

UNITED STATES DISTRICT COURT
FOR THE NORTHERN DISTRICT OF ILLINOIS
EASTERN DIVISION

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION,)
)
) Plaintiff,)
)
) v.) Civil Action No.
) 79-C-4373
)
) SEARS, ROEBUCK AND CO.,) Judge Nordberg
)
) Defendant.)

WRITTEN DIRECT TESTIMONY
OF DR. FRANK J. SMITH

My name is Frank J. Smith. I am the President of Organizational Studies, Inc., 150 North Wacker Drive, Chicago, Illinois 60606, a private consulting firm specializing in employee attitude surveying. I attended the University of Illinois and received bachelor's and master's degrees in psychology in 1952 and 1953 respectively from the Illinois Institute of Technology. I began working for Sears, Roebuck and Co. (Sears) as a research psychologist in 1953. While employed at Sears, I obtained a Ph.D. in psychology from the Illinois Institute of Technology in 1960. From 1961 to 1981, I was the Director of Organizational Surveys for Sears. In that capacity, I was responsible for all phases of Sears' employee morale survey program. In my capacity as a consultant to Sears since 1981, I have continued to have the same responsibility. A copy of my resume is attached hereto as Appendix A.

I. Surveys at Sears

A. Sears' Morale Surveys

1. In the course of its regularly conducted business activities "[s]ince 1939, [Sears] has given employes the opportunity to express their opinions freely and openly in an anonymous manner through attitude surveys." Sears Exhibit 20: Sears Personnel Manual § 6501.

2. Sears' practice is to survey timecard employees in each retail store "at least once every three years." Id. at § 6503.

3. The design, administration, and analysis of Sears' timecard morale surveys are described in Appendix B hereto.

4. Timecard survey results for each store are provided to the manager of that store to aid in understanding employee perceptions, misperceptions, and problems.

5. Unit operations and appearance, internal communications, work scheduling, and supervisory behavior often are changed as a result of survey findings.

B. Sears' Special Surveys

1. It is Sears' routine and regular business practice to conduct "special surveys to obtain the attitudes and opinions from a particular category of employees in specific job areas in the company." Sears Exhibit 20: Sears Personnel Manual § 6501.

2. In 1976, Sears conducted a survey of full-time noncommission salespersons about their interest in big ticket commission selling, the results of which are set forth in the written testimony of Sandra C. Hagerty. See also Sears Exhibits 254-1 through 254-15. The design and administration of the 1976

survey, in which my staff and I participated, are described in Appendix C hereto.

3. In 1982, Sears conducted the National Checklist and Timecard Nonsupervisory Special Surveys, the results of which are set forth in the Offer of Proof of Dr. Irving Crespi. See also Sears Exhibits 3-3, 3-4. The design and administration of these two special surveys, in which my staff and I participated, are described in Appendix D hereto.

4. Each of these surveys was designed and conducted in accordance with accepted principles of survey research. The design of the surveys, the procedures for their administration, and the methods for collecting the data assure the trustworthiness of the results. The analysis of the 1976 Job Interest Survey was conducted in accordance with accepted principles of survey research.

II. Timecard Employee Attitude Surveys

A. Summary of Results*

The results of Sears' 1974-1976 and 1978-1980 morale surveys of noncommission salespersons in "A" and "B" stores demonstrate that the Equal Employment Opportunity Commission's (EEOC's) assumptions that noncommission sales positions are undesirable and unrewarding and that noncommission saleswomen and salesmen are equally interested in advancement, including advancement to commission sales jobs, are false.

* Footnotes 1-40 refer to survey questions and answers. They are set forth in Appendix E.

B. Attitudes Toward Noncommission Sales Duties and Compensation

1. Although they may have made less money on average than commission salespersons, most noncommission salespersons at Sears, especially females, liked noncommission sales work¹ and were enthusiastic about it.²

2. Few noncommission salespersons felt overworked.^{3a&b} Most found their work to be fun⁴ and enjoyed the things they did on the job.⁵ Most felt that their work was generally neither boring⁶ nor frustrating.⁷ Their job duties made sense to them.⁸

3. Most noncommission salespersons, especially females, took real pride in their jobs⁹ and felt that their jobs allowed them to show what they could do.¹⁰ Noncommission salespersons felt that their jobs gave them an opportunity to learn something worthwhile.¹¹

4. Most full-time noncommission employees, especially females, and a majority of part-time noncommission employees felt that their work encouraged them to do their best¹² and gave them a sense of accomplishment.¹³

5. Most noncommission salespersons, especially saleswomen, liked their co-workers.¹⁴

6. Noncommission saleswomen were less likely than noncommission salesmen to feel underpaid¹⁵ and to report that their Sears pay was inadequate to meet their needs.¹⁶ Noncommission saleswomen were less likely than their male colleagues to believe they were paid unfairly compared to other employees with similar jobs in their stores.¹⁷

7. Noncommission saleswomen were more likely than noncom-

mission salesmen to believe that their pay levels favorably influenced their attitudes toward their jobs.¹⁸ Noncommission saleswomen were more likely than their male counterparts to describe their pay as "good" rather than "poor" for the job they did.¹⁹

8. Noncommission saleswomen were more likely than noncommission salesmen to believe that Sears' pay system encouraged hard work.²⁰ Noncommission salesmen were more likely than noncommission saleswomen to believe that the pay system discouraged hard work. Id.

C. Attitudes Toward Advancement

1. Noncommission saleswomen were far more likely than noncommission salesmen to want to remain in the job they had or one like it.²¹

2. Full-time noncommission salesmen were more likely than full-time noncommission saleswomen to want to move to a different job, including a move from small ticket to big ticket sales. Id.

3. Noncommission saleswomen were much less interested than their male colleagues in advancement to division management or to a higher level. Id.

4. Noncommission saleswomen were much more likely than noncommission salesmen to feel that their sales jobs exceeded their original expectations.²² Noncommission salesmen and women were equally likely to feel that they were getting ahead at Sears; a higher percentage of noncommission salesmen than noncommission saleswomen felt that they were not getting ahead at Sears.²³

D. Attitudes Toward Sears and Their Future

1. Most noncommission salespersons, especially females, were proud to say they worked at Sears.²⁴ Very few noncommission salespersons described Sears negatively, such as "just another place to work".²⁵ Noncommission salespersons, especially females, felt that there was something about working for Sears that encouraged them to do their best.²⁶

2. Most noncommission salespersons, especially females, thought that Sears treated its employees well.²⁷ More than two-thirds of noncommission salespersons reported usually receiving advance information about things going on in their divisions.²⁸ Substantial majorities of both full-time and part-time noncommission salespersons believed Sears would try to correct the situation if it found out that an employee was being treated unfairly.²⁹

3. Both noncommission salesmen and saleswomen rated doing an outstanding sales job and demonstrating leadership ability well above being liked by the right people as important factors influencing promotions.³⁰

4. A majority of noncommission saleswomen described their division managers as the kind of persons who brought out the best in employees and whose supervision encouraged them to give extra effort.³¹ The majority of noncommission salespersons felt that their division managers were concerned about them as persons³² and usually only pointed out mistakes that were important and needed correction.³³ Noncommission saleswomen were generally no more likely and sometimes less likely than noncommission salesmen

to feel they would be better off under different supervision.³⁴

5. Most full-time noncommission salespersons, especially females, found their performance reviews to be helpful in providing them with a clear understanding of needed improvements.³⁵ Among part-time employees who were less likely to find their reviews helpful, the noncommission saleswomen were more positive than the salesmen. Id.

