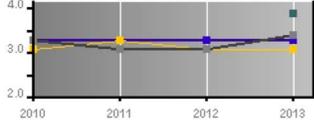
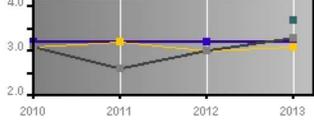
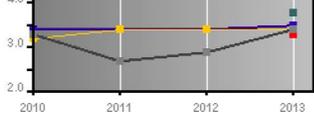
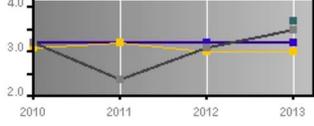
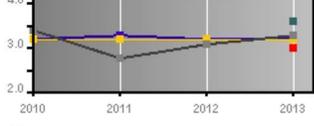
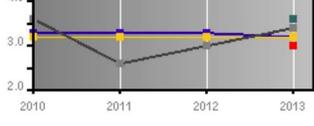


Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit

| Measures | 2010 | | | 2011 | | | 2012 | | | 2013 | | | | Graphs | |
|--|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|------------|--------|---|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | Your Dept. | | Your Unit |
| Management & Leadership | | | | | | | | | | | | | | | |
| Leadership Qualities and Behaviors (6 measures) | 3.3 | 3.1 | 3.3 | 3.3 | 3.3 | 3.1 | 3.3 | 3.1 | 3.1 | 3.3 | 3.1 | 3.9 | 3.1 | 3.4 |  |
| Effective Management Behaviors (19 measures) | 3.2 | 3.1 | 3.1 | 3.2 | 3.2 | 2.6 | 3.2 | 3.0 | 3.0 | 3.2 | 3.1 | 3.7 | 3.1 | 3.3 |  |
| Management Detractors (6 measures) | 3.4 | 3.2 | 3.3 | 3.4 | 3.4 | 2.7 | 3.4 | 3.4 | 2.9 | 3.5 | 3.3 | 3.8 | 3.4 | 3.4 |  |
| Organizational Effectiveness | | | | | | | | | | | | | | | |
| Workplace Respect Measures (6 measures) | 3.2 | 3.1 | 3.2 | 3.2 | 3.2 | 2.4 | 3.2 | 3.0 | 3.1 | 3.2 | 3.0 | 3.7 | 3.0 | 3.5 |  |
| Workplace Cooperation Measures (9 measures) | 3.2 | 3.2 | 3.4 | 3.3 | 3.2 | 2.8 | 3.2 | 3.2 | 3.1 | 3.2 | 3.0 | 3.6 | 3.2 | 3.3 |  |
| Teamwork Effectiveness Measures (7 measures) | 3.3 | 3.2 | 3.6 | 3.3 | 3.2 | 2.6 | 3.3 | 3.2 | 3.0 | 3.2 | 3.0 | 3.6 | 3.2 | 3.4 |  |

Summary

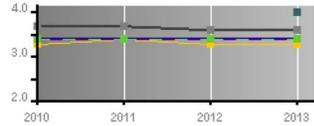
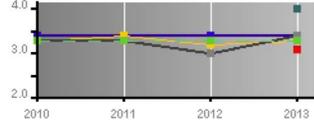
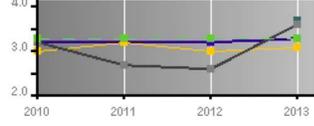
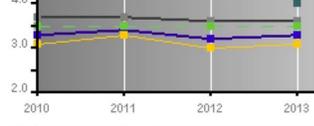
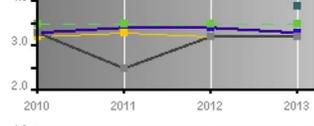
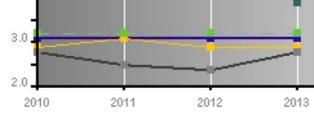
- Management & Leadership Measure:
- Organizational Effectiveness Measure:
- Overall A&BS Measure:

| | Department | | Unit | |
|---|------------|---------|----------|---------|
| | % ≥ Goal | Overall | % ≥ Goal | Overall |
| • Management & Leadership Measure: | 16.0% | 3.2 | 48.0% | 3.3 |
| • Organizational Effectiveness Measure: | 27.0% | 3.1 | 50.0% | 3.4 |
| • Overall A&BS Measure: | 21.0% | 3.1 | 49.0% | 3.4 |

