



EMPLOYEE-OWNER SURVEY RESULTS

2013



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INTRODUCTION

SURVEY OVERVIEW

Research shows that the existence of employee ownership is not sufficient for companies to attain the competitive and performance advantages associated with ownership. Companies must also build an ownership culture—a workplace where employees think and act like owners. The NCEO’s employee-owner surveys are designed exclusively for employee ownership companies. The surveys measure how well employees understand their ESOP and ways that the company can more effectively capture the benefits of employee ownership. The NCEO’s survey resources include data from 15,000 employee owners in over 89 employee ownership companies around the country.

The comparison data consists of a mixed group of companies, a majority of which have made serious efforts to build strong ownership cultures: being at the benchmark norm should be seen as company strength. 36% of the companies have fewer than 100 employees; 38% have 100 to 300 employees; 26% have over 300 employees. This distribution is a reasonable approximation of ESOP companies in the United States. The NCEO has not found systematic differences among companies based solely on size.

THE REPORT OF SURVEY RESULTS

This document provides the complete results of the 2013 survey administration at OurCo. OurCo employees completed the NCEO’s questionnaire in April and May of 2013. Of the 100 employees eligible to complete the online survey, 100 (100%) completed questionnaires.

EXECUTIVE SUMMARY

This section provides a brief overview of OurCo’s results. The *Topic Overview Chart* provides results for each topic, whereas the *Summary of Results by Topic* provides results for each question, organized by topic. To calculate the difference between OurCo’s 2013 results and the database for this chart and the *Summary of Results by Topic*, the average for each question is converted to a 10-pt scale, then compared. For the *Topic Overview Chart*, the converted results for all of the questions in each topic are then averaged. Here is a legend for “Compared to DB”:

- **Superior:** OurCo has a score that is 2.0 or more points above the database
- **Excellent:** OurCo has a score that is between 1.0 and 2.0 points above the database
- **Above Average:** OurCo has a score that is between 0.5 and 1.0 points above the database
- **Average:** OurCo has a score that is within 0.5 points of the database
- **Below Average:** OurCo has a score that is 0.5 points or more below the database

TOPIC OVERVIEW CHART

Compared to the database, the company’s strongest topics are Ownership Identity, Entrepreneurship, and Employee Relations. The weakest topics are Information and Learning, Organizational Fairness, and Work and Pay.

Compared to DB	Topic	Description
Above Average	ESOP Understanding	How well do employees understand the ESOP?
Excellent	Ownership Identity	How much do employees identify as owners?
Above Average	Decision Making	How much influence do employees feel they have over their own jobs, their department, and the company as a whole?
Average	Information and Learning	How well does OurCo educate employees about the ESOP, and how easy is it for employees to get information?
Excellent	Entrepreneurship	How willing are employees to act like owners of the business by showing an entrepreneurial spirit?
Average	Organizational Fairness	According to employees, how fair are the policies and practices at OurCo?
Above Average	Accountability	How accountable are employees and the leadership for their actions?
Average	Work and Pay	According to employees, how fair is the pay system?
Above Average	Trust in Leadership	How much trust do OurCo employees place in their leadership?
Above Average	Work Atmosphere	How positive is the work atmosphere at OurCo?
Above Average	Organizational Effectiveness	How effective is OurCo at meeting the challenges it faces?
Excellent	Employee Relations	How are relations and how much loyalty is there between employees, managers, and the leadership?

SUMMARY OF RESULTS BY TOPIC

This table has three parts: (1) the item's number in the survey, (2) the company's performance compared to the database (Compared to DB), and (3) the question text. OurCo performed "Superior" compared to the database on 2 items, "Excellent" on 10 items, "Above Average" on 14 items, "Average" on 15 items, and "Below Average" on 2 items.

ESOP UNDERSTANDING

#	Compared to DB	Question
1a	Average	Employees at this company believe in the benefits of employee ownership.
1b	Excellent	Employee ownership motivates people at OurCo to do a better job.
1c	Average	I understand the ESOP account statements I get from OurCo.
1e	Above Average	The ESOP helps make OurCo more successful.

OWNERSHIP IDENTITY

1f	Excellent	I don't really care about the employee ownership plan in this company.
5a	Average	How much do you feel like an owner of this company?
5b	Below Average	How important is ownership to you?

DECISION MAKING

2a	Average	OurCo provides opportunities for me to share my ideas about how to make improvements.
2i	Average	This company rarely responds to employee suggestions.
4f	Average	Supervisors resist when people try to participate in decisions.
4g	Above Average	The person I report to actively seeks my input.

INFORMATION AND LEARNING

2k	Above Average	I get sufficient feedback about my work to improve my performance.
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ENTREPRENEURSHIP

1h	Below Average	This company's future performance will affect my financial security.
3b	Superior	I would turn down another job for more pay in order to stay with this organization.
3d	Average	People at OurCo care about meeting our customers' needs.
6	Excellent	Which one of the following four statements best describes how you think of your current job?

ORGANIZATIONAL FAIRNESS

#	Compared to DB	Question
2c	Above Average	When someone makes a significant contribution to the company, he or she will almost always be recognized for it.
2d	Above Average	Some people in this company get undeserved special treatment.
2g	Average	Overall, this company is fair to its employees.
4c	Average	The person I report to is fair to me.

ACCOUNTABILITY

3c	Above Average	I feel an obligation to challenge poor performance by my fellow employees.
4a	Above Average	OurCo managers are held accountable for their decisions.
4b	Above Average	My direct supervisor admits his/her mistakes.

WORK AND PAY

2e	Above Average	The pay system at this company is generally fair.
3a	Below Average	I feel an obligation to work hard at my job.

TRUST IN LEADERSHIP

4d	Excellent	Employees at OurCo trust [Senior management].
4e	Excellent	Employees at OurCo trust their supervisors.

ORGANIZATIONAL EFFECTIVENESS

2h	Above Average	When serious operational problems arise in my office, they are often ignored.
2b	Above Average	This company provides sufficient training for employees to improve their job-related skills.

EMPLOYEE RELATIONS

10	Superior	How much loyalty would you say you feel toward your immediate supervisor?
11	Below Average	Do you think relations between employees and management at your company are better than average, worse than average, or about the same as in other places?

DEMOGRAPHIC ANALYSIS

The following chart displays how subgroups scored compared to the company overall, organized by topic. For each question, the chart includes the question's number in the survey (#), how the company's overall score compared to the database (OurCo v DB), the percentage difference between company's overall average and the subgroup's average for each subgroup, and the question text. In calculating the "Employee Ownership Score" for each subgroup, the average is converted to a percentage then scaled against database score (where the database is set to 75%). Differences of 2% or more are highlighted in green if the score is stronger, and red if the score is weaker.

DEMOGRAPHIC RESULTS BY TENURE

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 1: ESOP Understanding
Above Average	-2%	+7%	+4%	Employees at this company believe in the benefits of employee ownership.
Excellent	-1%	+1%	+6%	Employee ownership motivates people at OurCo to do a better job.
Average	-7%	+4%	+13%	I understand the ESOP account statements I get from OurCo.
Below Average	-3%	+9%	+2%	I know how to find answers to my questions about the ESOP.
Above Average	+1%	+3%	+1%	The ESOP helps make OurCo more successful.
Excellent	-1%	+7%	+1%	I think that I will be better off financially because of the ESOP.
82%	80%	87%	86%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 2: Ownership Identity
Above Average	+1%	+8%	-2%	I don't really care about the employee ownership plan in this company.
Excellent	-5%	+7%	+9%	How much do you feel like an owner of this company?
Above Average	-1%	+3%	+5%	How important is ownership to you?
86%	84%	92%	90%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 3: Decision Making
Excellent	+3%	-2%	-0%	OurCo provides opportunities for me to share my ideas about how to make improvements.
Average	-4%	+6%	+3%	This company rarely responds to employee suggestions.
Average	+6%	-12%	-3%	Supervisors resist when people try to participate in decisions.
Excellent	-3%	+4%	+4%	The person I report to actively seeks my input.
Average	-2%	+1%	+4%	Which of the following four statements best describes your job?
81%	81%	80%	83%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 4: Information and Learning
Above Average	-0%	-0%	-6%	I get sufficient feedback about my work to improve my performance.
80%	81%	81%	87%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 5: Entrepreneurship
Below Average	+3%	-1%	-1%	This company's future performance will affect my financial security.
Superior	+1%	+6%	-1%	I would turn down another job for more pay in order to stay with this organization.
Average	+2%	-5%	+2%	People at OurCo care about meeting our customers' needs.
Excellent	-1%	+6%	+2%	Which one of the following four statements best describes how you think of your current job?
81%	82%	83%	82%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 6: Organizational Fairness
Above Average	+4%	+5%	-16%	When someone makes a significant contribution to the company, he or she will almost always be recognized for it.
Above Average	+5%	-2%	-2%	Some people in this company get undeserved special treatment.
Average	+2%	+6%	-3%	Overall, this company is fair to its employees.
Average	-3%	+6%	+2%	The person I report to is fair to me.
82%	84%	86%	77%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 7: Accountability
Above Average	-3%	+8%	+2%	I feel an obligation to challenge poor performance by my fellow employees.
Above Average	+3%	-6%	+1%	OurCo managers are held accountable for their decisions.
Above Average	-2%	-1%	+6%	My direct supervisor admits his/her mistakes.
85%	84%	85%	88%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 8: Work and Pay
Above Average	+2%	+1%	-3%	The pay system at this company is generally fair.
Below Average	+0%	+1%	+3%	I feel an obligation to work hard at my job.
76%	77%	77%	76%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 9: Trust in Leadership
Excellent	+1%	+0%	+1%	Employees at OurCo trust [Senior management].
Excellent	+3%	-5%	+1%	Employees at OurCo trust their supervisors.
89%	91%	86%	90%	

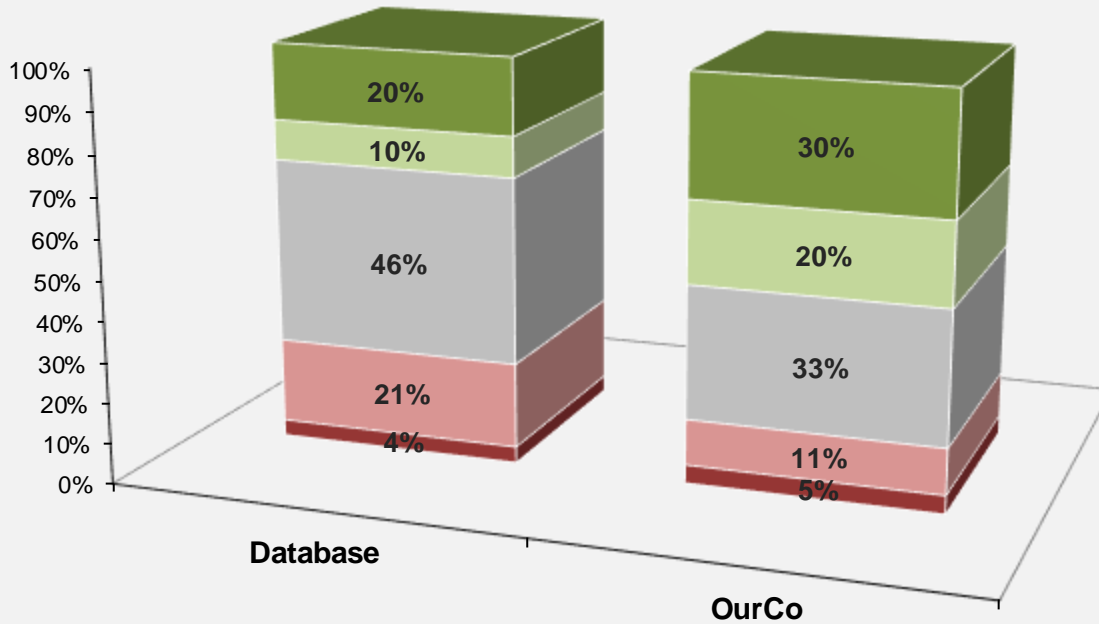
OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 10: Organizational Effectiveness
Above Average	-1%	+1%	+3%	When serious operational problems arise in my office, they are often ignored.
	+3%	-3%	+3%	This company provides sufficient training for employees to improve their job-related skills.
Above Average				
84%	85%	83%	88%	

OurCo v DB	0-3 years	4-7 years	Over 7 years	Topic 11: Employee Relations
Superior	-2%	+1%	+3%	How much loyalty would you say you feel toward your immediate supervisor?
Below Average	-0%	+4%	-1%	Do you think relations between employees and management at your company are better than average, worse than average, or about the same as in other places?
90%	89%	93%	91%	

How prevalent is cynicism at OurCo?



Champions are engaged employee-owners who believe in the benefits of ownership.
High Potential Employees are on the cusp of being champions, but think the company can improve its implementation.
Neutral Employees do not fall into any of the other four categories.
Skeptics believe in the benefits of ownership, but think the company is implementing it poorly.
Cynics tend to disagree with employee ownership conceptually. "Employees are not owners."



