# GAINING AND/OR MAINTAINING EMPLOYEE TRUST

# WITHIN SERVICE ORGANIZATIONS

by

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## ABSTRACT

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The purpose of this study was to determine how to gain and/or maintain employee trust within service organizations.

Employee trust has become an important topic in the world of work.  This research paper will take a hard look into three primary reasons for a lack of trust within the workplace.   Trust-developing strategies other companies have successfully used, along with general ways to develop and/or maintain trust will be studied as well.

Service organizations in the Menomonie area known for outstanding employee relations and levels of employee trust will be investigated.  Along with this, the research will take a glimpse into the findings of other completed studies of the same nature.

Data will be collected using a survey instrument for further information.  The survey will be sent to 25 of the 79 service organizations located in the city of

Menomonie, Wisconsin. Surveys not returned within the two week time period will be followed up with phone calls and/or a duplicate survey to the particular service organizations.

This study begins with the belief that a lack of trust exists within an organization for numerous reasons. A lack of respect shown by upper level employees, too little information shared with the lower level employees, small amounts of employee freedom and low organizational morale/motivation are a few of the many reasons that will be explored. This study hopes to prove that an increase in the trust levels of employees will reduce turnover, increase employee productivity, create a more positive work environment, and motivate employees to truly care about the organization they are employed by.

# TABLE OF CONTENTS

**List of Tables/Graphs**

**Page**

**Acknowledgements**

I can still remember the first time I met Dr. Benkowski… I was filling out my proposed schedule of classes for obtaining my Master's Degree in Training and Development. He was the Program Advisor and I was the scared, newly graduated student, wondering if obtaining a Graduate Degree was possible for me.

There is something wonderful about Joe Benkowski, something that fills a person with ambition and self-confidence. I cannot pinpoint exactly what his special powers are, nor will I even try. All I can say for certain is that I owe the completion of this thesis to him. Even as I began what some call, 'real life,' I had, in the back of my mind, the never ending NEED to finish this paper—to not let Dr. Benkowski down. I thank him for his special power, and I thank him for being the approachable, understanding, patient professor and friend that he is.

Another unforgettable person present throughout my college years was Faye Neuenfeldt. From the beginning of my freshman year as an under gradate, to the final semester of coursework during my graduate years, I worked at the Interlibrary Loan Department in the University of Wisconsin-Stout Library with Faye. The kinds of things I learned from Faye aren't able to be taught through coursework or research….we shared tears and laughter and life's lessons. Faye Neuenfeldt is a resource and friend who has helped make my heart healthier.

The newest addition to my life, my boyfriend Joel, also deserves recognition and thanks. Although our life's journey only totals a little more than two years, Joel and I have been through more trials and tribulations than the most dramatic of soap operas. To look back on what he and I have already been through, I can only wonder about our

future.  No matter what life throws our way, however, I know that we will only continue to strengthen the love and commitment between us.

Joel has come to know my heart like few others.  He helped me through the most difficult curveball life has thrown me and, should that ball be thrown again, I know he'll still be there.  Joel's personal inner strength and resilience has, somehow, found a place within myself--thanks for showing me how to stay strong and think positive honey!

What is an acknowledgement without the two people who made all of this possible?  My parents have been, and always will be, the reason I am who I am, the reason I dream what I dream, and the reason I succeed when I succeed.  If there truly is life after death, I hope I can do it again with them by my side.

I think about what kind of parent I want to be when I have children.  I promise you, Mom and Dad, my response to this is easy!  When I have children, I want to be a parent and friend.  For this I have had the best teachers money can buy!

I've saved the best for last…..  Whenever I'm given the opportunity to talk about how much my brother, Dave, means to me, I have to remind myself that there are only so many hours in a day…. I can't possibly put into words how much he means to me…. Looking back at the memories of yesteryear, I can only giggle.  The relationship we had was, to put it mildly, "cat and doggish."  Today he is my best friend and mentor.  Today he always knows just what to say.  Today he understands it's the "little things that mean the most."  I love you Dave!

# CHAPTER ONE
# RESEARCH PROBLEMS AND OBJECTIVES


## Introduction

Successful organizations throughout the world are wise to the fact that strong,

faithful employees make businesses healthy and competitive.  Only the smartest

organizations, however, realize that they, the employer, play a vital role in *keeping* their

employees strong and faithful.  So….what is it that makes these "smart organizations" so

smart?  What do they know that other organizations don't?

Aside from their knowledge that being quick to listen and slow to speak is

imperative, today's most competitive organizations have a full understanding of the

predominant role that trust plays in the success of their business.  They have looked at

what it takes to have and keep the trust of their employees and, perhaps most importantly,

they understand the ramifications of low or no trust.  Exactly what is it that makes trust so

necessary within organizations and what can organizations do to develop an adequate

level of trust?

*Two are better than one,*
*Because they have a good return for their work:*
*If one falls down,*
*His friend can help him up.*
*But pity the man who falls*
*And has no one to help him up!*
*Also, if two lie down together, they will keep warm.*
*But how can one keep warm alone?*
*Though one may be overpowered,*
*Two can defend themselves.*
*A cord of three strands is not quickly broken.*

*Ecclesiastes 4:9-12*

**Research Purpose Statement**

The purpose of this study is to identify strategies to gain and maintain employee trust within the service and/or manufacturing organizations they work for. The downfall of low/no trust will be examined, as will previous findings on the topic of organizational trust. Recommendations based on the analysis will be shared so organizations may increase their level of understanding on the importance of employee trust.

**Research Objectives**

The objectives of this study are as follows:

- Identify primary reasons for the lack of employee trust.

- Identify ways to develop and maintain employee trust.

- Identify strategies other companies have used to develop trust.

- Identify actions to take that will increase trust levels.

- Determine the impact of an increase in organizational trust.

**Significance of the Study**

Consequences of low/no employee trust are numerous.

- Organizational culture of insecurity

- High employee turnover

- Low employee morale

- Damaged customer relations

- Higher organizational stress levels

- Reduced employee productivity

- High employee absenteeism rates

Results from increased employee trust levels are numerous as well.

- Secure/happy organizational culture

- Lower levels of turnover

- Higher employee morale

- Better customer relations

- Lower organizational stress levels

- Increased employee productivity

- Reduced employee absenteeism

## Limitations

The following are the limitations of this study:

- Results are limited to service and manufacturing organizations within the surrounding Menomonie, WI area.

- Results are limited to the individuals able to be contacted for interview.

- Results are limited to the reduced survey sample size.

- Results are limited to a lack of time and resources.

## Study Assumptions

Throughout the entire research process, it has been assumed that all information received via interview and survey is correct and honest to the best of the participants' ability. Also assumed, was the fact that information gathered is the best information able to be found and used on the study. Finally, throughout this study, it was assumed that information obtained in and around the Menomonie, WI area is just as beneficial and relevant as information available outside of the Menomonie area.

## Study Definitions

The following terms will be used at least once throughout the study. The author presents a personalized definition along with a true definition from Webster's Dictionary 1985 edition.

<u>Trust</u>

Confidence; implicit faith; moral responsibility; to have implicit faith in; to be confident or confide in. Trust is something that is earned over time. Trust is earned by believing that something will happen-and that particular something does end up happening. Trust is having faith that others will do as they would have done unto them.

<u>Organizational Trust</u>

Using the above definition(s) of trust, organizational trust refers to the trust an employee has in the organization it works for. Organizational trust assumes that the daily business routines of an organization are carried out with the best of intentions toward those who work for it.

<u>Employee Trust</u>

Again using the above definition of trust, employee trust is specific to an employee and their individual level of trust toward the employer they work for. For there to be employee trust, however, there must first be organizational trust. Without being able to trust the organization they work for, there will be no employee trust.

<u>Service Organization</u>

Service is defined as "work done for one by another." Organizations whose business it is to perform services for their customers are called service organizations. A

good example of a service organization is a veterinary clinic.  People take their pets/livestock to the veterinary clinic with the faith that the service being performed will benefit their animal.

Employee Morale

Morale is described as "disposition or mental state which causes man or body of people to face an emergency with spirit."  Employee morale is how good or poorly the employee feels about their job and their individual place within the organization they work for.

Absenteeism

Absenteeism is, quite simply, the absence of an employee from a day of work.  Absenteeism, as it relates to this study, is the frequency of employees calling in sick or not showing up to work.

Turnover

Within a job, people are hired for certain duties.  Turnover is how frequently/quickly a particular duty needs to be re-hired for.

**CHAPTER TWO**
**REVIEW OF LITERATURE**

**Reasons for a Lack of Trust**

When dealing with employee trust, or lack thereof, many questions arise. How does management know if its employees trust the company? What if the employees don't *want* to trust the company? When employee trust doesn't exist-why doesn't it exist? Did the employee(s) have trust in the organization and then, for some reason, lose it? Exactly *what* does the organization have to lose if it lacks employee trust? What does it stand to gain from high levels of employee trust?

The questions on the topic of trust go on and on in number as do the actual reasons for a lack of employee trust. For the purpose of this study, however, organizational downsizing, secrecy within organizations and the past history of employees will be the main issues focused on while discussing the reason for a lack of organizational employee trust. A final reason for a lack of employee trust, violence within the workplace, will be examined as well.