6. Most noncommission saleswomen, like noncommission salesmen, felt competent in their jobs³⁶ and were rarely or never concerned about losing their jobs.³⁷ Noncommission saleswomen were as or more likely than their male counterparts to feel secure in their jobs³⁸ and with their futures at Sears.³⁹ Noncommission saleswomen were more likely than noncommission salesmen to feel that hard work seemed worthwhile in light of their future prospects at Sears.⁴⁰

Frank J. Smith

Subscribed to and sworn before
me this ____ day of _____, 1985.

Notary Public

FRANK J. SMITH
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EDUCATION

University of Illinois
Iowa State University
Illinois Institute of Technology - Ph.D. in Psychology - 1960

EMPLOYMENT

President - ORGANIZATIONAL STUDIES, INC. (1983 - Present)
Sr. Vice President - HARBRIDGE HOUSE, INC. (1981 - 1983)
Director, Organizational Surveys - SEARS, ROEBUCK AND CO.
(1961 - 1981)
Research Psychologist - SEARS, ROEBUCK AND CO. (1953 - 1961)
Professorial Lecturer - LOYOLA UNIVERSITY (1961 - 1970)
Associate Professor (Adjunct) - IIT (1975 - 1976)
Lecturer - NORTHWESTERN UNIVERSITY (1977 - 1979)
Military: US Navy (1945 - 1946) - Aviation Electronics
Technician

BOOKS

Organizational Surveys: Internal Assessment of Organizational Health. Scott Foresman and Company, (1979) with R. Dunham.

PUBLICATIONS

- "Extension of the Schmidt and Hunter Validity Generalization Procedure to the Prediction of Absenteeism Behavior from Knowledge of Job Satisfaction and Organizational Commitment." *Journal of Applied Psychology*, (1982) with J. R. Terborg, T. W. Lee, G. A. Davis and M. S. Turbin.
- "Work Attitudes as Predictors of Unionization Activities." *Journal of Applied Psychology*, (1978) with W. C. Hamner.
- "Work Attitudes as Predictors of Attendance on a Specific Day." *Journal of Applied Psychology*, (1977).
- "For the Way We Were" (book review) "An Introduction to Industrial and Organizational Behavior." Duane Schultz, *Contemporary Psychology*, (1978).

FRANK J. SMITH
Page Two

- "Language, Time and Person Effects on Attitude Scale Translations." *Journal of Applied Psychology*, (1977) with R. Katerburg and S. Hoy.
- "What Do Executives Really Think About Their Organizations?" *Organizational Dynamics*, (1977) with L. Porter.
- "Validation of the Index of Organizational Reactions with the Job Description Index, The Minnesota Satisfaction Questionnaire, and the Faces Scales." *Academy of Management Journal*, (1977) with R. Dunham and R. Blackburn.
- "Trends in Job-Related Attitudes of Managerial and Professional Employees." *Academy of Management Journal*, (1977) with K. Scott and C. Hulin.
- "Organizational and Personal Correlates of Attitudes Toward Women as Managers." *Academy of Management Journal*, (1977) with J. R. Terborg, L. H. Peters and D. R. Ilgen.
- "Ten Year Job Satisfaction Trends in a Stable Organization." *Academy of Management Journal*, (1976) with K. H. Roberts and C. Hulin.
- "Organizational Commitment and Managerial Turnover: A Longitudinal Study." *Organizational Behavior and Human Performance*, (1976) with L. Porter and W. Crampon.
- Behavior in Organizations. "Effects of Community Characteristics on Measures of Job Satisfaction", (1975), Harlow-Hanke with C. Hulin.
- "Corporate Wives - Corporate Casualties?" (book review) *Contemporary Psychology*, (1974).
- "Employee Attitude Survey - The Sears Program." *Industrial Relations Counselors Monographs* (1964).
- "Turnover Factors as Assessed by Exit Interview." *Journal of Applied Psychology*, (1953) with Willard Kerr.
- Numerous papers delivered at MPA and APA Conventions.

FRANK J. SMITH
Page Three

PROFESSIONAL MEMBERSHIPS

American Psychological Association
Illinois Psychological Association - Chairman, Industrial
Division (1972)
International Association of Applied Psychology
Academy of Management

AWARDS

Co-Winner - James McKeen Cattell Award (American Psycholog-
ical Association [1969] with L. W. Porter)

PROFESSIONAL RECOGNITION

Diplomate in Industrial and Organizational Psychology (APA)
(1974)

Fellow in Industrial and Organizational Psychology (APA)
(1976)

CIVIC ACTIVITIES

High School Board District 214 (Member 1963 - 1967)
(President 1968 - 1969)

Chairman - Northwest Area - American Cancer Society

President - Northwest Mental Health Association

APPENDIX B

Administration of Timecard Employee Attitude Surveys

A. Design and Administration of Timecard Employee Attitude Surveys

1. The questionnaires used in the timecard employee attitude surveys have been developed over a forty-year period. Sears' practice is to survey timecard employees in each retail store "at least once every three years." Sears Exhibit 20: Sears Personnel Manual § 6503.

2. Sears' surveys of timecard nonsupervisory employees are administered by unit managers pursuant to a strict and explicit set of instructions aimed at ensuring employee anonymity and encouraging frank and open responses.

a. Unit managers are sent uniform questionnaires, activity code sheets, mailing bags, and instructions for administration of the survey in their individual units.

b. Instructions are to be read aloud verbatim to the employees.

c. A mailing committee is responsible for mailing the completed questionnaires directly to Chicago immediately following each survey administration session. The mailing committee is to be composed of nonsupervisory employees. Unit managers and their staffs are not to be involved directly or indirectly in the mailing of these materials.

d. Unit managers are to schedule sufficient survey sessions to administer the survey to all full-time and part-time regular timecard employees with at least one month's service except those who are not scheduled to work during the period the

survey is to be administered. Each eligible employee is to be scheduled for a survey session. All sessions are to be held in a single week if possible. Employee participation is voluntary.

e. Unit managers are to administer the survey personally at each session. They are told to emphasize directions for filling out the questionnaire, with particular attention to the proper coding of employee groups from the activity code sheets. They are not to conduct other business or make comments likely to influence employees' feelings. They are to leave the room once the instructions have been read.

f. At least one checklist employee is to remain at the front of the room throughout the survey session to answer questions. He or she should circulate among the employees to assure correct entry of the unit number and activity code, but return to the front of the room before the employees begin filling out the questionnaires. Under no other circumstances is the checklist employee to circulate among employees or offer help that is not requested.

g. Employee names are not to be taken and roll is not to be called at the survey sessions. If a simple headcount at each session indicates that a make-up meeting is warranted, it should be announced to all employees so anyone who wants to attend may do so.

3. After completed questionnaires are returned to Chicago, the results are computerized for use by Sears' managers.

B. Safeguards for Reliability of Survey Process

1. As a regular part of my responsibility for survey administration at Sears, it has been my routine practice to build in safeguards to assure the reliability of the survey process and results.

