personal growth and development
3. Recognition for good performance
4. Job security
5. Opportunity for independent thought and action
6. Higher salary, more benefits, or both
7. Promotion to a better job
8. Prestige and status

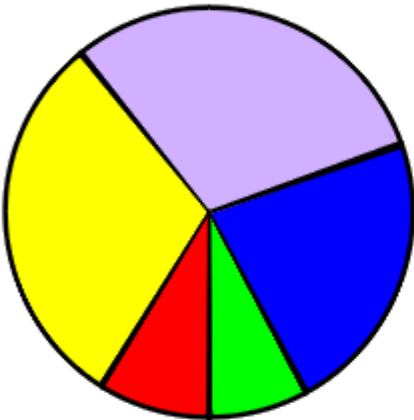
GOALS

Overall score: 2.90

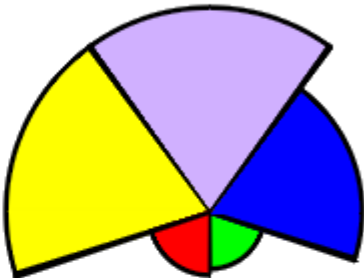
Goal setting and the ability for attainment is evaluated as follows:



Pie by width



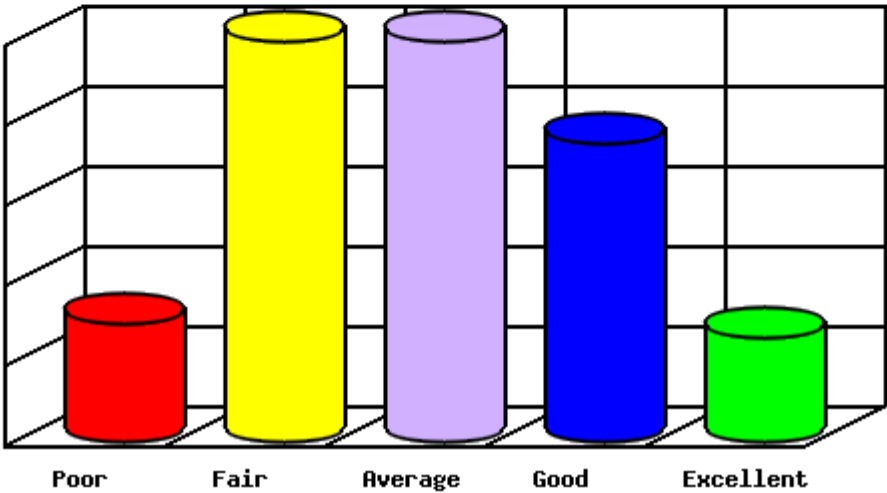
Pie by depth



Survey Results

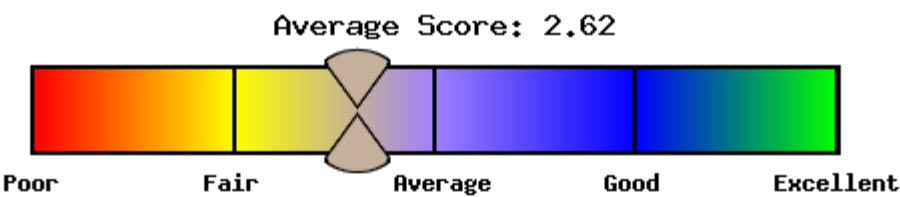
Poor	8.83%
Fair	30.38%
Average	30.38%
Good	22.55%
Excellent	7.86%

Bar comparison

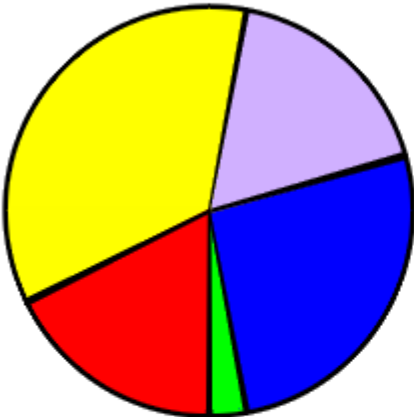


GOALS (continued)
Analysis per question:

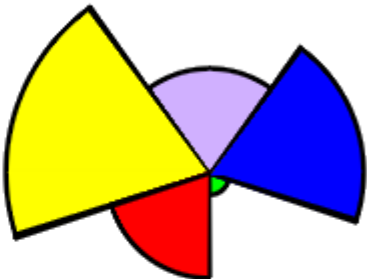
“There are clearly defined goals to work toward”



Pie by width



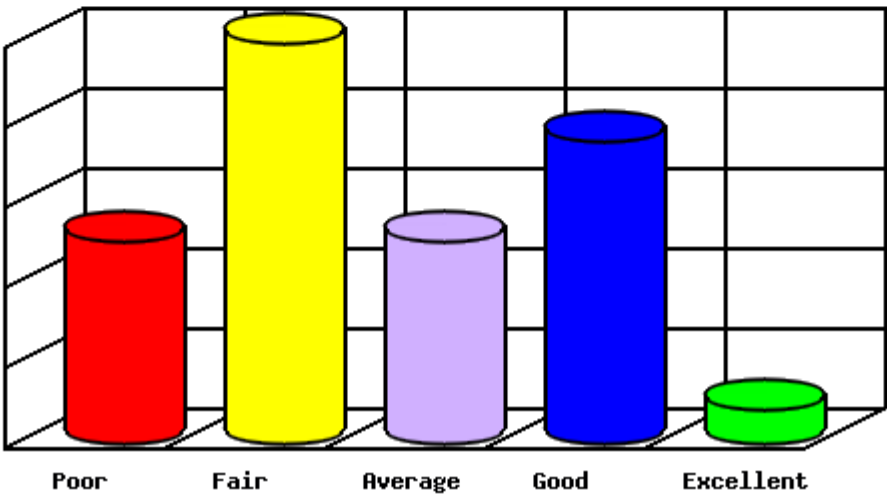
Pie by depth



Survey Results

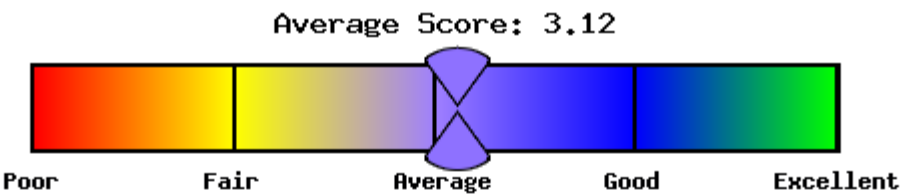
Poor	17.65%
Fair	35.29%
Average	17.65%
Good	26.47%
Excellent	2.94%

Bar comparison

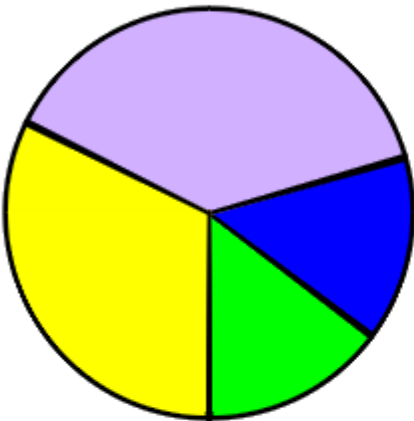


GOALS (continued)
Analysis per question:

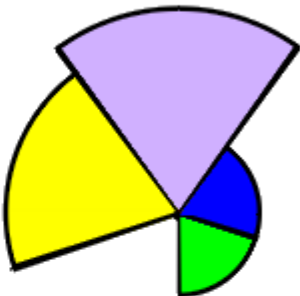
“I am satisfied with my current opportunity to discuss and negotiate job and personal goals with my boss”



Pie by width

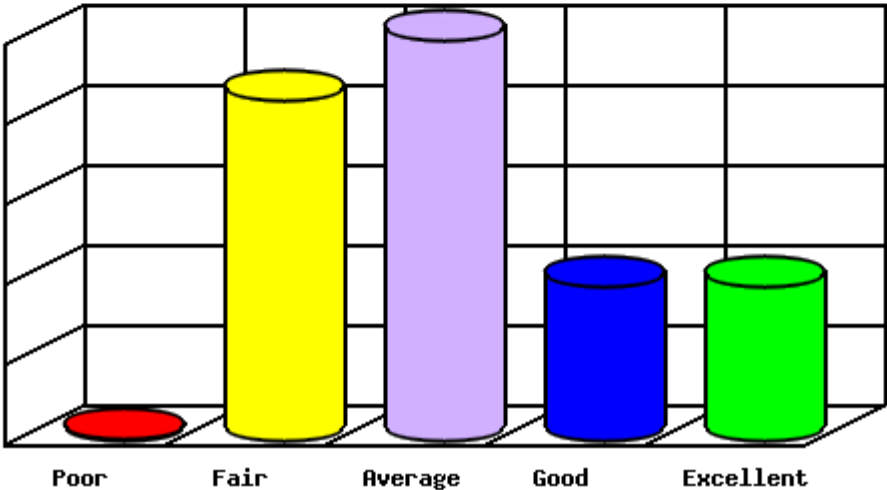


Pie by depth



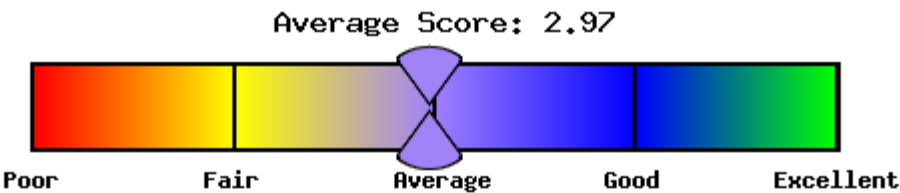
Survey Results	
Poor	0.00%
Fair	32.35%
Average	38.23%
Good	14.71%
Excellent	14.71%

Bar comparison

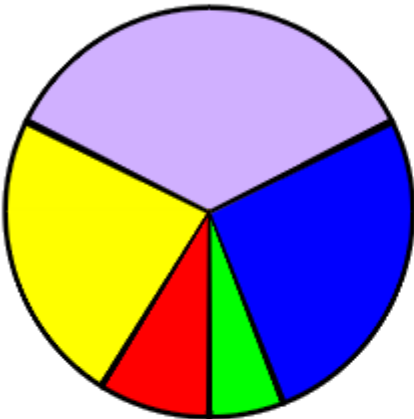


GOALS (continued)
Analysis per question:

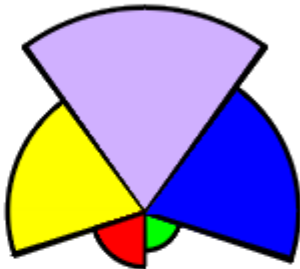
“I am satisfied with my current goal-setting process”



Pie by width



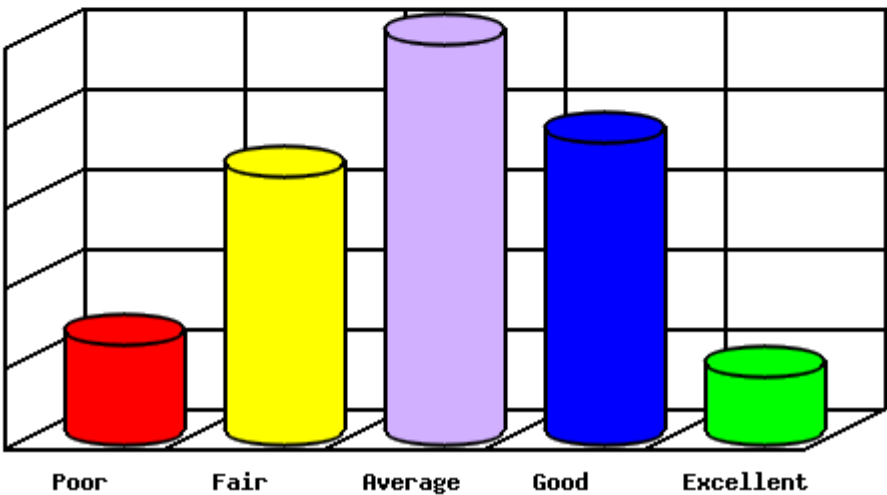
Pie by depth



Survey Results

Poor	8.82%
Fair	23.53%
Average	35.29%
Good	26.47%
Excellent	5.89%

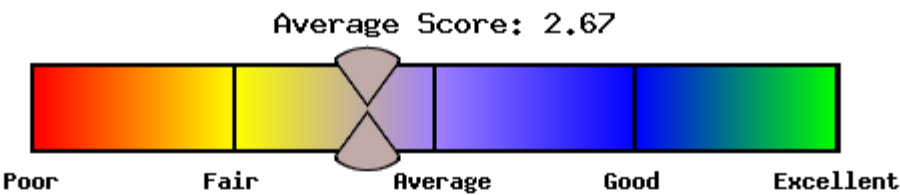
Bar comparison



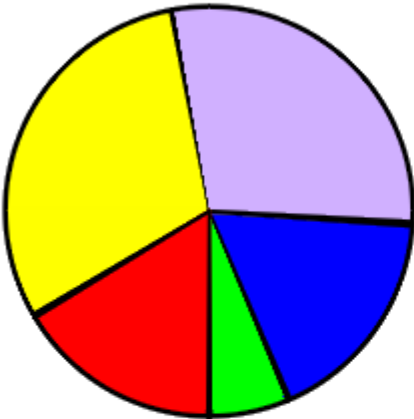
PLANNING

Overall score: 2.67

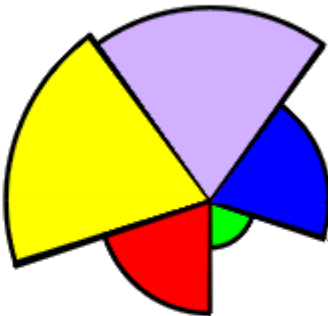
The current method of planning and control in the organization was measured as follows:



Pie by width

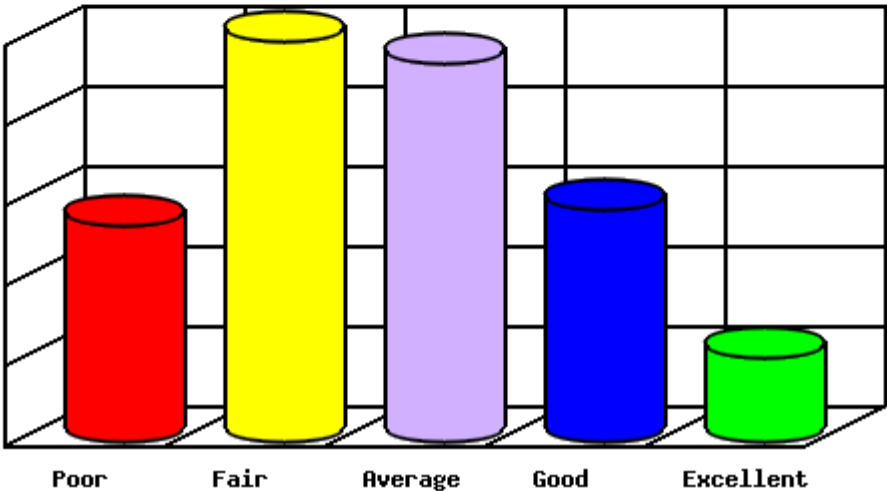


Pie by depth



Survey Results	
Poor	16.42%
Fair	30.64%
Average	28.92%
Good	17.65%
Excellent	6.37%

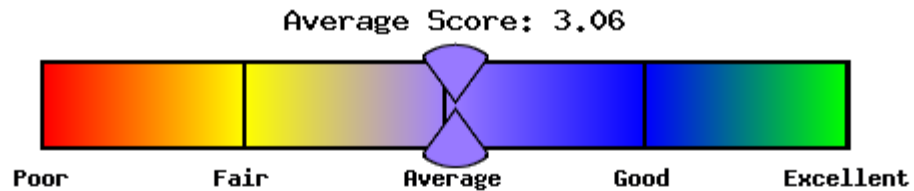
Bar comparison



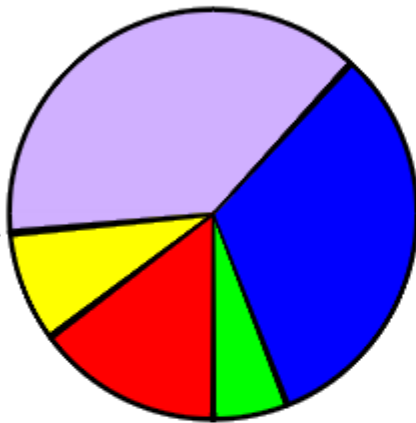
PLANNING (continued)

Analysis per question:

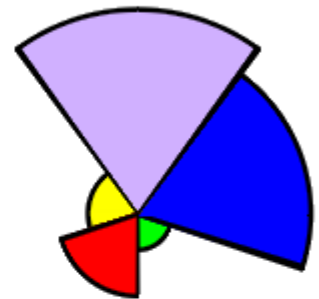
“I know the terms MBO, Strategic Planning and/or Accountability management and understand them”



Pie by width



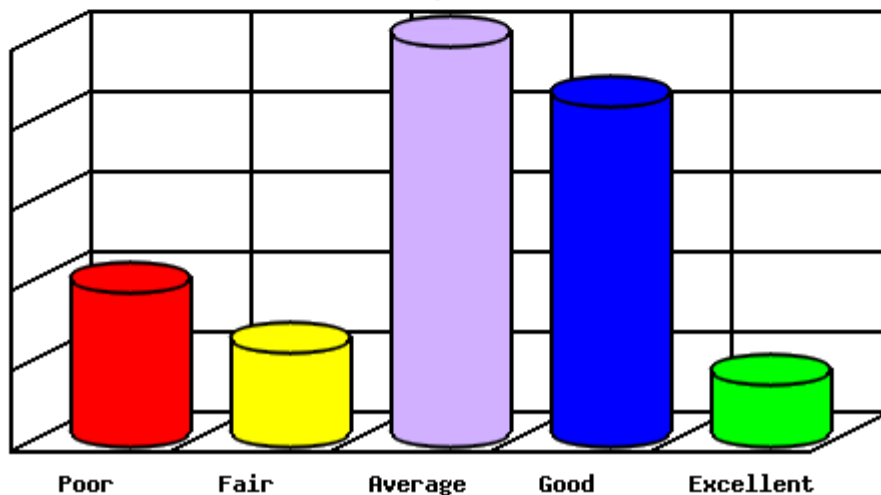
Pie by depth



Survey Results

Poor	14.72%
Fair	8.81%
Average	38.24%
Good	32.35%
Excellent	5.88%

Bar comparison

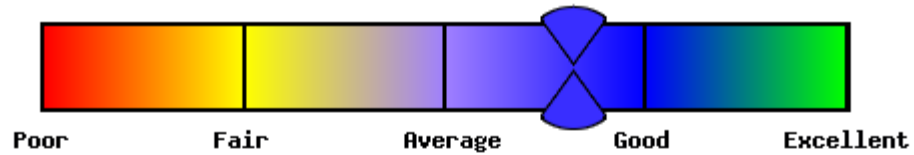


PLANNING (continued)

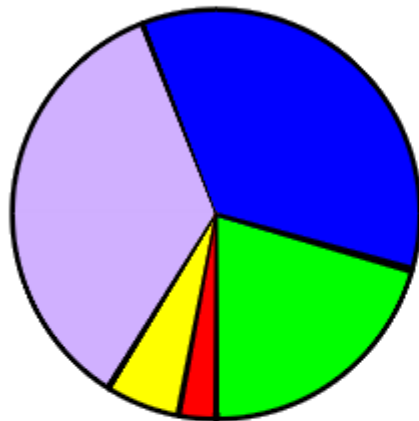
Analysis per question:

“I am satisfied by the current influence of outside departments”

Average Score: 3.65



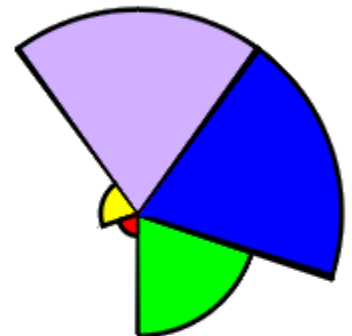
Pie by width



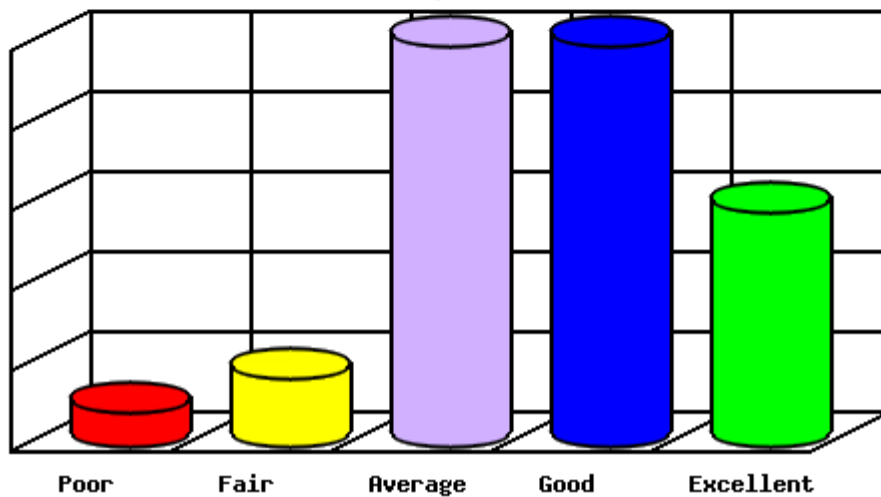
Survey Results

Poor	2.95%
Fair	5.88%
Average	35.29%
Good	35.29%
Excellent	20.59%

Pie by depth



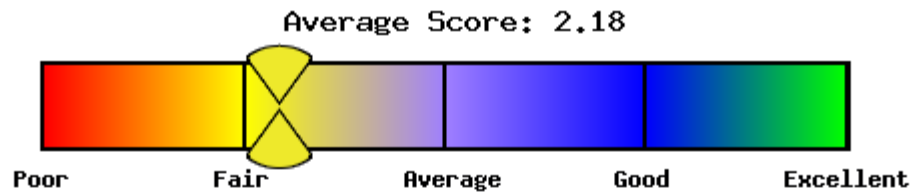
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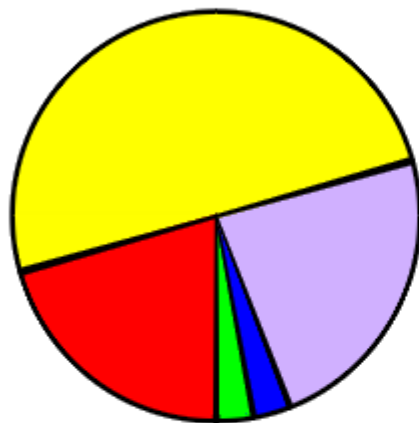
PLANNING (continued)

Analysis per question:

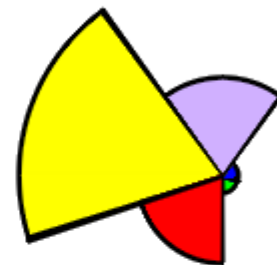
“The system is properly encouraged”



Pie by width



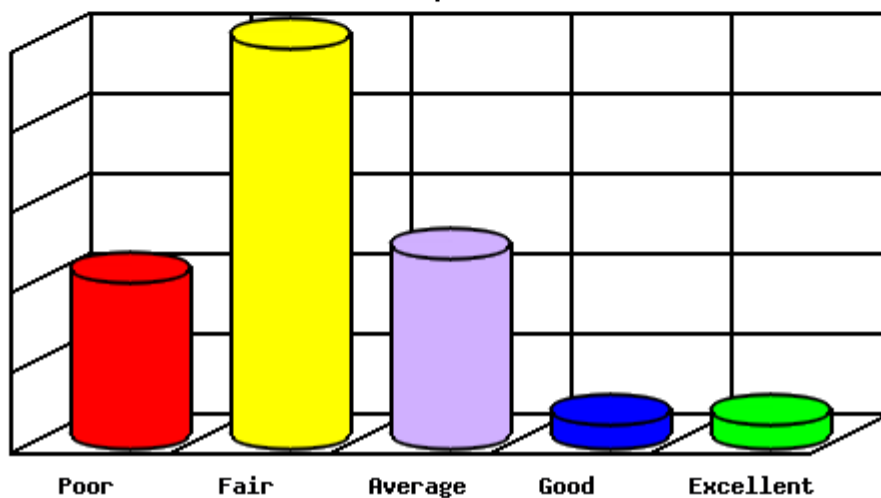
Pie by depth



Survey Results

Poor	20.59%
Fair	50.00%
Average	23.53%
Good	2.94%
Excellent	2.94%

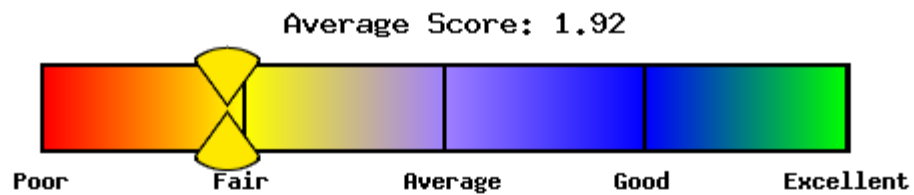
Bar comparison



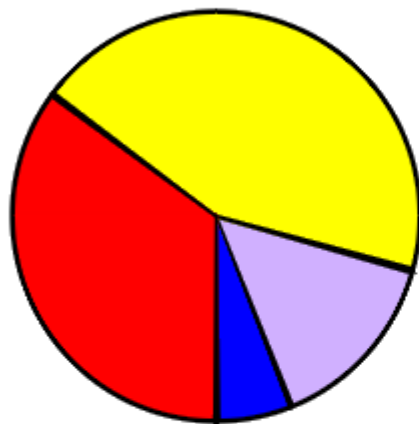
PLANNING (continued)

Analysis per question:

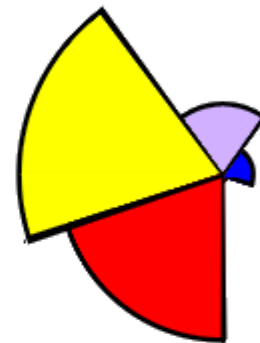
“Feedback of results is satisfactory”



Pie by width



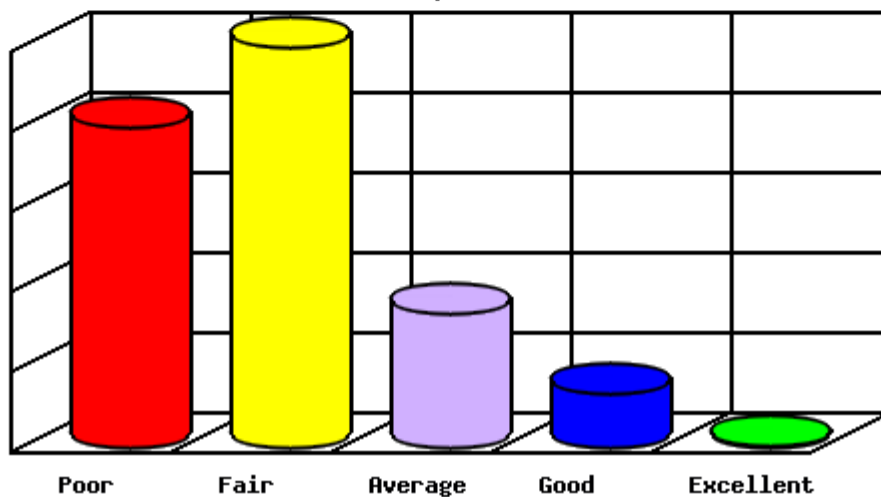
Pie by depth



Survey Results

Poor	35.29%
Fair	44.12%
Average	14.71%
Good	5.88%
Excellent	0.00%

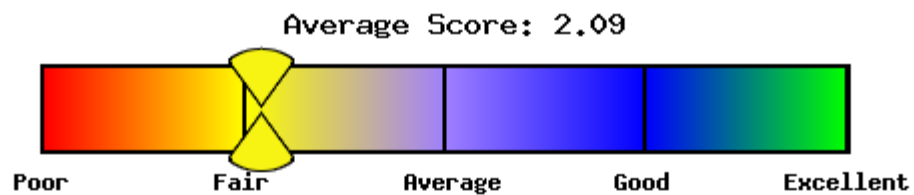
Bar comparison



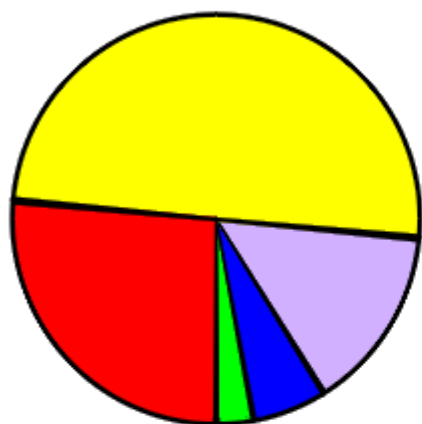
PLANNING (continued)

Analysis per question:

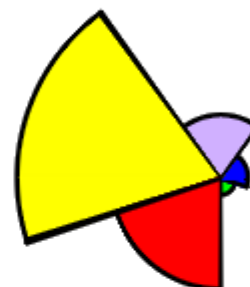
“I am satisfied with our current formalized planning system”



Pie by width



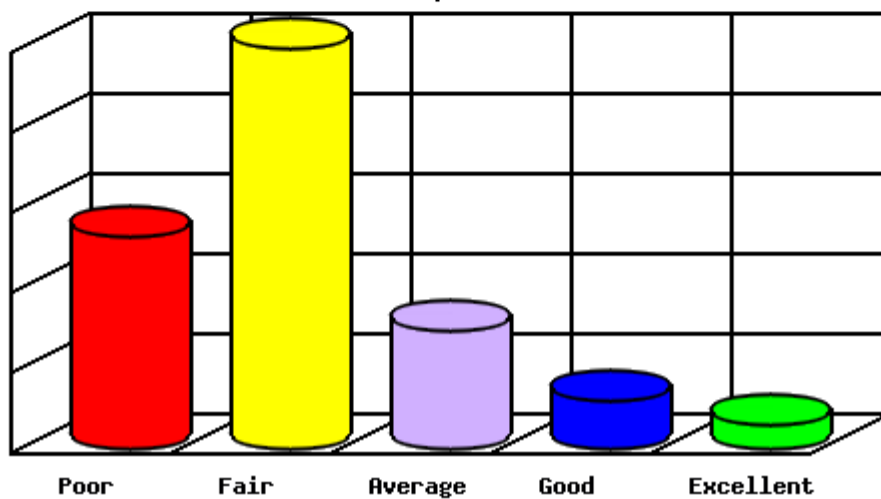
Pie by depth



Survey Results

Poor	26.47%
Fair	50.00%
Average	14.71%
Good	5.88%
Excellent	2.94%

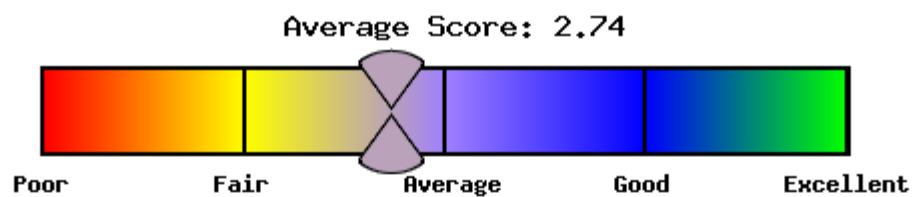
Bar comparison



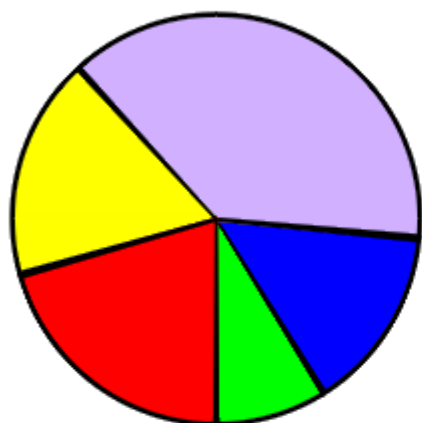
PLANNING (continued)

Analysis per question:

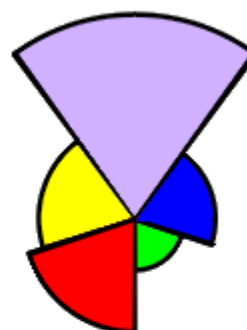
“I am satisfied with our current amount of paperwork”



Pie by width



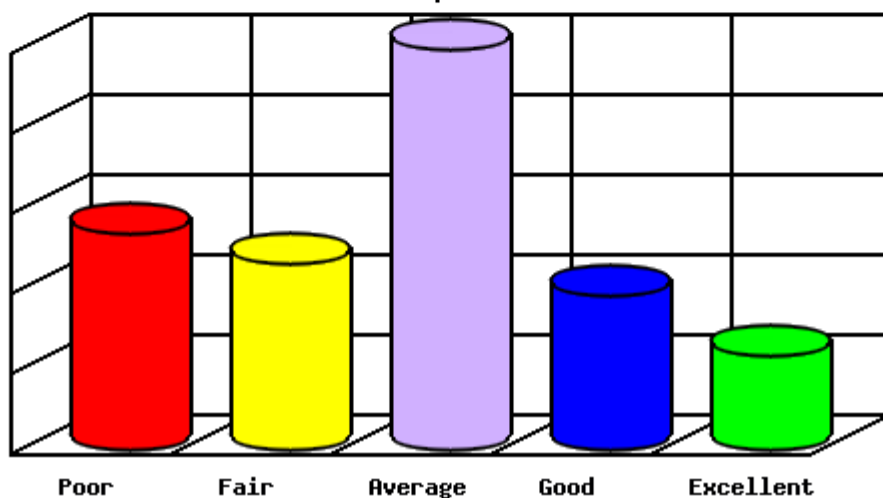
Pie by depth



Survey Results

Poor	20.59%
Fair	17.65%
Average	38.24%
Good	14.71%
Excellent	8.81%

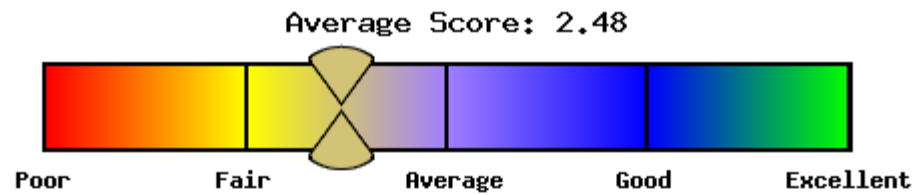
Bar comparison



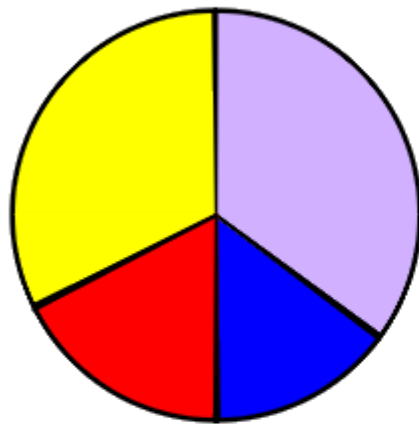
PLANNING (continued)

Analysis per question:

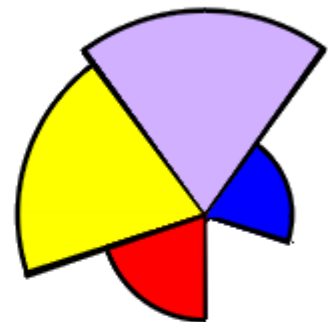
“There has been sufficient time to implement system”



Pie by width



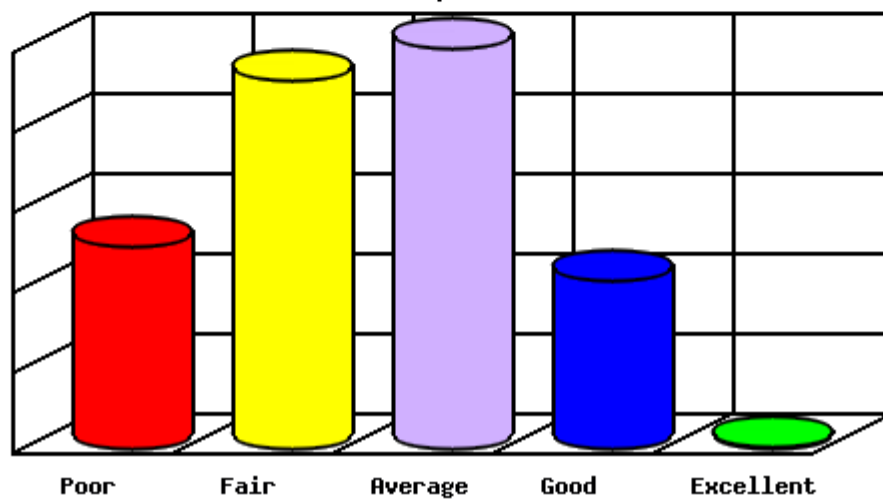
Pie by depth



Survey Results

Poor	17.65%
Fair	32.35%
Average	35.29%
Good	14.71%
Excellent	0.00%

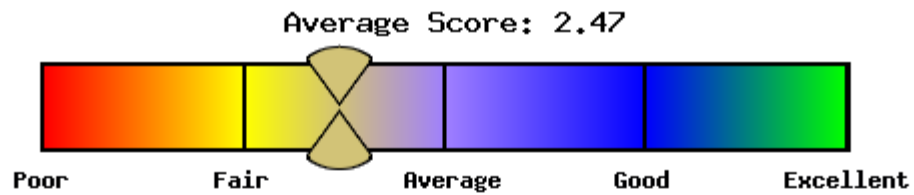
Bar comparison



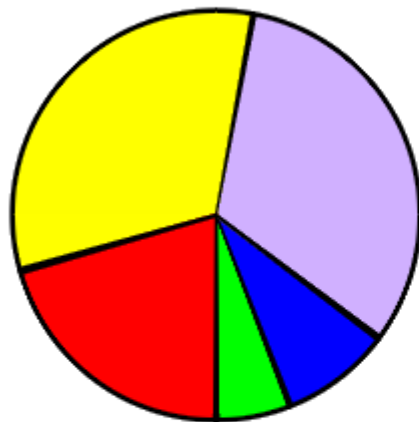
PLANNING (continued)

Analysis per question:

“Our goals are clearly defined”



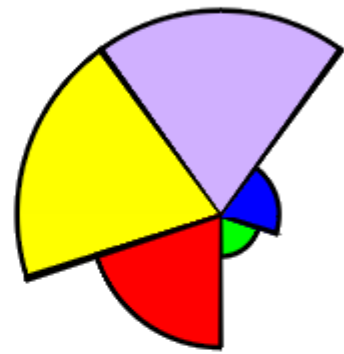
Pie by width



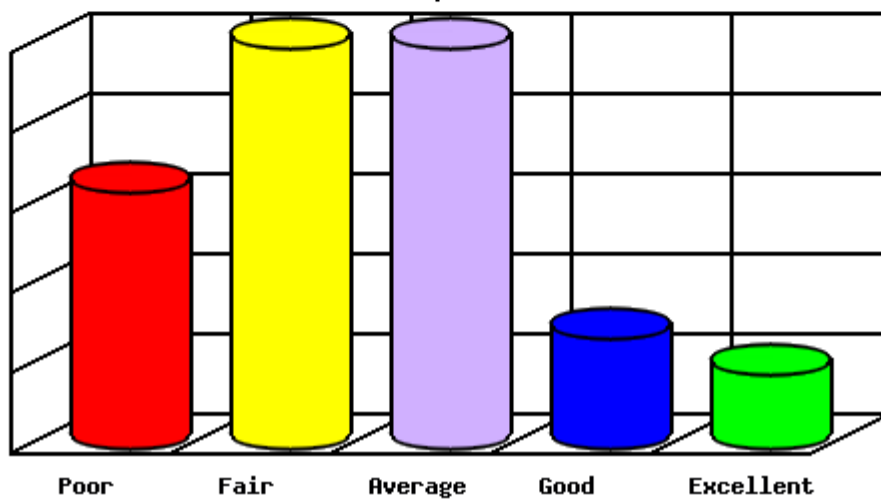
Survey Results

Poor	20.59%
Fair	32.35%
Average	32.36%
Good	8.82%
Excellent	5.88%

Pie by depth



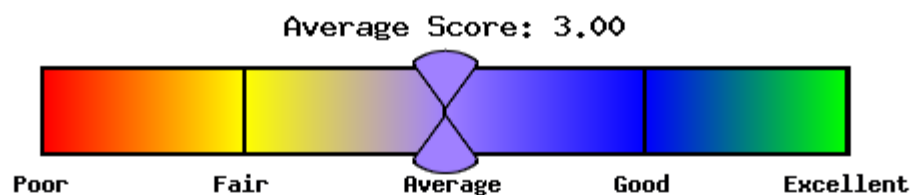
Bar comparison



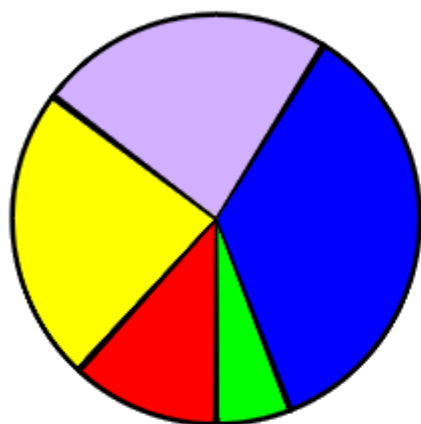
PLANNING (continued)

