

## 2021 Policies Practices & Merit Survey

Thank you for participating. This survey is targeted at Fortune 1,000 and large multinational companies in the U.S. Results will be provided free of charge to those who participate.

The Survey covers topics including:

- Compensation Philosophy & Pay Practices
- Salary Budget & Forecast
- Short & Long Term Incentives
- Employee Turnover
- College Hire Practices
- Issues of Concern
- Hot Jobs / Critical Workforce Segments

[PDF Version of Survey for Review Purposes](#)

Please call us with any questions at 212.683.7745 or email us at [surveys@empsight.com](mailto:surveys@empsight.com).

Note: if you are looking for Empsight's 2021 Multi-Survey Excel Participation Questionnaire please download it [here](#)

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0%

## Contact & Organization

1. Please enter your contact and organization information below.

First Name

Last Name

Title

Company Name

Email Address

Phone Number

Revenue Category

-- Please Select --



Organization Revenue (in \$Billions)

Industry

-- Please Select --



Company Type

☐

Public

☐

Private

☐

Other

Number of U.S. Employees

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## Compensation Philosophy & Pay Practices

2. What is your company's compensation philosophy relative to the market for base salary and total cash compensation?

|                            | Market<br>Average     | Market<br>Median      | Market<br>65th<br>Percentile | Market<br>75th<br>Percentile | Above<br>Market 75th<br>Percentile | Below<br>Market<br>Median | No<br>Philosophy      |
|----------------------------|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------------|---------------------------|-----------------------|
| Base Salary                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>        | <input type="radio"/>              | <input type="radio"/>     | <input type="radio"/> |
| Total Cash<br>Compensation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/>        | <input type="radio"/>              | <input type="radio"/>     | <input type="radio"/> |

3. Does does your organization subscribe to a single pay philosophy across the company or do you have multiple philosophies/targets? If no, please check all that apply

☐ Yes - Consistent philosophy

☐ No - Differs by employee classification (Executive, Management, Professional, Support)

☐ No - Differs by function

☐ No - Differs by geographic area

☐ No - Differs by Union / Non-Union

☐ No - Differs by Full-time remote / hybrid / office-based

☐ Other

4. How frequently do you audit, evaluate and confirm your target market posture?

☐ Annually    ☐ Biannually    ☐ Ad-hoc    ☐ Other

5. How does your company's base pay practice compare to your stated philosophy or philosophies?

☐ At the desired position    ☐ Above the desired position    ☐ Below the desired position

☐ Varies by target group

6. Salary Structure Design: How many salary structures do you use in your organization?

☐

Number of Salary Structures

☐

Not Applicable - We Don't Use Salary Structures

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7. Since last year, has the number of salary structures changed?

☐

Increased

☐

Decreased

☐

No Change

---

8. Salary Structure Design: Note the primary basis for your salary structures (check all that apply)

☐

Geography

☐

Industry Segment

☐

Business Unit

☐

Job Classification Level (Exec, Prof, Support)

☐

Function

☐

Remote / Non-Remote

☐

Other

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9. Do you set a different pay philosophy for base and total compensation for Remote versus Non-Remote workforce?

☐

Yes

☐

No

☐

Not Applicable

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13%

## 2021 Planned Salary Structure Increase

10. What is your planned salary structure increase for 2021 and planned salary structure increase forecast for 2022, reflected as a percent? (for the salary structure that applies to most of your employees) Note: the cell will accept decimal points. **Enter 0% if no salary structure increase is planned or forecasted.**

2021 Planned Salary Structure Increase %

2022 Planned Salary Structure Increase Forecast %

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19%

## 2021 Salary Increase Budget and 2022 Salary Increase Forecast

11. Does your organization combine promotions and special adjustments budgets (as % of payroll) into a single "other" combined budget?

