

EMPLOYEE SURVEY ISSUE

Employee survey results helpful, Hurtt

"The results of the employee survey will help us plan improvements that will make this an even better place to work and an even better place for our customers to do business," said C. B. Hurtt, Denver Aerospace president.

"While the results were generally favorable," Hurtt said, "we do have some areas that need work. We will work with each organization to develop action plans."

Sixty-seven percent of Denver Aerospace employees participated in the survey. Although the response was less than expected, there are sufficient data to assess employee views.

The summary of results published in this special issue is for Denver Aerospace as a whole. Meetings are being held to discuss group results and to plan specific actions to correct problems that may exist.

"I want to thank all employees for taking the time to complete the survey," Hurtt said. "Your views are important to us. We plan to conduct a follow-up to the survey at the appropriate time to see if we have made the improvements you suggested and to make certain we are operating the way we should."

...ion is important...
 ...n. How do you rate the following...
 ... need to understand the Division's business,
 ... and policies? Mark one rating for each

The following set of statements...
 process. Tell how satisfied you are with each of the following
 by marking one rating for each statement:

6. DO NOT KNOW

5. VERY POOR

4. POOR

3. SO-SO

2. GOOD

1. VERY GOOD

5. VERY DISSATISFIED

4. DISSATISFIED

3. NEITHER SATISFIED NOR DISSATISFIED

2. SATISFIED

1. VERY SATISFIED

...ur super-
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 and
 1 2 3 4 5

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...l is being done by the follow-
 one rating for each row)

75. Personnel Administration 1 2 3 4 5 6

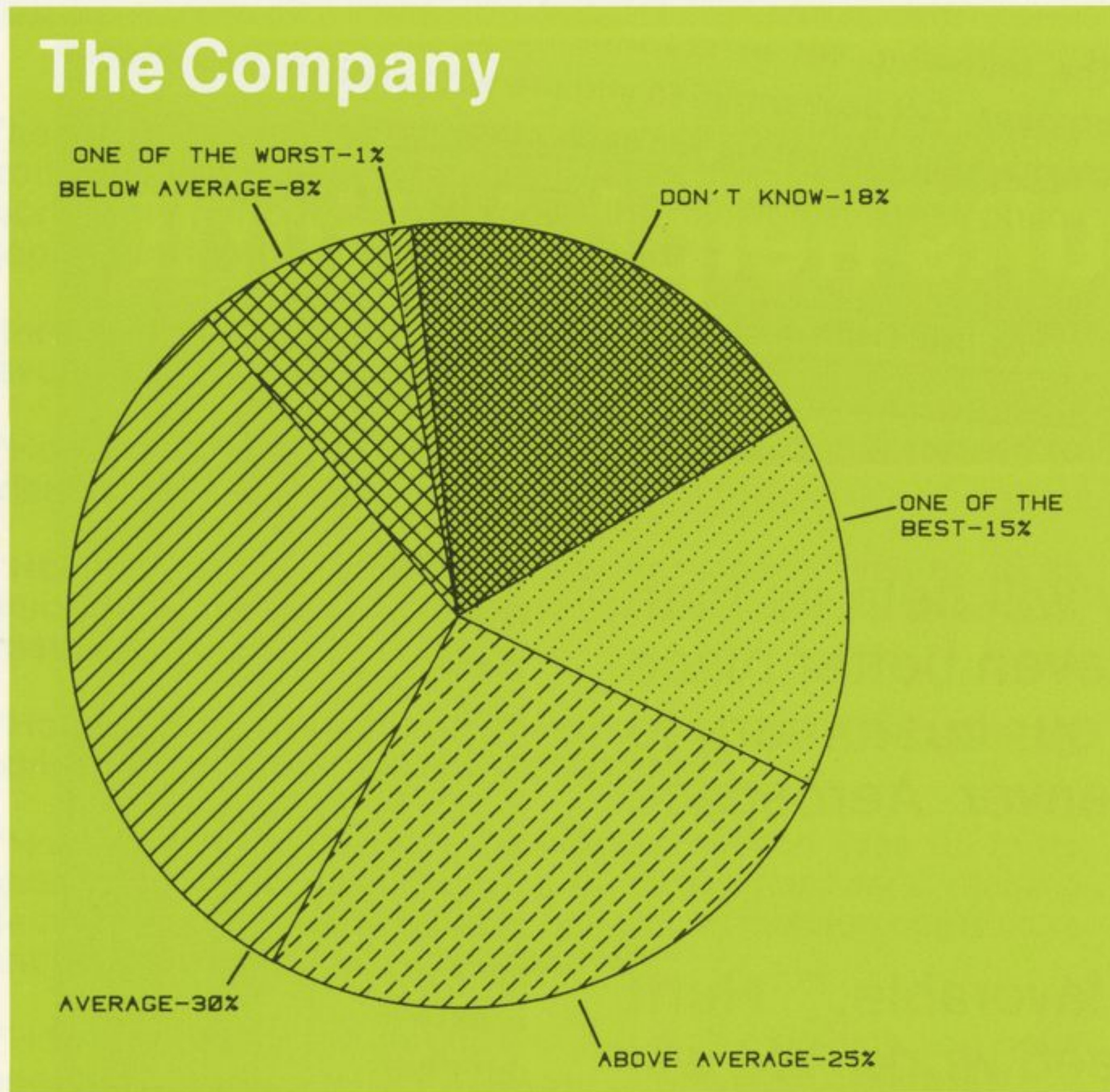
76. Maintenance Services 1 2 3 4 5 6

The survey conducted in August 1980 was completed by 7230 employees. The answers to the many questions, concerning a wide variety of subjects, provide a great deal of valuable information and a snapshot view of employee feelings about Denver Aerospace.