Subgroup Data

Subgroup	Cynics (%)	Skeptics (%)	Neutral Employees (%)	High Potential Employees (%)	Champions (%)
1 year or less	9%	10%	57%	33%	31%
2-5 years	13%	20%	27%	33%	
6-11 years	7%	13%	20%	27%	33%
12 or more	11%	42%	11%	37%	

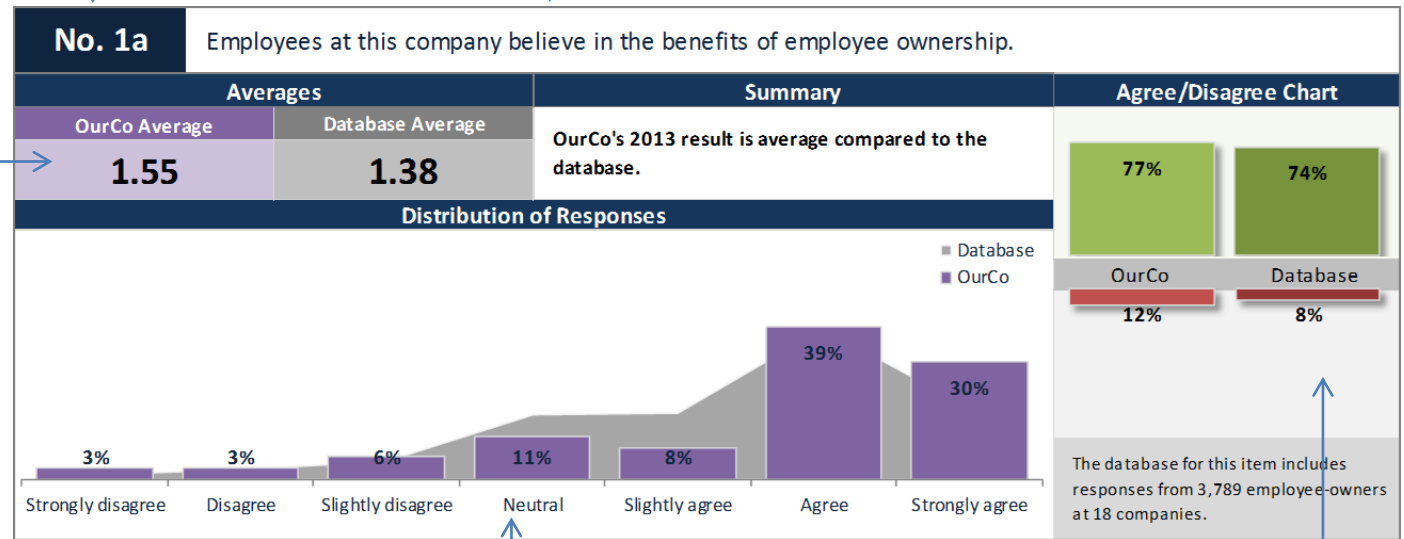
THE FULL RESULTS

HOW TO UNDERSTAND THE DATA CHARTS

This displays the number as it was ordered in the questionnaire.

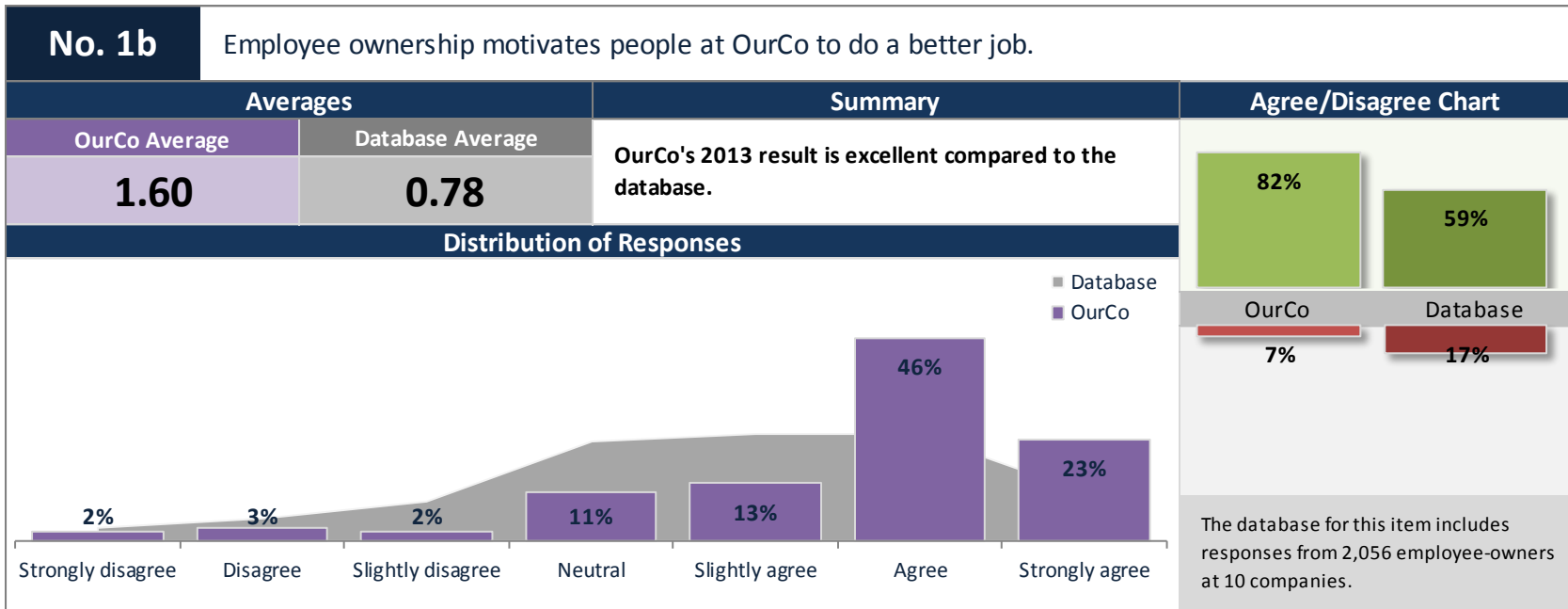
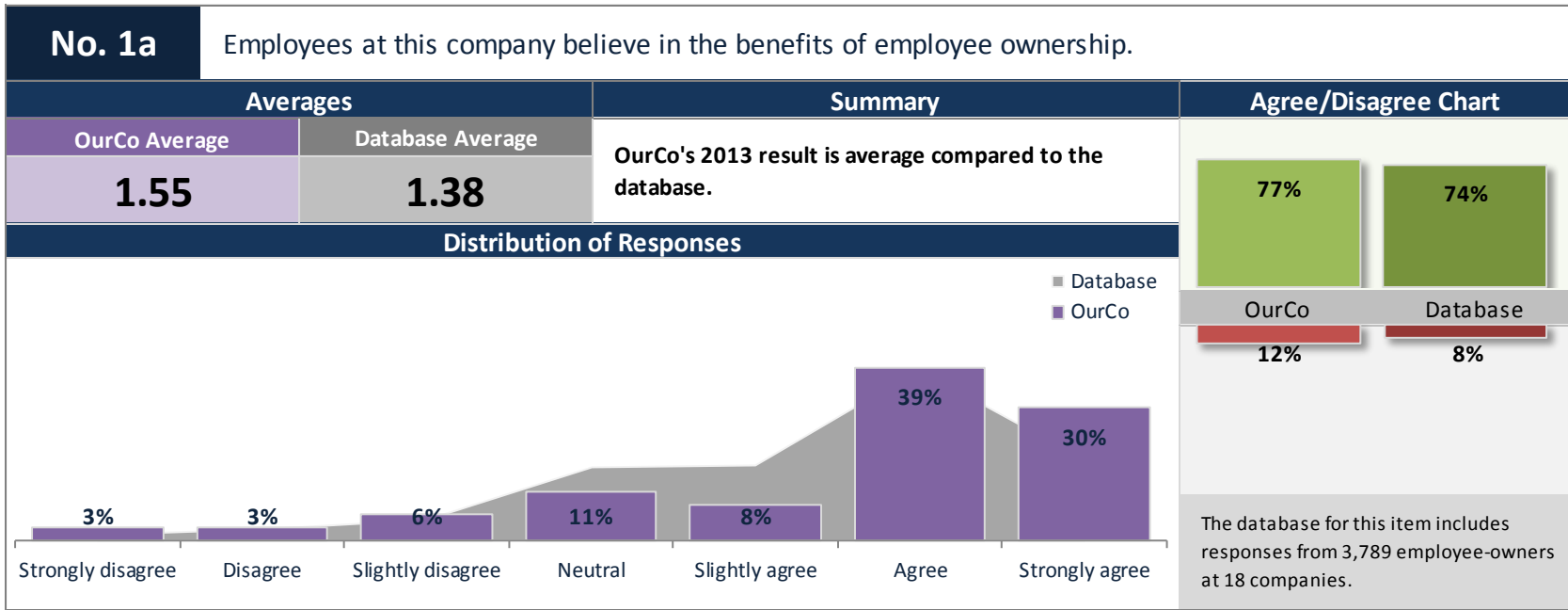
This displays the text of the question. If the question is negatively-worded, that information also displays here.

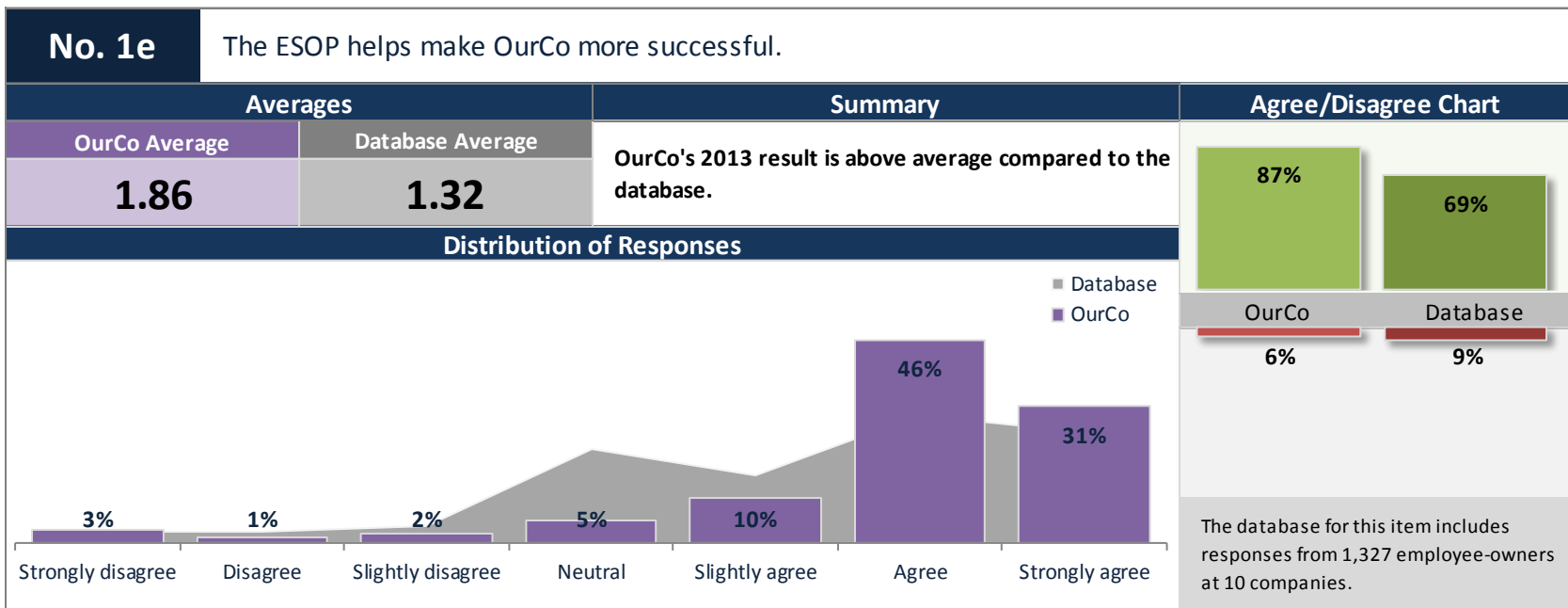
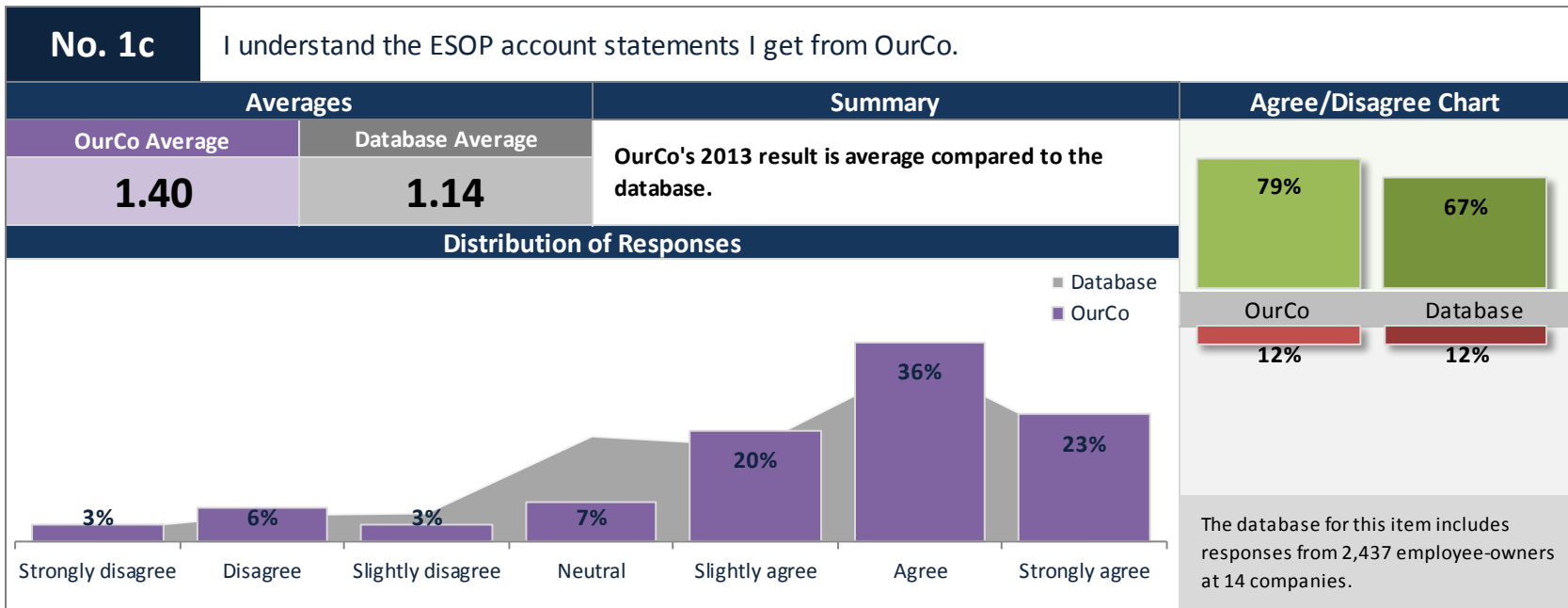
This section displays the averages for your company's most recent survey, the previous administration (if applicable), and the database. It also includes a summary stating how the current results compare to the previous results, if applicable, and database.



