


STAFF
Page Two
July 24, 1992

STAFF:

J. L. Alessandrini	L - 723
M. H. Alexander	L - 723
J. O. Baldwin	L - 723
J. W. Becker	L - 1200
R. L. Hoppe	L - 1200
R. Jefferies	L - 1200
J. R. Kurpiel	L - 723
C. J. Luik	L - 723
D. J. Marra	L - 1200
J. A. McCloskey	L - 723
D. J. Mears	L - 723
P. J. Neville	L - 723
C. T. Osinski	L - 723
T. H. Ramsey	L - 723
C. P. Rasool	L - 723
R. E. Semerad	L - 723
R. S. Short	L - 723
R. C. Taggart	L - 723

BDP/cpr
Attachment
staff.bdp



DATE: July 24, 1992
TO: STAFF
FROM:  Bruce D. Poff LOCATION: L - 723
SUBJECT: EMPLOYEE SURVEY

Attached are the results of the employee survey for Conrail, Customer Service, and our group. Each question on the survey is shown with the resulting answers. There had to be a minimum of 10 respondents for us to receive a report and we had 11, so we just barely made it. There are 18 people in our group but only 11 completed the survey. Some people may have completed the survey but failed to check the appropriate box for their department or sub-department, and therefore, those surveys are included in the corporate but not the department reports.

My initial reaction to the results was great disappointment, as I thought there would have been more favorable answers on many of the questions. However, there are some very significant favorable results and the not so favorable, give me insight as to where I must improve.

I am sharing the results with all of you so we can have a free and open exchange of ideas for improvement. This is the only report I will receive so you have as much information as I do.

I want to say thank you to all of you who participated for your time and honesty, you have helped myself and others better understand what we must change and improve.

Cyd will set up a meeting for us all to get together and discuss the results and develop a plan to improve unfavorable areas. I need your help and suggestions to improve many areas. I must submit a plan to Ralph in the next few weeks to address unfavorable areas. I can tell you that everyone in management is very serious about doing their job better in the right manner to improve the employee survey results. I look forward to talking to you all about the survey.

(A) ITEM CATEGORY

OVERALL SATISFACTION

q.123 Considering everything, how would you rate your overall satisfaction as an employee of Conrail at this time?

(B) 1=VERY SATISFIED 2=SATISFIED 3=NEITHER SATISFIED NOR DISSATISFIED 4=DISSATISFIED 5=VERY DISSATISFIED

(D) SURVEY NO. AND QUESTION

(D) POPULATION GRAPHS

(F) RESPONSE GROUPINGS:
FAVORABLE (1&2)
UNFAVORABLE (4)
NEUTRAL (3)

(E) # RESPONSES
1992

(C) POPULATIONS

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONSOLIDATED RAIL CORPORATION	34	20	46	9482	34	20	* 46
TOTAL DIV/DEPT	41	23	36	1172	41	23	* 36
J. DOE	42	24	34	298	42	24	* 34
				UPPER MGMT	67	25	8
				SUPV/MGR	53	23	* 25
				ADM SUPPT	39	36	* 25
				A-SUPV	21	21	* 43
				NON-OPS	32	23	* 45
				A-OTHER	29	31	* 40

WORKLOAD AND EQUIPMENT

q.62 What is your opinion about the amount of work you are expected to do?

1=MUCH TOO MUCH 2=TOO MUCH 3=ABOUT THE RIGHT AMOUNT 4=TOO LITTLE 5=MUCH TOO LITTLE

(G) POPULATION GRAPHS

(H) RESPONSE GROUPINGS:
TOO MUCH (1&2)
TOO LITTLE (4&5)
ABOUT RIGHT (3)

1992

(G) POPULATION GRAPHS

	%T/M	%A/R	%T/L	# RES	%T/M	%A/R	%T/L
CONSOLIDATED RAIL CORPORATION	48	47	4	9522	* 48	47	4
TOTAL DIV/DEPT	41	51	7	1179	* 41	51	7
J. DOE	48	47	6	301	* 48	47	6
				UPPER MGMT	* 58	42	-
				SUPV/MGR	* 48	48	4
				ADM SUPPT	* 36	53	11
				A-SUPV	* 64	36	-
				NON-OPS	* 48	46	6
				A-OTHER	* 51	40	9

CONSOLIDATED RAIL CORPORATION

B. D. POFF REPORT

JULY, 1992

SIROTA & ALPER ASSOCIATES

INTERPRETATION OF SURVEY DATA

Questions are shown, grouped by the following subject areas:

Overall Satisfaction
 Effectiveness of Conrail
 Effectiveness of Your Division/Department
 Quality Process
 Emphasis on Customer Service
 Performance Expectations
 Communications
 Decision Making Authority
 Efficiency

Cooperation
 Training
 Workload and Equipment
 Working Conditions and Safety
 Job Itself
 Recognition
 Advancement
 Job Security and Employee Relations
 Miscellaneous Corporate Programs

Under the question text are the groups (your total organization and occupational breaks -- if 10 or more respondents within a group) for which the data are computed: your group plus comparison population.

RES

This column gives the number of valid responses to the question which is used as the basis for the percentages. Some items have response alternatives like "I Have No Idea" or "Not Applicable." These responses are considered invalid and are subtracted from the total cases before the percentages are calculated. Respondents who did not answer the question are also subtracted out. Percentages are based on only those respondents who expressed an opinion. If the number of valid respondents is very small relative to the total number of respondents, care should be exercised in interpreting the data, as only a small percentage had an opinion about that topic.

- 1992 -

%FAV %NEUT %UNFAV

Combinations of the original response categories are made for ease of interpretation. In general, favorable is the combination of %1 and %2, except for negatively worded items, in which case disagreement (%4 and %5) is positive. Unfavorable is generally %4 and %5 combined; Neutral is %3. Note, however that questions on a TOO MUCH -- ABOUT RIGHT -- TOO LITTLE scale have the responses summarized for "TOO MUCH" (T/M), "ABOUT RIGHT" (A/R), and "TOO LITTLE" (T/L). An asterisk (*) in the UNFAV, T/M, T/L columns, for example, indicates that 25% or more employees responded unfavorably.

Note: In the case that fewer than ten employees responded to a question, the line of data for that question has been dropped from the report.

OVERALL SATISFACTION

Q.123 Considering everything, how would you rate your overall satisfaction as an employee of Conrail at this time?
1=VERY SATISFIED 2=SATISFIED 3=NEITHER SATISFIED NOR DISSATISFIED 4=DISSATISFIED 5=VERY DISSATISFIED

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	34	20	46	9482	34	20	* 46
R. VON DEM HAGEN	44	19	38	505	44	19	* 38
B. D. POFF	45	27	27	11	45	27	* 27
TOTAL							

Q.122 All in all, how would you rate Conrail as a company to work for compared with other companies you know about?
1=ONE OF THE BEST 2=ABOVE AVERAGE 3=AVERAGE 4=BELOW AVERAGE 5=ONE OF THE WORST

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	25	37	38	9511	25	37	* 38
R. VON DEM HAGEN	32	36	33	507	32	36	* 33
B. D. POFF	27	45	27	11	27	45	* 27
TOTAL							

Q.61 Agree or disagree: I feel proud to work for Conrail
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	44	30	26	9510	44	30	* 26
R. VON DEM HAGEN	46	28	26	508	46	28	* 26
B. D. POFF	45	45	9	11	45	45	9
TOTAL							

EFFECTIVENESS OF CONRAIL

Q.60 Agree or disagree: All in all, Conrail is an effectively managed, well-run organization
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	19	27	55	9518	19	27	* 55
R. VON DEM HAGEN	24	25	50	505	24	25	* 50
B. D. POFF	18	9	73	11	18	9	* 73
TOTAL							

EFFECTIVENESS OF CONRAIL CONT.

Q.20 Agree or disagree: I feel I have a good understanding of Conrail's overall goals
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA 1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	54	20	26	7957	54	20	* 26
R. VON DEM HAGEN	68	13	19	461	68	13	19

Q.21 Agree or disagree: All in all, these goals make good business sense
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA 1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	55	20	25	7430	55	20	* 25
R. VON DEM HAGEN	64	15	20	444	64	15	20

Q.22 Agree or disagree: I feel Conrail is making progress toward these goals
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA 1992

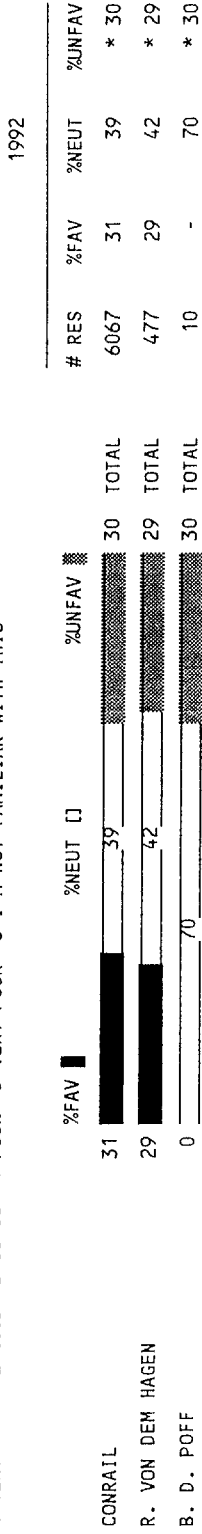
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	44	28	28	7316	44	28	* 28
R. VON DEM HAGEN	48	27	26	441	48	27	* 26
B. D. POFF	30	70	0	10	30	70	-

Q.10 How would you currently rate Conrail's efforts to be the safest carrier?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS 1992

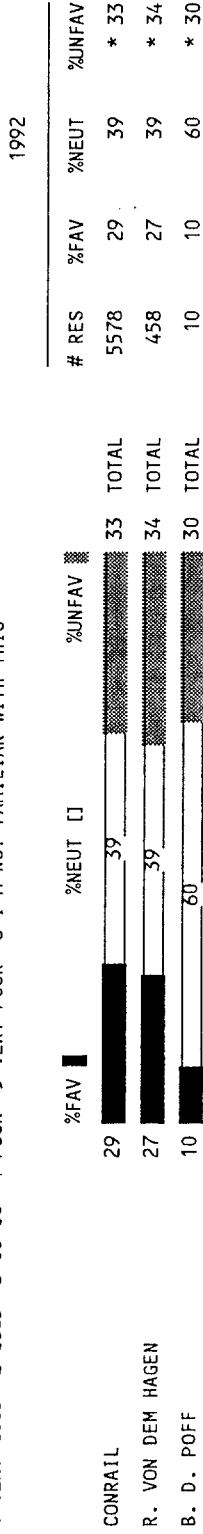
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	50	28	22	8585	50	28	22
R. VON DEM HAGEN	65	23	13	472	65	23	13
B. D. POFF	50	30	20	10	50	30	20

EFFECTIVENESS OF CONRAIL CONT.

