

APPENDIX 1: PILOT STUDY INFORMATION

SURVEY A COVER LETTER

Dear John R. Stafford:

I am requesting your assistance in completing a research project examining how organizations are structured to promote ethics and corporate social responsibility. This survey is part of my doctoral dissertation research at Virginia Tech conducted under the guidance of Dr. Larry N. Killough - KPMG Peat Marwick Professor of Accounting, Dr. Richard E. Wokutch - Pamplin Professor of Management, and Dr. Carroll U. Stephens - Assistant Professor of Management. I would greatly appreciate your filling out the one-page survey enclosed (the blue sheet) and returning it to me.

All individual answers will be kept completely confidential. Reported results will include only a summary of the data, so there is no way your answers can be connected directly to you or your firm. This study has received the approval of the Human Subjects Committee, Institutional Review Board, of the Research and Graduate Studies Division at Virginia Tech.

The survey will take approximately 5 minutes to complete. When done, please fold the survey and mail it back to me in the stamped envelope provided.

If you would be willing to complete a somewhat longer version of this survey (that would take approximately 20 minutes to complete), please indicate so on the blue sheet. If you would like me to mail the second part of this survey directly to another person in your firm, please indicate his or her name, title, and address on the blue sheet.

By participating in this one-page survey, you can vote for the charity you wish to receive a \$100 donation. I have listed several charitable organizations on the blue sheet, and the one with the most votes as of March 16, 1998, will receive the donation.

Your participation in this study would be very much appreciated! If you would like an executive report on the results of the study, please indicate so on the blue sheet. Please complete and return the survey as soon as possible and no later than November 15, 1997.

Thank you in advance for taking the time to complete the survey. If you indicated that you would be willing to complete a slightly longer version, thank you ahead of time for your help. If you have any questions or comments, please do not hesitate to contact me at (540) 231-4075 voice, (540) 231-3076 fax, or vgerde@vt.edu email.

Sincerely,

Virginia W. Gerde

SURVEY A

As mentioned, your answers will be kept confidential.

Please check the answer that best describes your firm.

1. Do you have a corporate credo, ethics code, or code of conduct that addresses ethical or social responsibility of the organization to multiple constituencies (i.e., groups such as consumers, suppliers, employees, the community, and/or the environment)?
☐ YES ☐ NO
2. Do you have an ethics-compliance audit?
☐ YES ☐ NO
3. Do you have a position responsible for scanning the corporate social environment for social trends or social issues? ☐ YES ☐ NO
4. Do you have an ethics hotline?
☐ YES ☐ NO
5. Do you have an ethics or social responsibility department?
☐ YES ☐ NO
6. Do you have a management committee for ethics or for social responsibility concerns?
☐ YES ☐ NO
7. Do you have an officer for ethics or social responsibility?
☐ YES ☐ NO
8. Are your compensation, evaluation, and incentive plans based upon extra-economic (e.g., environmental performance, waste reduction, customer satisfaction ratings, etc.) as well as economic goals?
☐ YES ☐ NO
9. Do you have ethics training programs or training modules integrated into other training programs?
☐ YES ☐ NO

Would you be willing to complete a longer version of this survey? YES _____ NO _____

If so, to whom should it be addressed? (or attach business card here) _____

Would you like to receive an executive report of the survey results? YES _____ NO _____

By participating in this one-page survey, you can vote for the charity you wish to receive a \$100 donation. Please indicate your choice (pick one). The one with the most votes as of March 16, 1998, will receive the donation.

_____ International Red Cross	_____ National Endowment for the Arts
_____ Humane Society of America	_____ American Cancer Society
_____ Habitat for Humanity	_____ Sierra Club
_____ The Nature Conservancy	_____ Doctors Without Borders

Name, position, and address for the person filling out this survey: (or attach your business card)

THANK YOU! I appreciate the time you took to fill out this survey. To return it to me, please use the stamped envelope provided. No postage is required. If you have any questions, I would be happy to hear from you. Again, thank you for filling out the survey.

SURVEY B COVER LETTER

December 23, 1997

James E. Bostic, Jr.
Senior Vice President
Georgia Pacific Corporation
133 Peachtree Street NE
Atlanta, GA 30303

Dear Sir:

Thank you for agreeing to complete this survey on organization structure and corporate social performance. This survey is part of my doctoral dissertation research at Virginia Tech. I came to study management and business ethics at Virginia Tech by way of Princeton University and University of Virginia. Although my degrees and work experience are in environmental engineering, I became interested in how organizations can be designed to be efficient and effective. I would greatly appreciate your filling out the survey enclosed and returning it to me as soon as possible and no later than January 19, 1998.