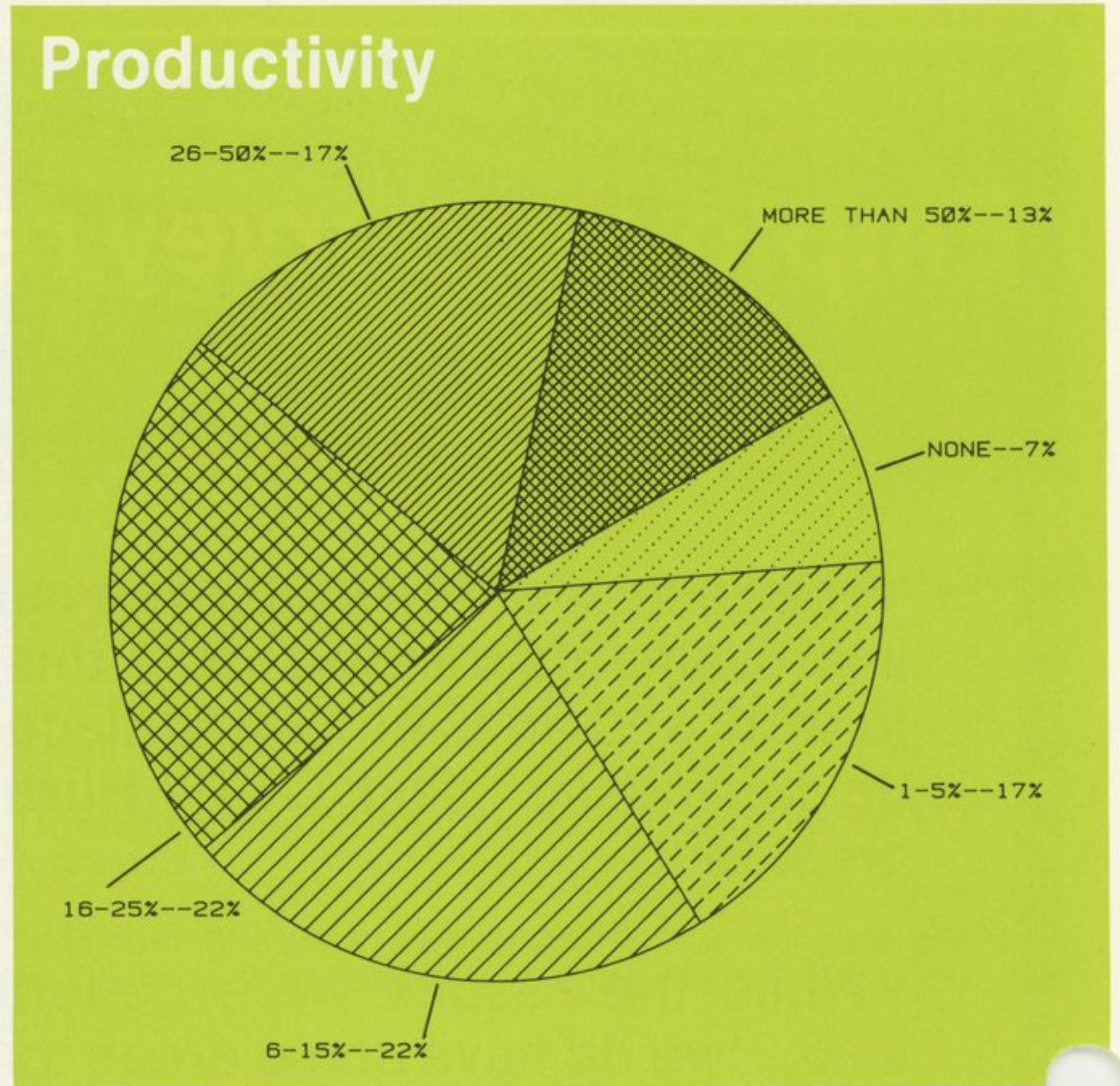
The purpose of this **Martin Marietta News** special issue is to share that view with all who participated in the survey.

As a result of the survey, there are a number of actions that can, and should, be taken. Plans are being implemented to see that improvements called for are made. Some things can be done quickly; others will take some time.

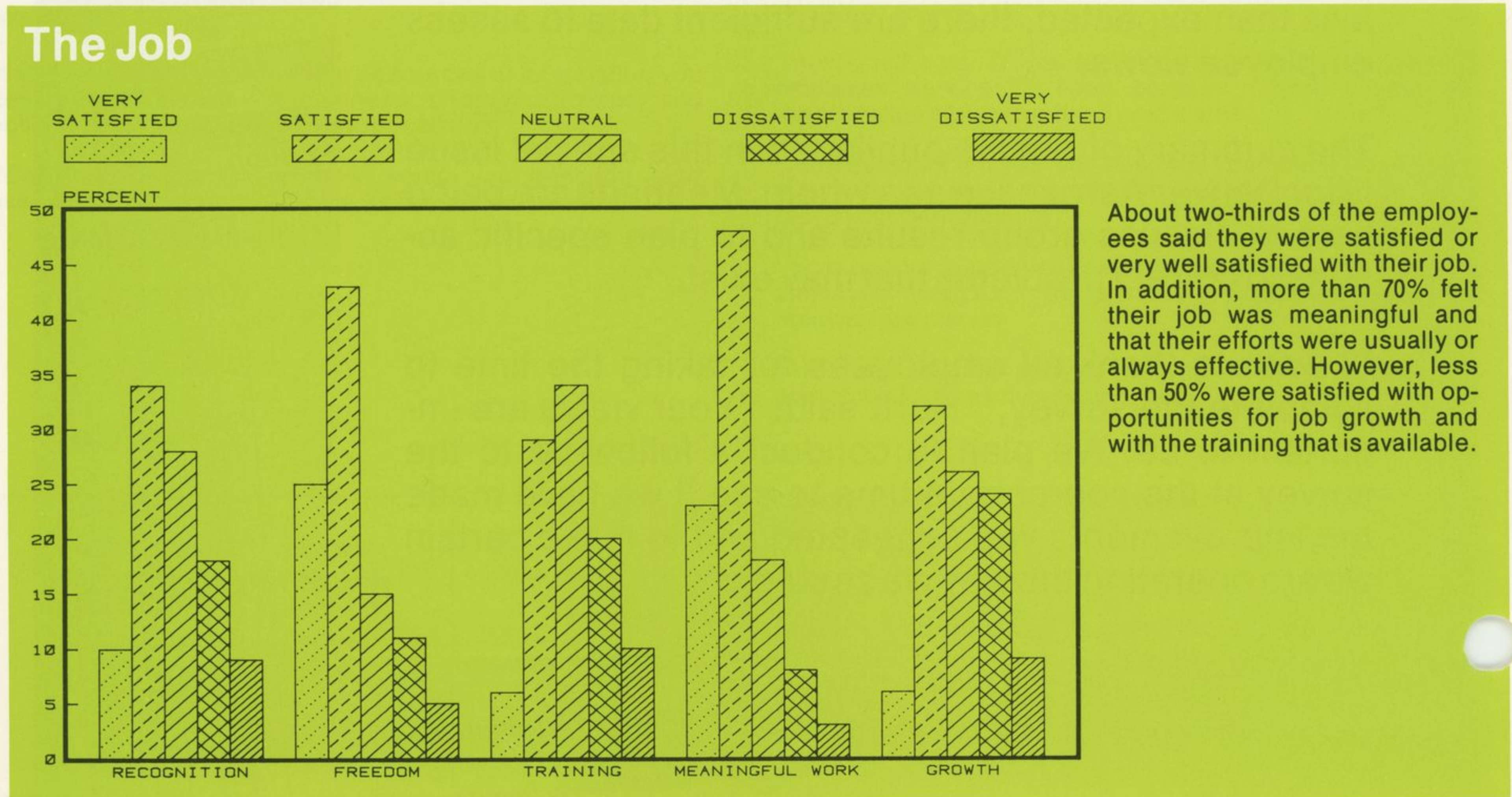
What follows is a summary of the results. The percentages of the responses and the accompanying charts do not always total 100 because of rounding and the elimination of "don't know" answers.