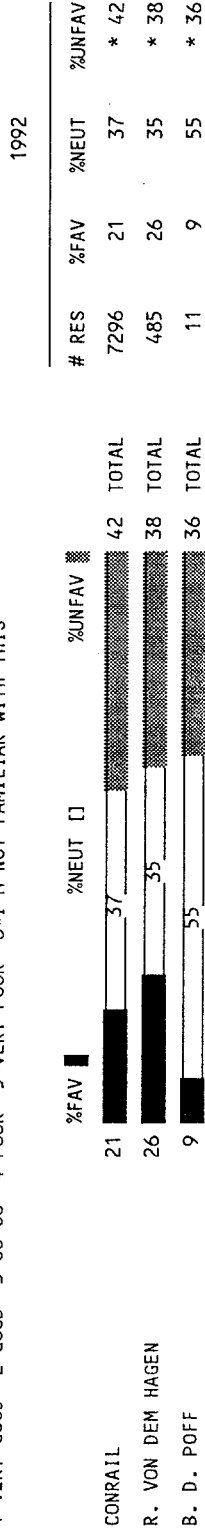
Q.11 How would you currently rate Conrail on the level of customer satisfaction with us as a company to do business with?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS



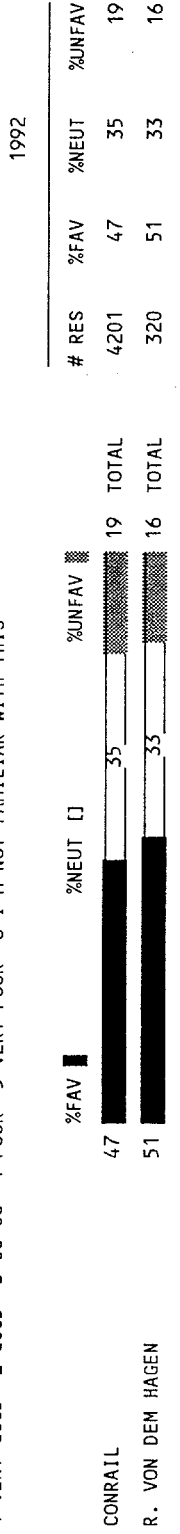
Q.12 How would you currently rate Conrail on overall customer satisfaction with us as a company to do business with as compared to our top competitors (trucks, other major railroads)?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS



Q.13 How would you currently rate Conrail on having good cooperation within Conrail to provide needed services?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS

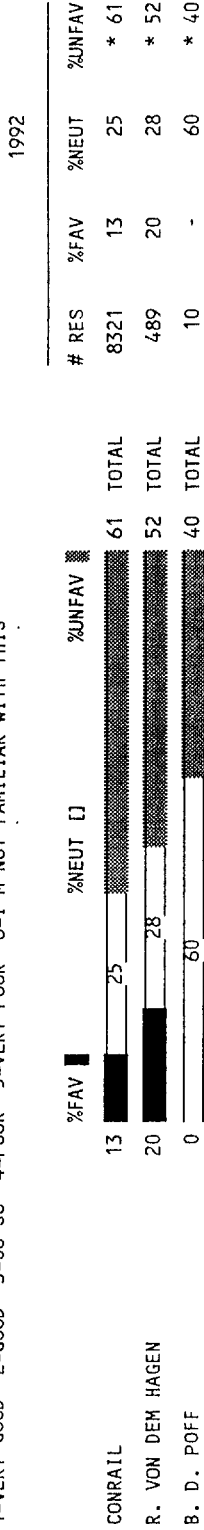


Q.14 How would you currently rate Conrail on cooperating with other railroads to provide customer service at a competitive price?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS

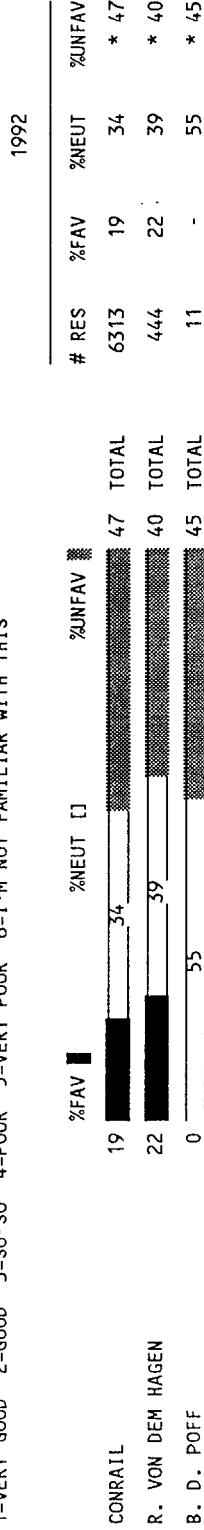


EFFECTIVENESS OF CONRAIL CONT.

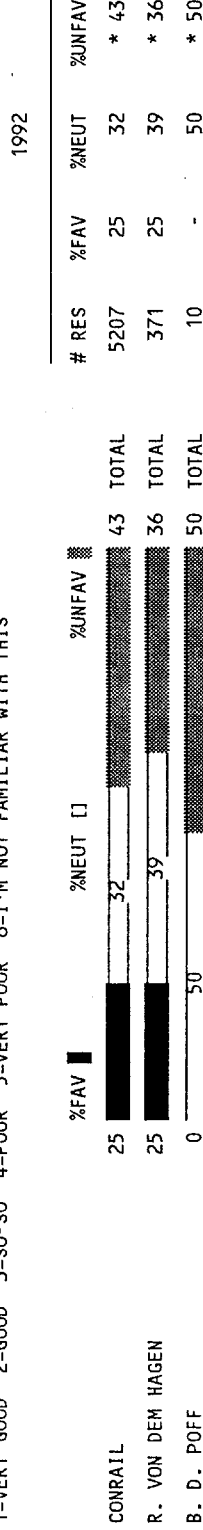
Q.15 How would you currently rate Conrail on creating an environment that motivates and develops Conrail employees to fully meet the requirements of its customers?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS



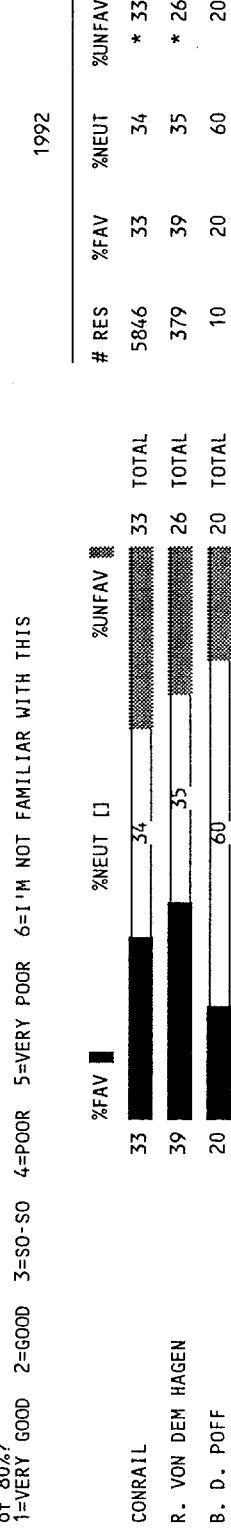
Q.16 How would you currently rate Conrail on using 'best business' practices and procedures?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS



Q.17 How would you currently rate Conrail on achieving growth in the markets Conrail serves?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS



Q.18 How would you currently rate Conrail on doing the things necessary to move toward an operating ratio of 80%?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS



EFFECTIVENESS OF CONRAIL CONT.

Q.19 How would you currently rate Conrail on achieving a return on assets exceeding the cost of capital?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I'M NOT FAMILIAR WITH THIS

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	40	36	24	4432	40	36	24
R. VON DEM HAGEN	43	37	20	304	43	37	20

Q.23 All in all, how would you rate Conrail on being customer-focused (seeking to understand and meet customer expectations)?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	37	32	31	7063	37	32	* 31
R. VON DEM HAGEN	38	30	31	491	38	30	* 31
B. D. POFF	18	64	18	11	18	64	18

Q.24 All in all, how would you rate Conrail on being genuinely concerned about safety in the workplace?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	45	24	31	9375	45	24	* 31
R. VON DEM HAGEN	68	19	13	505	68	19	13
B. D. POFF	55	27	18	11	55	27	18

Q.25 All in all, how would you rate Conrail on being innovative in the products and services it provides customers?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

1992

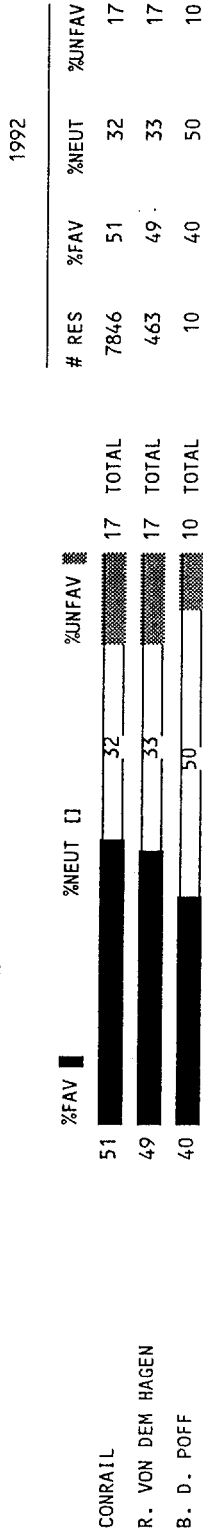
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	41	37	23	6606	41	37	23
R. VON DEM HAGEN	43	37	20	465	43	37	20

EFFECTIVENESS OF CONRAIL CONT.