2013 A&BS Survey Report

Measure: Leadership Qualities and Behaviors

Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit
 A&BS Goal

| Questions | 2010 | | | 2011 | | | 2012 | | | 2013 | | | N | A&BS Goal | Graphs | | |
|---|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|-----|-----------|--------|------------|---|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | | | | Your Dept. | Your Unit |
| (24.7) Supervisor appears self-confident | 3.4 | 3.3 | 3.7 | 3.4 | 3.4 | 3.7 | 3.4 | 3.3 | 3.6 | 3.4 | 3.3 | 4.0 | 3.3 | 3.6 | 5 | 3.4 |  |
| (24.9) Supervisor remains confident despite setbacks | 3.4 | 3.3 | 3.3 | 3.4 | 3.4 | 3.3 | 3.4 | 3.2 | 3.0 | 3.4 | 3.1 | 4.0 | 3.3 | 3.4 | 5 | 3.3 |  |
| (24.12) Supervisor talks optimistically about the future | 3.2 | 3.0 | 3.2 | 3.2 | 3.2 | 2.7 | 3.2 | 3.0 | 2.6 | 3.3 | 3.1 | 3.7 | 3.1 | 3.6 | 5 | 3.3 |  |
| (24.14) Supervisor speaks convincingly when presenting to a group | 3.3 | 3.1 | 3.7 | 3.4 | 3.3 | 3.7 | 3.2 | 3.0 | 3.6 | 3.3 | 3.1 | 4.0 | 3.1 | 3.6 | 5 | 3.5 |  |
| (24.17) Supervisor conveys a strong commitment to goals | 3.3 | 3.2 | 3.3 | 3.4 | 3.3 | 2.5 | 3.4 | 3.2 | 3.2 | 3.3 | 3.2 | 3.9 | 3.2 | 3.2 | 5 | 3.5 |  |
| (24.18) Supervisor communicates an inspiring vision for change | 3.1 | 2.9 | 2.8 | 3.1 | 3.1 | 2.5 | 3.1 | 2.9 | 2.4 | 3.1 | 2.9 | 3.9 | 2.9 | 2.8 | 5 | 3.2 |  |

