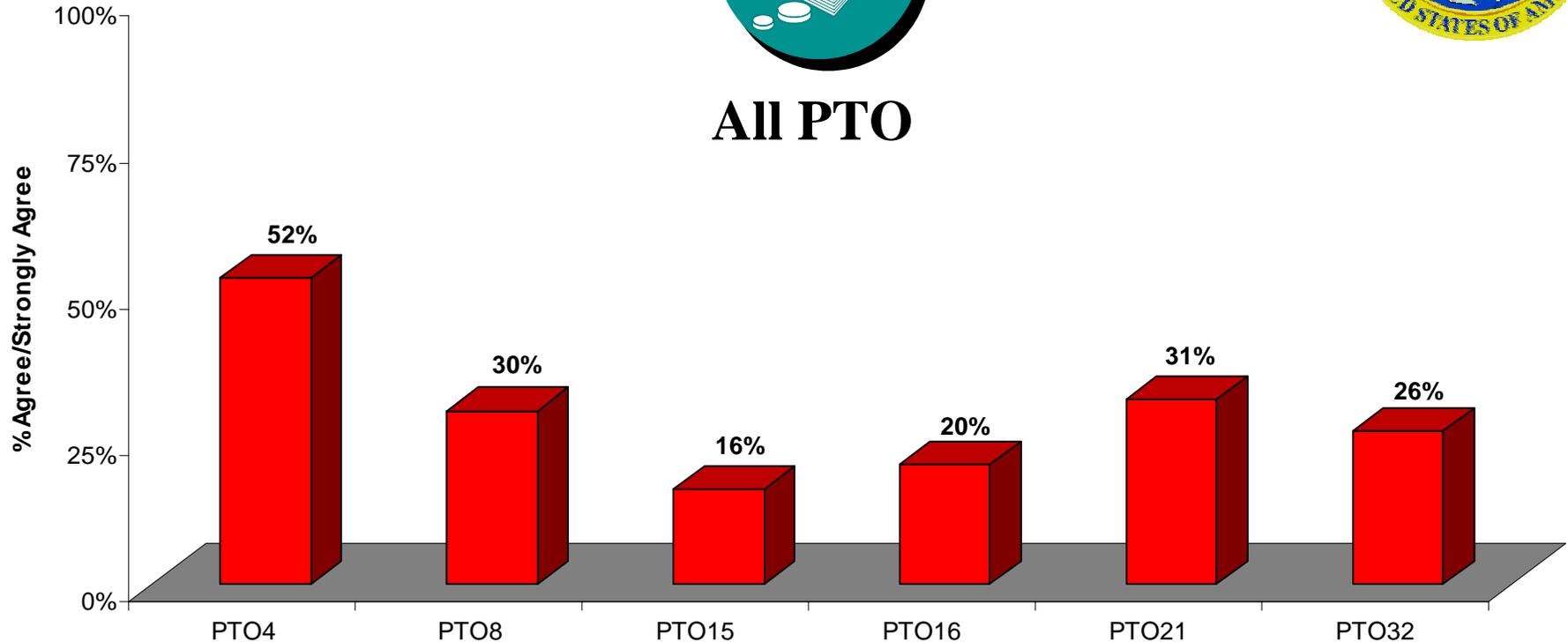


Job Satisfaction Index Items



All PTO



PTO4 Supervisors personally recognize the contributions of individuals and teams.

PTO8 Employees are rewarded for providing high quality products and services to customers.

PTO15 Risk-taking is encouraged without fear of punishment for mistakes.

PTO16 Creativity and innovation are rewarded.