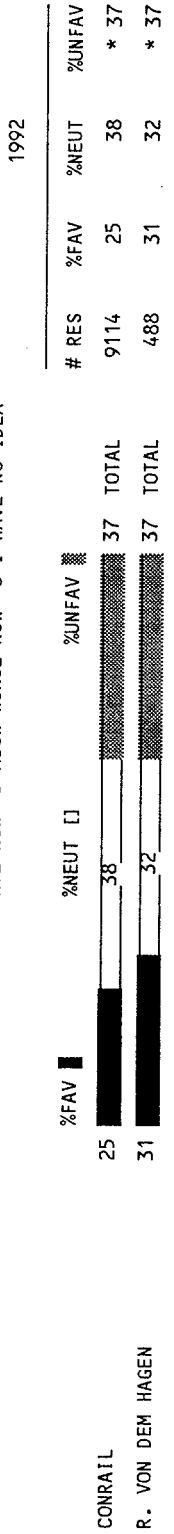
Q.30 All in all, how would you rate Conrail on taking a genuine interest in the well-being of its employees (being a 'good employer')?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA



Q.36 How would you personally rate Conrail's business prospects over the next 3 to 5 years or so?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

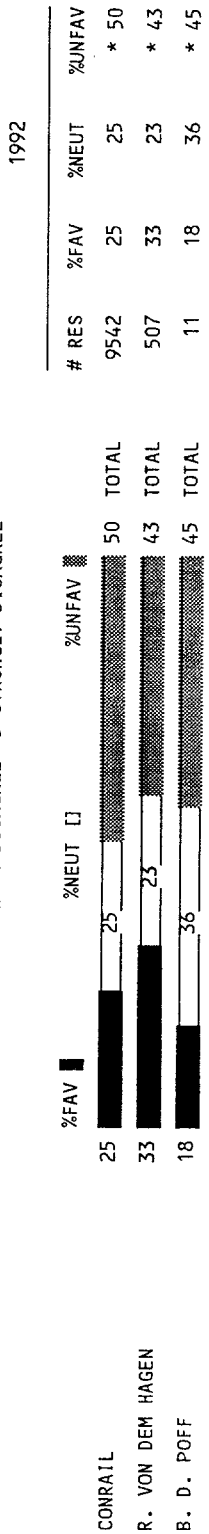


Q.121 Over the last two years or so, to what extent do you feel there has been a change in your confidence in the future of Conrail?
1=MUCH BETTER NOW 2=BETTER NOW 3=ABOUT THE SAME 4=WORSE NOW 5=MUCH WORSE NOW 6=I HAVE NO IDEA



EFFECTIVENESS OF YOUR DIVISION/DEPARTMENT

Q.56 Agree or disagree: All in all, my Division/Department is an effectively led, well-run organization
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



EFFECTIVENESS OF YOUR DIVISION/DEPARTMENT CONT.

Q.39 Agree or disagree: I have a clear understanding of my Division/Department's 1992 goals
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	28	25	47	9493	28	25	* 47
R. VON DEM HAGEN	36	22	42	509	36	22	* 42
B. D. POFF	27	27	45	11	27	27	* 45

Q.40 Agree or disagree: I believe our Division/Department goals will be achieved
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	25	47	28	9404	25	47	* 28
R. VON DEM HAGEN	33	44	22	500	33	44	22
B. D. POFF	27	64	9	11	27	64	9

QUALITY PROCESS

Q.65 Agree or disagree: There is a genuine commitment to quality improvement by top management of Conrail
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	37	18	45	8268	37	18	* 45
R. VON DEM HAGEN	41	18	40	483	41	18	* 40
B. D. POFF	40	20	40	10	40	20	* 40

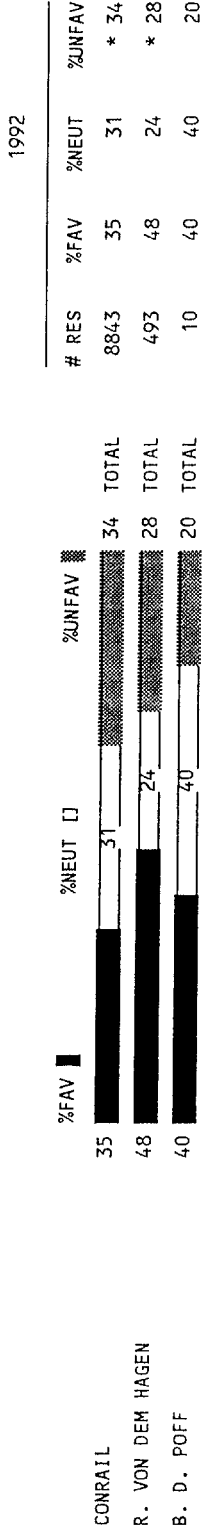
Q.72 Agree or disagree: Conrail is making the investments that are needed to achieve high quality (invests in employee training, equipment, etc.)
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

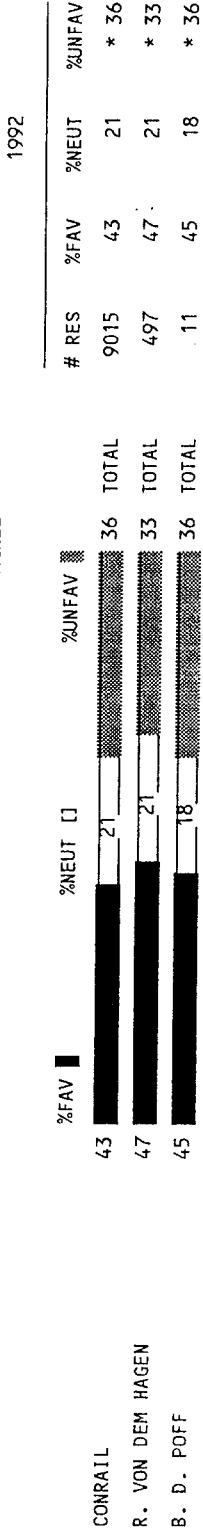
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	34	19	47	8525	34	19	* 47
R. VON DEM HAGEN	48	19	33	470	48	19	* 33
B. D. POFF	50	30	20	10	50	30	20

 QUALITY PROCESS CONT.

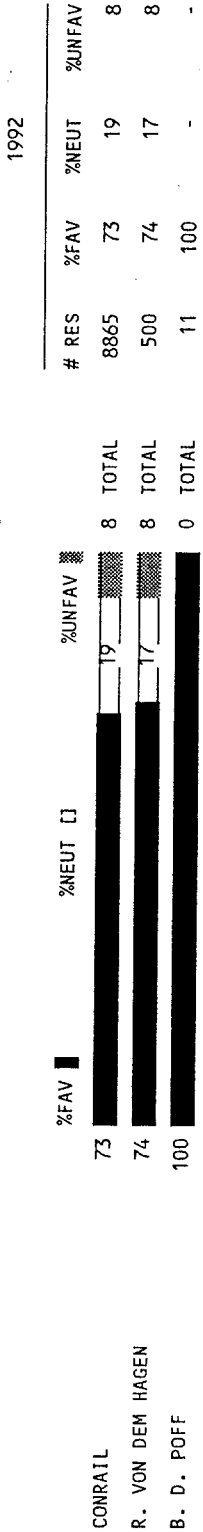
Q.37 All in all, how would you rate your Division/Department on emphasizing quality in all aspects of its business?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR



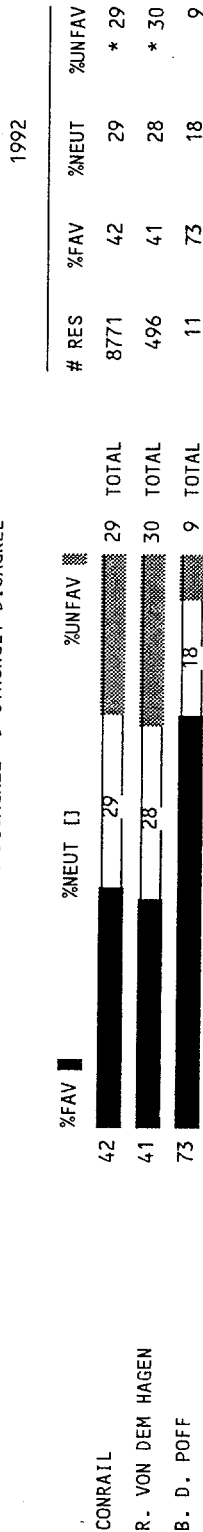
Q.66 Agree or disagree: There is a genuine commitment to quality improvement by my immediate supervisor
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



Q.68 Agree or disagree: I personally am genuinely committed to Continuous Quality Improvement
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



Q.69 Agree or disagree: In my view, my co-workers are genuinely committed to Continuous Quality Improvement
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



QUALITY PROCESS CONT.

Q.119 Over the last two years or so, to what extent do you feel there has been a change in Conrail's overall emphasis on quality in all aspects of its business?
 1=MUCH BETTER NOW 2=BETTER NOW 3=ABOUT THE SAME 4=WORSE NOW 5=MUCH WORSE NOW 6=I HAVE NO IDEA

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	45	38	17	7396	45	38	17
R. VON DEM HAGEN	51	33	16	474	51	33	16
B. D. POFF	40	50	10	10	40	50	10

Q.90 Agree or disagree: I believe the quality focus will not be just 'another program' -- it will become a new way of operating
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	38	26	36	7753	38	26	* 36
R. VON DEM HAGEN	46	24	30	470	46	24	* 30
B. D. POFF	36	18	45	11	36	18	* 45

Q.67 Agree or disagree: I am familiar with Continuous Quality Improvement in Conrail
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	72	15	13	8048	72	15	13
R. VON DEM HAGEN	83	9	8	487	83	9	8

Q.80 Agree or disagree: I have a good understanding of what poor quality in Conrail costs (the costs of errors, scrap, re-work, customer complaints, etc.)

1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

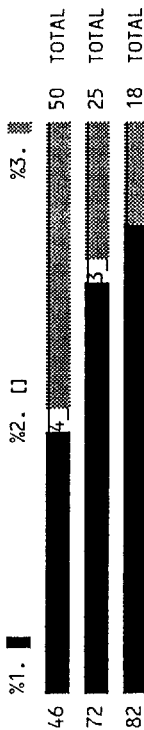
1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	80	11	10	8175	80	11	10
R. VON DEM HAGEN	85	10	4	467	85	10	4
B. D. POFF	73	18	9	11	73	18	9

 QUALITY PROCESS CONT.