☐ Yes ☐ No

12. What is your **2021 Salary Increase Budget** for the items below? The cells will accept decimal points. Please report 0% if your organization typically budgets for this element, but no budget is planned for 2022 (leave blank if typically not budgeted). **Note:** Budgets for Promotions and/or Special Adjustments typically range between 0.25% and 2.5%, reflected as a Percent of Total Payroll.

|   | Overall              | Executives           | Management           | Professionals        | Support              | Operations<br>Support /<br>Manual<br>Labor |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Merit (as % of Payroll)   | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |
| Promotions (as % of Payroll) - If Applicable  | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |
| Special Adjustments (as % of Payroll) - If Applicable                                 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |
| Total Increase Budget:<br>Merit + Promo +<br>Special Adjustments<br>(as % of Payroll) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |

13. Please comment on any changes impacting your 2021 Salary Increase Budget

14. What is your **2022 Forecast** for the items below? The cells will accept decimal points. Please report 0% if your organization typically budgets for this element, but no budget is planned for 2022 (leave blank if typically not budgeted). **Note:** Budgets for Promotions and/or Special Adjustments typically range between 0.25% and 2.5%, reflected as a Percent of Total Payroll.

|   | Overall              | Executives           | Management           | Professionals        | Support              | Operations<br>Support /<br>Manual<br>Labor |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Merit (as % of Payroll)   | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |
| Promotions (as % of Payroll) - If Applicable  | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |
| Special Adjustments (as % of Payroll) - If Applicable                                 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |
| Total Increase Budget:<br>Merit + Promo +<br>Special Adjustments<br>(as % of Payroll) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/>                       |

15. Please comment on any changes impacting your 2022 Salary Budget Forecast

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25%

## Short Term Incentives

16. What percent of employees are **eligible** for Short Term Incentives (STI) overall and by level? Also, indicate the percent who **received** an STI in 2021 overall and by level.

STI is defined as the annual short term incentive paid in the current year for prior fiscal year performance (please exclude non performance based bonuses - sign-on, spot, holiday, retention, partial year).

|                                     | STI Eligible %       | STI Received Award % |
|-------------------------------------|----------------------|----------------------|
| Overall                             | <input type="text"/> | <input type="text"/> |
| EVP                                 | <input type="text"/> | <input type="text"/> |
| SVP                                 | <input type="text"/> | <input type="text"/> |
| VP                                  | <input type="text"/> | <input type="text"/> |
| Director                            | <input type="text"/> | <input type="text"/> |
| Manager                             | <input type="text"/> | <input type="text"/> |
| Supervisor                          | <input type="text"/> | <input type="text"/> |
| Lead Professional (7+ yrs)          | <input type="text"/> | <input type="text"/> |
| Senior Professional (5-7 yrs)       | <input type="text"/> | <input type="text"/> |
| Intermediate Professional (3-5 yrs) | <input type="text"/> | <input type="text"/> |
| Entry Professional (0-2 yrs)        | <input type="text"/> | <input type="text"/> |
| Support                             | <input type="text"/> | <input type="text"/> |
| Operations Support / Manual Labor   | <input type="text"/> | <input type="text"/> |

17. As compared to the previous year, were your 2021 payouts for 2020 performance (for average receiving incumbents):

☐ Higher
 ☐ Lower
 ☐ About The Same
 ☐ Did not payout in 2021

☐ Do not have short term incentive program

Please comment on any changes that may have impacted your short term incentive awards for 2021



## Short Term Incentives

18. Please summarize the weighting of short term incentive payouts by individual, company, and business unit performance by level. Percents should add to 100%

Example: 50% individual performance, 25% company performance, 25% business unit performance

|                                     | Individual Performance | Company Performance  | Business Unit Performance |
|-------------------------------------|------------------------|----------------------|---------------------------|
| EVP                                 | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| SVP                                 | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| VP                                  | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Director                            | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Manager                             | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Supervisor                          | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Lead Professional (7+ yrs)          | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Senior Professional (5-7 yrs)       | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Intermediate Professional (3-5 yrs) | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Entry Professional (0-2 yrs)        | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Support / Non-Exempt                | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |
| Operations Support / Manual Labor   | <input type="text"/>   | <input type="text"/> | <input type="text"/>      |

19. Does your annual incentive plan require a performance hurdle to be achieved before any bonuses under the plan formula begin to fund?