Measure

Department

Unit

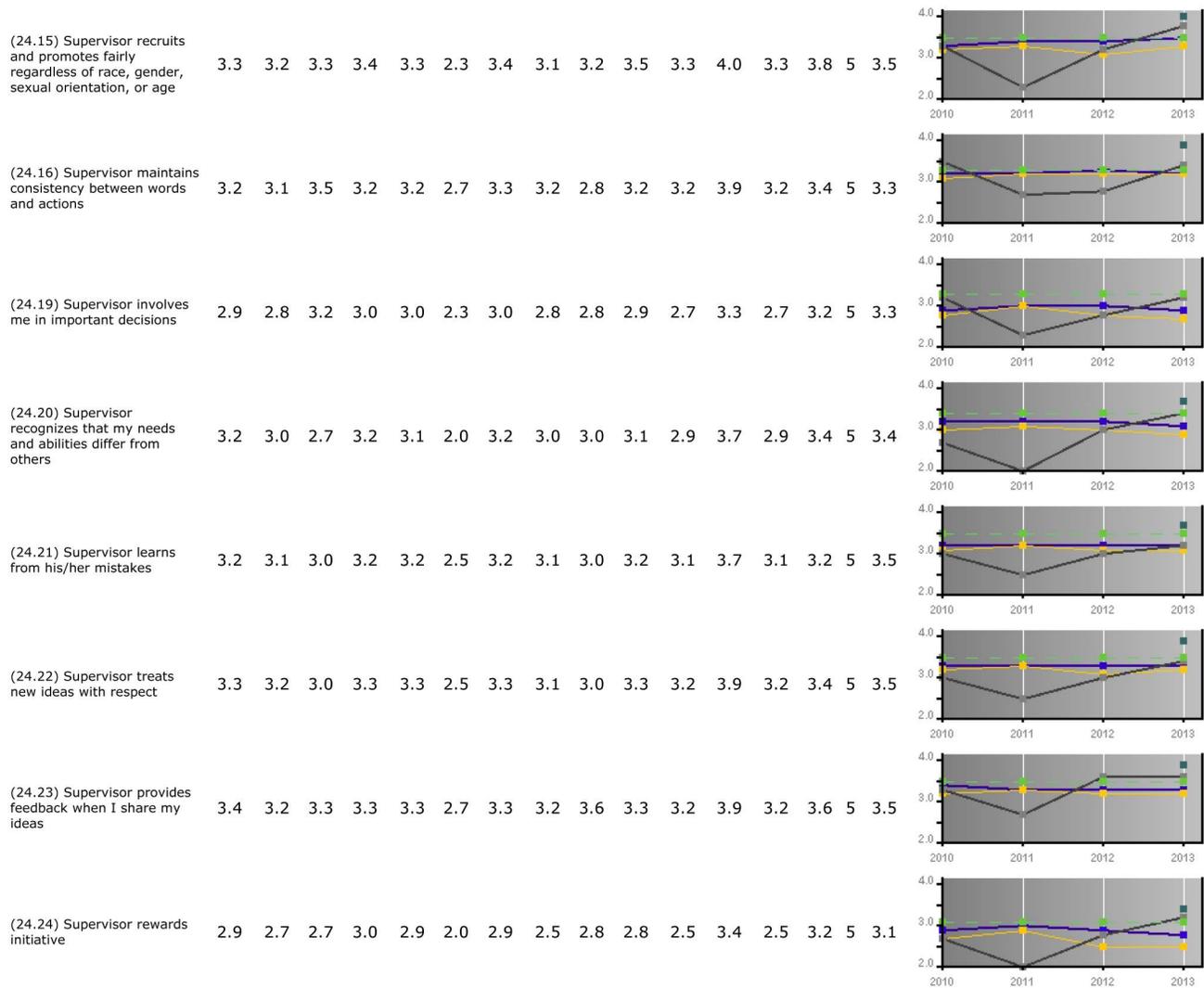
• Leadership Qualities and Behaviors :

| % ≥ Goal | Overall | % ≥ Goal | Overall |
|----------|---------|----------|---------|
| 17.0% | 3.2 | 67.0% | 3.4 |

