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EMPLOYEE SURVEY ISSUE

MARTIN MARIETTA

MARTIN MARIETTA AEROSPACE

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NORMAN R. AUGUSTINE
PRESIDENT

September 15, 1984

Dear Fellow Employee:

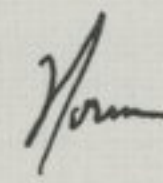
More than 90% of the salaried employees of Martin Marietta Denver Aerospace recently participated in the Employee Communication Survey, providing a total of 13,529 responses. Genesee Computer Center, Inc, the independent firm which compiled the results, claims this level of involvement is extraordinarily high, and I thank each of you for your interest in helping to make Martin Marietta a better workplace for all of us. I look forward to the survey of our hourly employees which will be conducted in early 1985.

The results of the current survey, as one might expect, range from extremely satisfying to very disappointing. But in the balance, they are strongly upbeat. Furthermore, they clearly point to certain areas where we can make improvements. The positive findings include our clear commitments: to our customers, to quality products, and to mission success. The areas of concern include our dissatisfaction with work facilities (especially our cafeterias) and some benefit plans. I would emphasize this dissatisfaction relates to the facilities and benefits themselves and not to the people who administer them. Finally, among the positive responses to the 98-question survey, almost 80 percent replied affirmatively to the statement, "I am proud to work for Martin Marietta."

This special edition of the *Martin Marietta News* is devoted entirely to the survey results. The amount of data presented is, quite frankly, a bit tedious. However, I felt you should have the raw, unanalyzed findings so you can draw your own judgments. There are those who argue such candor could hurt us with our competitors, customers, or even our own employees. But I hope you will agree with me that these groups are more likely to admire our willingness to present the facts—both good and bad—and the problems that have been identified so we can proceed with appropriate solutions.

And speaking of doing something, piles of questionnaires and stacks of statistics are of little value by themselves. What counts is what we do about what we have learned. To that end, I have asked Ken Timmons, until recently the general manager of the Michoud Division, to take a special assignment reporting directly to me to lead our follow-up effort on the survey. This will be the final contribution of Ken's illustrious career before he retires next year and you can be assured that he and I are committed to a very successful outcome. We won't, of course, be able to do everything that you or I might wish—some costs might be competitively prohibitive. But there is a great deal we can and will do. Ken will be assisted by an implementation team he will be forming within the next ten days, the membership of which will be reported to you in a subsequent issue of the *News*.

As you might have guessed, I, too, indicated on my questionnaire that I am mighty proud to work at Martin Marietta Denver Aerospace and to be part of a team of 18,617 superbly competent and dedicated individuals, both salaried and hourly. With your continued candor and help, and with a constructive open attitude at all levels of management, we together can make Martin Marietta Denver Aerospace an even better workplace for all of us.