2. The instructions provided to managers who administer the surveys are explicit. We have communicated to managers that failure to follow these instructions may not only invalidate their results but could lead to disciplinary action. A variety of other safeguards are built into the survey process:

a. "[E]mployees are assured of the confidential nature of surveys, [and] an over-riding consideration in handling information obtained from employees is the protection of their anonymity." Sears Exhibit 20: Sears Personnel Manual § 6501.

b. Employees' handwritten comments on the survey questionnaires provide a check on the proper administration of the surveys.

c. Interview teams trained in non-directive interview techniques visit stores on a selective basis to assess, in depth, attitudinal strengths and weaknesses of employees. These visits provide an independent measure of unit morale and an additional check on proper survey administration.

d. Both the employee comments on the survey questionnaires and interview team information serve to corroborate questionnaire findings.

e. Employees can and do write letters to me or to territorial administrators if they feel surveys were not handled

correctly. These letters are investigated. During my twenty-eight years at Sears, only one manager was ever accused of falsifying results. He was fired.

f. During store visits for regular personnel audits, territorial executives review survey findings, feedback to employees, and decisions prompted by survey results.

C. Analysis of Data from Attitude Surveys of Salespersons

1. As indicated above, Sears practice is to survey timecard employees in each retail store "at least once every three years." Sears Exhibit 20: Sears Personnel Manual § 6503. By combining the results of the surveys administered over a three year period, a representative picture of Sears' salespersons can be obtained. The data here covers salespersons in A and B stores, excluding those stores in the Chicago and Detroit groups. Two three-year time periods are used--1974-1976 and 1978-1980.

2. The survey questionnaires for timecard nonsupervisory surveys on which this testimony is based comprise Sears' Exhibit 264.

3. Sears Exhibit 264-1 is a true and correct copy of the Sears Employee Attitude Research Survey--Retail-Sales Version questionnaire administered to full-time salespersons between September 1973 and September 1977. Sears Exhibit 264-2 is a true and correct copy of the Sears Employee Attitude Research Survey--Part-time Retail Version questionnaire administered to part-time salespersons between September 1973 and September 1977. Sears Exhibit 264-3 is a true and correct copy of the

Sears Employee Attitude Research Survey--Retail Version
questionnaire administered to both full- and part-time
salespersons between September 1977 and December 1978. Sears
Exhibit 264-4 is a true and correct copy of the questionnaire
administered to both full- and part-time salespersons from
December 1978 to the spring of 1982.

APPENDIX C

Administration of 1976 Job Interest Survey

A. Survey Design

1. On June 1, 1976, I met with Ray J. Graham, Sears, Roebuck and Co.'s (Sears') Director of Equal Employment and Affirmative Action, and Hymen Bear of Sears' Law Department. In conjunction with conciliation discussions with the Equal Employment Opportunity Commission (EEOC) concerning the Commission's charges against Sears, they were interested in a survey to ascertain specifically whether noncommission salespersons wanted either management or big ticket commission sales jobs. They needed the information quickly. At this meeting, we agreed on the nature of the information required, the general form of the survey, and the process to be used to collect and analyze the material.

2. I worked principally with Sandra Hagerty, Thomas Comeaux, and other members of the Personnel Department to prepare a questionnaire. We decided that personal administration of the survey by the survey staff in each territory would be the best way to guarantee uniformity of instructions, explain the survey's purpose to participants, and insure that we would get the results back promptly.

3. Even though the study was to be carried out expeditiously, I felt it should be carried out in some depth. To this end, we designed a questionnaire with several items which sequentially checked the respondents' understanding of big ticket commission sales, their present and future interest in it, their

perceived qualifications for it, and the circumstances under which they might become interested in it. Sears Exhibit 254-1 is a true and correct copy of the questionnaire used in the survey.

4. We decided that the job of commission sales should be defined so all participants would have the same understanding of its content when responding. We consulted with at least a dozen store and territorial level personnel to ensure an accurate definition.

5. Mr. Graham, Ms. Hagerty, and I picked the units to be surveyed.

a. We decided to use stores included by the EEOC in its investigative sample. It was our reasoning that if the EEOC intended to generalize from its list of stores to all of Sears, we should sample their list for the same purpose.

b. Because the Sears field organization was structured around group and zone operations and because the information was needed quickly, we chose a single group in each territory for the survey. Because territorial survey administrators worked out of the territorial offices, we chose the group in which the territorial office was located, except in the Midwest Territory where we had recently burdened that group with several unrelated requests. In that territory, we chose the Milwaukee Group and one additional "A" store near the territorial headquarters. We chose a total of twenty-seven (27) units, twenty-four (24) "A" stores and three (3) "B" stores. Sears Exhibit 254-2 is a true and correct list of the stores included in the survey.

B. Survey Administration

1. On June 29, 1976, I spoke by conference telephone with the five territorial survey administrators. I explained that we wanted an estimate of Sears' potential back pay liability, if any, with respect to full-time noncommission salespersons interested in commission sales and management jobs. I indicated that I would provide them with a questionnaire and identified the units where the survey was to be administered. I told them that I wanted to survey approximately one hundred (100) employees from each territory. I asked them to set up meetings in each unit at which 12-20 people would be given the questionnaire to complete.

2. On July 6 and 7, 1976, Mr. Graham and I met with the territorial survey administrators. I gave them the questionnaires and reviewed the procedures to be followed during the store visits.

a. The survey administrators were to administer the survey to the group assembled by the store or personnel manager.

b. When the employees finished the survey, the survey administrators were to collect the questionnaires and mail them to me in Chicago.

3. The survey was administered in each territory on July 8 and 9, 1976. In keeping with my instructions, the territorial survey administrators personally went to the units to administer the survey questionnaires. In the Midwest Territory a second territorial staff employee administered the survey at some of the stores.

4. The number of full-time noncommission employees present in each store varied by store size and the day of the week. I instructed the survey administrators to ask managers to survey all such employees in smaller stores or, in larger stores, to select employees to be surveyed by any easily followed random or unbiased method (for example, selection of every second or third name on a list of employees). Approximately 60 percent of the full-time noncommission salespersons in the 27 units completed questionnaires.

5. The completed questionnaires were mailed by the territorial survey administrators to me in Chicago. I gave them to Ms. Hagerty who supervised the tallying of the information and the categorization of written comments.

C. Relevance and Trustworthiness of Survey Results

1. Although the study was not a random sample of employees or units, it explored, in some breadth and with care, the same population of units originally investigated by the EEOC. No bias existed in our interview procedures or in our selection of units or employees.

2. The survey results provide reliable, direct, and contemporaneous evidence of the level of interest of full-time noncommission salespersons in big ticket commission sales jobs in 1976. My confidence in the reliability of the results is underscored by the fact that the findings are very much in agreement with the results of Sears' morale surveys and with my own experience in having interviewed literally thousands of Sears' noncommission salespersons over my career.

3. The circumstances of the survey design, administration, and analysis assure that the results are trustworthy. I have had extensive experience in questionnaire design and in survey administration and analysis. The survey was administered in the field under my supervision by experienced territorial survey personnel and store officials in units where employee attitude surveys were regularly administered. It is the routine and regular business practice of Sears to conduct "special surveys to obtain the attitudes and opinions from a particular category of employees in specific job areas in the company." Sears Exhibit 20: Sears 1979 Personnel Manual ¶ 6504. The administration of this survey was in conformity with Sears' routine practices of survey administration.