Measure: Effective Management Behaviors

Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit
 A&BS Goal

| Questions | 2010 | | | 2011 | | | 2012 | | | 2013 | | | | | N | A&BS Goal | Graphs |
|--|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|------------|-----------|---|-----------|--------|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | Your Dept. | Your Unit | | | |
| (2) I know about and understand the data my unit uses to measure its performance. | 3.1 | 2.9 | 3.2 | 3.2 | 3.1 | 3.0 | 3.2 | 3.1 | 2.8 | 3.1 | 3.0 | 3.7 | 3.0 | 2.8 | 5 | 3.2 | |
| (24.1) Supervisor takes time to listen and understand my views | 3.4 | 3.2 | 2.8 | 3.4 | 3.4 | 2.7 | 3.4 | 3.2 | 3.0 | 3.4 | 3.2 | 3.8 | 3.2 | 3.6 | 5 | 3.5 | |
| (24.2) Supervisor acts in ways that build respect in him/her | 3.2 | 3.1 | 3.2 | 3.2 | 3.2 | 2.7 | 3.3 | 3.1 | 3.0 | 3.3 | 3.1 | 3.7 | 3.1 | 3.2 | 5 | 3.3 | |
| (24.3) Supervisor models the behavior he/she expects from others | 3.2 | 3.1 | 2.8 | 3.3 | 3.2 | 2.7 | 3.2 | 3.1 | 3.0 | 3.3 | 3.2 | 3.9 | 3.2 | 3.2 | 5 | 3.3 | |
| (24.4) Supervisor takes steps to improve bad relationships | 3.2 | 3.0 | 3.2 | 3.1 | 3.1 | 2.7 | 3.2 | 3.0 | 2.8 | 3.1 | 3.0 | 3.5 | 3.0 | 3.4 | 5 | 3.3 | |
| (24.5) Supervisor values the experiences and perspectives of people from diverse backgrounds | 3.4 | 3.2 | 3.7 | 3.4 | 3.4 | 2.7 | 3.4 | 3.2 | 3.2 | 3.4 | 3.3 | 4.0 | 3.3 | 3.6 | 5 | 3.5 | |
| (24.6) Supervisor finds "win-win" solutions | 3.2 | 3.1 | 3.0 | 3.3 | 3.2 | 2.7 | 3.2 | 3.0 | 3.0 | 3.2 | 3.0 | 3.7 | 3.0 | 3.2 | 5 | 3.3 | |
| (24.8) Supervisor will try new, potentially better methods | 3.3 | 3.1 | 3.0 | 3.3 | 3.3 | 2.7 | 3.3 | 3.2 | 2.8 | 3.3 | 3.2 | 3.9 | 3.2 | 2.8 | 5 | 3.5 | |
| (24.10) Supervisor takes action to resolve interpersonal conflicts in his/her area of responsibility | 3.2 | 3.1 | 3.3 | 3.2 | 3.1 | 2.3 | 3.2 | 3.0 | 3.2 | 3.2 | 3.0 | 3.6 | 3.2 | 3.2 | 5 | 3.3 | |
| (24.11) Supervisor communicates what he/she expects me to accomplish | 3.2 | 3.1 | 3.2 | 3.3 | 3.3 | 3.3 | 3.2 | 3.0 | 3.2 | 3.3 | 3.1 | 3.9 | 3.1 | 3.2 | 5 | 3.5 | |
| (24.13) Supervisor sorts essential from unimportant information | 3.2 | 3.0 | 2.7 | 3.2 | 3.2 | 2.5 | 3.2 | 3.1 | 2.6 | 3.2 | 3.1 | 3.7 | 3.1 | 3.2 | 5 | 3.3 | |



Measure

Department

Unit

| | % ≥ Goal | Overall | % ≥ Goal | Overall |
|------------------------------------|-----------------|----------------|-----------------|----------------|
| • Effective Management Behaviors : | 0.0% | 3.1 | 42.0% | 3.3 |

Measure: Management Detractors

Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit
A&BS Goal

| Questions | 2010 | | | 2011 | | | 2012 | | | 2013 | | | N | A&BS Goal | Graphs | | |
|--|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|-----|-----------|--------|------------|-----------|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | | | | Your Dept. | Your Unit |
| (24.25) Supervisor discourages my bringing up problems | 3.3 | 3.2 | 3.2 | 3.4 | 3.3 | 2.7 | 3.5 | 3.4 | 2.8 | 3.4 | 3.4 | 3.9 | 3.4 | 3.2 | 5 | 3.5 | |
| (24.26) Supervisor makes me feel stupid when we disagree | 3.5 | 3.4 | 3.5 | 3.6 | 3.6 | 2.7 | 3.6 | 3.5 | 3.0 | 3.6 | 3.5 | 3.9 | 3.6 | 3.6 | 5 | 3.5 | |
| (24.27) Supervisor favors an "in group" of subordinates for personal reasons | 3.2 | 3.0 | 3.0 | 3.3 | 3.2 | 2.3 | 3.3 | 3.2 | 2.6 | 3.3 | 3.1 | 3.9 | 3.3 | 3.4 | 5 | 3.2 | |
| (24.28) Supervisor loses his/her temper under pressure | 3.5 | 3.4 | 3.3 | 3.5 | 3.5 | 3.3 | 3.5 | 3.4 | 3.2 | 3.6 | 3.4 | 3.9 | 3.5 | 3.2 | 5 | 3.5 | |
| (24.29) Supervisor makes some people look good at others' expense | 3.4 | 3.3 | 3.2 | 3.5 | 3.4 | 2.7 | 3.5 | 3.4 | 3.2 | 3.5 | 3.4 | 3.9 | 3.5 | 3.8 | 5 | 3.5 | |
| (24.30) Supervisor waits until a problem escalates before acting | 3.2 | 3.1 | 3.3 | 3.3 | 3.3 | 2.7 | 3.3 | 3.3 | 2.6 | 3.3 | 3.1 | 3.6 | 3.2 | 3.4 | 5 | 3.5 | |