Analysis per question:

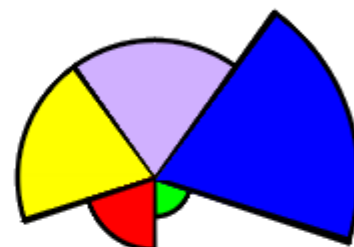
“I make a total plan road map to go by each year”



Pie by width



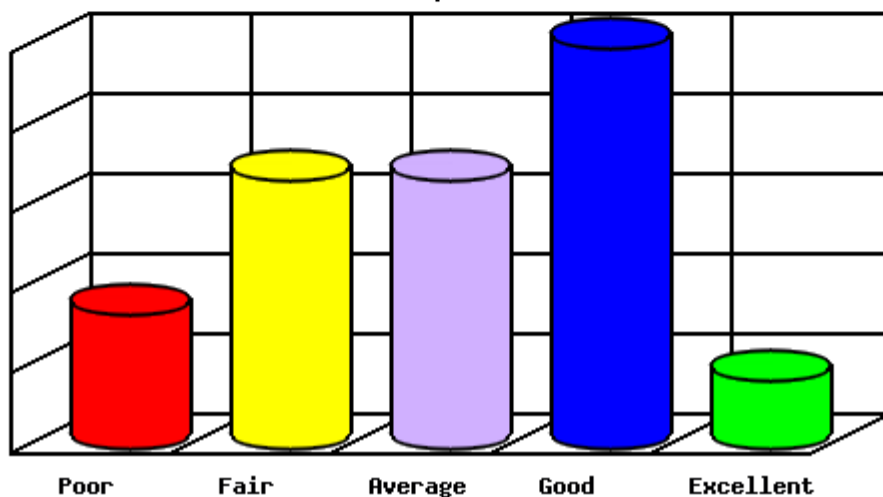
Pie by depth



Survey Results

Poor	11.76%
Fair	23.53%
Average	23.53%
Good	35.29%
Excellent	5.89%

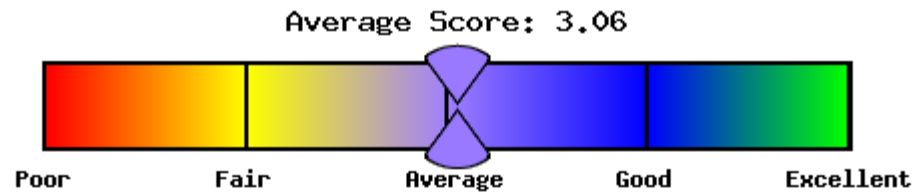
Bar comparison



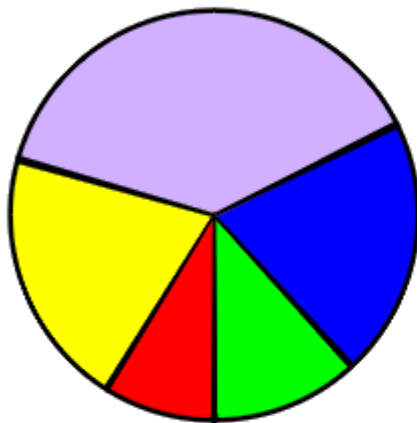
PLANNING (continued)

Analysis per question:

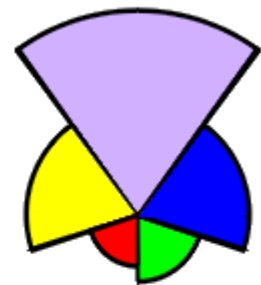
“I feel that my contribution is needed in making my boss's plans”



Pie by width



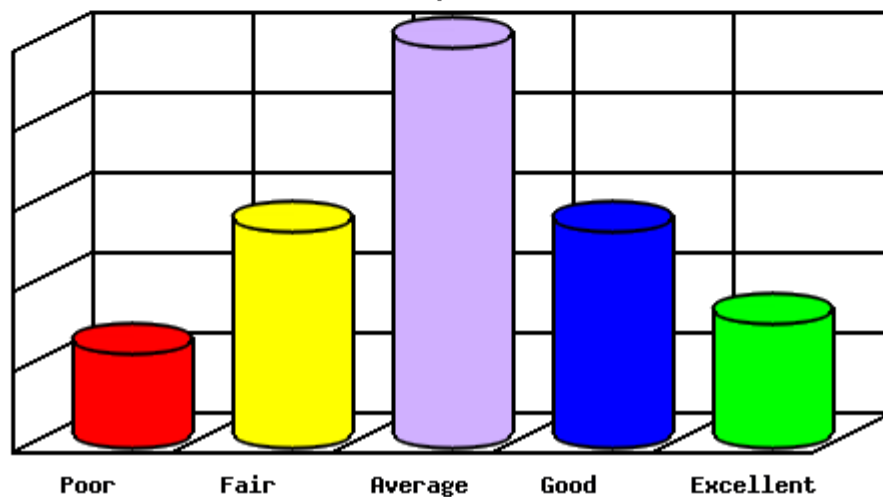
Pie by depth



Survey Results

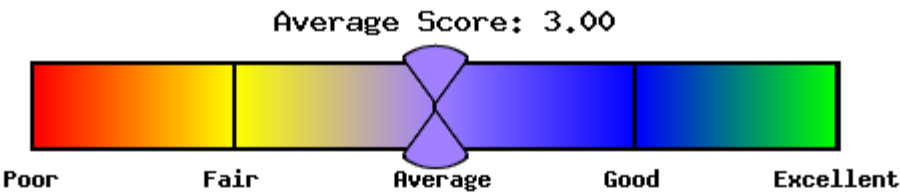
Poor	8.82%
Fair	20.60%
Average	38.24%
Good	20.58%
Excellent	11.76%

Bar comparison

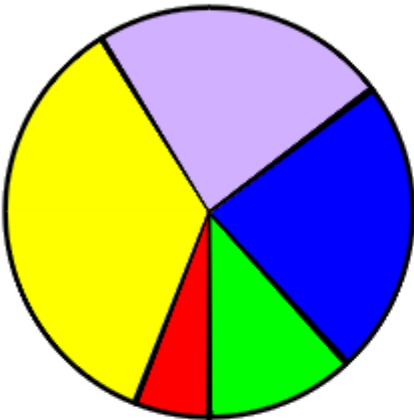


PLANNING (continued)
Analysis per question:

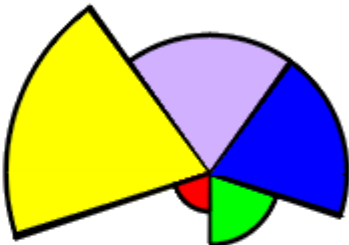
“We strive to follow yearly plans”



Pie by width



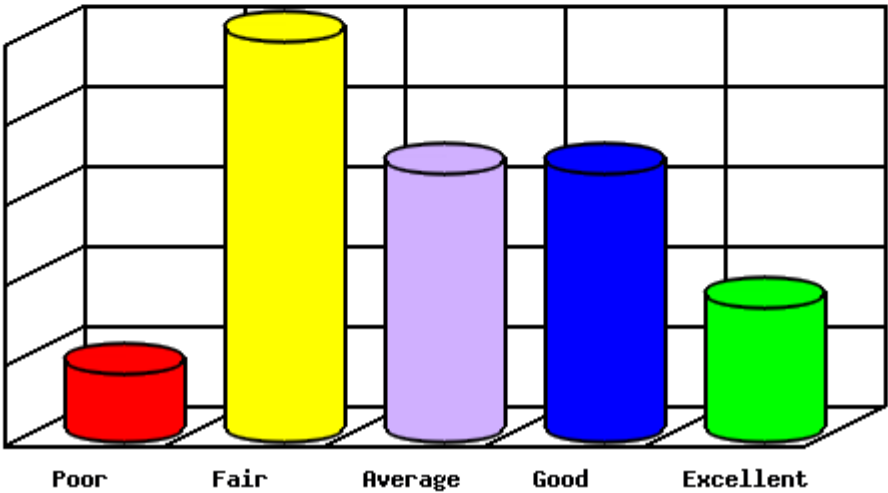
Pie by depth



Survey Results

Poor	5.88%
Fair	35.29%
Average	23.53%
Good	23.53%
Excellent	11.77%

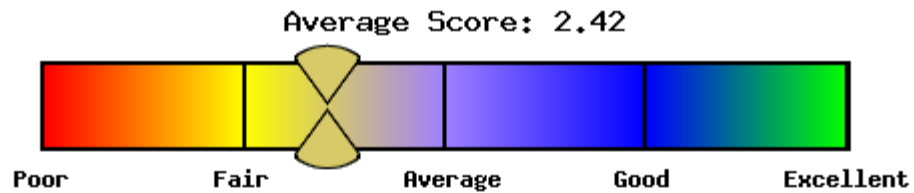
Bar comparison



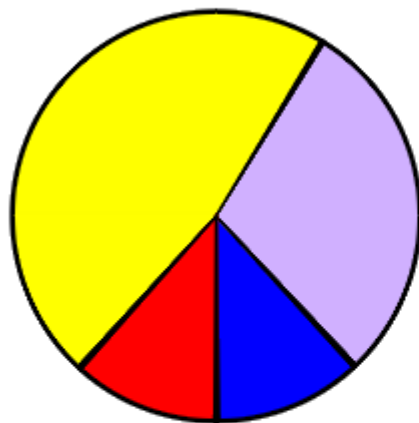
PLANNING (continued)

Analysis per question:

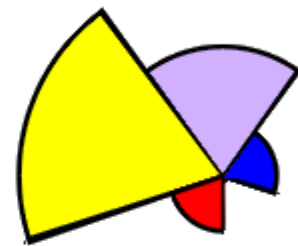
“Rate the planning in our organization”



Pie by width



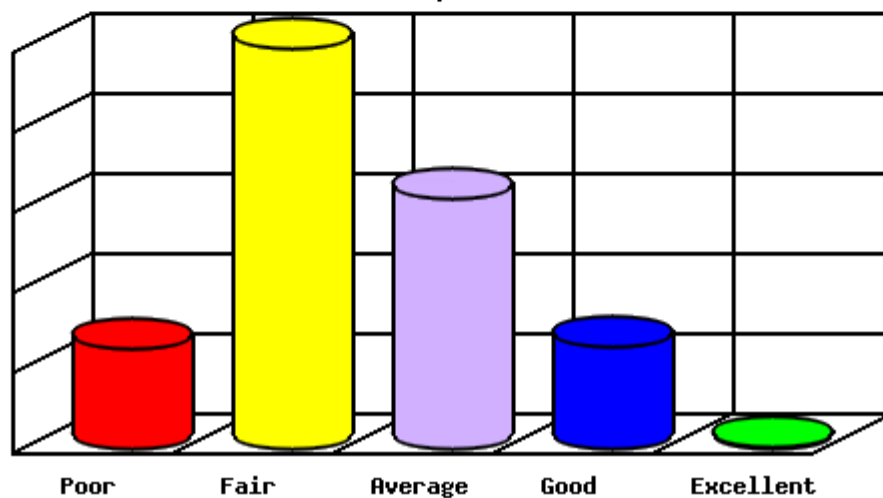
Pie by depth



Survey Results

Poor	11.76%
Fair	47.06%
Average	29.41%
Good	11.77%
Excellent	0.00%

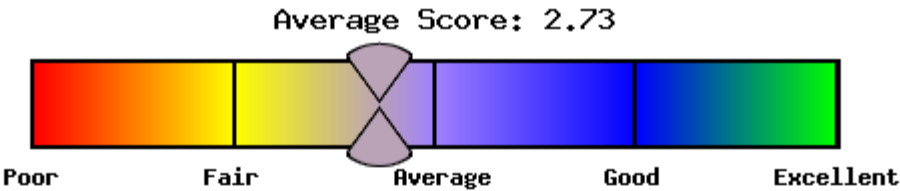
Bar comparison



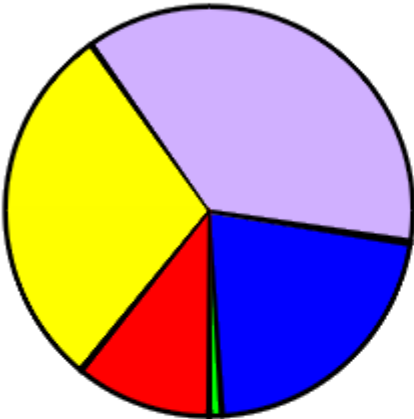
PLANNING EFFECTIVENESS

Overall score: 2.73

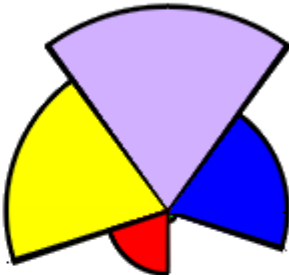
The effectiveness of the current planning and control system is evaluated in the following manner:



Pie by width

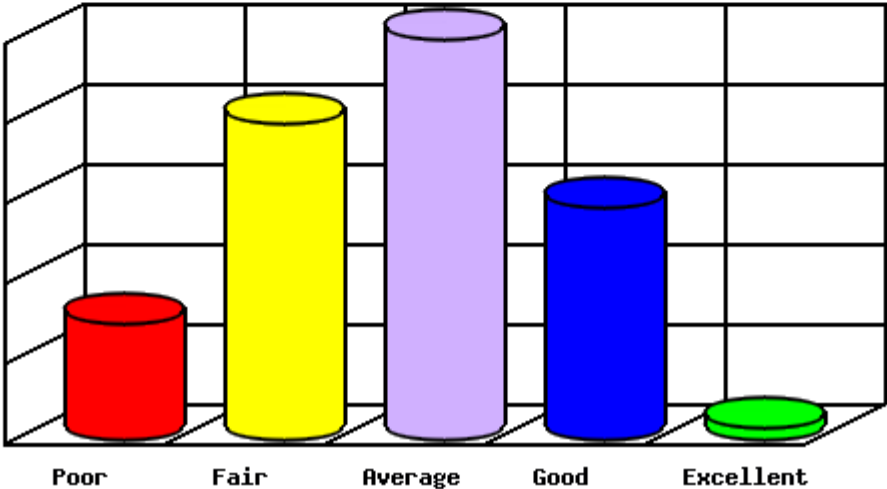


Pie by depth



Survey Results	
Poor	10.79%
Fair	29.41%
Average	37.25%
Good	21.56%
Excellent	0.99%

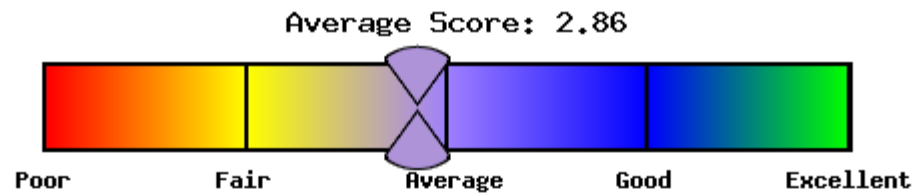
Bar comparison



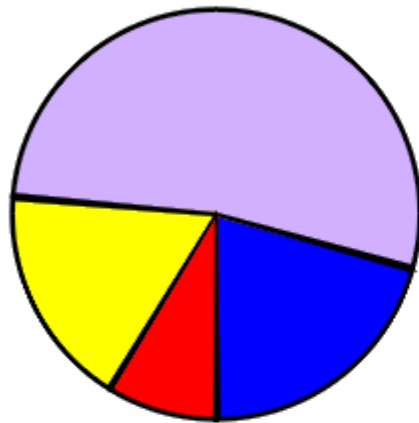
PLANNING EFFECTIVENESS (continued)

Analysis per question:

“Planning has given me more opportunity for personal recognition”



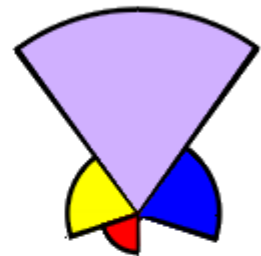
Pie by width



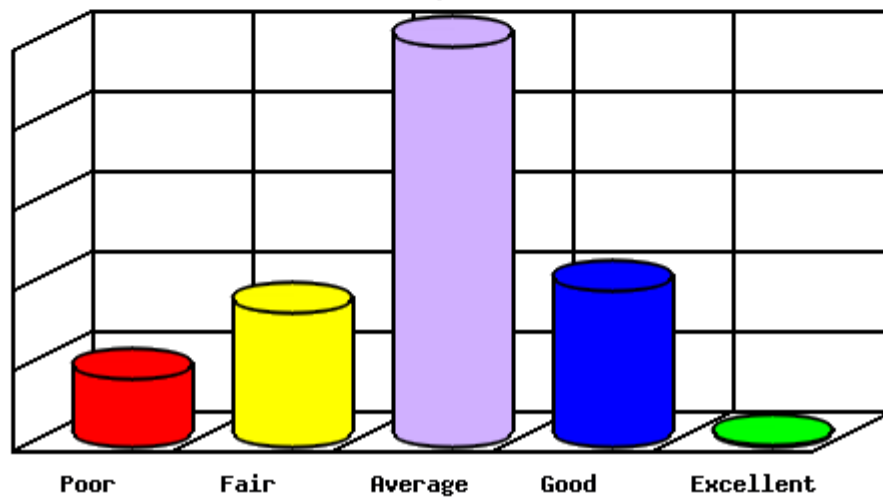
Survey Results

Poor	8.82%
Fair	17.65%
Average	52.94%
Good	20.59%
Excellent	0.00%

Pie by depth



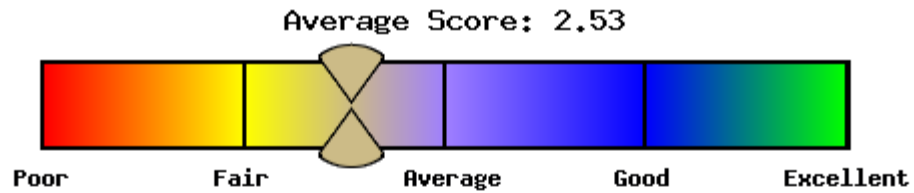
Bar comparison



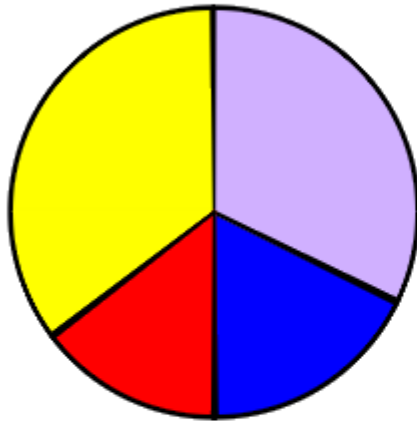
PLANNING EFFECTIVENESS (continued)

Analysis per question:

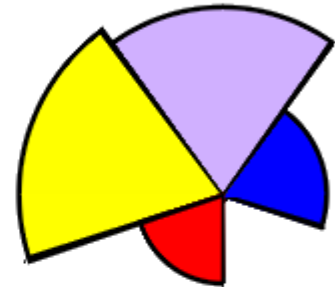
“Planning has increased enthusiasm on the job”



Pie by width



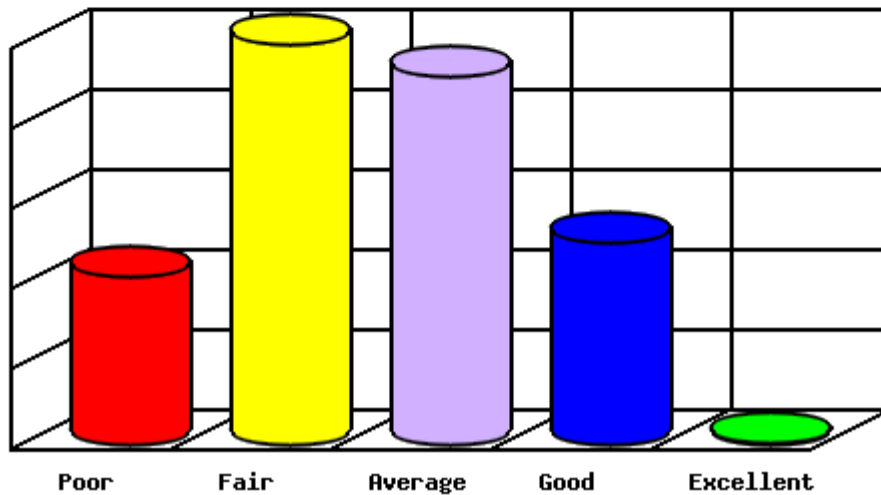
Pie by depth



Survey Results

Poor	14.71%
Fair	35.29%
Average	32.35%
Good	17.65%
Excellent	0.00%

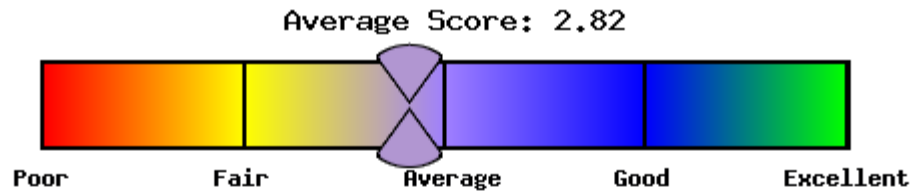
Bar comparison



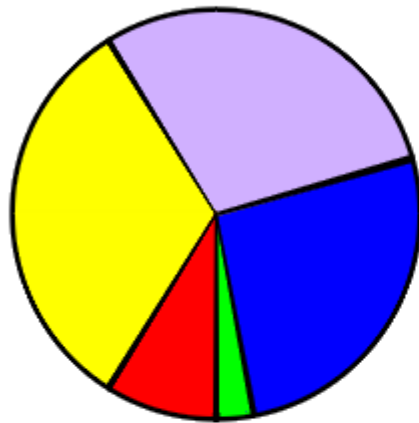
PLANNING EFFECTIVENESS (continued)

Analysis per question:

“Planning has helped me know what is expected of me”



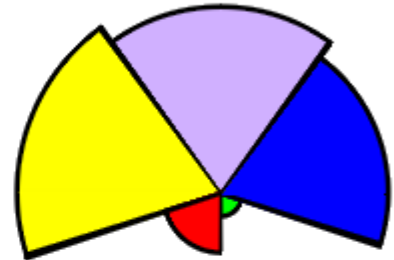
Pie by width



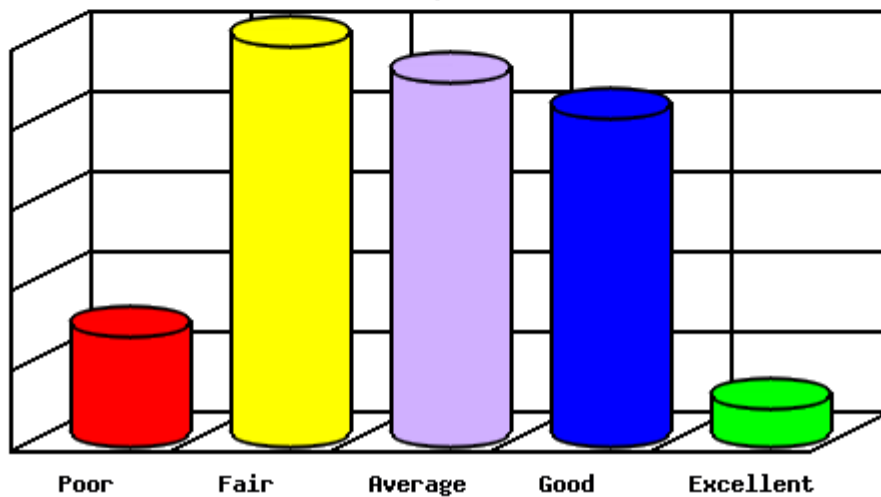
Survey Results

Poor	8.82%
Fair	32.35%
Average	29.41%
Good	26.47%
Excellent	2.95%

Pie by depth



Bar comparison

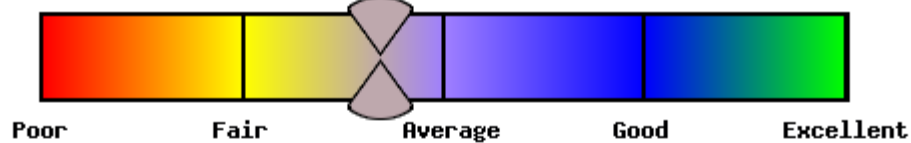


PLANNING EFFECTIVENESS (continued)

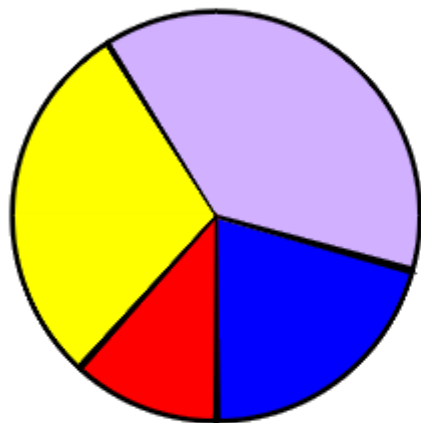
Analysis per question:

“Planning has reduced the need for tight, personal control”

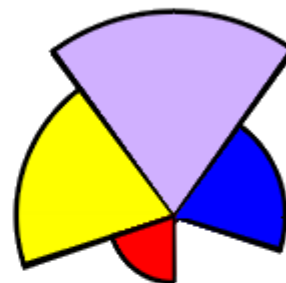
Average Score: 2.68



Pie by width



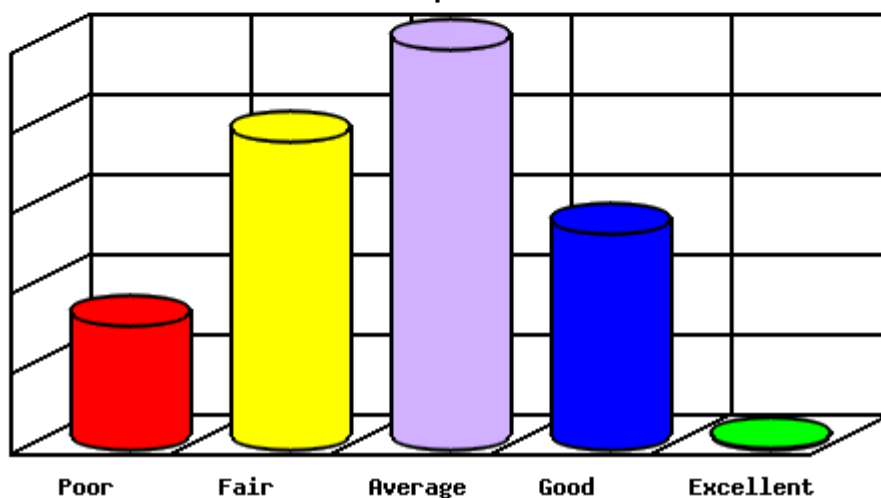
Pie by depth



Survey Results

Poor	11.76%
Fair	29.41%
Average	38.24%
Good	20.59%
Excellent	0.00%

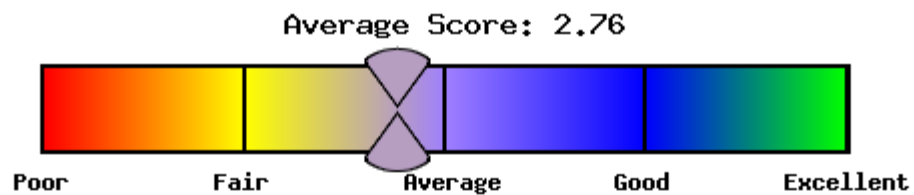
Bar comparison



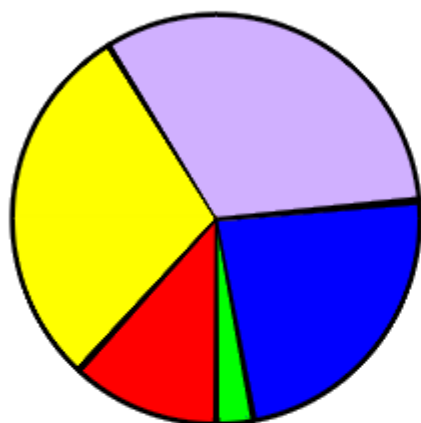
PLANNING EFFECTIVENESS (continued)

Analysis per question:

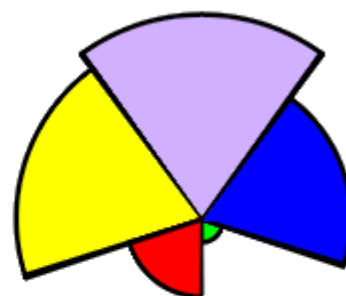
“Planning has contributed to better teamwork”



Pie by width



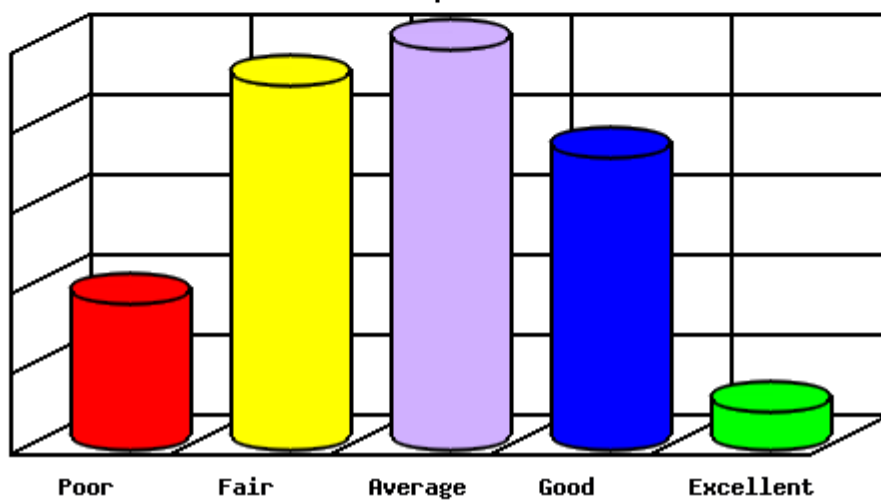
Pie by depth



Survey Results

Poor	11.76%
Fair	29.41%
Average	32.36%
Good	23.53%
Excellent	2.94%

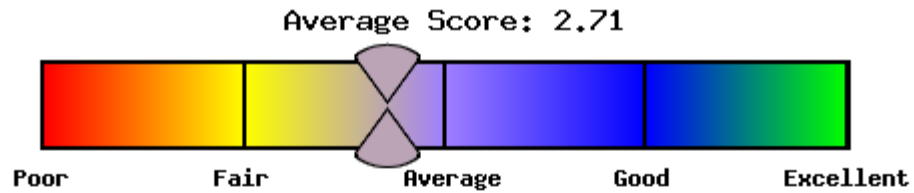
Bar comparison



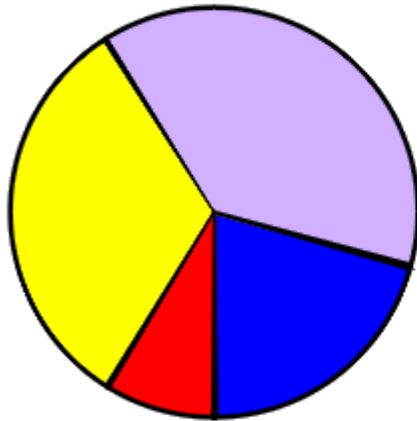
PLANNING EFFECTIVENESS (continued)

Analysis per question:

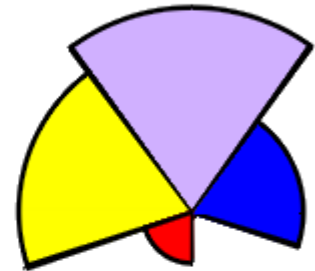
“Promotion is now based on performance as a result of planning”



Pie by width



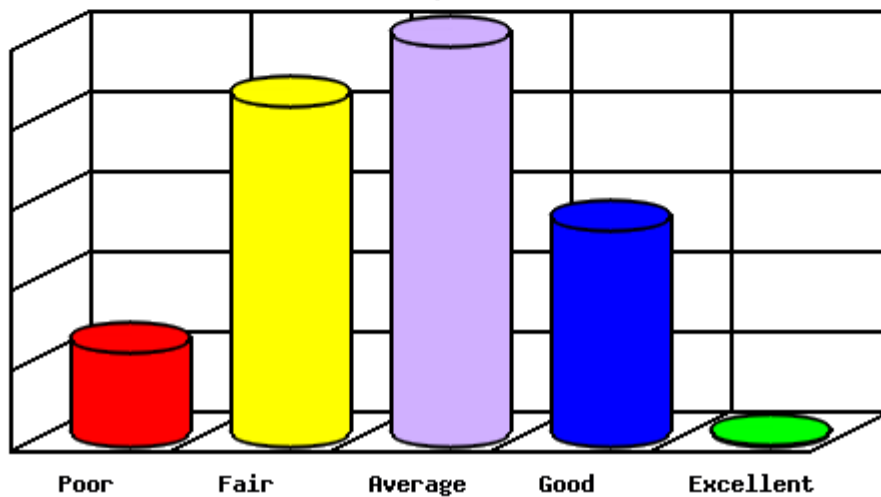
Pie by depth



Survey Results

Poor	8.82%
Fair	32.35%
Average	38.24%
Good	20.59%
Excellent	0.00%

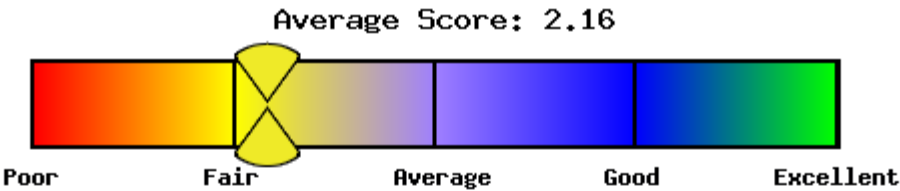
Bar comparison



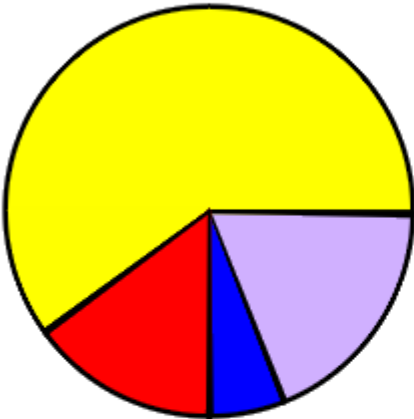
MORALE / MOTIVATION

Overall score: 2.16

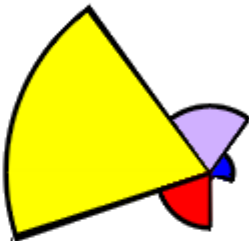
Measures of morale and employee motivation are shown below:



Pie by width

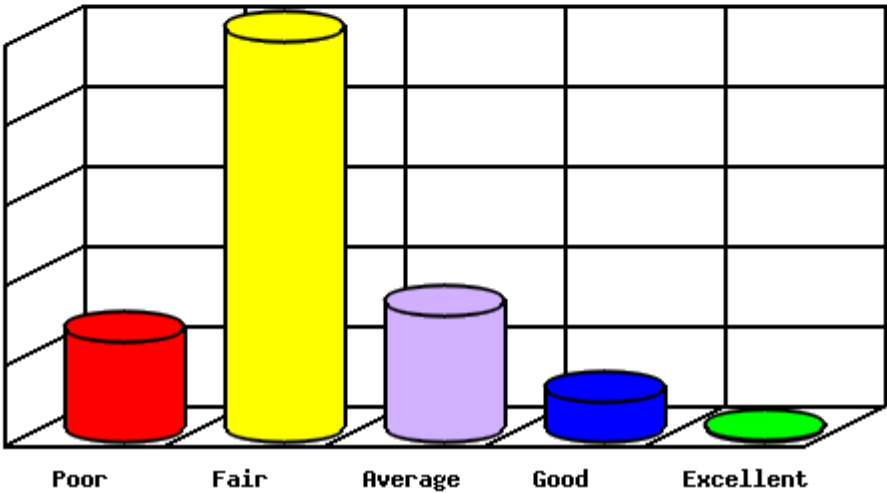


Pie by depth



Survey Results	
Poor	14.99%
Fair	60.29%
Average	18.84%
Good	5.88%
Excellent	0.00%

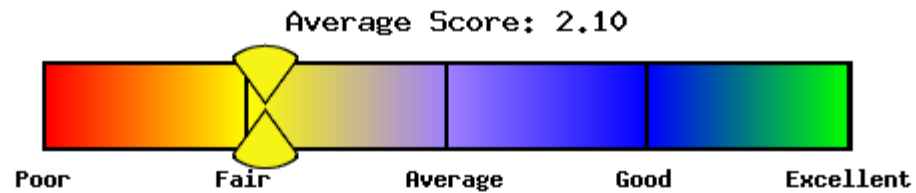
Bar comparison



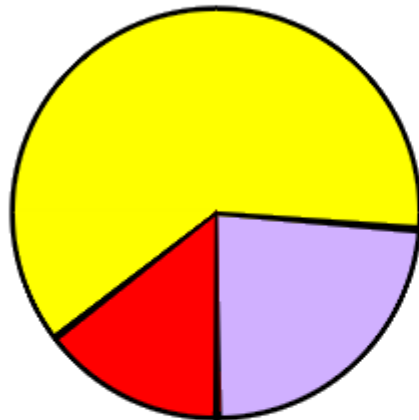
MORALE / MOTIVATION (continued)

Analysis per question:

“The perception of managerial anxiety is low”