**<u>Downsizing</u>**

"In the wake of organizational downsizing and reengineering in public and private sectors, many American workers are suspicious of management" (Kinney, 1995). Because of the rapid economic changes in both the public and private sectors, human resource workers from now until the unforeseen future, will be dealing with the continuous challenge of reengineering and restructuring while trying to maintain efficiency and a satisfactory level of quality. Thus begins a vicious circle….an "us against them syndrome that may potentially interfere with individual performance" (Kinney, 1995).

"Sorry Mr. Jones, I know you've been with the organization for ten years now, but the CEO has made the decision to cut staff by one third before year end…..your last day will be two weeks from Friday."

Certainly readers of this study know at least one individual who has been affected by the organizational downsizing trend.  In the above scenario, Mr. Jones had been with his company for *ten years*.  For ten years of his life, he believed everything he did made a difference.  He believed the long hours and the sweat and the stress and the fights with his wife about never being home would pay off.  He believed he would continue to make a life for himself and his family and he was committed to being with the organization until he retired.  He believed these things because throughout the past ten years he had *trusted* the company…

> "….every business day brings news of another mega-merger and layoffs. New York-based outplacement firm Challenger, Gray & Christmas tallied a total of 675,000 job cuts in the United States in 1999, just 2,663 short of matching the record cuts for the decade reached in 1998, and outpacing the 615,000 jobs cut back in 1993--the last year anyone in the business press bothered to decry rampant downsizing"  (Zemke, 2000).

## Secrecy

There will always be information that must be kept confidential within the workplace.  For example, when an employee is absent, the reason they are absent is for managements' ears only.  Private, personal information about any individual must <u>never</u> be made public.  Due to the potential severity of disclosing private employee information, there are numerous laws and regulations regarding the topic.

"Lack of communication and miscommunication leads to employees feeling they've been lied to"  (Kinney, 1995).  Information dealing with the organization's past, present and future can, and should, for the most part, be shared with its employees.

"Trust influences communication, and communication influences trust. When leaders readily and consistently share information and involve employees in the running of business, good things result for both parties" (Zemke, 2000). Allowing employees to be "up to speed" on their organization's status not only makes for better business, it makes for better employees. Making organizational information public leaves less room for rumors. Also, the more information an employee has about the place they work, the more interested they are in its future success and the more knowledgeable they are about where they individually fit into the scheme of things within the organization. Lastly, and most importantly, when a company shares information with its employees, the employees are naturally more willing to trust in their surroundings because they genuinely feel that they are important. "When information is not shared, or there is a perception that information is not shared, employees feel betrayed" (Kinney, 1995).

*Without wood a fire goes out;*
*Without gossip, a quarrel dies down.*

## Past Experiences

How likely is it that Mr. Jones will trust the next company he works for? His recent, life-changing termination has more than likely dissolved any ability he had within himself to develop trust. Where does he go after an incident like the one he's just experienced? How does he pick up the pieces? And how in the world can he work for someone new, someone he *definitely* doesn't trust? After all, if his employer of ten years can "get rid of him," why should he believe a new employer wouldn't do the same?

Everyone knows someone who has been affected by downsizing.  When deception of this kind happens, an inevitable cycle of organizational distrust begins.  Often the employees who are let go due to downsizing are the individuals who are fairly visible within the workplace.  Because of this, the other, less visible employees, find themselves fearing for their jobs--"if someone like Mr. Jones isn't needed, how can I trust in the fact that my job still is?"

## Workplace Violence

"Recent studies have shown workplace violence affects one out of every four full-time workers each year and is the fastest growing crime being tracked by the Federal Bureau of Investigation"  (Keeler, 1999).  Violence has been spreading throughout our work environments and becomes more and more pervasive every day.  Serving as constant reminders, terrible stories of stalking, shootings, mayhem and murders, fill our newspapers and television news broadcasts.  Quite simply, we are no longer safe while on the job.  Violence involves a range of acts or behaviors and homicide has become known as the "tip of the violence iceberg."  There are three main types of violence:  attacks, threats, and harassment:

### Attack

"To attack is to 'use force against in order to harm.'  Physical forms of attack involve assault and, of course, the most brutal of attacks result in homicide"  (Kinney, 1995).

### Threat

A threat is an expression by one to intend to inflict injury or harm another.  Threats are often subtle and meant to frighten the victim without the use of words.  While no words are used, the intention is still made clear.

## Harassment

Troubling or worrying a victim is the goal when behaviors of harassment are being used.

Although behaviors often don't mean the same to the victim as they do to the perpetrator,

abusive nature is established.  Keeping detailed notes of instances is key here.  See

Appendix B, an example of a Work Place Violence Policy and Appendix C, an example

of a Grievance Form.

**For additional, statistical information on Workplace Violence, see Appendix F

## II.  Ways to Gain/Maintain Trust

Because "trust takes time to build but can be dashed in an instant," (Coomer,

1999)  organizations need to equip themselves with the knowledge of what it takes not

only to gain the trust of their employees, but, most importantly, to maintain that trust.

Numerous successful organizations throughout the world have already mastered this idea

with their own strategies-some of those organizations will be discussed later in the study.

Organizations just beginning to understand that trust is a must, however, can first try and

implement some of the following ideas.

## Manage Expectations

"Being clear with people about what is expected of them, and then clearly

acknowledging when expectations have been met, leads to confidence in the manager's

consistency"  (Zemke, 2000).  While it's not possible to praise someone on an individual

basis each and every time they fulfill their responsibilities, it never hurts to at least praise

the entire work team or department.  This way, the employees are still getting some kind

of feedback, allowing them to know their work has been appreciated. Also, aside from

actual duties, management should always be clear, especially with new employees, as to

exactly what "unwritten" rules to abide by.  This simple idea leaves less room for the employee to accidentally make a mistake that could have been avoided.

### Establish Boundaries

Always spell out boundaries!  This naturally "builds trust by defining the role of the individual in the larger organization and giving the person some guidance about how to interact with others"  (Zemke, 2000).  Instead of looking at boundaries as *separation*, management needs to realize that boundaries can actually promote the establishment of relationship and the overall connection of people by serving as points of exchange. Employees within departments, for example, know that they can ask questions of people who work directly with them on a daily basis.

### Delegate Appropriately

Improper delegation of work can be one of the quickest ways to shut the door on employee trust.  "Taking the time to explain who is going to do what and why those assignments have been made, making sure the proper amount of authority accompanies the delegated responsibility, and demonstrating consistency in delegation-all these things invite trust"  (Zemke, 2000).  Delegation done correctly will not leave employees feeling like they've been left with something they can't complete.  Also, giving the "clean the toilets" task to employees on an equal basis leaves little room for the random employee who may tend to feel sorry for themselves.

### Encourage Mutually Serving Intentions

Letting the employee know that what they do affects not only themselves, but everyone around them, is a smart way to do business.  Not only does management need to support the employees' goals, he/she needs to let their employees know what the

organizational goals are as well.  "Putting attainment of organizational goals in another person's hands-taking a risk on someone-invites trust by definition" (Zemke, 2000).  Every good manager knows that giving " of yourself and of your time; giving surprise gifts and encouraging words…" (Smith, 2001)  is the best way for both employee and employer to win.

## Honor Agreements

Keeping your word is the most simple, yet most crucial way to develop and maintain trust.  Should management, or the organization as a whole, consider honoring agreements trivial, trust will never be a word used in the same sentence as the name of the organization.  If it's unclear whether a promise can be kept, it shouldn't be made!

*"An honest answer is like a kiss on the lips."*

*Proverbs  24: 26*

## Be Consistent

"People don't trust people they see as unpredictable"  (Zemke, 2000).  Being predictable in the ways you deal with employees and the ways you do business is important, however, due to today's volatile, changing environment, being predictable also has to mean having the ability to be flexible instead of rigid.  A good manager can be consistent while leaving room for necessary organizational flexibility.  In other words, it's not always best to "Let your eyes look straight ahead, fix your gaze directly before you.  Make level paths for your feet and take only ways that are firm."  (Proverbs 4:25-26) Good managers must let it be know that they are consistent *and* flexible.

### III.  Strategies Other Companies Have Implemented to Gain/Maintain Employee Trust

As mentioned previously, there are many organizations who can write the book on gaining and maintaining employee trust.  These organizations *understand* trust and the need for their employees to have it within the company they work for.  They understand trust so well, in fact, they have come up with their own ways to keep high levels of it.

> After studying 14 companies that have extraordinary customer and employee relations, A&M's Berry concluded that, "regardless of size, successful companies function like extended families.  Family behaviors underlie the internal company trust found in the study.  Berry found that companies display extended family traits in five ways:"  (Zemke, 2000).

### Family Gatherings

Invite employees to annual "employee reunions."  This idea copies the importance of family reunions in that "members of strong families gather periodically to communicate, share, celebrate, resolve problems, console, help and enjoy one another" (Berry, 1999).  The strongest of family bonds are maintained by family gatherings and so too are the strongest of organizations.  Companies like Enterprise Rent-a-Car, Ukrop's Supermarkets chain and Midwest Express Airlines routinely hold "all hands meetings" to answer employee questions, give out employee awards and keep everyone up to speed on the latest organizational plans.

### Family Familiarity

"In strong organizations, leaders are accessible, approachable and caring.  Relations are personalized and people are known by their first names"  (Berry, 1999).  In

organizations of this kind, mutual respect is naturally abundant. At Midwest Express Airlines, CEO Tim Hoeksema demands that he be called Tim. The Container Store uses this policy with its three owners as well.