4. This survey was administered to the relevant population. The questionnaire was clear, precise, and non-leading. Territorial survey personnel and store managers were told only that the purpose of the survey was to ascertain a measure of Sears' liability, if any. They had no reason to produce an unrealistically low estimate of such liability, on which the company might rely to its detriment, by biasing the survey to understate female interest in commission sales. Employees taking the survey were told:

Sears has always been interested in knowing how people feel about the jobs they now have as well as those they may want to have in the future. This questionnaire, which you are asked to complete today, is part of a small study aimed at finding out how salespeople in particular feel. On the following pages you are asked a number of questions about your feelings about your present job and others in which you may or may not be interested.

Because the company may want to follow up on these results at a later date, we would like you to sign your name. At the same time, we want to assure you that this is strictly a research study and your answers will be used only for this purpose.

Sears Exhibit 254-1: 1976 Job Interest Survey Questionnaire.

Employees reading these instructions had no reason to understate their interest in big ticket commission sales jobs.

APPENDIX D

Administration of 1982 National Checklist and Timecard
Nonsupervisory Special Surveys

A. Survey Design and Processing

1. At the request of Sears, Roebuck and Co.'s (Sears') counsel, I and members of my staff assisted in the design and administration of the National Timecard Nonsupervisory Special Survey and the National Checklist Special Survey. Sears Exhibits 3-3 and 3-4.

2. Except for departures as indicated herein, administration of these surveys followed Sears' routine survey administration practices outlined earlier in my written testimony.

3. When I reviewed the proposed questionnaires, I became concerned about the reaction of employees to questions of a more personal nature than are usually included in Sears' routine morale surveys. Because of this concern, I insisted on special guarantees of anonymity.

a. When surveying its timecard employees, it is Sears' routine practice to identify the unit from which each questionnaire comes. This allows Sears to evaluate morale in each unit. To assure anonymity, I insisted that this not be done for the National Timecard Nonsupervisory Special Survey.

b. When surveying its checklist employees, it is Sears' routine practice to identify the department of each respondent. To assure anonymity, I insisted that this not be done for the National Checklist Special Survey.

4. Questionnaires for both surveys were returned to Data Lab, Inc., Chicago, Illinois. By optically scanning the questionnaires, Data Lab created a computer readable tape for each survey from the questionnaires. Data Lab had performed the same function with respect to Sears routine morale surveys since 1980.

B. Administration of National Timecard Nonsupervisory Special Survey

1. The survey was administered during the weeks of March 29 and April 5, 1982.

2. In early March 1982, managers of units selected to be surveyed were informed about the survey and its purposes as follows:

As you know, Sears has periodically evaluated the effectiveness of some of its programs, including its Affirmative Action efforts. In addition to a questionnaire being administered to all Checklist employees, the Timecard employees in a small sample of Sears departments are being asked to participate in a similar survey during the weeks of March 29th and April 5th. Your unit has been chosen as part of the sample.

This survey will measure aspects of employment history and characteristics of Sears Timecard employees including background information, employment and salary history and job aspirations as they relate to some aspects of Sears Affirmative Action Program. As you will see, this survey, like the survey being given to the Checklist employees is different from those to which you and your people may be accustomed. The kind of information requested is highly detailed in nature. We will need to ask information such as income, age, marital status, etc., in order to understand how different groups of employees look at their work and Sears as an employer. The analysis will be done on a National and Territorial

basis only. No unit by unit analyses will be made.

Sears Exhibit 3-C-3: Letter to Unit Manager from Territorial Personnel Director (undated) (emphasis in original). See also Sears Exhibit 3-C-4: Letter to National/Department Managers from Vice-President of Personnel (undated).

3. Thereafter, unit managers received a letter containing instructions to be read to employees taking the survey. The letter cautioned:

Because it is important everyone taking the survey receive the same instructions, please read them verbatim. It is also important that no other store business be conducted during or in conjunction with this survey administration meeting.

Sears Exhibit 3-C-5: Letter to Unit Managers from Territorial Personnel Director (undated).

4. The instructions read to employees gave them the following information about the survey, its purposes, and the special steps taken to assure confidentiality:

As is the case for other kinds of programs, Sears is interested in evaluating the effectiveness of its affirmative action efforts. Accordingly, this questionnaire measures aspects of employment history and characteristics of Sears Timecard employees including background information, employment and salary history, and job aspirations as they relate to various aspects of Sears affirmative action program.

Because it is important that everyone taking the survey receive the same instructions, I have been asked to read these verbatim. As you will see, this survey, unlike those you may be accustomed to, asks for a different kind of information and is highly detailed in nature. Information such as income, age, and marital status, etc., is necessary in order to understand how different groups of

employees look at their work and Sears as an employer.

This information in no way will be used to identify you personally. There will be no analysis done on a unit by unit basis. As you will see, you are not being asked to identify the unit in which you work. All of the questionnaires will be analyzed on a territorial and company wide basis only, by an independent firm outside of Sears. No one at Sears will see your questionnaire and the information you provide will be held in the strictest confidence.

The Company wants you to know that this information is very important and your cooperation in filling this out will be greatly appreciated. The survey is voluntary, however.

Sears Exhibit 3-C-6: Special Timecard Survey-Instructions for Unit Managers to Read-Field (undated) (emphasis in original).
See also Sears Exhibit 3-C-7: Special Timecard Survey-Instructions for Administrators to Read-Headquarters (undated).

5. On the face of the questionnaire, respondents were told:

This questionnaire is part of a special effort to measure aspects of employment history and characteristics of Sears Timecard employees. Your responses will be kept strictly confidential and in no case will the information be used to identify you or your questionnaire. Analyses will be made on a Territorial or Companywide basis only.

Sears Exhibit 3-C-1: National Timecard Nonsupervisory Special Survey.

6. The unit managers were told to select a mailing committee, consisting of two employees taking the survey in each session, to be responsible for returning the questionnaires directly to Data Lab.

7. Separate instructions were provided for the mailing committee:

When all individual questionnaires have been placed in the envelope, please seal it, place the Data Lab, Inc. mailing label on the front of the envelop [sic], have it metered or stamped and bring it to the nearest post office for delivery.

Sears Exhibit 3-C-8: Mailing Committee Instructions (undated).

C. Administration of National Checklist Special Survey

1. The survey was administered during the weeks of March 29 and April 5, 1982. All checklist employees were included in the survey. Approximately 77 percent of all checklist personnel returned questionnaires.

2. In early March 1982, checklist managers were informed about the survey and its purpose as follows:

During the weeks of March 29 and April 5th, all Checklist employees are being asked to participate in a Company-wide survey measuring aspects of employment history and characteristics of Sears Checklist employees including background information, employment and salary history and job aspirations, as they relate to some aspects of Sears Affirmative Action Program. As you will see, this survey, unlike those you and your people may be accustomed to, asks for a different kind of information and is highly detailed in nature. Information such as income, age, marital status, etc., is necessary in order to understand how different groups of employees look at their work and Sears as an employer.

By March 22, 1982, you will have received copies of the questionnaire . . . to be completed by yourself and each of your Checklist staff.

Sears Exhibit 3-C-9: Letter to Offices, National/Department Managers from L.A. Strauss (Mar. 8, 1982).

3. In the same letter, managers were given the following instructions:

Also, enclosed with the questionnaire will be self-addressed stamped envelopes to the outside agency, Data Lab, Inc., which will be receiving and processing the surveys. While it is not necessary that you schedule special meetings to administer the survey (unless you find it convenient to do so) you are asked to do the following:

- 1) Provide each Checklist person (including yourself) with a questionnaire and a stamped, 9x12 envelope with a Data Lab, Inc. mailing label affixed to it.
- 2) Inform your staff that the questionnaire should be completed during working hours.
- 3) Point out that . . . no one at Sears will see the questionnaires and in no way will any individual be identified.
- 4) Emphasize that in order to be included in the results, questionnaires must be completed and mailed no later than Friday, April 9, 1982.