Pie by width



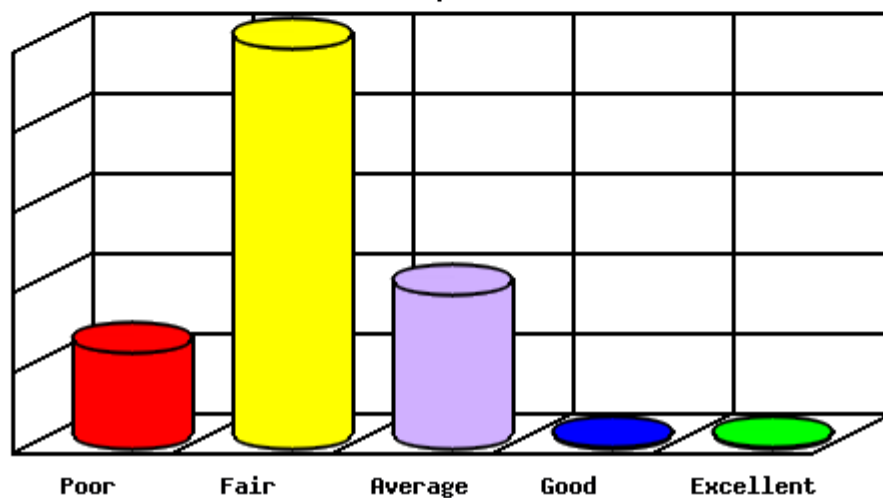
Pie by depth



Survey Results

Poor	14.71%
Fair	61.76%
Average	23.53%
Good	0.00%
Excellent	0.00%

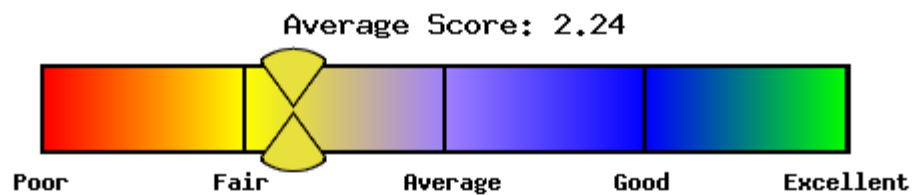
Bar comparison



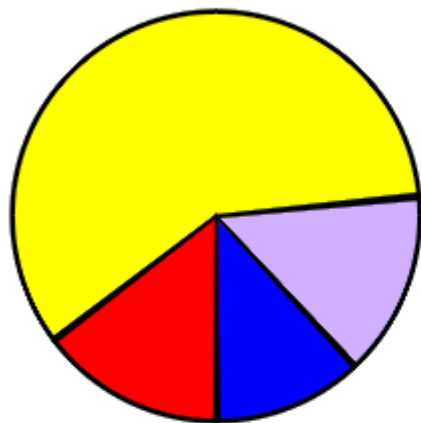
MORALE / MOTIVATION (continued)

Analysis per question:

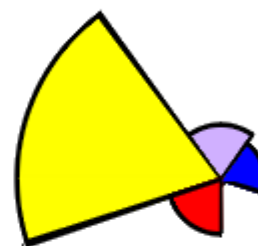
“The perception of employee morale is good”



Pie by width



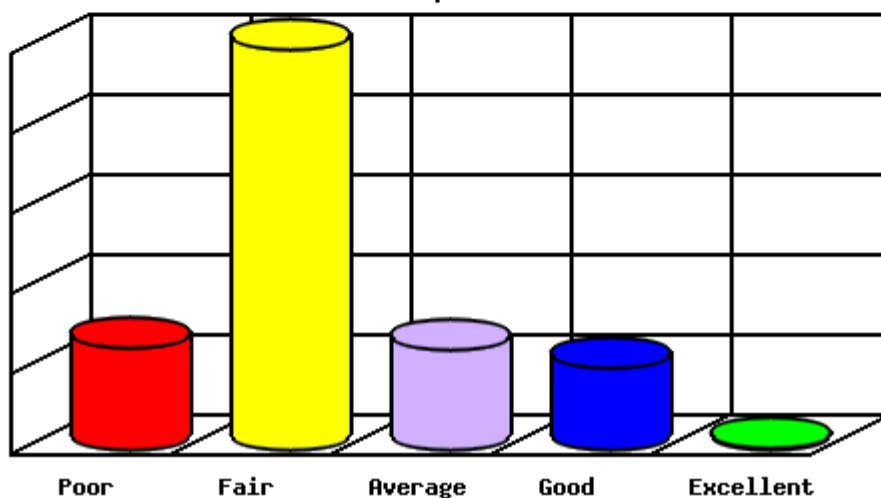
Pie by depth



Survey Results

Poor	14.71%
Fair	58.82%
Average	14.70%
Good	11.77%
Excellent	0.00%

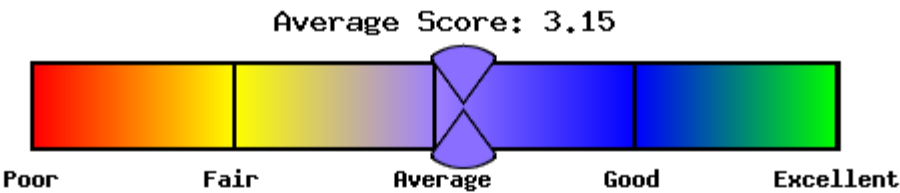
Bar comparison



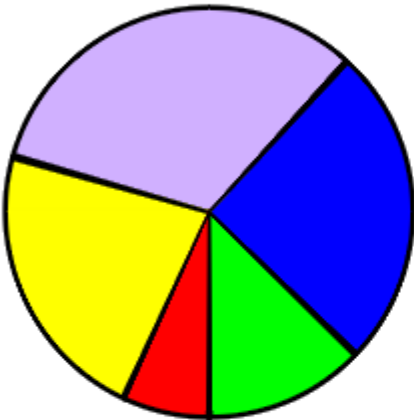
PERFORMANCE APPRAISAL

Overall score: 3.15

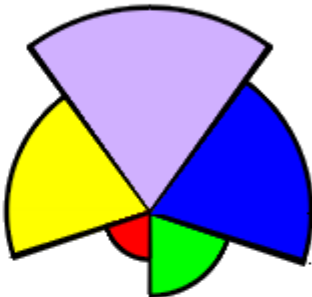
The Performance appraisal system is evaluated as follows:



Pie by width



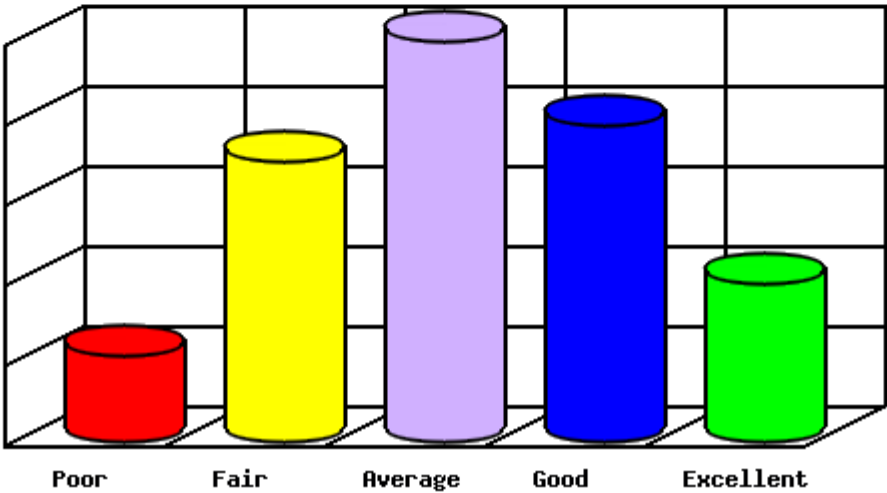
Pie by depth



Survey Results

Poor	6.86%
Fair	22.55%
Average	32.35%
Good	25.49%
Excellent	12.75%

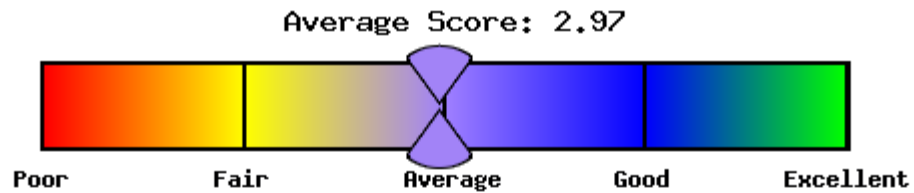
Bar comparison



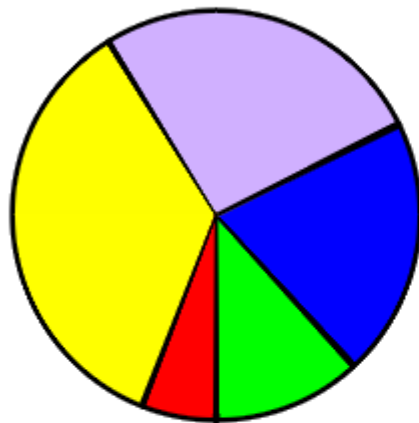
PERFORMANCE APPRAISAL (continued)

Analysis per question:

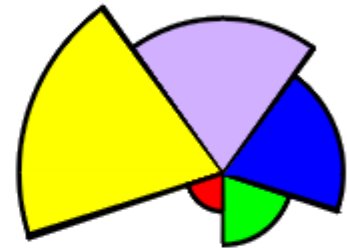
“I have a good understanding of how my boss evaluates my work”



Pie by width



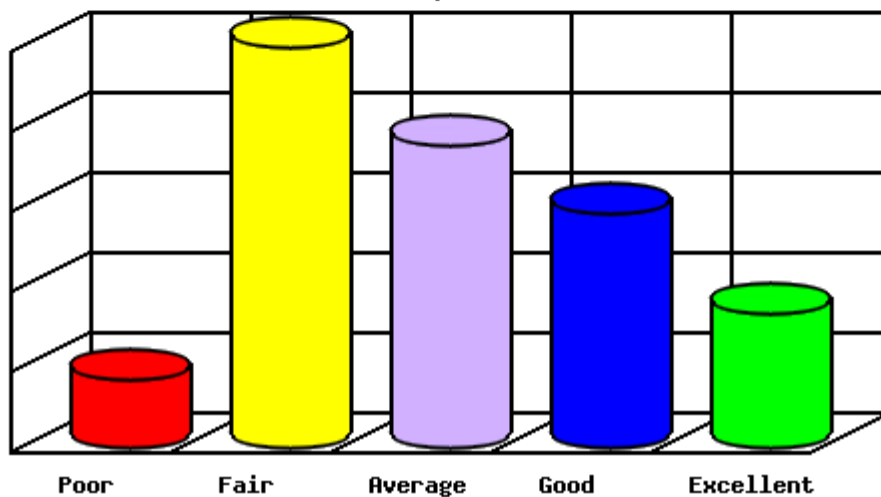
Pie by depth



Survey Results

Poor	5.88%
Fair	35.29%
Average	26.47%
Good	20.59%
Excellent	11.77%

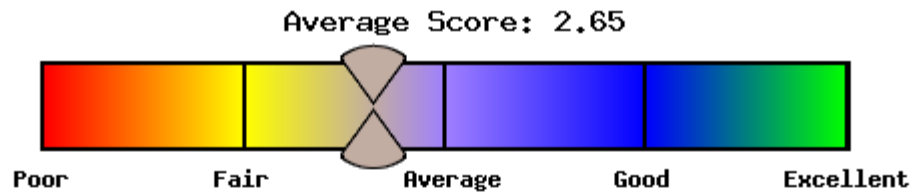
Bar comparison



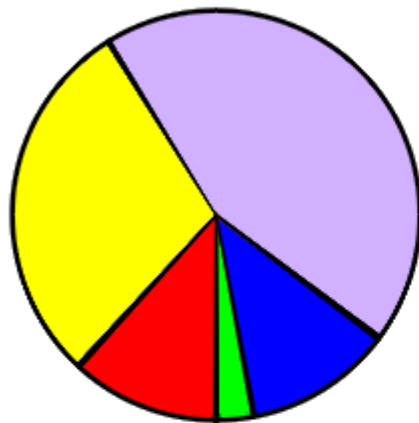
PERFORMANCE APPRAISAL (continued)

Analysis per question:

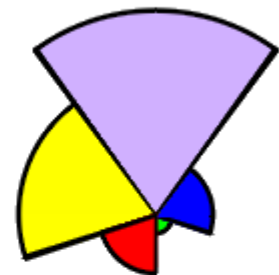
“Rate the performance appraisal system in this organization”



Pie by width



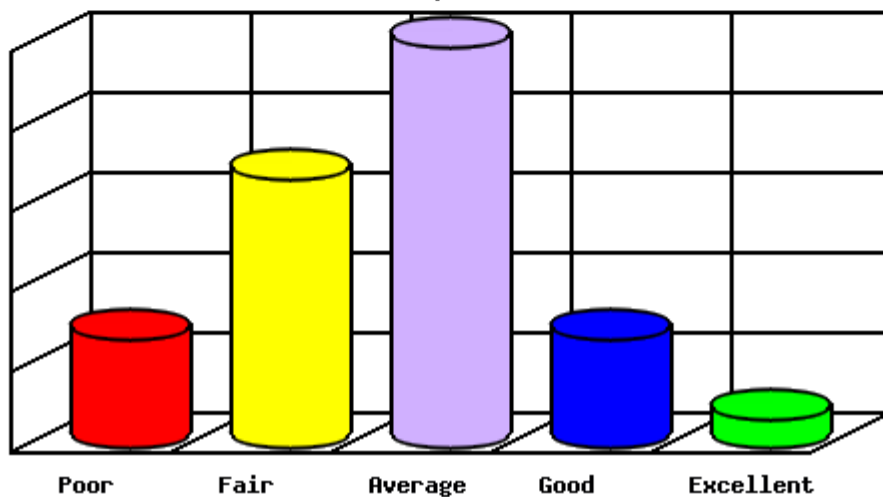
Pie by depth



Survey Results

Poor	11.76%
Fair	29.41%
Average	44.12%
Good	11.76%
Excellent	2.95%

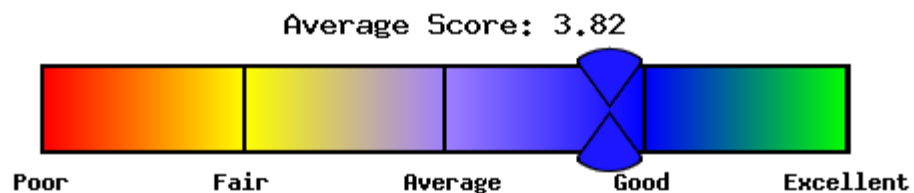
Bar comparison



PERFORMANCE APPRAISAL (continued)

Analysis per question:

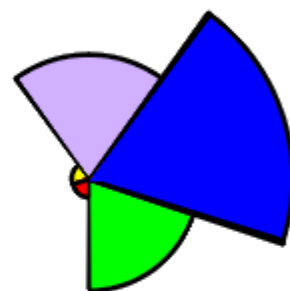
“Rate the opportunities to be promoted in the organization”



Pie by width



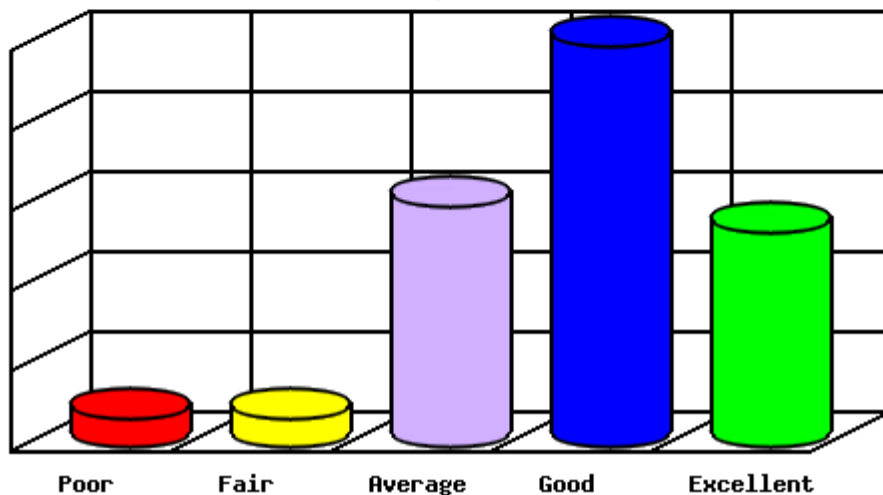
Pie by depth



Survey Results

Poor	2.94%
Fair	2.94%
Average	26.47%
Good	44.12%
Excellent	23.53%

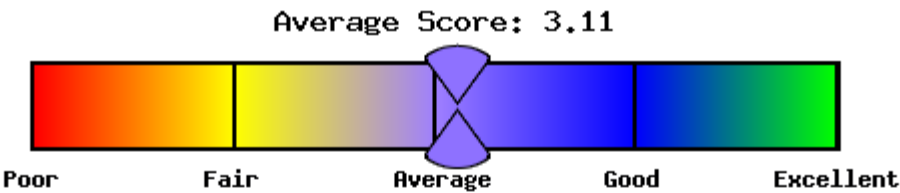
Bar comparison



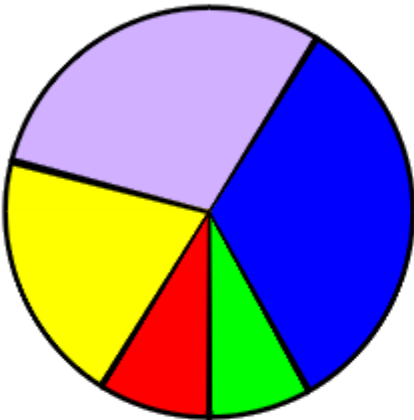
PERFORMANCE REWARD SYSTEM

Overall score: 3.11

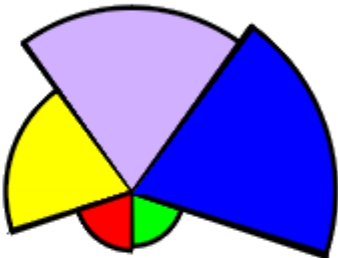
The performance reward system for your organization is evaluated as follows:



Pie by width



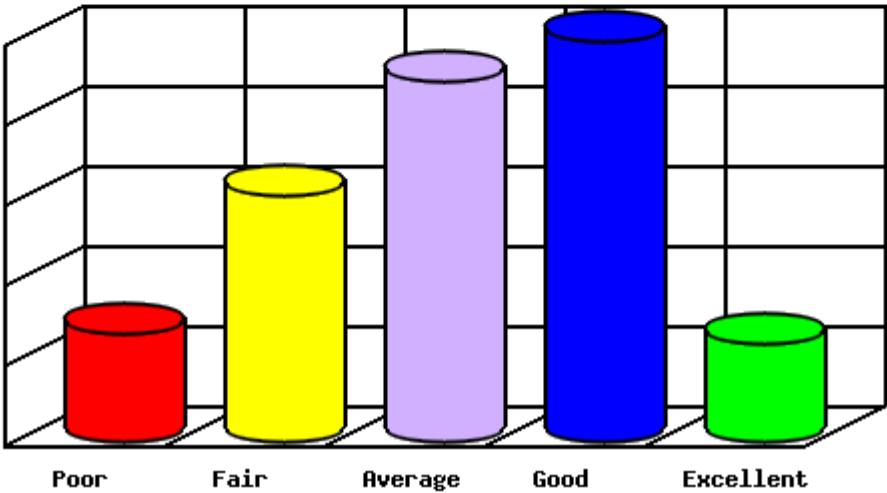
Pie by depth



Survey Results

Poor	8.82%
Fair	20.22%
Average	29.78%
Good	33.09%
Excellent	8.09%

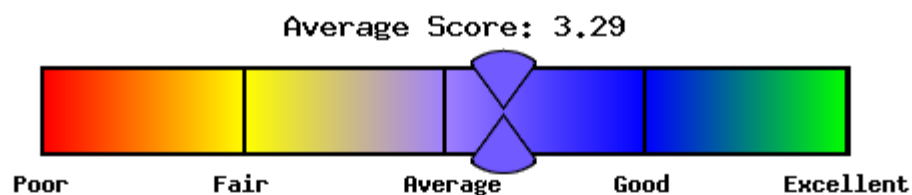
Bar comparison



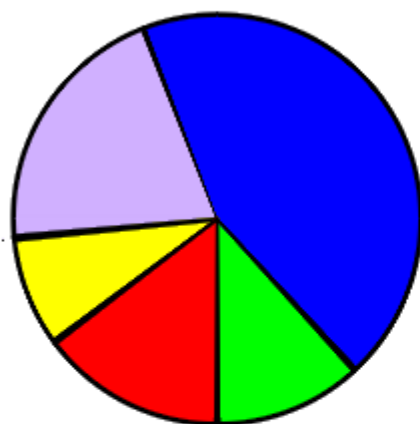
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

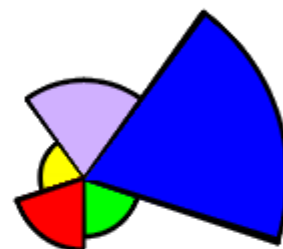
“My pay is based on my performance”



Pie by width



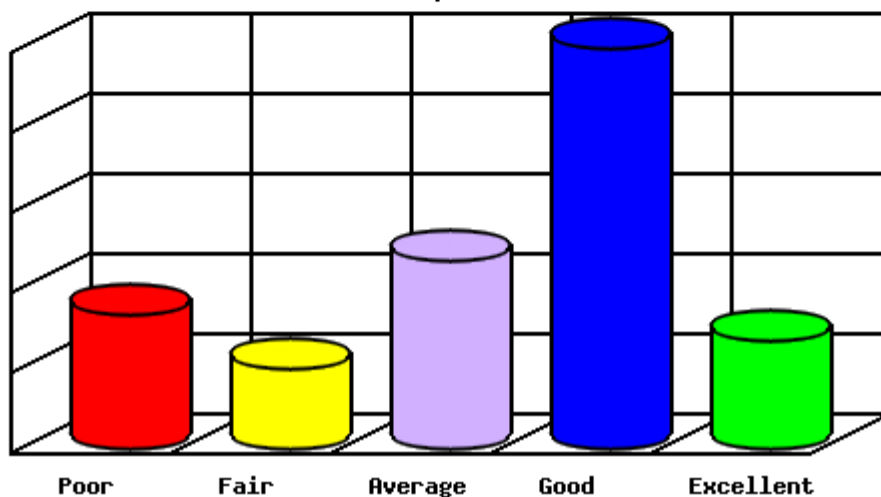
Pie by depth



Survey Results

Poor	14.71%
Fair	8.82%
Average	20.59%
Good	44.11%
Excellent	11.77%

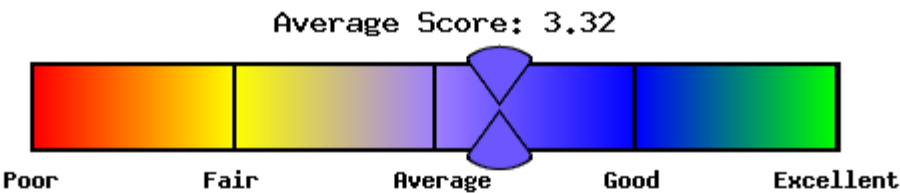
Bar comparison



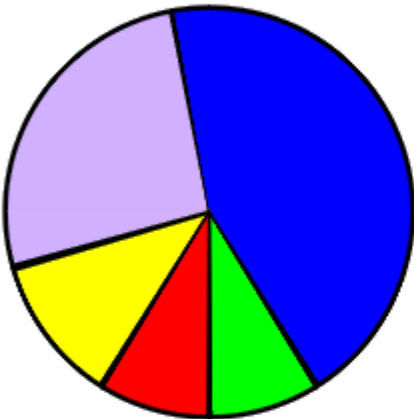
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

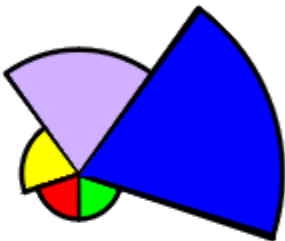
“Our pay is based on our performance”



Pie by width



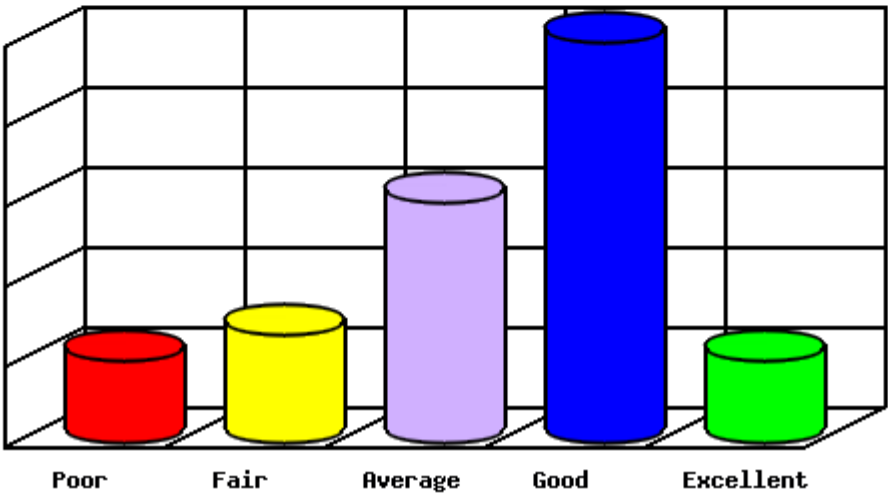
Pie by depth



Survey Results

Poor	8.83%
Fair	11.77%
Average	26.46%
Good	44.11%
Excellent	8.83%

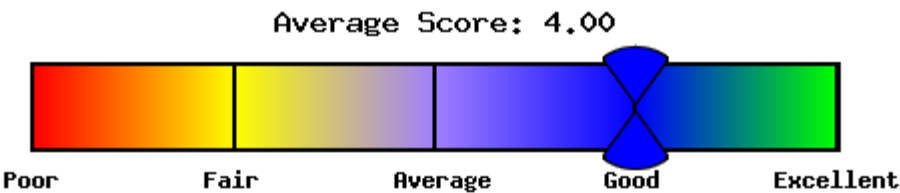
Bar comparison



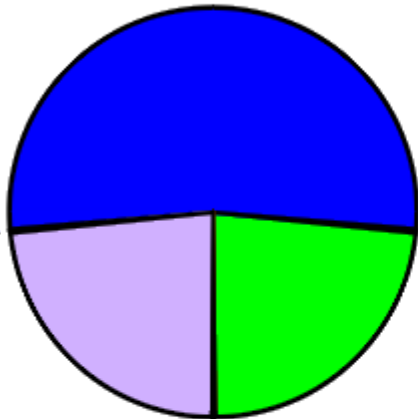
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

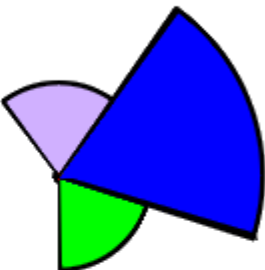
“My promotion was deserved”



Pie by width



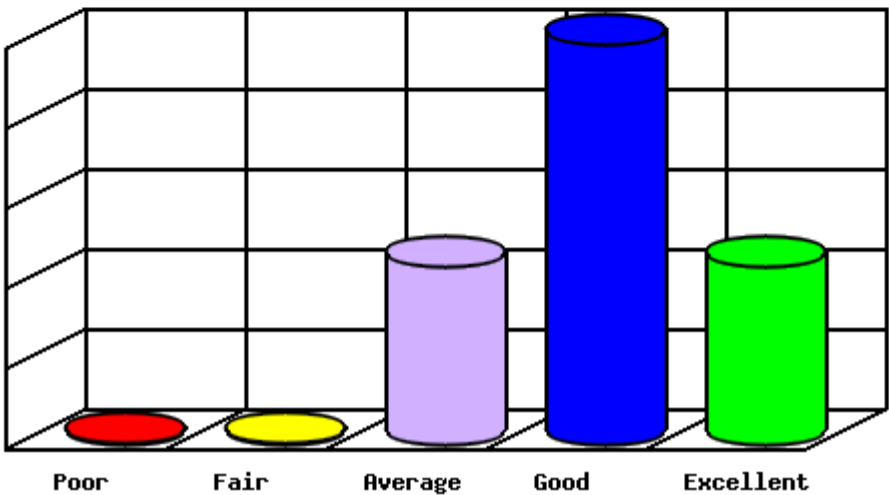
Pie by depth



Survey Results

Poor	0.00%
Fair	0.00%
Average	23.53%
Good	52.94%
Excellent	23.53%

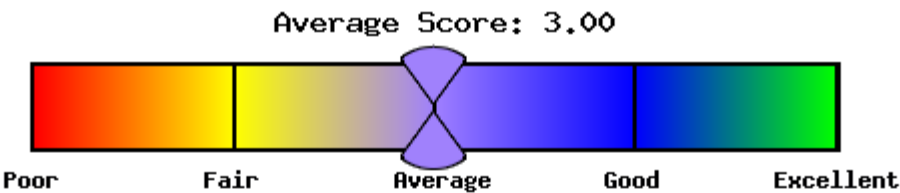
Bar comparison



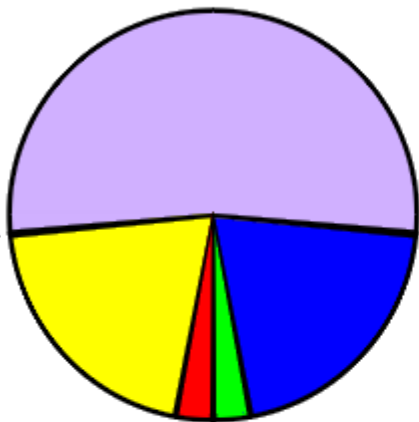
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

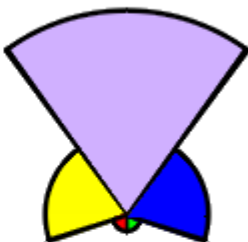
“Our promotions are deserved”



Pie by width



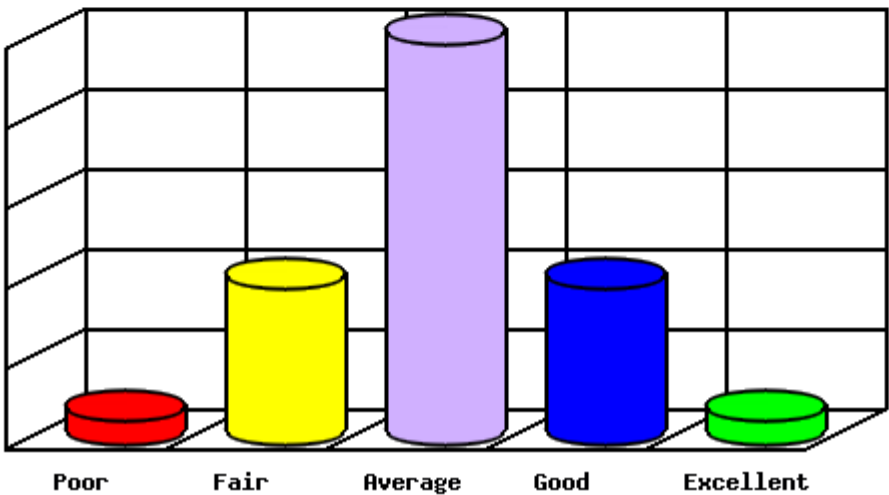
Pie by depth



Survey Results

Poor	2.94%
Fair	20.59%
Average	52.94%
Good	20.59%
Excellent	2.94%

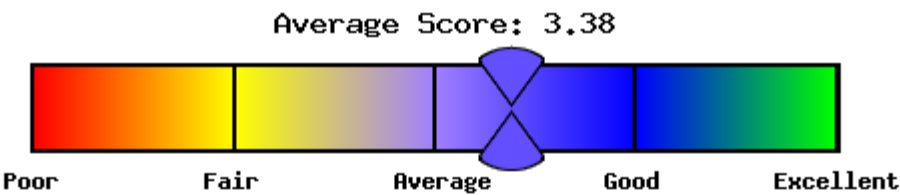
Bar comparison



PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

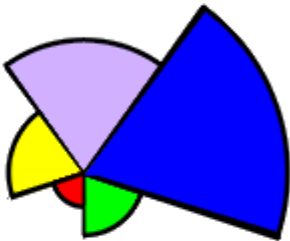
“I am recognized for good work”



Pie by width



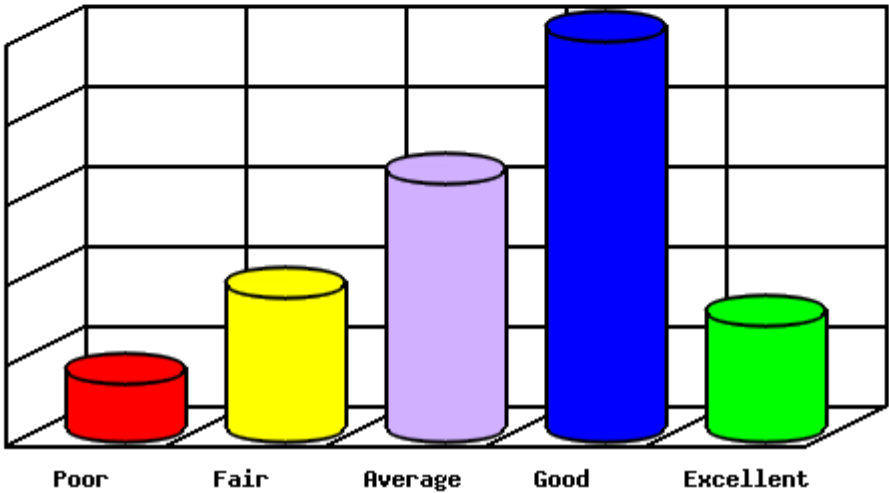
Pie by depth



Survey Results

Poor	5.88%
Fair	14.71%
Average	26.47%
Good	41.19%
Excellent	11.75%

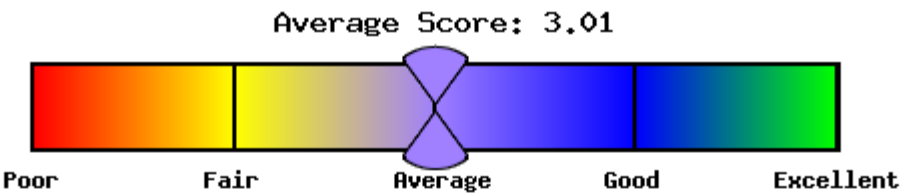
Bar comparison



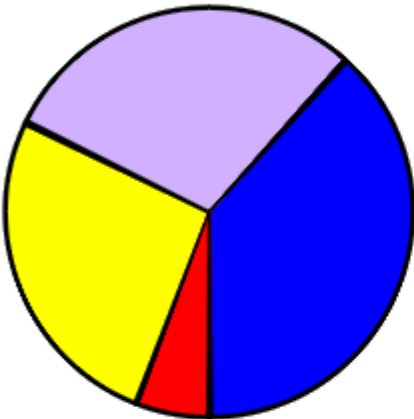
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

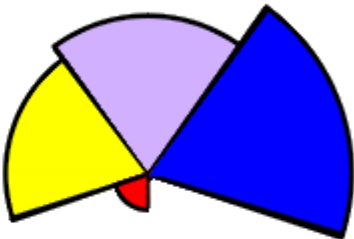
“We are recognized for good work”



Pie by width



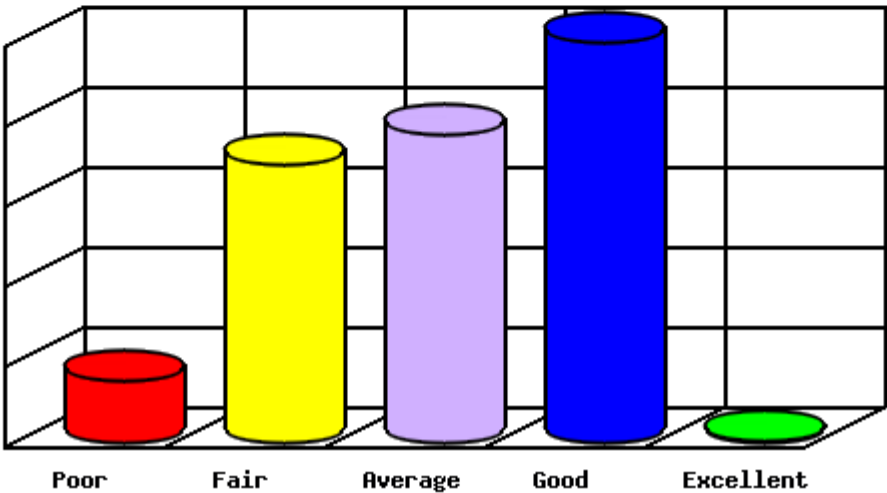
Pie by depth



Survey Results

Poor	5.88%
Fair	26.47%
Average	29.41%
Good	38.24%
Excellent	0.00%

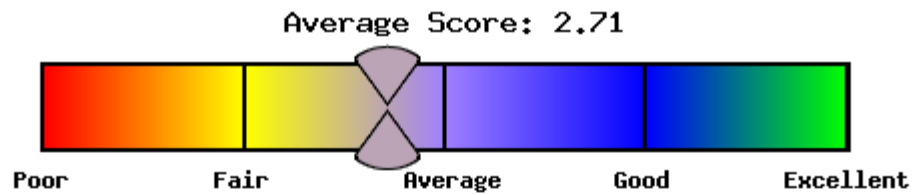
Bar comparison



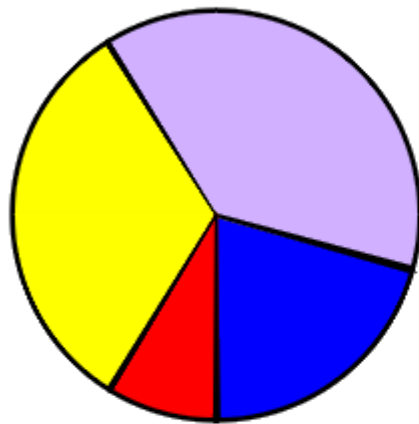
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

“Promotion is now based on performance as a result of planning”



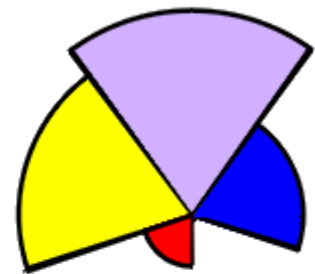
Pie by width



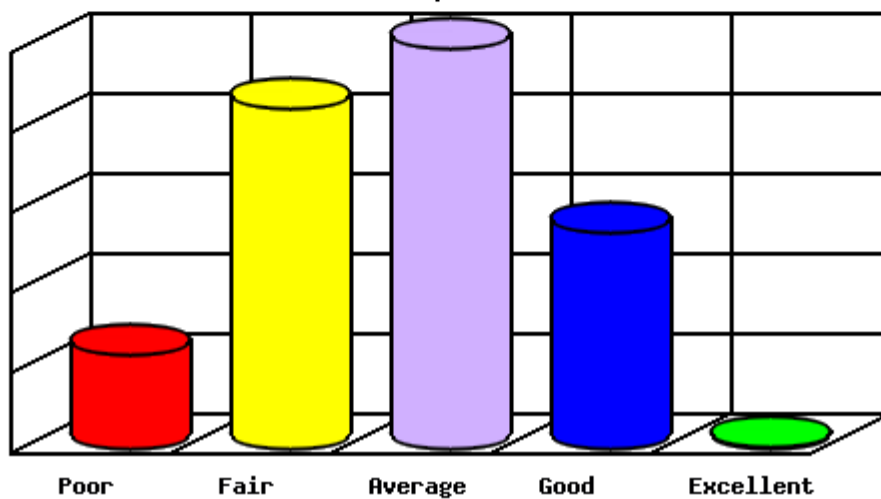
Survey Results

Poor	8.82%
Fair	32.35%
Average	38.24%
Good	20.59%
Excellent	0.00%

Pie by depth



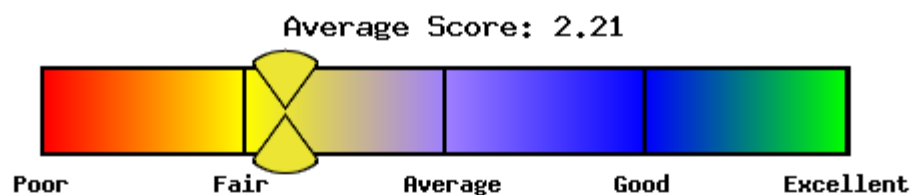
Bar comparison



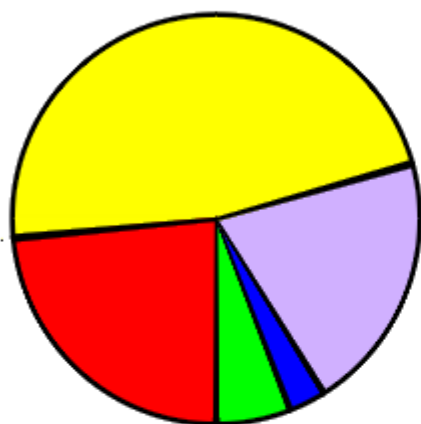
PERFORMANCE REWARD SYSTEM (continued)