Measure

Department

Unit

• Management Detractors :

% ≥ Goal
67.0%

Overall
3.4

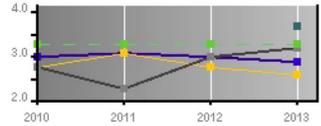
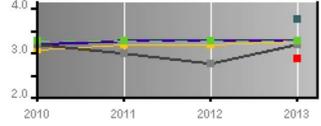
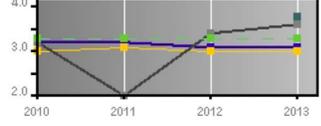
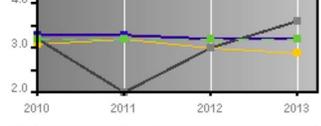
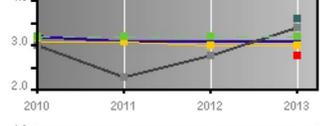
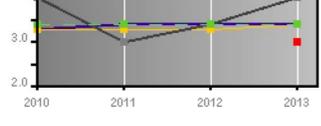
% ≥ Goal
50.0%

Overall
3.4

2013 A&BS Survey Report

Measure: Workplace Respect Measures

Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit
A&BS Goal

| Questions | 2010 | | | 2011 | | | 2012 | | | 2013 | | | N | A&BS Goal | Graphs | | |
|---|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|-----|-----------|--------|------------|---|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | | | | Your Dept. | Your Unit |
| (1) People who look for better ways of doing things are respected and rewarded in my unit. | 3.0 | 2.8 | 2.8 | 3.1 | 3.1 | 2.3 | 3.0 | 2.8 | 3.0 | 2.9 | 2.6 | 3.7 | 2.6 | 3.2 | 5 | 3.3 |  |
| (4) My co-workers and I experience a climate of mutual respect at all job levels. | 3.2 | 3.1 | 3.2 | 3.3 | 3.2 | 3.0 | 3.3 | 3.2 | 2.8 | 3.3 | 2.9 | 3.8 | 3.3 | 3.2 | 5 | 3.3 |  |
| (8) I can provide honest, constructive criticism to my work group about the way it functions without being penalized. | 3.2 | 3.0 | 3.2 | 3.2 | 3.1 | 2.0 | 3.1 | 3.0 | 3.4 | 3.1 | 3.0 | 3.8 | 3.0 | 3.6 | 5 | 3.3 |  |
| (9) I can share (work) problems without concern about appearing stupid to others in my work group. | 3.3 | 3.1 | 3.2 | 3.3 | 3.2 | 2.0 | 3.2 | 3.0 | 3.0 | 3.2 | 2.9 | 3.6 | 2.9 | 3.6 | 5 | 3.2 |  |
| (16) In my work group, people recognize and accept each other's strengths and weaknesses. | 3.2 | 3.1 | 3.0 | 3.1 | 3.1 | 2.3 | 3.1 | 3.0 | 2.8 | 3.1 | 2.8 | 3.6 | 3.0 | 3.4 | 5 | 3.2 |  |
| (22) In my work group, interpersonal conflicts are: | 3.3 | 3.3 | 4.0 | 3.4 | 3.3 | 3.0 | 3.4 | 3.3 | 3.4 | 3.4 | 3.0 | 4.0 | 3.4 | 4.0 | 5 | 3.4 |  |