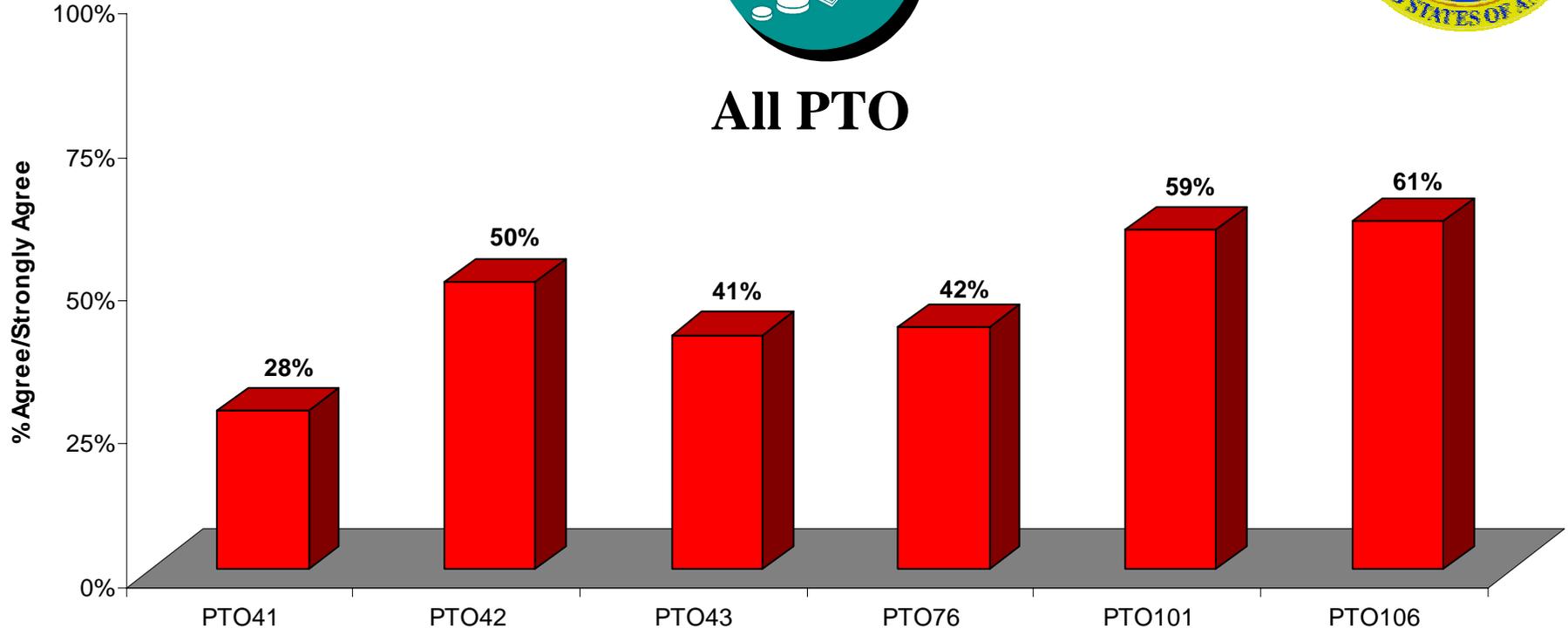
PTO21 New practices and ways of doing business are encouraged.

PTO32 Managers provide sufficient resources (for example, time, training, dollars) to promote improvement throughout the organization.