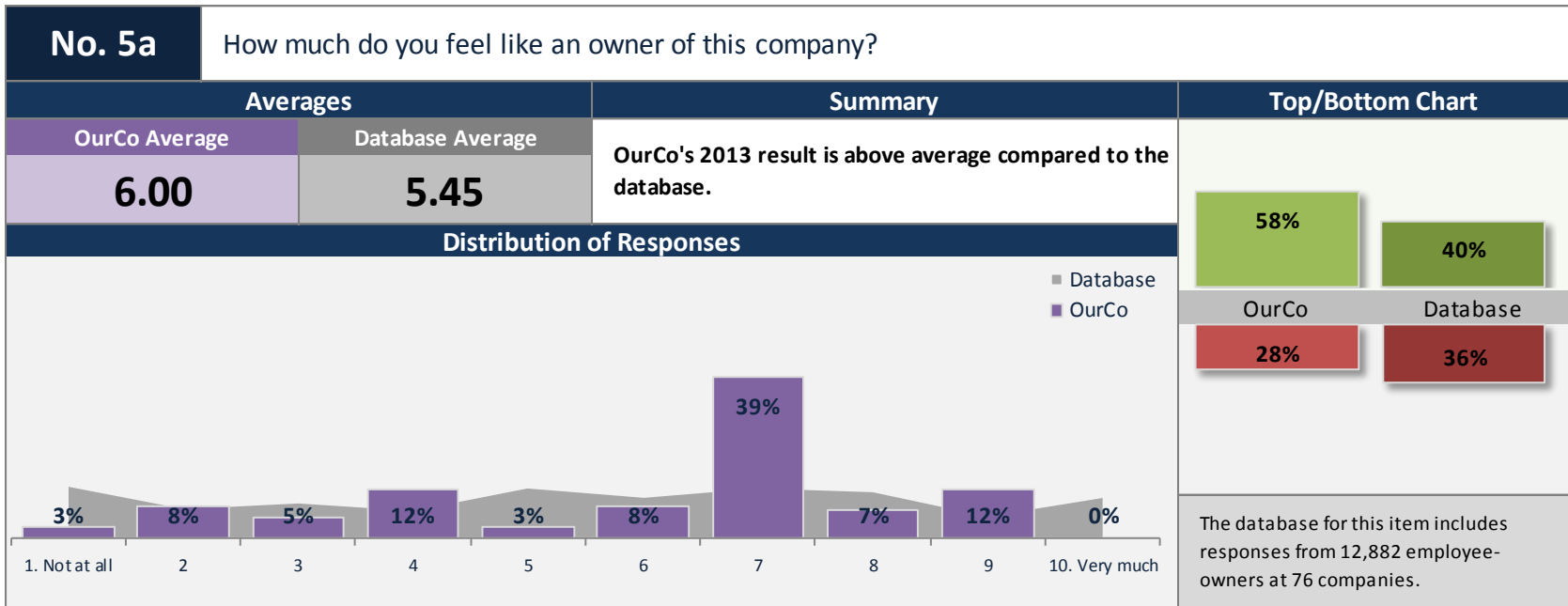
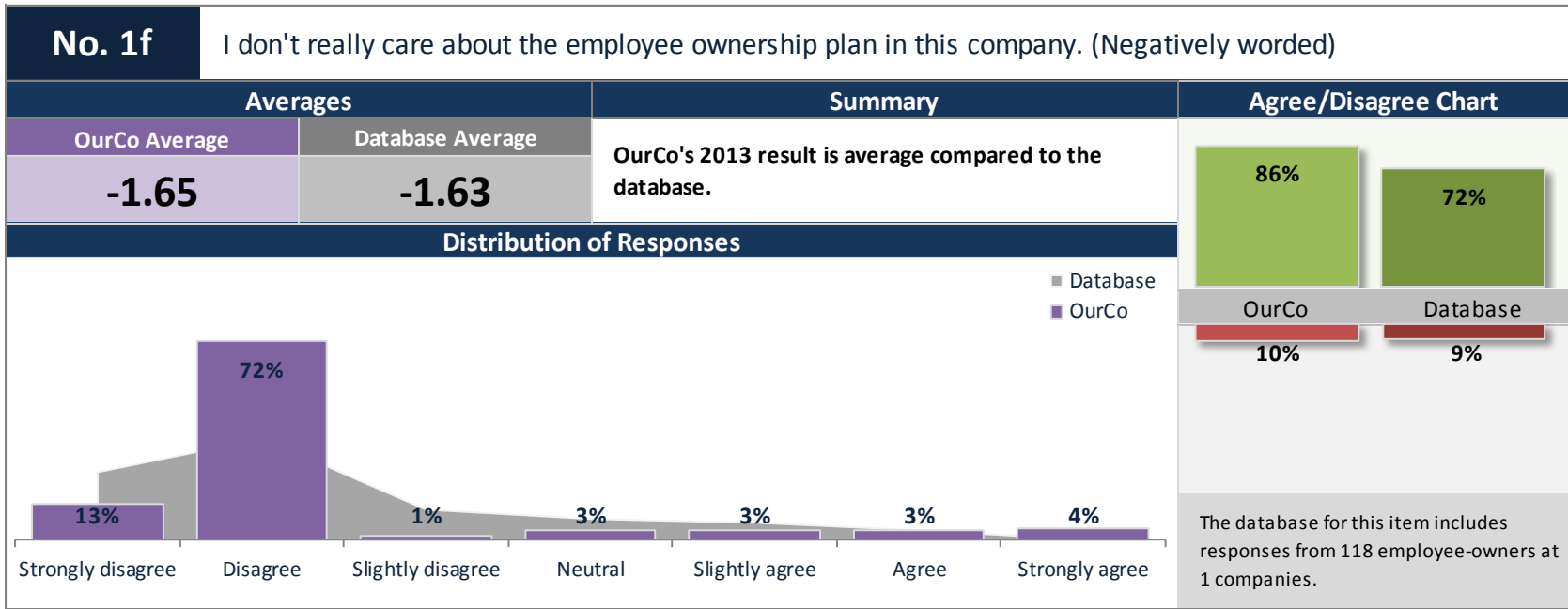
This chart displays the distribution of responses with answer choices for your company compared to the database.

This chart displays the percentage of respondents who agreed with the statement in green and percentage who disagreed in red. For negatively worded questions disagree is in green, and agree is in red. For questions on a non-standard scale, this chart displays the percentage of top scores and bottom scores.



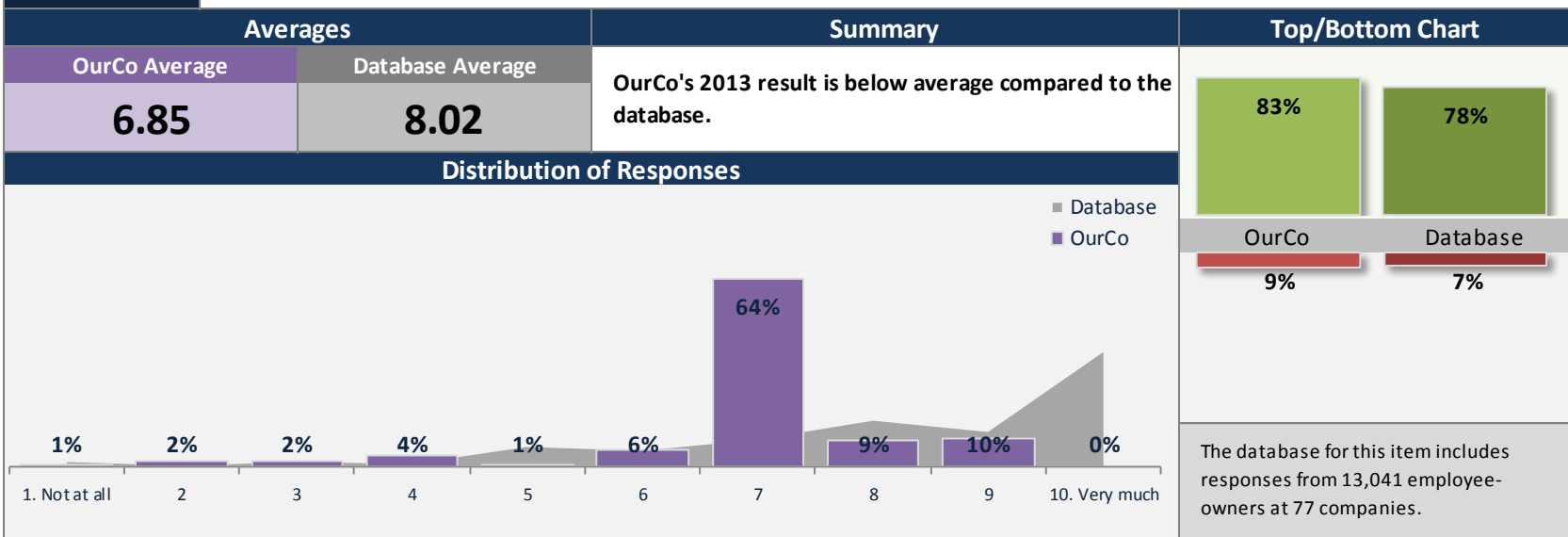


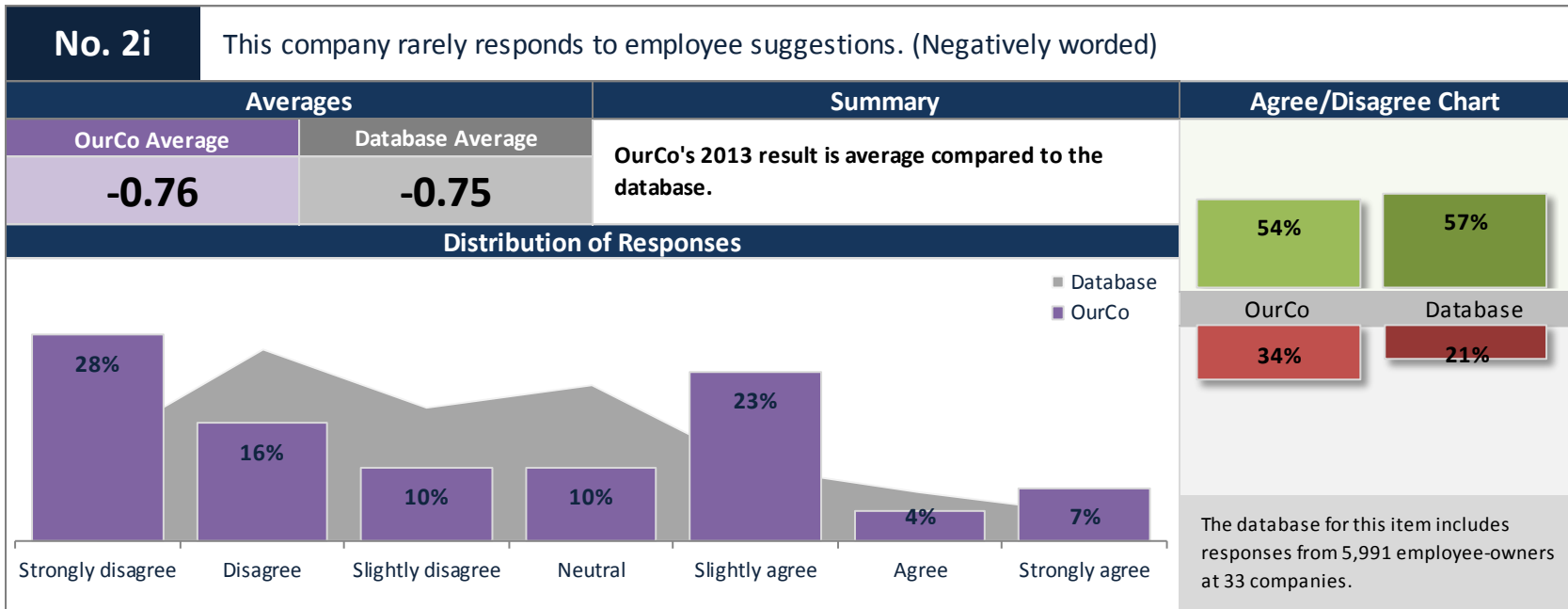
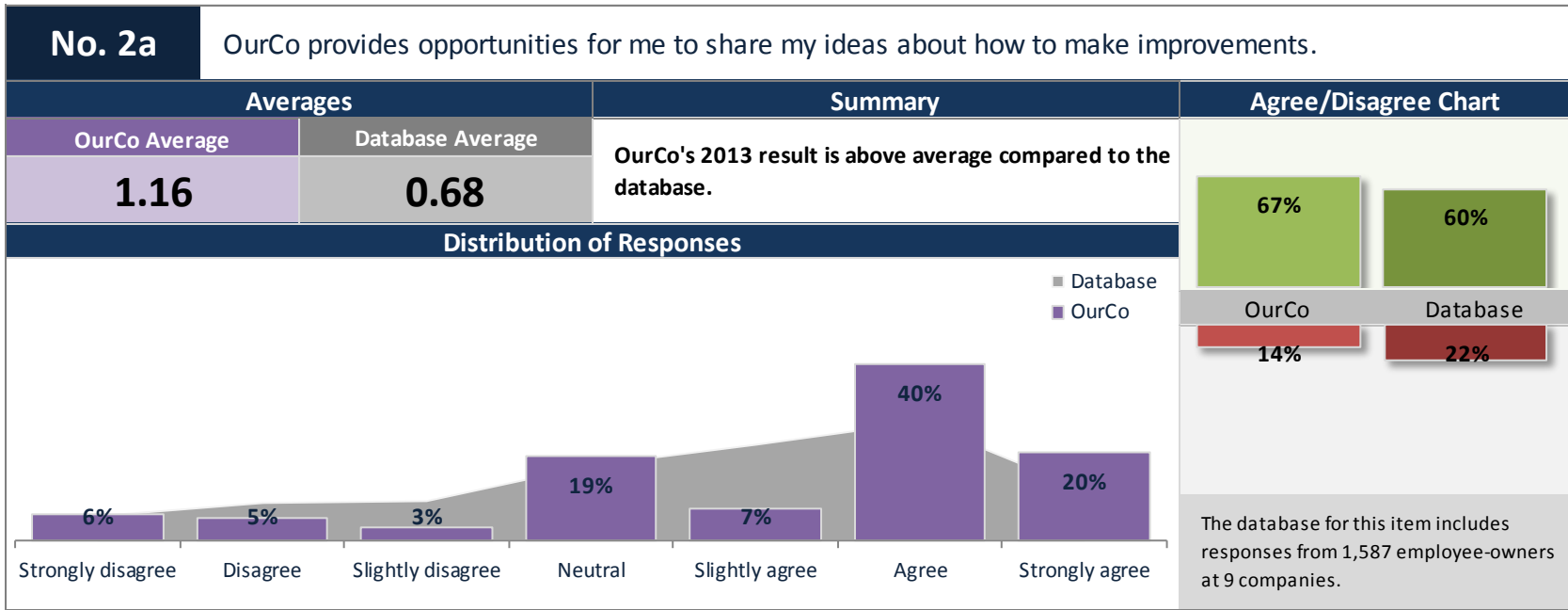
TOPIC 2: OWNERSHIP IDENTITY

