

MARTIN MARIETTA

news

DENVER AEROSPACE

## EMPLOYEE SURVEY ISSUE

MARTIN MARIETTA

MARTIN MARIETTA AEROSPACE

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PETER B. TEETS  
PRESIDENT

July 1, 1985

Dear Fellow Employee:

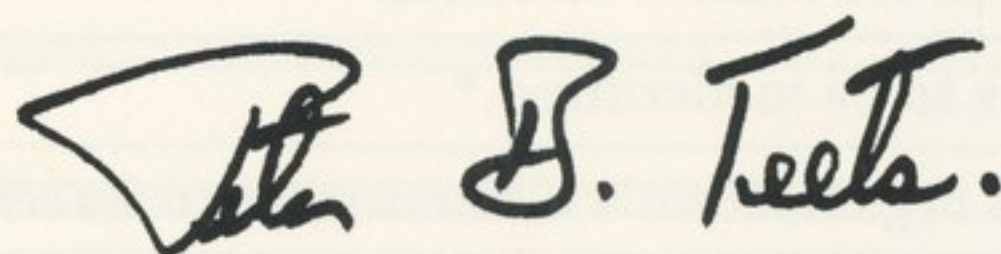
I am pleased to announce that the results of the 1985 hourly Employee Communication Survey have been tabulated by an independent consulting firm and are now being made available to all employees through this issue of the *Martin Marietta News*. The survey, conducted in March, was intended to give hourly employees an opportunity to voice their concerns, ideas, and reactions to working at Martin Marietta Denver Aerospace. I am impressed that almost 80% of the 1300 hourly employees responded to this survey. This high level of participation demonstrates your interest in helping to make Martin Marietta a better workplace for all of us.

Communication has always been a key priority of mine. One valuable lesson which we learned from the survey conducted with salaried employees last year was that there was a need for improved communication among employees at Martin Marietta. As a result of this survey, management decided to increase the opportunities for employees to attend staff meetings on a regular basis. Moreover, several organizations began publishing newsletters such as the "Peacekeeper Program News" and the "Software Engineering Department Staff Notes" to keep employees informed of issues related to their work. As you can see, clear actions were, and will continue to be, taken based on 1984 results.

The Employee Communications Survey conducted this March is a positive step toward improving communications with hourly employees at Martin Marietta. Several additional steps must now be taken. A Survey Implementation Team, headed by Dennis Cook, and consisting of directors and managers from all departments has been established. In addition, survey managers have been meeting with managers at the departmental level to identify where our specific strengths lie and areas where changes and improvements may be needed. Through these efforts, action steps will be planned and implemented to address many of the concerns which you have identified. Clearly, some issues will be relatively simple to address, while others will take considerable time and resources. While I cannot promise that we will provide solutions to all of your concerns, I assure you that we will give serious consideration to every concern which you have identified.

This special edition of the *Martin Marietta News* is devoted entirely to the survey results. Future issues of the *News* will keep you up-to-date on the activities of the Survey Implementation Team and the actions which result from this survey.

One important point which the survey results highlight is that we share many of the same views. I, too, am very proud to work for Martin Marietta and I share the same commitment to producing quality products which you clearly display in your work. As I promised when I took office in March, I will continue to work toward keeping communication lines open and demonstrate to you that your opinions are valued at Denver Aerospace. Once again, let me thank you all for participating in the 1985 Employee Communication Survey.

Peter B. Teets.