## Family Honor

"When employees trust management, management trusts the employees" (Zemke, 2000). Time clocks are rare and remote work is common. Management spends little or no time looking over employees' shoulders or pointing out mistakes. A Michigan-based office furniture manufacturer, Miller SQA, allows its employees to keep their own hours on the honor system.

> *Don't be selfish or self-seeking in anything you do.*
> *Instead of being self-promoting, be humble and consider*
> *Others more important than yourself in all you do and say.*
> *Encourage one another, and build each other up.*
>
> *Philippians 2:3*

## Family Fairness

"Pay for performance, evenhandedness, promotion from within, and merit-based rewards exemplify this trait" (Berry, 1999). Any company that acknowledges the need for fairness, will be happy with the trust that results from their employees. Custom Research Inc., a market research company, won a Baldridge National Quality Award in 1996--when the company's founders were told that only 50 of their 105 employees would be allowed to attend, a drawing was done to determine who would be the lucky 50 employees.

## Family Fun

Company sporting events, bake sales and cook-offs, good-natured kidding and the occasional bout of absolute nonsense are acceptable in companies that understand the need to "thank" their employees from time to time.  Rewarding employees "for their hard work by investing in their laughter and smiles" (Berry, 1999) is just plain smart.  In fact, when a manager looks around his or her department and finds that no one is smiling, he or she better take a few seconds to try and stir up some giggles.

## Five Practices of Good Organizational Leaders

Credibility and trust are earned, over time, through day-to day actions-most specifically, making the right choices in difficult situations.  There "is a human need to trust and respect the leaders into whose hands we deliver ourselves"  (Berry, 1999).  While employees want a leader with the necessary technical and organizational expertise, what is always most important, is "someone with the right stuff."  Employees consider leaders with "the right stuff" to be leaders who:

- Make credible presentations
- Do the right thing
- Take on tough challenges
- Leverage strong emotions (theirs and others')
- Believe in themselves

Most definitely, the above prescription seems a little "simple Simon," but that's partly because trust is one of those "you-know-it-when-you-experience-it" kinds of issues.  Trust must be dealt with as a test that is passed or failed on a daily basis.  Leaders and organizations alike cannot assume that they are "a-okay" if they have high levels of employee trust.  Good organizations remember that trust is both an opportunity and an ongoing challenge.

**IV. Impacts of Employee Trust:**

**Why Organizations Should Care and What Happens When They Don't**

So, exactly why is it that organizations should care about their level of organizational trust or lack of it? Organizational trust refers to "employee faith in corporate goal attainment and organizational leaders, and to the belief that, ultimately, organizational action will prove beneficial for employees," (Gilbert, 2000) and, although there is a limited amount of research on the topic, it has become painfully obvious that management needs to step up to the plate instead of closing their eyes and ears.

## When Trust is Lacking

"Customers are our number one concern." "The Customer is always right." The Customer is King!" Slogans and banners promoting companies' commitment to their customers are highly visible throughout the workplace, on TV commercials, in magazine ads and billboards galore. However, "those people in the 5-by-5 cubicles won't put themselves on the line with the customer if they don't trust…." (Zemke, 2000) the company they are working for to back them up should additional assistance be needed. Employees simply will not treat their customers as fairly as they are expected to if the companies they work for don't treat them with the same fairness.

Another sign of low or no employee trust is a decline in productivity. While it is still true that the United States leads the world in per capita output, that position is clearly slipping. "If the trend is not reversed, it has been estimated that the U.S. will lag behind both Germany and Japan" (Klimoski, 1980). Employees working in an environment

lacking trust feel no need to work hard when they will not be noticed or praised for it. Instead of management believing that "laziness is breeding laziness," they should look into the actual reasons.

High rates of employee turnover are another sign of lacking employee trust. "Customers abandon companies they do not trust and so do employees" (Zemke, 2000). With this in mind, organizations with little or no employee trust can look forward to high costs of hiring and training and re-hiring and re-training…… With so much time being spent on finding and keeping employees, productivity, as mentioned previously, will continue to suffer.

"Research has suggested that a lack of predictability (trust) and safety in organizational relationships results in low organizational commitment, decreased human relations and organizational performance, low employee morale and product quality, and increased absenteeism and turnover" (Zemke, 2000). Along with this idea, employees who feel they have been betrayed by their organization may even engage in destructive behaviors such as theft or workplace violence. In an environment as described above, there is much stress and little or no innovation or creativity.

Lastly, when employee trust is low or non-existent, the probability of violence occurring on the job increases dramatically. Employees who do not trust their environment are more likely to act out aggressively as a form of "release." Should an incident of this nature occur, even employees left unaffected physically can experience emotional side affects. Again, see Appendix F for further information on workplace violence and the impact it has on each and every employee within an organization.

## When Trust is High

When trust is high within an organization, the exact opposite happens as when trust is lacking. Employees *want* to come to work. They smile and laugh, have fun and are productive while at work. They care about the future and the success of their companies because they are allowed to take ownership with the jobs that they do. They understand what their role is within the organization and strive for excellence in that role.

In organizations with high levels of employee trust, much creativity takes place. The Motorola's and Andersen Windows of the world understand this philosophy and have experienced wonderful things because of it. Employees want to help one another succeed -- management has an open-door policy so that they are available for questions. Most importantly, however, in organizations where there is a high level of employee trust, the "vicious circle" that occurs is one where things only get better and better.

## Chapter III
## Research Methods

### Introduction

The problem of this study is to identify possible strategies for gaining and maintaining employee trust within service organizations. There are four objectives that will be looked at throughout the study. The study will examine the primary reasons for lacking employee trust. Identifying ways to develop and maintain trust and identifying strategies other companies have used to develop employee trust will be looked at as well. Finally, the study will look at what an organization stands to lose when they lack employee trust and what the organization can gain with high levels of trust.

The first topic discussed in Chapter III will be the research design. Populations and Samples will be studied in great detail followed by an in-depth look at the Instrumentation used throughout the study. Finally, the Research Schedule will give information as to when the major research activities actually occurred.

### Research Design

A descriptive design will be used to gather necessary information as interviews and observations are the main course that will be taken. Interviewing and observing employees and their supervisors will allow for the most up-to-date, valid information possible. Because the problem of this study relates directly to trust or lack of trust between employer and employee, and because the interviewing can be done locally, the information gathered directly from actual employers and employees will be extremely beneficial to the study. This will also allow for a comparison of written verses actual information gathered by interview and observation.

The interviewing and observations will be done in the Menomonie, Wisconsin area at various service organizations. Interviewing of employers and employees will be done first and all subjects interviewed will be selected randomly. The observation of all employers and employees and how they interact with one another will follow the interviews.

## Population and Samples

Employers and employees of the service organizations within the Menomonie area will be the population in question for this study. All employers and employees are subject to trusting or distrusting their fellow workers. They have all had certain circumstances throughout their work lives that have allowed for the trust to either be maintained or destroyed. Most local service organizations have between 10 and 100 employees working for them and, ultimately, the size of the organization has no impact on the information needed. A company with 5 employees can answer the questions relevant to this study just as well as an organization with many employees.

Because of the lack of time and funds available, it will be necessary to take a look at a sample of the organizations involved in this study. Two local service organizations with positive reputations will be used in the study and the sampling will be done randomly--whomever the company will allow to be interviewed and observed will be the random sample. Sample size will vary according to company as will the sampling error. The sampling, as mentioned, will be selected by the company and whom they feel they can allow to be involved in the study. Most interviewing and observing will take place in June of 2000 and all of the random samples will, obviously, be a part of the original population of the entire manufacturing organization.

**Instrumentation**

Data will be collected to help identify possible strategies for gaining employee trust within the service organizations that they work for. Information such as the primary reasons for lack of trust and ways to develop and maintain trust will be examples of data necessary for the study. This information, as previously mentioned, will be collected through interviews asking the subjects to compare and contrast past and current work environments. Observations will take place within the organizations used for the interviewing. Books, researching via internet, and articles found in journals are other possible sources of information.

Local companies will be the sites used to collect all information gathered through the interviews and observations. The public and University of Wisconsin-Stout library will also have great information as will computers with access to the Internet. The books and journal articles will be read, notes will be taken from them and the data collected will be compared with the data collected through the interviews and observations.

The interviews and observations will be the most recent information gathered. However, all books and articles researched will have dates no later than 1998 so that information used in the study stays as current and relevant as possible. However, if it is determined that articles or books with dates previous to 1998 are found to be relevant, they too may be used for the study. Because information on the internet is generally kept very up-to-date, validity of the information gathered should not be in question.

## **<u>Research Schedule</u>**

Beginning in the early months of the summer of 2000, major research activities will begin.  The companies with which all interviewing and observing will be done will be contacted and interviewing times will be set up.  Upon completion of the interviews and observations, other data such as articles, books, and information on the internet will be gathered and compared with the results of the interviews and observations.   The actual writing of the thesis will follow.