More than a third of employees rate Denver Aerospace as "one of the best" or an "above average" place to work compared to other aerospace companies. The same favorable comparison is made to nonaerospace companies.



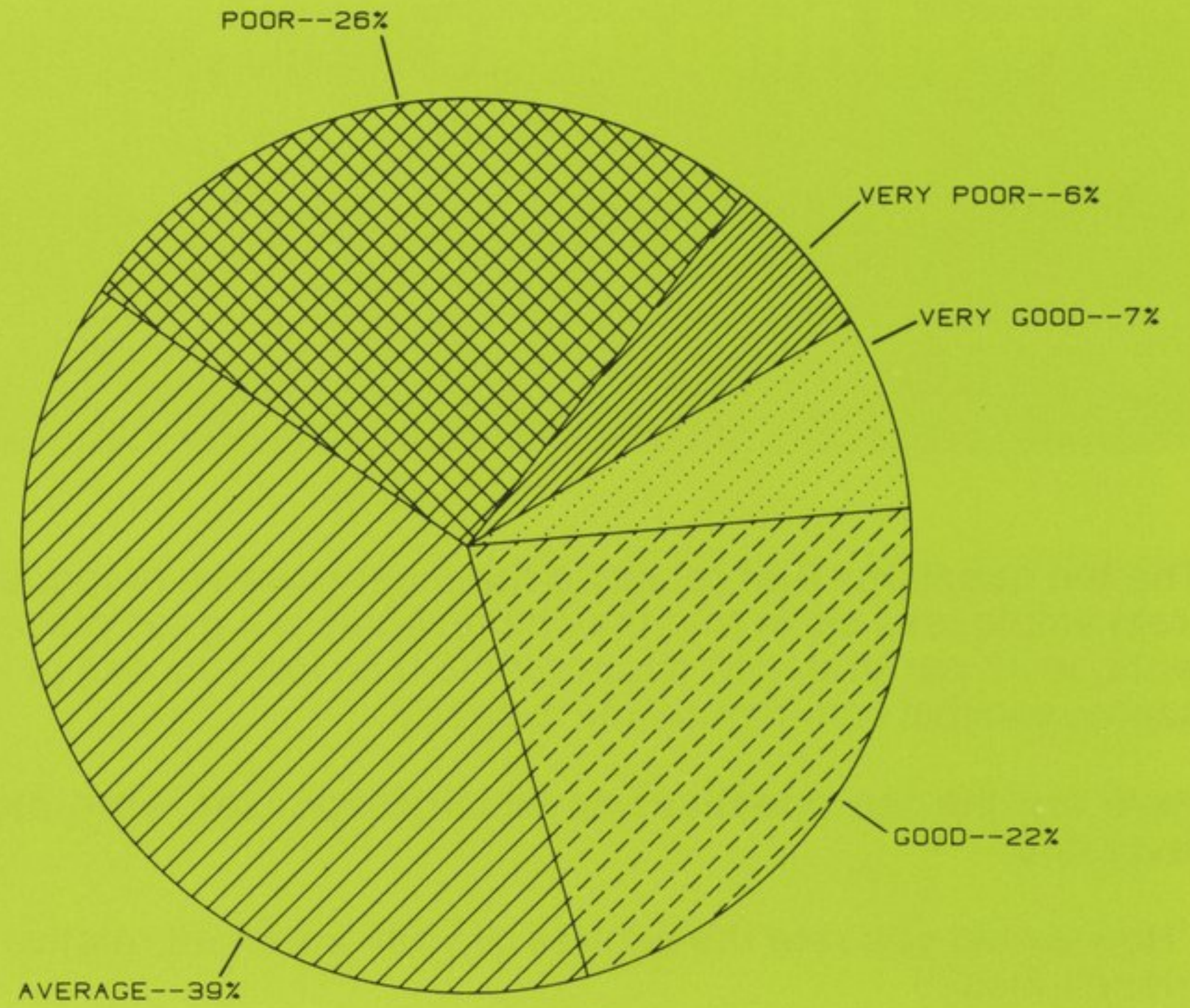
As the chart shows, more than 90% of employees believe they could increase their productivity under the right conditions.



About two-thirds of the employees said they were satisfied or very well satisfied with their job. In addition, more than 70% felt their job was meaningful and that their efforts were usually or always effective. However, less than 50% were satisfied with opportunities for job growth and with the training that is available.