Job Satisfaction Index Items



All PTO

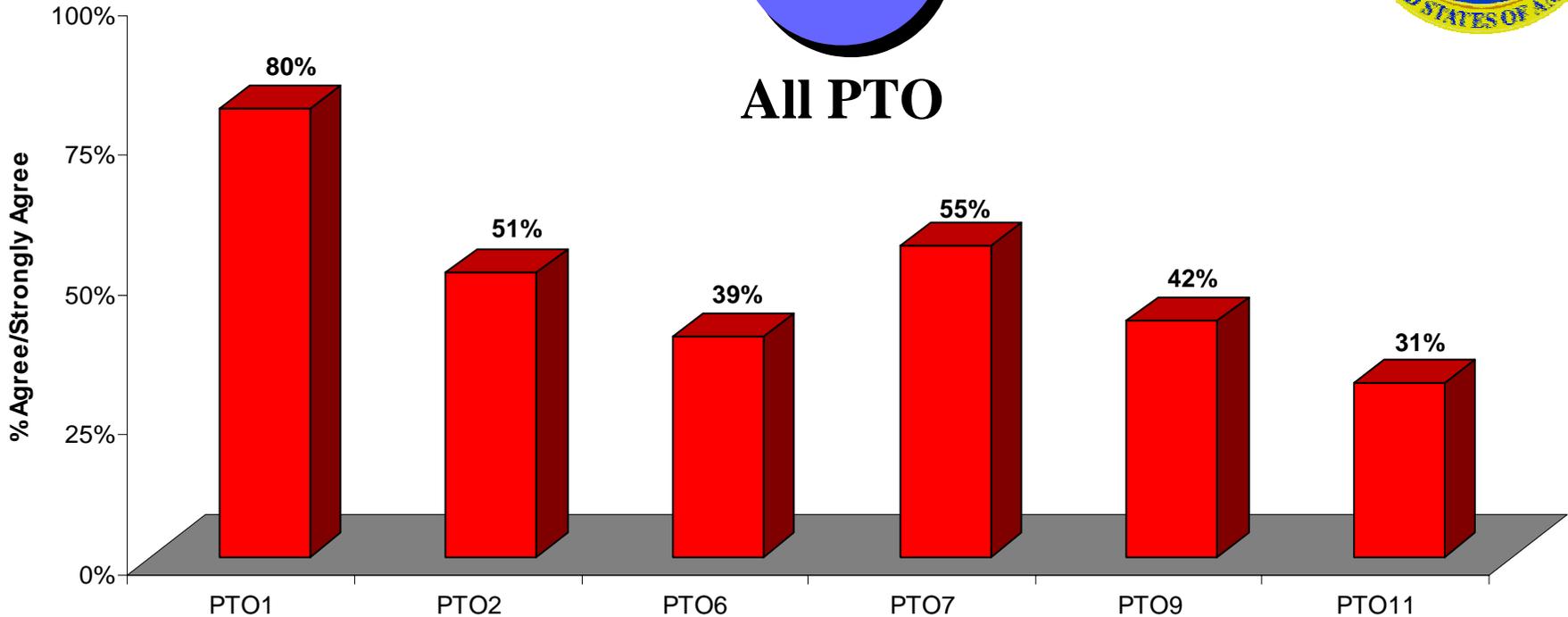


- PTO41 Disputes or conflicts between co-workers, management and employees are resolved fairly.
- PTO42 Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, disability or sexual orientation.
- PTO43 Employees are kept informed on issues affecting their jobs.
- PTO76 A spirit of cooperation and teamwork exists in work units.
- PTO101 Managers/supervisors/team leaders work well with employees of different backgrounds.
- PTO106 Employees receive help from their supervisors/team leaders when there are work-related problems.