**A copy of the survey can be noted in Appendix C.

## CHAPTER FOUR
## RESULTS

### Introduction

This study has attempted to determine strategies to gain and/or maintain high employee trust levels in service organizations. The research looked at major causes for a lack of trust. Also investigated, were the multiple approaches many successful organizations have used to develop and maintain their high levels of employee trust. To show the importance of employee trust, the ramifications of high trust vs. low trust were examined as well. It is the hope of the author that organizations not currently enjoying high levels of employee trust will read this study and implement the strategies found useful.

Two instruments were used to further develop the research of the study. The first instrument, a two page survey titled "Lets talk about Trust," combined both demographic information and questions pertaining to the beliefs and practices of the organization the survey was being sent to.

Surveys were sent to 25 of 79 service organizations in Menomonie and/or within 20 miles of the Menomonie, Wisconsin area. The surveys were sent in late August of 2000 and a cut-off date of November 30th, 2000 was set for receiving the surveys. Surveys not received before November 30th were not used in the study. Of the 25 surveys sent, 8 were returned for a response rate of 32%-an adequate sample study group for the study.

The first part of the survey, an optional section, consisted of the Participant's:

**Table One:  Survey:  Specific Information**

**PART I:  SPECIFIC INFORMATION (OPTIONAL)**

| | |
|---|---|
| Name: | |
| Title: | |
| Corporation: | |
| Address: | |
| Phone Number: | |

Question One Part One

The participants were asked whether they were representing their entire corporation, their particular business unit, or their own personal beliefs.  Of the eight returned surveys, three surveys were returned in honor of an entire corporation, three were returned from particular business units within an organization and two surveys were returned with answers pertaining to the participants' personal beliefs.  When looking at the results of the surveys as a whole, there seemed to be no correlation to whether the answers were given based on the entire corporation, a department or personal beliefs.

Question One Part Two and Question Two Part Two

Four of the eight surveys had one to 49 employees and the other four surveys represented organizations of 50-199 employees.  All eight surveys sent in believed that their company dealt with issues of employee trust.  Some of the ways the respondents said their organizations dealt with trust were:

- Built into employee/employer manual.  Lies, cheats, theft=immediate dismissal
- Dealt with openly and honestly.  Trust has been an issue since day one
- Trust is built by giving employees responsibility and believing in the employee to handle those responsibilities.
- Trust is one of our core values communicated before hire, during orientation and throughout employment.

What effect does a high level of employee trust have on the following:

| 1=Severely Affected (SV)  2=Strongly Affected  (SA) |
| :--: |
| 3=Somewhat Affected  (S)   Not Affected (N) |

|  | SV | SA | S | N |
| :--: | :--: | :--: | :--: | :--: |
| High levels of productivity | 1 | 2 | 3 | 4 |
| Fewer problems with absenteeism | 1 | 2 | 3 | 4 |
| Lower turnover rates | 1 | 2 | 3 | 4 |
| Higher levels of motivation | 1 | 2 | 3 | 4 |
| Higher levels of organizational loyalty | 1 | 2 | 3 | 4 |

**Table Two:  Effects on Employee Trust**
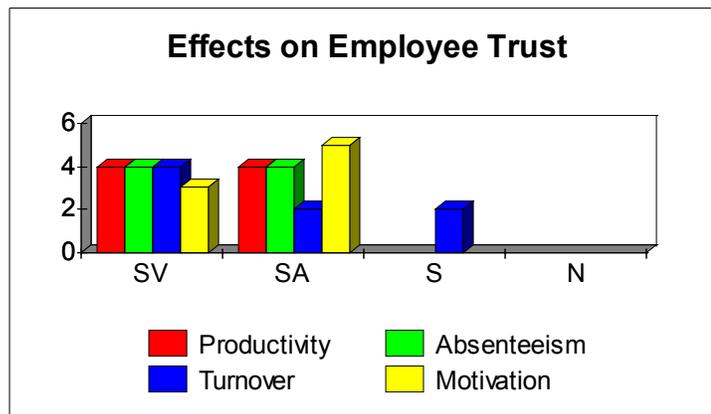


Four of the eight surveys indicated that levels of productivity were severely

affected by employee trust and the other four indicated that productivity levels were

strongly affected.  The numbers for "fewer problems with absenteeism" and the numbers

for "higher levels of organizational loyalty" were exactly the same.  Four organizations

represented believed that turnover rates were severely affected by employee trust, two

said employee trust strongly affected the issue and the last two surveys indicated that

there was somewhat of an affect.  Three surveys said that motivation was severely

affected by employee trust levels and five of the eight surveys said that motivation was

strongly affected.

Question Four, Part Two

How important is it to have high levels of employee trust?

| 1=Extremely Important (EX)  2=Very Important  (VI) |
| 3=Somewhat Important  (S)   Not Important (N) |

Hands down, all eight organizations represented indicated that employee trust

within their companies was extremely important.

Question Five, Part Two

How important is empowerment when creating employee trust?

| 1=Extremely Important (EX)  2=Very Important  (VI) |
| 3=Somewhat Important  (S)   Not Important (N) |

**Table Three:  Importance of Empowerment**

## Importance of Empowerment
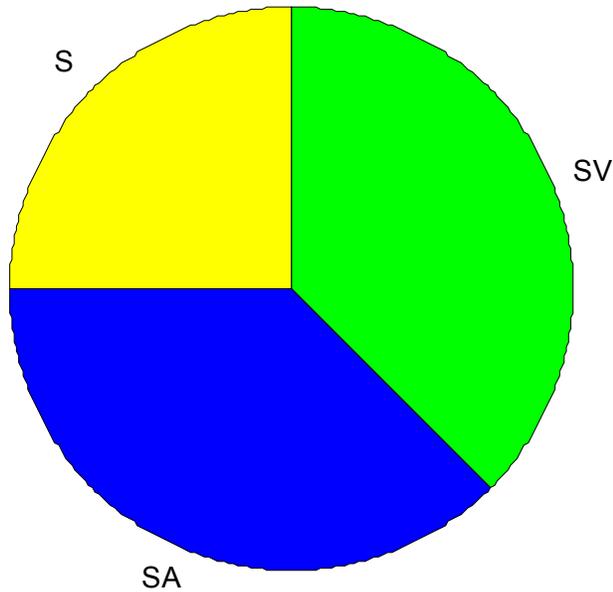
Three organizations said that empowerment was extremely important, while the same number of organizations indicated that it was very important. Two of the surveys had responses indicating that employee empowerment was somewhat important, and no one said that employee empowerment was "N" or Not Important.

Question Six, Part Two

Does your organization believe in employee empowerment?

All responses pointed to a definite yes here. Some of the particular types of empowerment used within the eight organizations are as follows:

- Job holder authority to assist customers and resolve customer problems
- Looking for ways to give employees opportunities to make bigger decisions
- You are responsible for you--creates less supervisory needs
- Firm up employees' self confidence by adding more difficult job responsibility

Question Seven, Part Two

Has your organization ever tried to implement teams?

| Yes | No |
|-----|-----|

This question was answered half and half with "yes" and "no" each getting four responses. Some of the specific comments given were:

- If the employer doesn't trust his or her own employees, they will not trust them in return.
- Trust can make or break a good employee so in trust comes ability which turns into self-confidence.
- We have found that having trust creates long term, company happy and hard working employees.
- Ten Commandments and/or 12 points BSA Boy Scout Law are all we need.

Finally, two interviews were completed for the study. The first interview was with a Coach-Area Manager at the Distribution Center in Menomonie, WI. The second interview was with the co-owner of a Construction Company in Menomonie, WI.

The interviews consisted of general questions on three different topics:

1. Gaining Trust
2. Maintaining Trust
3. Questionnaires and Models completed for the interview
   a. Self Evaluations
   b. Supervisor Evaluations
   c. Satisfaction Questionnaire
   d. Organizational Trust Scale
   e. General Opinion Survey

The intent here was to see how differently the two individuals, from two very different types of service organizations, would answer their questions throughout the interviewing process. Should there have been a notable difference; the focus would then have been on how different they perceived their organizations' levels of employee trust. For the most part, however, both parties seemed on the same track--seemed to share general thoughts and ideas/concepts. Copies of both completed interviews and the questionnaires can be seen in Appendices J-P.

Some examples of questions and responses from the interview are as follows:

▪ Do you consider gaining the trust of employees necessary? Please explain.

**COACH**--*I think gaining the trust and building respect is necessary for any group to accomplish their tasks and goals.*

**CO-OWNER**--*Without trust there will be no respect.*

- Within any organization, what is the most obvious way to determine the level of trust that does or doesn't exist between employees and supervisors?

  **COACH**--*Interaction and communication.  Ask them if they trust each other, they will tell you in most cases.*

  **CO-OWNER**--*Listening*

Both participants' Self Evaluations Scales were extremely similar as well.  Most answers were rated as "completely true" and "mostly true," and neither participant had any answers that were "more false than true" or "not true."

| 5 | Completely True | Meet or exceed performance standard 90% of the time + |
| 4 | Mostly True | Meet or exceed performance standard over 75% of time |
| 3 | More True than False | Meet or exceed performance standard over 51% of time |
| 2 | More False than True | Meet or exceed performance standard > 50% of time |
| 1 | Not True | Perform at level described in standard > 10% of time |

Some examples of questions responses:

- I am the kind of person you would want to assign a job where meeting short deadlines is very important.
- My work is accurate, thorough, and nearly always of superior quality.
- I maintain effective and congenial working relationships with coworkers, superiors and subordinates.