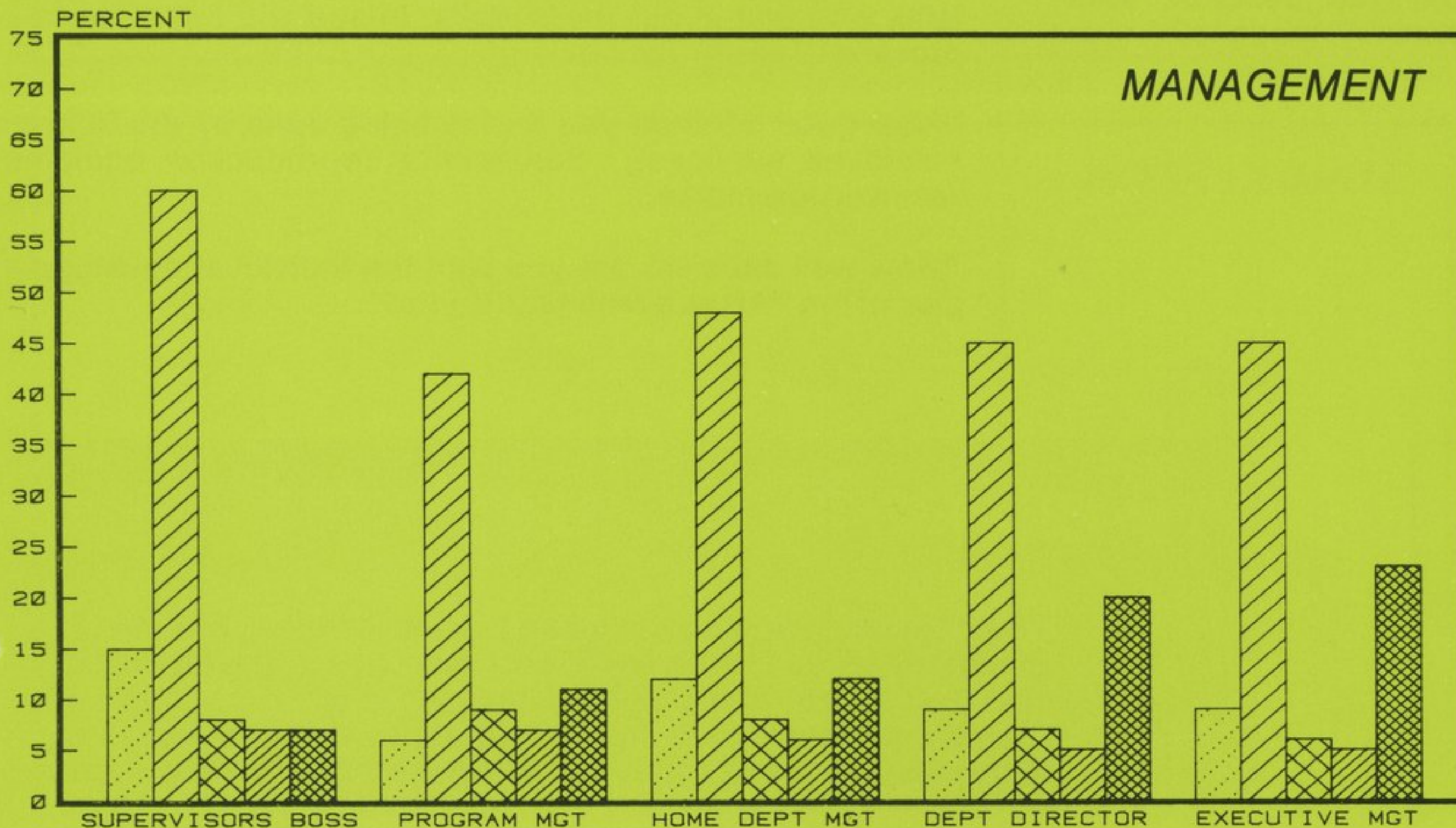
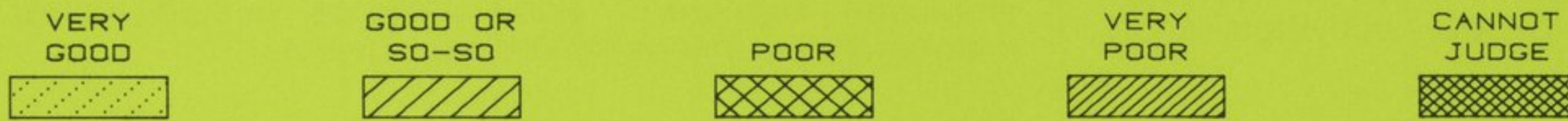
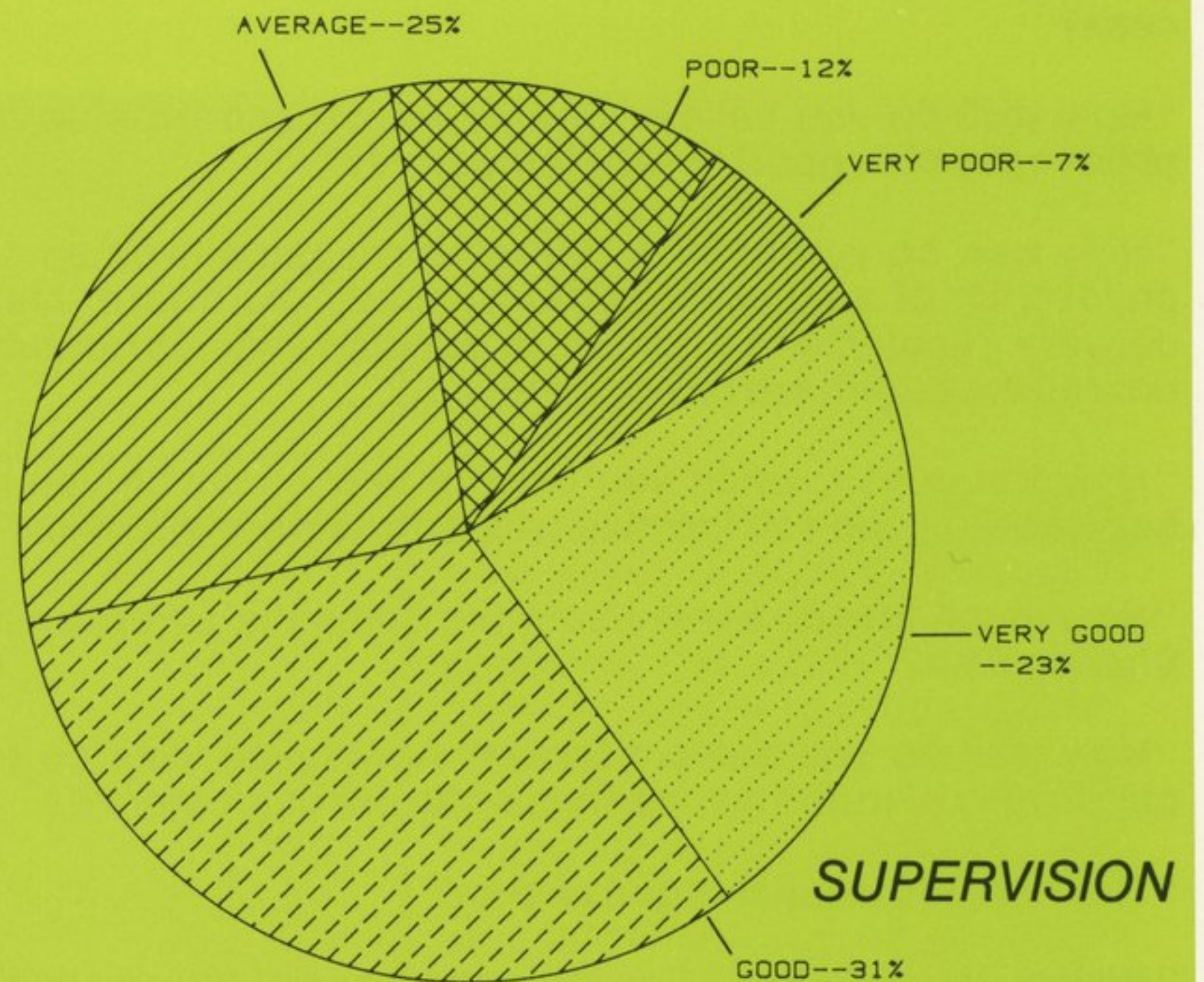
Earnings

Two-thirds of those responding felt their salary was average or better than average, but perhaps not as high as another company might pay for a similar job. When asked if they felt "the better my work, the more I will make," and, "the better my work, the greater my advancement opportunity," slightly more agreed (or strongly agreed) than disagreed (or strongly disagreed). The fact that one-third disagreed to some extent, indicates an area requiring attention.