Analysis per question:

“Promotions and pay follow achievement”



Pie by width



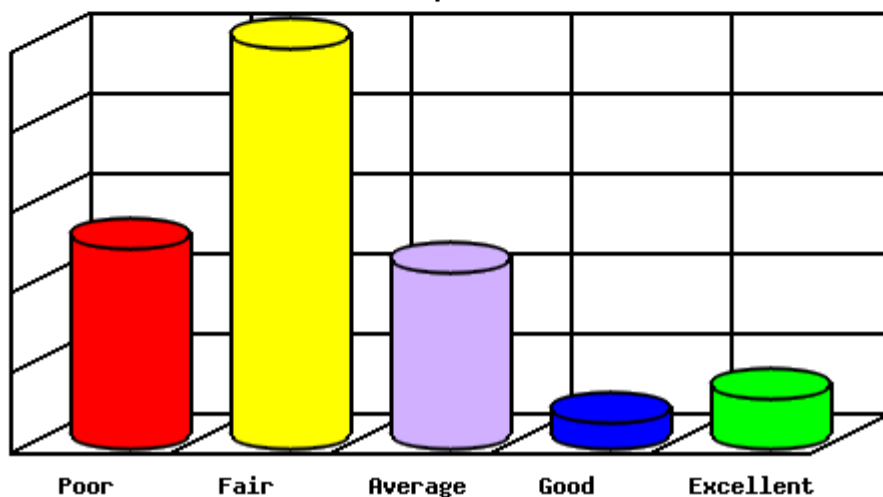
Pie by depth



Survey Results

Poor	23.53%
Fair	47.06%
Average	20.59%
Good	2.94%
Excellent	5.88%

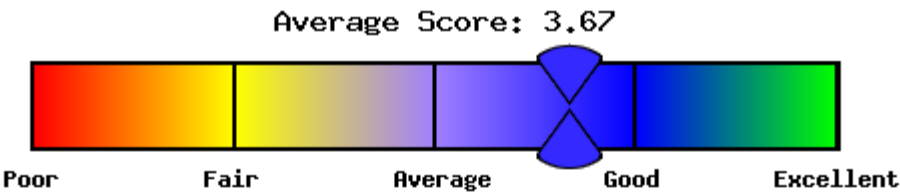
Bar comparison



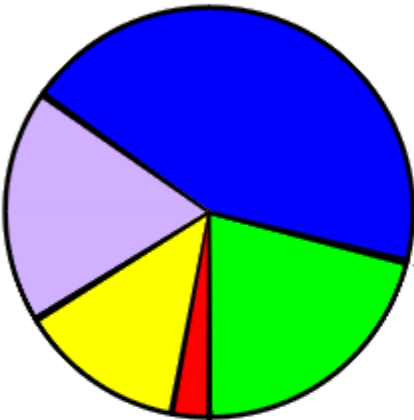
FREEDOM / SUPERVISION BALANCE

Overall score: 3.67

Measures of employee freedom/supervision balance are indicated:



Pie by width



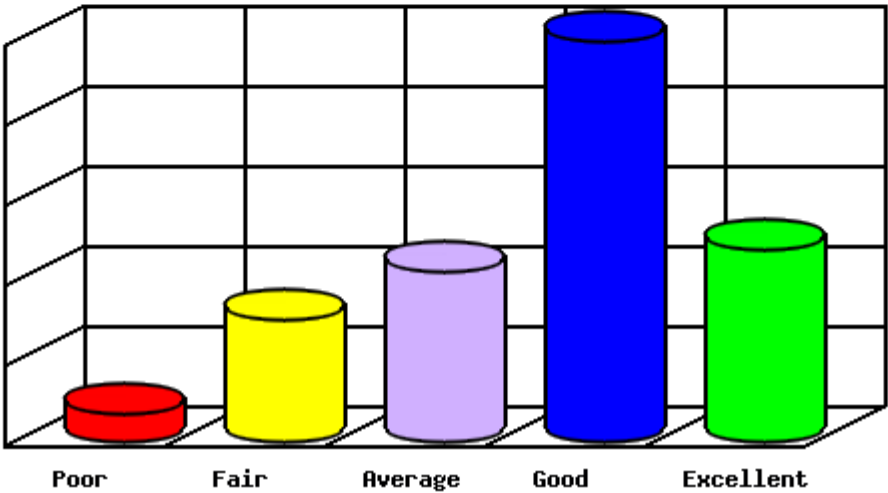
Pie by depth



Survey Results

Poor	2.94%
Fair	13.24%
Average	18.63%
Good	44.12%
Excellent	21.07%

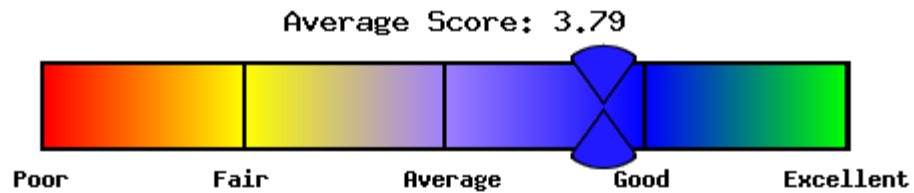
Bar comparison



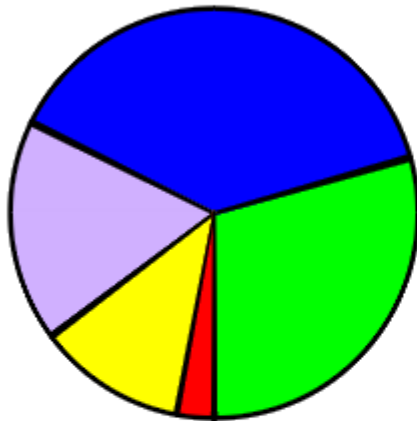
FREEDOM / SUPERVISION BALANCE (continued)

Analysis per question:

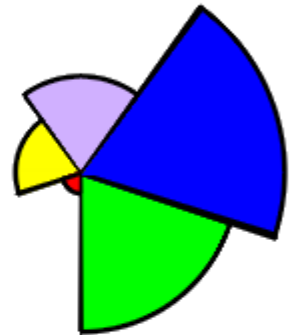
“I feel no need for additional supervision”



Pie by width



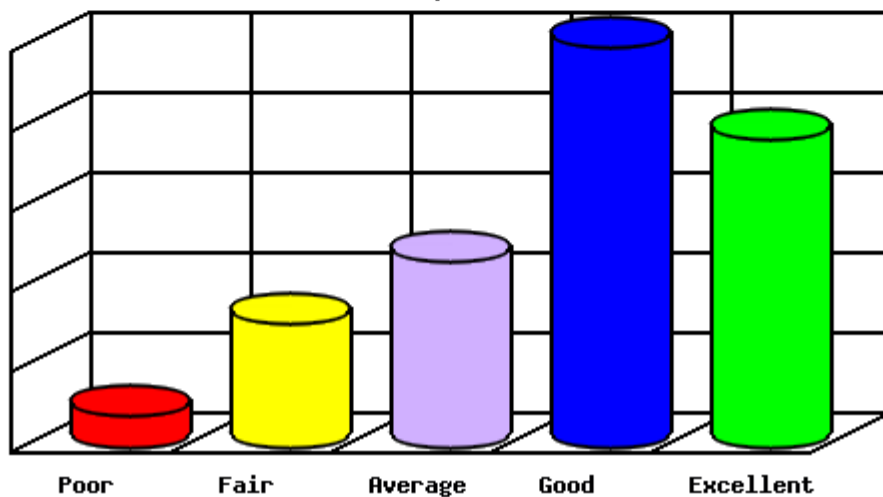
Pie by depth



Survey Results

Poor	2.94%
Fair	11.76%
Average	17.65%
Good	38.24%
Excellent	29.41%

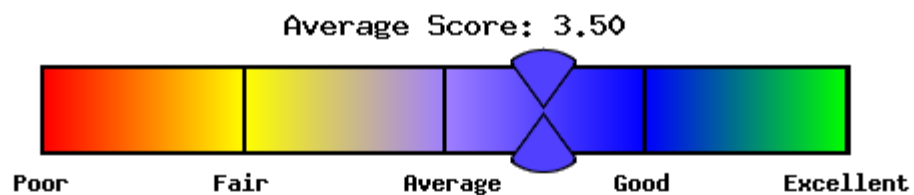
Bar comparison



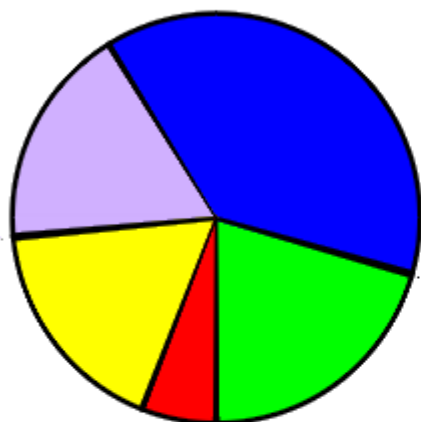
FREEDOM / SUPERVISION BALANCE (continued)

Analysis per question:

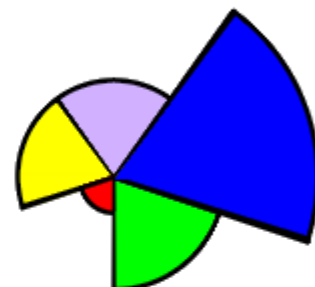
“I have a sufficient level of control over my subordinates”



Pie by width



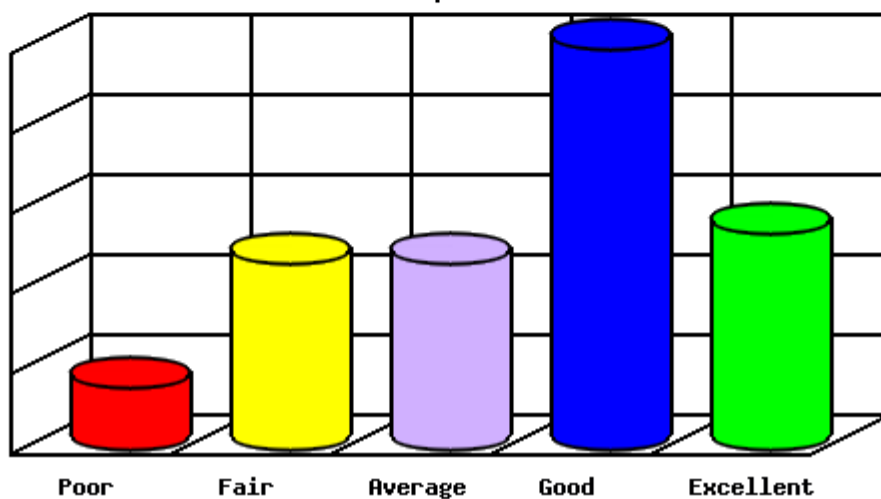
Pie by depth



Survey Results

Poor	5.89%
Fair	17.65%
Average	17.65%
Good	38.24%
Excellent	20.57%

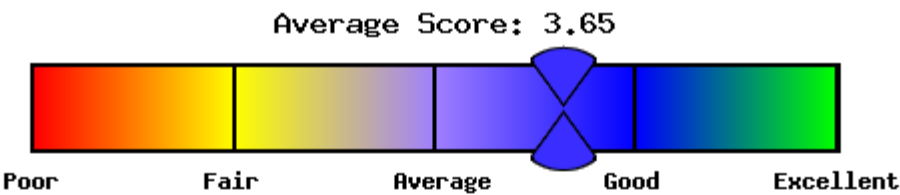
Bar comparison



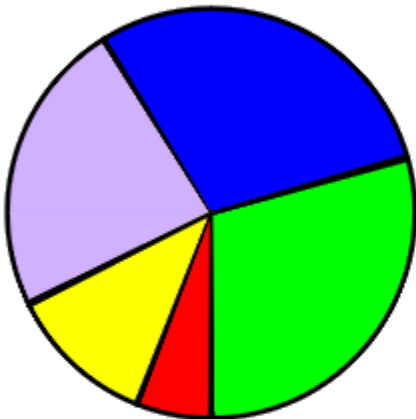
FREEDOM / SUPERVISION BALANCE (continued)

Analysis per question:

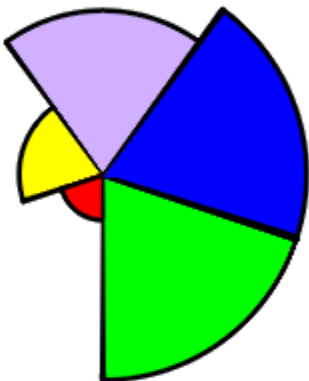
“I am free to use my own judgment”



Pie by width



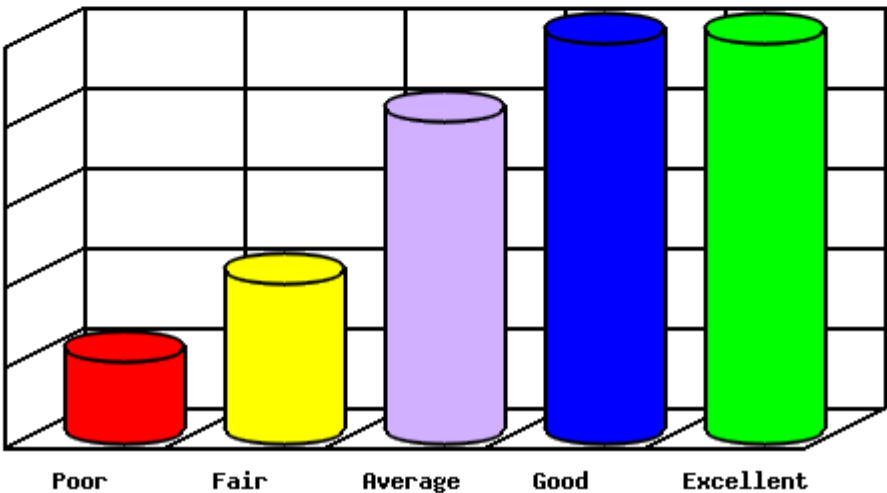
Pie by depth



Survey Results

Poor	5.89%
Fair	11.76%
Average	23.53%
Good	29.41%
Excellent	29.41%

Bar comparison

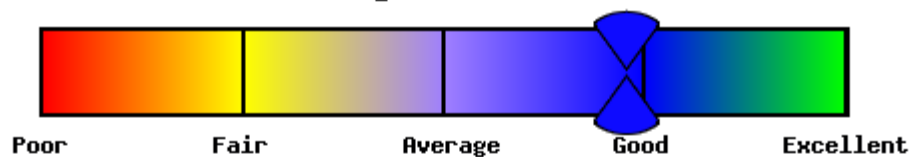


FREEDOM / SUPERVISION BALANCE (continued)

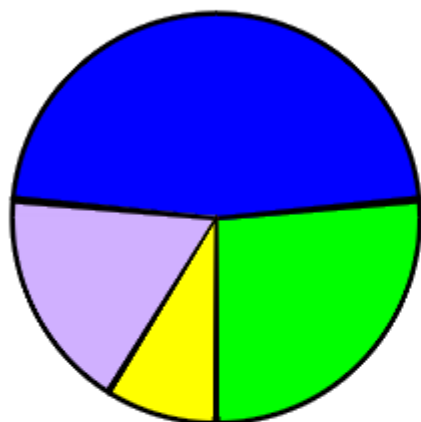
Analysis per question:

“I am free to make improvements on the job”

Average Score: 3.91



Pie by width



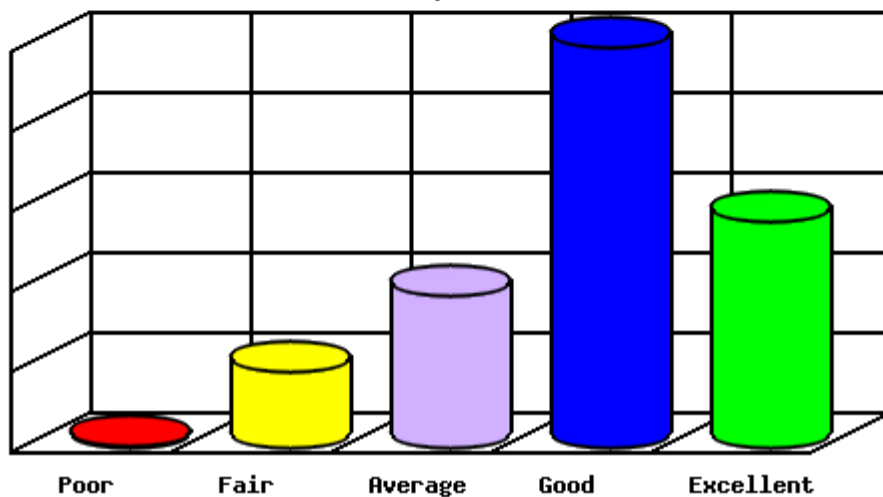
Pie by depth



Survey Results

Poor	0.00%
Fair	8.82%
Average	17.65%
Good	47.06%
Excellent	26.47%

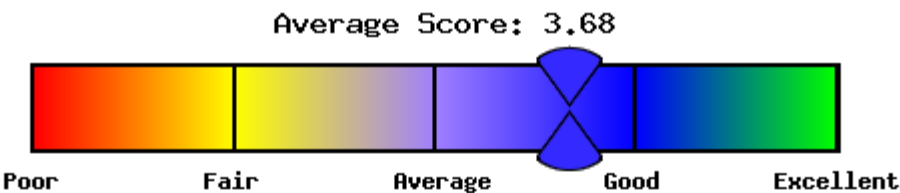
Bar comparison



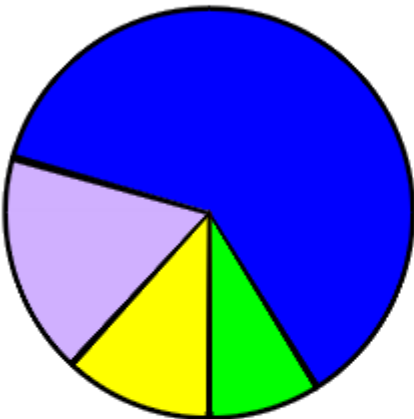
FREEDOM / SUPERVISION BALANCE (continued)

Analysis per question:

“We are encouraged to make improvements on the job”



Pie by width



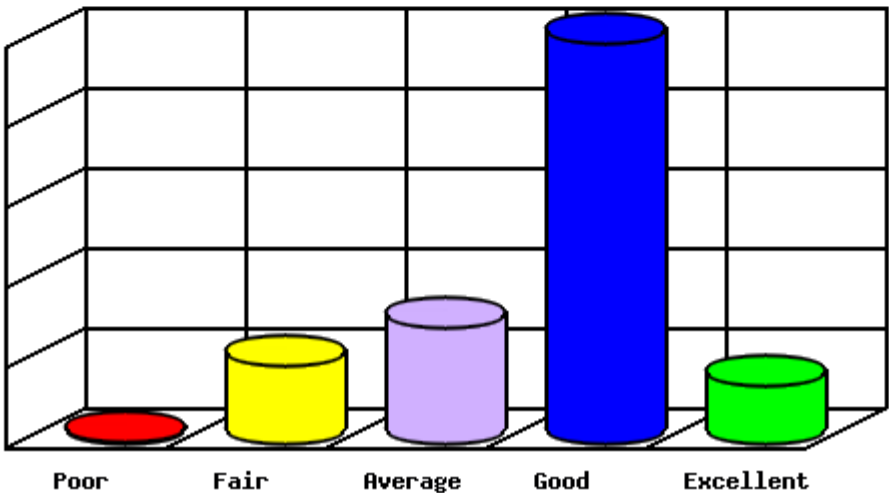
Pie by depth



Survey Results

Poor	0.00%
Fair	11.76%
Average	17.65%
Good	61.77%
Excellent	8.82%

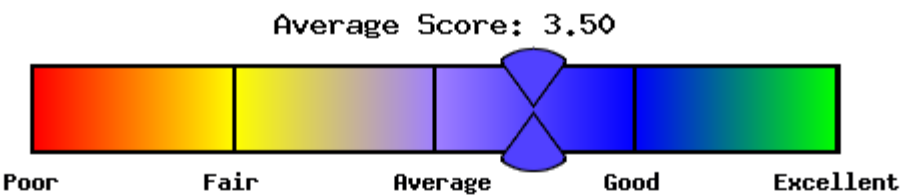
Bar comparison



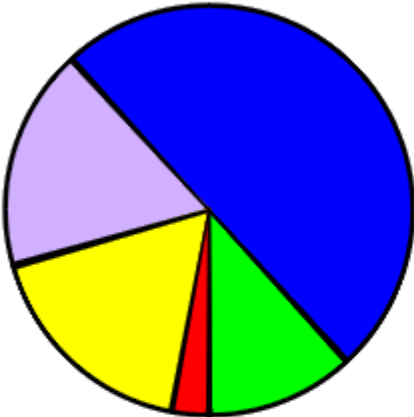
FREEDOM / SUPERVISION BALANCE (continued)

Analysis per question:

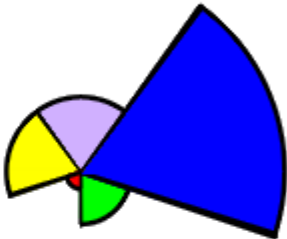
“I believe our organization is open to change”



Pie by width



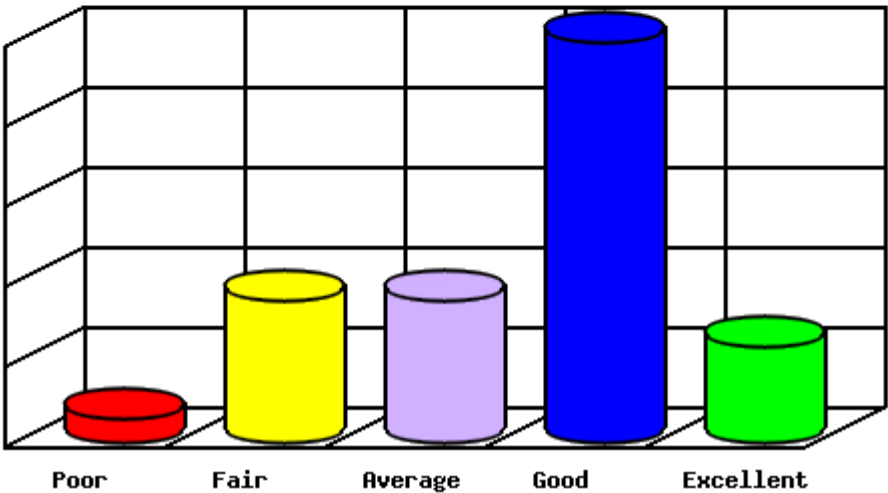
Pie by depth



Survey Results

Poor	2.94%
Fair	17.65%
Average	17.65%
Good	50.00%
Excellent	11.76%

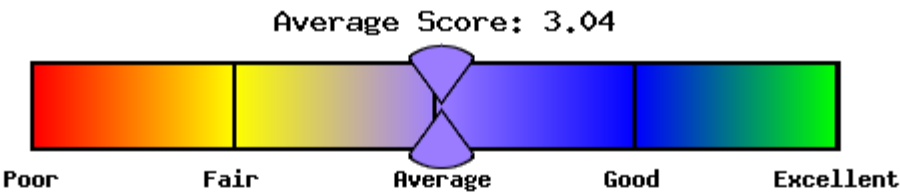
Bar comparison



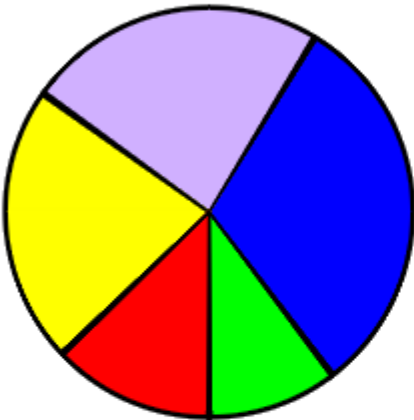
COMMUNICATION

Overall score: 3.04

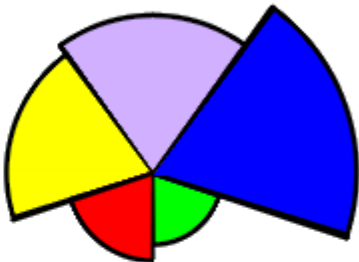
The evaluation of organizational communication shows the following results:



Pie by width



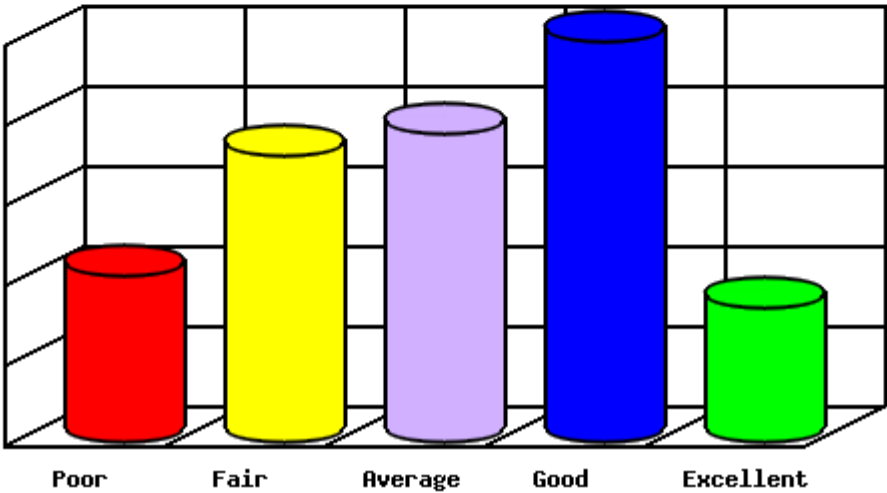
Pie by depth



Survey Results

Poor	12.80%
Fair	22.10%
Average	23.77%
Good	31.02%
Excellent	10.31%

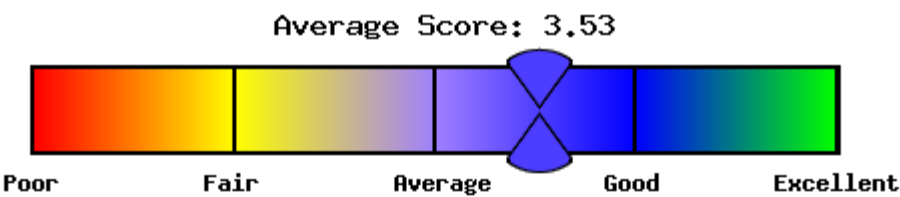
Bar comparison



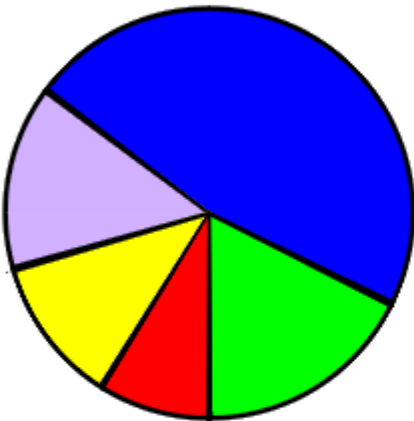
COMMUNICATION (continued)

Analysis per question:

“My suggestions are listened to”



Pie by width



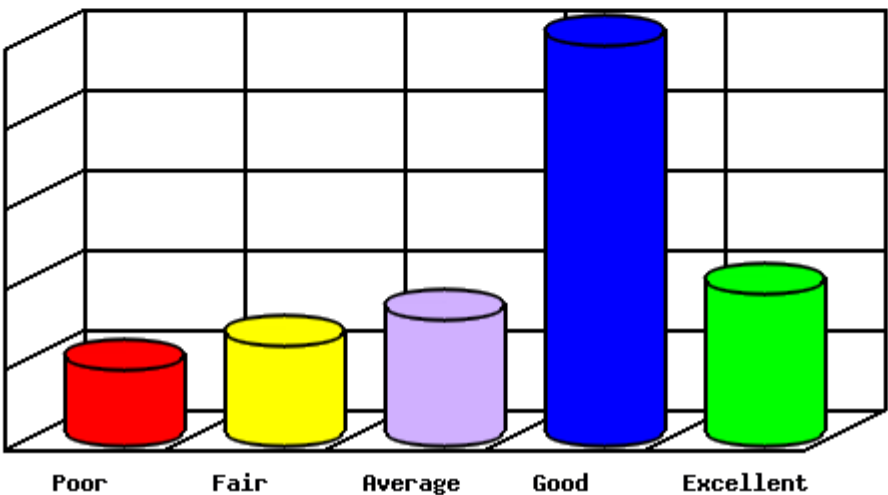
Pie by depth



Survey Results

Poor	8.82%
Fair	11.76%
Average	14.71%
Good	47.06%
Excellent	17.65%

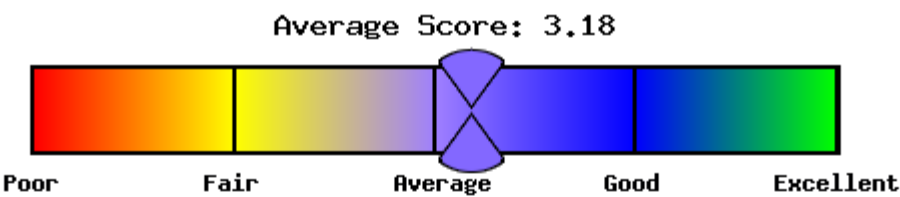
Bar comparison



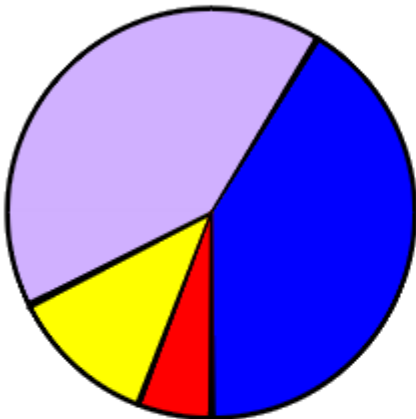
COMMUNICATION (continued)

Analysis per question:

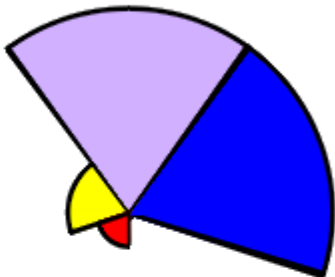
“Our suggestions are listened to”



Pie by width



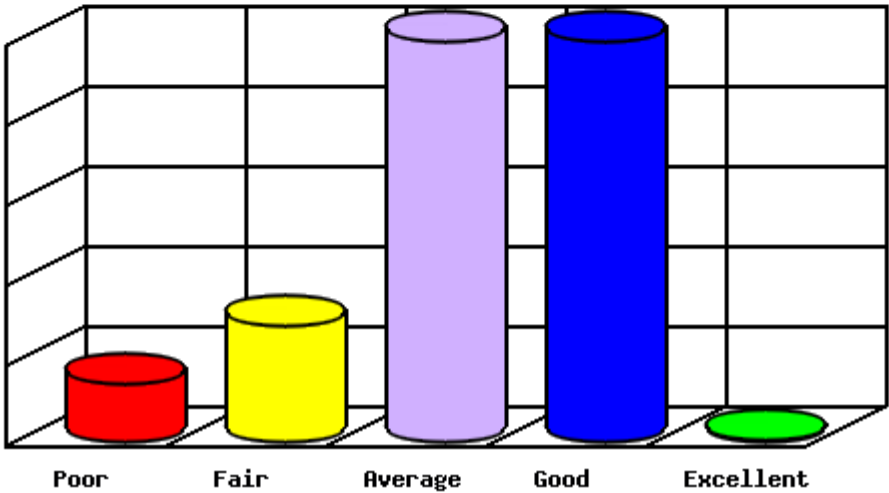
Pie by depth



Survey Results

Poor	5.88%
Fair	11.76%
Average	41.18%
Good	41.18%
Excellent	0.00%

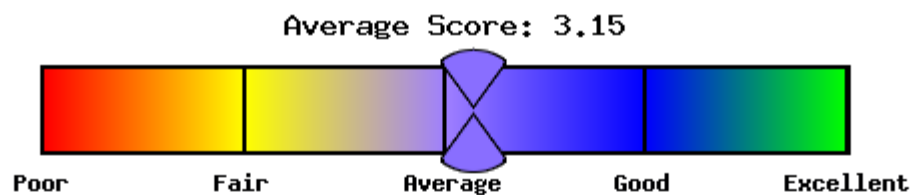
Bar comparison



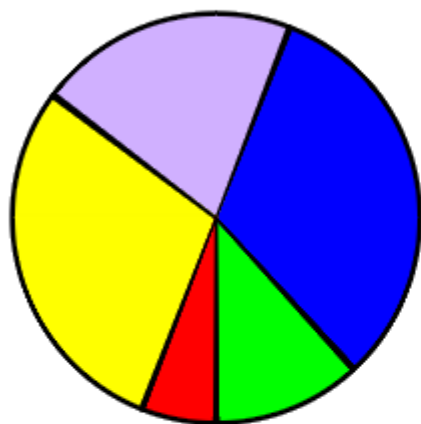
COMMUNICATION (continued)

Analysis per question:

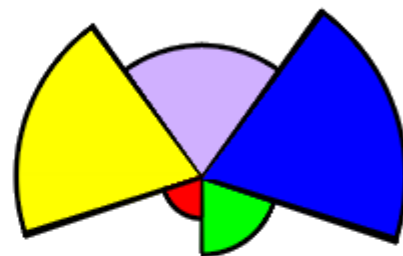
“Two-way communication is present in my job”



Pie by width



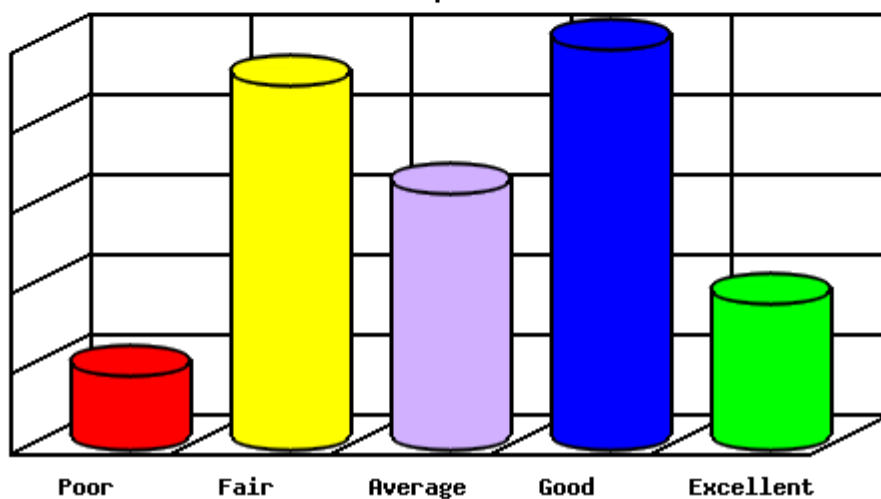
Pie by depth



Survey Results

Poor	5.89%
Fair	29.41%
Average	20.58%
Good	32.36%
Excellent	11.76%

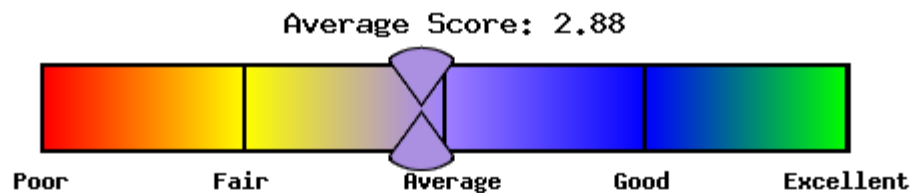
Bar comparison



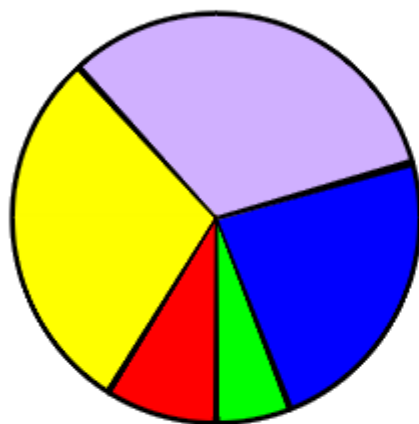
COMMUNICATION (continued)

Analysis per question:

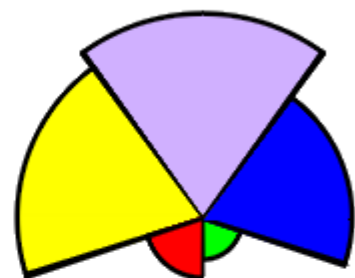
“Two-way communication is present for all employees”



Pie by width



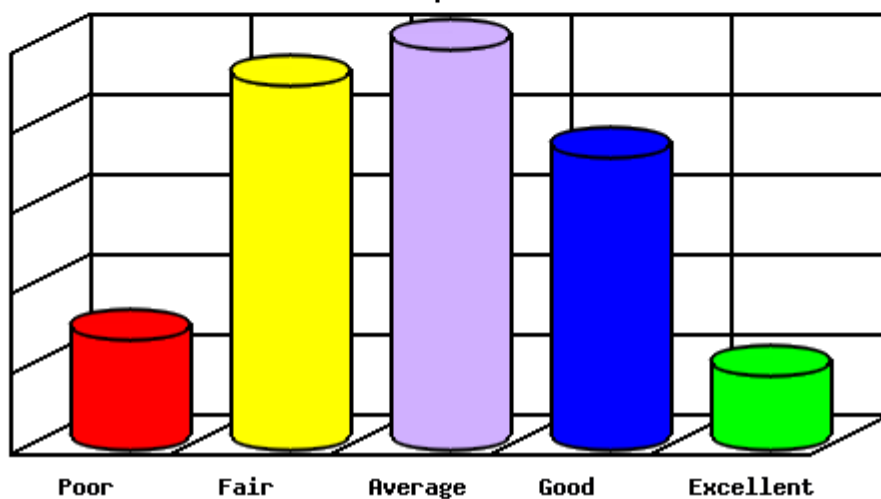
Pie by depth



Survey Results

Poor	8.83%
Fair	29.41%
Average	32.35%
Good	23.53%
Excellent	5.88%

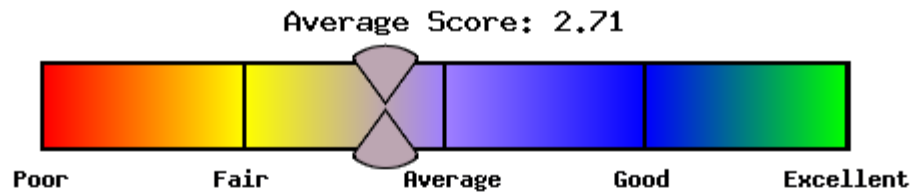
Bar comparison



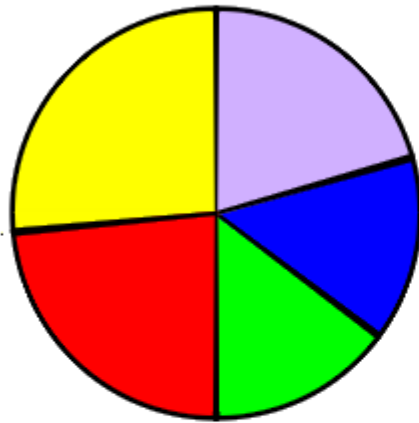
COMMUNICATION (continued)

Analysis per question:

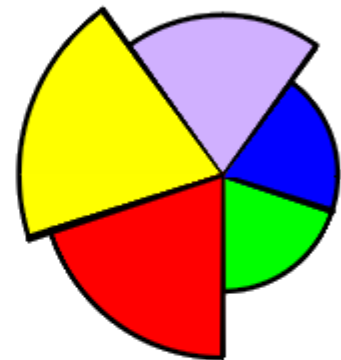
“The organization keeps employees informed on matters important to employee interest”



