

XYZ Company

Client Financial Services Employee Satisfaction Survey October 2007

Presented by



Executive Summary

- XYZ Company has retained the Executive Group to analyze and summarize the employee responses for the current employee survey.
- The employee survey was distributed to a total of 150 employees. The chart below outlines the number and percentage of surveys received by The Executive Group for each department.

	No of employees in department	No of employees that responded to survey	Percentage of employees that responded to survey
DRI	32	27	84%
Global Print Services	20	16	80%
Global Services Group	5	4	80%
National Accounts	13	13	100%
Operations/On Account	16	12	75%
Reporting and Adjustments	24	16	67%
Summary Billing	40	26	65%
Total	150	114	76%

Executive Summary

In this presentation we have analyzed and calculated the mean, median and standard deviation for each of the employee responses.

- Mean – The mean is the sum of all the scores divided by the number of scores (average).
- Median - The median is the middle of a distribution: half the scores are above the median and half are below the median.
- Standard deviation - The standard deviation is a statistic that tells you how tightly all the various examples are clustered around the mean in a set of data. When the examples are pretty tightly bunched together and the bell-shaped curve is steep, the standard deviation is small. When the examples are spread apart and the bell curve is relatively flat, that tells you that you have a relatively large standard deviation.

We have focused our analysis on eight main areas:

- Training
- Work Flow
- Peers/Teamwork
- Career Development
- Employee Satisfaction
- Functional Understanding
- Supervisor Communication
- Change Management

Executive Summary

Score ranges are from 1 to 5 with the following values assigned:

- 1 strongly disagree
- 2 disagree
- 3 neutral
- 4 agree
- 5 strongly agree

All comments are entered verbatim by function regarding:

- Things employees enjoyed most about their job.
- Things employees least like about their job.
- General impediments to employees doing their job.
- All other general comments.