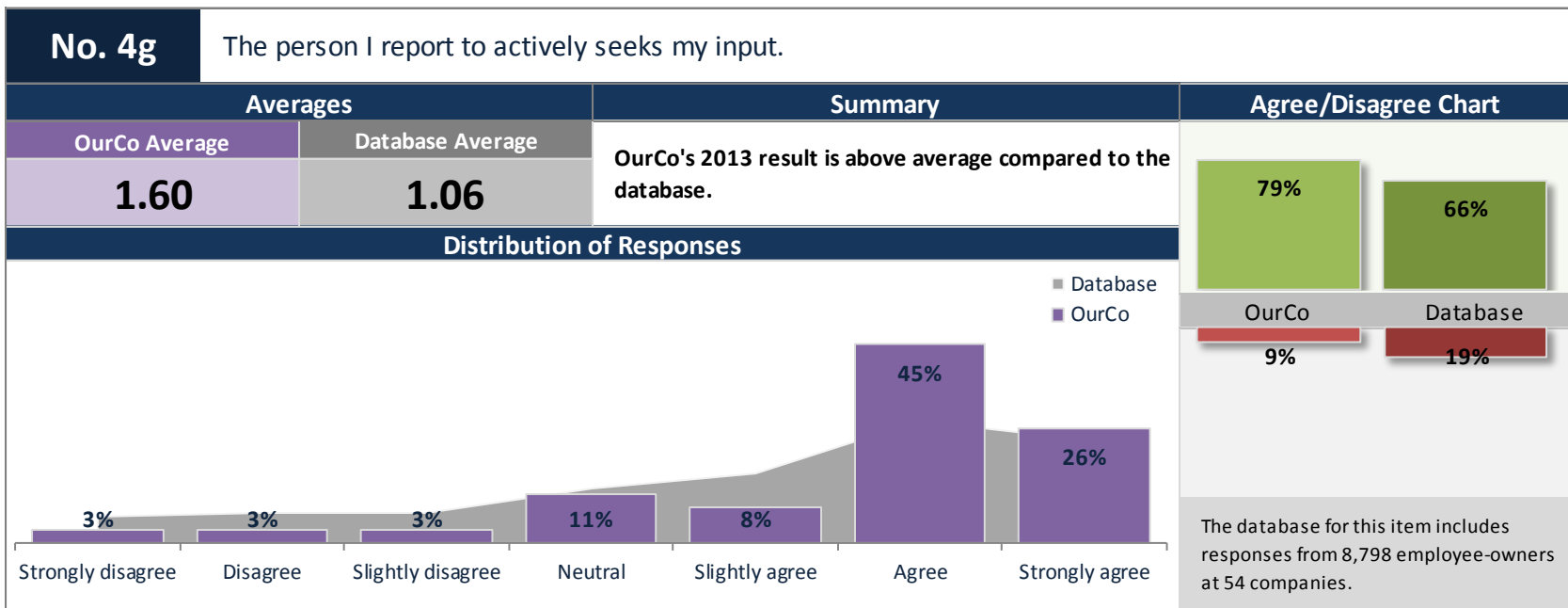
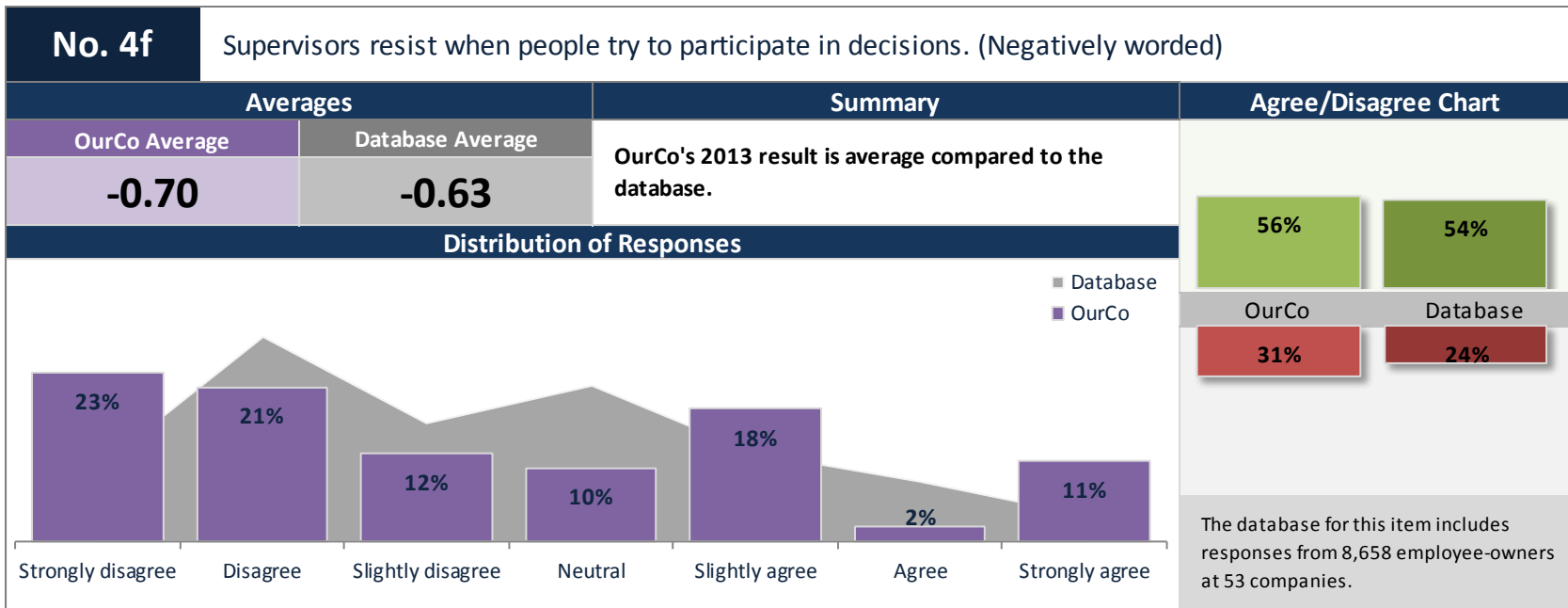


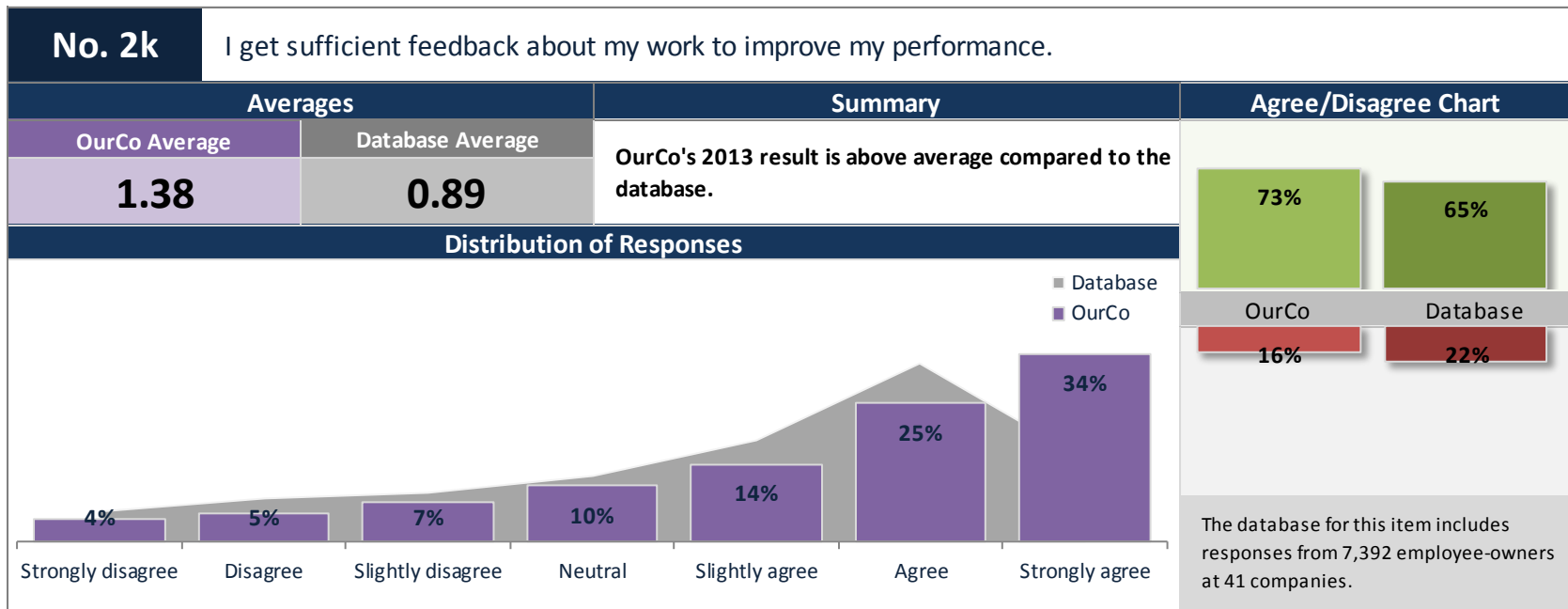
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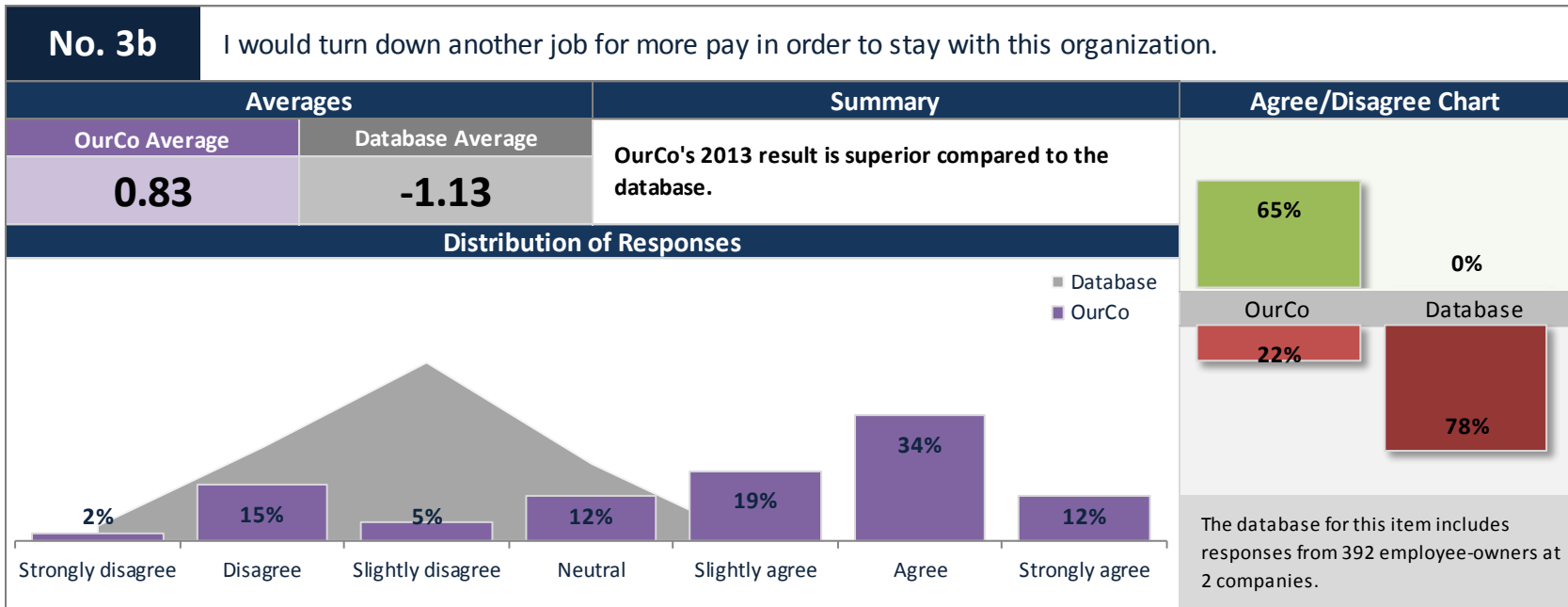
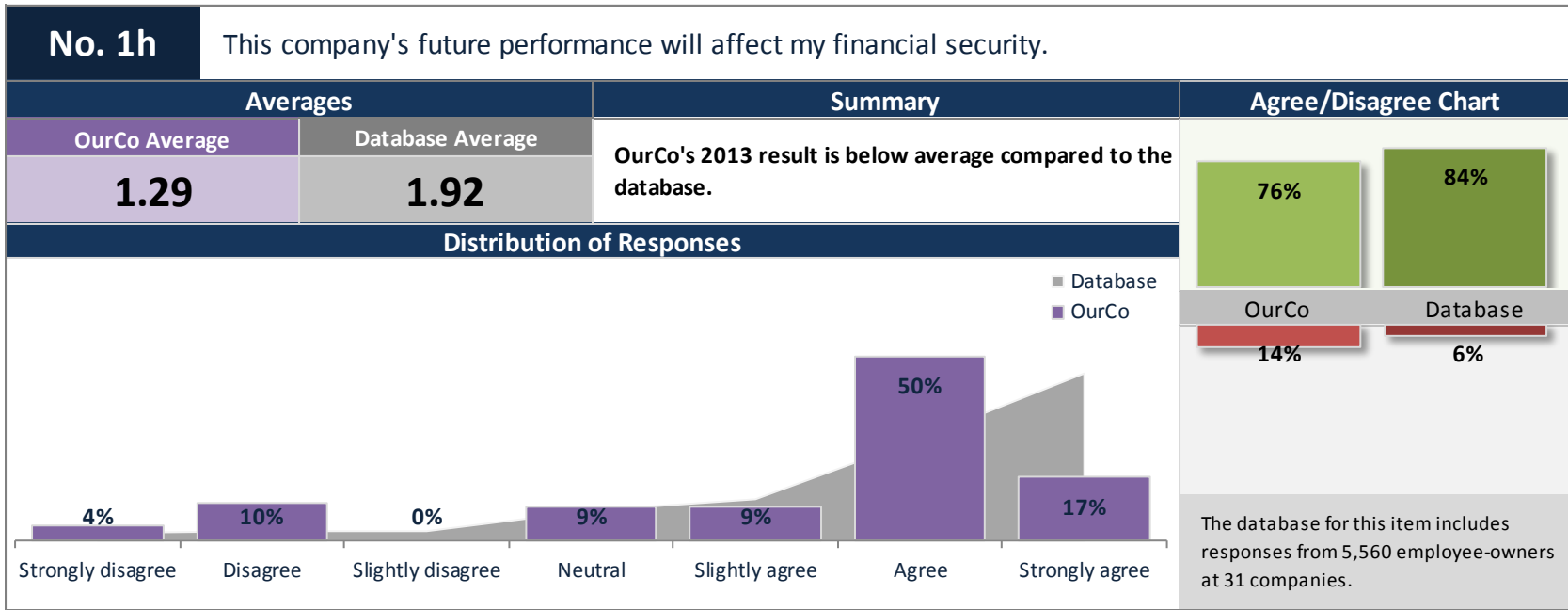
How important is ownership to you?