Pie by width



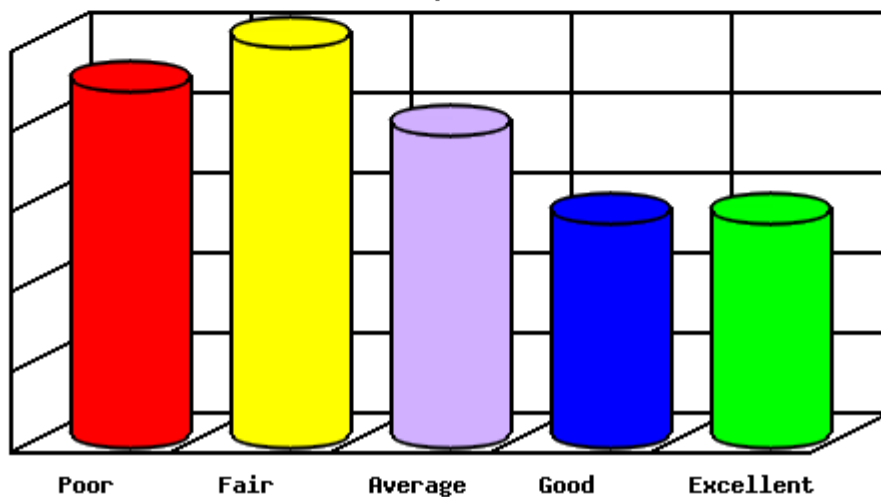
Pie by depth



Survey Results

Poor	23.53%
Fair	26.47%
Average	20.58%
Good	14.71%
Excellent	14.71%

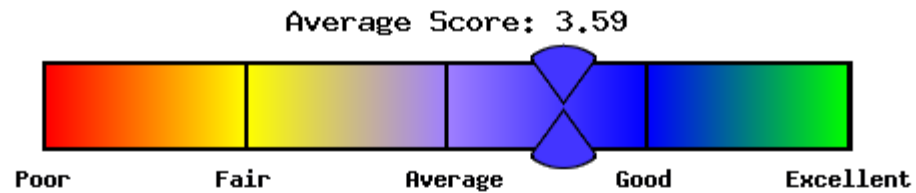
Bar comparison



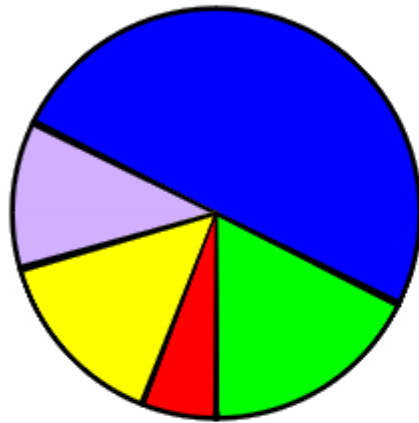
COMMUNICATION (continued)

Analysis per question:

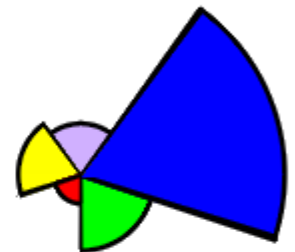
“Employees can have faith that the information distributed by management is believable”



Pie by width



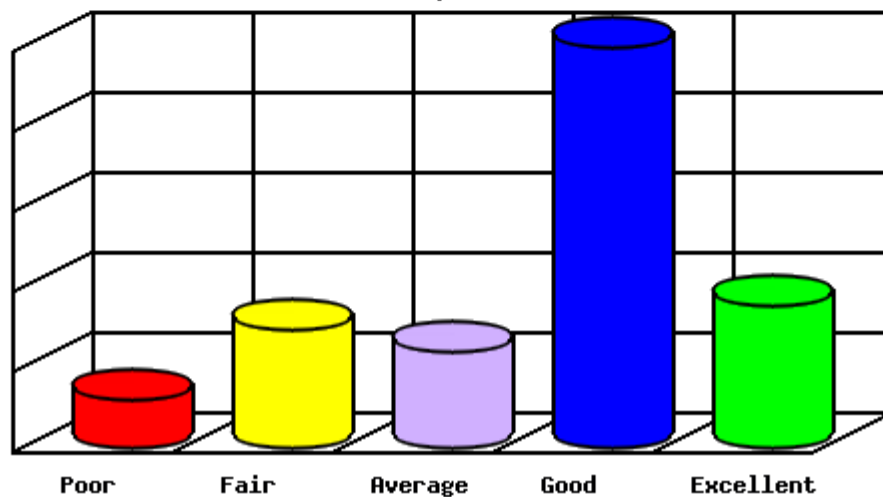
Pie by depth



Survey Results

Poor	5.88%
Fair	14.71%
Average	11.76%
Good	50.00%
Excellent	17.65%

Bar comparison

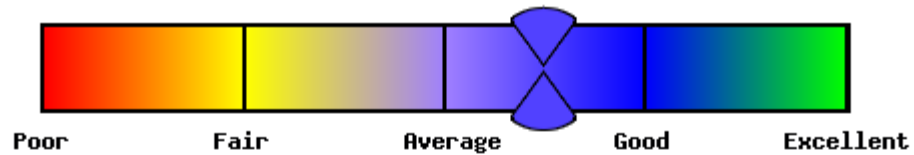


COMMUNICATION (continued)

Analysis per question:

“I am satisfied with my face-to-face communication with my supervisor regarding my job needs”

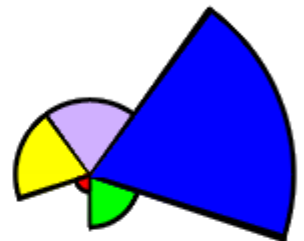
Average Score: 3.50



Pie by width



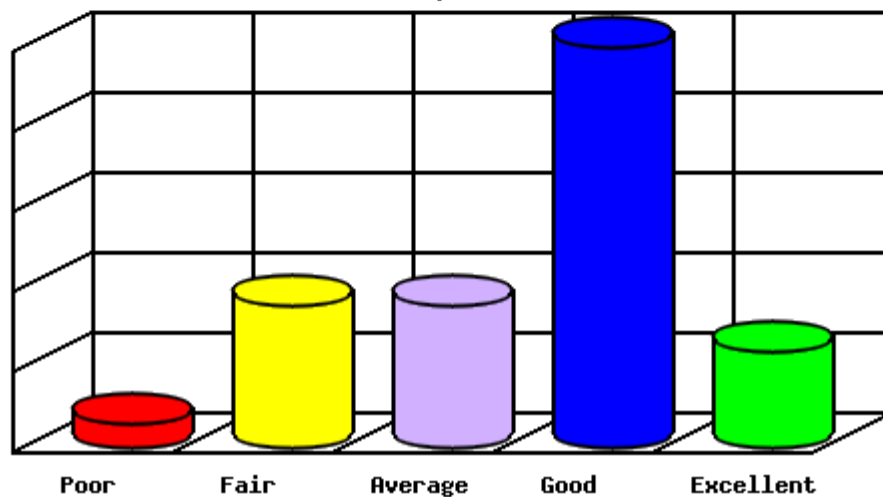
Pie by depth



Survey Results

Poor	2.94%
Fair	17.65%
Average	17.65%
Good	50.00%
Excellent	11.76%

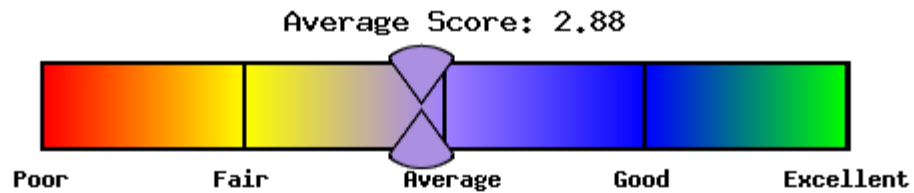
Bar comparison



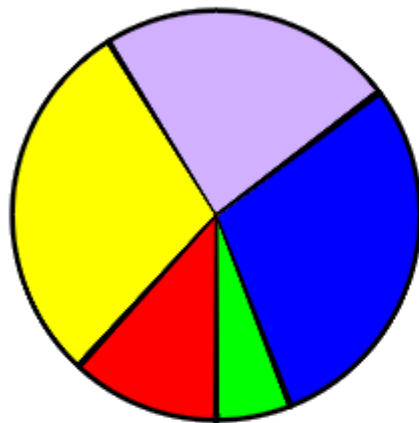
COMMUNICATION (continued)

Analysis per question:

“Upper management is interested in employee's opinions/information”



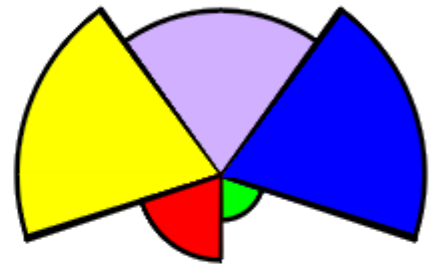
Pie by width



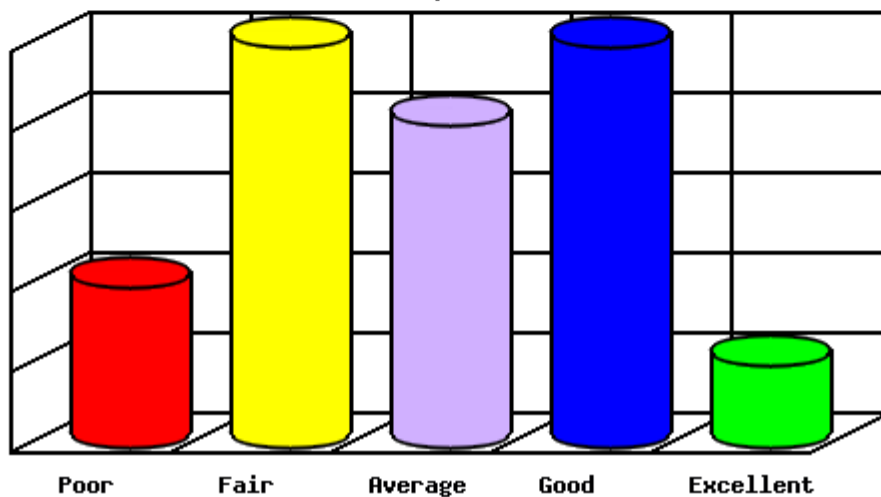
Survey Results

Poor	11.76%
Fair	29.41%
Average	23.53%
Good	29.41%
Excellent	5.89%

Pie by depth



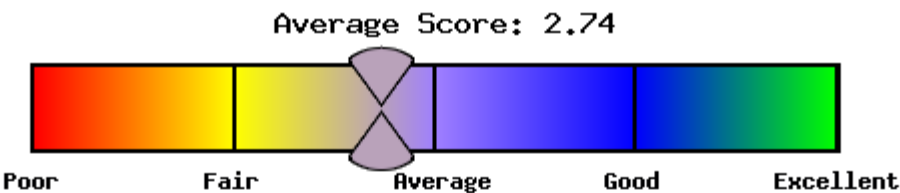
Bar comparison



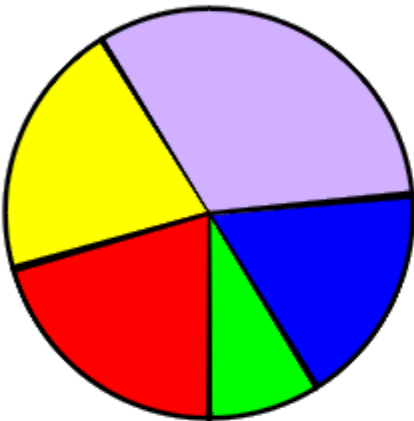
COMMUNICATION (continued)

Analysis per question:

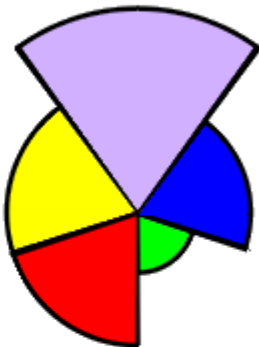
“The organization has a good atmosphere for the open and free exchange of information and ideas”



Pie by width

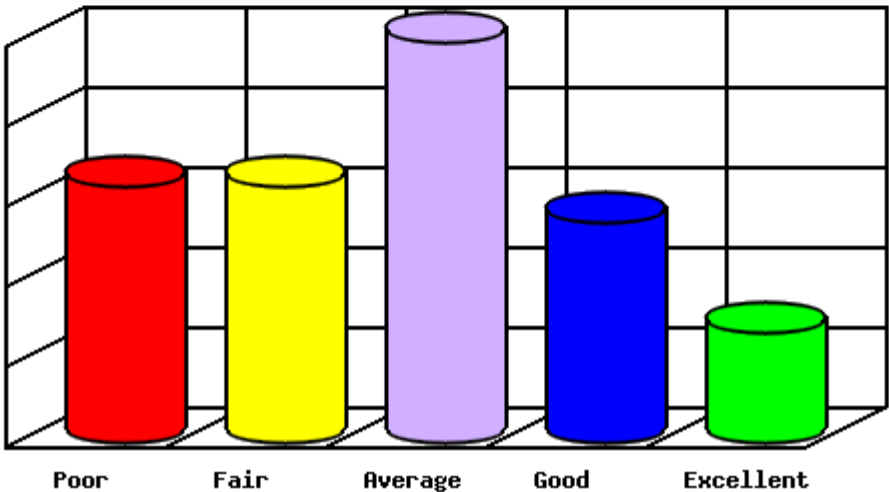


Pie by depth



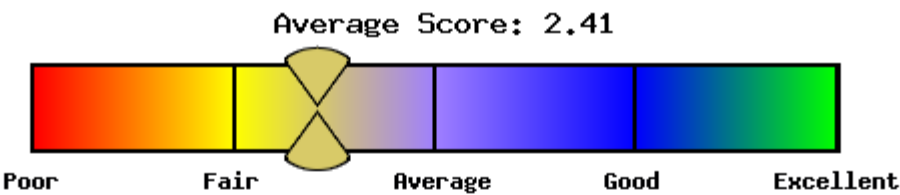
Survey Results	
Poor	20.59%
Fair	20.59%
Average	32.35%
Good	17.65%
Excellent	8.82%

Bar comparison

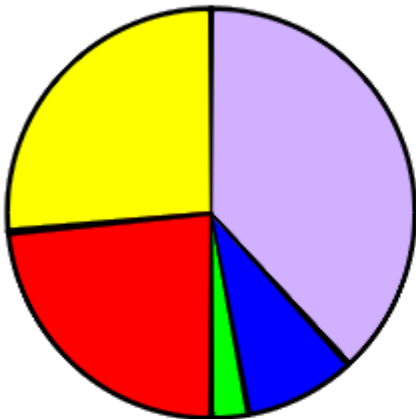


COMMUNICATION (continued)
Analysis per question:

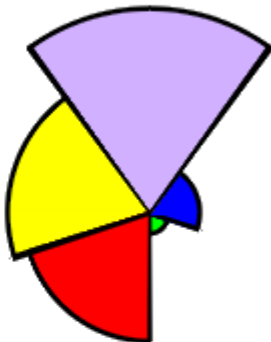
“Rate the communication in our organization”



Pie by width



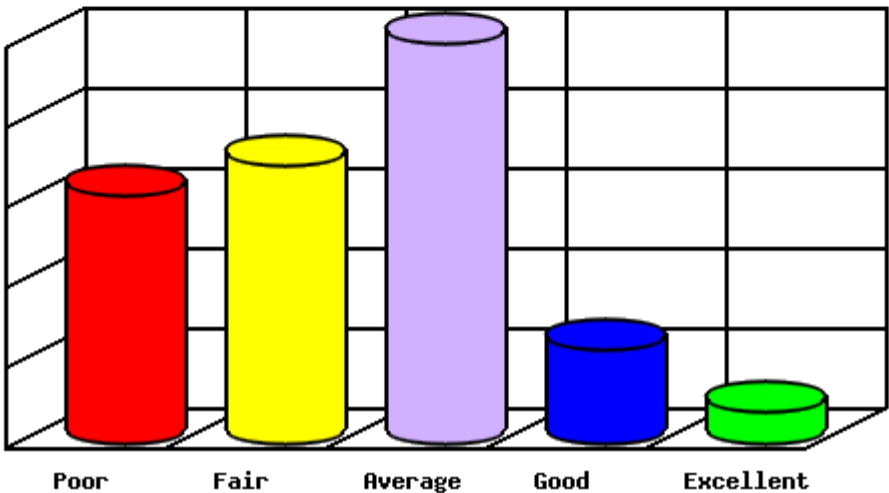
Pie by depth



Survey Results

Poor	23.53%
Fair	26.47%
Average	38.24%
Good	8.82%
Excellent	2.94%

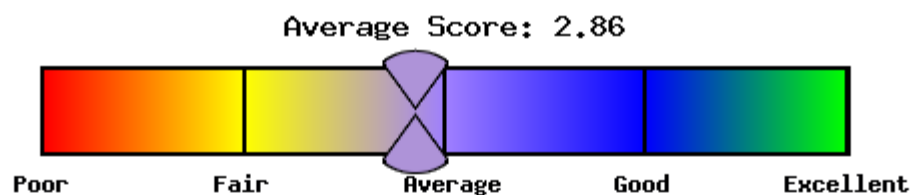
Bar comparison



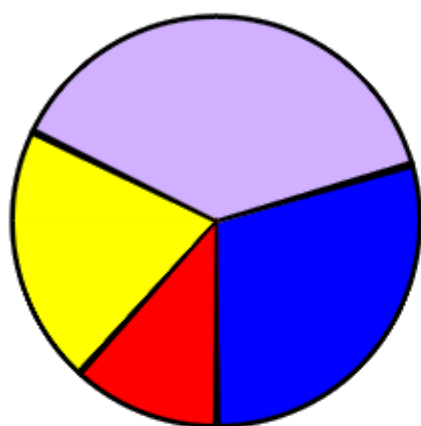
COMMUNICATION (continued)

Analysis per question:

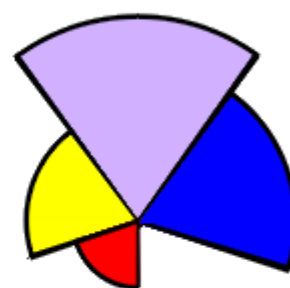
“Rate the feedback in this organization”



Pie by width



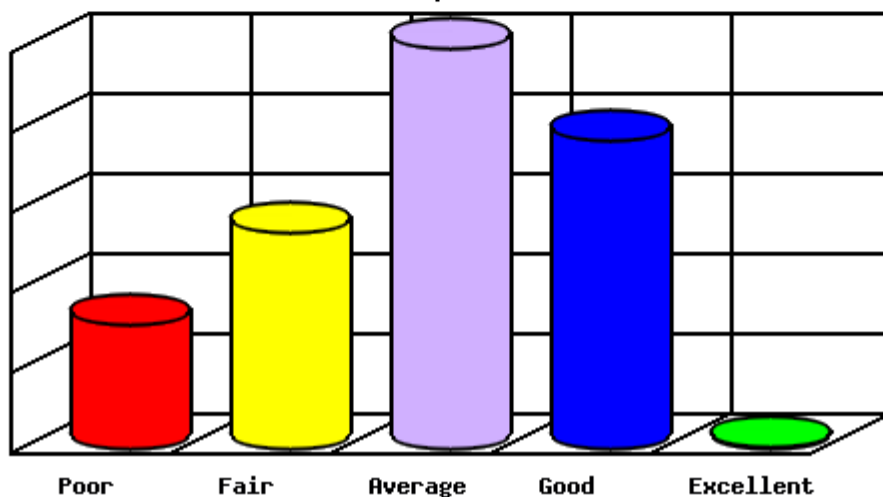
Pie by depth



Survey Results

Poor	11.76%
Fair	20.59%
Average	38.24%
Good	29.41%
Excellent	0.00%

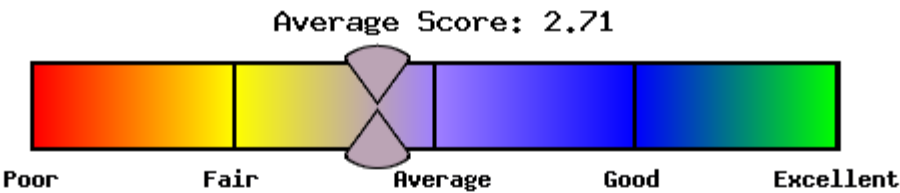
Bar comparison



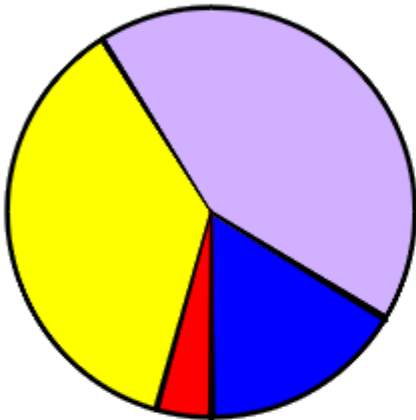
JOB SATISFACTION

Overall score: 2.71

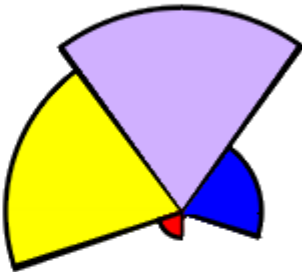
Measures of employee job satisfaction are as follows:



Pie by width



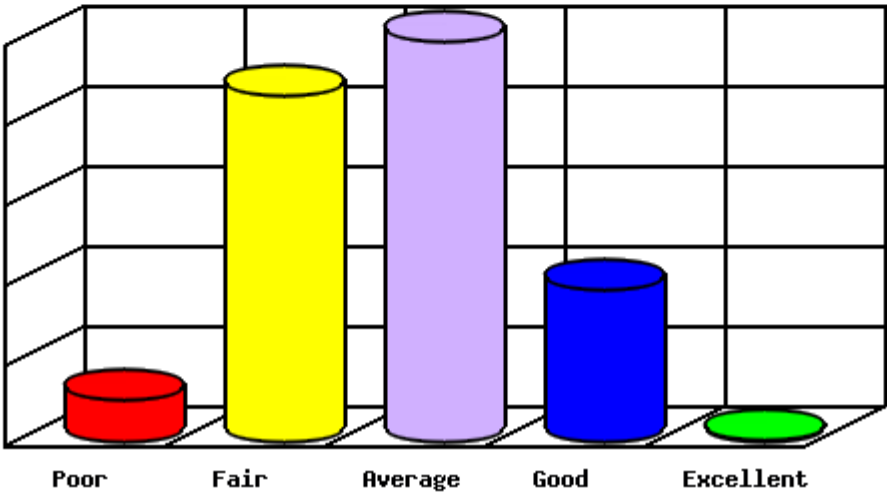
Pie by depth



Survey Results

Poor	4.41%
Fair	36.76%
Average	42.65%
Good	16.18%
Excellent	0.00%

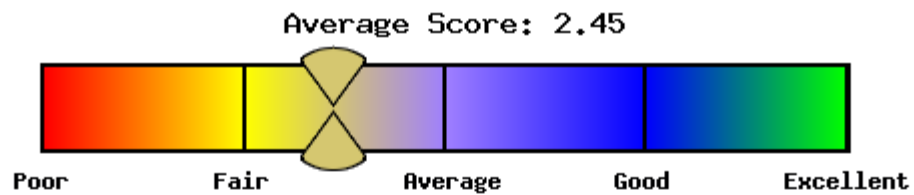
Bar comparison



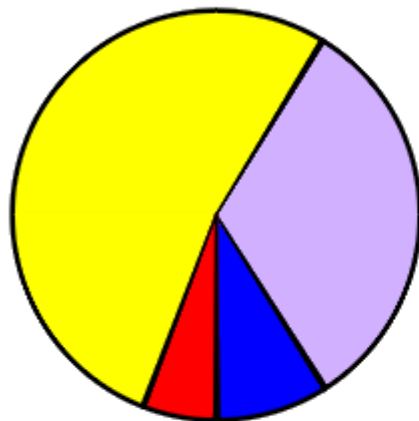
JOB SATISFACTION (continued)

Analysis per question:

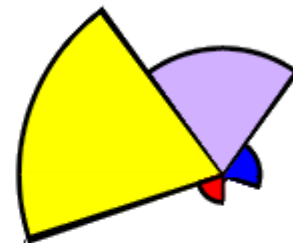
“The perception of employee job satisfaction is good”



Pie by width



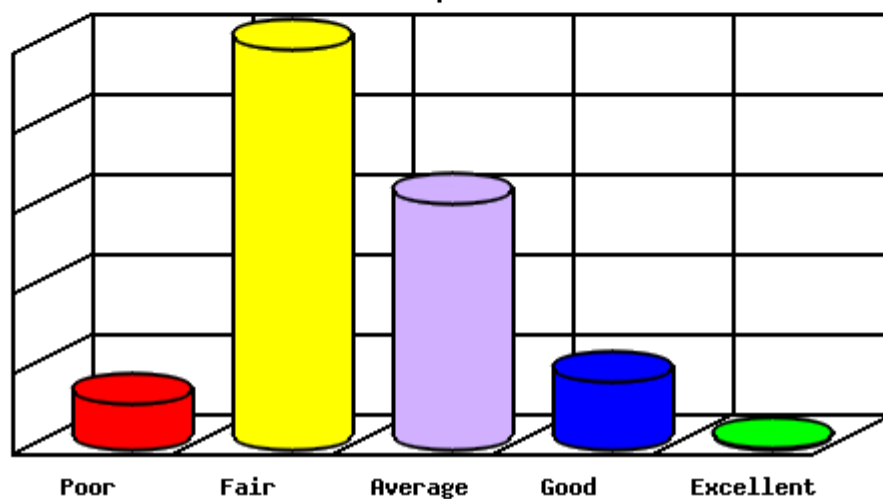
Pie by depth



Survey Results

Poor	5.88%
Fair	52.94%
Average	32.35%
Good	8.83%
Excellent	0.00%

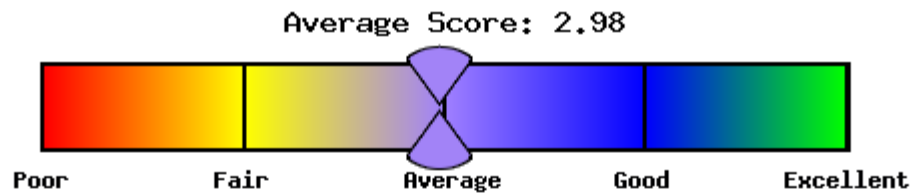
Bar comparison



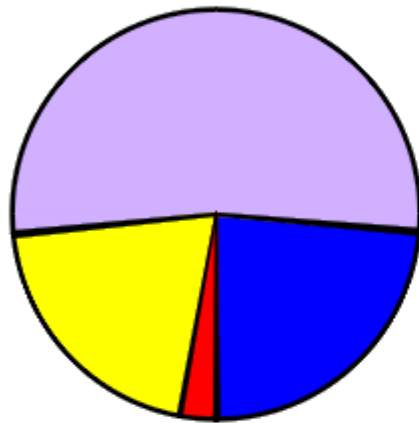
JOB SATISFACTION (continued)

Analysis per question:

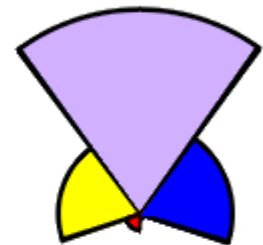
“Employees believe that their capabilities are fully utilized”



Pie by width



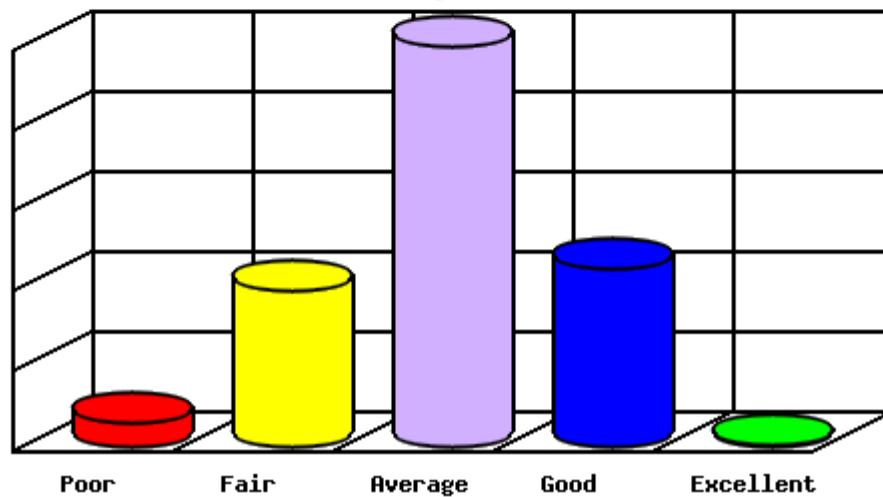
Pie by depth



Survey Results

Poor	2.94%
Fair	20.59%
Average	52.94%
Good	23.53%
Excellent	0.00%

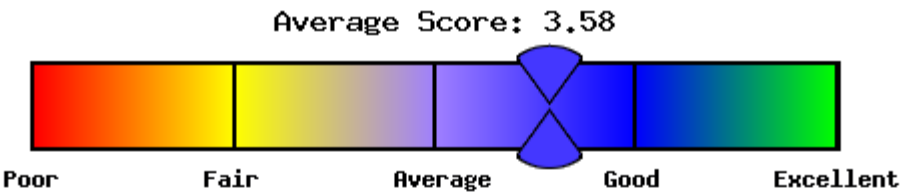
Bar comparison



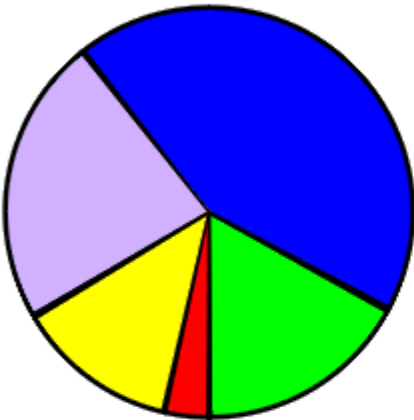
IMPORTANCE OF PEOPLE

Overall score: 3.58

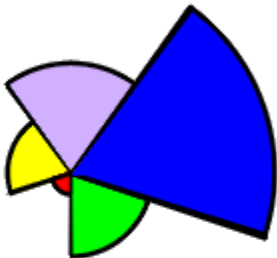
Evaluation of employees perceived importance to the organization is as follows:



Pie by width



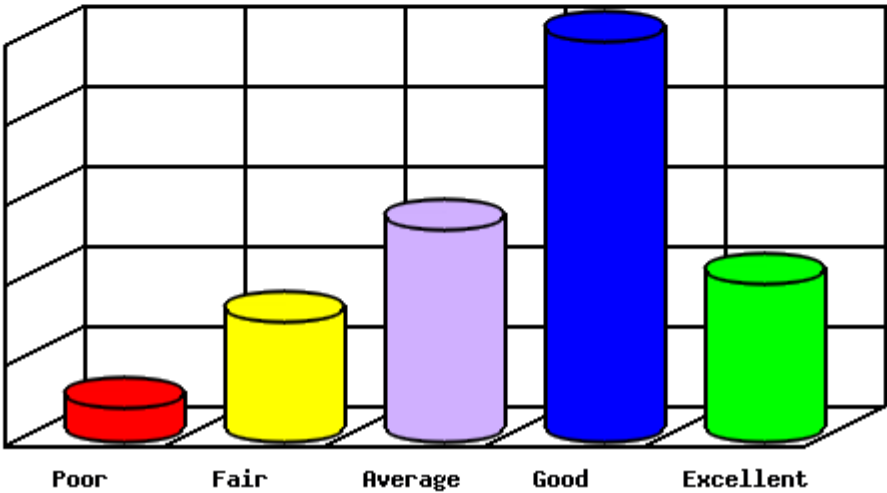
Pie by depth



Survey Results

Poor	3.53%
Fair	12.94%
Average	22.94%
Good	43.53%
Excellent	17.06%

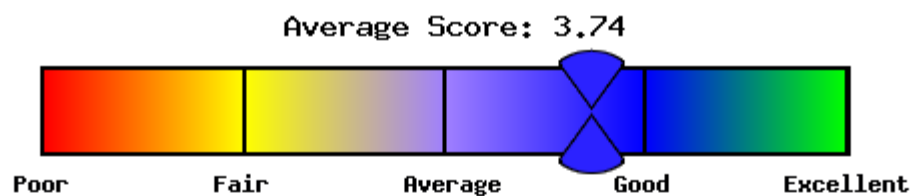
Bar comparison



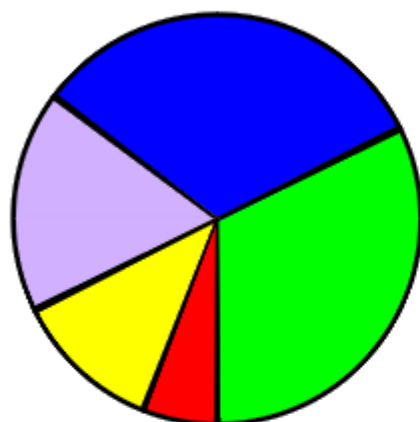
IMPORTANCE OF PEOPLE (continued)

Analysis per question:

“The organization is interested in my welfare”



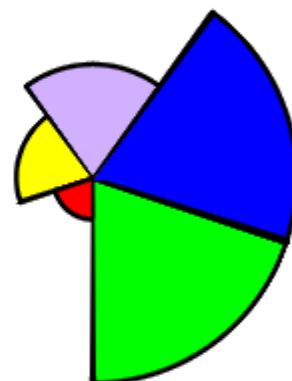
Pie by width



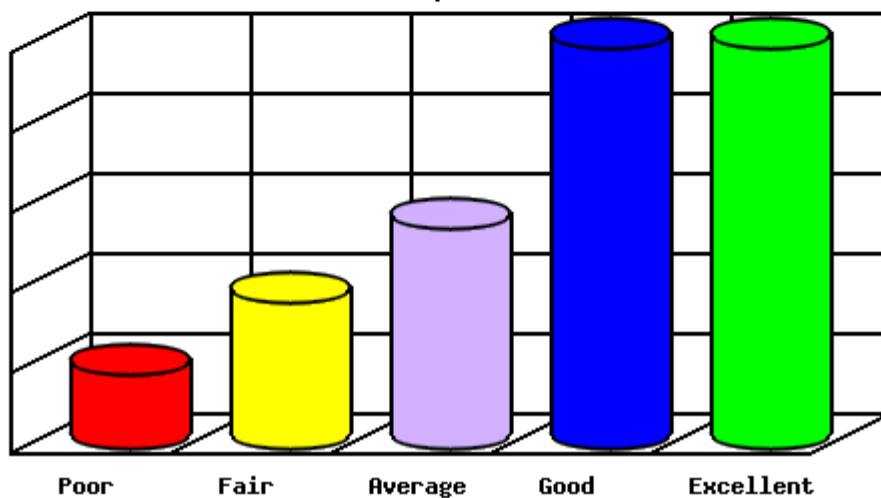
Survey Results

Poor	5.88%
Fair	11.76%
Average	17.66%
Good	32.35%
Excellent	32.35%

Pie by depth



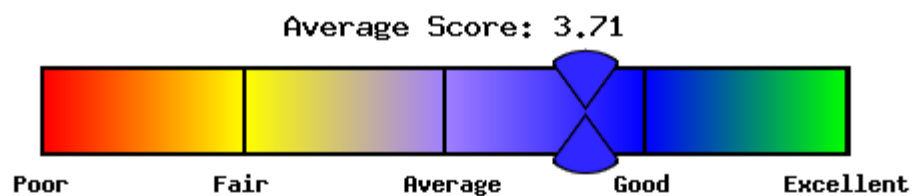
Bar comparison



IMPORTANCE OF PEOPLE (continued)

Analysis per question:

“The organization is interested in our welfare”



Pie by width



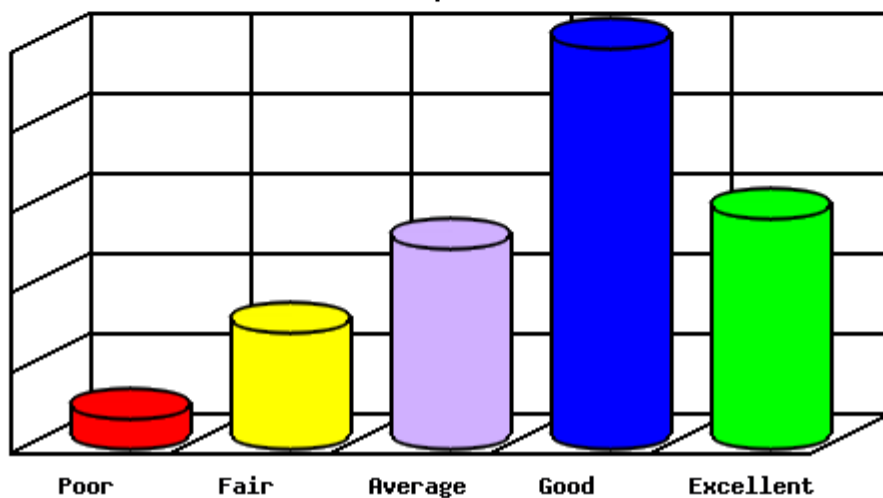
Pie by depth



Survey Results

Poor	2.94%
Fair	11.76%
Average	20.59%
Good	41.18%
Excellent	23.53%

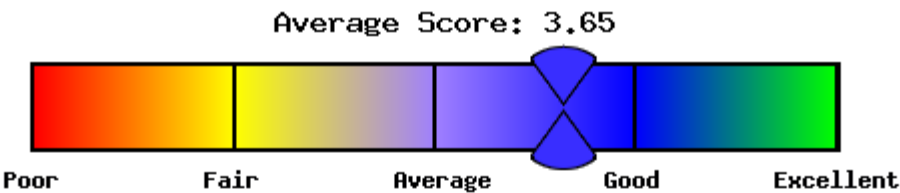
Bar comparison



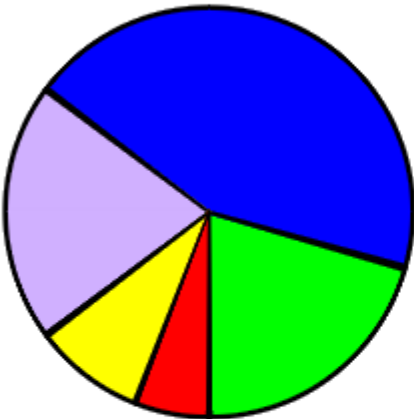
IMPORTANCE OF PEOPLE (continued)

Analysis per question:

“My supervisor cares about my personal needs”