Q.97 Have you attended Continuous Quality Improvement Awareness Training?
 1=YES 2=NO, ALTHOUGH I WAS ASKED TO ATTEND 3=NO

	1992			
	# RES	%1.	%2.	%3.
CONRAIL	9493	46	4	50
R. VON DEM HAGEN	511	72	3	25
B. D. POFF	11	82	-	18



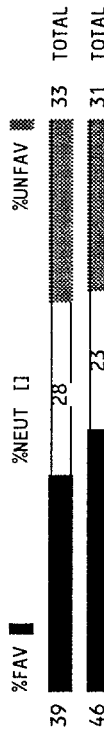
Q.98 Agree or disagree: The Awareness Training was helpful to me in understanding what is involved in Continuous Quality Improvement
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

	1992			
	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	4751	81	12	6
R. VON DEM HAGEN	371	84	8	8



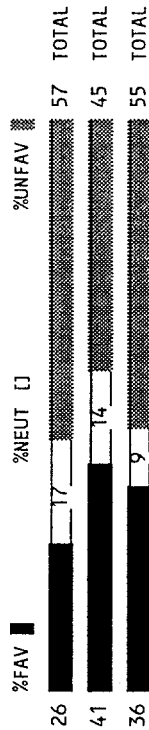
Q.99 Agree or disagree: I have been encouraged, back on the job, to follow through on several of the concepts I learned about in Awareness Training
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

	1992			
	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	4729	39	28	* 33
R. VON DEM HAGEN	371	46	23	* 31



Q.76 Agree or disagree: Quality and/or customer service issues are regularly discussed in my work unit
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

	1992			
	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	8628	26	17	* 57
R. VON DEM HAGEN	497	41	14	* 45
B. D. POFF	11	36	9	* 55



QUALITY PROCESS CONT.

q.71 Agree or disagree: My immediate supervisor allows me to get involved in the Continuous Quality Improvement process
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	46	24	29	8693	46	24	* 29
R. VON DEM HAGEN	56	25	19	488	56	25	19
B. D. POFF	55	45	0	11	55	45	-
TOTAL							

q.78 Agree or disagree: Where I work, employees like myself are treated as genuine partners in quality improvement efforts (ideas for improvement are encouraged, there is involvement in decision making, etc.)
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	20	15	66	9270	20	15	* 66
R. VON DEM HAGEN	31	20	49	504	31	20	* 49
B. D. POFF	36	18	45	11	36	18	* 45
TOTAL							

q.92 During the last two years or so, have you participated in a formal quality improvement team effort (Quality Circle, Labor-Management Committee, Process Improvement Team, etc.)?
1=YES, I VOLUNTEERED OR WAS ELECTED 2=YES, I WAS APPOINTED 3=NO

1992

	%1.	%2.	%3.	# RES	%1.	%2.	%3.
CONRAIL	21	7	72	9223	21	7	72
R. VON DEM HAGEN	33	12	55	500	33	12	55
B. D. POFF	45	27	27	11	45	27	27
TOTAL							

q.93 Agree or disagree: The ideas and suggestions that come out of team efforts are given a serious hearing by management and implemented where possible.
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

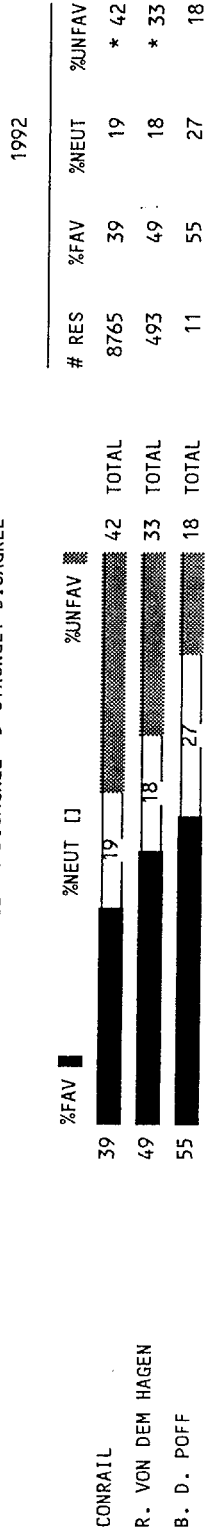
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	47	22	30	3174	47	22	* 30
R. VON DEM HAGEN	55	22	22	229	55	22	22
TOTAL							

QUALITY PROCESS CONT.

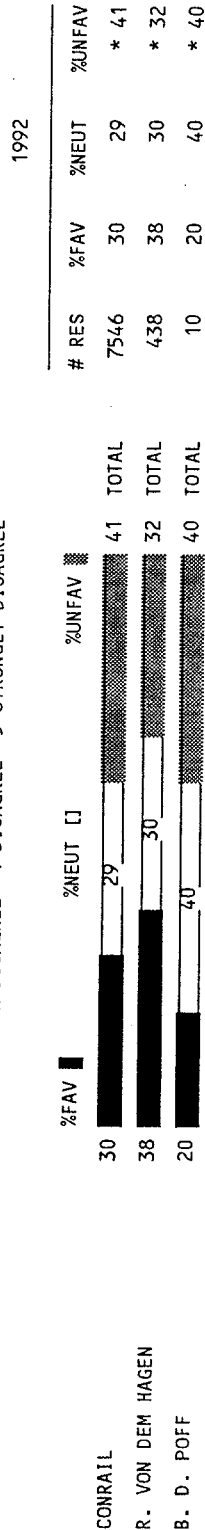
Q.94 All in all, how effective have these problem solving teams been where you work (whether or not you have served on one)?
1=VERY EFFECTIVE 2=QUITE EFFECTIVE 3=FAIRLY EFFECTIVE 4=NOT TOO EFFECTIVE 5=NOT EFFECTIVE AT ALL



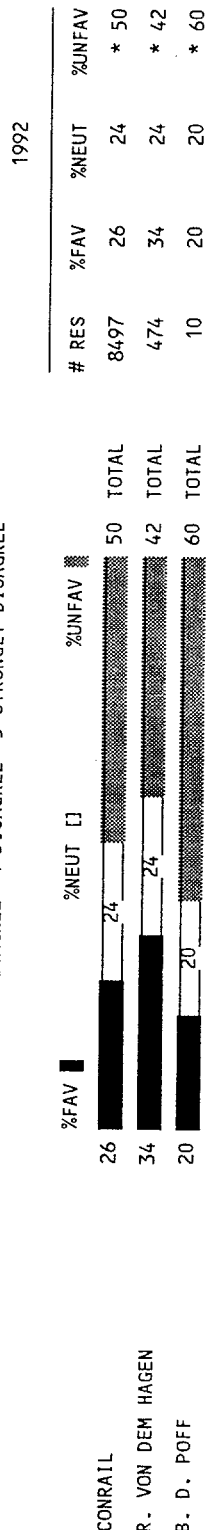
Q.91 Agree or disagree: My immediate supervisor's actions are consistent with the belief that people are the key to good quality
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



Q.73 Agree or disagree: My Division/Department has a comprehensive plan to improve quality
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



Q.74 Agree or disagree: Plans to improve quality really guide our day-to-day work, that is, they are more than a paperwork exercise
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



QUALITY PROCESS CONT.

Q.70 Agree or disagree: The quality of my work is a major factor in how my performance is evaluated
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

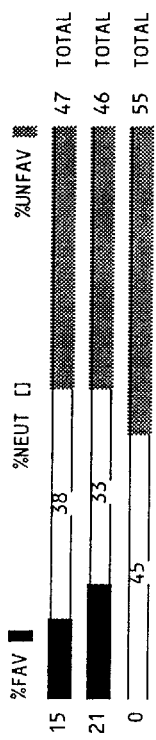
	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	8875	56	15	* 29
R. VON DEM HAGEN	486	54	20	* 26
B. D. POFF	10	60	-	* 40



Q.57 Agree or disagree: Conrail routinely conducts self-assessment reviews of its work processes to ensure continuous improvement
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

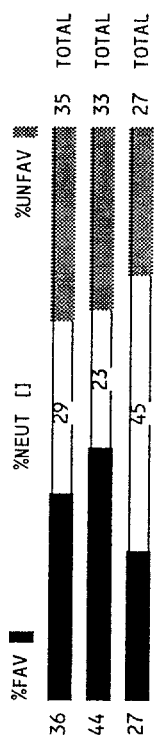
	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9504	15	38	* 47
R. VON DEM HAGEN	507	21	33	* 46
B. D. POFF	11	-	45	* 55



Q.58 Agree or disagree: Conrail emphasizes continuous improvement in its work (rather than being content with the status quo)
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9508	36	29	* 35
R. VON DEM HAGEN	507	44	23	* 33
B. D. POFF	11	27	45	* 27



Q.81 Agree or disagree: Prevention is truly emphasized in Conrail (that is, the company acts to prevent quality problems from occurring rather than 'fire fighting')
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	8560	18	21	* 61
R. VON DEM HAGEN	486	23	23	* 54



 QUALITY PROCESS CONT.

Q.82 Agree or disagree: Where I work, we get work done right the first time
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	42	28	30	9452	42	28	* 30
R. VON DEM HAGEN	39	30	31	504	39	30	* 31
B. D. POFF	0	50	50	10	-	50	* 50
TOTAL							

Q.75 Agree or disagree: Where I work, we do not compromise on quality in order to meet other targets (cost targets, delivery schedules, etc.)
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	24	17	59	8612	24	17	* 59
R. VON DEM HAGEN	27	20	53	477	27	20	* 53
B. D. POFF	10	20	70	10	10	20	* 70
TOTAL							

Q.46 Agree or disagree: We use data and information about our best competition in determining improvements in quality
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	15	46	39	9398	15	46	* 39
R. VON DEM HAGEN	21	44	36	503	21	44	* 36
B. D. POFF	27	45	27	11	27	45	* 27
TOTAL							

Q.77 Agree or disagree: Conrail uses data (not guesswork) to make decisions on quality and/or customer service (we manage by fact!)
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	28	29	43	6229	28	29	* 43
R. VON DEM HAGEN	33	28	39	432	33	28	* 39
B. D. POFF	20	20	60	10	20	20	* 60
TOTAL							

 QUALITY PROCESS CONT.

Q.83 Agree or disagree: Conrail works effectively with its major suppliers to ensure that high quality products and services are received from them
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	35	35	30	5409	35	35	* 30
R. VON DEM HAGEN	36	40	24	330	36	40	24

Q.87 Agree or disagree: In general, Conrail receives high quality products/services from its vendors/external suppliers

1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	35	36	29	6253	35	36	* 29
R. VON DEM HAGEN	39	44	17	350	39	44	17

 EMPHASIS ON CUSTOMER SERVICE

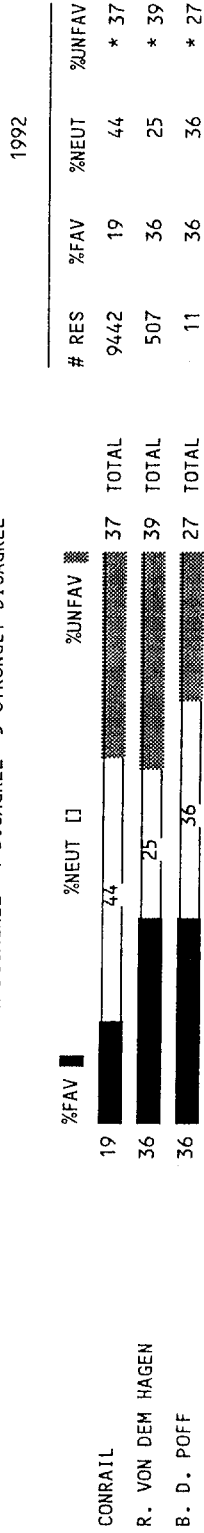
Q.88 Agree or disagree: Conrail does a good job finding out how satisfied customers are with its services
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA

1992

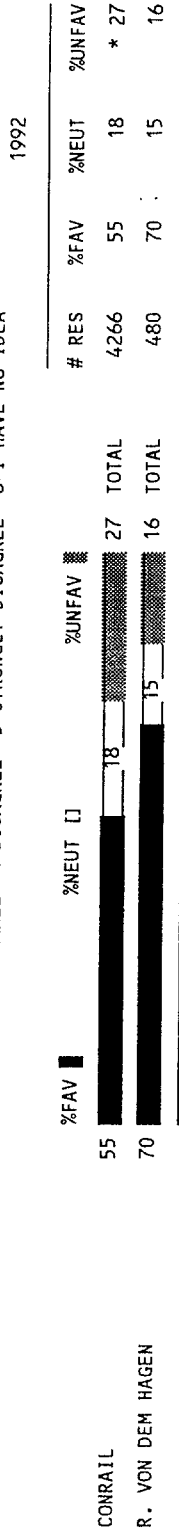
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	25	36	40	4770	25	36	* 40
R. VON DEM HAGEN	33	28	38	424	33	28	* 38

 EMPHASIS ON CUSTOMER SERVICE CONT.

