

## MEMO

**TO:** Mr. Alexander Smith, President and COO  
**FROM:** James E. Salter, Vice President Human Resources  
**DATE:** November 11, 2002  
**SUBJECT:** *Open-up Program* Evaluation

After analyzing the extent to which the *Open-up Program* has been used, the types of employees using it, and the thoughts of the employees who were not using it, three recommendations are provided:

1. Continue the *Open-up Program*.
2. Promote the program to employees under the age of 25 and over 55.
3. Encourage all employees to use the *Open-up Program*.

### THE OPEN-UP PROGRAM STIMULATES COMMUNICATION

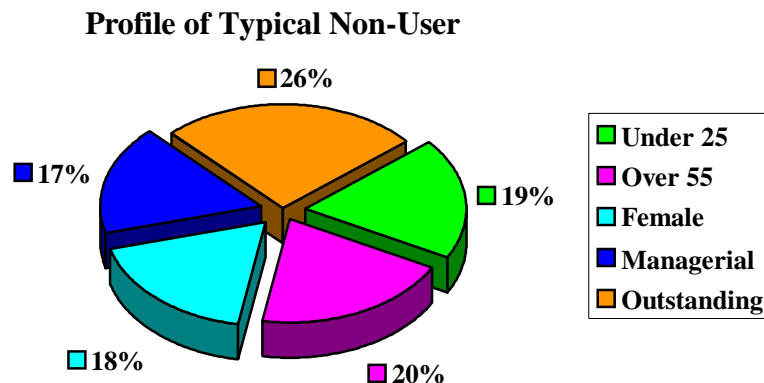
Research clearly indicates that on average, 533 employee requests were submitted per month under the *Open-up Program*, signifying that employees are using it as a method to communicate their concerns to the company.

To what extent has the *Open-up Program* been used? The *Open-up Program* survey results show that of the 1,926 employees who participated in the survey,

- 89% of respondents utilized the *Open-up Program* one or more times to communicate their questions and grievances to the company,
- 32% of respondents surveyed utilized the program once to convey their needs to the company,
- 57% of respondents surveyed used the program more than once to make their thoughts known to the company and,
- only 11% of respondents have not used the program.

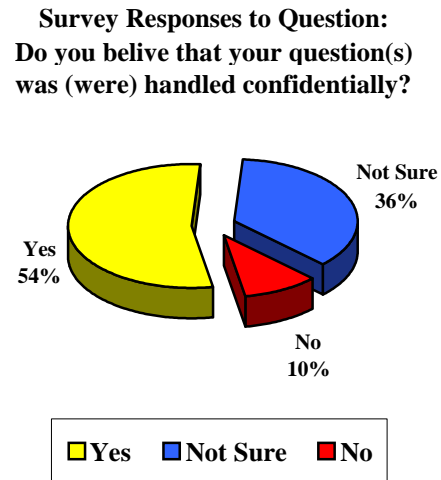
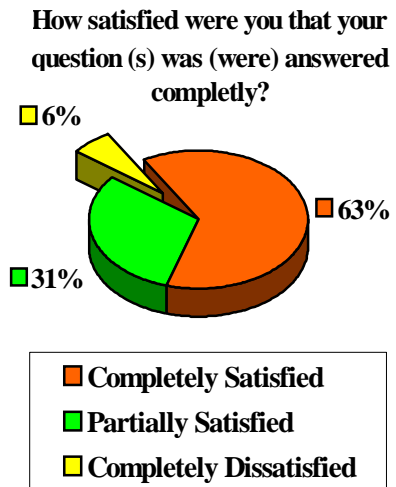
### PROFILE OF EMPLOYEES NOT USING THE PROGRAM

The classification of respondents who have not used the program can be summarized in the following pie chart:



## EMPLOYEES WERE SATISFIED WITH ANSWERS & CONFIDENTIALITY

The survey responses of 1,706 people who used the program are summarized below:



The survey also suggests that 83% of the 1,706 people who used the program intended to use it again. In contrast, only 9% of the respondents did not intend to use the program again.

### SUMMARY

1. Yes, launching the *Open-up Program* has increased the flow of upward communication in the company.
2. Overall, respondents believe their questions are held in confidence. Taken as a whole, 83% of the respondents intended to use the *Open-up Program* again.
3. The types of respondents not using the *Open-up Program* include employees under the age of 25 or over 55. In addition, females and managerial staff also need to be encouraged to use the program.

### CONCLUSION

The *Open-up Program* has created a method for employees to communicate their concerns and grievances to the company. As a result, the program was successful in stimulating upward communications in the company. Therefore, the survey results indicate that the program is a vital communication tool worth keeping.