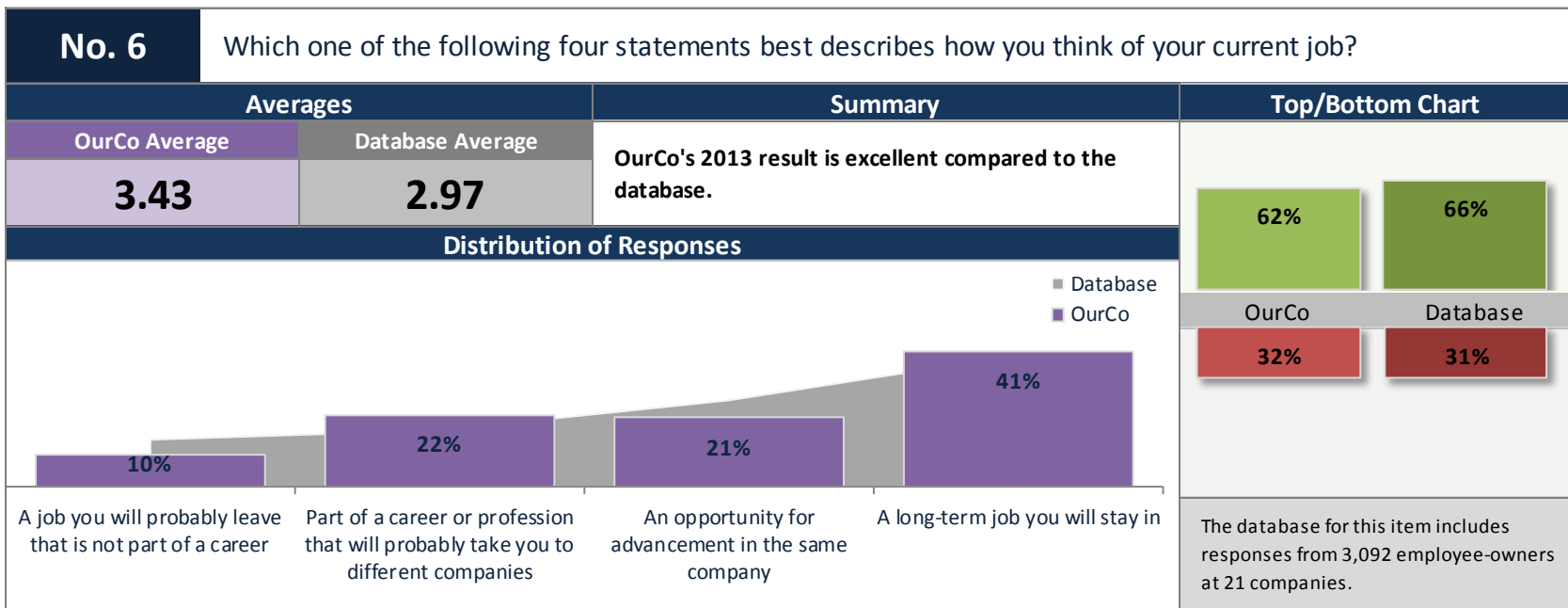
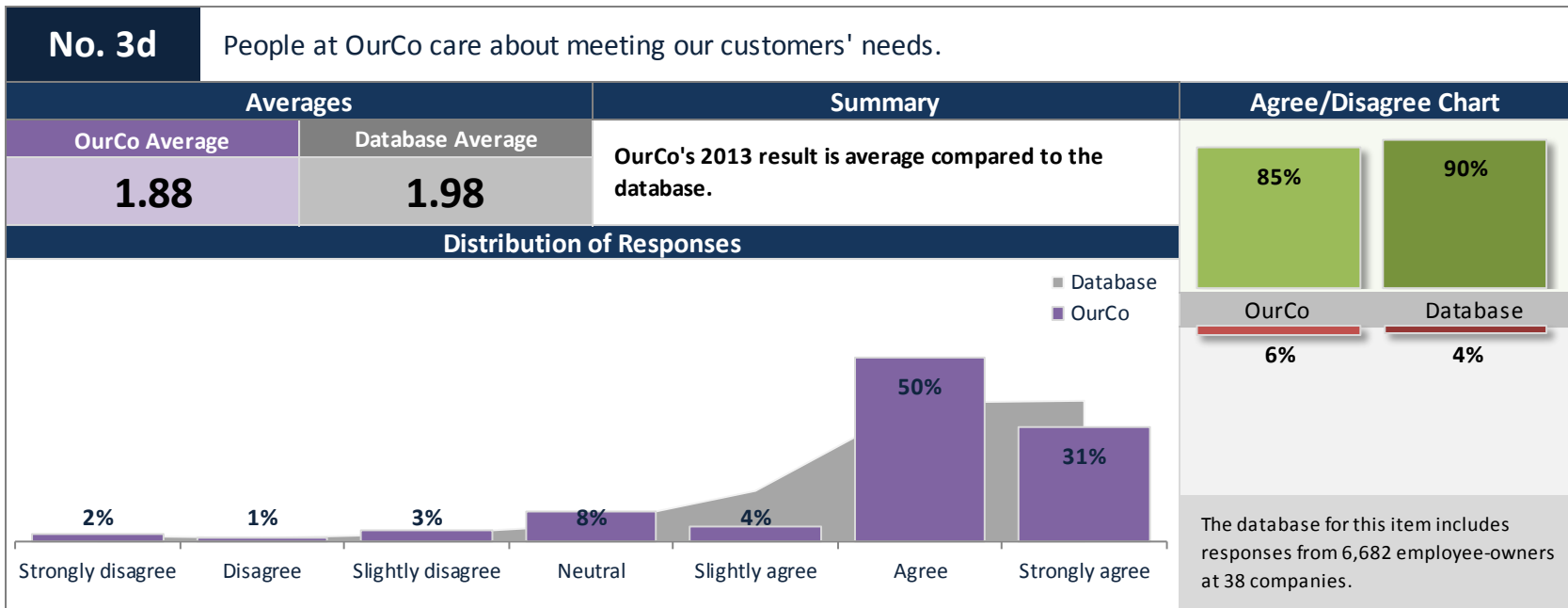




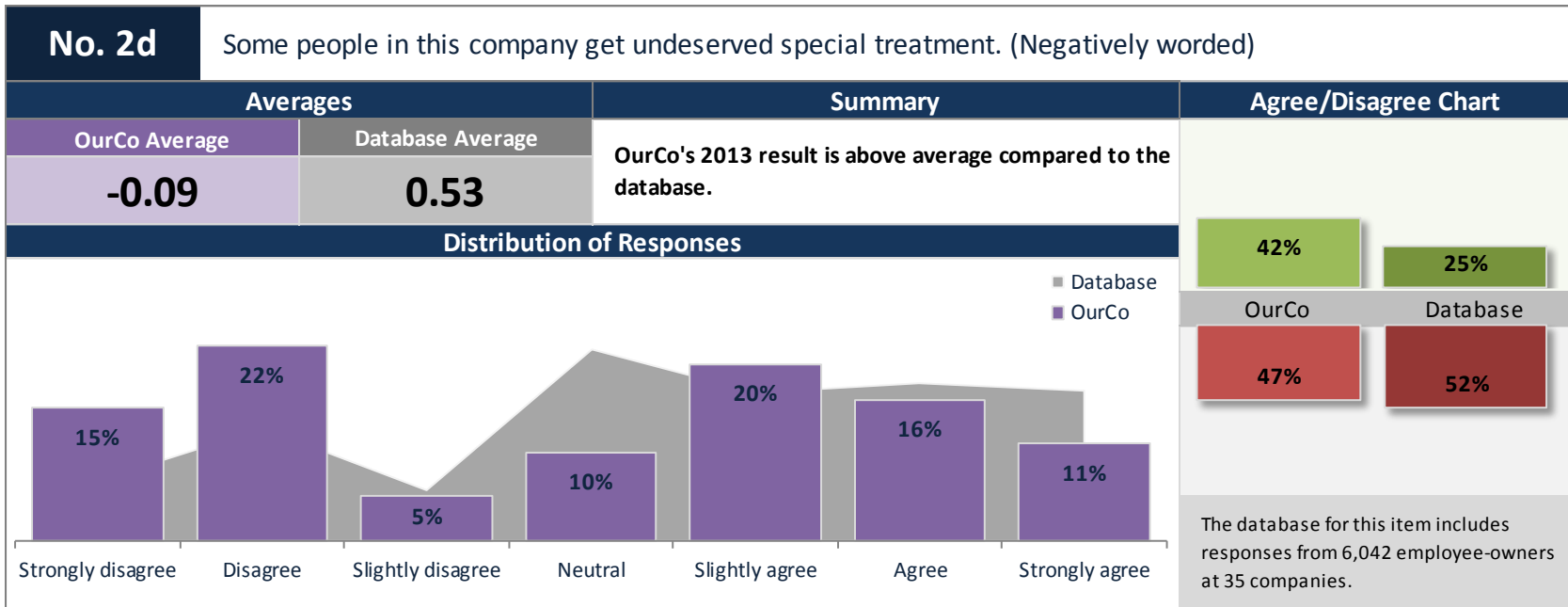
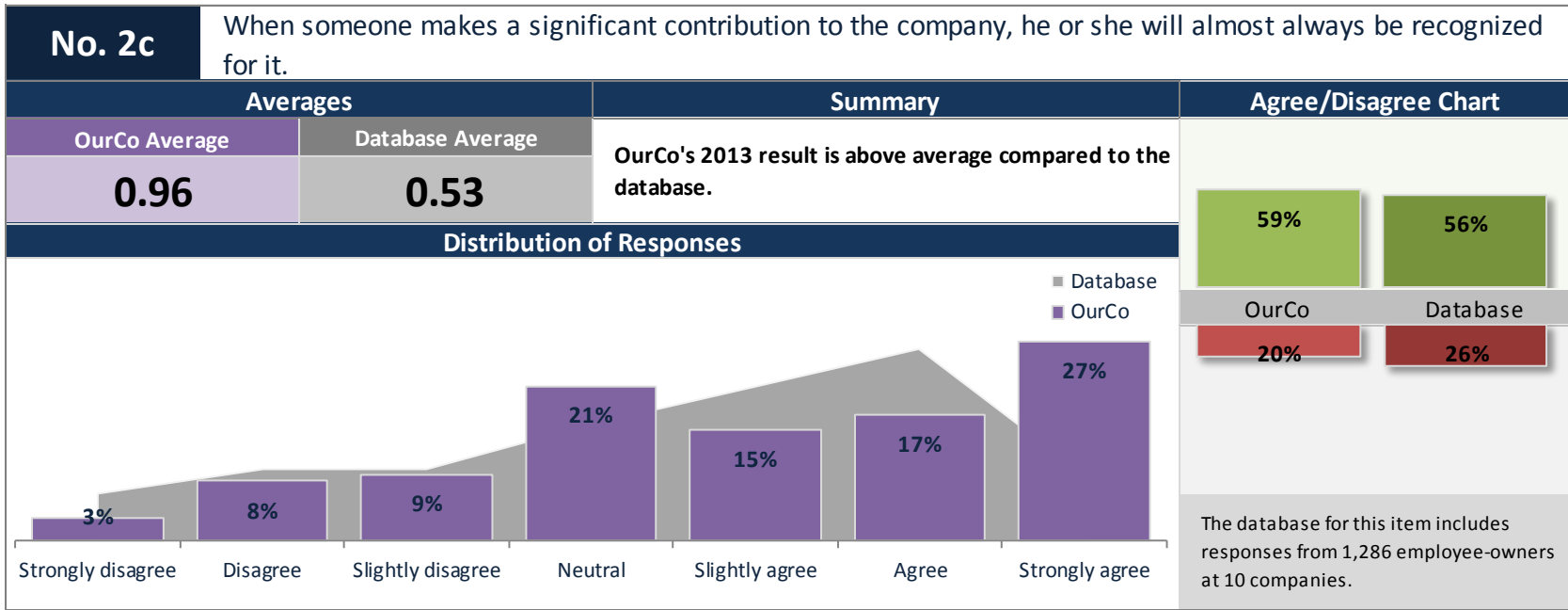