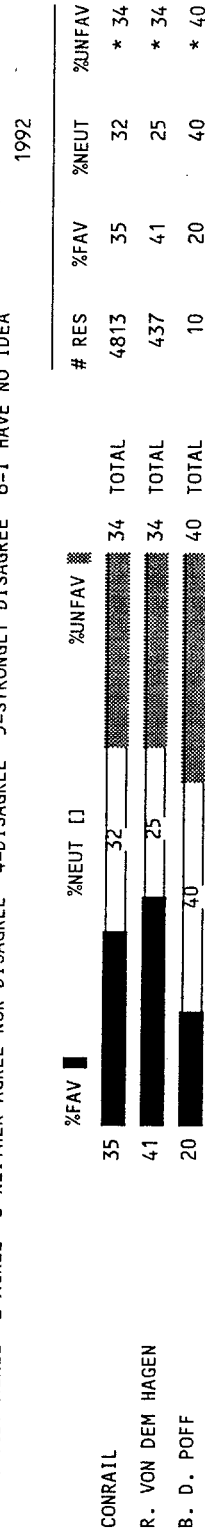
Q.59 Agree or disagree: Conrail seeks feedback from customers and communicates it to employees who are providing the service
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



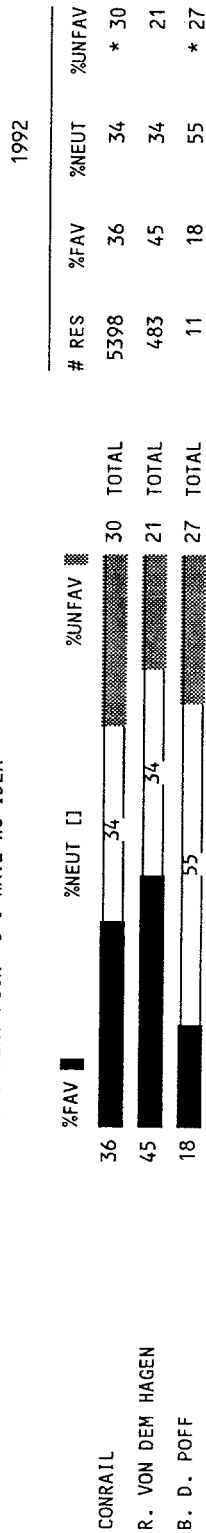
Q.84 Agree or disagree: There is a real emphasis on being responsive to our customers where I work
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA



Q.89 Agree or disagree: If there is a quality problem with our service to customers, there is follow-up to make sure the problem has been corrected
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE 6=I HAVE NO IDEA



Q.35 All in all, how would you rate Conrail on communicating openly and honestly with customers?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA



 EMPHASIS ON CUSTOMER SERVICE CONT.

Q.34 All in all, how would you rate Conrail on employee courtesy to customers?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	65	26	9	6075	65	26	9
R. VON DEM HAGEN	67	27	6	492	67	27	6
B. D. POFF	36	64	0	11	36	64	-

1992

Q.33 All in all, how would you rate Conrail on response time to customer questions and problems?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	30	37	33	4829	30	37	* 33
R. VON DEM HAGEN	37	36	27	467	37	36	* 27
B. D. POFF	0	64	36	11	-	64	* 36

1992

Q.31 All in all, how would you rate Conrail on the condition of equipment (its rail cars) provided to customers?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	41	39	20	6734	41	39	20
R. VON DEM HAGEN	37	44	19	399	37	44	19

1992

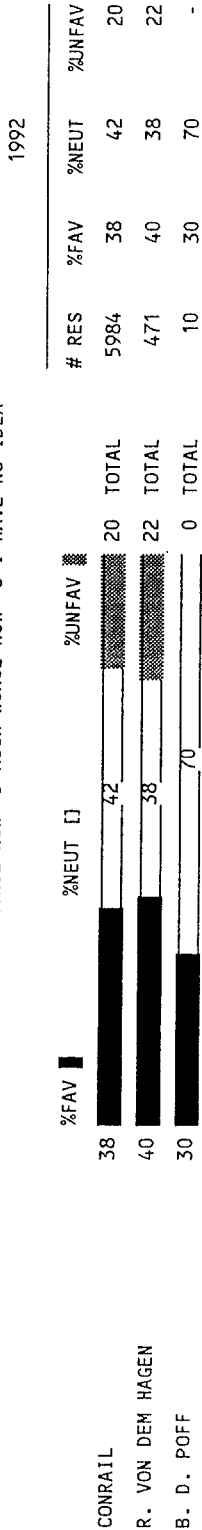
Q.32 All in all, how would you rate Conrail on customer service consistency and reliability?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=I HAVE NO IDEA

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	32	38	29	6326	32	38	* 29
R. VON DEM HAGEN	27	38	35	471	27	38	* 35

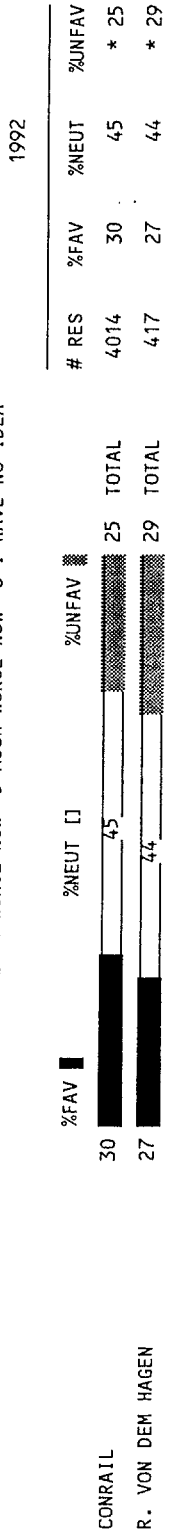
1992

 EMPHASIS ON CUSTOMER SERVICE CONT.

Q.117 Over the last two years or so, to what extent do you feel there has been a change in the overall quality of customer service?
 1=MUCH BETTER NOW 2=BETTER NOW 3=ABOUT THE SAME 4=HORSE NOW 5=MUCH WORSE NOW 6=I HAVE NO IDEA

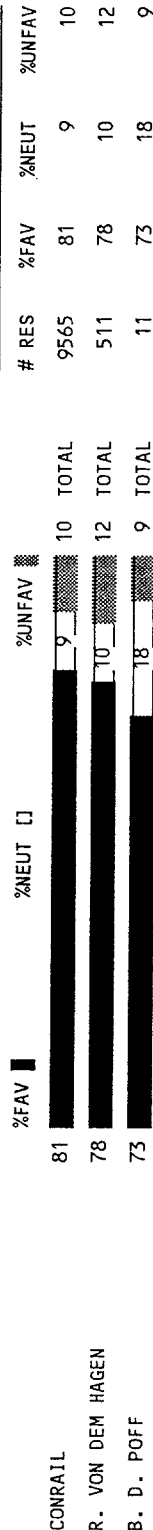


Q.118 Over the last two years or so, to what extent do you feel there has been a change in the number of customer complaints?
 1=MUCH BETTER NOW 2=BETTER NOW 3=ABOUT THE SAME 4=HORSE NOW 5=MUCH WORSE NOW 6=I HAVE NO IDEA

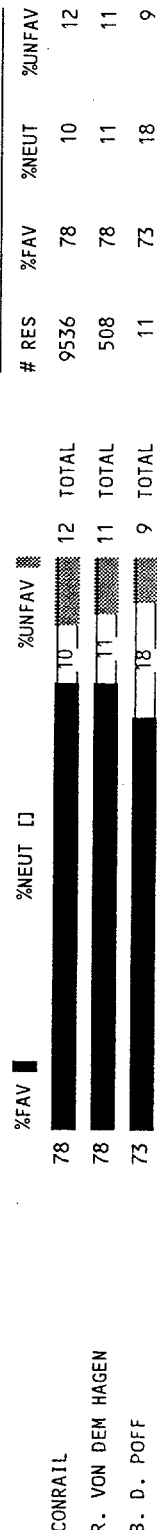


 PERFORMANCE EXPECTATIONS

Q.41 Agree or disagree: Where I work, a high level of performance is expected from employees
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



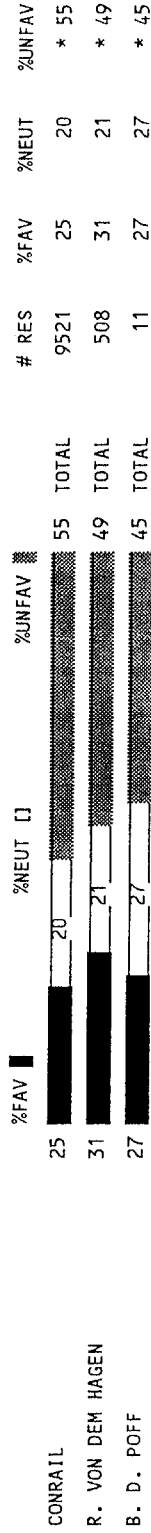
Q.43 Agree or disagree: I have a clear idea of the results expected of me on my job
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



 PERFORMANCE EXPECTATIONS CONT.

