

Appendix A

How often do you receive information about...												
	Never	Not Very Often	Sometimes	Often	Very Often	Total	Weighted Average					
How well I'm doing at my job.	3.80%	3	35.44%	28	30.38%	24	24.05%	19	6.33%	5	79	2.94
My job duties.	2.53%	2	22.78%	18	35.44%	28	31.65%	25	7.59%	6	79	3.19
Organizational policies.	3.85%	3	15.38%	12	32.05%	25	39.74%	31	8.97%	7	78	3.35
My pay and benefits.	2.60%	2	37.66%	29	41.56%	32	14.29%	11	3.90%	3	77	2.79
How organizational changes affect my job.	5.13%	4	32.05%	25	38.46%	30	20.51%	16	3.85%	3	78	2.86
Mistakes and failures of my organization.	7.89%	6	53.95%	41	26.32%	20	9.21%	7	2.63%	2	76	2.45
How my job performance is being evaluated.	10.26%	8	38.46%	30	37.18%	29	14.10%	11	0.00%	0	78	2.55
Other (please specify)											9	
How often do you SEND information about...												
	Never	Not Very Often	Sometimes	Often	Very Often	Total	Weighted Average					
Reporting what I am doing in my job.	13.92%	11	26.58%	21	34.18%	27	21.52%	17	3.80%	3	79	2.61
Reporting what I think my job requires me to do.	19.23%	15	28.21%	22	35.90%	28	14.10%	11	2.56%	2	78	2.33
Reporting job-related problems.	8.86%	7	22.78%	18	32.91%	26	29.11%	23	6.33%	5	79	2.92
Complaining about my job and/or work.	38.46%	30	30.77%	24	26.92%	21	2.56%	2	1.28%	1	78	1.59
Requesting information necessary to do my job.	5.06%	4	16.46%	13	37.97%	30	34.18%	27	6.33%	5	79	3.15
Evaluating the performance of my immediate supervisor.	58.97%	46	25.64%	20	12.82%	10	2.56%	2	0.00%	0	78	1
Asking for clearer work instructions.	10.13%	8	30.38%	24	32.91%	26	22.78%	18	3.80%	3	79	2.7
Other (please specify)											6	
For each source listed below, let us know how much information you receive from them/it.												
	Very Little	Little	Some	A Lot	Almost All	Total	Weighted Average					
Subordinates (if applicable).	28.21%	11	15.38%	6	33.33%	13	17.95%	7	5.13%	2	39	2.56
Co-workers in my own department.	3.75%	3	3.75%	3	27.50%	22	47.50%	38	17.50%	14	80	3.71
Individuals in other departments.	16.25%	13	11.25%	9	57.50%	46	15.00%	12	0.00%	0	80	2.71
Immediate supervisor.	8.75%	7	16.25%	13	32.50%	26	37.50%	30	5.00%	4	80	3.14
Department meetings.	16.00%	12	16.00%	12	38.67%	29	24.00%	18	5.33%	4	75	2.87
Middle management.	10.81%	8	25.68%	19	43.24%	32	18.92%	14	1.35%	1	74	2.74
Formal management presentations.	31.43%	22	27.14%	19	25.71%	18	15.71%	11	0.00%	0	70	2.26
Top management.	14.47%	11	17.11%	13	35.53%	27	30.26%	23	2.63%	2	76	2.89
The "grapevine".	9.21%	7	6.58%	5	42.11%	32	32.89%	25	9.21%	7	76	3.26
Other (please specify)											2	
Indicate the extent to which information from the following sources is usually timely (you get the information when you need it - not too early, not too late).												
	Never	Rare Occasions	Sometimes	Often	Very Often	Total	Weighted Average					
Subordinates (if applicable)	13.89%	5	13.89%	5	47.22%	17	25.00%	9	0.00%	0	36	2.83
Co-workers	2.47%	2	2.47%	2	39.51%	32	41.98%	34	13.58%	11	81	3.62
Immediate supervisor	3.70%	3	9.88%	8	41.98%	34	34.57%	28	9.88%	8	81	3.37
Middle Management	5.63%	4	11.27%	8	42.25%	30	33.80%	24	7.04%	5	71	3.25
Top Management	4.23%	3	7.04%	5	42.25%	30	38.03%	27	8.45%	6	71	3.39
"Grapevine"	8.45%	6	9.86%	7	50.70%	36	28.17%	20	2.82%	2	71	3.07
Other (please specify)											1	
The following questions list a variety of channels through which information is transmitted to employees. Please circle the response which best indicates the amount of information you are receiving through that channel.												