Measure

Department

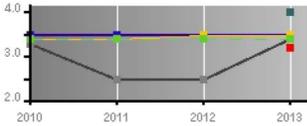
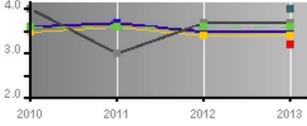
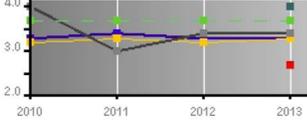
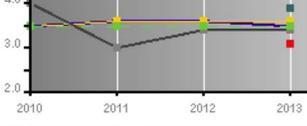
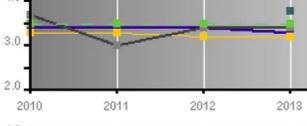
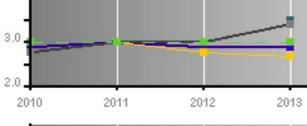
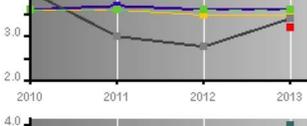
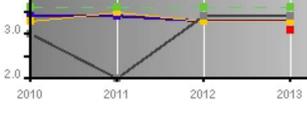
Unit

| % ≥ Goal | Overall | % ≥ Goal | Overall |
|----------|---------|----------|---------|
| 33.0% | 3.0 | 67.0% | 3.5 |

• Workplace Respect Measures :

Measure: Workplace Cooperation Measures

Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit
A&BS Goal

| Questions | 2010 | | | 2011 | | | 2012 | | | 2013 | | | N | A&BS Goal | Graphs | | |
|---|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|-----|-----------|--------|------------|---|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | | | | Your Dept. | Your Unit |
| (3) While working with others in my unit on a group task, I feel that: | 3.5 | 3.4 | 3.3 | 3.5 | 3.4 | 2.5 | 3.5 | 3.5 | 2.5 | 3.5 | 3.2 | 4.0 | 3.5 | 3.4 | 5 | 3.4 |  |
| (5) In my work group a suggestion about the way we do things: | 3.6 | 3.5 | 4.0 | 3.7 | 3.6 | 3.0 | 3.5 | 3.4 | 3.7 | 3.5 | 3.2 | 4.0 | 3.4 | 3.7 | 5 | 3.6 |  |
| (6) When work problems surface in my work group, my co-workers usually: | 3.3 | 3.2 | 4.0 | 3.4 | 3.3 | 3.0 | 3.3 | 3.2 | 3.4 | 3.3 | 2.7 | 4.0 | 3.3 | 3.4 | 5 | 3.7 |  |
| (7) When faced with a setback or an unusually challenging problem my work group: | 3.5 | 3.5 | 4.0 | 3.6 | 3.6 | 3.0 | 3.6 | 3.6 | 3.4 | 3.5 | 3.1 | 3.9 | 3.6 | 3.4 | 5 | 3.5 |  |
| (13) In my work group we share expertise when faced with a challenging task. | 3.4 | 3.3 | 3.7 | 3.4 | 3.3 | 3.0 | 3.4 | 3.2 | 3.4 | 3.3 | 3.2 | 3.8 | 3.2 | 3.4 | 5 | 3.5 |  |
| (14) In my work group we share leadership responsibilities and often hand off leadership roles from project to project. | 2.9 | 2.8 | 2.8 | 3.0 | 3.0 | 3.0 | 2.9 | 2.8 | 3.0 | 2.9 | 2.7 | 3.5 | 2.7 | 3.4 | 5 | 3.0 |  |
| (17) In my work group, people consider it important that tasks be divided fairly. | 2.0 | 2.0 | 1.8 | 2.0 | 2.0 | 2.7 | 1.9 | 2.0 | 2.0 | 2.0 | 1.5 | 2.2 | 2.0 | 2.2 | 5 | 3.0 |  |
| (21) In my work group, problems with the way we do our work are usually: | 3.6 | 3.6 | 4.0 | 3.7 | 3.6 | 3.0 | 3.6 | 3.5 | 2.8 | 3.6 | 3.2 | 4.0 | 3.5 | 3.4 | 5 | 3.6 |  |
| (23) In my work group, differences of opinion about how to get the job done are: | 3.4 | 3.3 | 3.0 | 3.4 | 3.5 | 2.0 | 3.3 | 3.3 | 3.4 | 3.3 | 3.1 | 4.0 | 3.3 | 3.4 | 5 | 3.6 |  |