Q.44 Agree or disagree: I get useful feedback on my job performance on an ongoing basis
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992



# RES	%FAV	%NEUT	%UNFAV
9521	25	20	* 55
508	31	21	* 49
11	27	27	* 45

Q.64 What is your opinion about the amount of emphasis, where you work, on correcting poor employee performance?
 1=MUCH TOO MUCH 2=TOO MUCH 3=ABOUT THE RIGHT AMOUNT 4=TOO LITTLE 5=MUCH TOO LITTLE

1992

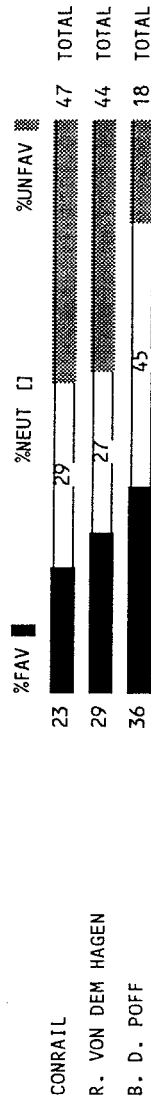


# RES	%T/M	%A/R	%T/L
9424	10	43	* 48
504	5	44	* 51
11	18	64	18

 COMMUNICATIONS

Q.5 How would you rate your satisfaction with your being kept informed about matters that affect you?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992



# RES	%FAV	%NEUT	%UNFAV
9574	23	29	* 47
512	29	27	* 44
11	36	45	18

Q.38 All in all, how would you rate your Division/Department on keeping employees informed about how its doing (its performance, plans, etc.)?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

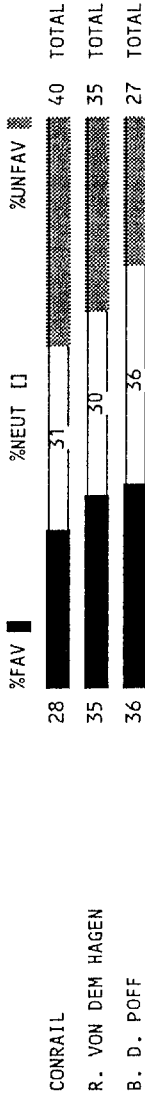


# RES	%FAV	%NEUT	%UNFAV
9359	20	25	* 55
500	25	26	* 48
11	45	36	18

COMMUNICATIONS CONT.

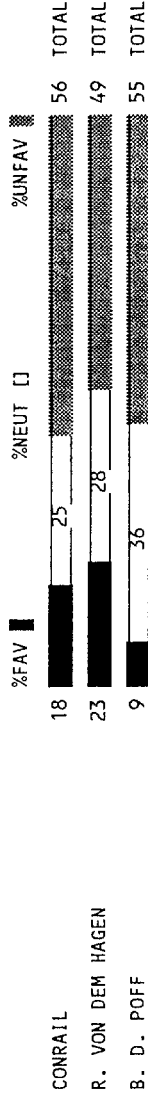
Q.100 How useful is your immediate supervisor in keeping you informed about Conrail?
 1=VERY USEFUL 2=QUITE USEFUL 3=SOMEWHAT USEFUL 4=NOT VERY USEFUL 5=NOT USEFUL AT ALL

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9198	28	31	* 40
R. VON DEM HAGEN	499	35	30	* 35
B. D. POFF	11	36	36	* 27



Q.101 How useful is your immediate supervisor's supervisor in keeping you informed about Conrail?
 1=VERY USEFUL 2=QUITE USEFUL 3=SOMEWHAT USEFUL 4=NOT VERY USEFUL 5=NOT USEFUL AT ALL

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	8564	18	25	* 56
R. VON DEM HAGEN	474	23	28	* 49
B. D. POFF	11	9	36	* 55



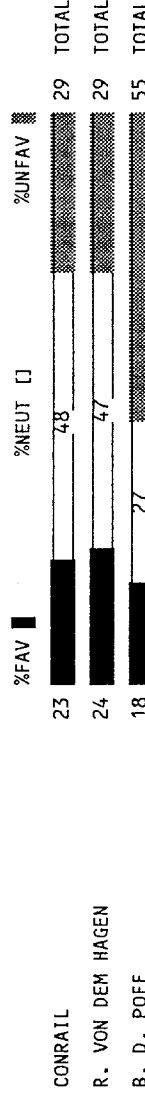
Q.102 How useful is higher management where you work in keeping you informed about Conrail?
 1=VERY USEFUL 2=QUITE USEFUL 3=SOMEWHAT USEFUL 4=NOT VERY USEFUL 5=NOT USEFUL AT ALL

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	8283	14	21	* 65
R. VON DEM HAGEN	453	21	25	* 54
B. D. POFF	10	20	-	* 80



Q.103 How useful is Inside Track Magazine in keeping you informed about Conrail?
 1=VERY USEFUL 2=QUITE USEFUL 3=SOMEWHAT USEFUL 4=NOT VERY USEFUL 5=NOT USEFUL AT ALL

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9237	23	48	* 29
R. VON DEM HAGEN	497	24	47	* 29
B. D. POFF	11	18	27	* 55

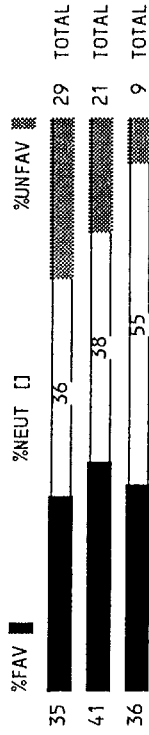


COMMUNICATIONS CONT.

Q.104 How useful are electronic bulletin boards in keeping you informed about Conrail?
 1=VERY USEFUL 2=QUITE USEFUL 3=SOMEWHAT USEFUL 4=NOT VERY USEFUL 5=NOT USEFUL AT ALL

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	6875	35	36	* 29
R. VON DEM HAGEN	481	41	38	21
B. D. POFF	11	36	55	9

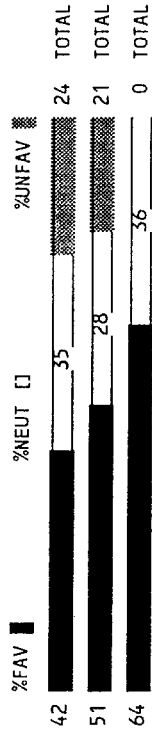
1992



Q.105 When Conrail puts out information, how do you feel about it?
 1=I CAN ALWAYS BELIEVE IT 2=I CAN USUALLY BELIEVE IT 3=I CAN BELIEVE IT ABOUT HALF THE TIME 4=I CAN SELDOM BELIEVE IT 5=I CAN NEVER BELIEVE IT

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9421	42	35	24
R. VON DEM HAGEN	505	51	28	21
B. D. POFF	11	64	36	-

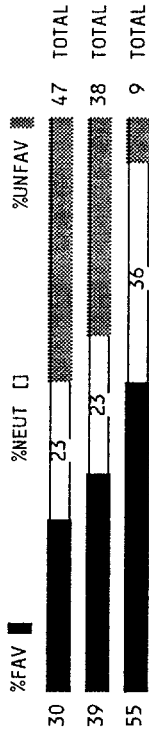
1992



Q.6 How would you rate your satisfaction with the effort by your immediate supervisor to get the ideas and opinions of employees like yourself?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9595	30	23	* 47
R. VON DEM HAGEN	511	39	23	* 38
B. D. POFF	11	55	36	9

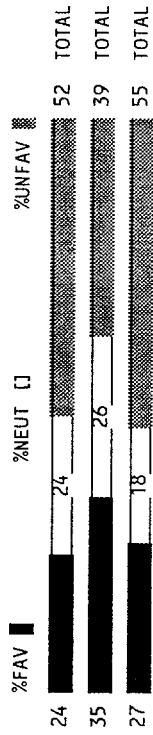
1992



Q.53 Agree or disagree: Higher management where I work encourages employees and supervisors to report both 'good' and 'bad' news up-the-line
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

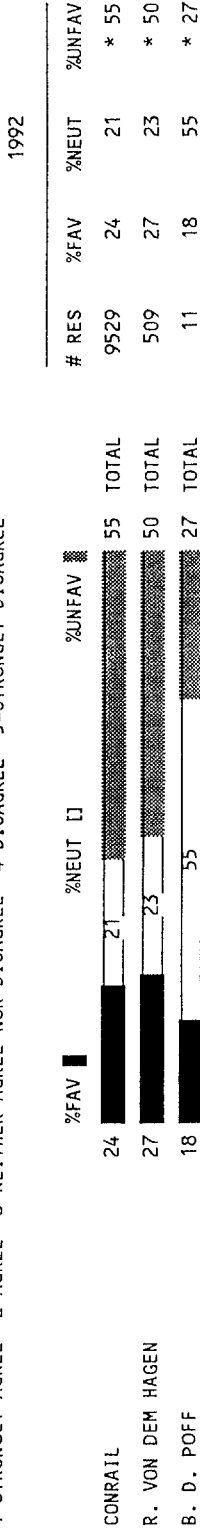
	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	9531	24	24	* 52
R. VON DEM HAGEN	509	35	26	* 39
B. D. POFF	11	27	18	* 55

1992



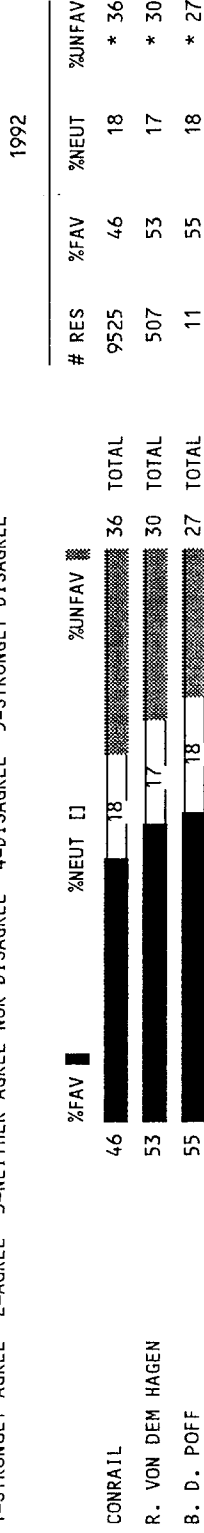
COMMUNICATIONS CONT.