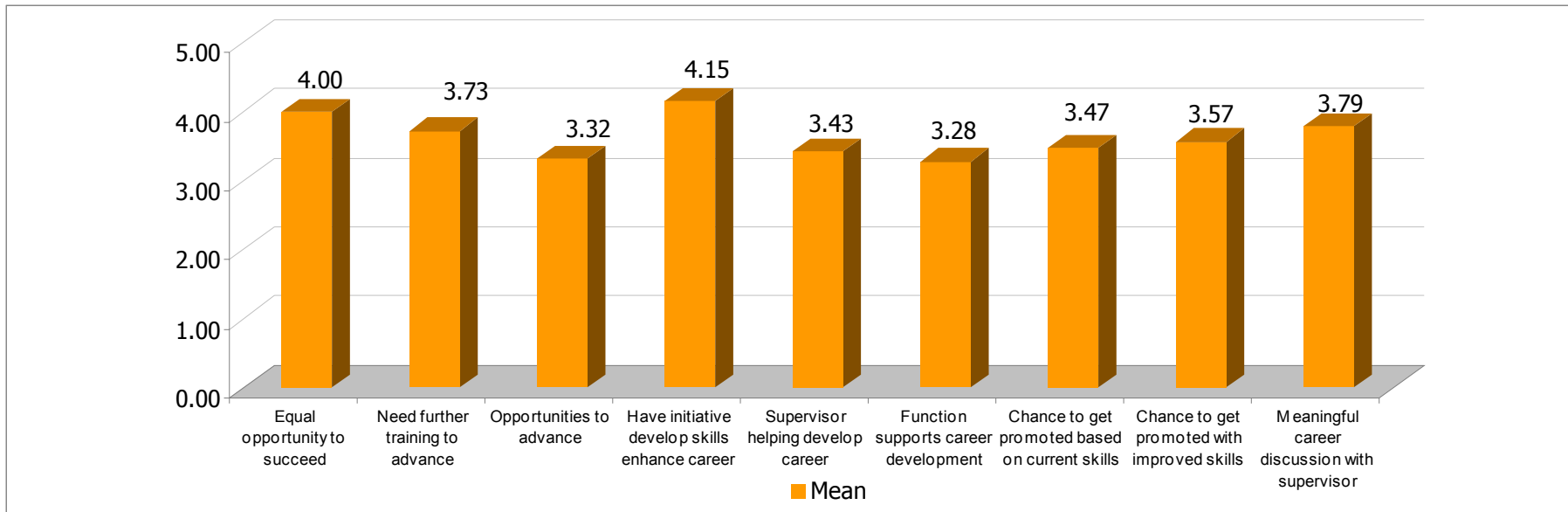
Career Development

- All employees feel they have the initiative to develop career enhancing skills and an equal opportunity to succeed.
- Most employees' response was neutral to having opportunities to develop and apply the skills that they need to advance their careers within the company.
- Furthermore, employees' response is neutral about their supervisor or their function doing a good job supporting career development.
- Unlike other functions, National Accounts feels most supported in career development, Summary Billing least.

Career Development

Overall

	Equal opportunity to succeed	Need further training to advance	Opportunities to develop skills and knowledge to advance	Has initiative to develop skills enhance career	Supervisor helping develop career	Function supports career development	Chance to get promoted based on current skills	Chance to get promoted with improved skills	Meaningful career discussion with supervisor
Mean	4.00	3.73	3.32	4.15	3.43	3.28	3.47	3.57	3.79
Median	4.00	4.00	3.00	4.00	3.00	3.00	4.00	4.00	4.00
SD	1.14	0.88	0.92	0.68	0.97	0.85	1.05	1.04	0.95



Career Development

Mean by Function

Function	Equal opportunity to succeed	Need further training to advance	Opportunity to advance	Have initiative develop skills enhance career	Supervisor helping develop career	Function supports career development	Chance to get promoted based on current skills	Chance to get promoted with improved skills	Meaningful career discussion with supervisor
DRI	4.33	3.96	3.30	4.11	3.41	3.22	3.33	3.48	3.67
Global Print Services Analysts/Collections	3.88	3.38	3.31	4.06	3.63	3.56	3.63	3.63	3.94
Global Services Group Analysts/Collections	3.69	3.77	3.27	4.08	3.35	3.23	3.31	3.62	3.73
National Accounts	4.75	3.75	4.00	4.25	4.25	4.00	4.25	4.25	4.00
Operations/On Account/All other positions	4.08	3.92	3.31	4.23	3.54	3.23	3.54	3.54	4.23
Reporting and Adjustments	4.25	3.58	3.50	4.33	3.83	3.50	3.42	3.33	4.33
Summary Billing	3.63	3.56	3.19	4.19	2.81	2.88	3.63	3.63	3.13
OVERALL	4.00	3.73	3.32	4.15	3.43	3.28	3.47	3.57	3.79

Employee Satisfaction

- ❑ Overall employees like their job and tend to agree that they are allowed the flexibility to balance their personal, family, and work life.
- ❑ Employees feel that their function is a good place to work, that the CFS is a good place to work, and that RR Donnelley is a good company to work for.
- ❑ Most employees are satisfied with their careers at this company.

Employee Satisfaction

Overall

	I like my job	Balance personal, family, and work needs	Function good place to work	CFS good place to work	Company good place to work	Satisfied with career
Mean	4.18	4.18	4.05	4.08	4.11	3.75
Median	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.84	0.88	0.86	0.68	0.70	0.90



Employee Satisfaction

Mean by Function

Function	I like my job	Balance personal, family, and work needs	Function good place to work	CFS good place to work	Company good place to work	Satisfied with career
DRI	4.33	4.19	4.19	4.19	4.22	3.93
Global Print Services Analysts/Collections	4.19	3.88	4.00	4.06	3.88	3.69
Global Services Group Analysts/Collections	4.12	4.27	4.00	4.08	4.00	3.65
National Accounts	4.50	4.75	4.50	4.50	4.50	4.25
Operations/On Account/All other positions	4.23	4.08	4.08	4.08	4.08	3.92
Reporting and Adjustments	4.42	4.42	4.50	4.08	4.08	4.08
Summary Billing	3.75	4.06	3.50	3.81	4.31	3.13
OVERALL	4.18	4.18	4.05	4.08	4.11	3.75

Supervisor Communication.