# Denver Onsite survey results

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In my immediate work group, meetings are held regularly.	7	34	16	27	16
I know enough about the rules and policies that affect me.	12	56	15	14	2
I understand the long-range goals of my organization.	8	40	25	19	7
The people I work with cooperate to get the job done.	16	45	16	15	8
I like the kind of work I do.	34	45	13	6	3
I have enough information to do my job well.	19	45	17	14	5
The better my work performance, the greater will be my opportunity for advancement.	10	17	17	27	30
Martin Marietta has a good public image.	17	47	22	11	4
My department management is aware of concerns in my immediate work group.	7	32	21	25	15
We make quality products at this location.	27	49	18	4	2
Job openings are filled fairly.	3	20	24	25	28
I believe the information I get from the people at the top of this organization.	5	26	32	22	14
Systems and procedures help my work group accomplish its purpose.	5	35	28	24	8
The overtime hours I spend are necessary.	16	40	17	18	9
I am informed of changes that affect me before they are made.	3	16	22	36	23
Decisions are made at the proper level in this organization.	2	21	33	27	16
In meetings we solve problems rather than place blame.	4	26	26	29	14
I am satisfied with my involvement in decisions that affect my job.	5	30	24	31	11
Overall, Martin Marietta Aerospace compares favorably with other companies.	15	48	24	9	3
I see evidence of management's commitment to excellence.	5	28	29	26	12
I am satisfied with the information I receive from management on what's going on at this location.	3	25	24	37	12
My job allows me to make use of my skills and abilities.	12	42	17	18	11
I am encouraged to request information necessary to do my job more effectively.	11	44	23	18	5
I am satisfied with my opportunity to get a better job in Martin Marietta Aerospace.	8	22	20	25	25
In comparison with people in similar jobs in other companies, my pay is satisfactory.	8	37	21	18	15
I understand the objectives of my work group.	10	63	18	7	2
Policies are administered fairly regardless of sex, race, or age.	8	36	19	21	17
I am satisfied with the programs available for my personal development.	6	35	28	20	10
My work load is excessive.*	8	21	37	29	5
Our reward programs encourage improved performance.	3	17	21	31	28
If I were aware of unethical practices, I could report them without fear of reprisal.	8	31	27	20	15
I am satisfied with the way my supervisor handles complaints.	10	29	21	21	20
Management supports transfers from one department to another.	3	17	28	27	25
Conflicts are resolved in favor of those who have the best solutions rather than those who have the most power.	2	16	24	37	21
I am proud to work for Martin Marietta.	33	46	18	2	1
Our factory needs to be modernized.*	29	34	30	6	1
I understand this organization's Commitment to Excellence program.	12	42	30	13	3
People admit their mistakes rather than cover them up.	3	22	23	34	18

\*Please note: These items are negatively worded. Therefore, an answer of Agree or Strongly Agree is considered an unfavorable response.



Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

I have an opportunity to make a difference—to contribute to the overall success of my organization.	9	39	24	20	8
Martin Marietta Aerospace provides job security for people.	11	40	26	15	8
My pay is fair in comparison with other employees in Martin Marietta Aerospace.	7	36	19	22	15
I am given a real opportunity to improve my skills in this organization.	5	28	24	28	15
I have clear work assignments.	8	47	20	19	7
I feel comfortable discussing issues of concern with my supervisor.	14	43	17	18	8
My supervisor demonstrates confidence in my ability to perform my job.	21	47	15	11	7
Supervisors are rewarded for developing employees.	4	15	48	23	10
My immediate supervisor tells me when I've done a good job.	13	37	16	20	15
I am free to disagree with my supervisor without fear of reprisal.	11	45	19	16	10
I am satisfied with the amount of recognition I receive for doing a good job.	6	24	20	28	22
My supervisor helps me think of better ways to do my job.	7	36	22	25	9
I understand the instructions I get from my immediate supervisor.	10	64	14	7	4
My supervisor does a good job of planning work activities.	8	33	27	21	11
I receive regular feedback from my immediate supervisor regarding my job performance.	5	25	27	31	13
I am informed of actions taken on my recommendations.	2	19	29	33	17
My job duties are clearly explained to me.	8	46	23	16	6
Overall, my immediate supervisor is doing a good job.	17	40	20	13	10
People at the top of this organization are aware of the problems at my level of the organization.	2	13	19	34	33
Supervisors are delegated enough authority.	5	44	28	16	7
I am optimistic about the future of this organization.	12	42	32	10	3
I am satisfied with the quality of work produced in my immediate work group.	12	48	18	17	5
Management understands what is important to me.	3	16	25	36	19
My work gives me a feeling of personal accomplishment.	19	45	17	12	7
Roles and responsibilities are clear throughout this organization.	4	26	26	32	12
Sufficient effort is made to get my opinions and thinking.	2	18	27	36	18
My work load is too light.*	3	11	28	40	18
Given a layoff situation, this organization works hard to reassign or transfer employees.	4	24	41	16	15
Union and management work together to make this a better place to work.	4	22	27	24	24
I am satisfied with the training I have received at this location.	6	37	22	21	15
I am likely to leave Martin Marietta voluntarily within the next twelve months.*	7	8	20	32	32
In my work group we have orderly management, rather than crisis management.	4	26	25	24	21
Overall, I am satisfied with my job.	13	46	21	15	5
Overall, I am satisfied with this organization at the present time.	11	40	23	18	8
Management will act on the results of this survey.	5	17	31	24	23
Employee problem solving teams contribute to the success of this organization.	8	26	36	19	11