Q.47 Agree or disagree: There is good information flow between my department and departments I depend upon in doing my job
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

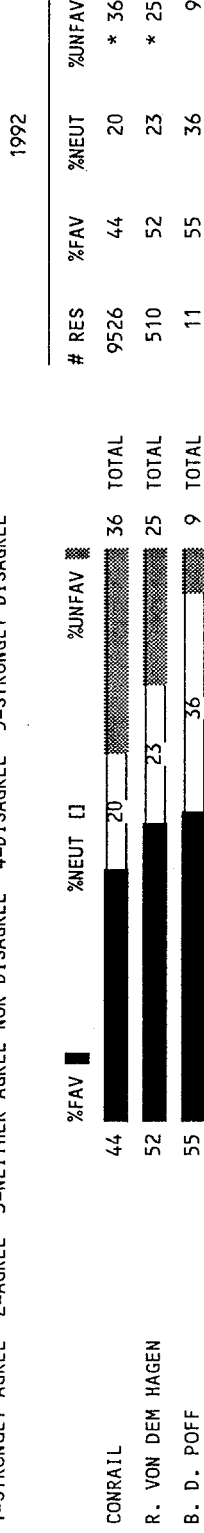


DECISION MAKING AUTHORITY

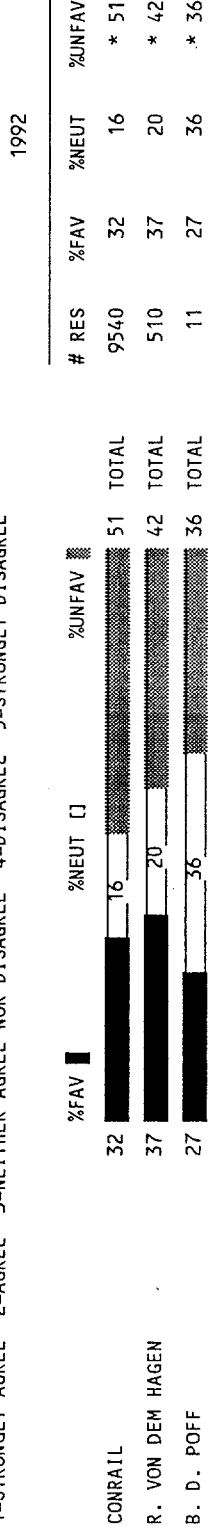
Q.45 Agree or disagree: I have the authority I need to carry out my responsibilities
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



Q.48 Agree or disagree: My immediate supervisor has the authority he/she needs to do a good job
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



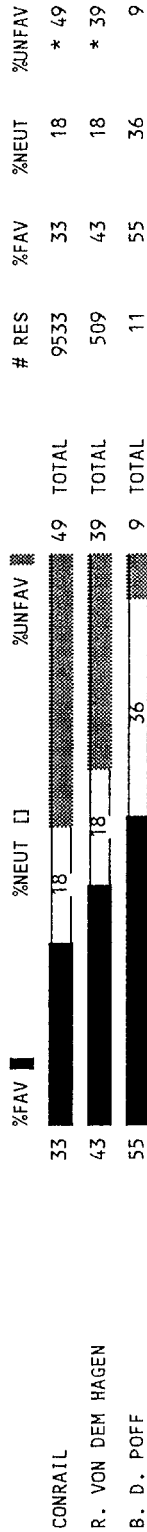
Q.49 Agree or disagree: There is a real effort, where I work, to involve employees in work-related decisions (work improvements, quality, safety, etc.)
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE



 DECISION MAKING AUTHORITY CONT.

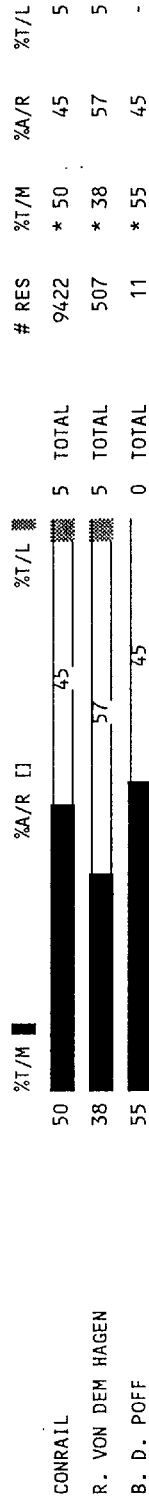
Q.50 Agree or disagree: I am encouraged by my supervisor to come up with new and better ways of doing things
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992



Q.63 What is your opinion about the number of approvals that, on average, is required to get a decision made where you work?
 1=MUCH TOO MUCH 2=TOO MUCH 3=ABOUT THE RIGHT AMOUNT 4=TOO LITTLE 5=MUCH TOO LITTLE

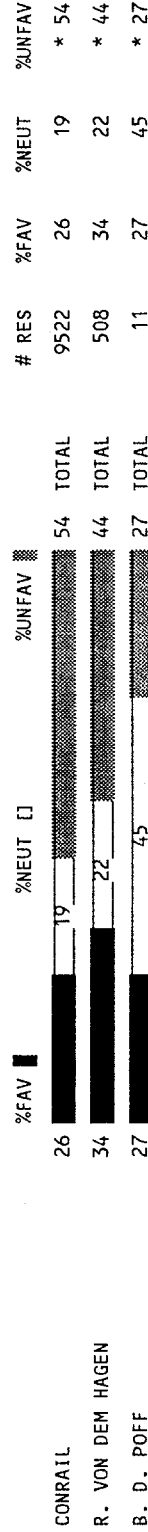
1992



 EFFICIENCY

Q.51 Agree or disagree: Where I work, the work is well organized (good methods and procedures, adequate equipment, etc.)
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992



EFFICIENCY CONT.

Q.52 Agree or disagree: Where I work, there is a great deal of waste and inefficiency (work that needs to be re-done, poor quality work, wasted materials and supplies, etc.)
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%JUNFAV	# RES	%FAV	%NEUT	%JUNFAV
CONRAIL	40	22	38	9523	40	22	* 38
R. VON DEM HAGEN	43	21	35	508	43	21	* 35
B. D. POFF	27	36	36	11	27	36	* 36

COOPERATION

Q.106 How would you rate cooperation/support within your work unit?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%JUNFAV	# RES	%FAV	%NEUT	%JUNFAV
CONRAIL	56	26	19	9514	56	26	19
R. VON DEM HAGEN	64	20	16	505	64	20	16
B. D. POFF	82	9	9	11	82	9	9

Q.107 How would you rate cooperation/support with other parts of your Division/Department?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%JUNFAV	# RES	%FAV	%NEUT	%JUNFAV
CONRAIL	33	41	26	9418	33	41	* 26
R. VON DEM HAGEN	40	35	25	501	40	35	* 25
B. D. POFF	27	64	9	11	27	64	9

Q.108 How would you rate cooperation/support with other Divisions/Departments you deal with in getting your job done?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%JUNFAV	# RES	%FAV	%NEUT	%JUNFAV
CONRAIL	29	43	28	9410	29	43	* 28
R. VON DEM HAGEN	35	38	27	500	35	38	* 27
B. D. POFF	27	45	27	11	27	45	* 27

COOPERATION CONT.

Q.109 How would you rate cooperation/support between Agreement and Non-Agreement employees where you work?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	32	31	37	9392	32	31	* 37
R. VON DEM HAGEN	47	26	26	496	47	26	* 26
B. D. POFF	73	27	0	11	73	27	-

Q.85 Agree or disagree: There is a real emphasis on being responsive to our internal customers (other Departments or Divisions that depend on us) where I work
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	44	21	35	7901	44	21	* 35
R. VON DEM HAGEN	56	19	25	483	56	19	* 25
B. D. POFF	60	20	20	10	60	20	20

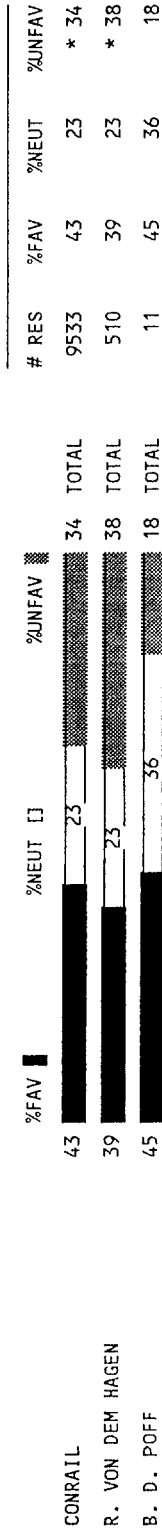
Q.86 Agree or disagree: My Division/Department receives high quality services from other Division/Departments in Conrail on whom we depend
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

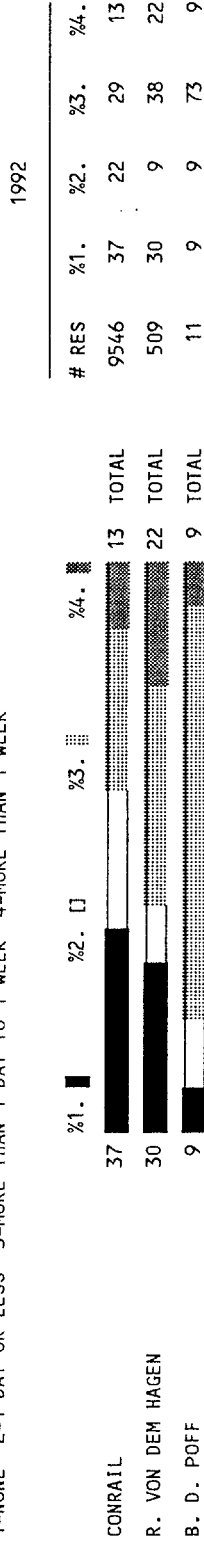
	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	21	31	48	7769	21	31	* 48
R. VON DEM HAGEN	21	32	47	462	21	32	* 47
B. D. POFF	10	40	50	10	10	40	* 50

TRAINING

Q.95 In general, how satisfied are you with the training you have received for your present job? (In answering this question, think of both formal training and 'on-the-job' training.)? 1992
 1=VERY SATISFIED 2=SAISFIED 3=NEITHER SATISFIED NOR DISSATISFIED 4=DISSATISFIED 5=VERY DISSATISFIED

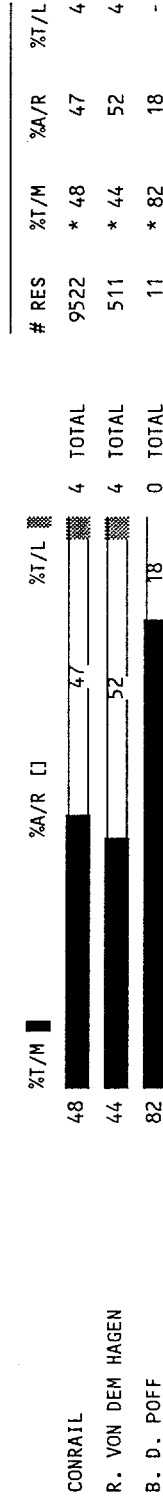


Q.96 About how many days of formal (classroom, seminars, workshops, etc.) training did you receive during the past twelve months?
 1=NONE 2=1 DAY OR LESS 3=MORE THAN 1 DAY TO 1 WEEK 4=MORE THAN 1 WEEK



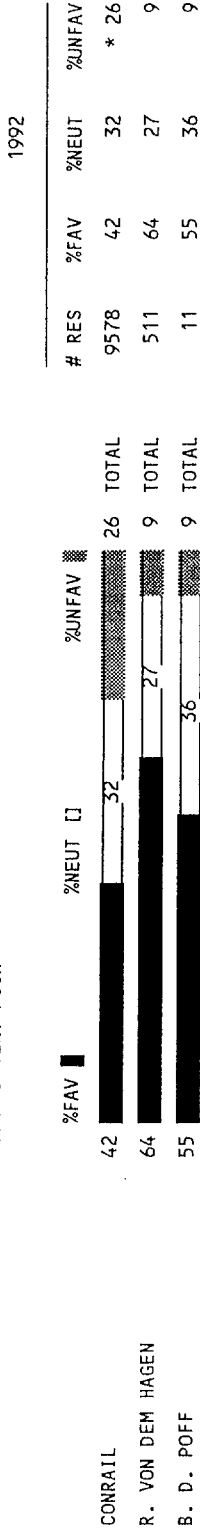
WORKLOAD AND EQUIPMENT

Q.62 What is your opinion about the amount of work you are expected to do?
 1=MUCH TOO MUCH 2=TOO MUCH 3=ABOUT THE RIGHT AMOUNT 4=TOO LITTLE 5=MUCH TOO LITTLE