- Overall employees agree their supervisor:
 - Encourages initiative and innovation
 - Communicates expectations
 - Treats others with respect
 - Discusses expected results
 - Evaluates work against goals and objectives

- Most employees seem to be receiving useful feedback and coaching regarding job performance from their supervisor. Summary Billing employees slightly disagree with this statement

- Both National Accounts and Reporting & Adjustments employees strongly agree they get adequate recognition from the immediate supervisor when a good job is done. Summary Billing employees slightly disagree with this statement.

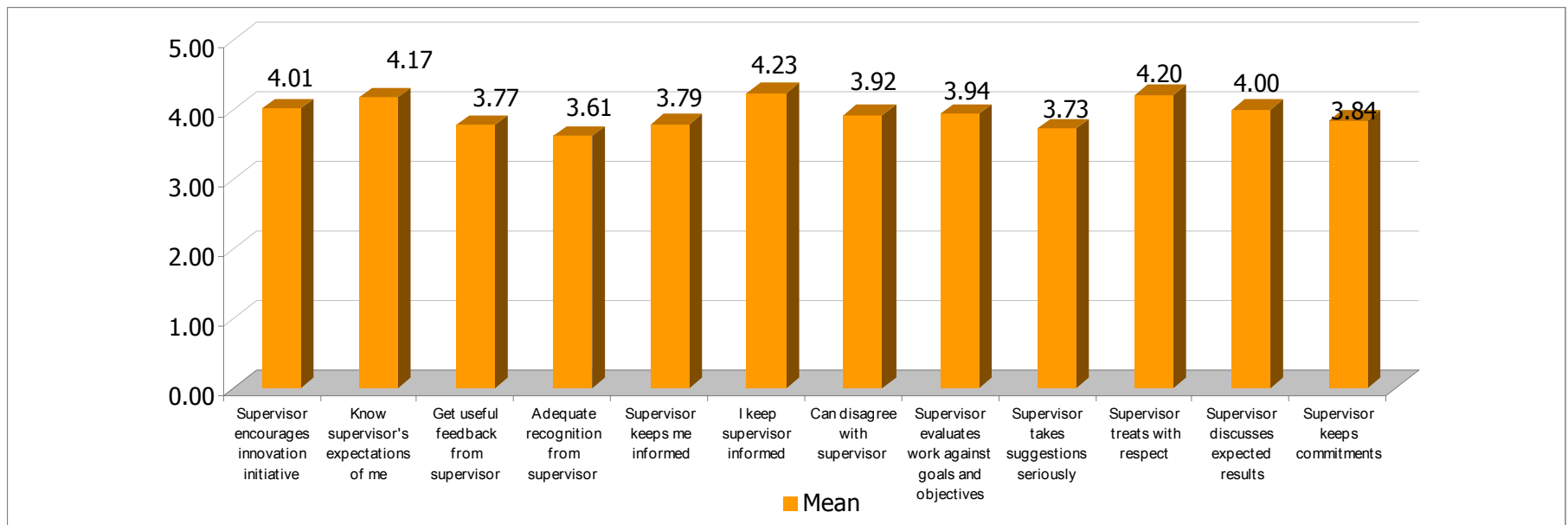
- Employees think that they do a good job about keeping supervisors informed and that they can disagree with their supervisor on work-related issues without fear of reprisal.

- Most Employees feel that when they suggest better ways of doing things, their immediate supervisor takes the suggestions seriously. Summary Billing tends to feel neutral about this aspect.

Supervisor Communication

Overall

	Supervisor encourages innovation initiative	Know what supervisor expects of me	Get useful feedback from supervisor	Adequate recognition from supervisor	Supervisor keeps me informed	I keep supervisor informed	Can disagree with supervisor	Supervisor evaluates work against goals and objectives	Supervisor takes suggestions seriously	Supervisor treats with respect	Supervisor discusses expected results	Supervisor keeps commitments
Mean	4.01	4.17	3.77	3.61	3.79	4.23	3.92	3.94	3.73	4.20	4.00	3.84
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.95	0.85	1.11	1.19	0.95	0.61	1.02	0.89	0.84	0.91	0.88	0.93