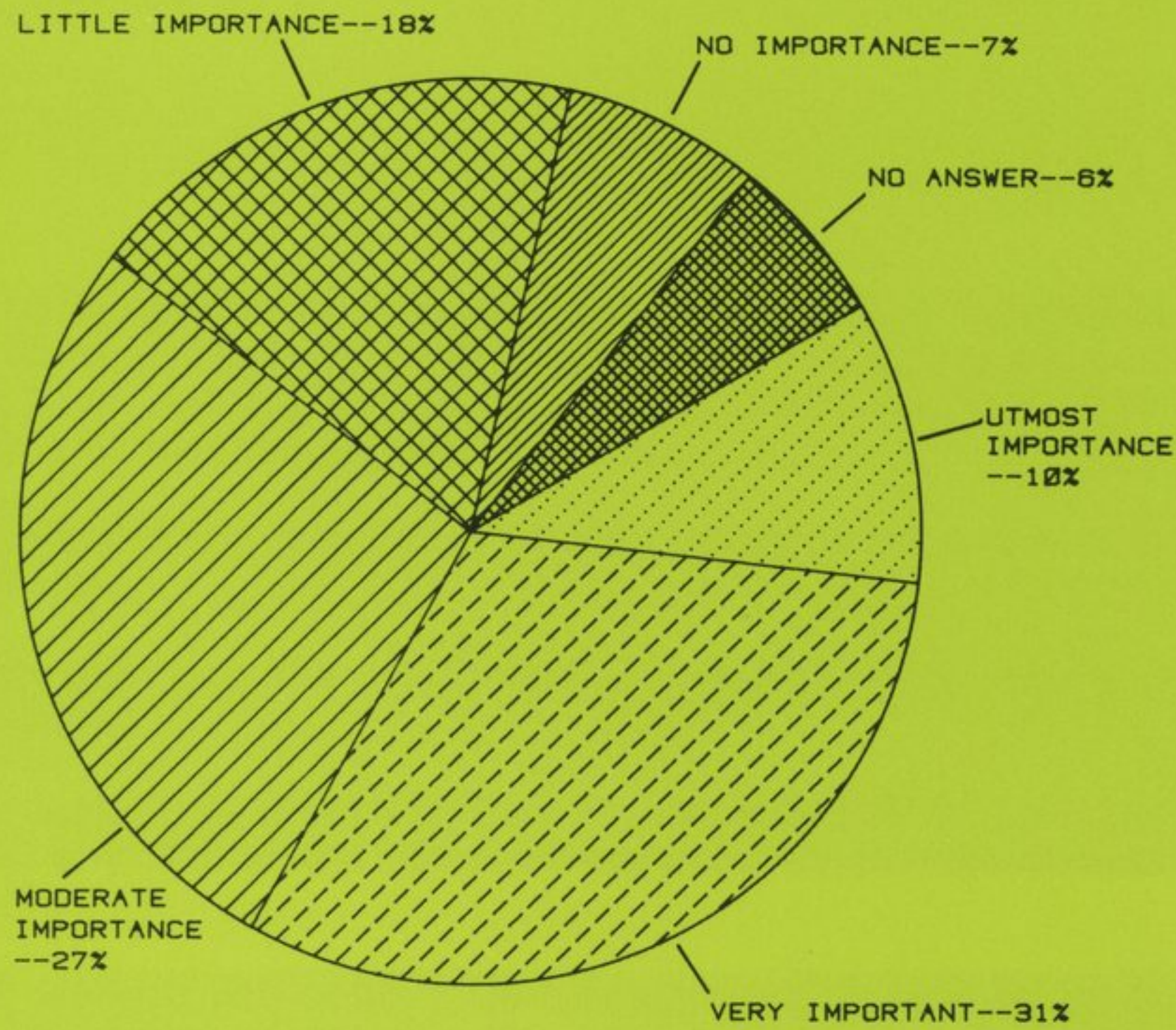


Management and Supervision

Overall, about 80% of the employees rated their immediate supervisors as average to very good. They rated them higher on their business and technical management (85%), and a little lower on their people management skills (73%). Participants indicated the higher the level of management, the less able they were to accurately judge performance.