☐ No ☐ Yes

20. Does your company have a maximum ceiling on short term incentive payouts?

☐ No ☐ Yes

21. What % of pre-tax earnings is allocated to your annual incentive plan? (please exclude sales incentives)

## Short Term Incentives

Please select the Individual, Operational, and Financial components that make up your Short Term Incentive Plan.

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### 22. Individual Components

- ☐ Individual Performance Rating
- ☐ Achievement of Individual Objectives
- ☐ Other

- ☐ Not applicable
- 

### 23. Financial Components

- ☐ Revenue
- ☐ Earnings Per Share (EPS)
- ☐ Operating Income
- ☐ Earnings before Interest and taxes (EBIT)
- ☐ Earnings before interest, taxes, depreciation and amortization (EBITDA)
- ☐ Net Income
- ☐ Cash Flow
- ☐ Capital Efficiency
- ☐ Total Shareholder Return
- ☐ Economic Value Added (EVA)
- ☐ Return on Capital
- ☐ Other

- ☐ Not Applicable
-

24. Operational Components

- ☐ Brand Health
- ☐ Customer Satisfaction
- ☐ Diversity & Inclusion
- ☐ Employee Engagement
- ☐ Environmental
- ☐ Operational Performance
- ☐ Quality
- ☐ Safety Performance
- ☐ Service
- ☐ Other

- ☐ Not applicable (no operational components)

## Long Term Incentives

25. What types of long term incentives (LTI) does your organization award by level?

|  | Not<br>Eligible<br>for LTI | Stock<br>Options         | Stock<br>Appreciation<br>Rights<br>(SARs) | Restricted<br>Stock      | Restricted<br>Stock<br>Units<br>(RSUs) | Performance<br>Shares    | Long<br>Term<br>Cash     | Employee<br>Stock<br>Ownership<br>Plan<br>(ESOP) | Other -<br>Please<br>describe<br>below |
|--|----------------------------|--------------------------|---|--------------------------|--|--------------------------|--------------------------|--|--|
| EVP  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| SVP  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| VP   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Director                                   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Manager                                    | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Supervisor                                 | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Lead<br>Professional<br>(7+ yrs)           | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Senior<br>Professional<br>(5-7 yrs)        | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Intermediate<br>Professional<br>(3-5 yrs)  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Entry<br>Professional<br>(0-2 yrs)         | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Support /<br>Non-Exempt                    | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |
| Operations<br>Support /<br>Manual<br>Labor | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/>               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                         | <input type="checkbox"/>               |

Comments

## Long Term Incentives

Please select the Individual, Operational, and Financial components that make up your Long Term Incentive Plan.

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### 26. Individual Components

- ☐ Individual Performance Rating
- ☐ Achievement of Individual Objectives
- ☐ Other

- ☐ Not applicable
- 

### 27. Financial Components

- ☐ Revenue
- ☐ Earnings Per Share (EPS)
- ☐ Operating Income
- ☐ Earnings before Interest and taxes (EBIT)
- ☐ Earnings before interest, taxes, depreciation and amortization (EBITDA)
- ☐ Net Income
- ☐ Cash Flow
- ☐ Capital Efficiency
- ☐ Total Shareholder Return
- ☐ Economic Value Added (EVA)
- ☐ Return on Capital
- ☐ Other

- ☐ Not Applicable
-

28. Operational Components

- ☐ Brand Health
- ☐ Customer Satisfaction
- ☐ Diversity & Inclusion
- ☐ Employee Engagement
- ☐ Environmental
- ☐ Operational Performance
- ☐ Quality
- ☐ Safety Performance
- ☐ Service
- ☐ Other

- ☐ Not applicable (no operational components)