Id. (emphasis in original). See also Sears Exhibit 3-C-10:

Letter to Unit Managers from Territorial Vice President
(undated).

5. On March 29, 1982, a copy of the questionnaire was sent to each checklist employee. An accompanying introduction letter explained:

As you may know, Sears has periodically evaluated the effectiveness of its Affirmative Action efforts. Accordingly, this questionnaire measures aspects of employment history and characteristics of Sears Checklist employees including background information, employment and salary history, and job aspirations as they relate to some aspects of Sears Affirmative Action Program. As you will see, this survey, unlike those to which you may be accustomed, asks for a different kind of information and

is highly detailed in nature. Information such as income, age, marital status, etc., is necessary in order to understand how different groups of employees look at their work and Sears as an employer.

This information in no way will be used to identify you personally. There will be no analysis done on a departmental basis. As you will see, you are not being asked to identify the department in which you work. All of the questionnaires will be analyzed on a Territorial and Company wide basis only, by an independent firm outside of Sears. No one at Sears will see your questionnaire, and the information you provide will be held in the strictest confidence.

The Company wants you to know that this information is very important and your cooperation in filling this out will be greatly appreciated. The survey is voluntary, however.

Sears Exhibit 3-C-11: Letter to All Checklist Employees from W.E. Sanders, Vice President, Personnel and Employee Relations (Mar. 29, 1982) (emphasis in original). See also Sears Exhibit 3-C-12: Letter to All Checklist Employees from Territorial Vice Presidents (undated).

D. Relevance and Trustworthiness of Survey Results

1. The design and administration of both the special checklist and special timecard nonsupervisory surveys assure that the survey results are trustworthy. The design of the questionnaires and the administration of the surveys were in accordance with accepted principles of survey research.

2. I have had extensive experience in questionnaire design, survey administration, and analysis of survey results. The surveys were administered by experienced headquarters and territorial survey personnel and by managers in departments and

units where employee attitude surveys were regularly administered. As indicated in my written testimony, it is Sears' routine practice to conduct special surveys of employees. With the exceptions noted above, the administration of these surveys was in conformity with Sears' routine survey administration practices. The procedures used insured uniformity of administration and anonymity of responses.

3. The information about the surveys' purpose given to survey respondents did not suggest that certain answers were desired or not desired by Sears.

4. The procedures for collecting the questionnaires and transferring the results to computer tape were the same procedures routinely used by Sears to produce accurate results from its employee attitude surveys.

APPENDIX E

The questions and responses set forth in this Appendix are from Sears' Employee Attitude Surveys given to salespersons.

The three surveys from which the responses have been drawn are designated as Surveys 1, 2, and 3. Survey 1, Sears Employee Attitude Research Survey--Retail-Sales Version, was used for Sears full-time salespersons between September 1973 and September 1977. Sears Exhibit 264-1. Survey 2, Sears Employee Attitude Research Survey--Part-Time Retail Version, was used for all part-time retail nonsupervisory employees, including part-time salespersons, during the same time period. Sears Exhibit 264-2. Between September 1977 and the spring of 1982, Survey 3, Sears Employee Attitude Research Survey--Retail Version, was used for all retail nonsupervisory employees, including full-time and part-time salespersons. Sears Exhibit 264-3. Responses for Survey 3 are reported separately for full-time and part-time salespersons.

The source may be read as follows: question numbers for surveys 1, 2, and 3 are listed from left to right.

1. How do you feel about non-commission sales work:

| | <u>Like it</u> | | <u>Don't like it</u> | |
|----------------|----------------|----------|----------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 52.0% | 70.9% | 25.0% | 10.7% |
| Survey 2 | 32.5% | 54.0% | 35.5% | 18.5% |
| Survey 3 (F-T) | 48.4% | 62.8% | 24.6% | 15.0% |
| Survey 3 (P-T) | 33.3% | 47.8% | 35.5% | 21.6% |

Source: Q. 24/20/51

2. How much of your work stirs up real enthusiasm:

| | <u>Nearly all or More than half</u> | | <u>Less than half or Almost none</u> | |
|----------------|---|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 63.7% | 74.1% | 14.1% | 6.3% |
| Survey 3 (F-T) | 61.5% | 69.1% | 16.2% | 9.9% |
| Survey 3 (P-T) | 45.2% | 55.2% | 28.5% | 17.0% |

Source: Q/22/-/48

3. (a) How do you feel about the amount of work you are expected to do:

| | <u>Somewhat or Very satisfied</u> | | <u>Somewhat or Very dissatisfied</u> | |
|----------------|---------------------------------------|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 61.4% | 67.1% | 20.2% | 18.4% |
| Survey 2 | 61.2% | 69.9% | 15.8% | 13.2% |
| Survey 3 (F-T) | 52.2% | 56.2% | 26.5% | 26.0% |
| Survey 3 (P-T) | 50.2% | 56.6% | 19.0% | 18.8% |

(b) I feel my workload is:

| | <u>Never or Seldom too heavy</u> | | <u>Often or Almost always too heavy</u> | |
|----------------|--------------------------------------|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 52.4% | 50.5% | 10.4% | 8.2% |
| Survey 2 | 59.8% | 66.4% | 7.2% | 4.6% |
| Survey 3 (F-T) | 45.3% | 42.0% | 16.6% | 16.3% |
| Survey 3 (P-T) | 56.0% | 60.2% | 10.0% | 7.9% |

Source: Q. 31/21/67; Q. 34/22/66.

4. Non-commission sales work is fun:

| | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|----------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 63.9% | 72.2% | 32.1% | 20.7% |
| Survey 2 | 61.5% | 75.9% | 36.0% | 21.1% |

Source: Q. 85/77/-.

5. What portion of the things you do on your job do you enjoy:

| | <u>Nearly all or More than half</u> | | <u>Less than half or Almost none</u> | |
|----------------|---|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 71.3% | 82.7% | 10.4% | 3.9% |
| Survey 2 | 65.4% | 77.7% | 14.8% | 5.9% |
| Survey 3 (F-T) | 70.1% | 77.9% | 12.0% | 7.0% |
| Survey 3 (P-T) | 56.9% | 68.2% | 18.1% | 10.2% |

Source: Q. 23/19/49

6. My job is boring:

| | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|-------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| a) Survey 1 | 15.8% | 8.5% | 80.5% | 85.5% |
| Survey 2 | 22.3% | 13.1% | 75.9% | 85.1% |

| | <u>Usually feel this way</u> | | <u>Occasionally feel this way</u> | |
|-------------------|----------------------------------|----------|---------------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| b) Survey 3 (F-T) | 7.0% | 4.2% | 45.8% | 41.7% |
| Survey 3 (P-T) | 9.9% | 7.0% | 58.9% | 57.2% |

| | <u>Never feel this way</u> | |
|----------------|----------------------------|----------|
| | <u>M</u> | <u>F</u> |
| Survey 3 (F-T) | 39.8% | 46.0% |
| Survey 3 (P-T) | 25.9% | 30.8% |

Source: Q. 82/74/54.