All individual answers will be kept completely confidential. Reported results will include only a summary of the data, so there is no way your answers can be connected directly to you or your firm. This study has received the approval of the Human Subjects Committee, Institutional Review Board, Research and Graduate Studies Division at Virginia Tech.

The survey will take approximately 15 minutes to complete. When you are done, please send the survey back to me in the enclosed manila envelope.

By participating in this survey, you can vote for the charity you wish to receive a \$100.00 donation. I have listed several charitable organizations on the cover sheet of the survey, and the one with the most votes as of March 16, 1998, will receive the donation. If you would like an executive report on the results of the study, please indicate so on the cover sheet.

Your participation in this study is very much appreciated! Thank you in advance for taking the time to complete the survey. If you have any questions or comments, please do not hesitate to contact me [phone: (540) 231-4075; fax: (540) 231-3076; or email vgerde@vt.edu].

Sincerely,

Virginia W. Gerde

SURVEY B

CORPORATE MISSION

1. Please describe or, if possible, attach a copy of your firm's corporate credo, mission, or vision statement. If you attach a copy, please use tape to affix it to this page as the U.S. Post Office will not accept stapled items.

2. Is the credo, mission, or vision statement communicated to the members of your firm the following ways (check all that apply):

- a. Through informal CEO communications such as speeches, videos, interviews, or conversation? ☐ YES ☐ NO
- b. In general firm publications such as company magazines, newsletters, or annual reports? ☐ YES ☐ NO
- c. In specialized publications such as values booklets or posters? ☐ YES ☐ NO
- d. In training programs such as new employee orientation, professional development classes, annual meetings, or other programs? ☐ YES ☐ NO
- e. Reliance on informal, corporate culture? ☐ YES ☐ NO

CORPORATE POLICIES AND COMPENSATION

3. Does your firm conduct an ethics-compliance audit? ☐ YES ☐ NO
4. Does your firm have an organization-wide, formal (not informal) open-door policy for employees to speak with managers? ☐ YES ☐ NO
5. Is there an ethics hotline within your firm for employees to ask questions or to report possible ethics violations? ☐ YES ☐ NO
6. Are managers' compensation, evaluation, and incentives based upon extra-economic goals (such as customer satisfaction, employee evaluations, or public relations) as well as economic goals? ☐ YES ☐ NO
7. Are any of the following groups, or their interests, integrated into the strategic planning process? If so, please explain how.
- | | YES | NO | HOW? |
|---------------------|--------------------------|--------------------------|-------|
| a. Customers? | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| b. Suppliers? | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| c. Employees? | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| d. The Community? | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| e. The Environment? | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| f. The Government? | <input type="checkbox"/> | <input type="checkbox"/> | _____ |
8. Does your firm have a hotline or other form of confidential communication (such as an ombudsperson) for employees or others to use to report **environmental** problems or concerns to the company? ☐ YES ☐ NO

THE BOARD OF DIRECTORS

9. Is there a board committee, or an appointed board member, to represent the concerns of the following:

- | | |
|--|--|
| a. Product quality or customer issues or concerns? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| b. Supplier concerns or issues? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| c. Employee concerns or issues? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| d. The natural environment or environmental issues? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| e. Public interest or public responsibility? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| f. The community or communities in which your firm operates? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| g. Minority issues or concerns? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| h. Issues or concerns involving women? | <input type="checkbox"/> YES <input type="checkbox"/> NO |

10. Is there a committee or a member of the Board of Directors responsible for scanning the environment for social trends or social issues? ☐ YES ☐ NO

11. Is there an outside member of the board from any of the following groups:

- | | |
|--|--|
| a. A trade group or trade association? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| b. A consumer group? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| c. An employee public interest group or labor union? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| d. An environmental group? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| e. A public-interest group? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| f. The community or communities in which your firm operates? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| g. A non-profit, minority-issues group? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| h. A non-profit, women's-issues group? | <input type="checkbox"/> YES <input type="checkbox"/> NO |

CORPORATE CODE OF CONDUCT

12. Please describe or, if possible, attach a copy of your firm's code of ethics or code of conduct. If you attach a copy, please use tape to affix it to this page as the U.S. Post Office will not accept stapled items.

