

SHRS wants to hear from you.

**Your voice does make a difference in
SHRS success.**

**CONFIDENTIAL
EMPLOYEE CLIMATE SURVEY**

Roger Guy Baguley

Dear Employee:

We have been asked to conduct an independent survey of what you think about your job, as well as your recommendations for continuing to make the SHRS Group a challenging and rewarding place to work.

This questionnaire is anonymous. Please do not put your name on the survey. When you are finished, please seal your questionnaire in the self-addressed envelope. Completed questionnaires will be sent directly to Pamela Ennis & Associates for analysis. No one from within the SHRS Group will ever see completed questionnaires.

To complete the survey, circle the number on the answer scale that best expresses your opinion. If you cannot decide about a statement or if it does not apply to you, circle "5" the "Does not apply" or "Don't Know" response.

EXAMPLE:

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
1. Summer is my favourite season	1	2	3	4	5

You will also have several opportunities throughout the survey to make recommendations and comments. We encourage you to express your views openly in these sections. Once the survey has been completed, you will receive feedback on the results.

Please call me, collect at (416) 900-0000 any time between 9:00 a.m. and 5:00 p.m., if you have any questions. Your assistance is greatly appreciated.

FACTUAL INFORMATION

The following questions request a minimum of personal information. Responses to these questions allow us to compare the views of different groups. We will not identify individuals, and no one from within the SHRS Group will ever see your completed questionnaire. We will not report results separately for departments with fewer than five respondents.

(PLEASE CIRCLE THE **LETTER** OF THE APPROPRIATE RESPONSE)

1. What is your work location?
 - a) Corporate Office (123 Pogo Blvd.)
 - b) 17 Liten Avenue
 - c) Maintenance Division
 - c) Atlantic Region
 - d) Quebec Region
 - e) Central Region

2. What part of the SHRS Group do you work for?
 - a) Business Support Group
 - b) Base Building
 - c) Fixturing and Interior Construction
 - d) Millwork
 - e) Signage and Digital Solutions
 - f) Maintenance

4. How would you describe your job?
 - a) Hourly
 - b) Administration/Support/Individual Contributor (Salaried)
 - c) Site Foreman/Site Superintendent
 - d) Project Coordinator
 - e) Project Manager
 - f) Manager/General Manager and above

OPINIONS AND ATTITUDES

(Please use the following definitions to complete this questionnaire accurately.)

“WORK GROUP” refers to the people you work with on a regular basis.

“SUPERVISOR” is used in a general sense and refers to the person to whom you report directly.

“MANAGEMENT” refers to those at the management/general management level and above.

“PRINCIPALS” refers to SHRS owners.

“COMPANY” refers to the SHRS Group.