**Martin Marietta lives up to the following principles:**

High quality products and services	26	Strongly agree	53	Agree	16	Neutral	4	Disagree	1	Strongly Disagree
Commitment to customers	27	Strongly agree	54	Agree	16	Neutral	3	Disagree	1	Strongly Disagree
Commitment to mission success	34	Strongly agree	47	Agree	13	Neutral	4	Disagree	1	Strongly Disagree
Honesty and integrity	14	Strongly agree	36	Agree	25	Neutral	18	Disagree	7	Strongly Disagree
Respect for the individual	7	Strongly agree	28	Agree	27	Neutral	24	Disagree	14	Strongly Disagree
Technical excellence	20	Strongly agree	45	Agree	23	Neutral	9	Disagree	2	Strongly Disagree
Participative management	4	Strongly agree	28	Agree	35	Neutral	24	Disagree	8	Strongly Disagree
Good community relations	11	Strongly agree	46	Agree	25	Neutral	12	Disagree	5	Strongly Disagree
Positive "can do" attitude	14	Strongly agree	44	Agree	23	Neutral	13	Disagree	6	Strongly Disagree
Effective planning	9	Strongly agree	20	Agree	24	Neutral	27	Disagree	19	Strongly Disagree

**What is your opinion of each of the following?**

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

	Excellent	Good	Average	Fair	Poor
<b>Surroundings</b>					
Safety of your work area	12	47	22	12	7
Noise level	5	27	28	18	21
Space to work	7	29	22	18	25
Privacy	4	22	28	21	26
<b>Atmosphere</b>					
Lighting	10	38	20	14	17
Cleanliness	10	34	25	17	13
Ventilation	7	32	18	17	25
Temperature	7	27	21	21	24
<b>Site</b>					
Parking	4	19	16	16	45
Telephone system	6	32	25	18	20
Facilities maintenance	4	24	26	23	23
Equipment	3	17	26	24	29
<b>Facilities</b>					
Food selection & quality	3	16	25	23	32
Vending services	2	13	18	23	45
Restrooms	6	27	25	22	20
Cafeteria facilities	6	24	30	19	22
Support and materials	3	17	33	25	22

	Excellent	Good	Average	Fair	Poor
<b>Insurance</b>					
Medical benefits	31	46	14	8	1
Vision care	23	45	18	11	3
Dental plan	21	41	19	12	7
Life insurance	23	40	22	10	4
<b>Personal time</b>					
Vacations	12	33	29	14	11
Holidays	17	42	24	13	5
Recreation	13	35	28	15	9
Year-end holiday shut down	49	32	9	6	4
<b>Financial planning</b>					
Retirement plan	8	29	32	17	13
Layoff benefits and savings program	12	37	28	14	10
<b>Personal development</b>					
Tuition reimbursement program	15	34	29	13	9
After hours courses	14	37	27	11	10
<b>Other</b>					
Employee discount program	7	38	31	16	8
Employee assistance program	4	26	37	20	13
Matching gifts	6	21	37	19	18