Denver Onsite survey results

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In my immediate work group, staff meetings are held regularly.	18	36	11	22	12
I know enough about the rules and policies that affect me.	9	50	20	18	3
I understand the long-range goals of my organization.	8	41	22	22	7
I understand the different roles of functional managers and program managers.	10	40	21	23	6
The people I work with cooperate to get the job done.	24	53	13	8	2
I like the kind of work I do.	30	45	15	8	3
I have enough information to do my job well.	13	48	19	16	4
The better my work performance, the greater will be my opportunity for advancement.	15	32	21	20	12
Martin Marietta has a good public image.	11	43	30	14	3
My functional department management is aware of concerns in my immediate work group.	8	37	26	22	8
We make quality products at this location.	25	48	21	5	1
Job openings are filled fairly.	4	26	36	21	13
I believe the information I get from the people at the top of this organization.	8	42	31	15	5
Systems and procedures help my work group accomplish its purpose.	5	39	31	19	6
My performance appraisal is done in a fair manner.	9	38	29	15	9
The overtime hours I spend are necessary.	23	48	16	9	4
I am informed of changes that affect me before they are made.	3	21	27	34	16
Decisions are made at the proper level in this organization.	3	28	36	24	9
In meetings we solve problems rather than place blame.	7	46	28	15	4
I am satisfied with my involvement in decisions that affect my job.	5	37	25	26	7
Overall, Martin Marietta Aerospace compares favorably with other aerospace companies.	10	35	41	10	3
Most people at this location consider my department important to the organization.	13	47	21	15	4
I see evidence of management's commitment to excellence.	8	38	30	19	6
I am satisfied with the information I receive from management on what's going on at this location.	4	32	28	28	8
My job allows me to make use of my skills and abilities.	14	46	15	17	9
I am encouraged to request information necessary to do my job more effectively.	14	50	22	12	2
I am satisfied with my opportunity to get a better job in Martin Marietta Aerospace.	6	27	27	24	16
In comparison with people in similar jobs in other companies, my pay is satisfactory.	6	36	29	20	9
I understand the objectives of my work group.	16	63	13	6	1
Policies are administered fairly regardless of sex, race or age.	13	43	23	14	8
The time I spend in meetings is productive.	3	35	33	22	6
Programs and functional departments work together to get the job done.	3	35	33	22	6
My work load is excessive.	9	19	33	33	5
Our reward programs encourage improved performance.	2	18	33	32	15
If I were aware of unethical practices, I could report them without fear of reprisal.	12	38	28	16	7
Martin Marietta has recovered from the financial problem caused by the Bendix takeover attempt.	10	35	36	14	6
Management supports transfers from one department to another.	2	19	31	29	19
Conflicts are resolved in favor of those who have the best solutions rather than those who have the most power.	1	16	33	37	13
I am proud to work for Martin Marietta.	22	51	23	3	1
Our factory needs to be modernized.	21	28	47	3	0
I understand this organization's Commitment to Excellence program.	6	34	32	22	6

Note: Blue numbers are percentages.

Strongly Agree Agree Neutral Disagree Strongly Disagree

People admit their mistakes rather than cover them up.	2	29	32	30	7
I have an opportunity to make a difference—to contribute to the overall success of my organization.	14	55	17	11	3
Martin Marietta Aerospace provides job security for people.	6	37	30	20	8
My pay is fair in comparison with other employees in Martin Marietta Aerospace.	4	32	31	22	11
I am given a real opportunity to improve my skills in this organization.	7	40	24	21	8
Recent medical benefit policy changes designed to contain medical costs are in keeping with steps being taken in other companies.	4	25	43	17	11
I have clear work goals.	10	51	20	16	4
I feel comfortable discussing issues of concern with my supervisor.	24	48	12	12	5
My supervisor demonstrates confidence in my ability to perform my job.	28	51	12	6	3
Supervisors are rewarded for developing employees.	2	17	47	25	8
My immediate supervisor tells me when I've done a good job.	16	42	20	16	7
I am free to disagree with my supervisor without fear of reprisal.	18	50	18	10	4
I am satisfied with the amount of recognition I receive for doing a good job.	7	33	25	25	10
My supervisor helps me think of better ways to do my job.	8	44	25	18	5
I understand the instructions I get from my immediate supervisor.	12	62	16	8	2
My supervisor does a good job of planning work activities.	7	36	30	20	7
I receive regular feedback from my immediate supervisor regarding my job performance.	6	29	27	29	9
I am informed of actions taken on my recommendations.	5	32	36	21	6
My job duties are clearly explained to me.	8	43	25	19	5
Overall, my immediate supervisor is doing a good job.	19	46	20	10	5
People at the top of this organization are aware of the problems at my level of the organization.	3	14	25	35	24
The matrix organization helps my immediate work group to perform effectively.	2	17	46	22	13
Supervisor are delegated enough authority.	4	39	31	20	7
I am optimistic about the future of this organization.	13	49	25	10	3
I am satisfied with the quality of work produced in my immediate work group.	14	56	16	12	2
Management understands what is important to me.	2	17	34	33	14
My work gives me a feeling of personal accomplishment.	17	48	16	13	6
Roles and responsibilities are clear throughout this organization.	2	20	29	37	12
Sufficient effort is made to get my opinions and thinking.	3	27	29	31	10
My work load is too light.	4	9	19	44	25
Given a layoff situation, this organization works hard to reassign or transfer employees.	7	32	44	11	6
I am satisfied with the training I have received at this location.	5	36	26	24	10
I am likely to leave Martin Marietta voluntarily within the next twelve months.	8	11	23	30	28
In my work group we have orderly management, rather than crisis management.	4	30	22	27	17
Overall, I am satisfied with my job.	11	48	21	15	5
The Merit Program provides pay increases based on performance.	3	22	26	25	24
Overall, I am satisfied with this organization at the present time.	5	40	27	22	6
I am satisfied with the programs available for my professional development.	6	39	27	20	7
Management will act on the results of this survey.	3	20	35	24	17
Employee problem solving teams contribute to the success of this organization. (Better Action Teams, Quality Circles, Systems Refinement Teams, Commitment to Excellence Teams, Task Teams)	5	26	44	17	8