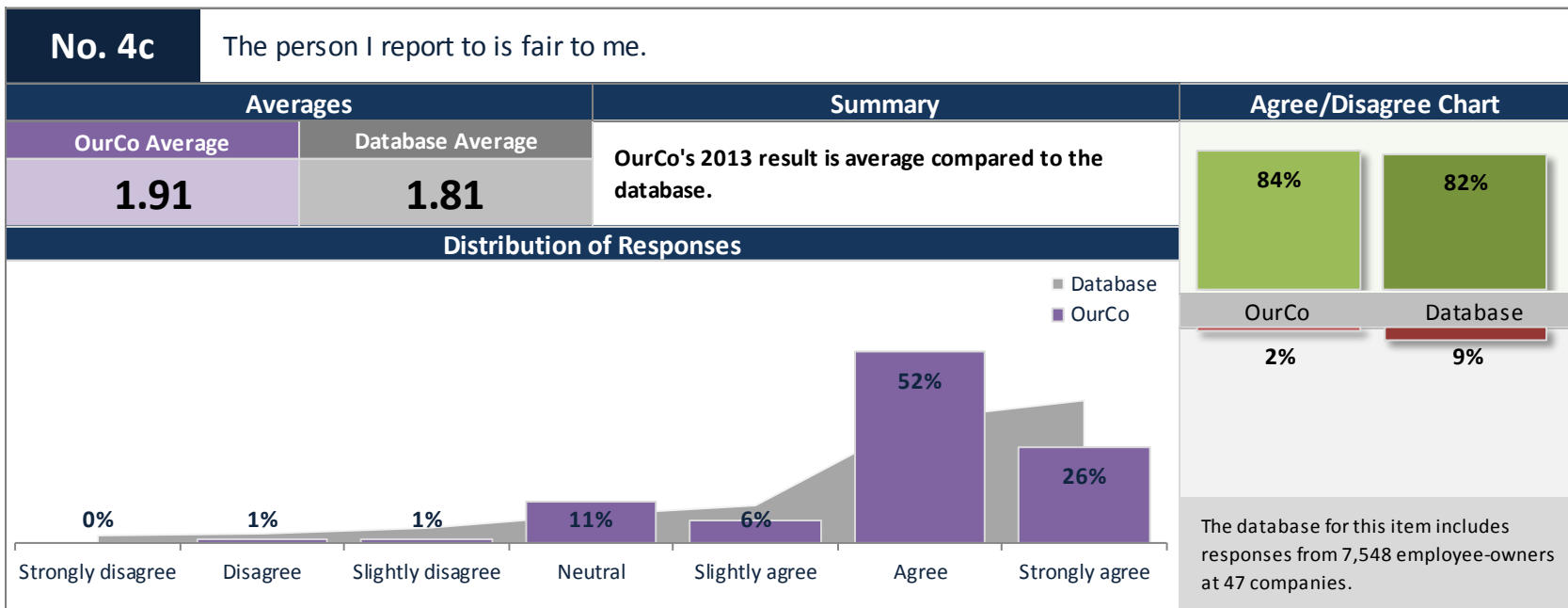
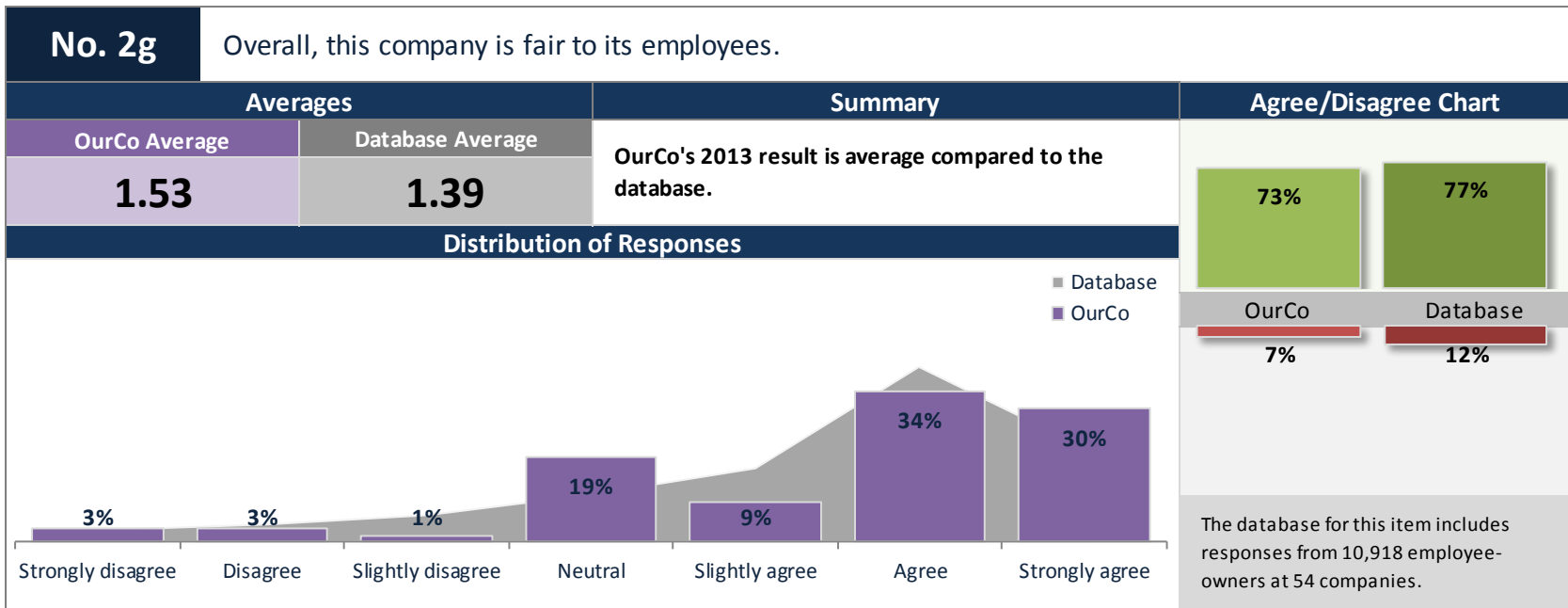


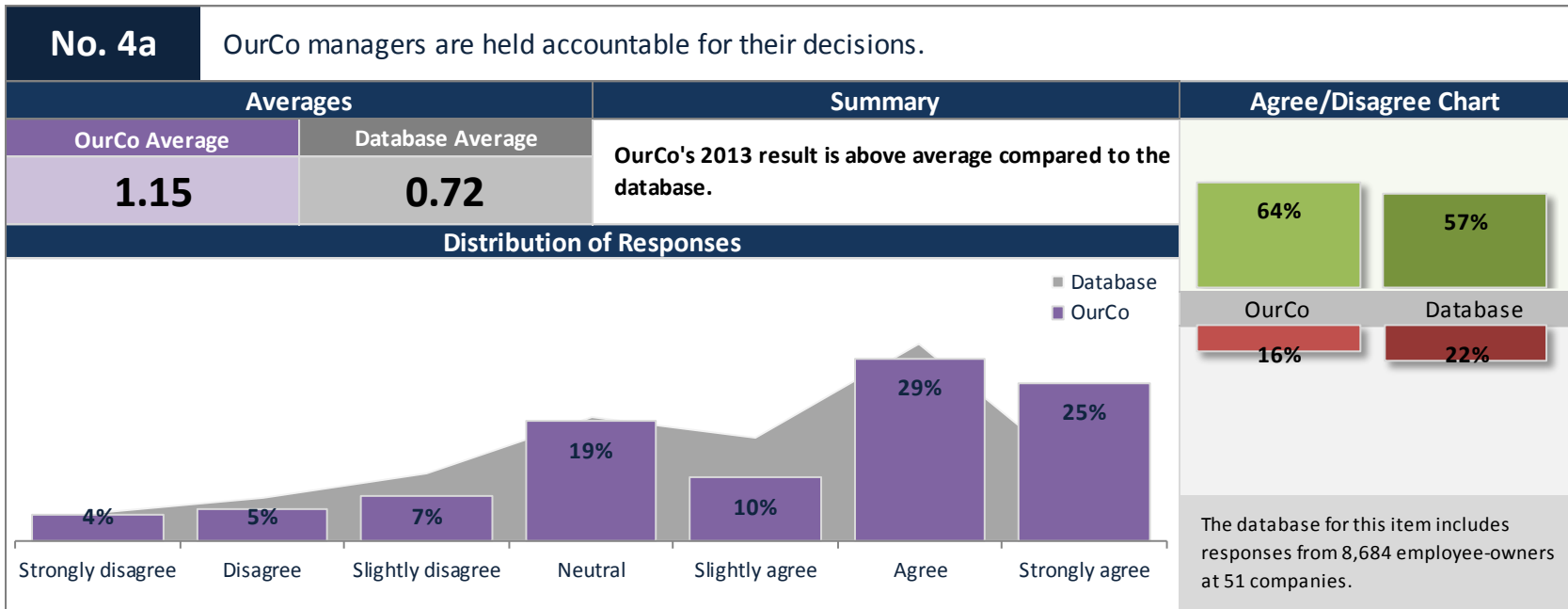
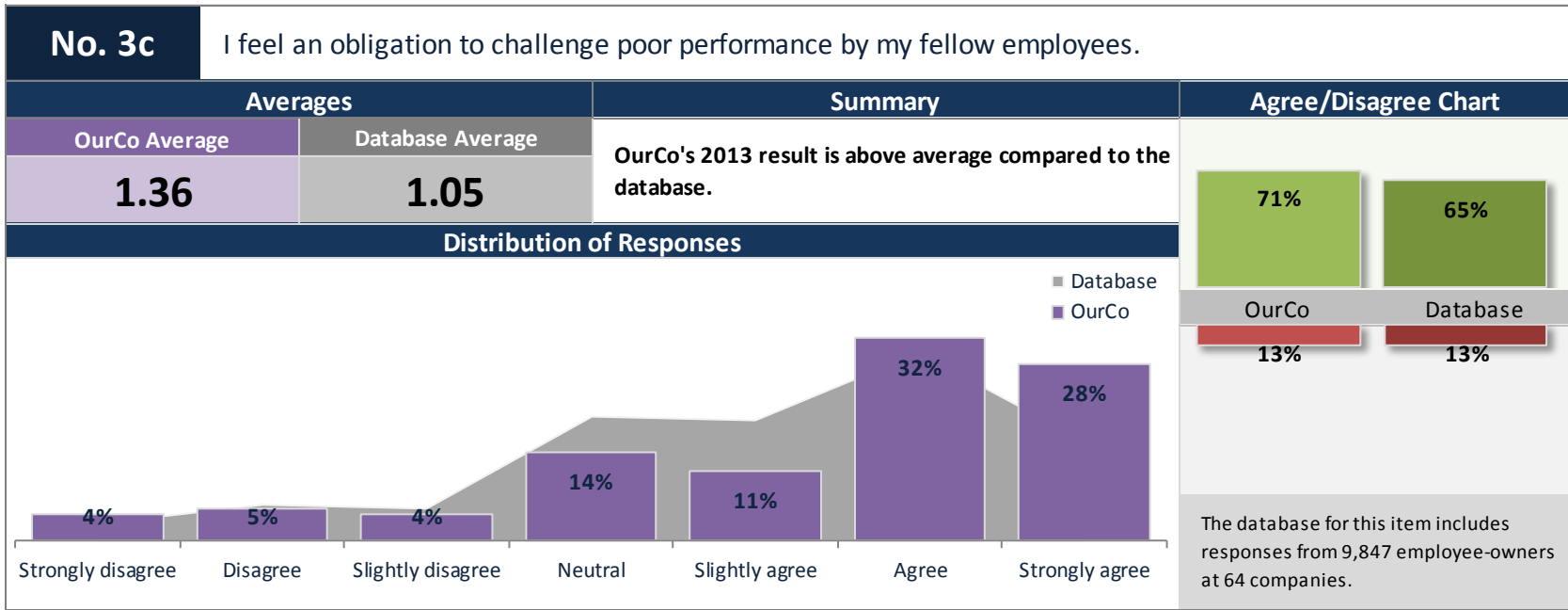