	Very Little	Little	Some	A Lot	Almost All	Total	Weighted Average					
Face-to-face between two people	13.58%	11	17.28%	14	39.51%	32	25.93%	21	3.70%	3	81	2.89
Face-to-face among more than two people	12.35%	10	17.28%	14	43.21%	35	23.46%	19	3.70%	3	81	2.89
Telephone	35.80%	29	23.46%	19	29.63%	24	8.64%	7	2.47%	2	81	2.19
Written (memos, letters, emails)	3.70%	3	6.17%	5	18.52%	15	50.62%	41	20.99%	17	81	3.79
Bulletin Boards	66.67%	52	19.23%	15	11.54%	9	2.56%	2	0.00%	0	78	1.5
Internal Publications	26.25%	21	25.00%	20	38.75%	31	7.50%	6	2.50%	2	80	2.35
Internal Audio-Visual	56.96%	45	21.52%	17	15.19%	12	5.06%	4	1.27%	1	79	1.72
External Media (TV, Radio, Newspapers)	51.28%	40	19.23%	15	26.92%	21	2.56%	2	0.00%	0	78	1.81
Other (please specify)											2	
Do you feel you are receiving all of the information you need?												
Answer Choices	Responses											
Yes	50.62%	41										
No	41.98%	34										
Other (please specify)	7.41%	6										
If not, how would you like to receive more information?												
Answer Choices	Responses											
Department meetings	58.21%	39										
All-staff meetings	23.88%	16										
Email	56.72%	38										
Recorded Video	2.99%	2										
Zoom (Interactive)	14.93%	10										
Interpretive Dance - Just kidding. Don't pick this one!	5.97%	4										
Other (please specify)	8.96%	6										

A variety of communication relationships exist in organizations such as ours.												
Considering your relationships with others in our organization, mark the answer that best describes this relationship.												
	Little	Very Little	Some	Great	Very Great	Total	Weighted Average					
I trust my coworkers	0.00%	0	6.25%	5	20.00%	16	51.25%	41	22.50%	18	80	3.9
My coworkers and I get along with each other	0.00%	0	0.00%	0	11.25%	9	55.00%	44	33.75%	27	80	4.22
My relationship with my coworkers is satisfying	0.00%	0	1.23%	1	17.28%	14	48.15%	39	33.33%	27	81	4.14
I trust my immediate supervisor	7.41%	6	8.64%	7	22.22%	18	35.80%	29	25.93%	21	81	3.64
My immediate supervisor is honest with me	4.94%	4	8.64%	7	20.99%	17	38.27%	31	27.16%	22	81	3.74
I am free to disagree with my immediate supervisor	7.59%	6	12.66%	10	29.11%	23	34.18%	27	16.46%	13	79	3.39
I can tell my immediate supervisor when things are going wrong	6.17%	5	12.35%	10	19.75%	16	37.04%	30	24.69%	20	81	3.62
My immediate supervisor praises me for a good job	7.50%	6	13.75%	11	21.25%	17	37.50%	30	20.00%	16	80	3.49
My immediate supervisor is friendly with subordinates	1.27%	1	7.59%	6	24.05%	19	46.84%	37	20.25%	16	79	3.77
My immediate supervisor understands my job needs	7.41%	6	7.41%	6	34.57%	28	37.04%	30	13.58%	11	81	3.42
My relationship with my immediate supervisor is satisfying	7.50%	6	8.75%	7	15.00%	12	50.00%	40	18.75%	15	80	3.64
I trust top management	7.41%	6	4.94%	4	20.99%	17	46.91%	38	19.75%	16	81	3.67
Top management is sincere in efforts to communicate with employees	5.00%	4	3.75%	3	22.50%	18	47.50%	38	21.25%	17	80	3.76
My relationship with top management is satisfying	4.94%	4	11.11%	9	24.69%	20	45.68%	37	13.58%	11	81	3.52
My organization encourages differences in opinions	8.75%	7	13.75%	11	35.00%	28	30.00%	24	12.50%	10	80	3.24
I have a say in decisions that affect my job	13.75%	11	17.50%	14	35.00%	28	25.00%	20	8.75%	7	80	2.98
I influence operations in my unit or department	3.75%	3	12.50%	10	43.75%	35	31.25%	25	8.75%	7	80	3.29
I have a part in accomplishing my organization's goals	2.50%	2	6.25%	5	30.00%	24	47.50%	38	13.75%	11	80	3.64
One of the most important outcomes of working in an organization is the satisfaction one gets or fails to receive through working there.												