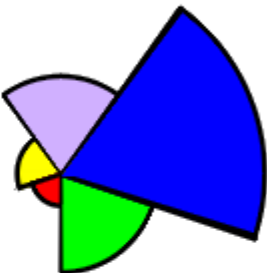
Pie by width



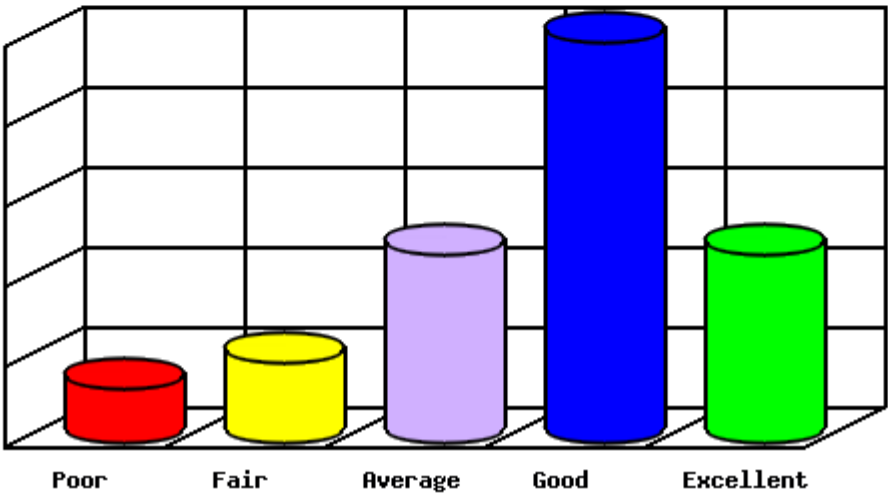
Survey Results

Poor	5.88%
Fair	8.82%
Average	20.59%
Good	44.12%
Excellent	20.59%

Pie by depth



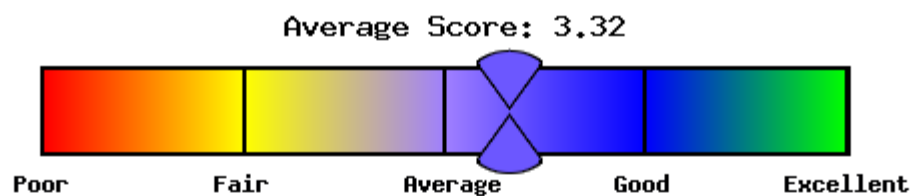
Bar comparison



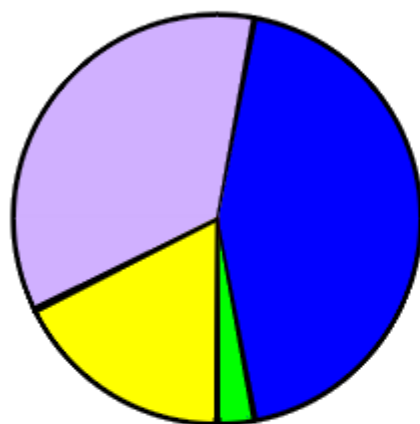
IMPORTANCE OF PEOPLE (continued)

Analysis per question:

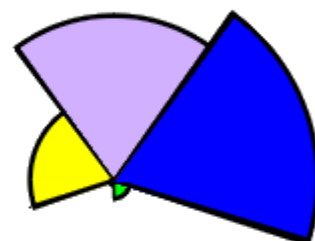
“Our supervisors cares about our personal needs”



Pie by width



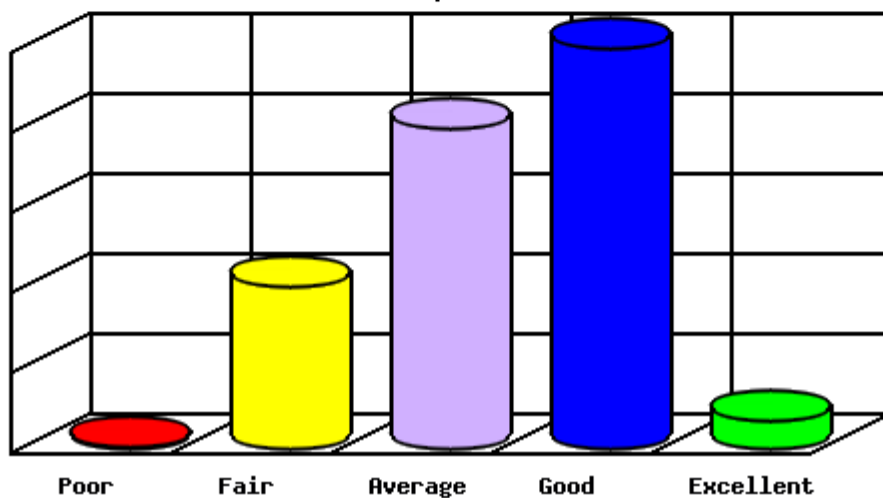
Pie by depth



Survey Results

Poor	0.00%
Fair	17.65%
Average	35.29%
Good	44.12%
Excellent	2.94%

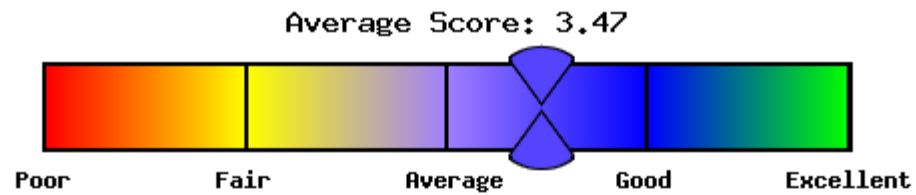
Bar comparison



IMPORTANCE OF PEOPLE (continued)

Analysis per question:

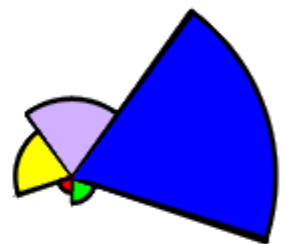
“Management values the employees in this organization”



Pie by width



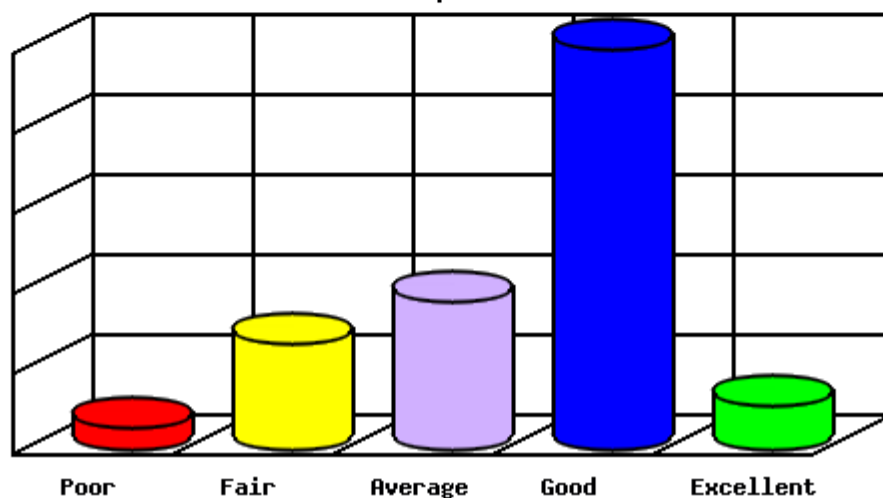
Pie by depth



Survey Results

Poor	2.94%
Fair	14.71%
Average	20.59%
Good	55.88%
Excellent	5.88%

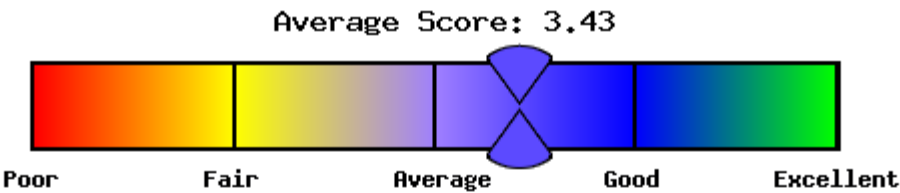
Bar comparison



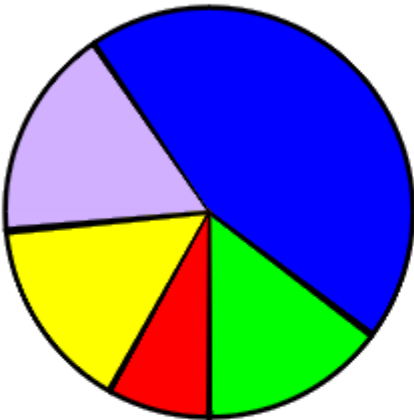
VALUES

Overall score: 3.43

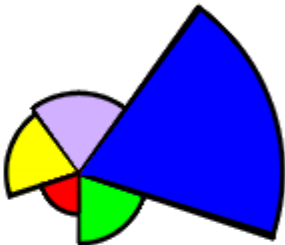
Evaluation of value system is presented.



Pie by width



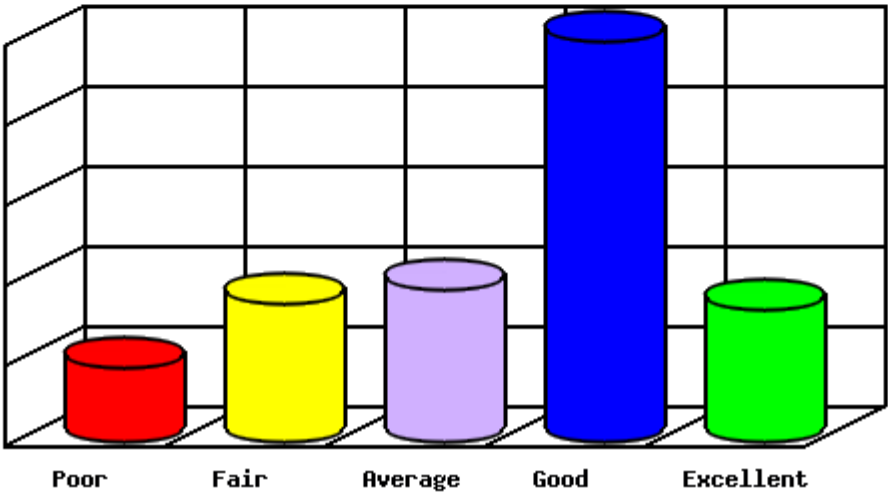
Pie by depth



Survey Results

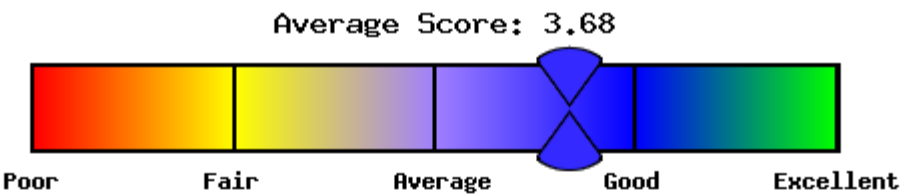
Poor	8.09%
Fair	15.44%
Average	16.91%
Good	44.85%
Excellent	14.71%

Bar comparison

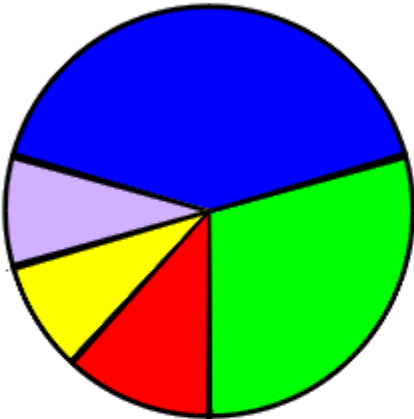


VALUES (continued)
Analysis per question:

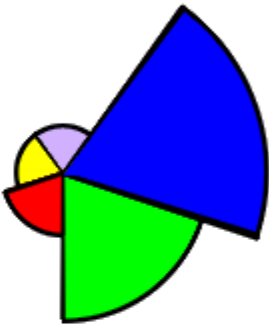
“I am satisfied with our personal commitment to produce more”



Pie by width



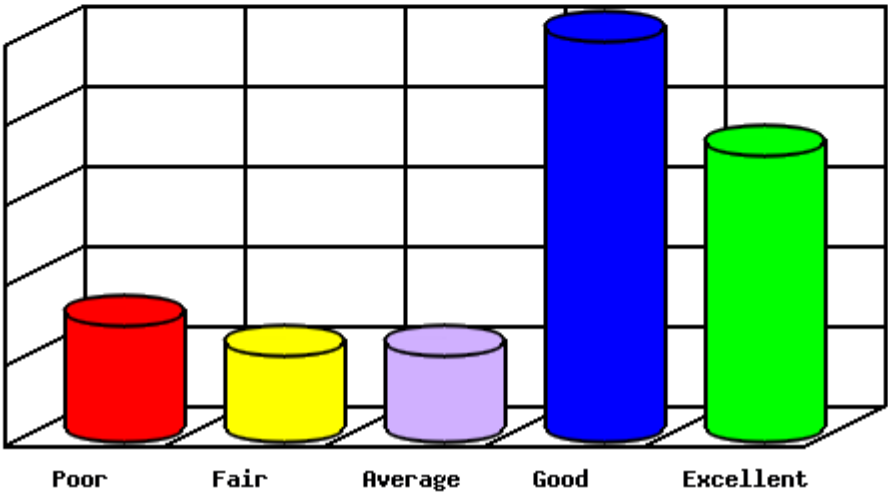
Pie by depth



Survey Results

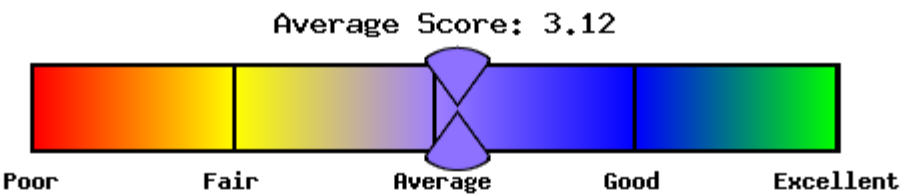
Poor	11.76%
Fair	8.82%
Average	8.82%
Good	41.18%
Excellent	29.42%

Bar comparison

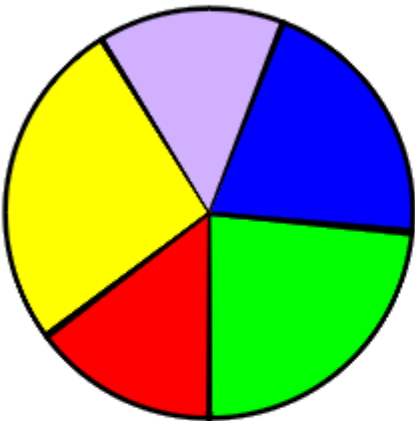


VALUES (continued)
Analysis per question:

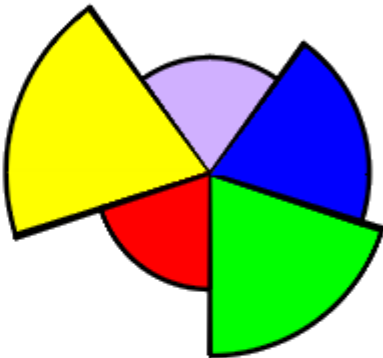
“I have a good understanding of our purpose or mission”



Pie by width



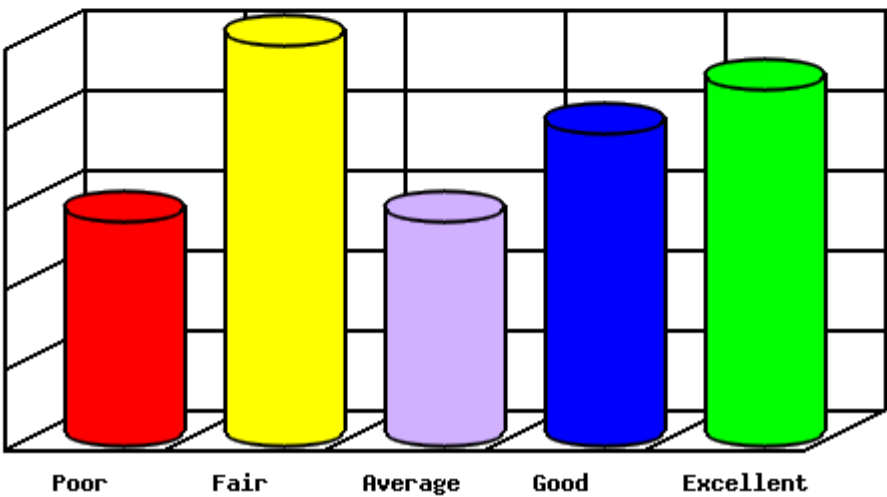
Pie by depth



Survey Results

Poor	14.71%
Fair	26.47%
Average	14.71%
Good	20.59%
Excellent	23.52%

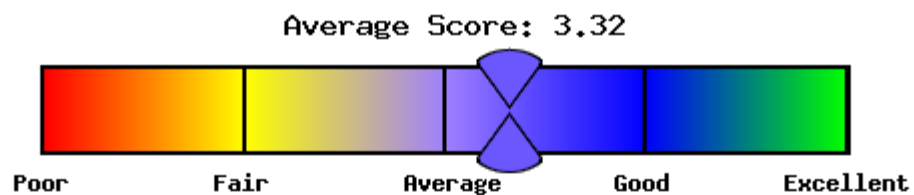
Bar comparison



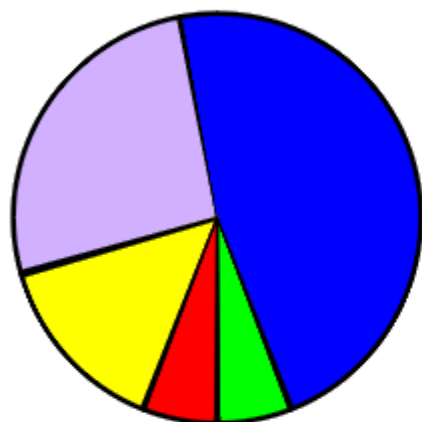
VALUES (continued)

Analysis per question:

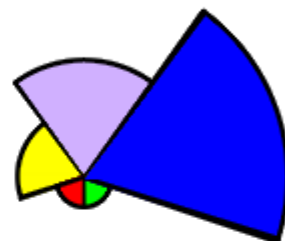
“This organization has a positive value system that people understand and believe in”



Pie by width



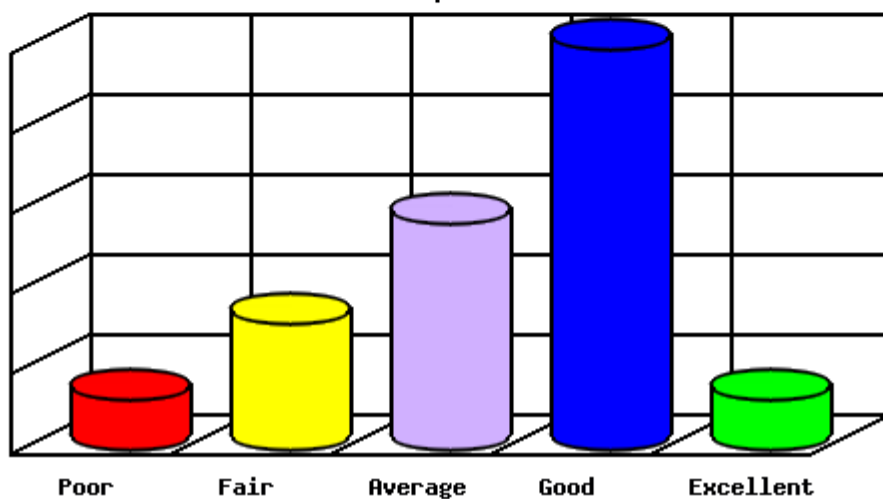
Pie by depth



Survey Results

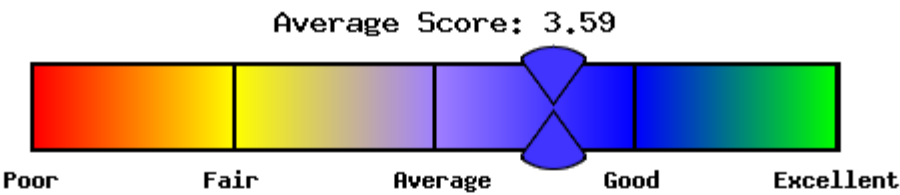
Poor	5.88%
Fair	14.71%
Average	26.47%
Good	47.06%
Excellent	5.88%

Bar comparison

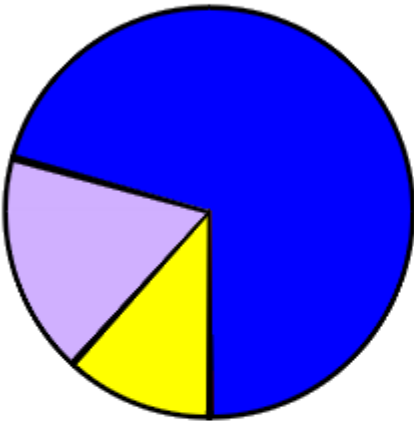


VALUES (continued)
Analysis per question:

“Most leaders in the organization symbolize the values and beliefs of this organization”



Pie by width



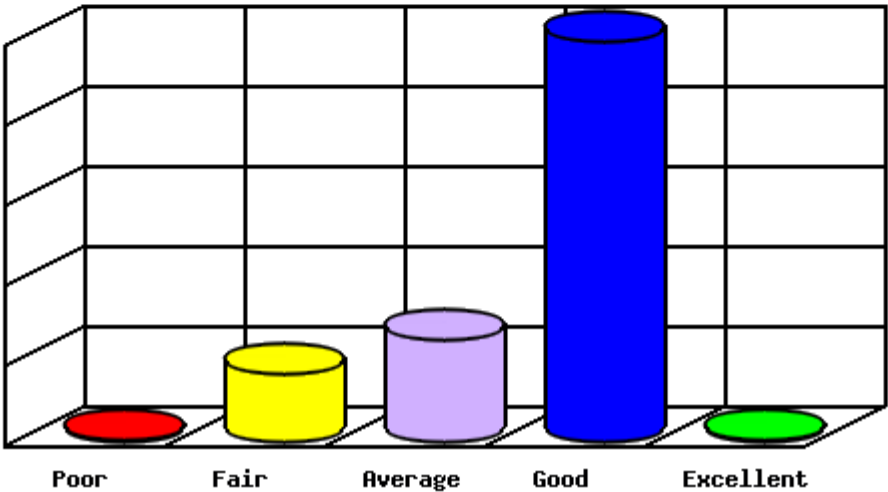
Pie by depth



Survey Results

Poor	0.00%
Fair	11.76%
Average	17.65%
Good	70.59%
Excellent	0.00%

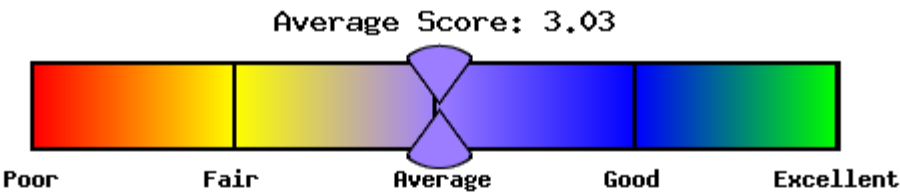
Bar comparison



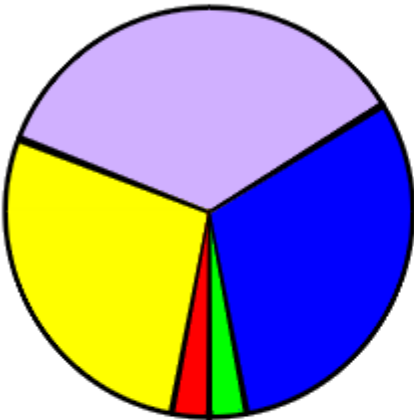
COMMITMENT TO TRAINING

Overall score: 3.03

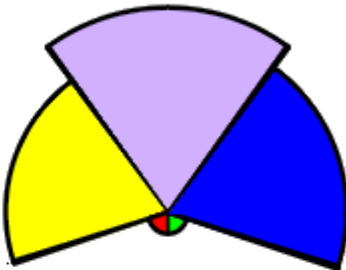
Evaluation of job training is as follows:



Pie by width



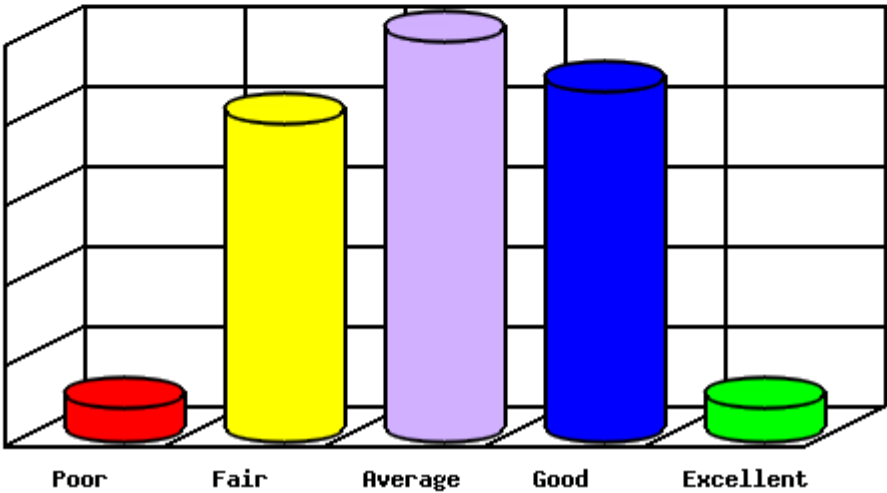
Pie by depth



Survey Results

Poor	2.94%
Fair	27.94%
Average	35.30%
Good	30.88%
Excellent	2.94%

Bar comparison

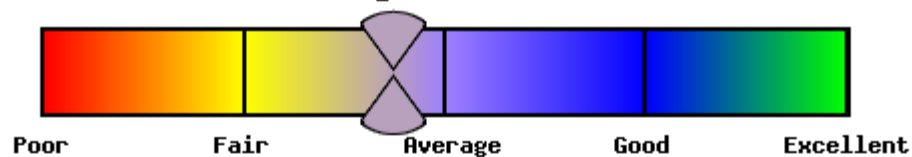


COMMITMENT TO TRAINING (continued)

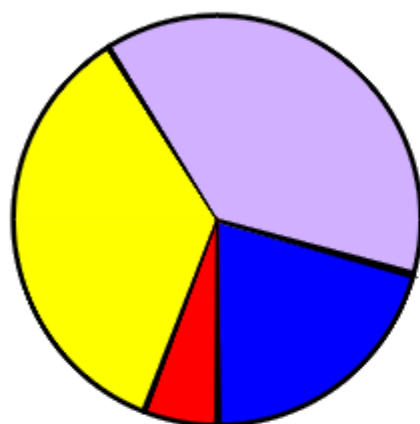
Analysis per question:

“We have a sufficient amount of job training”

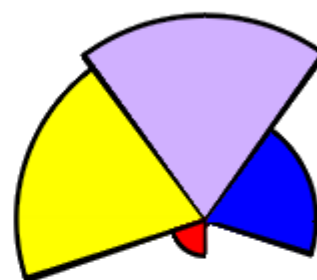
Average Score: 2.74



Pie by width



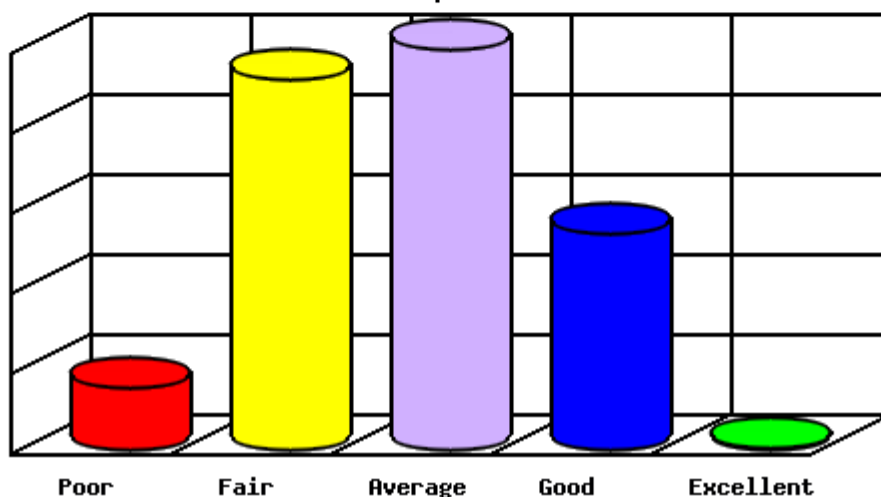
Pie by depth



Survey Results

Poor	5.88%
Fair	35.29%
Average	38.24%
Good	20.59%
Excellent	0.00%

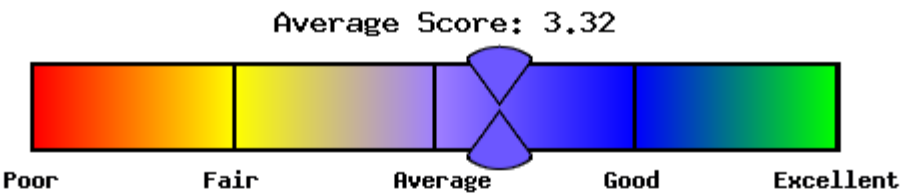
Bar comparison



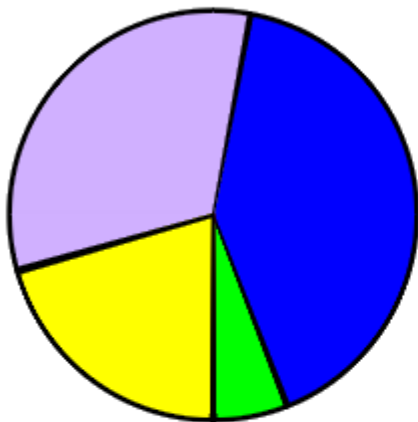
COMMITMENT TO TRAINING (continued)

Analysis per question:

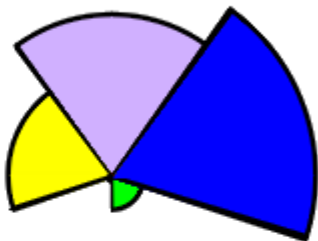
“This organization provides sufficient job training for employees”



Pie by width



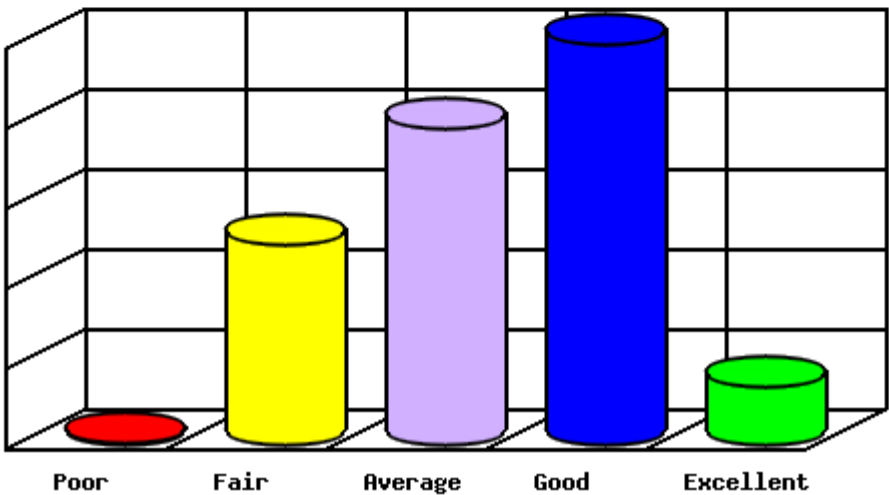
Pie by depth



Survey Results

Poor	0.00%
Fair	20.59%
Average	32.35%
Good	41.18%
Excellent	5.88%

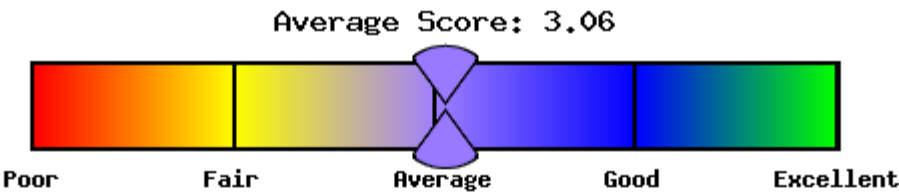
Bar comparison



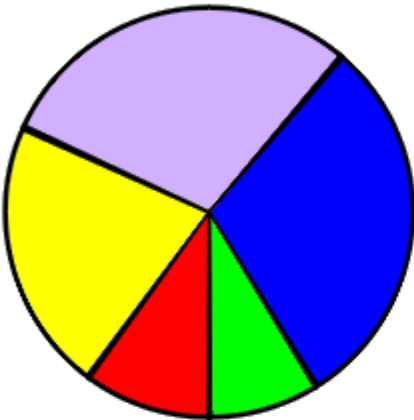
TEAMWORK

Overall score: 3.06

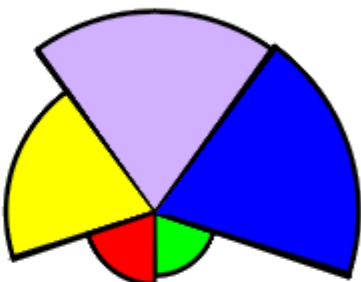
Measures of the level of teamwork within your organization is as follows:



Pie by width

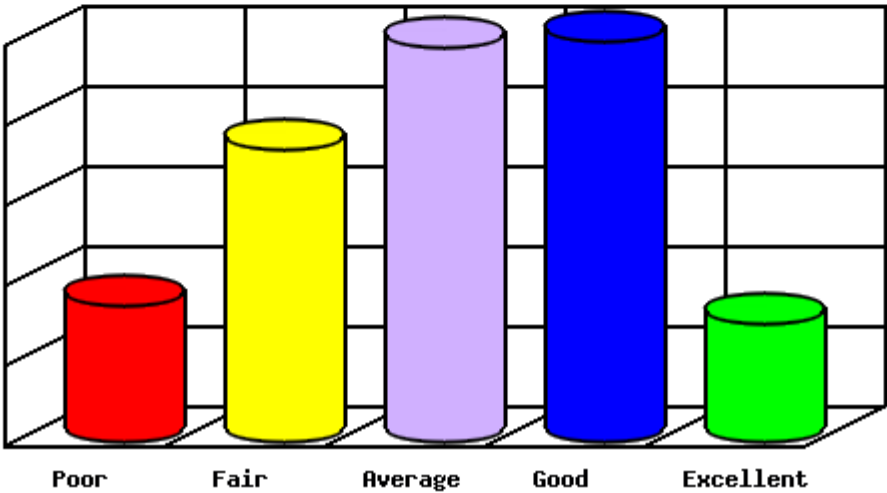


Pie by depth



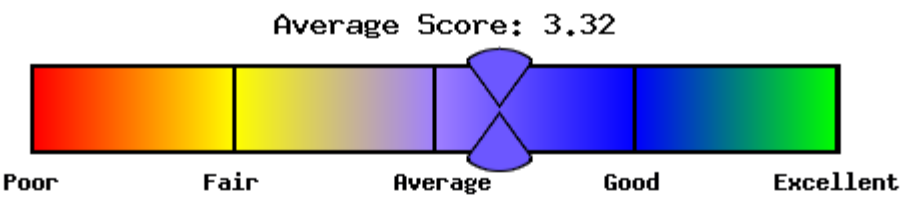
Survey Results	
Poor	10.06%
Fair	21.76%
Average	29.41%
Good	30.00%
Excellent	8.77%

Bar comparison

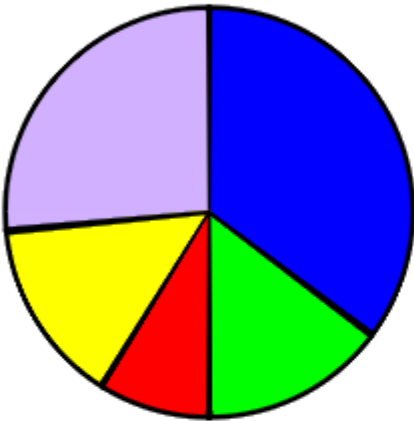


TEAMWORK (continued)
Analysis per question:

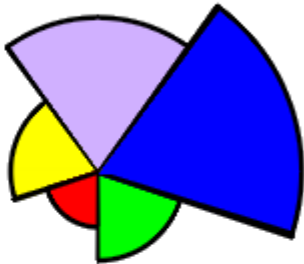
“I am satisfied with the team with which I work”



Pie by width

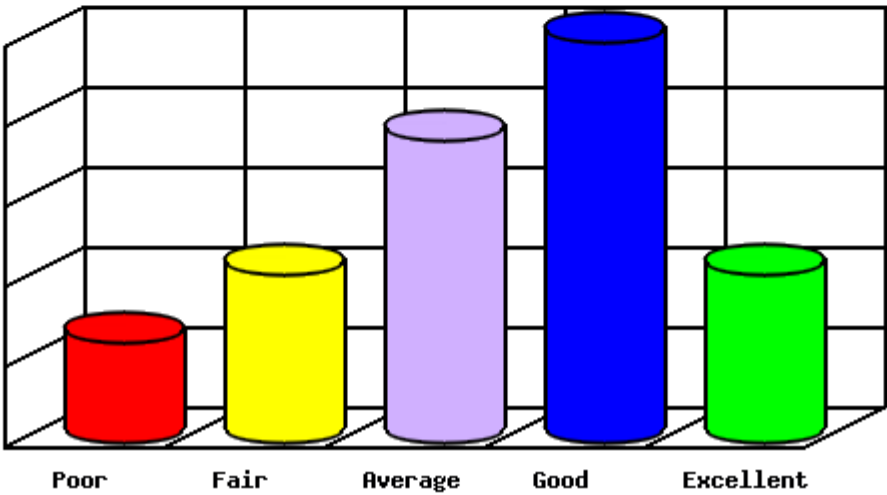


Pie by depth



Survey Results	
Poor	8.82%
Fair	14.71%
Average	26.47%
Good	35.29%
Excellent	14.71%

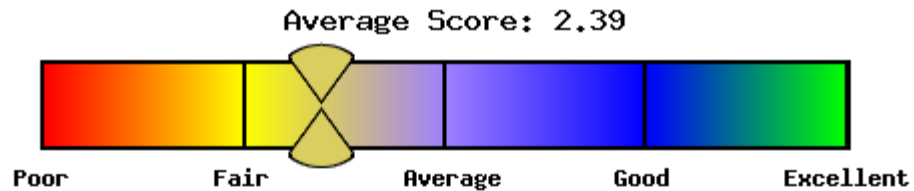
Bar comparison



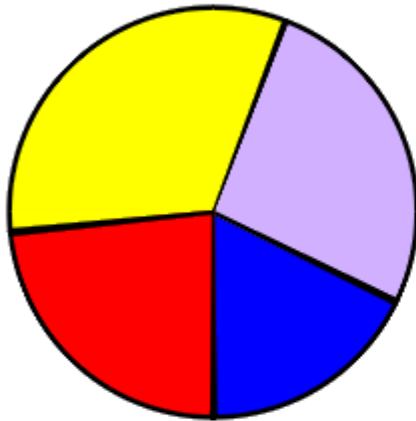
TEAMWORK (continued)

Analysis per question:

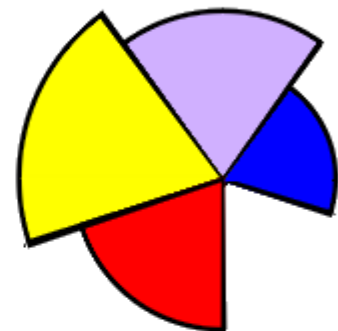
“Persons in different departments share information for the purpose of coordinating their job efforts”



Pie by width



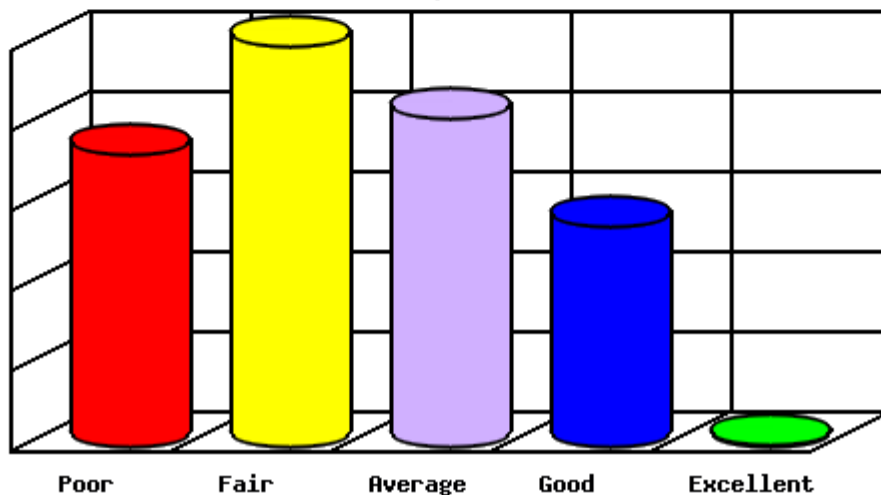
Pie by depth



Survey Results

Poor	23.53%
Fair	32.35%
Average	26.47%
Good	17.65%
Excellent	0.00%

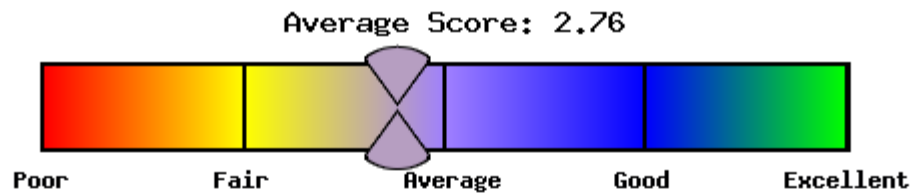
Bar comparison



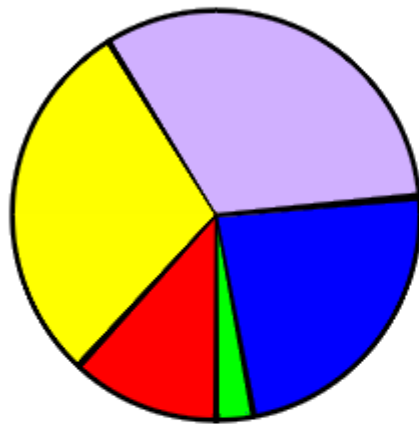
TEAMWORK (continued)