Martin Marieta Aerospace lives up to the following principles:

High quality products and services	28	Strongly agree	56	Agree	12	Neutral	4	Disagree	1	Strongly Disagree
Commitment to customers	32	Strongly agree	54	Agree	11	Neutral	2	Disagree	0	Strongly Disagree
Commitment to mission success	46	Strongly agree	45	Agree	7	Neutral	1	Disagree	0	Strongly Disagree
Honesty and integrity	20	Strongly agree	50	Agree	22	Neutral	7	Disagree	1	Strongly Disagree
Respect for the individual	4	Strongly agree	30	Agree	31	Neutral	27	Disagree	9	Strongly Disagree
Technical excellence	25	Strongly agree	54	Agree	15	Neutral	6	Disagree	1	Strongly Disagree
Participative management	3	Strongly agree	29	Agree	37	Neutral	23	Disagree	7	Strongly Disagree
Good community relations	11	Strongly agree	48	Agree	32	Neutral	8	Disagree	2	Strongly Disagree
Positive "can do" attitude	15	Strongly agree	56	Agree	21	Neutral	7	Disagree	2	Strongly Disagree
Support to our subcontractors	9	Strongly agree	47	Agree	38	Neutral	5	Disagree	1	Strongly Disagree
Effective planning	4	Strongly agree	27	Agree	30	Neutral	29	Disagree	11	Strongly Disagree

What is your opinion of each of the following?

	Excellent	Good	Average	Fair	Poor
Surroundings					
Safety of your work area	22	44	20	8	6
Noise level	8	24	22	18	28
Space to work	9	20	18	20	32
Privacy	6	13	15	18	49
Atmosphere					
Lighting	10	35	26	18	11
Cleanliness	8	30	30	20	13
Ventilation	5	22	24	21	29
Temperature	4	20	25	24	28
Site					
Parking	10	26	22	17	26
Telephone system	7	31	26	20	16
Facilities maintenance	4	26	34	20	16
Equipment	4	27	34	21	13
Facilities					
Food selection & quality	3	17	24	20	36
Vending services	1	14	29	27	29
Restrooms	6	33	33	17	11
Cafeteria facilities	5	23	23	15	35
Support and materials	3	24	40	21	13

How would you rate Martin Marietta Aerospace on the following benefits?

	Excellent	Good	Average	Fair	Poor
Insurance					
Medical benefits	13	36	26	15	9
Flexible spending account	10	32	30	16	13
Dental plan	15	42	27	11	5
Long-term disability	15	45	33	6	1
Life insurance	15	46	31	6	2
Personal time					
Vacations	6	21	25	21	27
Holidays	16	43	32	7	2
Recreation	10	36	33	13	9
Year-end holiday shut down	57	30	9	2	2
Financial planning					
Retirement plan	8	33	39	12	7
Performance sharing program	36	43	16	4	1
Personal development					
Tuition reimbursement program	21	41	29	5	3
After hours courses	17	46	27	7	3
Other					
Matching gifts	18	42	34	5	2
Employee discount program	6	27	39	18	10
Employee assistance program	4	22	50	15	8

OVERVIEW

Does your job allow you to use your skills? Are you satisfied with the amount of recognition you receive for doing a good job? Are you proud to work at Martin Marietta Denver Aerospace?