# 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?

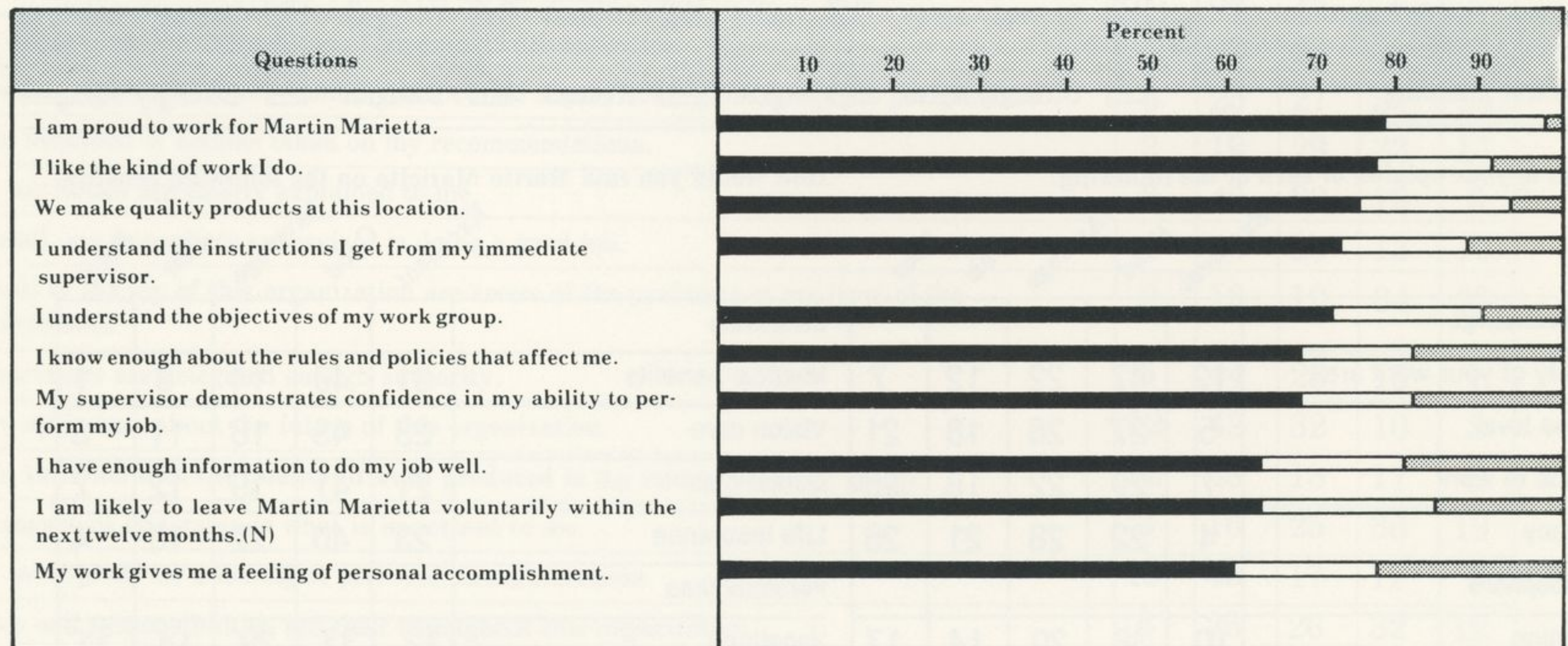
These are a few of the 124 questions asked hourly employees in March in the Employee Communication Survey.

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 that 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.

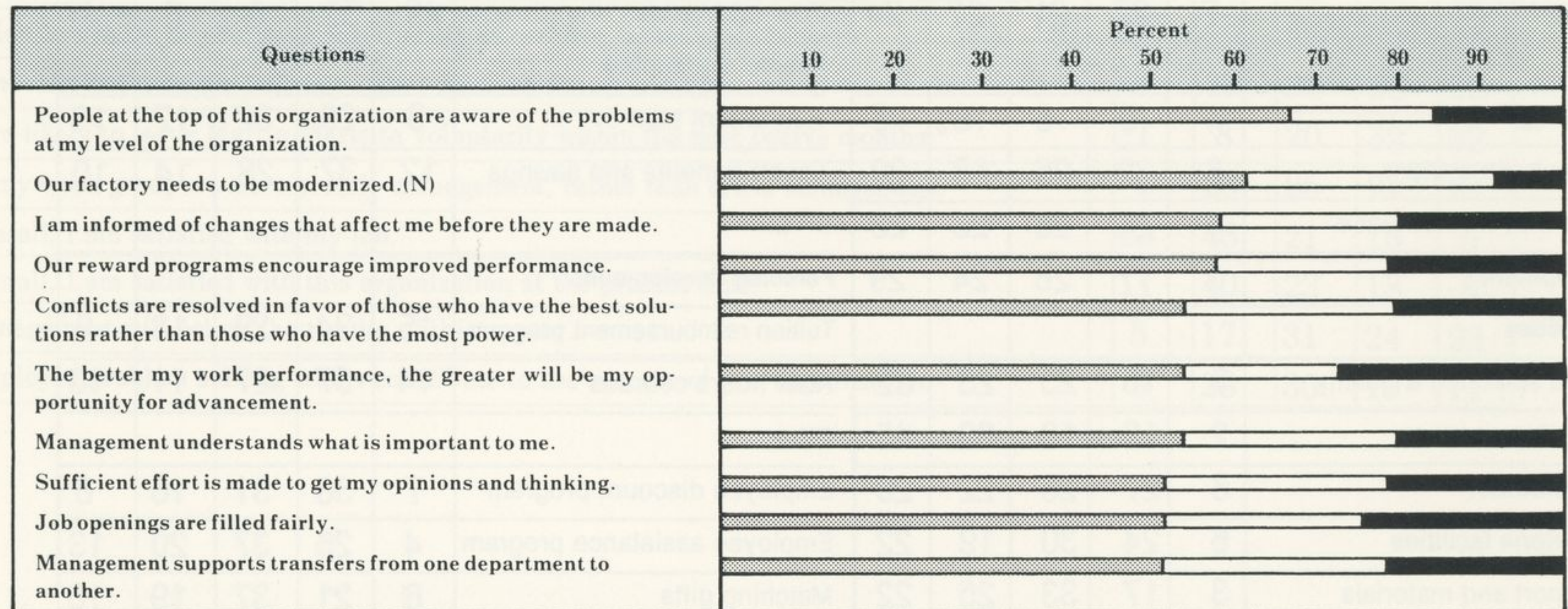
This special issue of the *News* presents the results of the Employee Communication Survey. First, it ranks what you like best and least about Denver Aerospace; next, it presents the total Denver Aerospace Onsite response to each question you answered (the numerical answers reflect percentages); and 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 Hourly Onsite