Analysis per question:

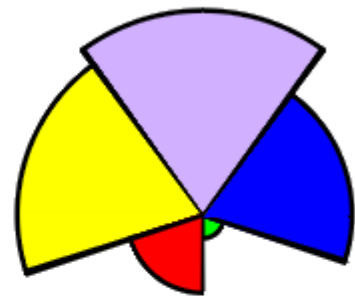
“Planning has contributed to better teamwork”



Pie by width



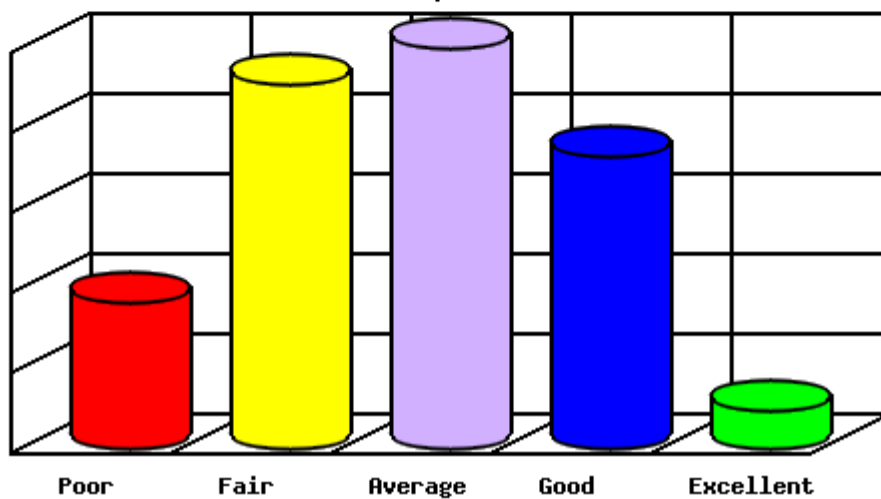
Pie by depth



Survey Results

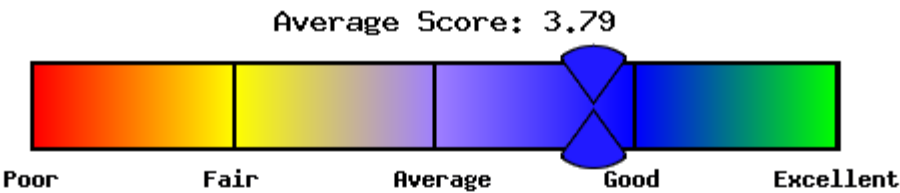
Poor	11.77%
Fair	29.41%
Average	32.35%
Good	23.53%
Excellent	2.94%

Bar comparison

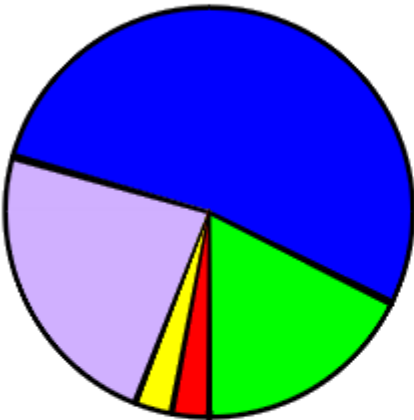


TEAMWORK (continued)
Analysis per question:

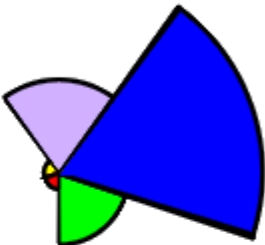
“I believe I am accepted as a part of the "team" in this organization”



Pie by width



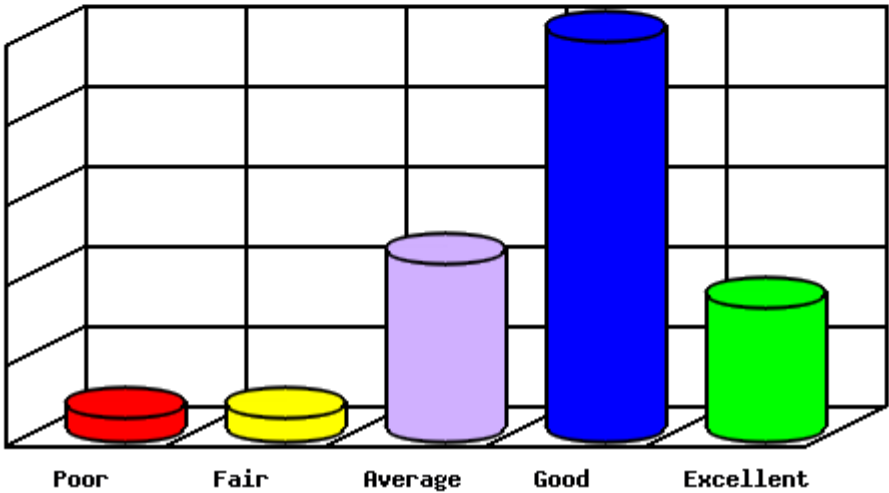
Pie by depth



Survey Results

Poor	2.94%
Fair	2.94%
Average	23.53%
Good	52.94%
Excellent	17.65%

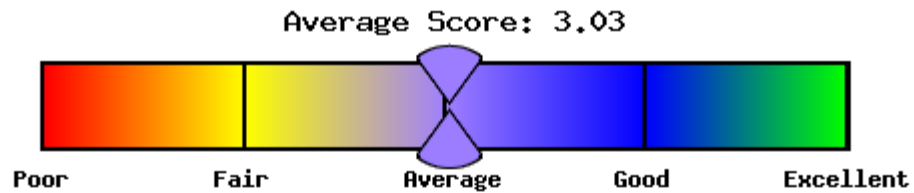
Bar comparison



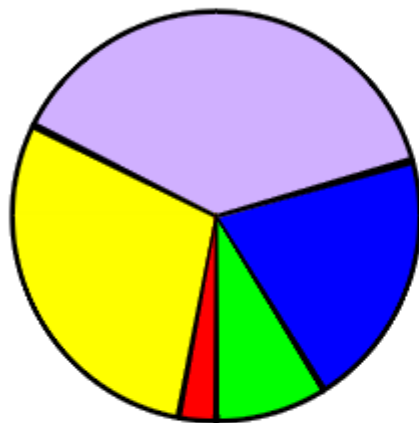
TEAMWORK (continued)

Analysis per question:

“People in our organization share a common set of moral principles”



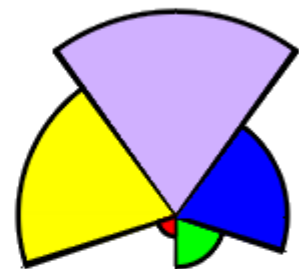
Pie by width



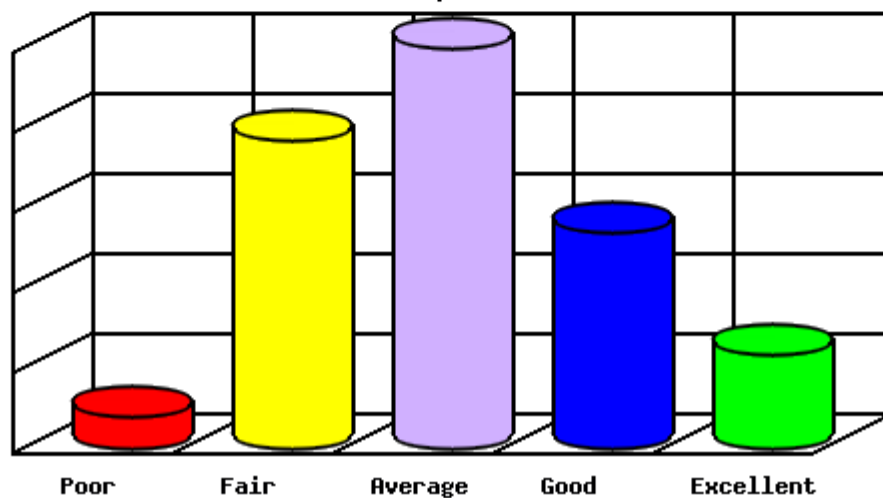
Survey Results

Poor	2.94%
Fair	29.41%
Average	38.24%
Good	20.59%
Excellent	8.82%

Pie by depth



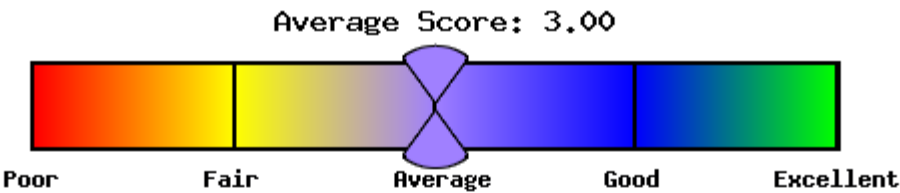
Bar comparison



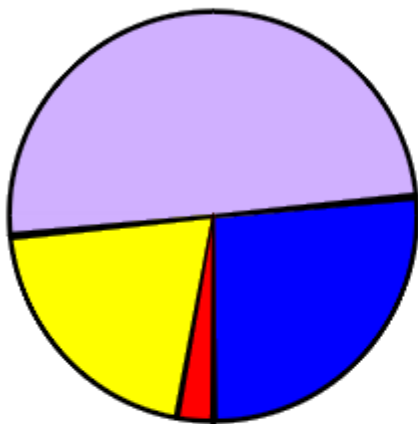
SOCIAL RESPONSIBILITY

Overall score: 3.00

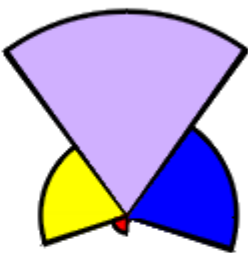
Evaluation of the organization’s social responsibility is as follows:



Pie by width



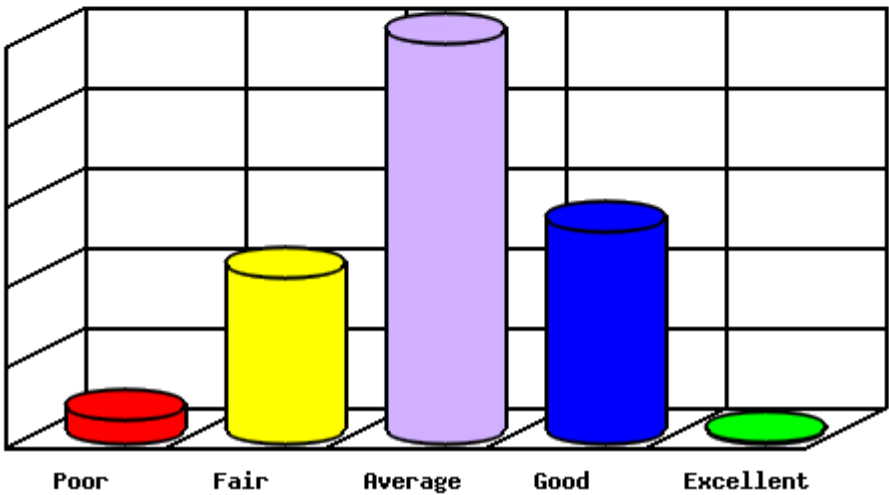
Pie by depth



Survey Results

Poor	2.94%
Fair	20.60%
Average	50.00%
Good	26.46%
Excellent	0.00%

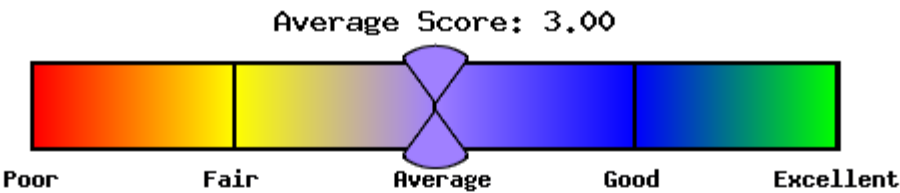
Bar comparison



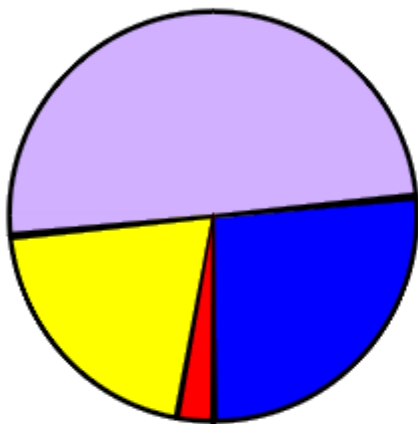
SOCIAL RESPONSIBILITY (continued)

Analysis per question:

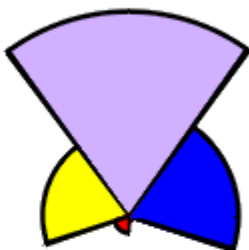
“My company does its fair share to support community projects”



Pie by width



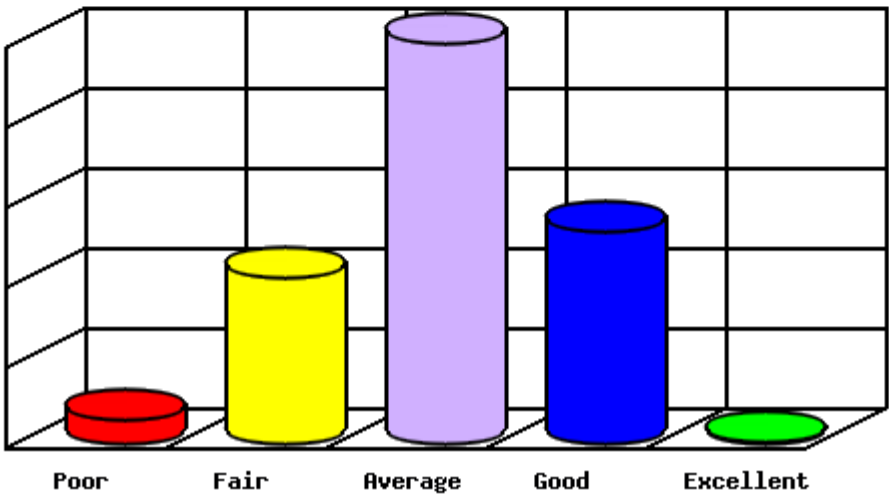
Pie by depth



Survey Results

Poor	2.94%
Fair	20.60%
Average	50.00%
Good	26.46%
Excellent	0.00%

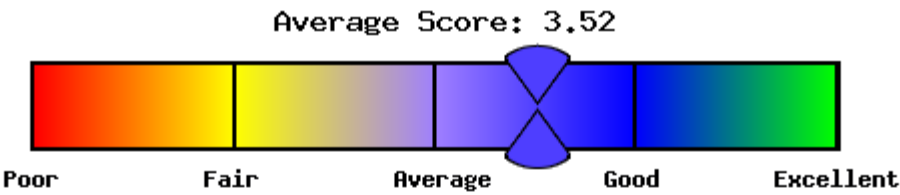
Bar comparison



ETHICS

Overall score: 3.52

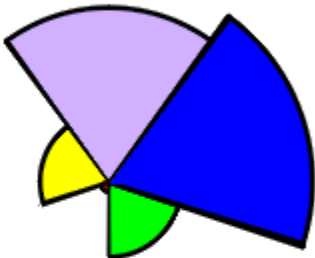
Measures of the organization’s ethics is as follows:



Pie by width



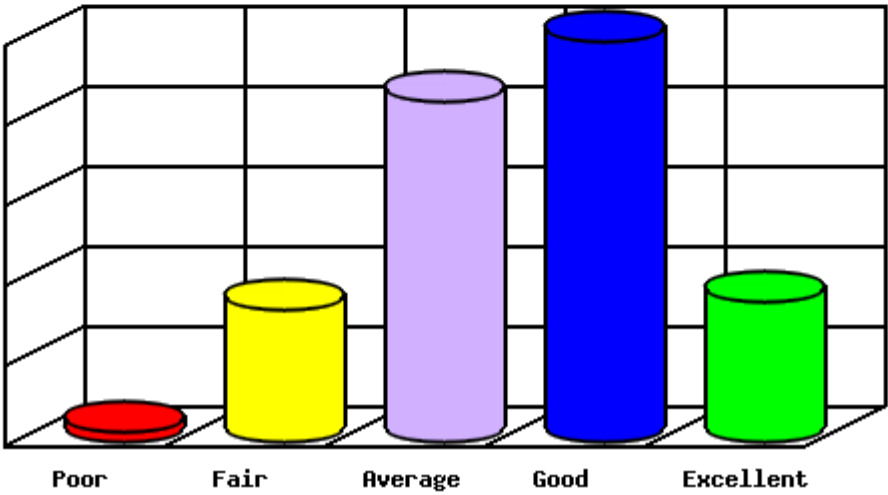
Pie by depth



Survey Results

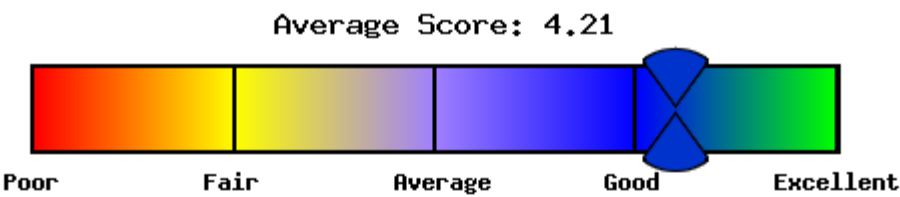
Poor	0.98%
Fair	12.75%
Average	33.33%
Good	39.22%
Excellent	13.72%

Bar comparison

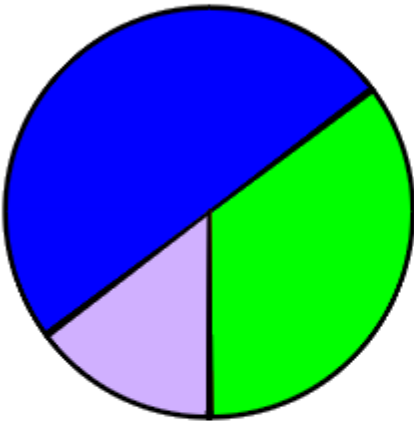


ETHICS (continued)
Analysis per question:

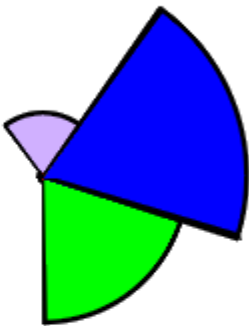
“I conform to accepted professional standards of conduct”



Pie by width



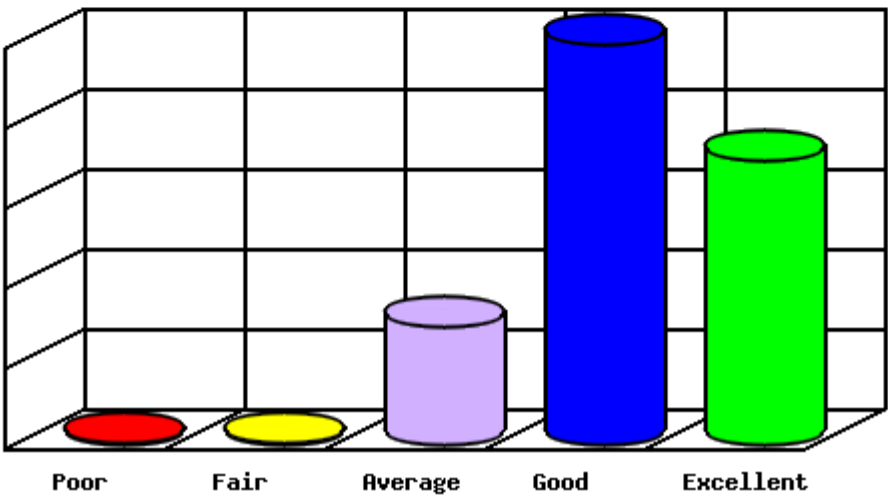
Pie by depth



Survey Results

Poor	0.00%
Fair	0.00%
Average	14.71%
Good	50.00%
Excellent	35.29%

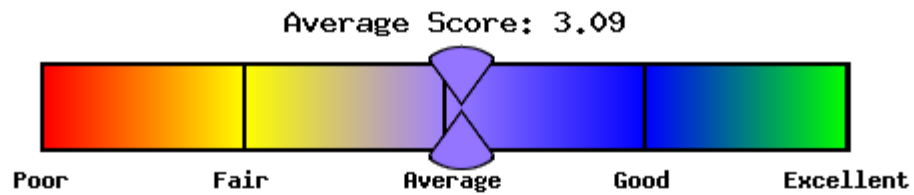
Bar comparison



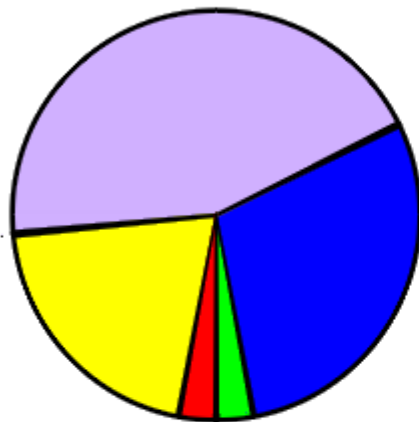
ETHICS (continued)

Analysis per question:

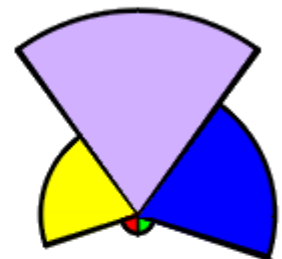
“We conform to accepted professional standards of conduct”



Pie by width



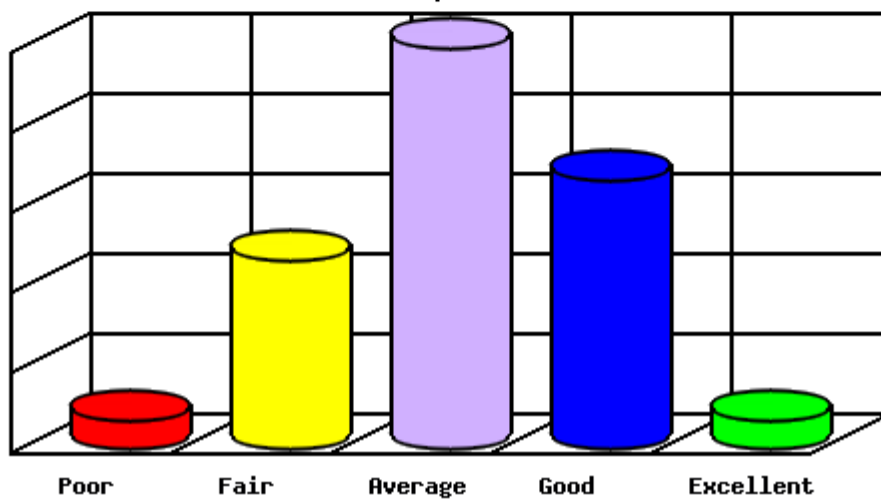
Pie by depth



Survey Results

Poor	2.94%
Fair	20.59%
Average	44.12%
Good	29.41%
Excellent	2.94%

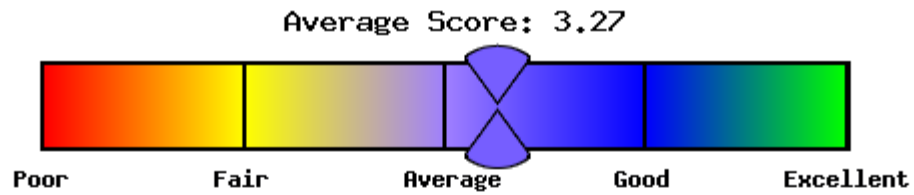
Bar comparison



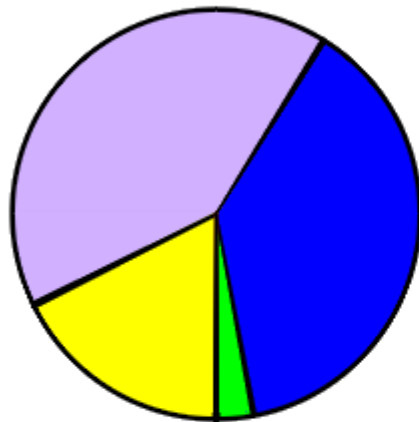
ETHICS (continued)

Analysis per question:

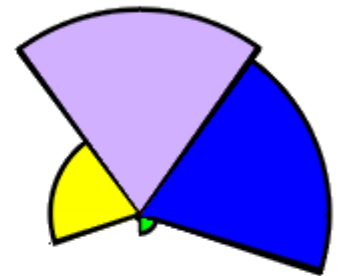
“People in this organization share a common set of moral principles”



Pie by width



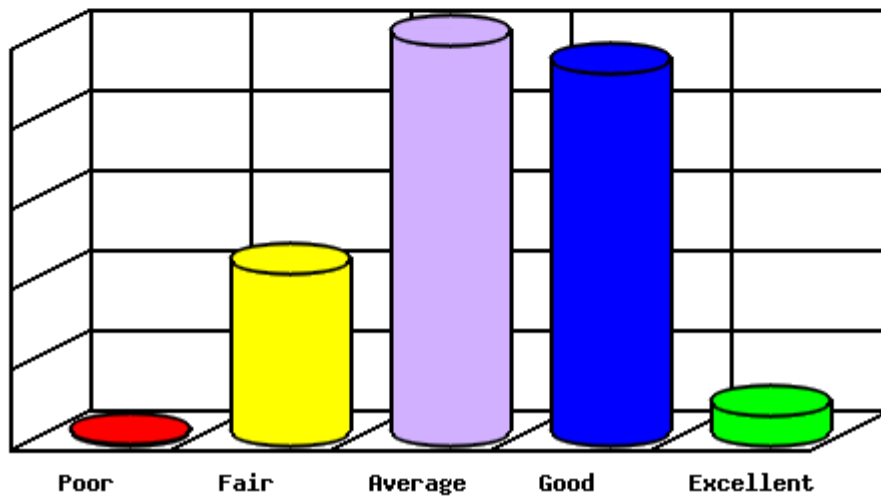
Pie by depth



Survey Results

Poor	0.00%
Fair	17.65%
Average	41.18%
Good	38.23%
Excellent	2.94%

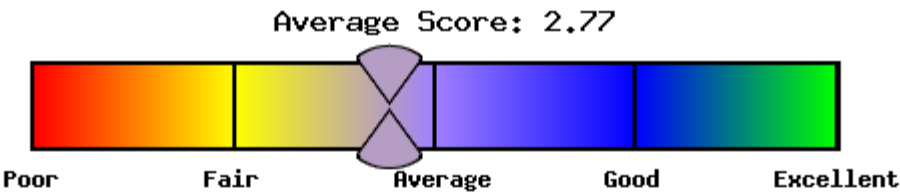
Bar comparison



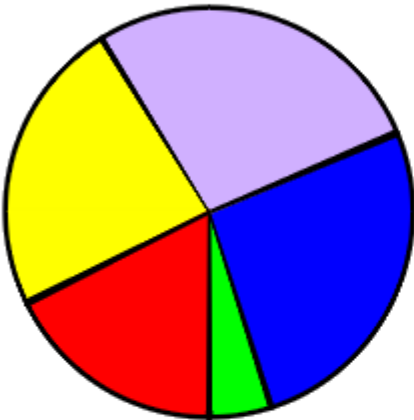
LEADERSHIP

Overall score: 2.77

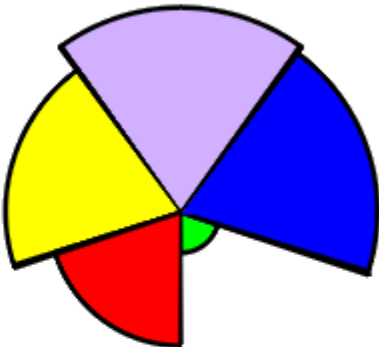
The evaluation of the organization's leadership shows the following Results:



Pie by width

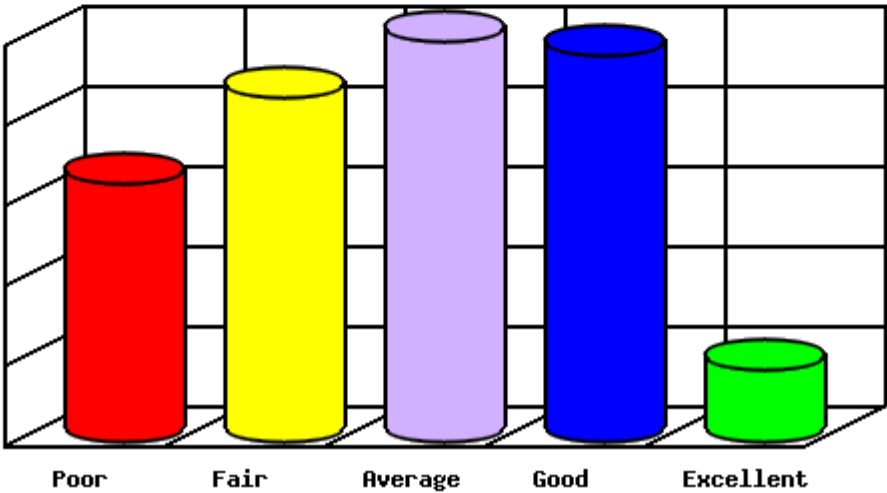


Pie by depth



Survey Results	
Poor	17.65%
Fair	23.53%
Average	27.45%
Good	26.47%
Excellent	4.90%

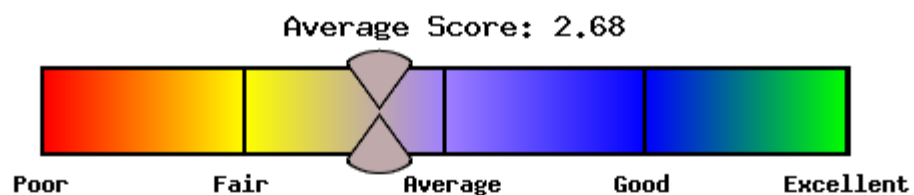
Bar comparison



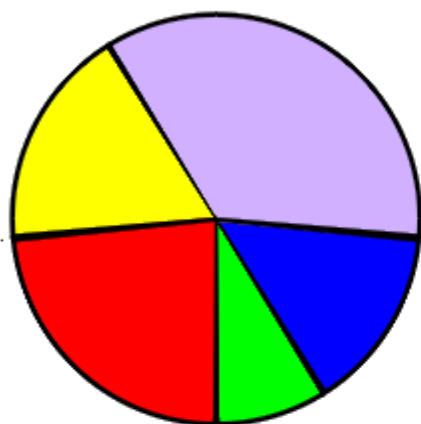
LEADERSHIP (continued)

Analysis per question:

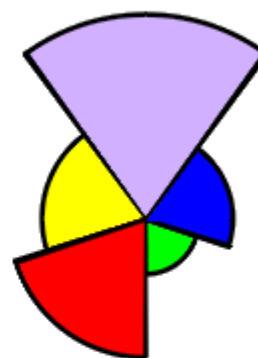
“I have clearly defined job description and duties”



Pie by width



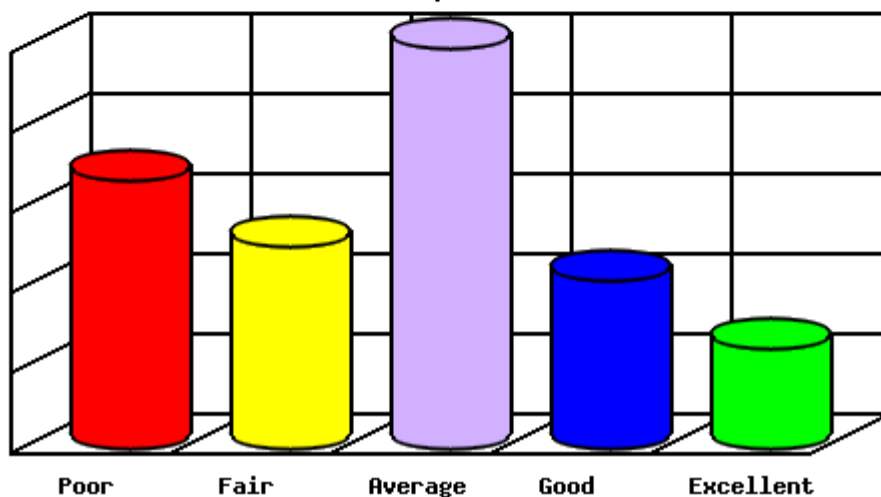
Pie by depth



Survey Results

Poor	23.53%
Fair	17.65%
Average	35.29%
Good	14.71%
Excellent	8.82%

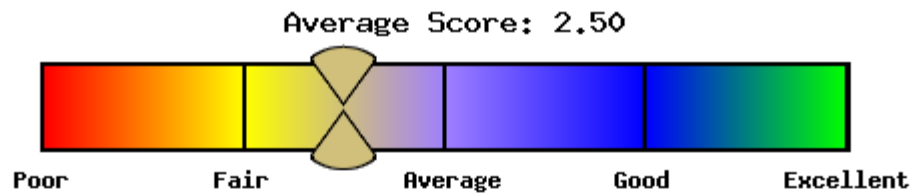
Bar comparison



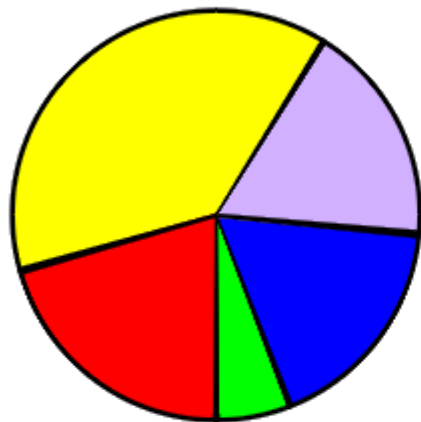
LEADERSHIP (continued)

Analysis per question:

“I have sufficient top-management support for planning”



Pie by width



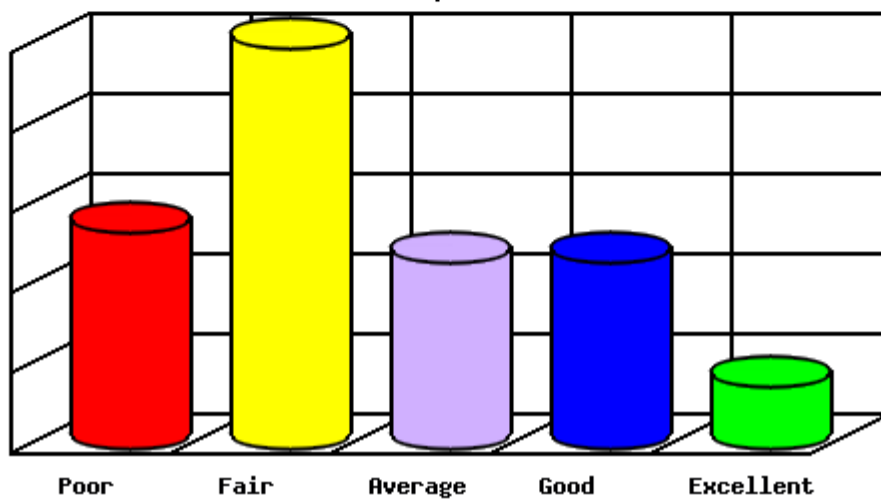
Pie by depth



Survey Results

Poor	20.59%
Fair	38.24%
Average	17.65%
Good	17.65%
Excellent	5.87%

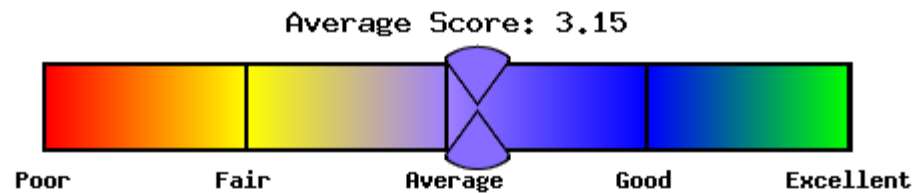
Bar comparison



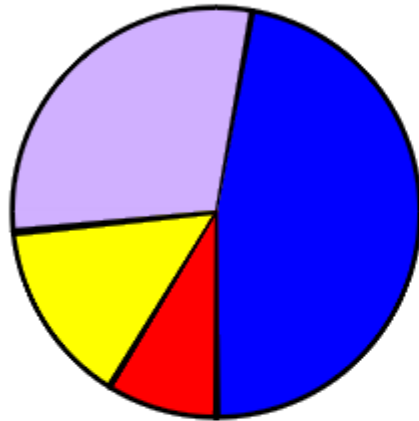
LEADERSHIP (continued)

Analysis per question:

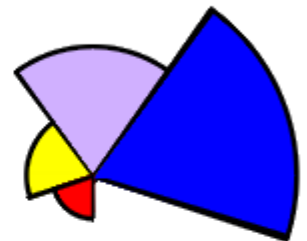
“People in this organization have the opportunity to be involved in the decision-making process”



Pie by width



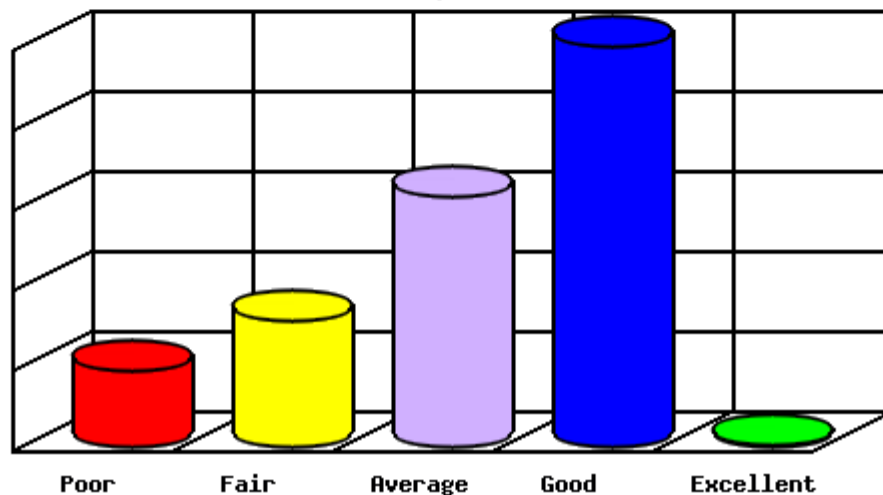
Pie by depth



Survey Results

Poor	8.82%
Fair	14.71%
Average	29.41%
Good	47.06%
Excellent	0.00%

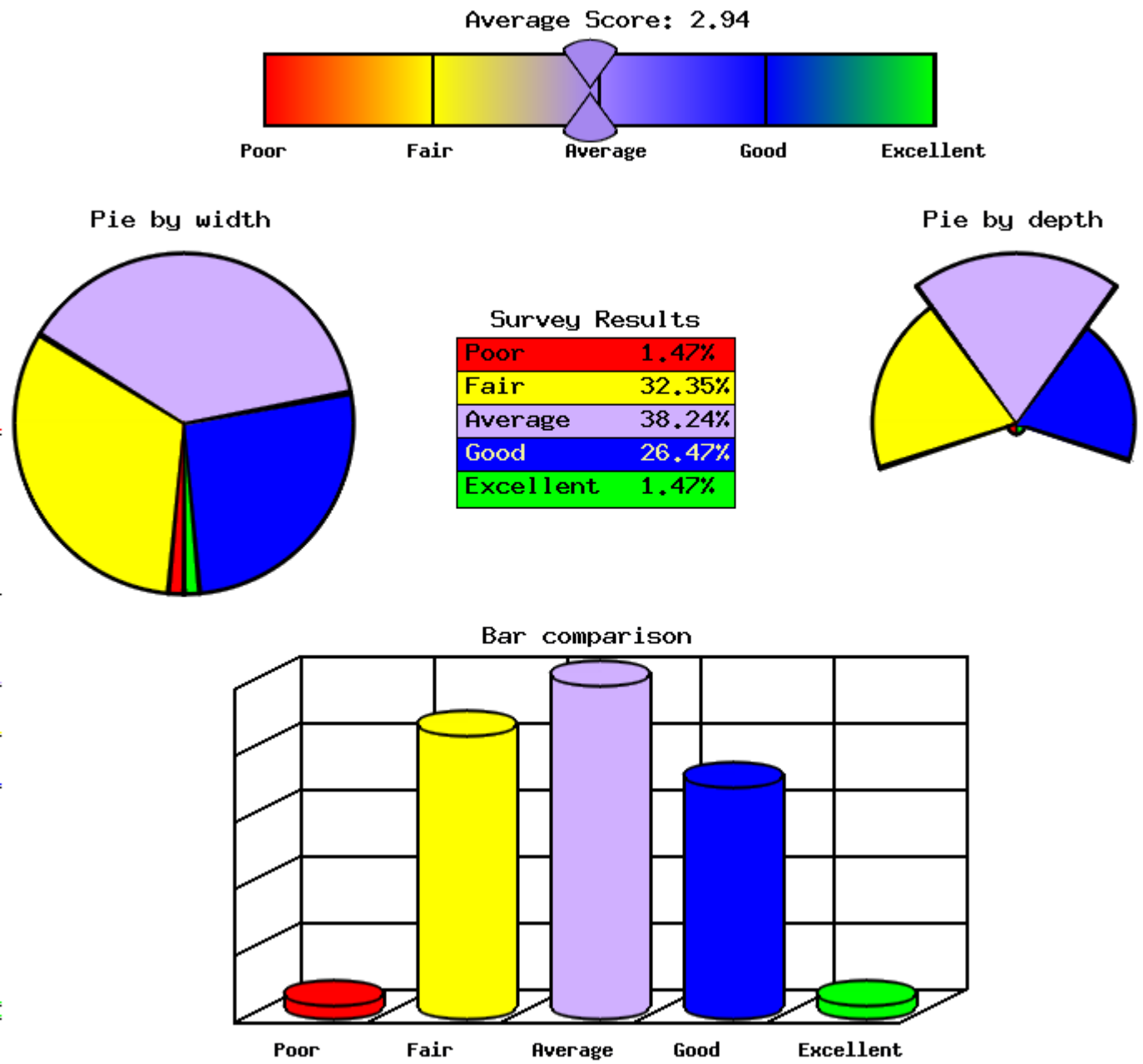
Bar comparison



INTERACTION WITH GOVERNMENT, SUPPLIERS, CUSTOMERS, ETC.