For actual questions and the participants' answers, see Appendix P.

The Supervisor Evaluations were rated using the same scale as listed above.  The Coach's evaluation consisted of multiple "More True Than False" responses, while the co-owner's Supervisor Evaluation was almost completely rated as "Completely True." One thing to consider, however, is that the co-owner's supervisor is his father.  For the

actual questions and participants' answers, see Appendix O.  The questionnaire was exactly the same as the "Self-Evaluation," just answered differently.

During research, a "Minnesota Satisfaction Questionnaire," an "Organizational Trust" survey and a "General Opinion" survey were found.  The three items seemed directly related to the study, therefore, both the coach and co-owner were asked to take a look at those and fill them in as honestly as possible.  Copies of each from both participants can be found in Appendices L-P.

For the most part, questionnaires from both parties were extremely similar.  Many of the different answers, for example, on the "Supervisor Evaluation," could be explained by the fact that, again, the co-owner's only direct supervisor was his father.  With this in mind, along with the fact that the coach was assured that his supervisor would never have access to the questionnaire, the differences were irrelevant to the study.  The main objective of the interviewees filling out the questionnaires was to get a "real-life" look at employee trust on the job.

# CHAPTER V

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Introduction

This chapter includes a summary of the study, conclusions, and recommendations. The summary includes the purpose of the study, the study objectives, the significance of the study, the design, and the major findings. The conclusion will cover the significant factors from the surveys sent and completed, as well as the findings from the interviews. Recommendations, based on study findings, will end the chapter.

### Summary

The purpose of this study was to determine how to gain and/or maintain employee trust within service organizations. The objectives of the study were:

- Identify primary reasons for the lack of employee trust.

- Identify ways to develop and maintain employee trust.

- Identify strategies other companies have used to develop trust.

- Identify actions to take that will increase trust levels.

- Determine the impact of an increase in organizational trust.

A recent Gallup Poll on public trust indicated that no one is trusted 100% of the time. With this in mind, how does an individual or an organization create trust with its employees? Today's work environment is filled with mega-mergers, software that takes the place of human work, and, the latest trend, downsizing. Because building trust has to be done carefully, one building block at a time, it is frequently the most lacking issue in organizations today. Whether the necessity of trust is misunderstood, or simply seen as unnecessary, the successful organizations of the future need to begin to

fully understand the ramifications of low or no employee trust.  While a code of business ethics specifies what employees ought to do, the creation of trust is essential as it promises a solid foundation that endures through time.  From the top to the bottom of the organization, everyone must establish a trustworthy reputation and work daily at maintaining that reputation.

## **Conclusion**

The conclusion will, once again, discuss the findings of the study.  The research findings, along with the interviews and questionnaires completed, were found to have much in common.

### Trust is Definitely a Must

The most important conclusion reached upon closure of this study, is the fact that employee trust is definitely a must.  If an organization wants good things to happen in its future, if an organization wants a future at all, it must understand the need for high levels of employee trust and it must work daily to maintain that trust.  Quite simply, enough cannot be said about the importance of high employee trust levels within service organizations!

### Interviews

Comparing the interviews and questionnaires to the research findings, added to the "trust is a must" theory.  All of their answers, whether within the interview or questionnaires, indicated that trust was indeed important to them.  A few of the answers they listed were ideas listed as being used by other companies as well.

Another conclusion based on the interviews and questionnaires was that the size of the company had no importance when dealing with the need for high levels of

employee trust.  Both individuals' answers indicated the same basic thoughts and perceptions on the topic.  Size of the company does, however, matter when deciding how to gain or maintain employee trust levels.  While no direct information was obtained in the research on the relevance of size, the topic was not disputed.

Workplace Violence

The saying, "going postal," is a result of the many shootings and other violent episodes the United States Postal Service has experienced in response to their downsizing/lay off efforts a few years ago.  With this horrific memory in mind, organizations must have a "plan of attack" should something similar happen to them.  As reported earlier, whether an employee is actually a victim of workplace violence, or an innocent bystander, the effects can be devastating.

Implementing a Workplace Violence policy is not only easy, it's just plain smart.  Employees need to be made aware of their company's violence policy and it must be understood that violence of any nature will not be tolerated.  Having the policy in effect will make the innocent feel more safe and secure and, hopefully, will make possible offenders think twice before taking violent action.

Grievance forms should be available to employees as well.  Again, see Appendix H for an example.  All information and paperwork for workplace violence policies should be obtainable through company Human Resources Departments.  Smaller organizations should make these items available through management.

Like Family

Throughout the research, many references were made to having work environments that were similar in nature to employees' home lives, or family lives.

Because families are the core of every human's "being," allowing them to work in an environment conducive to family structure automatically gains and maintains employee trust levels. Employees feel that they are trusted and, in turn, share the trust. They feel they are important; therefore they share their thoughts and creativity more readily and proactively. The family loyalty factor makes for less absenteeism and lower turnover rates. Who says that creating and maintaining high levels of employee trust has to cost the company money! In the long run, high levels of employee trust *SAVES MONEY*! Lastly, the idea of a "family-like" work environment is probably the best way to go when trying to gain/maintain employee trust.

## Recommendations

1. While there are numerous routes an organization can take to gain/maintain high employee trust levels, there is no route to take for the organization that will not accept this responsibility as a daily, life-long challenge and commitment. Unless a total commitment can be made to increasing and maintaining employee trust levels, things are better left untouched. Creating an increase in trust levels, and then not following through with the necessary devotion, will not only lower the employees' trust to the original state, chances are the trust will be decreased much further, proving devastating to the organization's future.

2. Benchmark. There are a number of organizations mentioned briefly throughout the study as organizations who have proven knowledgeable in the area of employee trust. Contact organizations similar to the one in question-speak with the Human Resources Department.

3. Make sure to get employee input!  Ask them questions.  Create surveys and give an incentive for the completion of the survey by each employee.  Without an incentive, most employees cannot be expected to make the effort to complete something they will not realize could prove beneficial to their future as an employee.

4. Address the issue of Workplace Violence.  If no policy exists, get one in place.  This study touched on the implementation of said policy and, as such, can be used as a starting point.  Contact other companies of similar nature and see what they are doing, if anything.

5. Be available.  Implement the "Open Door" policy.

6. Walk around the work environment.  Listen to the employees and watch their non-verbals.  Interact with them by saying hello and asking how their day is going.  There may be some resistance at first-that is normal-give them time to trust that this is something that is going to become normal.  Eventually, these actions are welcomed by the employees as they begin to feel they are cared for, needed and respected.  Again, as with any trust-building activity, this should not be started if there will not be follow-through.

7. Be a *person*.  So many managers believe that getting respect means being 'Hitler.'  Not only do employees avoid managers like this, they greatly dislike and disrespect them.  Being approachable is key to earning respect.
Instead of having a 'nose-in-the-air' attitude, make eye contact and smile as much as possible.

8. Seek the advice of a consultant.

9. The idea of having a work environment that is like a family is a wonderful place to start when dealing with increasing trust levels. While it takes time to fully take noticeable effect, the results are wonderful!

### Recommendations for Further Research

1. Watch local and national newspapers for articles dealing directly or indirectly with employee trust. A lot of knowledge can be gained by knowing what others are going through.

2. Talk to Jerry Coomer and others like him. Jerry can be found on the University of Wisconsin-Stout campus.

3. Take classes on the topic. Jerry Coomer has an excellent course offered at the University of Wisconsin-Stout called "Organizational Development."

4. Purchase books on the topic. An excellent resource is Jerry Coomer's "Organizational Leadership" booklet that he maintains yearly for classes. See the reference section of this study for more information.

5. Talk to people in the HR field! If they don't have answers, they will most likely be able to point you in the direction of individuals who do.

6. Read Human Resources related magazines. They almost always contain articles on the topic of trust. Some examples of magazines to read:

   - Training and Development

   - Training

   - HRMagazine

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**Appendix A**

**Survey Cover**

**University of Wisconsin-Stout**
**Communications, Education, Technology Department**
**Menomonie, WI  54751**
**Phone:  (715) 233-0103**

July 24, 2000

**Tammy Boe**
**Graduate Student**
**University of Wisconsin-Stout**
**Menomonie, WI  54751**
**boet@post.uwstout.edu**

Dear Participant,

This study deals with the issue of employee trust.  Even the most valued, loyal employee may find the organization they work for to be one they cannot trust.  The attached survey is designed to gather information that will be used to help organizations gain and maintain high levels of employee trust.

Please take a few minutes to respond to the following survey.  All information will be kept completely anonymous and it is NOT REQUIRED that you provide your name.  While each survey is numbered, the numbers are used only to track and rate the results--your name will remain anonymous.  Please complete the survey and return in the self-addressed stamped envelope.  Also, please indicate if you would like the results of the surveys sent to you.

Thank you for your time.  Your information is extremely valuable to this study and to those organizations that truly care and know the importance of happy, trusting employees.

Sincerely,


**Tammy A.  Boe**
**Graduate Student**

**Appendix B**

**Survey Consent Letter**

HUMAN RESEARCH SUBJECT CONSENT FORM

I understand that my participation in this study is strictly voluntary and I may discontinue my participation at any time without prejudice.

I understand that the purpose of this study is to investigate the problem, identifying possible strategies for gaining and maintaining employee trust within the service organizations they work for.