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

## The Top 10 Concerns about Denver Hourly Onsite



Note: For purposes of these graphs, the responses (marked N) have been reversed on negatively worded items.



## Results Denver Hourly Onsite to the three open-ended survey questions

What do you like most about working here? (The ten most frequent responses and their numerical totals follow.)

Good salary/benefits .....	231
Challenging work/type of job .....	183
People I work with .....	162
Job security .....	97
Location .....	85
Pleasant environment/good facilities .....	50
Career opportunities .....	39
Company's reputation .....	32
Good working hours .....	32
Feeling of accomplishment .....	20

What do you like least about working here? (The 10 most frequent responses, and their numerical totals, follow.)

Poor management/supervisors .....	99
Lack of advancement opportunities .....	58
Inadequate salary .....	55
Lack of communication/cooperation .....	47
Overtime .....	46
Favoritism and nepotism .....	45
Low morale/negative attitudes .....	41
Promotion practices .....	41
Lack of regard for people as individuals/professionals .....	39
Poor cooperation/attitude of management .....	35

What three actions would most improve the effectiveness of the organization? (The 10 most frequent responses, and their numerical totals, follow.)

Improve communications .....	143
Upgrade work areas/general environment/equipment .....	100
Better supervision .....	99
Improve benefits/pay .....	86
Better planning/delegation .....	60
Show concern/respect for employees .....	60
More training/career development assistance .....	45
Improve teamwork/cooperation .....	44
Improve fairness of promotions/awards .....	44
Improve advancement opportunities/promote from within .....	42

### Check the three most typical ways you believe people get ahead at this location

- 3 Having seniority
- Performing well in their jobs
- 1 Knowing the right people
- Leaving the company and then returning
- Working a lot of extra hours
- It's mostly a matter of "being in the right place at the right time"
- Being willing to accept responsibility
- Getting along well with other employees
- 2 Making sure their immediate supervisor likes them
- Using leisure time to improve themselves
- Being willing to relocate elsewhere in the company

### Check your three major sources of organizational information

- 2 Immediate supervisor
- Small group meetings
- Top executives
- Employee handbook/other brochures
- 3 *The Martin Marietta News*
- Orientation program
- Martin Marietta Today*
- Bulletin boards
- Mass meetings
- Audio-visual programs
- Mass media (newspaper, TV, etc)
- 1 The grapevine
- Executive Digest*

### Check your three preferred sources of organizational information

- 1 Immediate supervisor
- 2 Small group meetings
- Top executives
- Employee handbook/other brochures
- The Martin Marietta News*
- Orientation program
- Martin Marietta Today*
- 3 Bulletin boards
- Mass meetings
- Audio-visual programs
- Mass media (newspaper, TV, etc)
- The grapevine
- Executive Digest*

### Why did you join Martin Marietta

- 1 Challenging work
- 2 Job security
- 4 Attractive salary
- 5 Location
- 3 Other

### My expectations have been met

- 6 Strongly agree
- 34 Agree
- 28 Neutral
- 22 Disagree
- 11 Strongly disagree

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