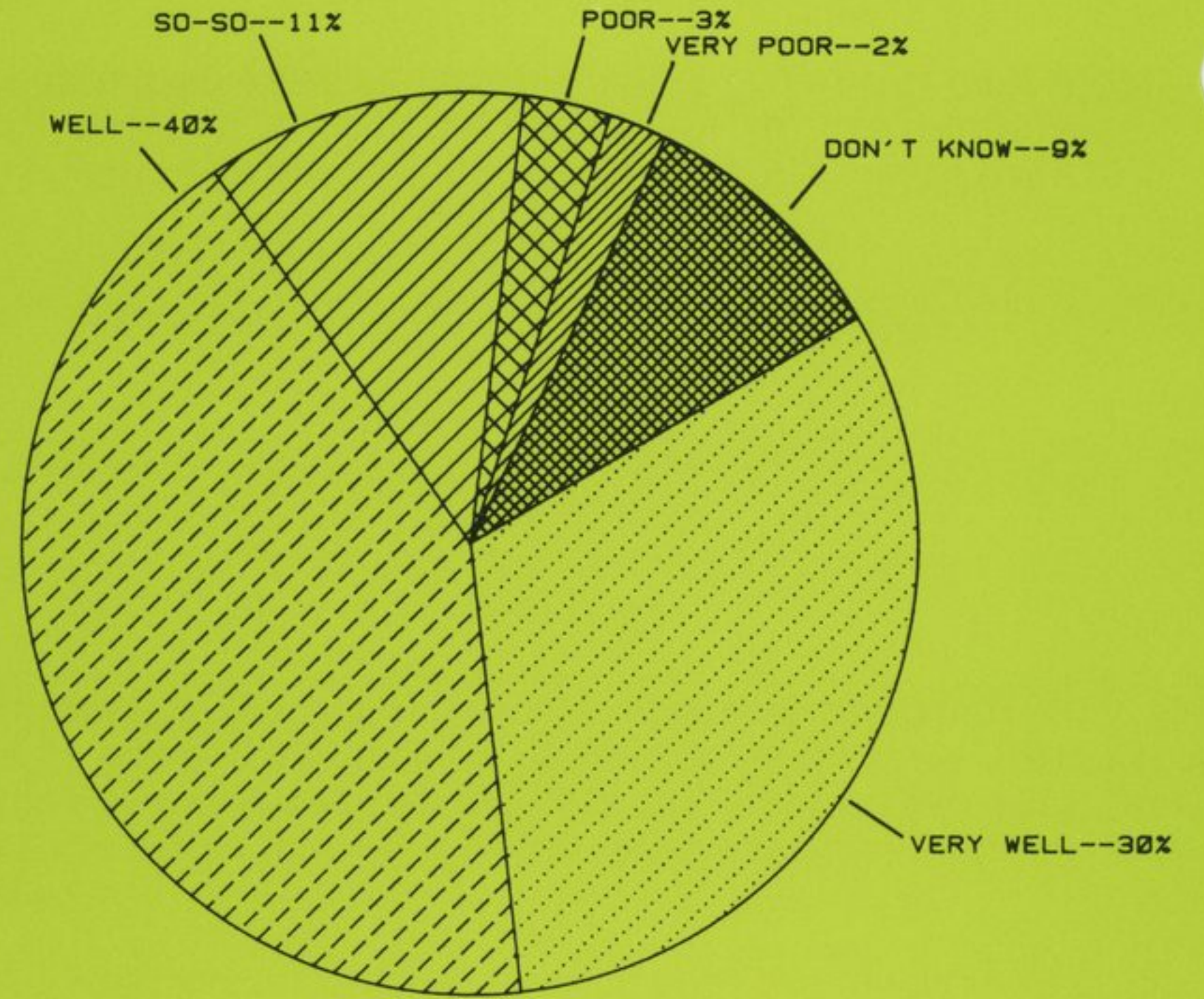


Performance Evaluation and Ranking Procedures



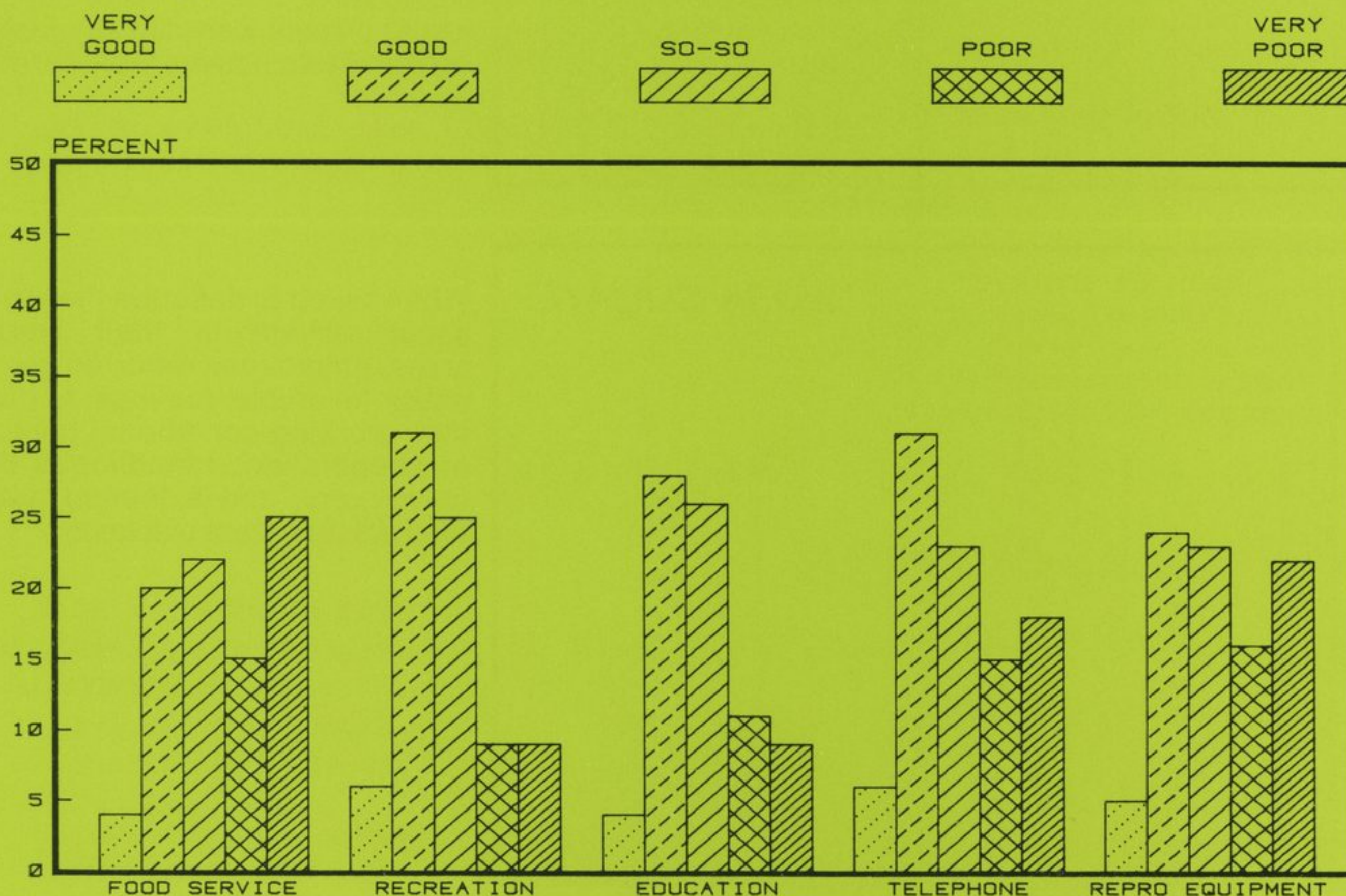
It appears there is much room for improvement in performance evaluation and ranking procedures. Less than half of the employees expressed satisfaction with their supervisor's ability to work with them in establishing performance plans, measurement criteria, and development plans. Only about one-third viewed the ranking (totem pole) system useful.

Mission Success



Denver Aerospace has developed a business climate that is built on mission success, integrity, and open discussion with customers. Employees verified this philosophy, with 70% reporting they have a total commitment to mission success. More than 70% were familiar with the firm's past achievements, and half were familiar with long range goals—at least to some extent.