Performance Index Items



All PTO

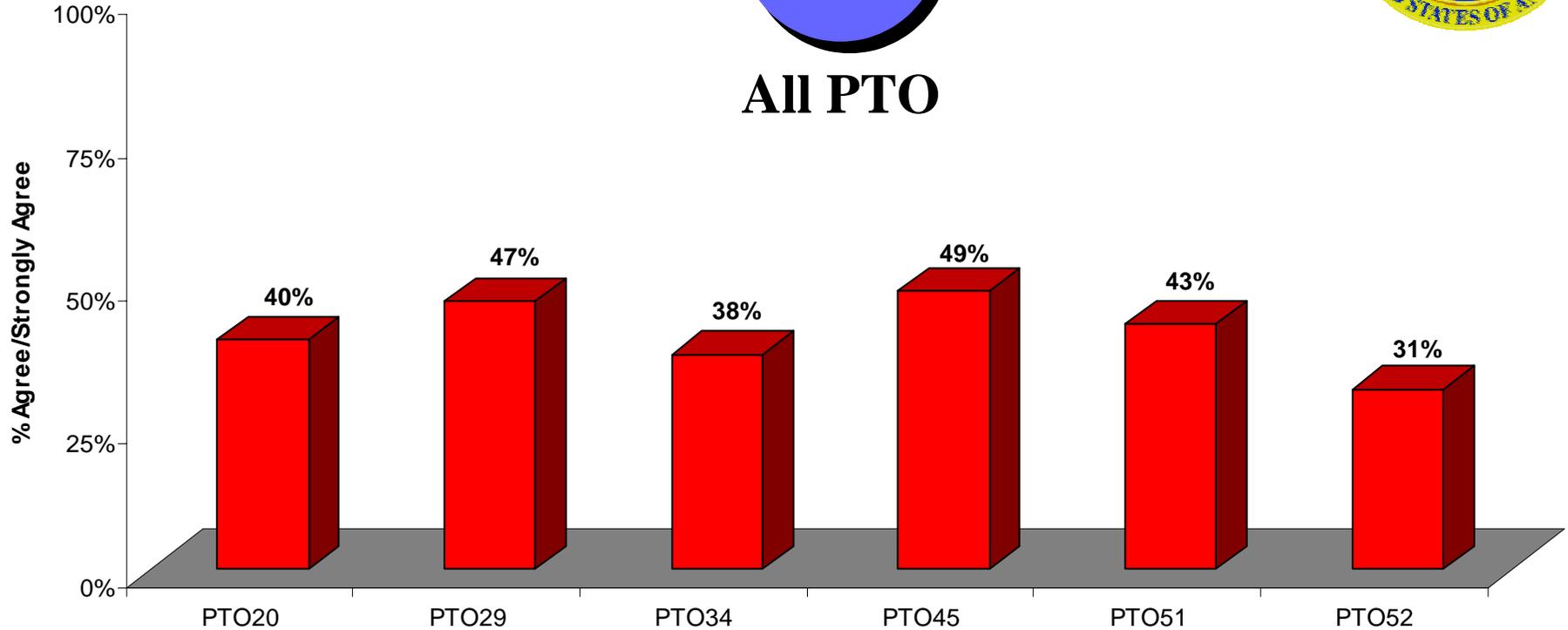


- PTO1 High performing employees (as defined by performance standards) receive monetary rewards (for example, cash awards, bonuses, quality step increases).
- PTO2 High performing employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition).
- PTO6 Pay raises depend on how well employees perform their jobs.
- PTO7 Cash awards depend on how well employees perform their jobs.
- PTO9 Employees receive the training they need to perform their jobs (for example, on-the-job training, conferences, workshops).
- PTO11 Employees are provided with training that enhances their career advancement opportunities (for example, through cross-training, detail assignments).

Performance Index Items



All PTO



PTO20 Employees are provided with training when new technologies and tools are introduced.

PTO29 Managers communicate the organization's mission, vision, and values.

PTO34 Managers set challenging and attainable performance goals.

PTO45 Managers communicate the goals and priorities of the organization.

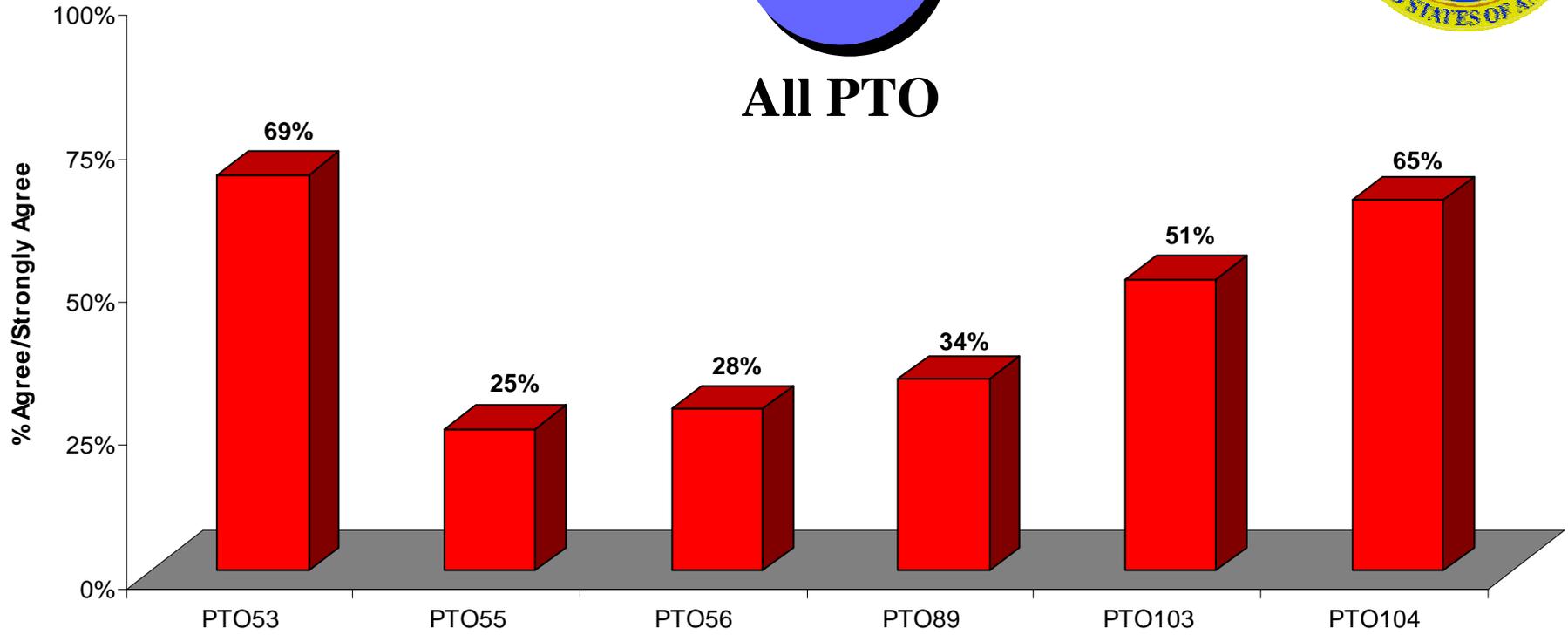
PTO51 Employees are involved in improving the quality of products, services and work processes.