Overall score: 2.94

The interaction measures show the following results:

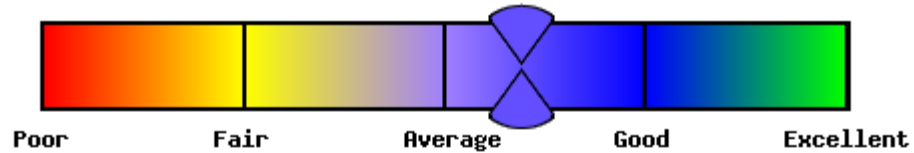


INTERACTION WITH GOVERNMENT, SUPPLIERS, CUSTOMERS, ETC. (continued)

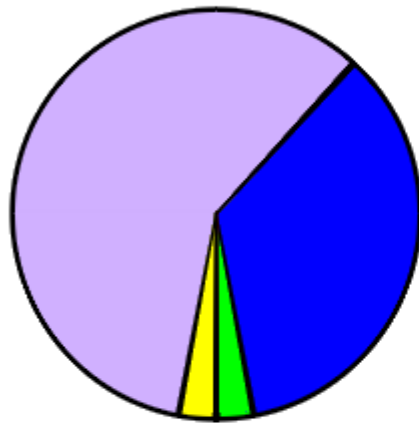
Analysis per question:

“Rate the opinion of city, state, and federal government officials regarding the organization”

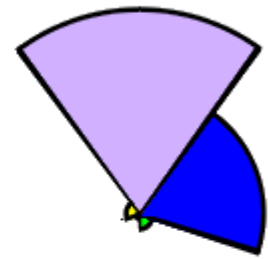
Average Score: 3.38



Pie by width



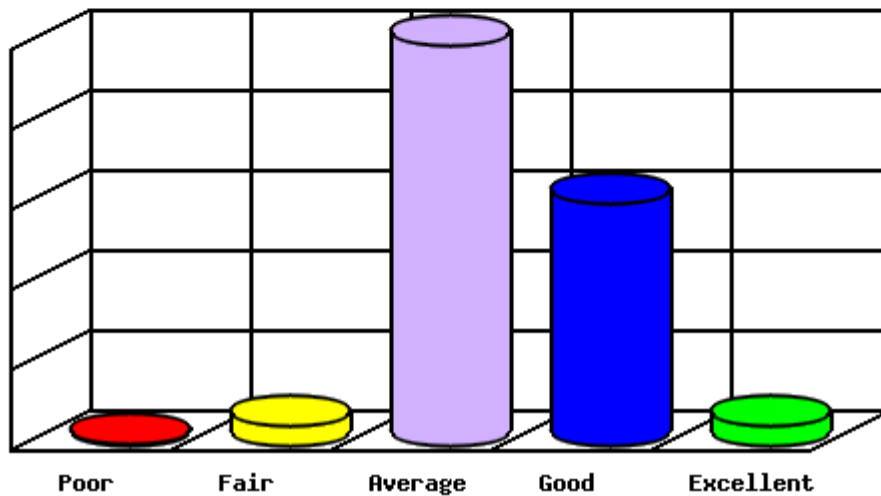
Pie by depth



Survey Results

Poor	0.00%
Fair	2.94%
Average	58.82%
Good	35.30%
Excellent	2.94%

Bar comparison

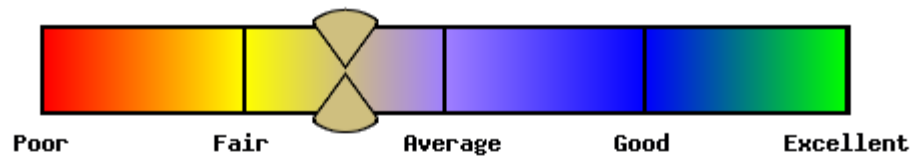


INTERACTION WITH GOVERNMENT, SUPPLIERS, CUSTOMERS, ETC. (continued)

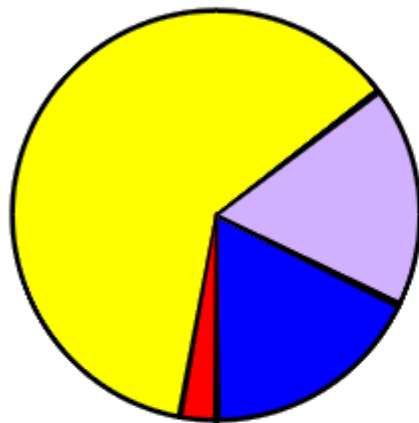
Analysis per question:

“Rate the opinion of suppliers regarding the organization”

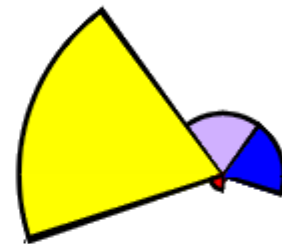
Average Score: 2.51



Pie by width



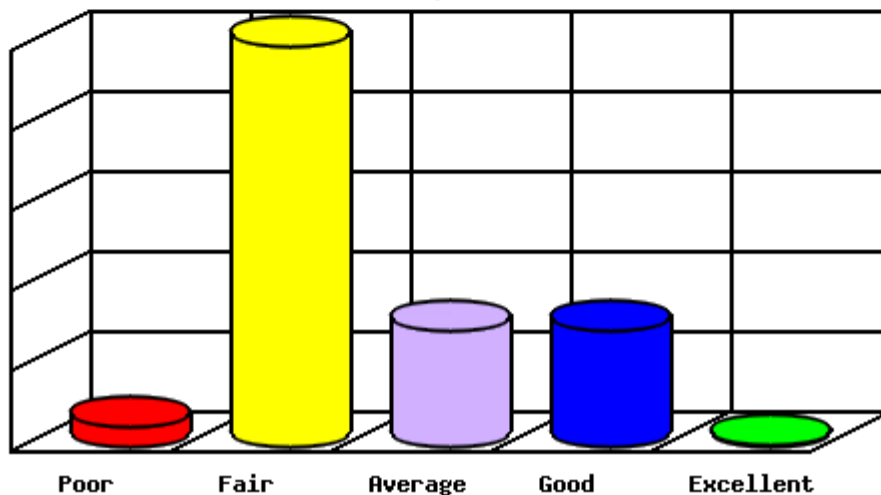
Pie by depth



Survey Results

Poor	2.94%
Fair	61.76%
Average	17.65%
Good	17.65%
Excellent	0.00%

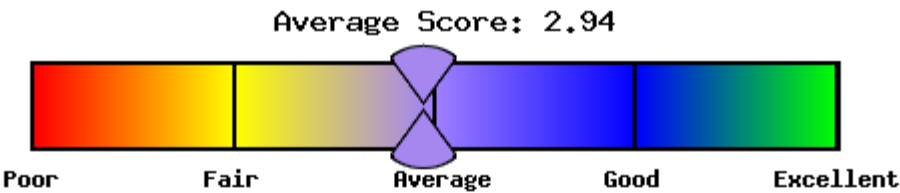
Bar comparison



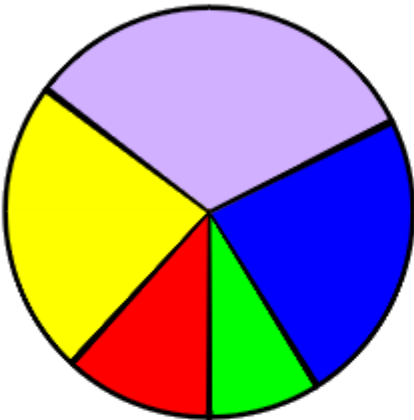
EMPLOYEE BENEFITS

Overall score: 2.94

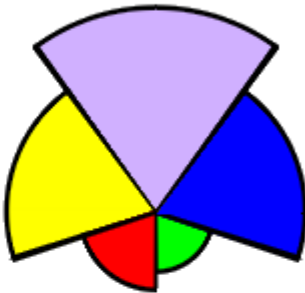
Employee benefits are evaluated as follows:



Pie by width



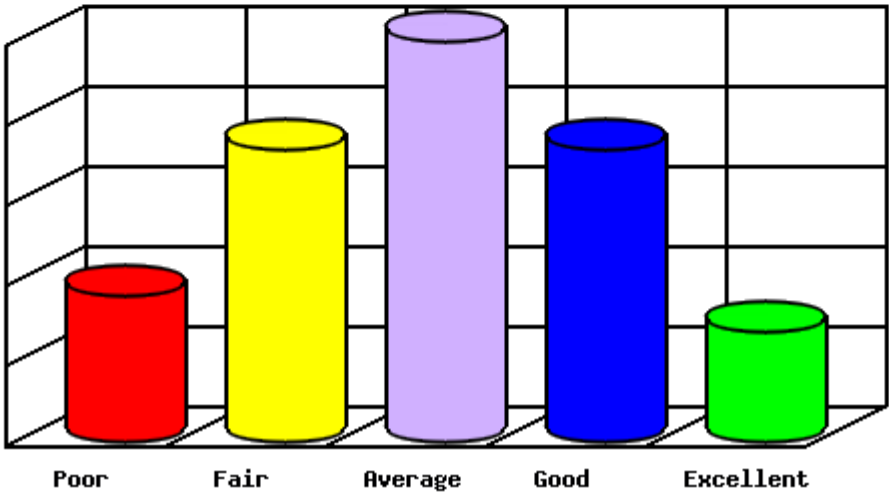
Pie by depth



Survey Results

Poor	11.76%
Fair	23.53%
Average	32.35%
Good	23.53%
Excellent	8.83%

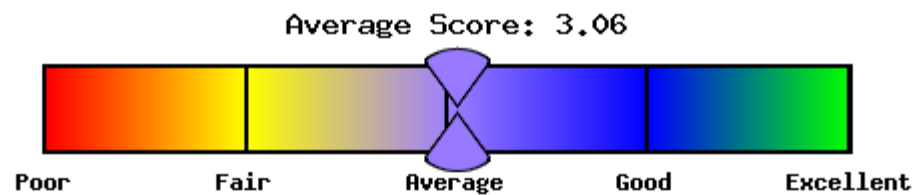
Bar comparison



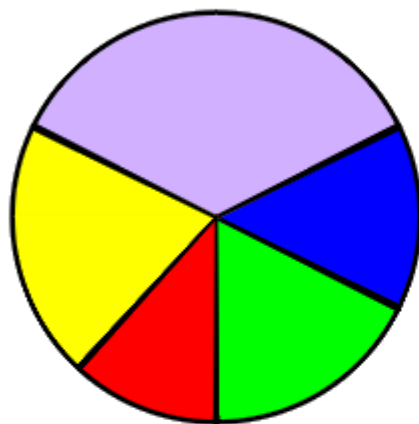
EMPLOYEE BENEFITS (continued)

Analysis per question:

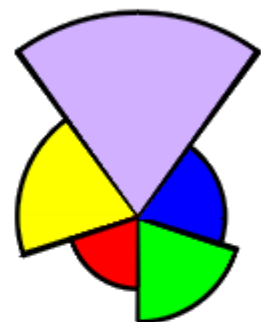
“My fringe benefits are good”



Pie by width



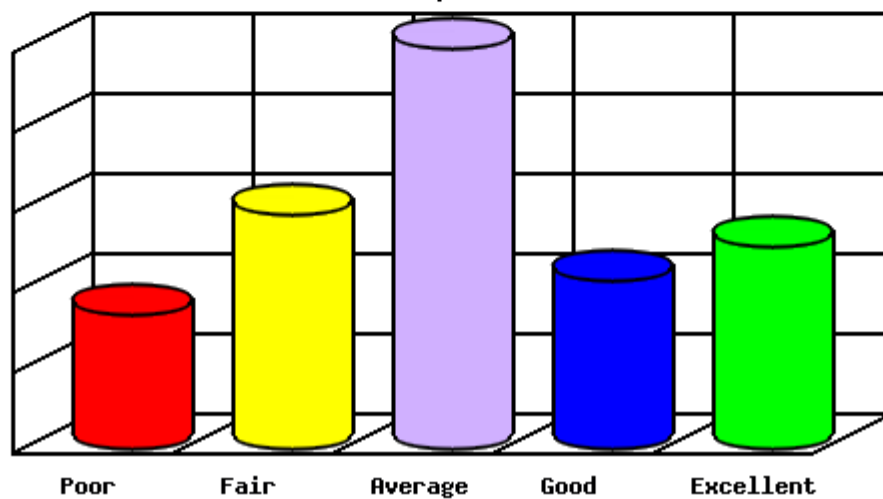
Pie by depth



Survey Results

Poor	11.76%
Fair	20.59%
Average	35.29%
Good	14.71%
Excellent	17.65%

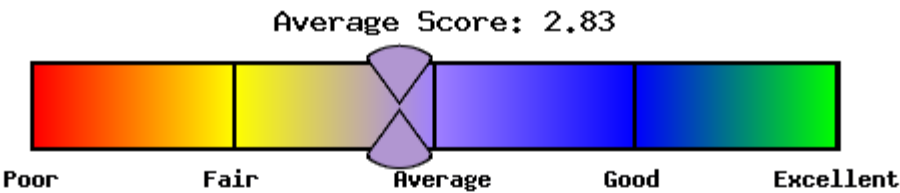
Bar comparison



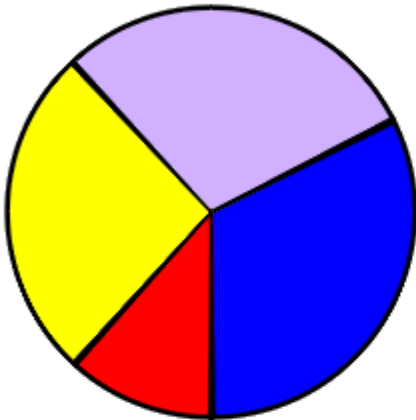
EMPLOYEE BENEFITS (continued)

Analysis per question:

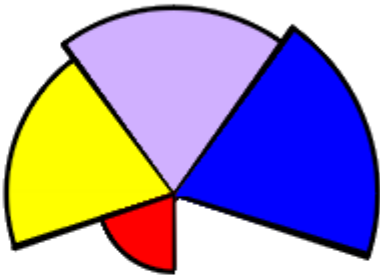
“Our fringe benefits are good”



Pie by width



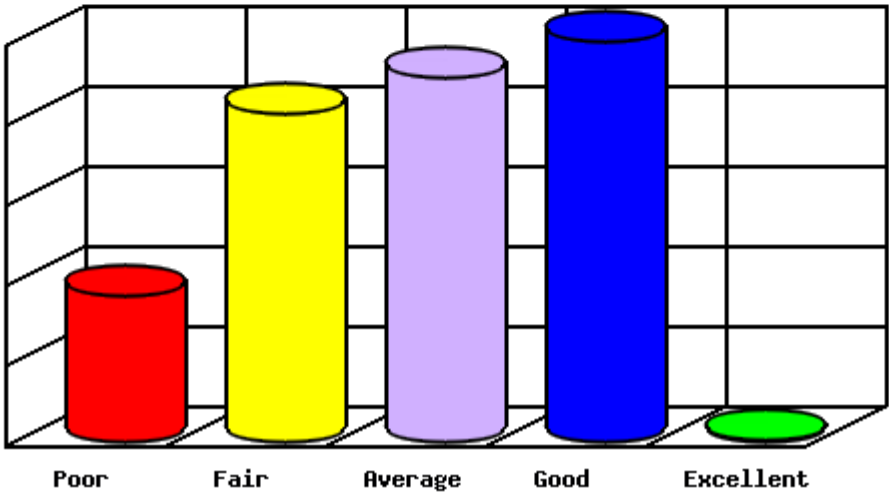
Pie by depth



Survey Results

Poor	11.76%
Fair	26.47%
Average	29.42%
Good	32.35%
Excellent	0.00%

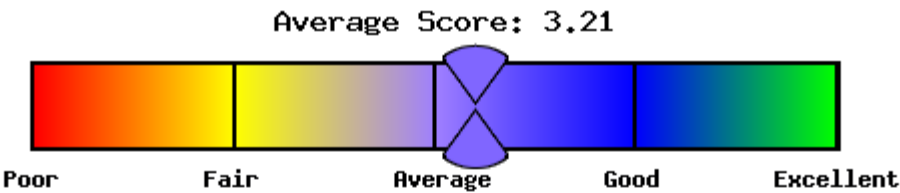
Bar comparison



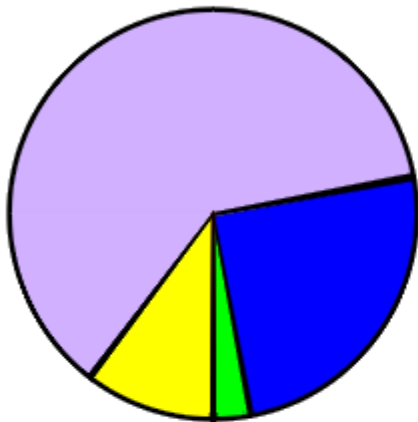
PERCEPTION BY COMMUNITY

Overall score: 3.21

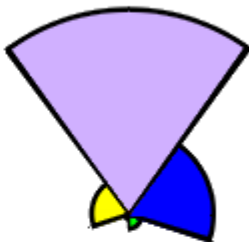
The organizations image in the community is measured as follows:



Pie by width



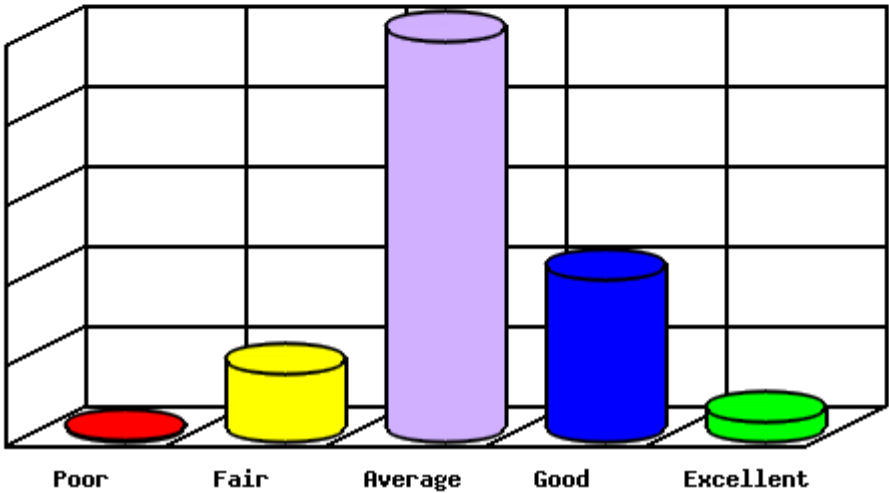
Pie by depth



Survey Results

Poor	0.00%
Fair	10.29%
Average	61.76%
Good	25.00%
Excellent	2.95%

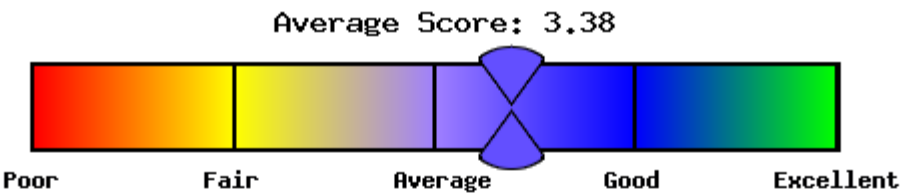
Bar comparison



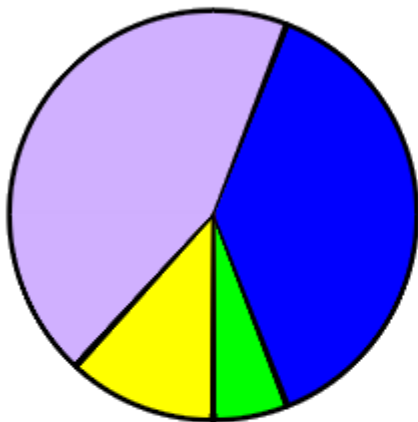
PERCEPTION BY COMMUNITY (continued)

Analysis per question:

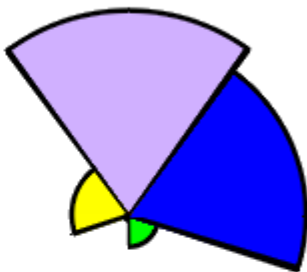
“Rate the opinion of friends and neighbors regarding the organization”



Pie by width



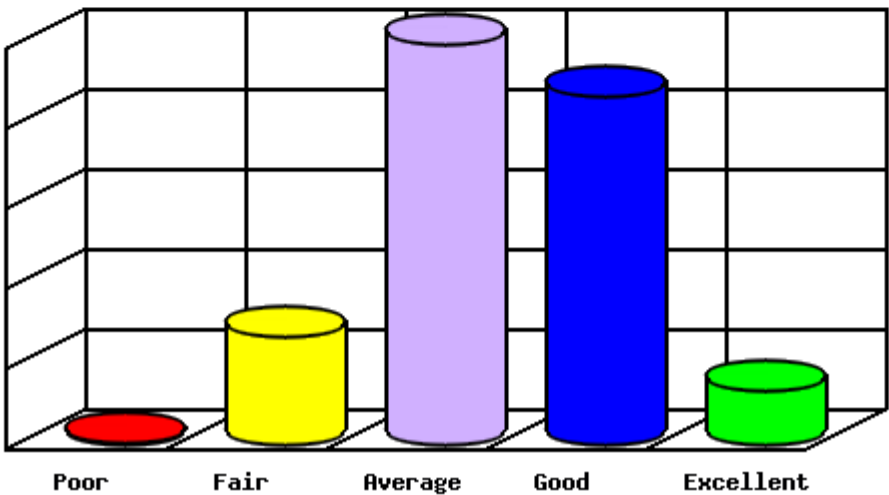
Pie by depth



Survey Results

Poor	0.00%
Fair	11.76%
Average	44.12%
Good	38.24%
Excellent	5.88%

Bar comparison

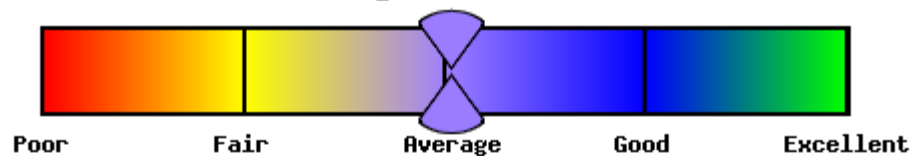


PERCEPTION BY COMMUNITY (continued)

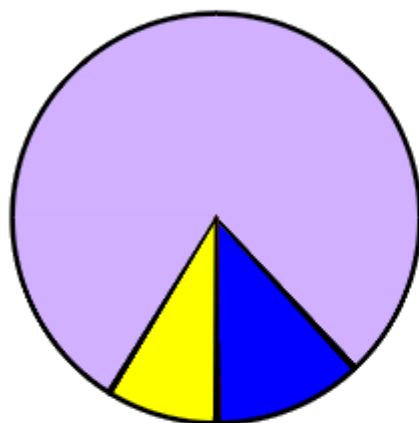
Analysis per question:

“Rate the opinion of the press regarding the organization”

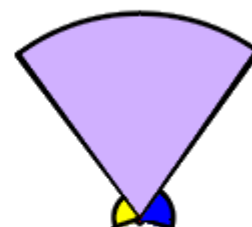
Average Score: 3.04



Pie by width



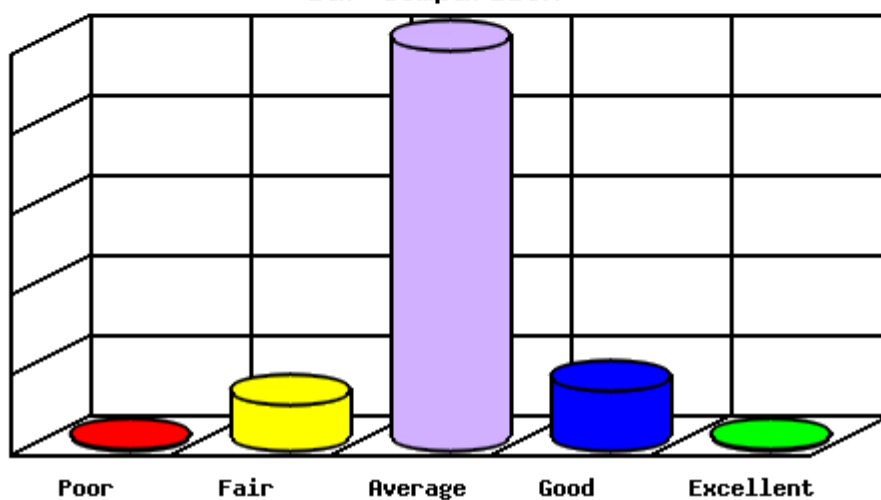
Pie by depth



Survey Results

Poor	0.00%
Fair	8.83%
Average	79.41%
Good	11.76%
Excellent	0.00%

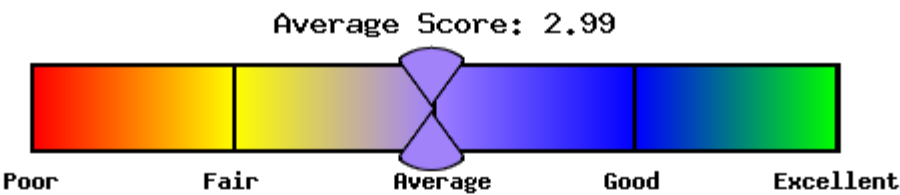
Bar comparison



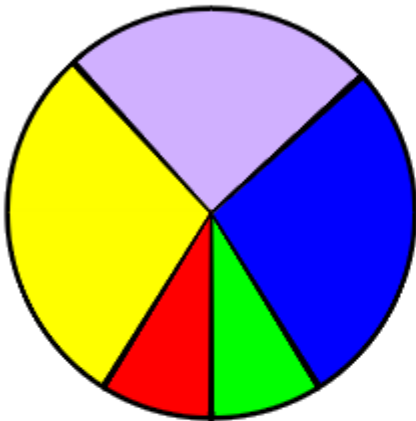
WORK ENVIRONMENT

Overall score: 2.99

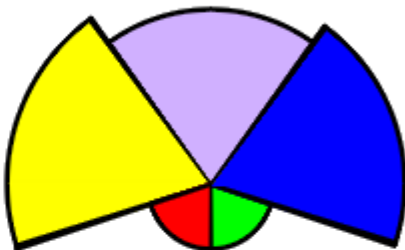
The Work environment is evaluated as follows:



Pie by width



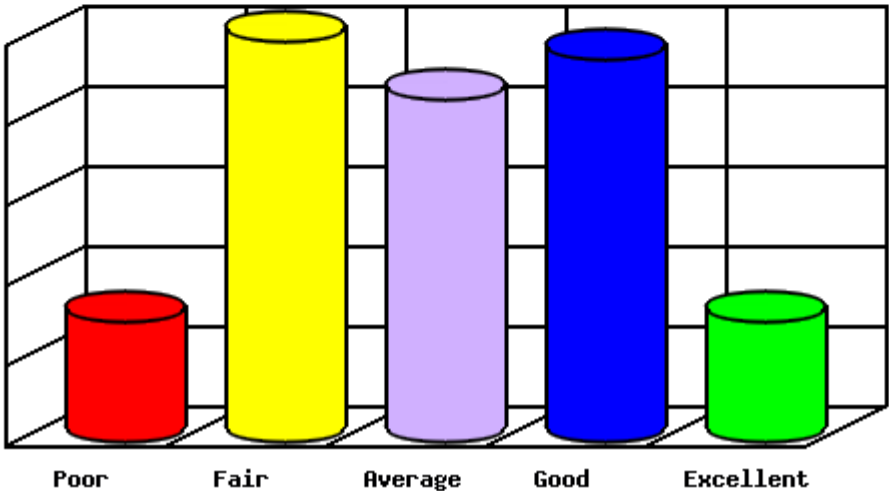
Pie by depth



Survey Results

Poor	8.82%
Fair	29.41%
Average	25.01%
Good	27.94%
Excellent	8.82%

Bar comparison

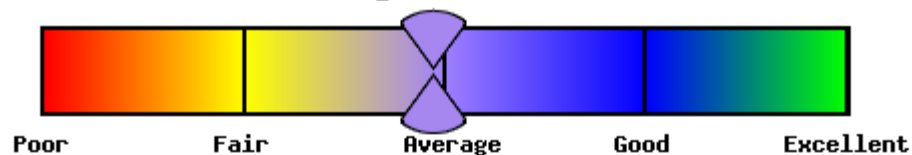


WORK ENVIRONMENT (continued)

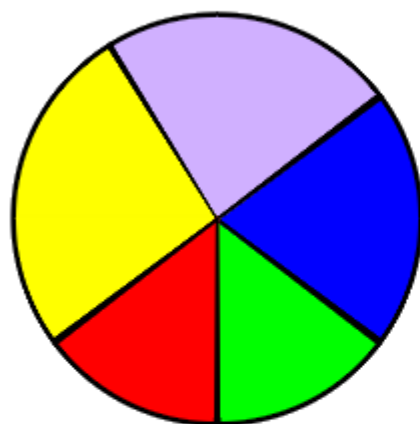
Analysis per question:

“I have sufficient resources (facilities, equipment, tools, etc.) to work with”

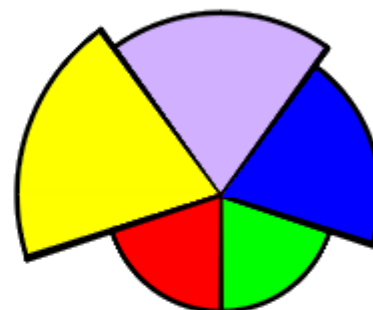
Average Score: 2.94



Pie by width



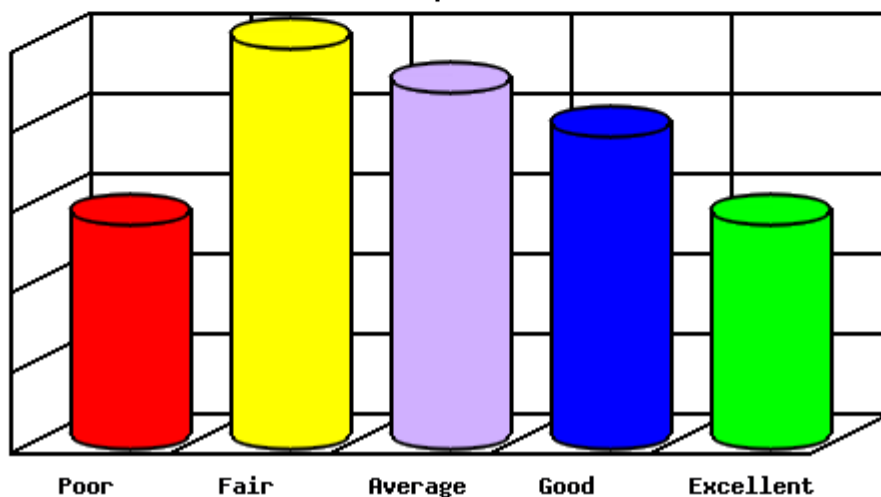
Pie by depth



Survey Results

Poor	14.71%
Fair	26.47%
Average	23.52%
Good	20.59%
Excellent	14.71%

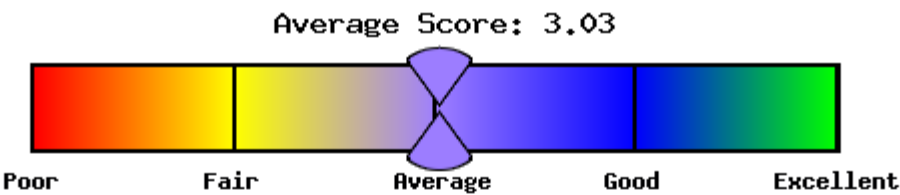
Bar comparison



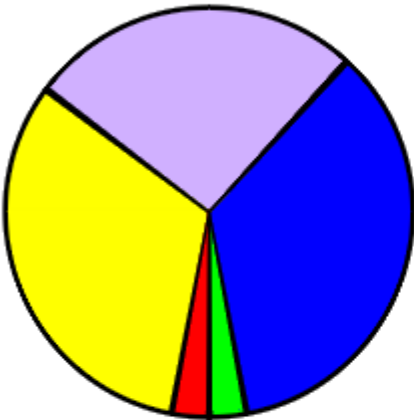
WORK ENVIRONMENT (continued)

Analysis per question:

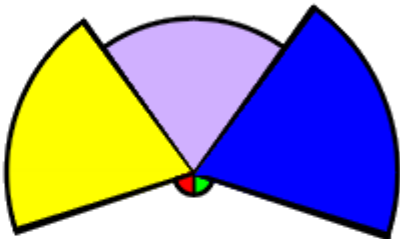
“Rate the work environment in the organization”



Pie by width



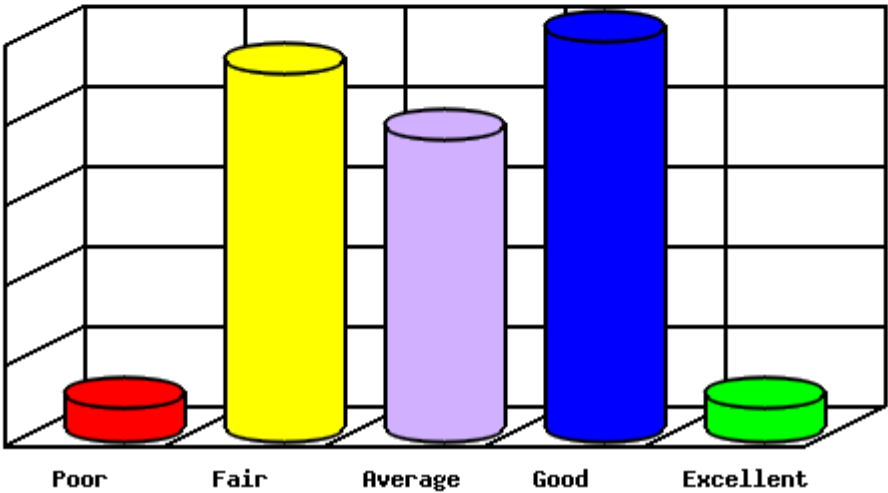
Pie by depth



Survey Results

Poor	2.94%
Fair	32.35%
Average	26.48%
Good	35.29%
Excellent	2.94%

Bar comparison



Conclusions

The Corporate Culture Index results in a total score ranging from 1 to 100, with 1 being poor, 50 being average, and 100 being perfect. This organization's total score was **60.61**.

Of the 20 categories being measured for the CI, **Freedom/Supervision, Importance of People, Ethics, Values, and Perception by the Community** received the highest rating. The lowest ratings were in the areas of **Leadership, Planning Effectiveness, Job Satisfaction, Planning, and Morale/Motivation**. (See Exhibit B.)

The following shows the percentage of respondents that scored the organization's strongest areas as Good or Excellent:

Ethics:	52.94%
Freedom/Supervision	65.20%
Importance of People	60.59%
Values	59.56%
Perception by the Community	27.94%

The following shows the percentage of respondents that scored the organization's weakest areas as Poor or Fair:

Planning	47.06%
Planning Effectiveness	40.19%
Morale/Motivation	75.00%
Leadership	41.18%
Goals	39.21%

The Culture Index is a tool to evaluate how people feel about the culture and climate of the organization. Your culture score is intended to both assess the health of your organization and to set stage for improvement. For example, we all have health physicals. Scores are given for body mass and weight, blood pressure, cholesterol, triglycerides, blood sugar, etc. We then develop goals and strategies for improving the areas in which we have possible health problems. The book "*Strategic Planning for the New Millennium*" has an outline for overall strategic planning, including how to develop support plans and then how individuals develop overall plans. In the area of problems solving it is suggested that "action teams" be developed for the areas of concern. The teams should be a mix of individuals from different areas of the organization, and should consist of four to six persons. Their job is to study, analyze and make recommendations for improvement in the areas of concern. For example, in your organization there would be a separate team for Planning, Planning Effectiveness, Morale/Motivation, Leadership and Goals. These teams would then present the results of their findings to the entire management team for discussion. From that, the organization can enact an aggressive course of action to correct the situation.

Companies and organizations that have used the CCI and the action team approach successfully include: Cross Manufacturing, T.D. Williamson, Corp of Engineers, St. Elizabeth Hospital, Back to the Bible Broadcast, and numerous manufacturing, health, and non-profit organizations.

If you have questions, contact R. Henry Migliore at hmigliore@aol.com