7. My job is frustrating:

| | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|-------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| a) Survey 1 | 26.0% | 16.4% | 70.1% | 76.7% |
| Survey 2 | 21.3% | 13.8% | 76.7% | 83.9% |

| | <u>Usually feel this way</u> | | <u>Occasionally feel this way</u> | |
|-------------------|----------------------------------|----------|---------------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| b) Survey 3 (F-T) | 11.6% | 7.8% | 55.5% | 57.5% |
| Survey 3 (P-T) | 9.5% | 6.5% | 56.5% | 58.6% |

| | <u>Never feel this way</u> | |
|----------------|----------------------------|----------|
| | <u>M</u> | <u>F</u> |
| Survey 3 (F-T) | 25.7% | 26.1% |
| Survey 3 (P-T) | 27.6% | 28.5% |

Source: Q. 83/75/55.

8. My job duties make sense to me:

| | <u>Usually or Almost almost true</u> | | <u>Rarely or Almost never true</u> | |
|-------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| a) Survey 1 | 85.0% | 88.0% | 11.7% | 7.1% |
| Survey 2 | 83.9% | 89.5% | 12.2% | 6.7% |

| | <u>Usually feel this way</u> | | <u>Occasionally feel this way</u> | |
|-------------------|----------------------------------|----------|---------------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| b) Survey 3 (F-T) | 63.2% | 73.1% | 26.7% | 17.2% |
| Survey 3 (P-T) | 61.8% | 71.9% | 28.0% | 19.9% |

| | <u>Never feel this way</u> | |
|----------------|----------------------------|----------|
| | <u>M</u> | <u>F</u> |
| Survey 3 (F-T) | 4.3% | 3.5% |
| Survey 3 (P-T) | 3.2% | 5.1% |

Source: Q. 88/79/59.

9. My job is one that I take real pride in:

| | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|-------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| a) Survey 1 | 78.4% | 87.0% | 18.5% | 8.5% |
| Survey 2 | 69.7% | 83.7% | 27.2% | 13.6% |

| | <u>Usually feel this way</u> | | <u>Occasionally feel this way</u> | |
|-------------------|----------------------------------|----------|---------------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| b) Survey 3 (F-T) | 55.8% | 67.3% | 26.8% | 20.0% |
| Survey 3 (P-T) | 36.8% | 50.4% | 36.1% | 29.8% |

| | <u>Never feel this way</u> | |
|----------------|----------------------------|----------|
| | <u>M</u> | <u>F</u> |
| Survey 3 (F-T) | 10.4% | 6.5% |
| Survey 3 (P-T) | 15.6% | 9.4% |

Source: Q. 87/78/58

10. (a) I have little or no real chance to show what I can do on my present job:

| | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|----------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 30.6% | 17.9% | 64.9% | 74.7% |

(b) I have a real chance to show what I can do on my job:

| | <u>Most of the time</u> | | <u>Sometimes</u> | |
|----------------|-------------------------|----------|------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 3 (F-T) | 54.7% | 60.5% | 33.6% | 30.3% |
| | <u>Hardly ever</u> | | | |
| | <u>M</u> | <u>F</u> | | |
| Survey 3 (F-T) | 10.9% | 7.7% | | |

Source: Q. 124/-/64

11. I have a real chance to learn something worthwhile on my job:

| a) Survey 1 | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|-------------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| | 68.1% | 70.5% | 28.5% | 23.2% |
| | <u>Most of the time</u> | | <u>Sometimes</u> | |
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| b) Survey 3 (F-T) | 47.4% | 51.2% | 36.5% | 34.6% |
| Survey 3 (P-T) | 36.2% | 37.0% | 42.8% | 44.0% |
| | <u>Hardly Ever</u> | | | |
| | <u>M</u> | <u>F</u> | | |
| Survey 3 (F-T) | 15.2% | 12.2% | | |
| Survey 3 (P-T) | 20.6% | 18.2% | | |

Source: Q. 125/-/65

12. Work like mine encourages me to do my best:

| | <u>Discourages or Tends to discourage</u> | | <u>Slightly encourages or Greatly encourages</u> | |
|----------------|---|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 8.7% | 4.6% | 77.7% | 86.7% |
| Survey 3 (F-T) | 11.0% | 7.1% | 72.1% | 79.4% |
| Survey 3 (P-T) | 11.1% | 7.1% | 61.3% | 74.2% |

Source: Q. 27/-/53

13. How often when you finish a day's work do you feel you've accomplished something really worthwhile:

| | <u>All or Most of the time -</u> | | <u>Less than half of the time or Rarely</u> | |
|----------------|----------------------------------|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 60.9% | 73.8% | 18.1% | 9.0% |
| Survey 3 (F-T) | 59.8% | 68.4% | 19.4% | 12.0% |
| Survey 3 (P-T) | 43.7% | 52.4% | 32.2% | 21.4% |

Source: Q. 26/-/52

14. How do you feel about your co-workers:

Best group I could ask for, Like them a great deal, or Like them fairly well

| | <u>M</u> | <u>F</u> |
|----------------|----------|----------|
| Survey 1 | 93.5% | 95.8% |
| Survey 2 | 94.4% | 96.9% |
| Survey 3 (F-T) | 94.4% | 96.5% |
| Survey 3 (P-T) | 95.2% | 96.9% |

No feeling one way or the other, or Do not particularly care for them

| | <u>M</u> | <u>F</u> |
|----------------|----------|----------|
| Survey 1 | 5.9% | 3.5% |
| Survey 2 | 3.1% | 1.7% |
| Survey 3 (F-T) | 4.8% | 3.0% |
| Survey 3 (P-T) | 4.4% | 2.8% |

Source: Q. 37/28/76

15. (a) Do you honestly feel underpaid for the job you have:

| | <u>Definitely yes or Yes</u> | | <u>No or Definitely no</u> | |
|----------------|------------------------------|----------|----------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 64.0% | 38.5% | 25.9% | 42.5% |
| Survey 2 | 50.8% | 30.9% | 34.4% | 50.7% |
| Survey 3 (F-T) | 65.3% | 45.6% | 25.3% | 36.0% |
| Survey 3 (P-T) | 58.8% | 40.9% | 30.6% | 42.2% |

Source: 58/44/109

(b) For the job I do, the amount of money I make is:

| | Extremely good or Good | | Fairly or Very Poor | |
|----------------|------------------------|----------|---------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 25.4% | 45.1% | 35.6% | 15.4% |
| Survey 2 | 25.0% | 40.9% | 32.2% | 16.3% |
| Survey 3 (F-T) | 23.1% | 33.9% | 44.1% | 27.5% |
| Survey 3 (P-T) | 20.8% | 28.9% | 45.1% | 30.0% |

Source: Q. 64/45/99

16. Are your pay and benefits adequate to meet your needs:

| | Many or Almost all | | A few | | Almost none or Very few of my needs are satisfied | |
|----------------|--------------------|----------|----------|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 35.1% | 51.5% | 42.4% | 38.8% | 22.0% | 9.0% |
| Survey 2 | 28.1% | 34.7% | 48.7% | 49.3% | 22.3% | 14.9% |
| Survey 3 (F-T) | 32.7% | 43.1% | 43.0% | 42.0% | 24.2% | 14.4% |
| Survey 3 (P-T) | 20.3% | 23.3% | 48.1% | 50.2% | 31.4% | 26.0% |