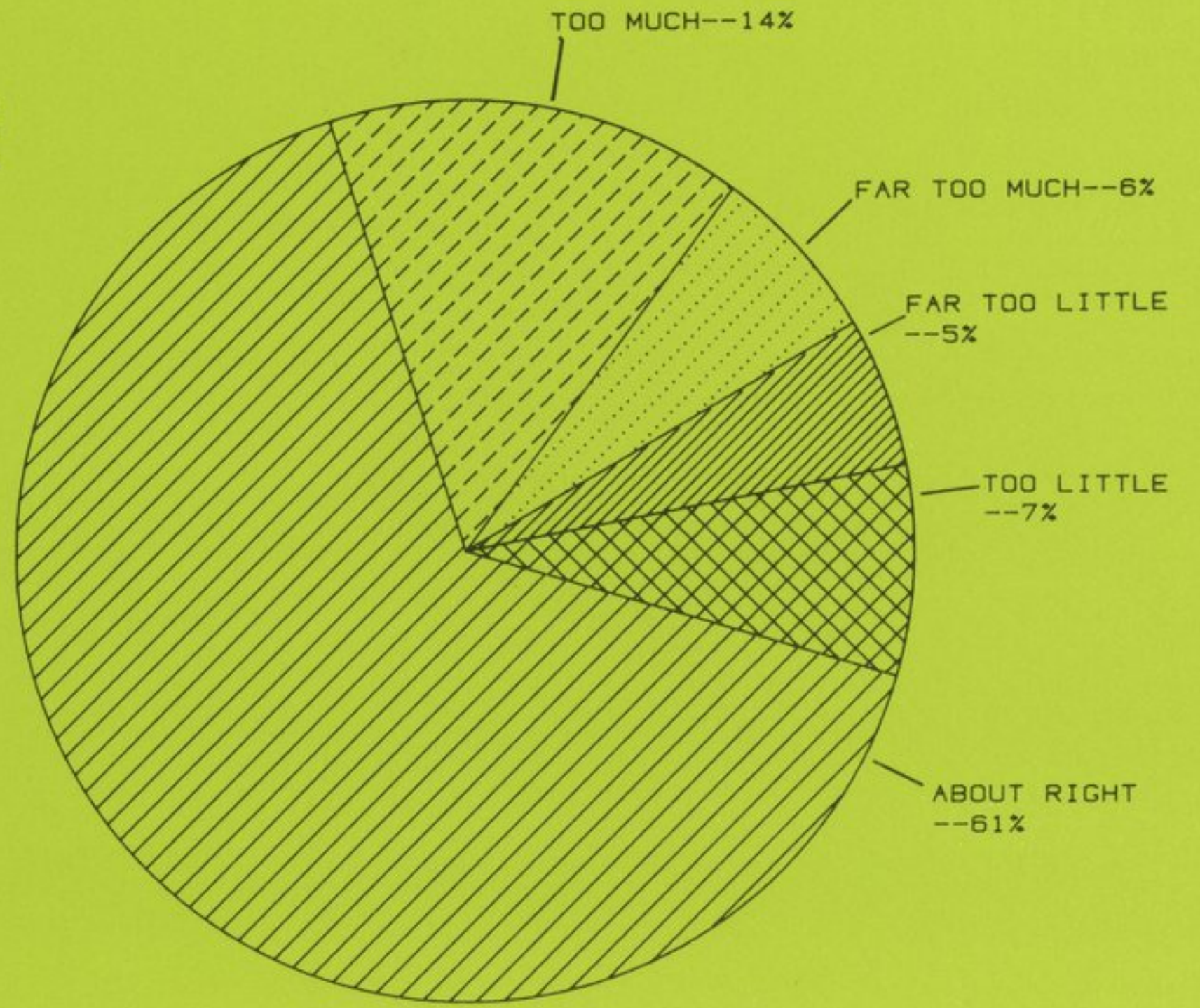
Employee Services



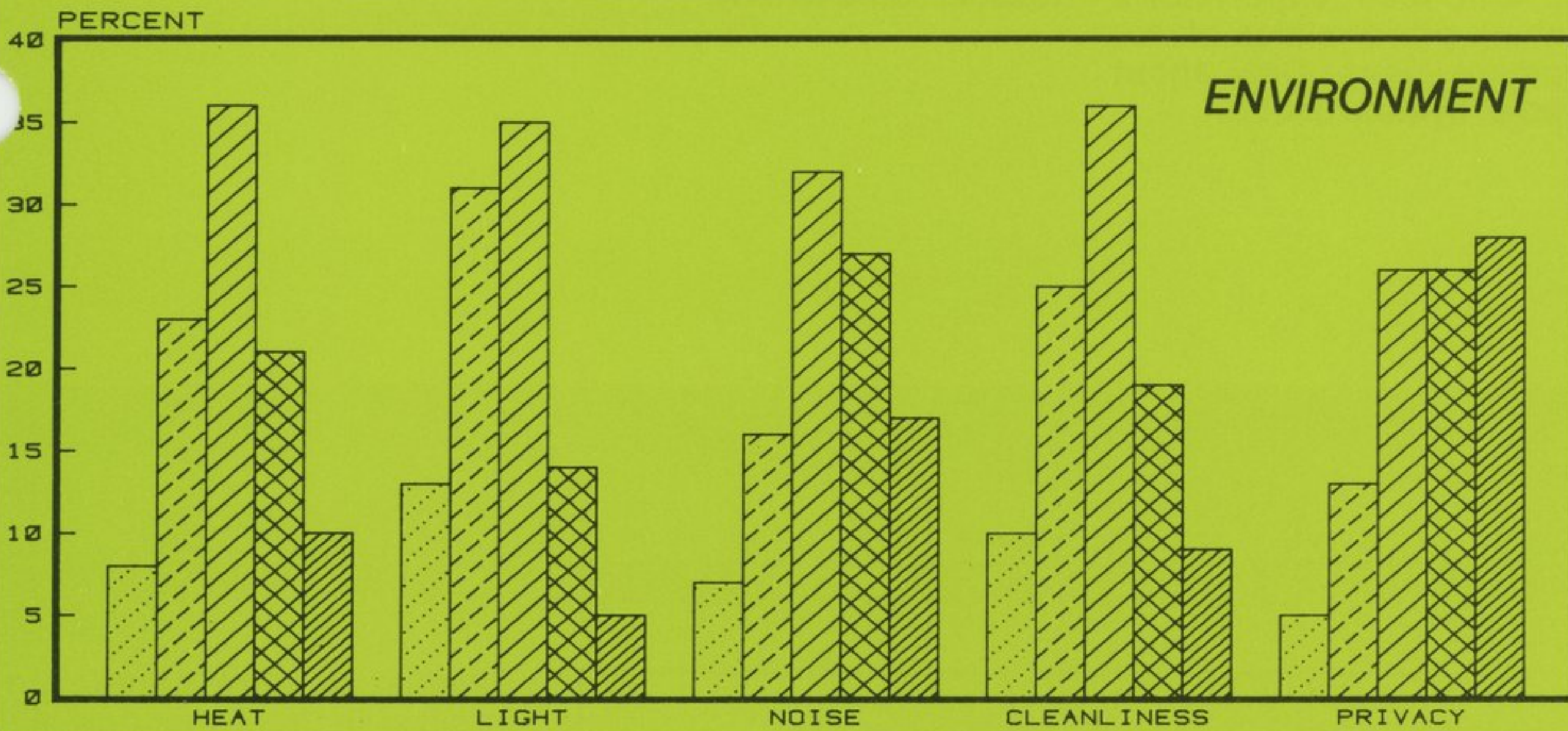
Employees were generally positive in their opinions of recreation, insurance claim processing, the library, and individual development and education. They had neutral views, neither positive nor negative, when asked about the telephone service and personnel administration. Employee views on food service, self-service reproduction facilities, and maintenance services show need for better performance and improvement in these areas.

Affirmative Action

More than two-thirds of the employees were committed, to at least some extent, to Equal Opportunity and felt that Affirmative Action efforts at their locations were about right.