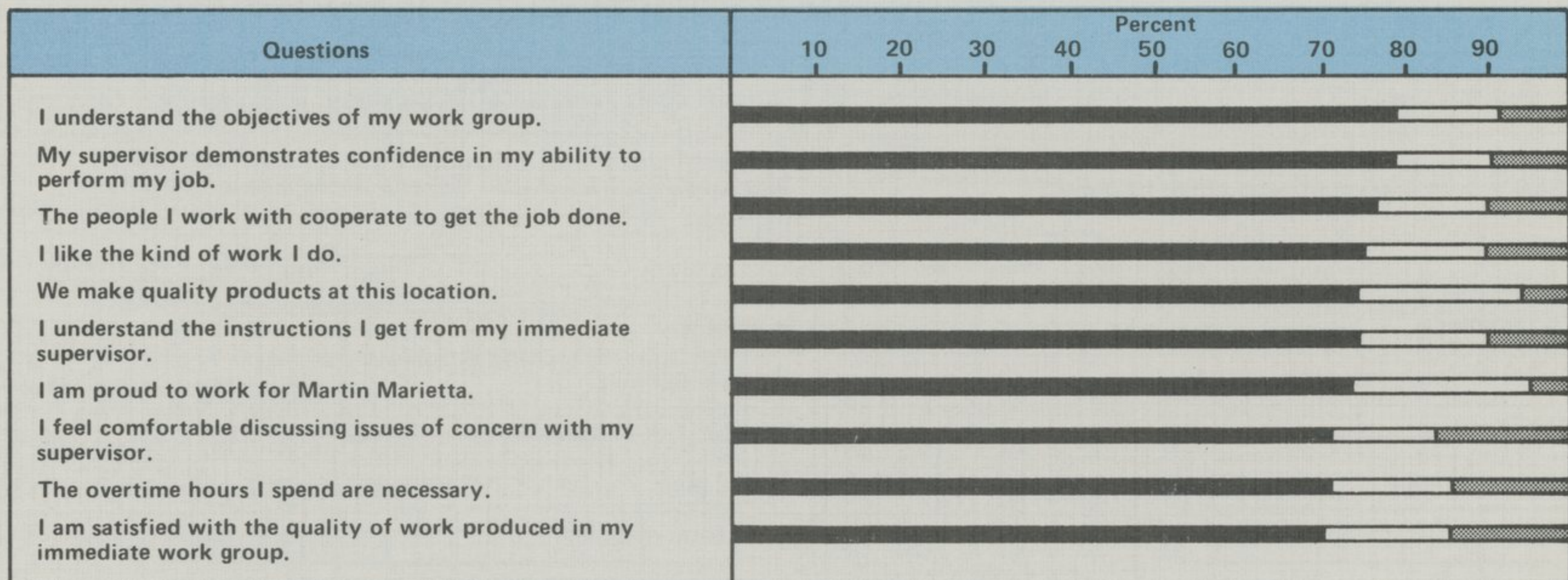
These are a few of the 98 questions asked employees in June in the Employee Communication Survey.

The survey's objective is to make Denver Aerospace a more productive, interesting, and satisfying place in which to work. Your confidential answers were the first step toward reaching that goal. Your feelings about the company, its organization, and the work you do have now been tabulated. The next step is to analyze those results and decide what actions are necessary. That process is underway.

Although the survey reflects many positive aspects about Denver Aerospace, you have identified problems which must be solved. Some of these problems can and will be resolved quickly. Others will require more time. A special task force and other action groups have already been established to analyze these problems and identify solutions. You will be kept informed through the *Martin Marietta News* and a special progress report at the end of the year.