PTO52 Employees have a feeling of personal empowerment and ownership of work processes.

Performance Index Items

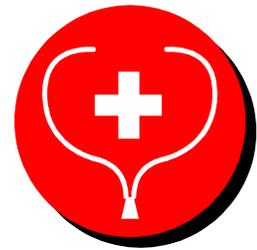


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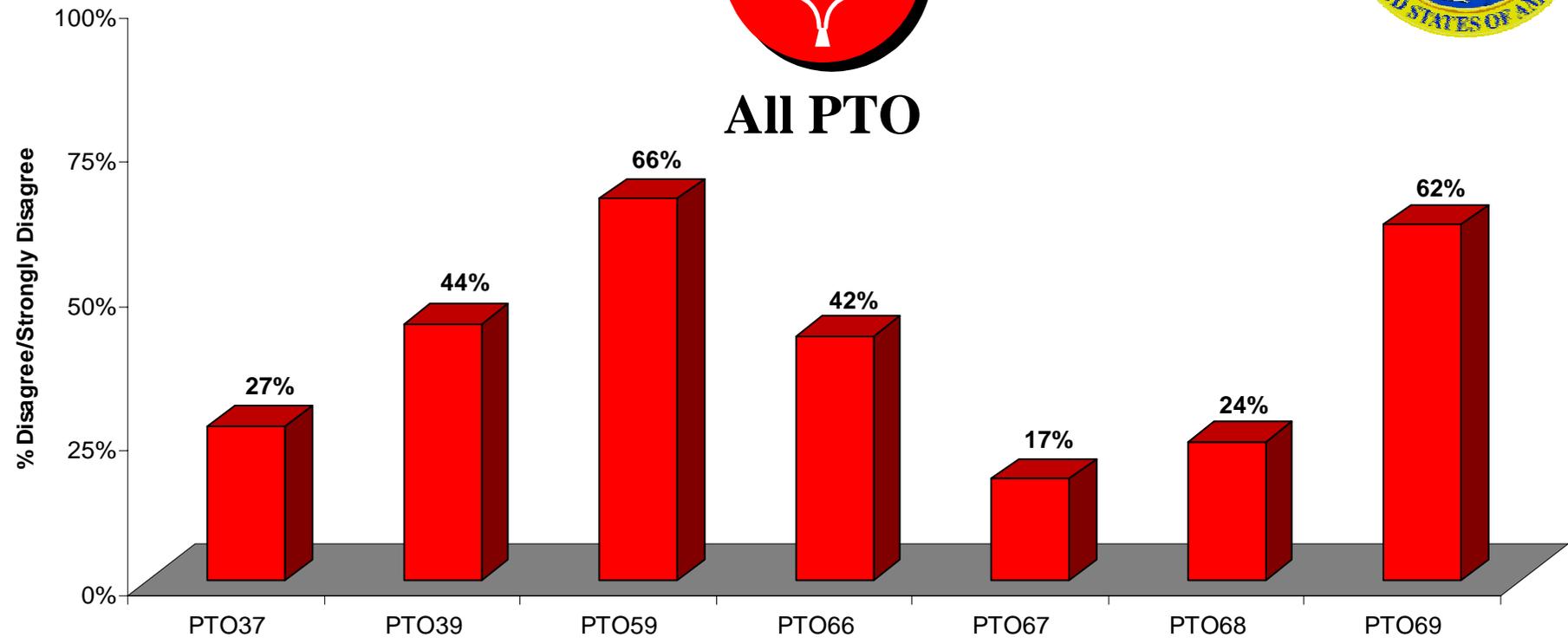


- PTO53 Employees are held accountable for achieving positive results.
- PTO55 Supervisors/team leaders ask for employee ideas and opinions before making important work decisions.
- PTO56 Managers provide an environment that supports employee involvement, contributions and teamwork.
- PTO89 Short- and long-term quality improvement goals are established and integrated into the organization's overall strategic planning and budgeting processes.
- PTO103 Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.
- PTO104 Supervisors/team leaders communicate what is expected of employees in terms of performance (for example, task responsibilities, performance standards).