Source: Q. 63/39/98

17. How fairly are you paid compared to other employees with similar jobs in your store:

| | Very Fairly or fairly | | Unfairly or Very unfairly | |
|----------------|-----------------------|----------|---------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 54.3% | 55.3% | 30.2% | 18.2% |
| Survey 2 | 59.9% | 65.1% | 24.9% | 13.5% |
| Survey 3 (F-T) | 45.9% | 44.4% | 36.8% | 25.6% |
| Survey 3 (P-T) | 54.3% | 55.4% | 30.3% | 19.4% |

Source: Q. 56/42/103

18. How does the money you make influence your overall attitude about your job:

| | Very favorable or fairly favorable influence | | Slightly unfavorable or very unfavorable influence | |
|----------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 44.5% | 61.1% | 35.6% | 14.7% |
| Survey 2 | 41.4% | 53.6% | 31.4% | 16.8% |
| Survey 3 (F-T) | 42.2% | 52.3% | 44.6% | 29.5% |
| Survey 3 (P-T) | 33.3% | 43.2% | 48.2% | 32.8% |

Source: Q. 60/35/95

19. What is your opinion of the amount you are paid for the job you do:

| | Extremely good or Good | | Fairly poor or Poor | |
|----------------|------------------------|-------|---------------------|-------|
| | M | F | M | F |
| Survey 1 | 25.4% | 45.1% | 35.6% | 15.4% |
| Survey 2 | 25.0% | 40.9% | 32.2% | 16.3% |
| Survey 3 (F-T) | 23.1% | 33.9% | 44.1% | 27.5% |
| Survey 3 (P-T) | 20.8% | 28.9% | 45.1% | 30.0% |

Source: Q. 64/45/99

20. Does the way pay is handled encourage or discourage hard work:

| | Definitely encourages or Tends to encourage | | Tends to discourage or Definitely discourages | |
|----------------|---|-------|---|-------|
| | M | F | M | F |
| Survey 1 | 41.8% | 51.4% | 27.0% | 14.4% |
| Survey 2 | 27.0% | 38.8% | 25.6% | 15.1% |
| Survey 3 (F-T) | 29.1% | 37.5% | 44.3% | 31.0% |
| Survey 3 (P-T) | 19.2% | 27.8% | 43.5% | 31.1% |

Source: Q. 61/37/96

21. What is your hope or plan for your future at Sears:

| | Be as successful as I can in the job I have now or one like it | | Be promoted to division manager or beyond | |
|----------------|--|-------|---|-------|
| | M | F | M | F |
| Survey 1 | 35.5% | 68.4% | 49.6% | 18.5% |
| Survey 3 (F-T) | 30.3% | 56.4% | 38.2% | 18.7% |
| Survey 3 (P-T) | 40.3% | 53.4% | 15.7% | 7.1% |

| | Move to a different assignment | | Move to a full-time assignment | |
|----------------|--------------------------------|------|--------------------------------|-------|
| | M | F | M | F |
| Survey 3 (F-T) | 14.0% | 8.4% | — | — |
| Survey 3 (P-T) | — | — | 13.4% | 16.4% |

Source: Q. 70/-/142

22. How does the sales job you have compare with your original expectations:

| | <u>Beyond my expectations or A little better than I expected</u> | | <u>Less than I expected or Very dissapointing</u> | |
|----------|--|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 49.9% | 63.9% | 27.6% | 14.0% |
| Survey 2 | 66.6% | 75.8% | 25.7% | 15.9% |

Source: Q. 109/52/-

23. Do you feel that you are getting ahead at Sears:

| | <u>Making a great deal of progress or Making some progress</u> | | <u>Making very little or no progress</u> | |
|----------------|--|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 45.1% | 47.6% | 29.0% | 20.5% |
| Survey 3 (F-T) | 37.1% | 36.4% | 35.4% | 27.2% |
| Survey 3 (P-T) | 25.8% | 23.9% | 40.4% | 36.5% |

Source: Q. 68/-/143

24. Most employees are proud to say they work at Sears:

| | <u>Usually or Almost always true</u> | | <u>Rarely or Almost never true</u> | |
|----------|--------------------------------------|----------|------------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 79.9% | 88.2% | 14.5% | 6.1% |
| Survey 2 | 76.3% | 86.8% | 16.4% | 7.1% |

Source: Q. 114/83/-

25. How would you describe Sears as a company to work for:

| | <u>Could not be much better, or Very Good</u> | | <u>Fairly Good</u> | | <u>Just another place to work or Poor</u> | |
|----------------|---|----------|--------------------|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 61.8% | 75.5% | 30.4% | 20.5% | 7.0% | 2.9% |
| Survey 2 | 56.7% | 65.9% | 33.2% | 28.2% | 9.5% | 4.8% |
| Survey 3 (F-T) | 44.9% | 56.0% | 40.4% | 35.0% | 14.3% | 8.3% |
| Survey 3 (P-T) | 40.5% | 46.9% | 41.2% | 41.1% | 18.0% | 11.4% |

Source: Q. 18/18/163

26. Is there something about working for Sears that encourages you to, or discourages you from, doing your best:

| | Greatly or Definitely encourages | | Tends to or Definitely discourages | |
|----------------|----------------------------------|----------|------------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 64.5% | 78.4% | 8.4% | 3.9% |
| Survey 3 (F-T) | 50.3% | 63.9% | 10.4% | 6.3% |
| Survey 3 (P-T) | 41.0% | 52.4% | 11.7% | 7.5% |

Source: Q. 21/-/166

27. How well does Sears treat its employees:

| | Quite well or Extremely well | | Fairly well | | Poorly or Somewhat poorly | |
|----------------|------------------------------|----------|-------------|----------|---------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 50.5% | 63.9% | 36.4% | 29.2% | 12.0% | 5.4% |
| Survey 3 (F-T) | 31.2% | 42.1% | 47.2% | 43.8% | 21.0% | 13.1% |
| Survey 3 (P-T) | 32.0% | 37.7% | 48.6% | 48.7% | 18.9% | 12.9% |

Source: Q. 20/-/165

28. I usually receive advance notice about things going on in my division:

| | Almost always true or Usually True | | Rarely true or Almost never true | |
|----------|------------------------------------|----------|----------------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 72.6% | 77.2% | 24.2% | 19.1% |
| Survey 2 | 66.0% | 71.3% | 32.3% | 27.2% |

Source: Q. 128/91/-

29. What action would Sears take if an employee were being treated unfairly:

| | Do nothing or do very little to correct the situation | | Probably try to correct the situation or correct situation immediately | |
|----------------|---|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 16.4% | 12.1% | 71.8% | 73.7% |
| Survey 2 | 16.8% | 11.9% | 61.8% | 68.0% |
| Survey 3 (F-T) | 24.2% | 19.2% | 65.3% | 65.8% |
| Survey 3 (P-T) | 20.4% | 16.6% | 61.4% | 62.5% |

Source: 80/51/168

30. (a) To what extent does doing an outstanding sales job in your present assignment influence promotions in your store:

| | <u>No importance or Slightly important</u> | | <u>Quite important or Extremely important</u> | |
|----------------|--|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 26.6% | 19.6% | 64.2% | 66.6% |
| Survey 3 (F-T) | 28.6% | 23.0% | 63.4% | 65.1% |
| Survey 3 (P-T) | 23.0% | 17.1% | 63.0% | 67.0% |