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
1. My role and my job responsibilities are clearly defined	1	2	3	4	5
2. I have enough information to do my job well.	1	2	3	4	5
3. Any changes to policies and procedures that affect my job have been clearly explained.	1	2	3	4	5
4. The amount of work expected of me is reasonable.	1	2	3	4	5
5. My workload enables me to achieve a balance between my work and personal life.	1	2	3	4	5
6. I feel the distribution of work is fair among people in my work group.	1	2	3	4	5
7. I have all the equipment, tools and supplies necessary to do my job.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
8. I work in a healthy and safe environment at SHRS Group.	1	2	3	4	5
9. I have been adequately trained to work safely on the job.	1	2	3	4	5
X Additional comments about your physical work environment.					
10. I feel I am responsible for performing work of high quality.	1	2	3	4	5
11. My supervisor holds me accountable for performing work of high quality.	1	2	3	4	5
12. When I see a problem on the job or with a customer, I can take reasonable action to fix it.	1	2	3	4	5
13. At PG, we try to exceed customers' expectations the first time and every time.	1	2	3	4	5
14. I feel that I have an opportunity to use my skills and abilities in my job.	1	2	3	4	5
15. I am encouraged to use my own ideas on the job.	1	2	3	4	5
16. When I look back at the end of the week, I feel that I have added value to PG.	1	2	3	4	5
17. At the SHRS Group, new suggestions and ideas are met with "let's try it".	1	2	3	4	5
18. When people in my work group do a	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
good job, they are recognized for their efforts by our supervisor.					
X What suggestions do you have to maintain and increase the quality of your work and/or provide the highest level of customer service?					
19. I feel as if I belong to a real team in my work group.	1	2	3	4	5
20. The people in my work group encourage one another to do their best on the job.	1	2	3	4	5
21. My coworkers share information that might be helpful in getting the job done.	1	2	3	4	5
22. The people in my work group trust and have confidence in each other.	1	2	3	4	5
23. I feel that everyone in my work group pulls their share of the load.	1	2	3	4	5
24. My coworkers treat one another with dignity and respect.	1	2	3	4	5
25. When I need information or assistance to do my job, people in other parts of the company are generally helpful.	1	2	3	4	5
26. Employee functions and celebrations make me feel part of the larger PG 'family'.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
X What are your suggestions for creating a more progressive employee-oriented environment at PG?					
27. I feel that the management of the SHRS Group shows a genuine interest in developing employees' skills.	1	2	3	4	5
28. My orientation when I joined the SHRS Group gave me a good understanding of the company.	1	2	3	4	5
29. The training I receive at the company:					
a) Enables me to improve the quality of my work.	1	2	3	4	5
b) is relevant to the situations I deal with on the job.	1	2	3	4	5
30. My supervisor gives me regular feedback to let me know exactly how I am doing on the job.	1	2	3	4	5
31. The SHRS Group is a good place for me to fulfill my career goals.	1	2	3	4	5
32. I am aware of job opportunities when they become available.	1	2	3	4	5
33. People here are treated fairly when it comes to career opportunities.	1	2	3	4	5
34. My supervisor is supportive of my career plans.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
X Additional comments about training, development and career opportunities.					
35. My supervisor uses group meetings to talk things over with employees and get their ideas on work-related issues.	1	2	3	4	5
36. Employees in my department participate in decisions about their own work.	1	2	3	4	5
37. Those above me respond to most of my ideas and suggestions.	1	2	3	4	5
38. The information that management communicates to employees about what is going on at the SHRS Group is reliable and trustworthy.	1	2	3	4	5
39. I believe I have a good understanding of:					
a) PG's business objectives.	1	2	3	4	5
b) Our financial performance.	1	2	3	4	5
c) New projects.	1	2	3	4	5
d) Our accomplishments.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
40. The following are useful sources of information about the SHRS Group:					
a) E-Mails	1	2	3	4	5
b) Bulletin Boards	1	2	3	4	5
c) Under Construction Company Newsletter	1	2	3	4	5
d) Department Meetings	1	2	3	4	5
e) Strategic Management Meetings	1	2	3	4	5
f) General Meetings	1	2	3	4	5
X What information about the SHRS Group would you like that you are not currently receiving?					
41. My supervisor(s) sets a good example for our work group.	1	2	3	4	5
42. I can count on my supervisor to provide useful answers to my questions.	1	2	3	4	5
43. My supervisor normally follows up on commitments or promises for future action.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
44. My supervisor is able to communicate effectively with me and other members of our work group.	1	2	3	4	5
45. My supervisor shows me ways to improve my performance	1	2	3	4	5
46. My supervisor treats everyone in my work group in a fair and consistent manner.	1	2	3	4	5
47. When my supervisor has to discipline or correct employees, he/she does so in a constructive manner.	1	2	3	4	5
48. My supervisor makes me feel that what I am doing in my job is important.	1	2	3	4	5
49. I have confidence and trust in my supervisor.	1	2	3	4	5
X Additional comments about the quality of supervision you receive.					
50. My total compensation package (including pay and benefits) is fair for the work I do.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
51. My pay is fair compared to what I could earn in similar work at other companies.	1	2	3	4	5
52. Pay differences that I perceive to exist among my coworkers make sense in terms of differences in job responsibilities.	1	2	3	4	5
53. I understand how my performance is evaluated and how this relates to the way my pay is determined.	1	2	3	4	5
54. This company does a good job of matching pay to performance.	1	2	3	4	5
55. From what I know, the benefits package is as good or better than the plans of other companies.	1	2	3	4	5
56. I fully understand the various benefits coverages available to me.	1	2	3	4	5
X Additional comments about pay and benefits.					
57. I have a stake in the success of the SHRS Group.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
58. I am proud to work for the SHRS Group.	1	2	3	4	5
59. The SHRS Group is an excellent company to work for compared to other companies I know about in our industry.	1	2	3	4	5
60. I feel that the SHRS Group is <u>better</u> than the competition when it comes to:					
a) the quality of our workmanship and products.	1	2	3	4	5
b) customer service.	1	2	3	4	5
c) value for money.	1	2	3	4	5
61. Now that I have worked for the SHRS Group, I would still choose to work here if faced with the same decision again.	1	2	3	4	5
X Why is working at the SHRS Group important to you?					
62. I feel that the SHRS Group is being managed effectively by its principals.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
63. I feel that my department/business is being managed effectively by its senior manager.	1	2	3	4	5
64. I generally respect:					
a) the principals of the SHRS Group.	1	2	3	4	5
b) the senior manager of my department/business.	1	2	3	4	5
65. In my opinion, management 'walks the talk' in terms of demonstrating commitment to quality and service.	1	2	3	4	5
66. I feel that management is open and approachable.	1	2	3	4	5
67. I feel that management understands the issues we deal with on a day-to-day basis.	1	2	3	4	5
X Additional comments about management and the principals of the SHRS Group.					
68. I am pleased with the direction I see this company taking.	1	2	3	4	5

Question	Strongly Disagree	Tend to Disagree	Tend to Agree	Strongly Agree	Does not apply or <u>Don't Know</u>
69. I feel that the SHRS Group is doing what is necessary to remain competitive in the future.	1	2	3	4	5
70. In my opinion management is doing a good job of managing growth and change effectively.	1	2	3	4	5
71. Over the last year I feel that the SHRS Group has changed for the better.	1	2	3	4	5
X Additional comments about recent changes at PG.					

Thank you for your participation

PLEASE SEAL YOUR COMPLETED QUESTIONNAIRE IN THE ENVELOPE, WHICH HAS BEEN PROVIDED. YOUR SURVEY WILL BE FORWARDED TO EXTERNAL ASSOCIATES INC.