Such satisfaction can relate to the job, on the answer sheet to indicate the extent to which you are satisfied with the following:												
	Little or None	Very Little	Some	Great	Very Great	Total	Weighted Average					
My job	0.00%	0	1.23%	1	16.05%	13	56.79%	46	25.93%	21	81	4.07
My pay	2.47%	2	12.35%	10	50.62%	41	25.93%	21	8.64%	7	81	3.26
My progress in the organization up to this time	0.00%	0	4.94%	4	24.69%	20	56.79%	46	13.58%	11	81	3.79
My chances for getting ahead in my organization	5.13%	4	17.95%	14	29.49%	23	37.18%	29	10.26%	8	78	3.29
My opportunity to "make a difference" and to contribute to the overall success of my organization	1.25%	1	7.50%	6	26.25%	21	51.25%	41	13.75%	11	80	3.69
My organization's system for recognizing and rewarding outstanding performance	11.11%	9	23.46%	19	32.10%	26	24.69%	20	8.64%	7	81	2.96
My organization's concern for it's members welfare	3.70%	3	6.17%	5	27.16%	22	43.21%	35	19.75%	16	81	3.69
My organization's overall communicative efforts	2.47%	2	16.05%	13	24.69%	20	48.15%	39	8.64%	7	81	3.44
Working in my organization	0.00%	0	5.00%	4	16.25%	13	53.75%	43	25.00%	20	80	3.99
My organization's effectiveness, as compared to other such organization	1.28%	1	3.85%	3	15.38%	12	48.72%	38	30.77%	24	78	4.04
My organization's overall efficiency of operation	1.27%	1	8.86%	7	20.25%	16	50.63%	40	18.99%	15	79	3.77
The overall quality of my organization's product or service	0.00%	0	3.80%	3	10.13%	8	51.90%	41	34.18%	27	79	4.16
My organization's achievement of its goals and objectives	1.25%	1	3.75%	3	13.75%	11	53.75%	43	27.50%	22	80	4.03
Listed below are a variety of channels through which messages are transmitted.												
Please indicate the amount of information you now receive through that channel and the amount of information you NEED to receive through that channel.												
This tells us how we need to change how we get information to you.												
	Little to None	Very Little	Some	Great	Very Great	Total	Weighted Average					
Now receive face-to-face	9.88%	8	22.22%	18	41.98%	34	25.93%	21	0.00%	0	81	2.84
Need to receive face-to-face	2.50%	2	11.25%	9	26.25%	21	58.75%	47	1.25%	1	80	3.45
Now receive by email	2.53%	2	2.53%	2	26.58%	21	45.57%	36	22.78%	18	79	3.84
Need to receive by email	5.06%	4	7.59%	6	26.58%	21	48.10%	38	12.66%	10	79	3.56
Now receive by newsletter	26.58%	21	20.25%	16	36.71%	29	15.19%	12	1.27%	1	79	2.44
Need to receive by newsletter	17.72%	14	24.05%	19	31.65%	25	24.05%	19	2.53%	2	79	2.7
Now receive through team meetings	16.46%	13	27.85%	22	21.52%	17	27.85%	22	6.33%	5	79	2.8
Need to receive through team meetings	1.28%	1	5.13%	4	28.21%	22	50.00%	39	15.38%	12	78	3.73
Now receive from doctors	20.51%	16	28.21%	22	34.62%	27	10.26%	8	6.41%	5	78	2.54
Need to receive from doctors	11.54%	9	14.10%	11	35.90%	28	33.33%	26	5.13%	4	78	3.06
Now receive from my manager	7.59%	6	13.92%	11	30.38%	24	37.97%	30	10.13%	8	79	3.29
Need to receive from my manager	3.80%	3	2.53%	2	11.39%	9	64.56%	51	17.72%	14	79	3.9
Now receive from top management	1.28%	1	14.10%	11	33.33%	26	39.74%	31	11.54%	9	78	3.46
Need to receive from top management	3.85%	3	3.85%	3	25.64%	20	47.44%	37	19.23%	15	78	3.74
I plan to stay with Muskegon Surgical Associates:												
Answer Choices	Responses											
For the rest of my career	45.00%	36										
Until I find a new job	1.25%	1										
As long as I enjoy my work	35.00%	28										
For now	6.25%	5										
Until I finish my education	1.25%	1										
As long as Mary is here. LOL JK. Don't pick this one.	0.00%	0										
Other (please specify)	11.25%	9										