Source: 157/-/157

(b) To what extent does demonstrating the ability to lead people influence promotions in your store:

| | <u>No importance or Slightly important</u> | | <u>Quite important or Extremely important</u> | |
|----------------|--|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 24.3% | 19.1% | 65.5% | 64.8% |
| Survey 3 (F-T) | 28.8% | 22.7% | 60.7% | 61.3% |
| Survey 3 (P-T) | 24.1% | 18.4% | 57.8% | 60.1% |

Source: 158/-/158

(c) To what extent does being liked by the right people influence promotions in your store:

| | <u>No importance or Slightly important</u> | | <u>Quite important or Extremely important</u> | |
|----------------|--|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 37.7% | 36.5% | 51.5% | 45.5% |
| Survey 3 (F-T) | 30.2% | 31.9% | 58.5% | 52.4% |
| Survey 3 (P-T) | 35.8% | 31.7% | 43.4% | 50.7% |

Source: 159/-/160

31. (a) Does your division manager bring out the best or the worst in employees:

| | Brings out the best in employees | | Brings out the worst in employees | |
|----------------|----------------------------------|-------|-----------------------------------|------|
| | M | F | M | F |
| | Survey 1 | 50.3% | 54.6% | 6.1% |
| Survey 2 | 50.5% | 56.1% | 5.7% | 6.0% |
| Survey 3 (F-T) | 55.7% | 58.1% | 7.1% | 6.8% |
| Survey 3 (P-T) | 57.2% | 58.1% | 4.9% | 5.6% |

Source: Q. 133/56/7

(b) Does your division managers' supervision encourage employees to give extra effort:

| | Greatly encourages or Encourages | | Tends to discourage or Greatly discourages | |
|----------------|----------------------------------|-------|--|-------|
| | M | F | M | F |
| | Survey 1 | 71.6% | 76.1% | 13.5% |
| Survey 2 | 63.0% | 71.2% | 12.6% | 11.2% |
| Survey 3 (F-T) | 66.4% | 69.0% | 15.0% | 14.9% |
| Survey 3 (P-T) | 72.1% | 70.4% | 11.5% | 12.2% |

Source: Q. 2/2/2

32. My division manager is concerned about me as a person:

| | Almost always true or Usually true | | Rarely True or Almost Never True | |
|----------------|------------------------------------|-------|----------------------------------|-------|
| | M | F | M | F |
| | Survey 1 | 71.3% | 73.4% | 23.2% |
| Survey 2 | 64.6% | 71.3% | 29.0% | 22.2% |
| Survey 3 (F-T) | 73.9% | 75.4% | 24.2% | 22.5% |
| Survey 3 (P-T) | 75.8% | 74.8% | 22.7% | 23.3% |

Source: Q. 126/89/8

33. Are the mistakes pointed out by your division manager usually important or unimportant:

| | Usually important and need correction | | Usually minor things or Usually petty and unimportant | |
|----------|---------------------------------------|-------|---|-------|
| | M | F | M | F |
| | Survey 1 | 59.5% | 63.1% | 22.3% |
| Survey 2 | 60.8% | 70.1% | 36.6% | 26.8% |

Source: Q. 134/113/-

34. Do you ever have the feeling that you would be better off working under other supervision:

| | <u>Almost always or Frequently</u> | | <u>Occasionally</u> | | <u>Seldom or Never</u> | |
|----------------|------------------------------------|----------|---------------------|----------|------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 12.7% | 9.0% | 24.4% | 20.2% | 57.7% | 63.2% |
| Survey 2 | 11.2% | 10.0% | 25.1% | 24.6% | 63.3% | 65.2% |
| Survey 3 (F-T) | 12.6% | 10.8% | 26.2% | 22.2% | 44.5% | 45.9% |
| Survey 3 (P-T) | 9.7% | 8.0% | 24.0% | 22.3% | 53.5% | 51.5% |

Source: Q. 6/6/6

35. Do you feel that performance reviews are helpful in providing a clear understanding of needed improvements:

| | <u>Very Informative and helpful or Moderately helpful</u> | | <u>Confusing and not helpful or Actually hurt my job performance</u> | |
|----------------|---|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 59.9% | 71.7% | 13.2% | 7.3% |
| Survey 2 | 32.1% | 42.5% | 7.1% | 4.6% |
| Survey 3 (F-T) | 59.5% | 68.4% | 14.4% | 8.7% |
| Survey 3 (P-T) | 34.0% | 44.2% | 6.8% | 4.6% |

Source: Q. 74/48/148

36. I feel competent in my job:

| a) | <u>Almost always true or Usually true</u> | | <u>Rarely true or Almost never true</u> | |
|----------|---|----------|---|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 90.9% | 91.1% | 6.7% | 5.5% |
| Survey 2 | 92.5% | 94.1% | 6.0% | 4.5% |

| b) | <u>Most of the time</u> | | <u>Hardly ever</u> | |
|----------------|-------------------------|----------|--------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 3 (F-T) | 92.0% | 92.7% | 1.4% | 1.2% |
| Survey 3 (P-T) | 86.5% | 88.0% | 1.5% | 1.4% |

Source: Q. 122/88/63

37. How often in the last year have you been concerned about losing your job:

| | <u>Frequently or Occasionally</u> | | <u>Rarely or Never</u> | |
|----------------|-----------------------------------|----------|------------------------|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 25.3% | 21.6% | 73.2% | 76.5% |
| Survey 3 (F-T) | 31.0% | 28.7% | 68.1% | 70.2% |
| Survey 3 (P-T) | 25.8% | 25.0% | 73.7% | 73.9% |

Source: Q. 75/-/151

38. Do you feel secure in your job?

| | <u>Very uneasy or Fairly uneasy</u> | | <u>Somewhat uneasy</u> | | <u>Feel fairly sure or it or Very sure of it</u> | |
|----------------|-------------------------------------|----------|------------------------|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 10.0% | 5.4% | 15.5% | 13.9% | 73.5% | 78.5% |
| Survey 3 (F-T) | 13.1% | 9.2% | 16.6% | 16.8% | 69.8% | 73.0% |
| Survey 3 (P-T) | 8.0% | 7.9% | 12.8% | 14.5% | 78.7% | 77.1% |

Source: Q. 69/-/144

39. How do you feel about your future with Sears?

| | <u>Very worried or Somewhat worried about it</u> | | <u>Have mixed feelings about it</u> | | <u>Feel good or Very good about it</u> | |
|----------------|--|----------|-------------------------------------|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 16.0% | 7.3% | 42.2% | 35.1% | 41.2% | 56.2% |
| Survey 3 (F-T) | 23.2% | 13.4% | 41.5% | 43.0% | 33.9% | 41.8% |
| Survey 3 (P-T) | 11.5% | 9.9% | 48.2% | 47.3% | 38.8% | 41.3% |

Source: Q. 65/-/140

40. Does hard work seem worthwhile in light of your future at Sears:

| | <u>Very worthwhile, Fairly worthwhile or Seems worthwhile</u> | | <u>Hardly worthwhile or Almost worthless</u> | |
|----------------|---|----------|--|----------|
| | <u>M</u> | <u>F</u> | <u>M</u> | <u>F</u> |
| Survey 1 | 74.9% | 84.0% | 24.4% | 14.6% |
| Survey 3 (F-T) | 64.9% | 73.1% | 34.2% | 25.5% |
| Survey 3 (P-T) | 64.2% | 70.9% | 35.0% | 27.7% |

Source: Q. 67/-/141