I further understand that any information about me that is collected during this study will be held in the strictest of confidence and will not be part of my permanent record. I understand that in order for this research to be effective and valuable certain personal identifiers need to be collected. I also understand that the strictest of confidentiality will be maintained throughout this study and that only the researchers will have access to the confidential information. I understand that at the conclusion of this study all records which identify individual participants will be destroyed. I am aware that I have not and am not waiving any legal or human rights by agreeing to this participation.

By signing below, I verify that I am 18 years of age or older, in good mental and physical condition, and that I agree to and understand the conditions listed above.

Signature_____     Date_____

**Appendix C**

**Survey**

# Survey:  Let's Talk About Trust

## PART I:  SPECIFIC INFORMATION (OPTIONAL)

| | |
|---|---|
| Name: | |
| Title: | |
| Corporation: | |
| Address: | |
| Phone Number: | |

1.  I will answer all questions throughout the questionnaire according to:
(Circle one)

| Entire Corporation | My Business Unit | Personal Thoughts/Beliefs |
|---|---|---|

## PART II:  ORGANIZATIONAL CHARACTERISTICS

1.  Total Number of Employees
(Circle One)

| 1-49 | 50-199 | 200-349 | 350+ |
|---|---|---|---|

2.  Does your organization deal with issues of employee trust?

| Yes | No |
|---|---|

2a.  If no, proceed to next question.

2b.  If yes, in what ways does your organization approach the issue of trust?  Also, how long has your organization seen this issue of trust as important?

_____

_____ .

3. What effect does a high level of employee trust have on the following:

| 1=Severely Affected (SV)  2=Strongly Affected  (SA) |
|---|
| 3=Somewhat Affected  (S)   Not Affected (N) |

|  | SV | SA | S | N |
|---|---|---|---|---|
| High levels of productivity | 1 | 2 | 3 | 4 |
| Fewer problems with absenteeism | 1 | 2 | 3 | 4 |
| Lower turnover rates | 1 | 2 | 3 | 4 |
| Higher levels of motivation | 1 | 2 | 3 | 4 |
| Higher levels of organizational loyalty | 1 | 2 | 3 | 4 |

4. How important is it to have high levels of employee trust?

| 1=Extremely Important (EX)  2=Very Important  (VI) |
|---|
| 3=Somewhat Important  (S)   Not Important (N) |

| EX | VI | S | N |
|---|---|---|---|
| 1 | 2 | 3 | 4 |

5. How important is empowerment in creating high levels of trust?

| EX | VI | S | N |
|---|---|---|---|
| 1 | 2 | 3 | 4 |

6. Does your organization believe in employee empowerment?

| Yes | No |
|---|---|

6a. If no, please explain why you believe your organization chooses this.

_____ .

6b. If yes, please explain what types of empowerment your organizations maintains.

_____

7. Has your organization ever tried to implement teams?

| Yes | No |
|---|---|

8. Any additional comments

_____

_____

**THANK YOU FOR YOUR TIME!!**

**Appendix D**

**Interview Consent Letter**

# INTERVIEW CONSENT FORM

**Purpose of the Interview**

> The purpose of this interview is to identify ways service organizations can gain and/or maintain high levels of employee trust..

**Procedures**

> You will be asked to fill out a three page sheet of actual interview questions. Upon completion, you will then complete multiple questionnaires on the topic of employee trust.

**Risk**

> There is minimal risk of being identified.  For purposes of this study, however, please only sign this consent form if you do not mind having your personal information given.

**Safeguards**

> All information gathered via interview will be used to further enhance the author's ability to obtain necessary information for the study.

**Offer to Answer Inquiries:**

> All inquiries regarding this interview may be addressed to:

> > Tammy Boe
> > Graduate Student
> > University of Wisconsin-Stout
> > Menomonie, WI  54751
> > boet@post.uwstout.edu

**Third Party Referral for Concerns:**

> Dr. Joseph Benkowski, Research Advisor  (715-232-5266)

"I consent to the terms and conditions of this interview."


Signature of Interviewee _____.

**Appendix E**

**Interview Worksheet**

**INTERVIEW WORKSHEET**

1. What do you think is lacking in your organization when dealing with employee trust?

2. What would you personally change, if you could, in relation to current policy on workplace violence?

3. Any questions on employee trust?

**Appendix F**

**Workplace Violence Statistics**

Department of Justice Study
**Work Often the Scene of Violence**

## KEY FINDINGS

0ne million crimes committed at work each year
100,000 crimes at work involved guns
16% of all assaults occurred at work
8% of all rapes occurred at work
7% of all robberies occurred at work
2 million personal thefts occurred at work
200,000 car thefts occurred at work

SOl'RCP National Crinn.- Viclinii/.alion Siirvc\, July IW4 [X-partineiil of Justice

**IMPACT OF WORKPLACE VIOLENCE ON THE
HEALTH AND PRODUCTIVITY OF VICTIMS**

**(Incident type and percent affected)**

| EFFECT ON WORKER | ATTACK | THREAT | HARASSMENT |
|---|---|---|---|
| Affected psychologically | 79% | 77% | 88% |
| Disrupted work life | 40% | 36% | 62% |
| Physically sick or injured | 28% | 13% | 23% |
| No negative effect | 15% | 19% | 7% |

SOOKC'h Northwestern Naliona! Lite Insurance Survey Sample size 600 fun-time American workers

Two out of every three employees don't feel safe at work.
One out of four employees is harassed, threatened, or attacked.

***2 million workers are physically attacked each year.
***6 million workers are threatened each year.
*** 16 million workers are harassed each year.

(Kinney. 9)

**Appendix G**

**Workplace Violence Policy**

# SAMPLE
# WORKPLACE VIOLENCE POLICY*

**OBJECTIVE:** This policy is intended to ensure the highest standard of health and safety for all employees, clients, vendors, contractors, and any other individual doing business with the firm, and to provide for the efficient and effective operation of the firm.

**POLICY:** No employee—including supervisors, managers, or partners—shall be allowed to harass any employee, client, vendor, contractor, or the general public by exhibiting behavior including, but not limited to, the following:

• *Verbal Harassment.* Verbal threats toward persons or property; the use of vulgar or profane language toward others; disparaging or derogatory comments or slurs; offensive flirtations and propositions; verbal intimidation, exaggerated criticism, or name-calling.

• *Physical Harassment.* Any physical assault such as hitting, pushing, kicking, holding, impeding, or blocking the movement of another person.

• *Visual Harassment.* Derogatory or offensive posters, cartoons, publications, or drawings.

**PROHIBITED ITEMS ON FIRM PROPERTY.** Under no circumstances are the following items permitted on firm property, including parking areas: all types of firearms; switchblade or other types of knives; dangerous chemicals; explosive or blasting caps; chains and other objects carried for the purpose of injury or intimidation.

**REPORT AND INVESTIGATION.** Report any actual or potential violent incidents or questionable behavior to a member of the firm's crisis management team, your supervisor, the firm's human resources manager, or a partner. Your report will be treated as confidentially as possible. The firm will make every effort to protect the privacy of the complainant, and will also attempt to protect the integrity of anyone who may have been wrongfully accused of workplace violence.

 **FIRM*S RIGHTS. The** firm reserves the right to—

• Inspect desks and offices and monitor e-mail and voice-mail systems as part of its investigation.

• Refer any employee to a physician, psychiatrist, or other mental health professional to determine the employees fitness to work.

• Take any necessary disciplinary action against anyone violating the terms of this policy, up to and including termination.

A copy of our firm's Workplace Violence Policy is posted where all employees have access to and can read the policy.

**Appendix H**

**Grievance Policy Sample**

# SAMPLE
# GRIEVANCE FORM

Name:
Name of Supervisor:
Department:
Today's date:


1. Description of incident (include all relevant dates):




2. Description of your response to theoffensive behavior (attach any documentation):




3. Names, addresses, and telephone numbers of any witnesses:
   *Can we contact them directly?* *Yes*     *No*

   **A.** _____
   **B.** _____
   **C.** _____
   **D.** _____




Supervisor note if there has been no response has been made_____.

Why?_____.

Future plans of action:_____.

**Appendix I**

**Theory X and Y Management**

# ASSUMPTIONS OF THEORIES X AND Y MANAGEMENT STYLES

## THEORY X

1. The average human being has a natural dislike of work and will avoid it if possible.

2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

## THEORY Y

1. The expenditure of physical and mental effort in work is as natural as play or rest.

2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed.

3. Commitment to objectives is a function of the rewards associated with their achievement.

4. The average human being learns, under proper conditions, not only to accept, but to seek responsibility.

5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.

6. Under conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Mc Gregor, Douglas.  THE HUMAN SIDE OF ENTERPRISE,  McGraw-Hill, New York, 1960.

**Appendix J**

**Coach Interview**

# INTERVIEW ONE

# COACH

## GAINING AND MAINTAINING EMPLOYEE TRUST WITHIN SERVICE ORGANIZATIONS

### GAINING TRUST

1. How long have you worked at the Menomonie Wal-Mart Distribution location?

   *15 months*

2. What is you current position at the Distribution Center?

   *Coach-Area Manager*

3. Do you consider gaining the trust of you employees necessary?  Explain.

   *I think gaining the trust and building respect is necessary for any group to accomplish their tasks and goals.*

4. When attempting to develop the trust of your employees, what do you feel is most important?

   *Open and honest communication*

5. Explain a situation you have encountered that could have been much more difficult to resolve had there not been trust between you and the employee(s).