TOPIC 6: ORGANIZATIONAL FAIRNESS

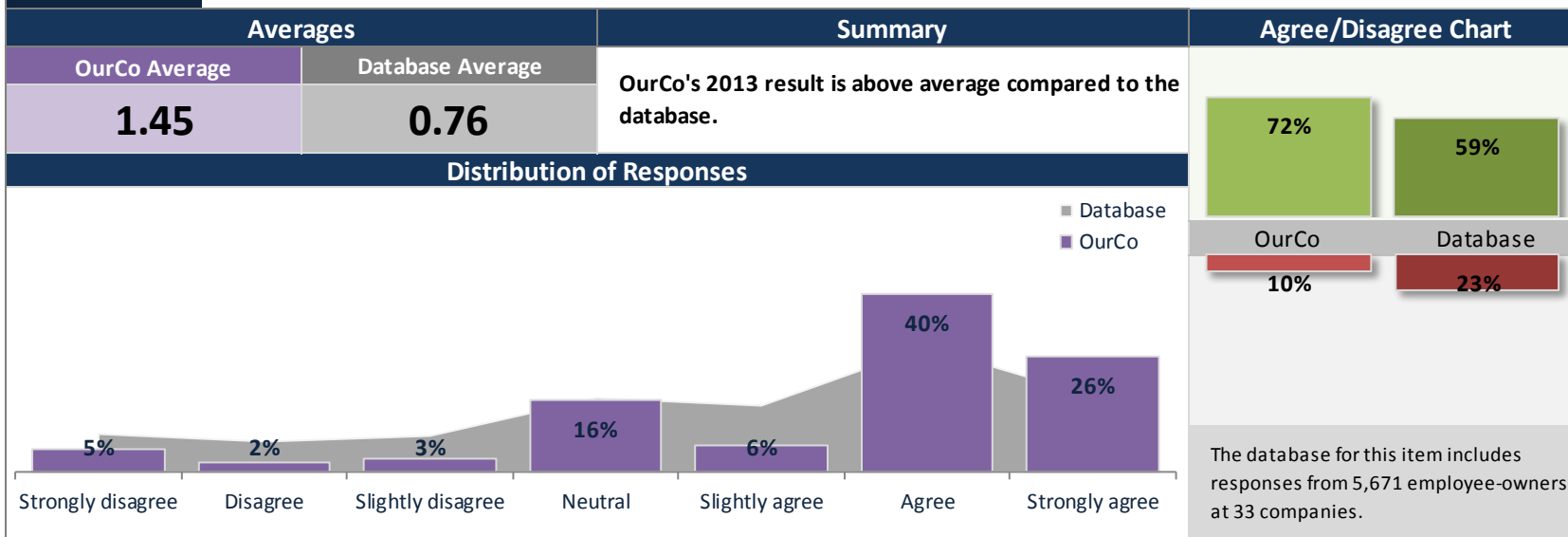


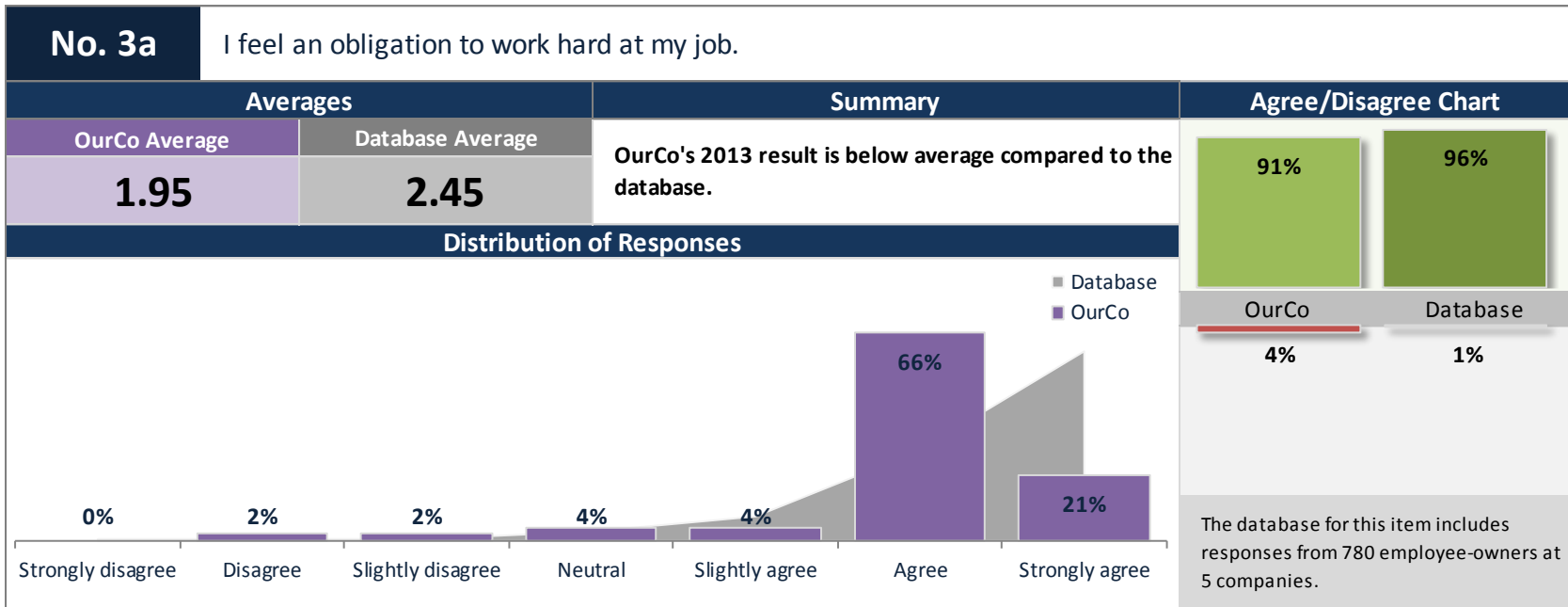
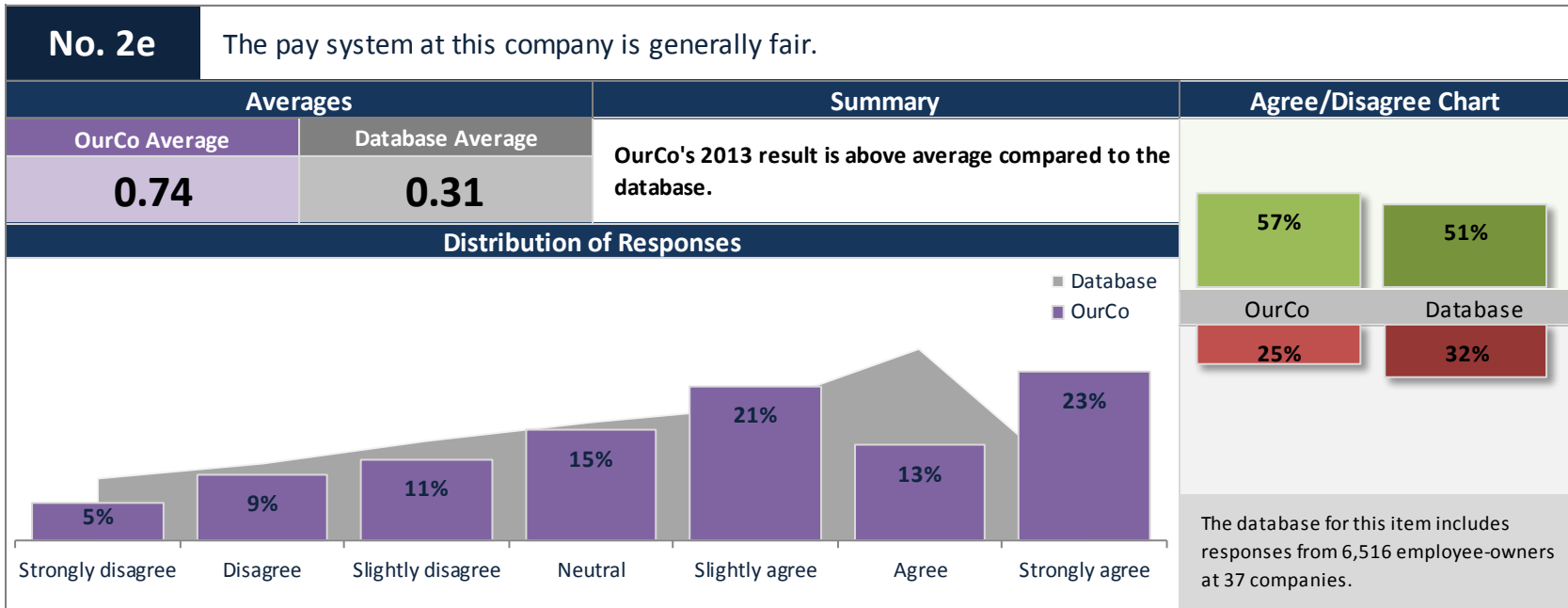


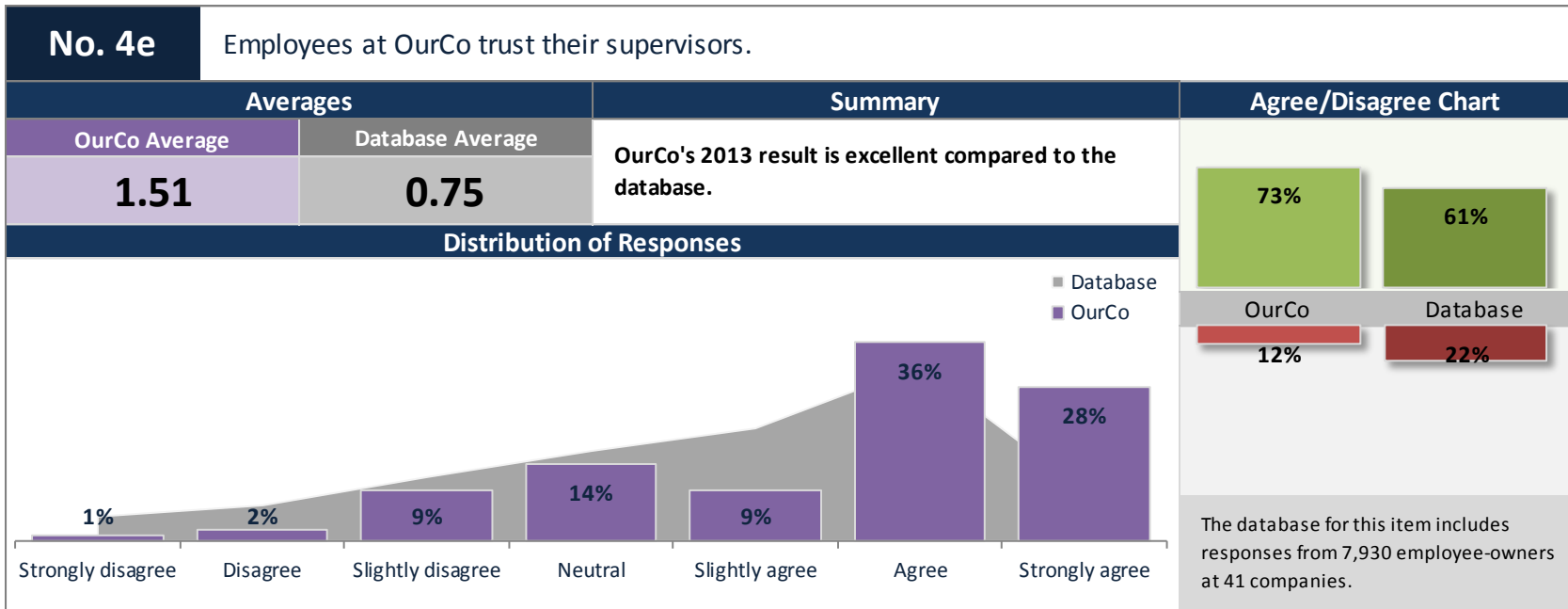
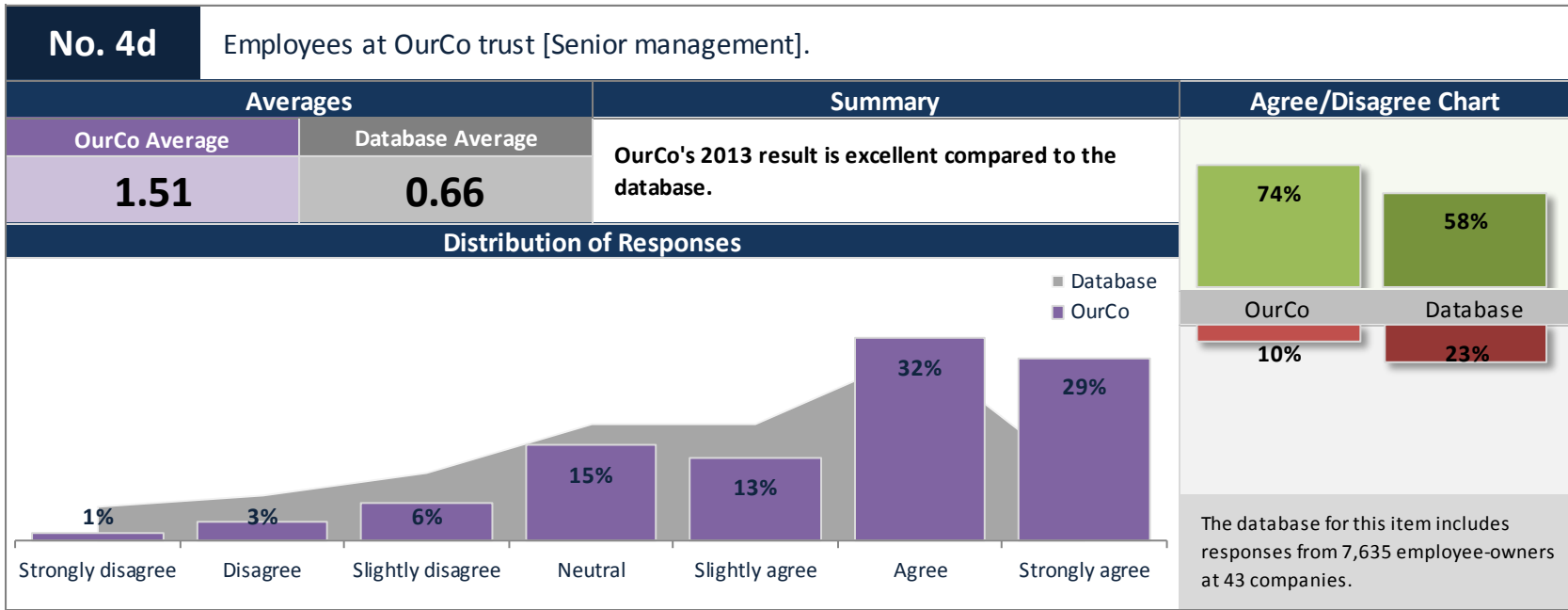