## Long Term Incentive Targets

29. What are your **Long Term Incentive Targets for 2021** (as a percent of base salary) **by level?**

|                                     |                      |
|-------------------------------------|----------------------|
| EVP                                 | <input type="text"/> |
| SVP                                 | <input type="text"/> |
| VP                                  | <input type="text"/> |
| Director                            | <input type="text"/> |
| Manager                             | <input type="text"/> |
| Supervisor                          | <input type="text"/> |
| Lead Professional (7+ yrs)          | <input type="text"/> |
| Senior Professional (5-7 yrs)       | <input type="text"/> |
| Intermediate Professional (3-5 yrs) | <input type="text"/> |
| Entry Professional (0-2 yrs)        | <input type="text"/> |
| Support                             | <input type="text"/> |
| Operations Support / Manual Labor   | <input type="text"/> |

30. What actions have you taken in relation to long term awards for 2021? Please also comment, including the impact of COVID-19 on long term awards.

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## Employee Turnover

31. Please complete the table below with your organization's Full Time 2020 annual voluntary and involuntary turnover rates as well as Q1 2021 YTD (Jan-April) voluntary and involuntary turnover rates for the U.S. workforce Overall and by employee category (if possible).

|  | 2020<br>Voluntary<br>Turnover<br>Rate (Annual) | 2020<br>Involuntary<br>Turnover<br>Rate (Annual) | 2020 Total<br>Turnover<br>Rate (Annual) | 2021<br>Voluntary<br>Turnover<br>Rate (YTD) | 2021<br>Involuntary<br>Turnover<br>Rate (YTD) | 2021 Total<br>Turnover<br>Rate (YTD) |
|--|--|--|---|---|---|--------------------------------------|
| Total US Workforce                               | <input type="text"/>                           | <input type="text"/>                             | <input type="text"/>                    | <input type="text"/>                        | <input type="text"/>                          | <input type="text"/>                 |
| Executive  | <input type="text"/>                           | <input type="text"/>                             | <input type="text"/>                    | <input type="text"/>                        | <input type="text"/>                          | <input type="text"/>                 |
| Management                                       | <input type="text"/>                           | <input type="text"/>                             | <input type="text"/>                    | <input type="text"/>                        | <input type="text"/>                          | <input type="text"/>                 |
| Professionals                                    | <input type="text"/>                           | <input type="text"/>                             | <input type="text"/>                    | <input type="text"/>                        | <input type="text"/>                          | <input type="text"/>                 |
| Support (Typically NE)                           | <input type="text"/>                           | <input type="text"/>                             | <input type="text"/>                    | <input type="text"/>                        | <input type="text"/>                          | <input type="text"/>                 |
| Operations Support / Manual Labor (Typically NE) | <input type="text"/>                           | <input type="text"/>                             | <input type="text"/>                    | <input type="text"/>                        | <input type="text"/>                          | <input type="text"/>                 |

### Definitions

**Annual Turnover** - Determined by adding all 12 monthly turnover rates for a year (Jan-Dec). [SHRM How to Determine Turnover Rate](#)

**YTD Turnover Rate** - Determined by adding all monthly turnover rates for this year to date (YTD) (January to April 2021). [SHRM How to Determine Turnover Rate](#)