   *Dealing with associates who have come in below goal for productivity or quality*

6. Explain a situation you have encountered that could have been much easier to resolve had there been a higher level of trust between you and the employee(s).

   *NA*

7. Within any organization, what is the most obvious way to determine the level of trust that does or doesn't exist between the employees and their supervisors?

   *Interaction and communication.  Ask them if they trust each other, they will tell you in most cases.*

# MAINTAINING TRUST

8. Explain what, in you opinion, is necessary to maintain employee trust?

   *Prove to them that they do matter and never given them a reason not to trust you.*

9. Which scenario do you think would be harder--working in an environment where a supervisor develops employee trust and loses it, or working in an environment where trust never develops?

   *The scenario of losing the trust.*

10. What, if anything, does your organization do to maintain the trust of their employees?

    *Sun down rule-all questions answered before the end of that working day.*

    *Open door policy-Can go to next level of management if not satisfied with situation.*

    *Company facts and numbers displayed*

11. What suggestions would you have for a supervisor who has an employee who refuses to socialize?

    *Give them time and patience to develop the trust of others.*

12. What does an organization stand to gain by having the trust of their employees?

    *Ability to succeed*

13. What does an organization stand to lose by having a lack of employee trust?

    *Everything.*

14. What, if anything, does an organization stand to lose by considering employee trust important?

    *Nothing*

15. Name three things an organization can do to show their concern for maintaining trust?

    *Walk the talk*

    *Increased communication*

    *Empowerment*

16. What, in your opinion, is the most devastating result of losing employee trust?

    *Once trust has been lost, things will never again be quite the same.*

17. When doing the Self-Evaluation questionnaire, which question was the most difficult for you to answer and why?

    *When things go wrong, I work to correct them instead of make excuses. Majority of the time, I work to correct things that aren't working correctly. Sometimes I just don't have time to care and I work to avoid the problem.*

18. Which of the questions do you believe would most closely affect your ability to develop trust of your employees and why?

    *I anticipate the impact of actions on other organizational units, other people, and other organizational programs. If you don't consider how something will affect others, people will start to believe that they do not matter.*

19. On the Supervisor Evaluation questionnaire, which question did you find to be the most important quality of a supervisor?

    *Completely reliable*

20. Think of the best supervisor you have ever had. Which of the questions best explains what that supervisor did to gain and maintain your trust?

    *Maintained relationship*

21. On the Satisfaction Questionnaire, did you feel it was important for the questionnaire to address its topic of satisfaction? How does job satisfaction relate to employee trust?

    *Yes, it basically all comes down to employee satisfaction. If they are satisfied with their job, they will be more likely to trust their employer.*

22. As a supervisor yourself, how did you answer the question relating to pay?

    *Satisfied, it's okay for the point in my life and my work experience.*

23. The Organizational Trust Scale had a question about the confidence you have in your workers--if they knew how much confidence you do/don't have in them, what would be the result?

    *Would have better results in overall production*

**Appendix K**

**Co-Owner Interview**

# INTERVIEW TWO

# CO-OWNER

### GAINING AND MAINTAINING EMPLOYEE TRUST WITHIN
### SERVICE ORGANIZATIONS

### GAINING TRUST

24. How long have you worked at your current position/location?

    *Total of 11 years*

25. What is you current position?

    *Co-Owner*

26. Do you consider gaining the trust of you employees necessary?  Explain.

    *Yes, with no trust, no one will listen or have any respect for one another.*

27. When attempting to develop the trust of your employees, what do you feel is most important?

    *Respect me first*

28. Explain a situation you have encountered that could have been much more difficult to resolve had there not been trust between you and the employee(s).

    *Climbed roof during a major snowstorm-we both relied on each other to pull through.*

29. Explain a situation you have encountered that could have been much easier to resolve had there been a higher level of trust between you and the employee(s).

    *Four years ago, concrete would have turned out better with more trust present*

30. Within any organization, what is the most obvious way to determine the level of trust that does or doesn't exist between the employees and their supervisors?

    *Listen to your employees talk amongst themselves.*

# MAINTAINING TRUST

31. Explain what, in you opinion, is necessary to maintain employee trust?

    *Follow through.*

32. Which scenario do you think would be harder--working in an environment where a supervisor develops employee trust and loses it, or working in an environment where trust never develops?

    *See first scenario.*

33. What, if anything, does your organization do to maintain the trust of their employees?

    *Never lie!.*

    *No secrets!*

34. What suggestions would you have for a supervisor who has an employee who refuses to socialize?

    *Find things for the employee to do alone.*

35. What does an organization stand to gain by having the trust of their employees?

    *Trust that goes both ways*

36. What does an organization stand to lose by having a lack of employee trust?

    *Theft, money, employees etc*

37. What, if anything, does an organization stand to lose by considering employee trust important?

    *Nothing*

38. Name three things an organization can do to show their concern for maintaining trust?

    *Honest*

    *Follow through*

    *Raises and bonuses*

39. What, in your opinion, is the most devastating result of losing employee trust?

    *Employee loss*

40. When doing the Self-Evaluation questionnaire, which question was the most difficult for you to answer and why?

    *Dependence isn't the only thing you need to gain trust*

41. Which of the questions do you believe would most closely affect your ability to develop trust of your employees and why?

    *See question above.*

42. On the Supervisor Evaluation questionnaire, which question did you find to be the most important quality of a supervisor?

    *I have a problem in this area and realize I need to work on it.*

43. Think of the best supervisor you have ever had.  Which of the questions best explains what that supervisor did to gain and maintain your trust?

    *Reminds me of how I feel about my dad.*

44. On the Satisfaction Questionnaire, did you feel it was important for the questionnaire to address its topic of satisfaction?  How does job satisfaction relate to employee trust?

    *Yes, if employees are unsatisfied, nothing else matters!*

45. As a supervisor yourself, how did you answer the question relating to pay?

    *Very satisfied*

46. The Organizational Trust Scale had a question about the confidence you have in your workers--if they knew how much confidence you do/don't have in them, what would be the result?

    *Varies worker to worker*

**Appendix L**

**Organizational Trust Questionnaire**

Organizational Trust Scale

INSTRUCTIONS:  Please write the response you feel best describes your reaction to each statement.

(SA)  Strongly Agree  (A)  Agree  (O)  Neither Agree nor Disagree,
(D)  Disagree, (SD)  Strongly Disagree

(All answers appearing on the right were entered by "Coach" and all answers appearing next to the answer on the left were entered by "Co-Owner")

1.  If I have a problem at work, I know my coworkers will try to help me out.  A  A

2.  The people I work with pull together to get the job done.   SA  SA

3.  Most of my coworkers can be relied on to do as they say they will do.  A  A

4.  The management of this organization tries to understand the workers' point of view.
     A  O

5.  I feel that my coworkers and I will be treated fairly.  A  A

6.  The management of this organization would be willing to deceive employees if they thought it would give them an advantage.  D  D

7.  I have confidence in the abilities of my coworkers.  A  A

8.  Most of my coworkers would get the job done even if the boss were not around.  A  O

9.  Other workers make my job more difficult by careless work.  O  O

10.  Our organization has a poor future unless it can attract better managers.  SD  O

11.  The management of this organization makes decisions that will be good for the future.  SA  SA

12.  My supervisor is competent.  SA  A

13.  The managers in this organization work together to get the job done.  A  A

14.  The managers of this organization help everyone to understand what needs to be done.  A  A

15.  This organization shows its concern for its "customers" by giving them high quality products and/or service.  SA  A

16.  This organization is out to make a quick buck or get by.  SD  D

17. This organization acts in a socially responsible manner and takes steps to be a good citizen of the community.  A  A

18. This organization is honest in its business dealings.  A  A

19. My supervisor is a person of integrity.  A  A

20. People in this organization are more concerned with looking good in the eyes of the boss instead of being concerned with doing good work.  O  D

21. If they have an opportunity, workers in this organization will cause trouble for other workers.  O  O

22. I feel as if my ideas are valued by this organization.  A  A

23. This type of work offers its own rewards:  I like to do it.  A  A

24. The people in this organization work to the best of their ability.  A  O

25. I feel competent in my ability to do this job well.  A SA

26. The managers in this organization appreciate and acknowledge a job well done.  A A

27. On this job, I often learn new things and improve my skills.  A  A

28. This organization values employee input when resolving problems.  A  A

29. The managers in this organization reward personal loyalty first, then performance.
     O  A

30. There are supervisors in this organization who feel threatened if you do outstanding work.  O  D

31. The workers here resent someone who works hard.  SD  D

32. My job is frustrating and/or routine, I work here because I get a paycheck.  O  D

33. The workers in this organization are supportive of each other.  A  O

34. The managers set a good example for others through their work habits.  O  A

**Appendix M**

**Satisfaction Questionnaire**

Satisfaction Questionnaire

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not. Read each statement carefully:

- If you feel you job gives you more than you expected, write "vs"
- If you feel your job gives you what you expected, write "s"
- If you cannot make up your mind whether or not the job gives you what you expected, write "n"
- If you feel your job gives you less than you expected, write "d"
- If you feel your job gives you much less than you expected, write "vd"