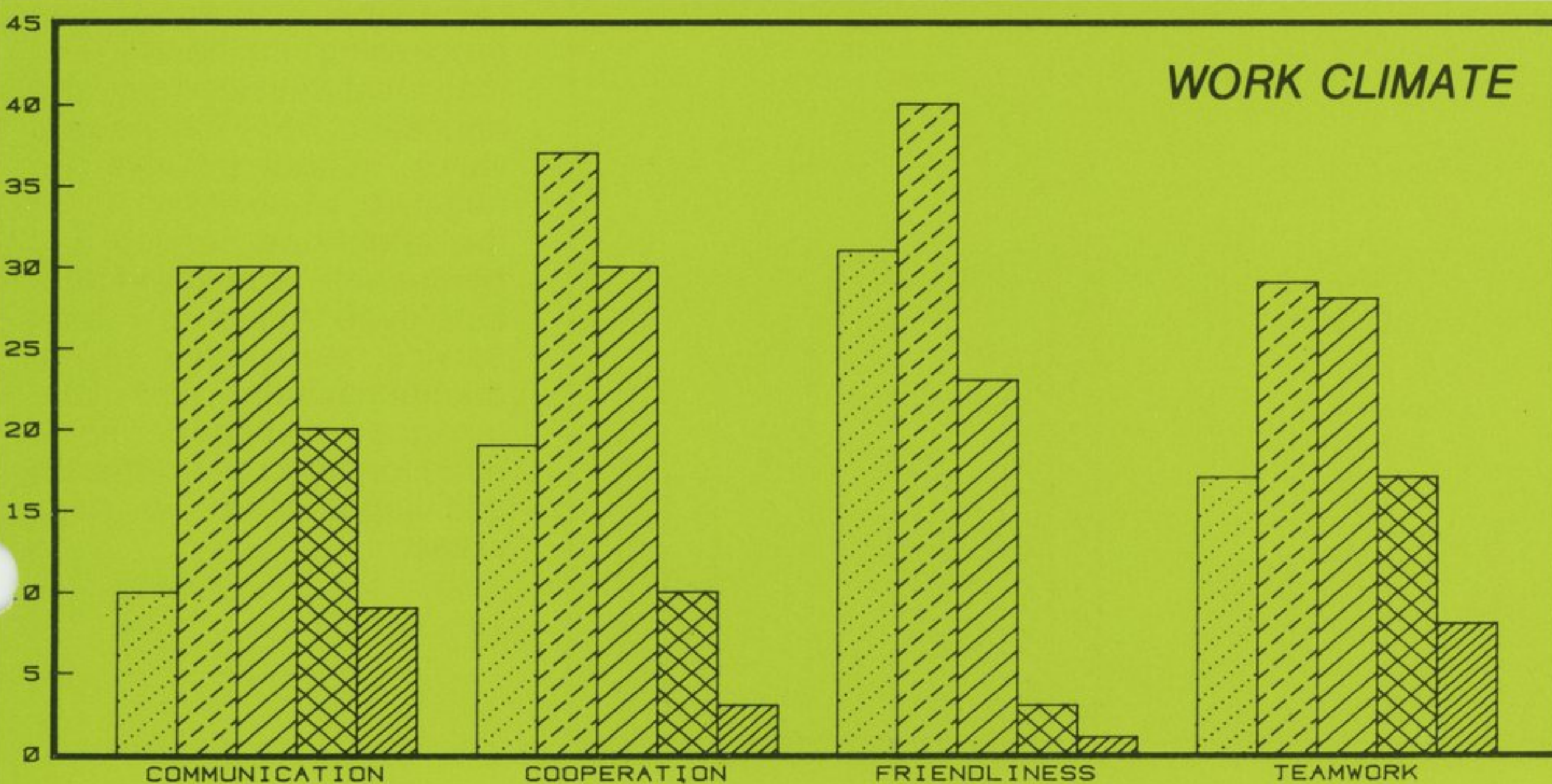


Facilities



Although only 35% are in private work areas or in areas with four persons or less, employees had generally favorable views of facilities. Open areas house 63% of the employees.

Responses to questions on lighting, cleanliness, health, and safety were quite positive. Noise level, heating, and, especially, privacy were areas where respondents believe we need to do better.



When asked to describe the personal climate in their work areas, employees reported generally favorable feelings about their working conditions, levels of cooperation, friendliness of co-workers, and a feeling that they are members of a team.

Overall Responses

To this point, survey responses have been reported in nine areas. It is interesting to look at the results in terms of those questions receiving the most favorable and least favorable responses.

The ten questions that received the most positive responses from employees show that they believe this is a good place to work, work performance supports the mission success philosophy, and that communication is good.

Here are the ten questions to which responses were most favorable:

“How would you rate the climate of your work unit relative to friendliness?”

“How well do you believe Denver Aerospace lives up to its philosophy of total and complete commitment to mission success?”

“How well do you believe Denver Aerospace lives up to its philosophy of support to subcontractors?”

“How well do you believe Denver Aerospace lives up to its philosophy of an unwillingness to accept hardware, make a delivery, recommend a launch, or conduct mission operations until all the bugs have been closed out?”

“How frequently, when you finish a task on which you have been working, do you feel that your efforts were effective?”

“How much do you know about the company’s Performance Sharing Plan?”

“How well do you believe Denver Aerospace lives up to its philosophy of truth and openness with our customers?”

“The work I do is meaningful to me.”

“How do you rate the following as sources of information you need to understand the business, people, activities, and policies?” Martin Marietta News ranked first.

“Considering everything, how would you describe your overall satisfaction with working for Denver Aerospace?”

Employees were not shy in reporting dissatisfaction with some aspects of working at Denver Aerospace. Here are 12 areas in which responses were the most unfavorable. These are the areas that will get the most attention in improvement plans.

“To what extent are you familiar with the long-range goals of Denver Aerospace?”

“How would you rate the physical environment of your job relative to privacy?”

“To what extent are you familiar with our Affirmative Action Program.”

“How does the pay at Denver Aerospace compare with what you would receive (doing the same job) at other companies you know about?”

“The number of overtime hours worked in the last six months ...”

“How much do you know about the Corporate Matching Gift Program for the Arts?”

“How would you rate the physical environment of your job relative to noise?”

“How good a job do you feel is being done by the following employee services?” Food services ranked lowest and maintenance services ranked next lowest.

“How satisfied are you with how well your manager regularly talks with you about the specific things you might do to improve your performance?”

“How good a job do you feel is being done by the following employee services?” Self-service reproduction equipment received low marks.

“How well satisfied are you with the individual development plan of the PAR as a meaningful tool?”

In Closing—

While space prevents a complete discussion of each of the 117 questions asked in the survey, each has been analyzed and action plans are being formulated. As the plans are implemented, employees will be told either in future issues of **Martin Marietta News** or through meetings in their work groups.

MARTIN MARIETTA NEWS

Published by Public Relations

MARTIN MARIETTA AEROSPACE

*Call Ext 5364 with suggestions
or information for articles*

Denver Aerospace

P.O. Box 179 • Denver CO 80201

December 1980