**Voluntary Termination** - Employee initiates termination

**Involuntary Termination** - Company initiates termination

**Non-Exempt** - NE

32. Have substantial changes been made recently (or are planned) to your severance policies & practices?

☐ Yes - changes made in 2020

☐ Yes - changes planned for 2021

☐ No Changes

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## College Hire Practices

33. How do 2021 college hire salary rates compare to last year?

☐ Higher    ☐ Lower    ☐ About the Same

34. What percentage change (+/-) do you expect in the number of new college hires this year?

35. Please summarize your new college hire compensation practices by degree.

|   | Avg Hire Rate (Base) | Avg Sign-On Bonus    |
|---|----------------------|----------------------|
| Bachelors (Non-Technical Degree)        | <input type="text"/> | <input type="text"/> |
| Bachelors (Technical Degree)            | <input type="text"/> | <input type="text"/> |
| Bachelors (Top Tier School)             | <input type="text"/> | <input type="text"/> |
| Bachelors (Rotational Training Program) | <input type="text"/> | <input type="text"/> |
| MBA                                     | <input type="text"/> | <input type="text"/> |
| MBA (Top Tier School)                   | <input type="text"/> | <input type="text"/> |
| Masters (Non-MBA)                       | <input type="text"/> | <input type="text"/> |
| MBA (Rotational Training Program)       | <input type="text"/> | <input type="text"/> |
| J.D.                                    | <input type="text"/> | <input type="text"/> |
| Ph D.                                   | <input type="text"/> | <input type="text"/> |

## Additional Questions

36. How does your company define an entry level support job (where typical education requirement is High School)?

- ☐ Can be trained to meet expectations of the job in 3 months or less
- ☐ Can be trained to meet expectations of the job in 3 to 6 months
- ☐ Can be trained to meet expectations of the job in 6 months to a year
- ☐ Other. Please comment

---

37. Do you have a rotational program for entry level support workers to help them identify where they would like to work?

- ☐ Yes, and it is a key differentiator for us
- ☐ Yes, but we do not use it
- ☐ No, but we are about to start one
- ☐ No, and we do not plan to start one

---

38. What is the optimal difference in pay between a leader and their team?

- ☐ 0% to 5% in base pay
- ☐ 6% to 10% in base pay
- ☐ 11% to 15% in base pay
- ☐ More than 16% in base pay
- ☐ 0% to 5% in total cash
- ☐ 6% to 10% in total cash
- ☐ 11% to 15% in total cash
- ☐ More than 16% total cash

---

39. How are you dealing with in-role compression, where experienced and/or top performers and new hires are now earning the same amount?

- ☐ Differentiate on short term incentive

- ☐ Focus salary planning dollars on experienced/top performers
- ☐ One-time cash payment
- ☐ Non-monetary recognition
- ☐ We do not have this issue
- ☐ Other solution. Please comment.

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76%

## Issues of Concern

40. Please rank your organization's level of concern on the following topics. Please describe other issues of concern in the comments box below (e.g. telecommuting, work/life balance, dependent care, elder care)

Drag items from the left-hand list into the right-hand list to order them.

Cost of Benefits

Remote Work Challenges

Employee Retention

Employee Training & Development

Recruitment

Diversity / Inclusion

Skills Shortages

Employee Morale / Engagement

Compensation Competitiveness

Employee Safety

Return to Office Planning

Comments

## Hot Jobs / Critical Workforce Segments

41. Which areas are hot jobs or critical workforce segments in your organization? You may select as many areas as you wish and rank order them in order of importance. Please list other areas that are not on this list in the comments box, if applicable.

A **hot job** can be defined as one that is new in the marketplace where the demand for skilled talent currently outstrips the supply of labor. A **critical workforce segment** is defined as jobs or job families in the organization which meet two criteria: 1. They have a disproportionate impact on the value chain of the organization (i.e., they play a key role in creating or delivering value). 2. They are in short supply in the labor market.

Drag items from the left-hand list into the right-hand list to order them.

AI / Machine Learn

Applications Dev

Automation Engr

Brand Management

Customer Exper

Data Engineer

Data Governance

Env Health & Safety

Compliance Analyst

Contact Tracer

Data Scientist

Data Analyst

Diversity & Inclusion

Digital Marketing

Driver / OTR /

Digital Content  
Creator

E-commerce

ERP Analysts

Instructional Design  
/ E-learning

IT Cloud Dev

IT Development

IT / Cyber Security

IT Audit

Legal Operations

Material Handler /  
Picker Packer

Mechanic

Occupational Nurse

RE / Space  
Planning

Research & Dev

Sales

Scrum / Agile

Supply Chain Mgmt

Third Party Logistics

UI/UX Designers

Web Development

Warehouse / DC  
Mgmt

Comments

## Confirm Submission

This is the last page of the Survey. Please press Submit below to complete your survey.

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94%