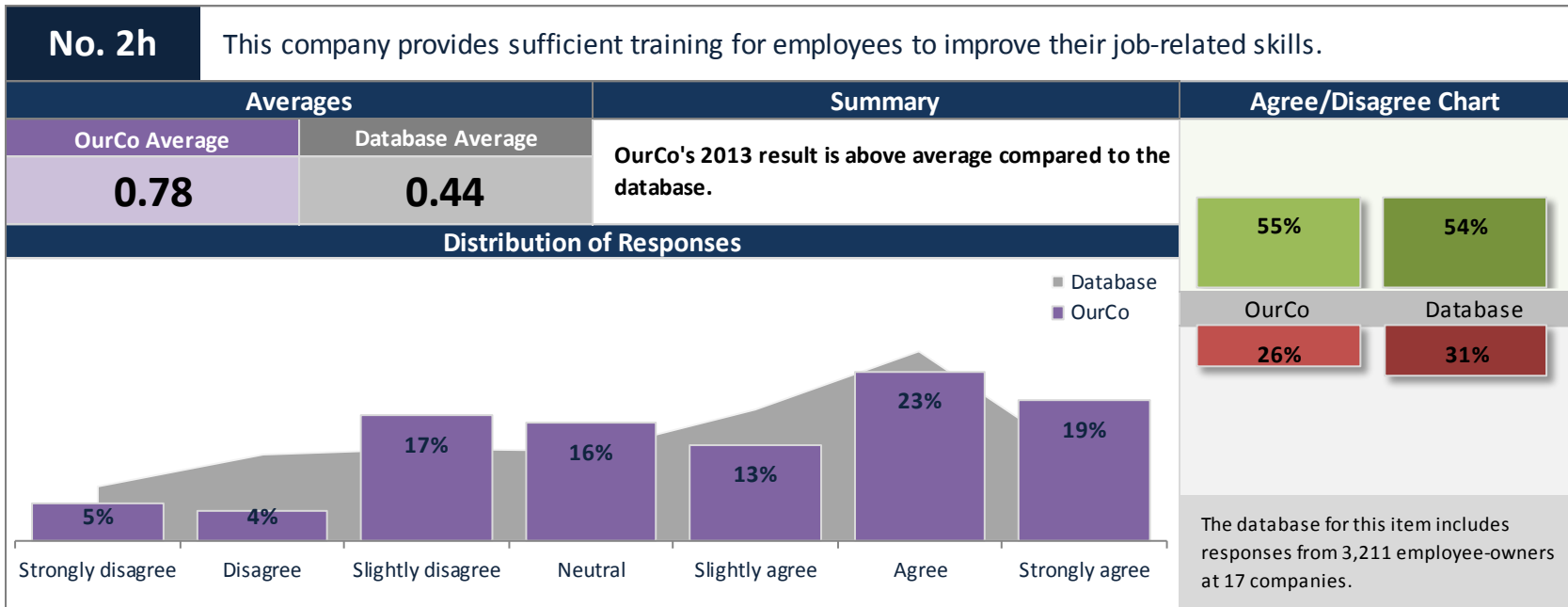
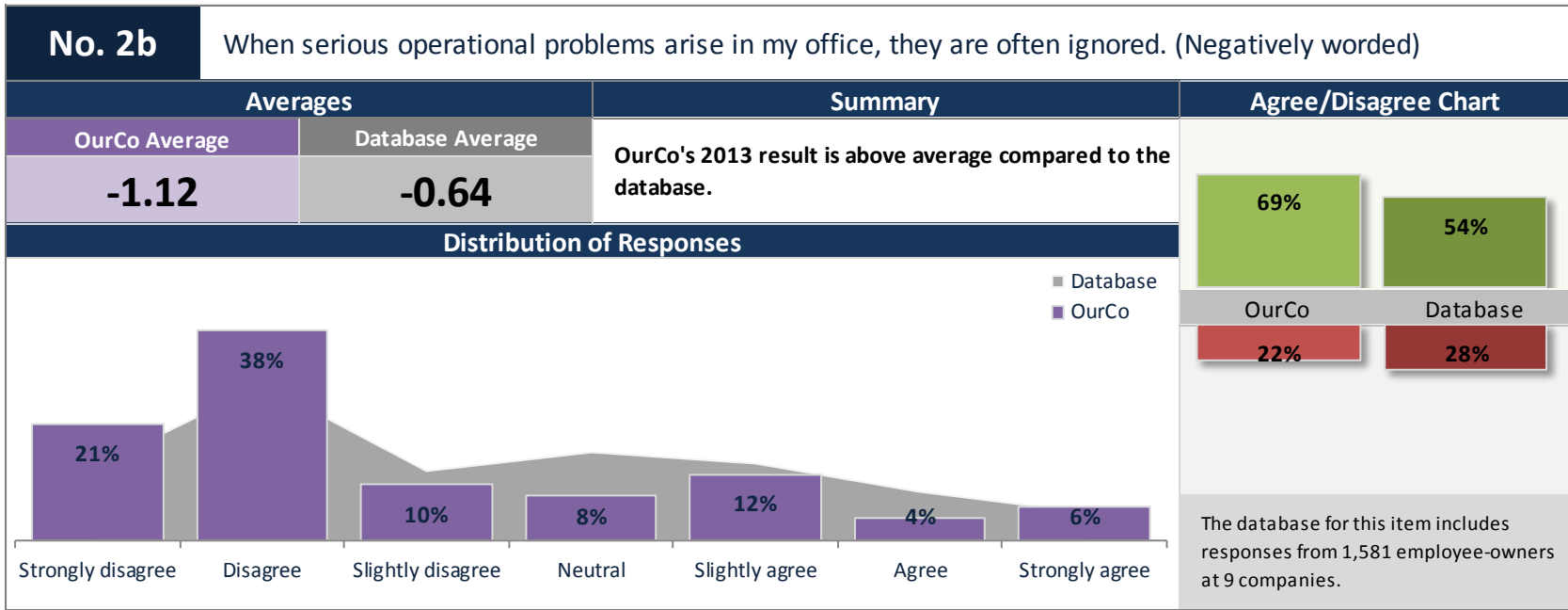
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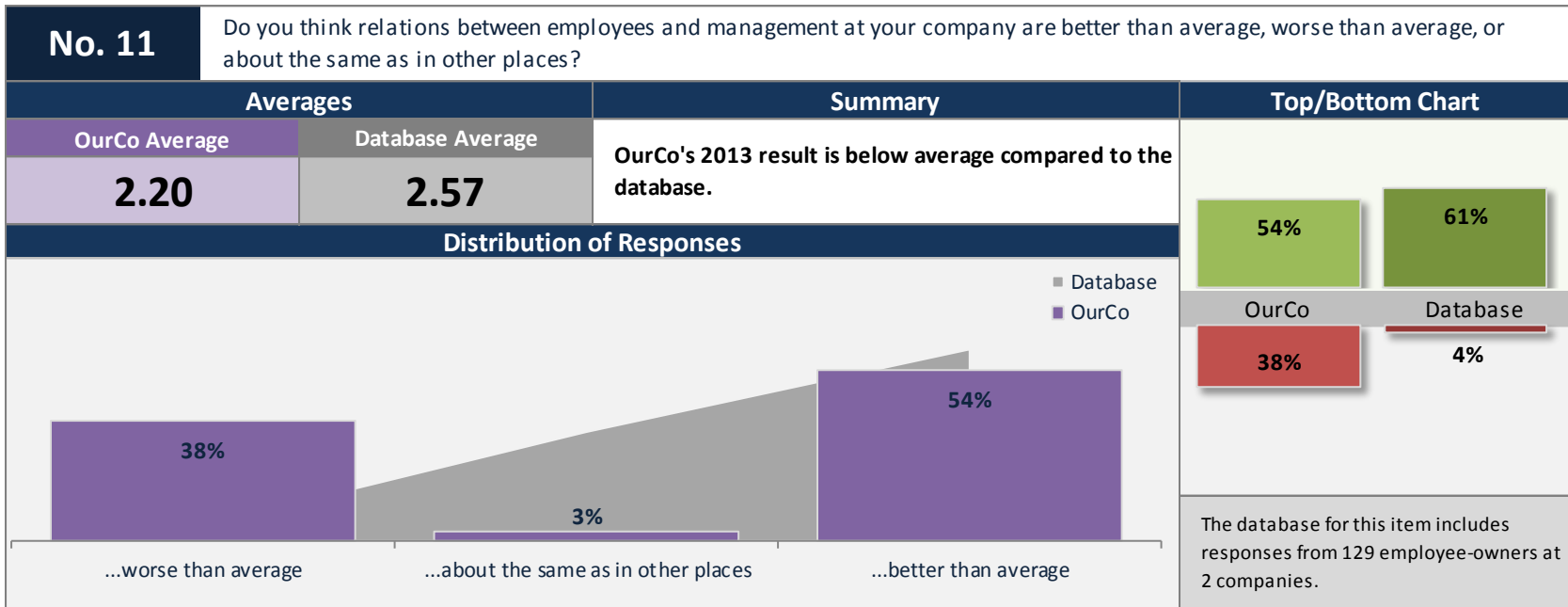
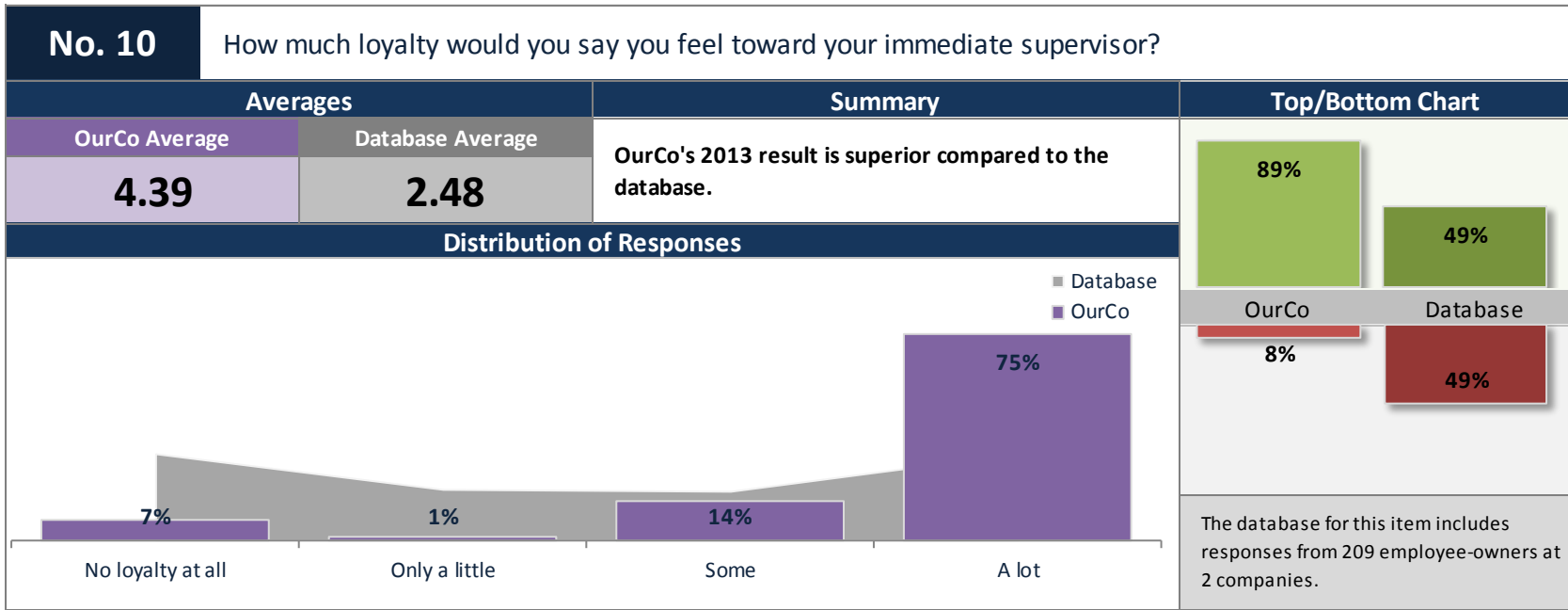
My direct supervisor admits his/her mistakes.











ABOUT THE SURVEY

Originally developed by Ownership Associates (a consulting firm in Cambridge, Massachusetts) in conjunction with leading academic researchers, the NCEO's employee surveys have been carefully developed and fully tested. The comparison data comes from companies that vary significantly in terms of size, sector, age of plan, and plan design features. The benchmark data comes exclusively from employee ownership companies that are invested in their ownership culture. For more information about the surveys generally or your results, please contact us at surveys@nceo.org.