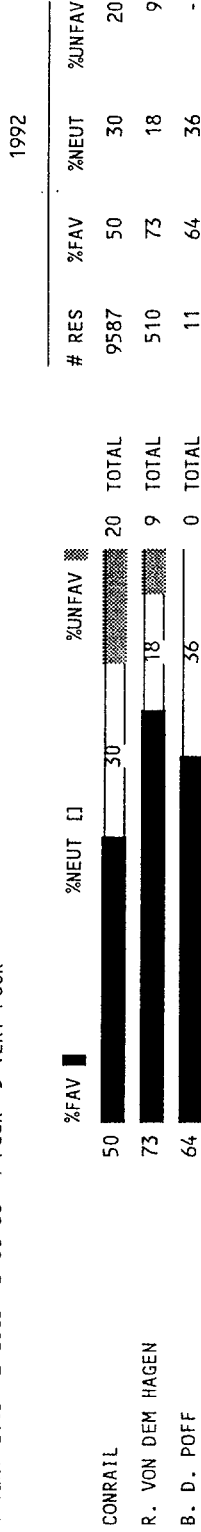
 WORKLOAD AND EQUIPMENT CONT.

Q.3 How would you rate your satisfaction with the adequacy of the equipment, tools and supplies you need to perform your job?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

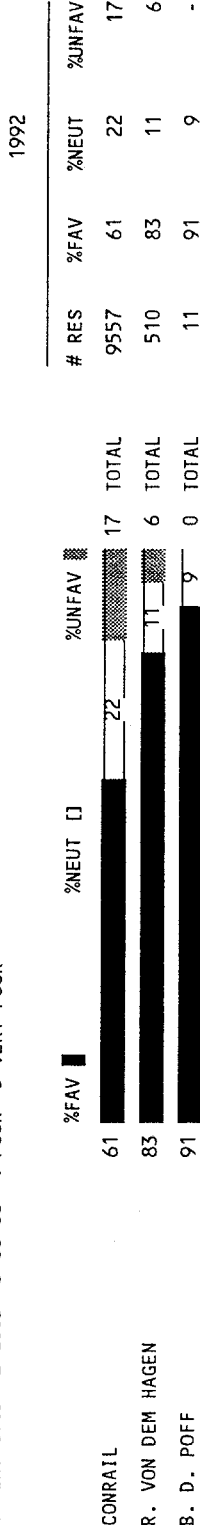


 WORKING CONDITIONS AND SAFETY

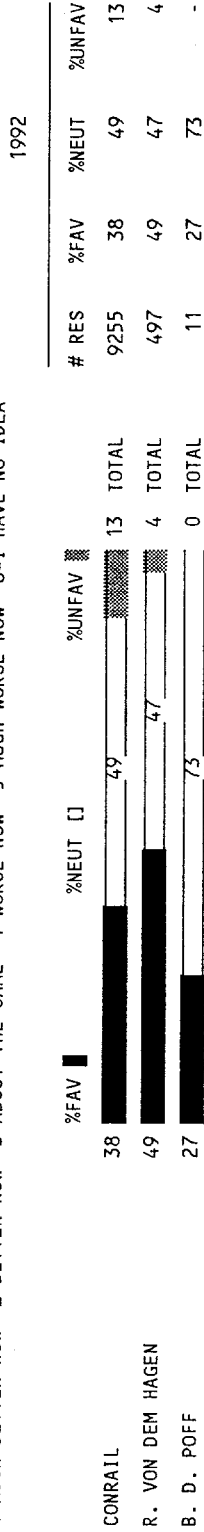
Q.2 How would you rate your satisfaction with your physical working conditions?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR



Q.4 How would you rate your satisfaction with safety where you work?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR



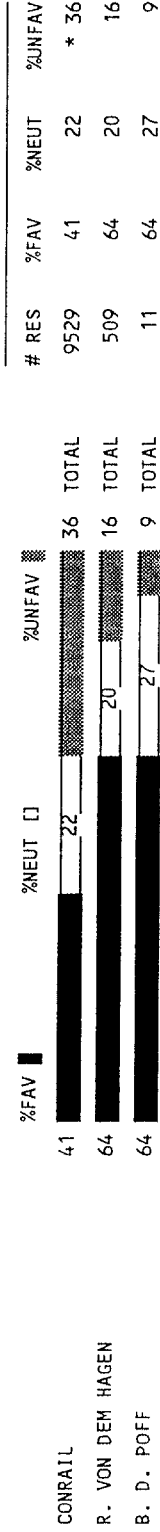
Q.120 Over the last two years or so, to what extent do you feel there has been a change in safety where you work?
 1=MUCH BETTER NOW 2=BETTER NOW 3=ABOUT THE SAME 4=WORSE NOW 5=MUCH WORSE NOW 6=I HAVE NO IDEA



WORKING CONDITIONS AND SAFETY CONT.

Q.54 Agree or disagree: Management responds promptly when safety problems are discovered where I work
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

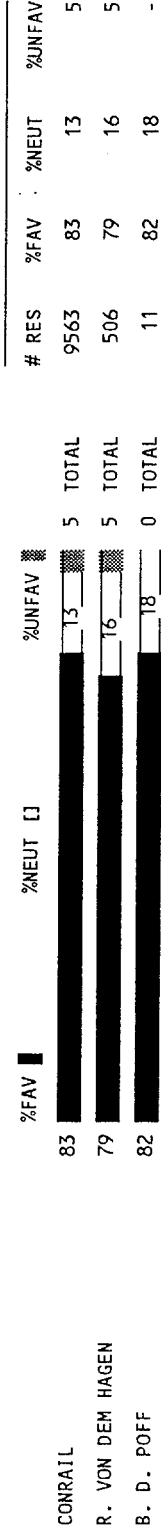
1992



JOB ITSELF

Q.1 How would you rate your satisfaction with your job itself -- the kind of work you do?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992



Q.42 Agree or disagree: My job makes good use of my skills and abilities
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992



RECOGNITION

Q.7 How would you rate your satisfaction with the extent to which you receive recognition from your immediate supervisor when you do a good job?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV	# RES
CONRAIL	29	23	48	9591	29	23	* 48	
R. VON DEM HAGEN	37	24	39	510	37	24	* 39	
B. D. POFF	36	36	27	11	36	36	* 27	

Q.79 Agree or disagree: Conrail appreciates and recognizes employees (either individually or as a team) for high-quality performance
 1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV	# RES
CONRAIL	16	16	69	9229	16	16	* 69	
R. VON DEM HAGEN	26	22	52	495	26	22	* 52	
B. D. POFF	9	45	45	11	9	45	* 45	

ADVANCEMENT

Q.110 How would you rate your satisfaction with your opportunity for advancement in the company?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=NOT INTERESTED IN ADVANCING TO ANOTHER JOB

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV	# RES
CONRAIL	14	22	63	8246	14	22	* 63	
R. VON DEM HAGEN	19	22	60	472	19	22	* 60	
B. D. POFF	9	18	73	11	9	18	* 73	

ADVANCEMENT CONT.

Q.111 Agree or disagree: I am aware of employee development programs provided by (or supported by) Conrail for employees like myself
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	22	23	56	8548	22	23	* 56
R. VON DEM HAGEN	26	23	51	475	26	23	* 51
B. D. POFF	36	9	55	11	36	9	* 55

Q.112 Agree or disagree: I am aware of career opportunities available for employees like myself in Conrail
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	16	20	64	8554	16	20	* 64
R. VON DEM HAGEN	17	26	57	475	17	26	* 57
B. D. POFF	0	18	82	11	-	18	* 82

JOB SECURITY AND EMPLOYEE RELATIONS

Q.9 How would you rate your satisfaction with your job security (confidence in continuing employment)?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	24	23	53	9601	24	23	* 53
R. VON DEM HAGEN	29	18	54	512	29	18	* 54
B. D. POFF	9	9	82	11	9	9	* 82

Q.8 How would you rate your satisfaction with the extent to which your supervisor treats you with respect and dignity, that is, as a responsible adult?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	47	22	31	9606	47	22	* 31
R. VON DEM HAGEN	61	18	22	510	61	18	22
B. D. POFF	91	9	0	11	91	9	-

JOB SECURITY AND EMPLOYEE RELATIONS CONT.

Q.55 Agree or disagree: Employees where I work can get a fair hearing for their complaints
1=STRONGLY AGREE 2=AGREE 3=NEITHER AGREE NOR DISAGREE 4=DISAGREE 5=STRONGLY DISAGREE

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	28	22	50	9546	28	22	* 50
R. VON DEM HAGEN	42	25	33	509	42	25	* 33
B. D. POFF	30	50	20	10	30	50	20

MISCELLANEOUS CORPORATE PROGRAMS

Q.115 How would you rate Conrail's Payroll System (on getting payroll checks to you on a timely basis)?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=NOT FAMILIAR WITH THIS

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	87	8	5	9328	87	8	5
R. VON DEM HAGEN	92	6	2	491	92	6	2
B. D. POFF	73	27	0	11	73	27	-

Q.116 How would you rate (the helpfulness, effectiveness, etc.) the Temporary Wage Continuation Program?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=NOT FAMILIAR WITH THIS

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	50	27	23	4122	50	27	23
R. VON DEM HAGEN	57	26	18	160	57	26	18

Q.113 How would you rate (the helpfulness, effectiveness, etc.) Conrail's 'Health Fairs'?
1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=NOT FAMILIAR WITH THIS

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	40	35	24	4027	40	35	24
R. VON DEM HAGEN	48	35	17	202	48	35	17

MISCELLANEOUS CORPORATE PROGRAMS CONT.

Q.114 How would you rate (the helpfulness, effectiveness, etc.) the education and counseling provided through Conrail regarding Health and Wellness?
 1=VERY GOOD 2=GOOD 3=SO-SO 4=POOR 5=VERY POOR 6=NOT FAMILIAR WITH THIS

1992

	%FAV	%NEUT	%UNFAV	# RES	%FAV	%NEUT	%UNFAV
CONRAIL	28	36	35	4809	28	36	* 35
R. VON DEM HAGEN	37	35	31	243	37	33	* 31