Stress Index Items

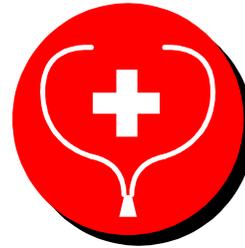


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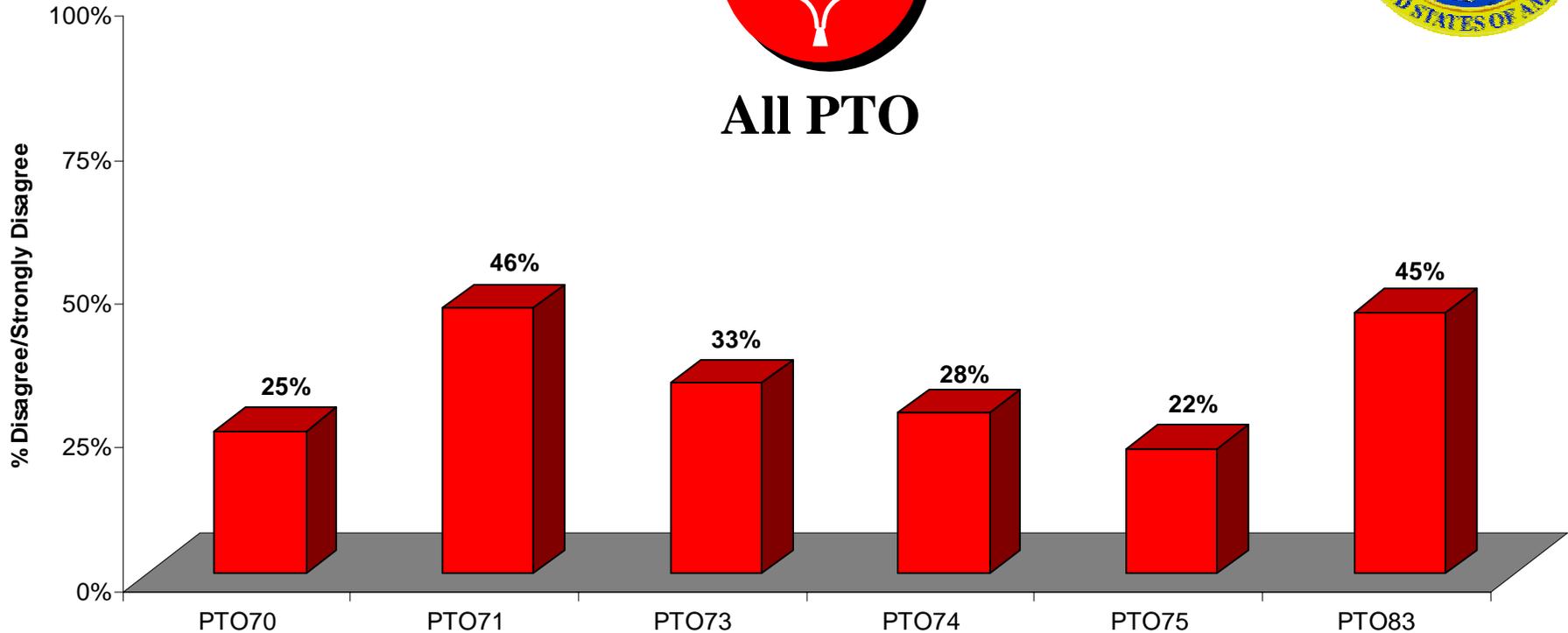


- PTO37 People treat each other with respect.
- PTO39 The distribution of work among employees is fair.
- PTO59 The amount of work is reasonable, allowing employees to provide high quality products and services.
- PTO66 Physical conditions (for example, air quality, and water) allow employees to perform their jobs well.
- PTO67 Programs that encourage good health practices are supported (for example, fitness centers, health education programs).
- PTO68 Employees are protected from health and safety hazards on the job.
- PTO69 Supervisors/team leaders take steps to minimize work-related stress.

Stress Index Items



All PTO



PTO70 Programs that help employees deal with work and family responsibilities are provided (for example, support groups, stress management courses, lectures).

PTO71 This organization provides programs that help employees deal with work and family responsibilities (for example, on-site or near site child care, elder care resource and referral).

PTO73 Employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.

PTO74 Supervisors/team leaders understand and support employees' family/personal life responsibilities.

PTO75 Employees balance their work and family/personal life responsibilities.

PTO83 There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).