(All answers appearing on the right were entered by "Coach" and all answers appearing next to the answer on the left were entered by "Co-Owner")

On my present job, this is how I feel about……

1. Being able to keep busy all the time.  VS  S
2. The chance to work alone on the job.  N  VS
3. The chance to do different things from time to time.  S  VS
4. The chance to be somebody in the community.  N  VS
5. The way my boss handles his/her workers.  S  S
6. The competence of my supervisor in making decisions.  S  VS
7. Being able to do things that don't go against my conscience.  S  VS
8. The way my job provided for steady employment.  S  VS
9. The chance to do things for other people.  S  VS
10. The chance to tell people what to do.  N  VS
11. The chance to do something that makes use of my abilities.  N  VS
12. The way company policies are put into practice.  S  VS
13. My pay and the amount of work I do.  S  VS

14. The chances for advancement on this job.  S  VS

15. The freedom to use my own opinions.  S  VS

16. The chance to try my own methods of doing the job.  S  VS

17. The working conditions.  S  VS

18. The way my coworkers get along with each other.  S  S

19. The praise I get for doing a good job.  N  S

20. The feeling of accomplishment I get from the job.  N  VS

**Appendix N**

**General Opinion Survey**

GENERAL OPINION SURVEY

(Rotter's Interpersonal Trust Scale)

This is a questionnaire to determine the attitudes and beliefs of different people on a variety of statements.  Please answer the statements by giving as true a picture of your own beliefs as possible.  Be sure to read each item carefully and show your beliefs by writing the appropriate choice.

(SA)  Strongly Agree  (MA)  Mildly Agree  (AD)  Agree and Disagree equally,
(MD)  Mildly disagree, (SD)  Strongly Disagree

(All answers appearing on the right were entered by "Coach" and all answers appearing next to the answer on the left were entered by "Co-Owner")

1.  Most people would rather live in a climate that is mild all year round than in one in which the winters are cold.    AD      MD

2.  Hypocrisy is on the increase in our society.         AD      MA

3.  In dealing with strangers, one is better off to be cautious until they have provided evidence that they are trustworthy.  MA  MD

4.  This country has a dark future unless we can attract better people into politics.
MD    MA

5.  Fear of social disgrace or punishment rather than conscience prevents most people from breaking the law.  AD    MD

6.  Parents can usually be relied upon to keep their promises.  SA    MA

7.  The advice of elders is often poor because the older person doesn't recognize how times have changed.  MD      MD

8.  Using the Honor System of NOT having a teacher present during exams would probably result in increased cheating.  AD    MD

9.  The United Nations will never be an effective force in keeping world peace.  MA  MA

10.  Parents and teachers are likely to say what they believe themselves and not just what they think is good for the child to hear.  MA   MA

11.  Most people can be counted on to do what they say they will do.  AD  AD

12. As evidenced by recent books and movies, morality seems on the downgrade in this country.  AD   MA

13. The judiciary is a place where we can get unbiased treatment.  AD     MD

14. It is safe to believe that in spite of what people say, most people are primarily interested in their own welfare.  SA   MA

15. The future seems very promising.  SA    MA

16. Most people would be horrified if they knew how much news the public sees and hears is distorted.  MA  MA

17. Seeking advice from several people is more likely to confuse than it is to help.
    AD  MD

18. Most elected public officials are really sincere in their campaign promises.  AD   SA

19. There is no simple way of deciding who is telling the truth.  MA   MD

20. This country has progressed to the point where we can reduce the amount of competitiveness encouraged by schools and parents.  SD   MD

21. Even though we have reports in newspapers, radio and television, it is hard to get objective accounts of public events.  MD     MA

22. It is more important that people achieve happiness than greatness.  MA   MA

23. Most experts can be relied upon to tell the truth about the limits of their knowledge.
    MD  MA

24. Most parents can be relied upon to carry out their threats of punishment.  MD MA

25. One should not attack the political beliefs of others.  AD  MA

26. In these competitive times, one has to be alert or someone is likely to take advantage of you.  MA  SA

27. Children need to be given more guidance by teachers and parents than they now typically get.  MA   SA

28. Most rumors usually have a strong element of truth.  AD   MD

29. Many major national sport contests are fixed in one way or another.  AD  MA

30. A good leader who molds the opinions of the group is leading rather than merely following the wishes of the majority.  AD  MA

31. Most idealists are sincere and usually practice what they preach.  AD  AD

32. Most salesmen are honest in describing their products.  AD   AD

33.  Education in this country is not really preparing young men and women to deal with the problems of the future.  AD  MA

34.  Most students would not cheat even if they were sure of getting away with it.
AD   MD

35.  The hordes of students now going to college are going to find it more difficult to find good jobs when they graduate than did the college graduates of the past.  MA  MA

36.  Most repair men will overcharge even if they think you are ignorant of their specialty.  MA   MA

37.  A large share of accident claims filed against insurance companies are phony.
AD   MA

38.  One should not attack the religious beliefs of other people.  MA   MA

39.  Most people answer public opinion polls honestly.  AD   MA

40.  If we really knew what was going on in international politics, the public would have more reason to be frightened than they now seem to.  MA  SA

**Appendix O**

**Supervisor Evaluation**

<p style="text-align:center;">Supervisor Evaluation</p>

<p style="text-align:center;">PLEASE RATE YOUR SUBORDINATES USING THE FOLLOWING CODES:</p>

| |
|---|
| 5--<u>Completely True</u>-Meets or exceeds the performance standard described in this statement over 90% of the time |
| 4--<u>Mostly True</u>-Meets or exceeds performance standards over 75%, but less than 90% of the time. |
| 3--<u>More True Than False</u>-Meets or exceeds performance standard over 51% of the time, but less than 75% of the time. |
| 2--<u>More False than True</u>-Meets or exceeds performance standard less than 50% of the time, but more than 10% of the time. |
| 1--<u>Not True</u>-Performs at the level described in the standard less than 10% of the time. |

<p style="text-align:center;">(All answers appearing on the right were entered by "Coach" and all answers appearing next to the answer on the left were entered by "Co-Owner")</p>

5 4   1. Completely reliable-you can depend on what the employee says

5 3   2. The kind of person you would assign to a job where meeting short deadlines is important.

5 2   3. Very effective in selling ideas and persuading people.

5 2   4. Does not hesitate to accept responsibility.

5 3   5. When things go wrong, works to correct instead of makes excuses.

5 3   6. Work is accurate, thorough and nearly always of superior quality.

5 3   7. Quick to understand written and oral instructions.

5 3   8. Knows when, where and how to gather information.

3 4   9. Maintains effective and congenial working relationships with coworkers.

3 3   10. Very effective in thinking of new ideas and solutions.

4 2   11. Anticipates the impact of actions on other organizational units, other people and other organizational units.

5 3   12. Works independently on problems s/he should be able to deal with.

5 3   13. Plans and organizes work to make effective use of time.

3 3   14. Adjusts well to new methods, policies and procedures.

5 3   15. Makes sound and practical decisions.

5 4   16. Keeps supervisor informed of situations requiring higher level attention.

5 4    17. Recommends relevant improvements in established practices.

5 3    18. Is willing to take on extra work and do special projects that may not normally be expected of a person in his/her position.

**Appendix P**

**Self Evaluation**

## Self-Evaluation Scale

PLEASE RATE YOURSELF ON THE FOLLOWING ITEMS.  BE AS HONEST AS YOU CAN.  RATE THEM USING THE FOLLOWING CODES BY PLACING THE CORRECT NUMBER TO THE LEFT OF EACH ITEM.

| |
|---|
| **5--Completely True**-Meet or exceed the performance standard described in this statement over 90% of the time. |
| **4--Mostly True**-Meet or exceed the performance standard described in this statement over 75% of the time but less than 90% of the time. |
| **3--More True Than False**-Meet or exceed performance standard over 51% of the time but less than 75% of the time. |
| **2--More False Than True**-Meet or exceed the performance standard less than 50% of the time but more than 10% of the time. |
| **1--Not True**-Perform at the level described in the standard less than 10% of the time |

4 4    1.      Completely reliable, you can depend on what I say.

5 4    2.      I am the kind of person you would want to assign to a job where meeting short deadlines is very important.

5 3    3.      I am very effective in selling ideas and persuading people.

5 4    4.      I do not hesitate to accept responsibility.

4 4    5.      When things go wrong, I work to correct them instead of make excuses.

5 4    6.      My work is accurate, thorough, and nearly always of superior quality.

5 4    7.      I am quick to understand written and oral instructions.

3 4    8.      I know when, where and how to gather needed information.

3 4    9.      I  maintain effective and congenial working relationships with coworkers, superiors and subordinates.

4 3    10.    I am very effective in thinking of new ideas and solutions.

5 4    11.    I anticipate the impact of actions on other organizational units, other people
and other organizational programs.

5 5    12.    I work independently on problems I should be able to deal with.

4 4    13.    I plan and organize my work to make effective use of my time.

5 4   14.   I adjust well to new methods, policies and procedures.  I support sound ideas that are not my own.

5 4   15.   I make sound and practical decisions.

5 4   16.   I keep my supervisor informed of situations requiring higher level attention.

5 4   17.   I recommend relevant improvements in established practices.

5 3   18.   I am willing to take on extra work and do special projects that may not normally be expected of a person in my position.