Measure

Department

Unit

• Workplace Cooperation Measures :

| % ≥ Goal | Overall | % ≥ Goal | Overall |
|----------|---------|----------|---------|
| 22.0% | 3.2 | 33.0% | 3.3 |

2013 A&BS Survey Report

Measure: Teamwork Effectiveness Measures

Legend: A&BS Mean Low Dept. High Dept. Your Dept. Your Unit
A&BS Goal

| Questions | 2010 | | | 2011 | | | 2012 | | | 2013 | | | | | A&BS Goal | N | A&BS | Graphs |
|---|-----------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|------------|------------|-----------|-----------|-----|------|--------|
| | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Your Dept. | Your Unit | A&BS Mean | Low Dept. | High Dept. | Your Dept. | Your Unit | | | | |
| (10) In my work group we share a common set of goals. | 3.2 | 3.2 | 3.8 | 3.2 | 3.1 | 2.7 | 3.2 | 3.1 | 3.4 | 3.2 | 3.0 | 3.7 | 3.2 | 3.3 | 4 | 3.3 | | |
| (11) In my work group we embrace the same standards of effectiveness. | 3.1 | 3.1 | 3.5 | 3.1 | 3.0 | 2.3 | 3.1 | 3.0 | 3.0 | 3.2 | 2.8 | 3.6 | 3.1 | 3.2 | 5 | 3.3 | | |
| (12) In my work group we share common values of service, quality, and excellence. | 3.3 | 3.2 | 3.5 | 3.3 | 3.2 | 2.3 | 3.3 | 3.2 | 3.0 | 3.3 | 3.0 | 3.8 | 3.2 | 3.6 | 5 | 3.3 | | |
| (15) In my work group we wait for complaints before tackling a new problem. | 3.0 | 2.9 | 3.7 | 2.9 | 2.8 | 3.0 | 2.9 | 2.8 | 2.6 | 3.0 | 2.7 | 3.2 | 3.0 | 3.0 | 5 | 3.2 | | |
| (18) My work group improves its practices, productivity, and effectiveness. | 3.2 | 3.1 | 3.2 | 3.2 | 3.2 | 2.3 | 3.2 | 3.1 | 2.6 | 3.1 | 3.0 | 3.7 | 3.0 | 3.4 | 5 | 3.3 | | |
| (19) My work group is committed to meet the needs of our customers. | 3.6 | 3.6 | 4.0 | 3.6 | 3.6 | 2.7 | 3.6 | 3.5 | 3.6 | 3.5 | 3.4 | 3.9 | 3.5 | 3.8 | 5 | 3.5 | | |
| (20) My work group is efficient and productive. | 3.4 | 3.3 | 3.3 | 3.3 | 3.3 | 2.7 | 3.4 | 3.4 | 2.8 | 3.4 | 3.1 | 3.8 | 3.3 | 3.2 | 5 | 3.3 | | |

Measure

- Teamwork Effectiveness Measures :

| Department | Unit | | |
|------------|----------|---------|-----|
| | % ≥ Goal | Overall | |
| 29.0% | 3.2 | 57.0% | 3.4 |