Supervisor Communication

Mean by Function

Function	Supervisor encourages innovation initiative	Know supervisor's expectation of me	Get useful feedback from supervisor	Adequate recognition from supervisor	Supervisor keeps me informed	I keep supervisor informed	Can disagree with supervisor	Supervisor evaluates work against goals and objectives	Supervisor takes suggestions seriously	Supervisor treats with respect	Supervisor discusses expected results	Supervisor keeps commitment
DRI	3.96	4.30	3.85	3.63	3.70	4.33	3.85	4.00	3.74	4.22	3.96	3.70
Global Print Services Analysts/Collections	4.31	4.25	4.06	3.75	4.06	4.25	3.94	4.19	4.13	4.25	4.13	4.06
Global Services Group Analysts/Collections	3.81	3.92	3.58	3.46	3.73	4.19	3.77	4.00	3.58	4.19	4.08	3.81
National Accounts	4.75	4.50	4.50	4.50	4.25	4.00	4.25	4.00	3.75	4.50	4.50	4.75
Operations/On Account/All other positions	4.38	4.23	3.92	3.85	4.00	4.15	4.15	3.92	3.77	4.23	4.00	4.00
Reporting and Adjustments	4.50	4.67	4.58	4.50	4.33	4.50	4.42	4.50	4.17	4.42	4.75	4.42
Summary Billing	3.25	3.75	2.75	2.63	3.06	4.00	3.63	3.06	3.19	3.88	3.13	3.13
OVERALL	4.01	4.17	3.77	3.61	3.79	4.23	3.92	3.94	3.73	4.20	4.00	3.84

Global Services Group

Comments

Things I like best about my job:

- Great management support, when needed. Michael, Matt and such really care and spend time to teach me and discuss...
- The work, the people on my team and my supervisor.
- Working with sales reps and customers and knowing I am getting results and bringing in revenue, the challenge of multi-tasking
- The things I like best about my job/my function are: assisting the customers (client/sales and customer reps) in resolving problems/issues that have been ongoing prior to them speaking with me.
- The number one thing I like about my job is, speaking with the clients and giving them excellent customer service.
- Working with good people, something different everyday.
- The variety of the job. The management of the department and the company has treated me fairly.
- The lack of outside stress.
- The immediate people I work with , The challenge.
- I do love the fact that each person is responsible for their own region.
- Working to resolve customers' issues. Satisfaction in helping others.
- My team.

Operations/On Account Comments

Things I like least about my job:

- I believe our team is not utilized to its fullest potential.
- My peer group is not very cohesive, there is a lot of division in the group. Ideas and support is not readily available, a lack of trust exists. It can be a very frustrating environment. Politics but then again it comes with every job and every Company.
- Attitude of certain people at the other locations
- Too much work. too little time.
- Sometimes it gets a little stressful, especially if I'm working on a project and it needs to get done ASAP.
- complexity of various systems interaction lack of recognition we get as a department from the analysts and sometimes upper management.
- We are not recognized to the fullest of our capabilities and we can handle as a team.
- Working overtime on a daily basis and at month end works well with my budget, but not with my family. I would like to be able to attend more holiday functions; however, most holidays tend to be at the end of the month. Thus I am limited to spending time with my family and/or traveling during the holidays to see my family.
- 1. frustration is caused by lack of cooperation - usually on the part of the customer - creating duplicate work efforts 2. not being able to obtain historical information

DRI Comments

The biggest impediments to my job are:

- TIME
- Distraction of the telephones. People chit chatting at the copy machine by my desk.
- Identifying who has the knowledge or information and then getting them to consistently share that information with us in order for us to adequately train staff and improve processes impedes success. Also, the treatment of being under a microscope where others are waiting for us to fail rather than helping us all to succeed as one group is a huge impediment to me and my function.
- Cash application needs better training and understanding on what their responsibilities are to get the cash applied before the send it to collectors to figure it out. Call client for backup.
- One or two co-workers, perception of how the work gets done her.
- I have a supervisor that is very moody. One day she is very helpful and the next day she acts like she doesn't have time for you. She lets some people get away with tardiness and absences and others not. She let's some people turn in lunch time as overtime. She is way too inconsistent with how she treats each person.
- To inform each other of any changes.
- Just have to learn more. But I will.
- Lack of information from customers.
- Getting the current ETM issues resolved.