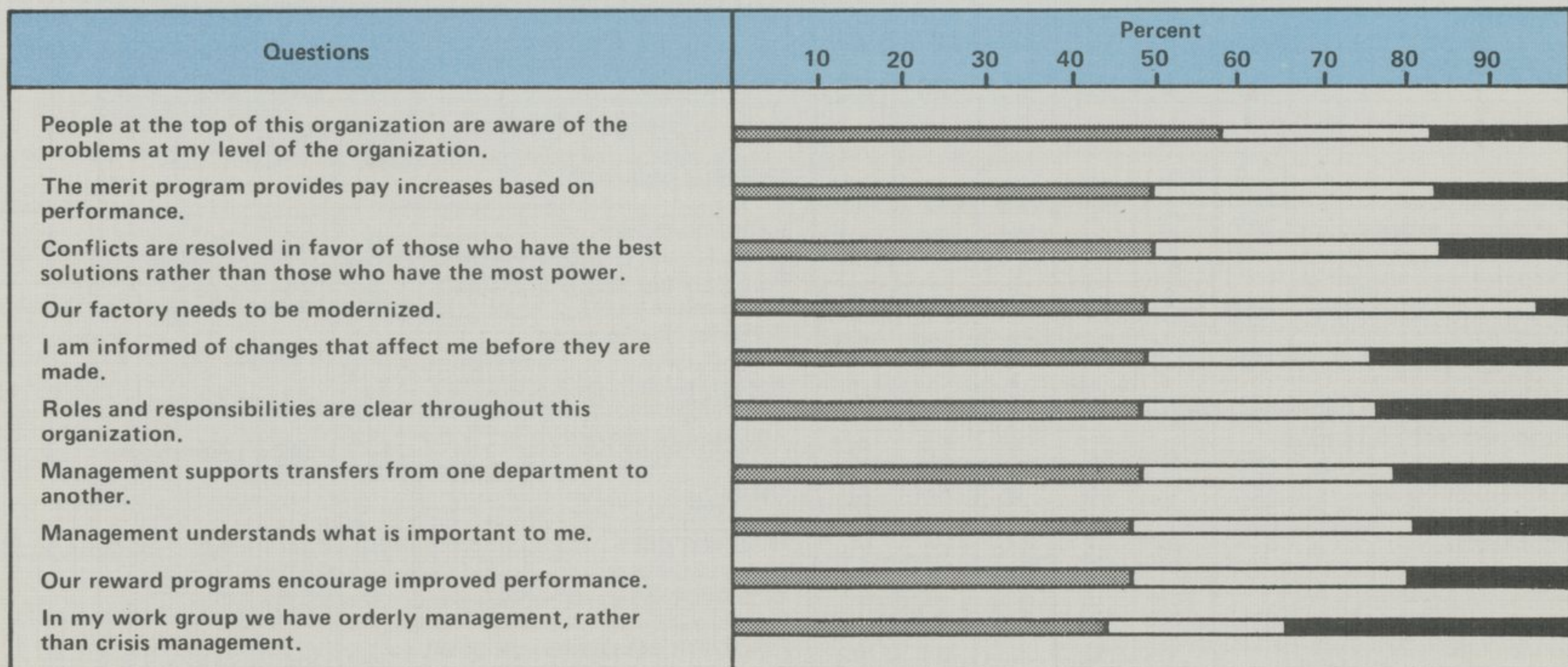
This special issue of the *News* presents the results of the Employee Communication Survey. First, it ranks what you like best and least about Denver Aerospace; next, it presents the total Denver Aerospace Onsite response to each question you answered (the numerical answers reflect percentages); and finally, the last portion of the survey asked three important questions. Management wanted to know what you liked most about Denver Aerospace, what you didn't like, and what three actions you would take to improve the effectiveness of this organization.

The Top 10 Positive Responses about Denver Onsite



Legend: Strongly Agree/Agree [Solid Black] Strongly Disagree/Disagree [Dotted] Neutral [White]

The Top 10 Concerns about Denver Onsite



Results Denver Aerospace-wide to the three open-ended survey questions

1) What do you like most about working here? (There were 18,456 separate responses to this question. The 10 most frequent responses, and their numerical totals, follow.)

Challenging work/type of job	3915
People I work with	3060
Location	2474
Good salary/benefits	1826
Career opportunities	979
High level of independence/responsibility	643
Pleasant environment/good facilities	479
Good supervisor/manager	461
Job security	441
Opportunity to do something to benefit the country	426

2) What do you like least about working here? (There were 18,268 separate responses to this question. The 10 most frequent responses, and their numerical totals, follow.)

Poor facilities/work environment	1839
Poor management/supervisors	1049
Lack of communication/cooperation	863
Lack of advancement opportunities	841
Poor planning/ineffective organization	732
Lack of regard for people as individuals/professionals	589
Poor cooperation/attitude of management	588
Inadequate raises	538
Promotion practices	466
Politics within company	465

3) What three actions would most improve the effectiveness of the organization? (There were 25,237 responses to this question. The 10 most frequent responses, and their numerical totals, follow.)

Improve communications	2899
Upgrade work areas/general environment/equipment	2098
Improve benefits/pay	1423
Better supervision	1348
More training/career development assistance	1027
Show concern/respect for employees	1003
Better planning/delegation	998
Better cooperation from top-down	803
Improve teamwork/cooperation	725
Improve vacation policy	719