13. Is the ethical code or code of conduct communicated to your firm in the following ways:

- a. Through informal CEO communications such as speeches, videos, interviews, or conversation? ☐ YES ☐ NO
- b. In general firm publications such as company magazines, newsletters, or annual reports? ☐ YES ☐ NO
- c. Published in specialized publications such as values booklets or posters? ☐ YES ☐ NO
- d. In training programs such as new employee orientation, professional development classes, annual meetings, or other programs? ☐ YES ☐ NO
- e. Reliance on informal, corporate culture? ☐ YES ☐ NO

CORPORATE STRUCTURE AND STRATEGIC PLANNING

14. Is there a department, functional area, or position for ...

a. Ethics or social responsibility within your firm? ☐ YES ☐ NO

b. Environmental issues or environmental management? ☐ YES ☐ NO

15. Is there a member of top management responsible for ...

a. Ethics or social responsibility? ☐ YES ☐ NO

If so, to whom does this person report? _____

b. Environmental management? ☐ YES ☐ NO

If so, to whom does this person report? _____

16. Is there a management committee for ...

a. Ethics and/or social responsibility? ☐ YES ☐ NO

1. If so, are non-management employees on the committee? ☐ YES ☐ NO

2. Are people from outside the firm on the committee? ☐ YES ☐ NO

b. Environmental management? ☐ YES ☐ NO

1. If so, are non-management employees on the committee? ☐ YES ☐ NO

2. Are people from outside the firm on the committee? ☐ YES ☐ NO

17. Is there a position or department (e.g., strategic planning) within your firm responsible for scanning the corporate social environment for social trends or social issues?

☐ YES ☐ NO

ENVIRONMENTAL POLICIES AND COMPENSATION

18. Does your firm conduct an environmental audit? ☐ YES ☐ NO
19. Are managers' compensation, evaluation, and incentives based upon environmental performance or environmental goals well as economic goals? ☐ YES ☐ NO
20. Is there an employee compensation program for innovative ideas on environmental issues -- for example, energy-saving ideas, or ideas to minimize production of hazardous waste? ☐ YES ☐ NO
21. Are there incentives for teams or departments to improve their environmental performance record, such as reducing toxic emissions or minimizing waste? ☐ YES ☐ NO
22. Is a corporate value of environmental responsibility or the adopted environmental principles communicated to your firm the following ways:
- a. Through informal CEO communications such as speeches, videos, conversation, or interviews? ☐ YES ☐ NO
 - b. In general firm publications such as company magazines, newsletters, or annual reports? ☐ YES ☐ NO
 - c. In specialized publications for environmental issues such as environmental awareness booklets, newsletters, posters, or an environmental annual report? ☐ YES ☐ NO
 - d. In training programs such as new employee orientation, professional development classes, annual meetings, or other programs? ☐ YES ☐ NO
 - e. Reliance on informal, corporate culture? ☐ YES ☐ NO

ENVIRONMENTAL PROGRAMS AND PARTNERSHIPS

23. Does a member of top management participate on the boards of any environmental interest groups? ☐ YES ☐ NO
24. Does your firm encourage employee participation in any environmental interest groups or projects? ☐ YES ☐ NO
25. Does your firm provide employees paid time off or leave-time for participation in any environmental groups or projects? ☐ YES ☐ NO
26. Does your firm make other charitable contributions to environmental projects or groups? ☐ YES ☐ NO
27. Does your firm have other programs to promote positive impacts on the environment, to promote sustainable development, or to improve its environmental performance (e.g., company program, policies, or initiatives on sustainable development, waste minimization and elimination of toxic chemicals)? ☐ YES ☐ NO

If so, please specify the program. If you would be willing to discuss the structure of the program, please provide a name and phone number of a point of contact. Information about the program will be used for research purposes only.

COMMUNICATIONS

28. How are the following corporate values communicated to the members of your firm:

(Please check the box if the answer is yes. Leave blank if it is no.)

	Informal CEO communications such as speeches, videos, interviews or conversations	General firm publications such as company magazines, newsletters, or annual reports	Specialized publications such as values booklets or posters	Training programs such as new employee orientation, professional development classes, annual meetings, or other programs	Reliance on corporate culture
Corporate Credo, Mission or Vision Statement?	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES
Ethical Code or Code of Conduct?	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES
Environmental Management or Environmental Responsibility?	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES	<input type="checkbox"/> YES