

Maslach Burnout Toolkit™

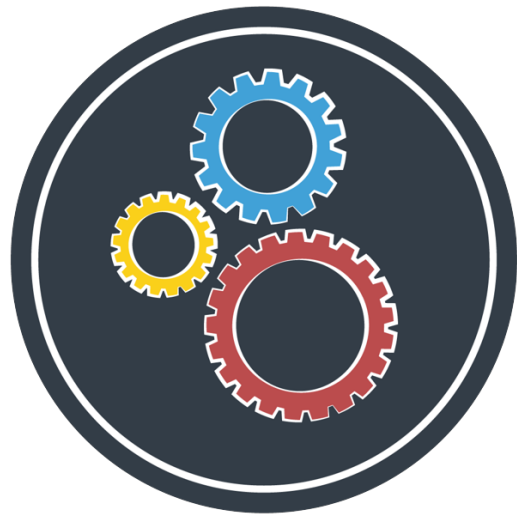
for General Use

Individual Report

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MBI



AWS

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Test

You completed your evaluation at 11:28 am EDT on March 27, 2023.

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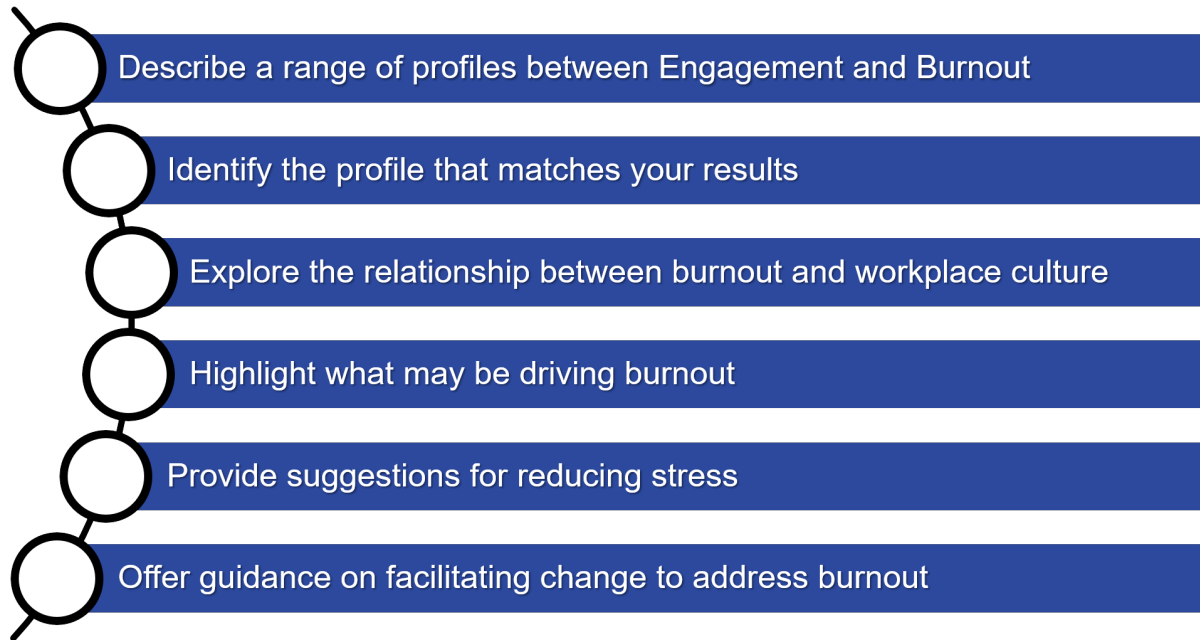
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1. Introduction

This report uses your results from the Maslach Burnout Toolkit for General Use (MBI + Areas of Worklife Survey) to assess burnout within the worklife context. The MBI scales assess how frequently you feel Exhaustion, Cynicism, and Professional Efficacy. The AWS scales assess the degree of fit or the degree of mismatch you feel with key aspects of your organization: Workload, Control, Reward, Community, Fairness, and Values. A mismatch can contribute to burnout.

This report can help....



Please note that the report is an aid for interpretation of your assessment results, but it is not a diagnostic tool.

2. Why is Burnout Important?

Burnout is more than feeling blue. It is a chronic state of being out of sync at work and it can be a significant problem in your life.

Burnout is lost energy. You feel constantly overwhelmed, stressed, and exhausted. The demands of the job feel far greater than you are able to give. The **Exhaustion** scale measures a depletion of emotional energy, distinct from physical exhaustion or mental fatigue. Exhaustion is a clear signal of distress in emotionally demanding work. An example item from this scale is "I feel emotionally drained from my work."

Burnout is lost enthusiasm. Passion for the job has faded, the job "rubs you the wrong way," and it feels like a burden or a chore. Rather than doing your best, you may put in the bare minimum. The **Cynicism** scale measures your emotional, social, and cognitive connection with your job, coworkers, and clientele. An example item from this scale is "I doubt the significance of my work."

Burnout is lost confidence. Without energy and active involvement in your work, it is hard to keep motivated. The less effective you feel, the more you will have nagging doubts about self-worth and professional efficacy. The **Professional Efficacy** scale measures feelings of competence and achievement in your work. An example item from this scale is "In my opinion, I am good at my job."

Burnout has many consequences for you including physical illness, increased feelings of hopelessness, irritability, impatience, and poor interpersonal relationships with family and coworkers. In severe cases, burnout can negatively impact executive functioning, attention and memory.

3. Your Profile

Your profile matches the Overextended profile.

For those with the Overextended profile, workload is the big issue. For example, employees who are dedicated to work from which they derive a strong sense of professional efficacy may yet become emotionally exhausted through overwork or inadequate rest. Data suggests that people with the Overextended profile may be more responsive to workload-oriented interventions and measures to help develop resilience.

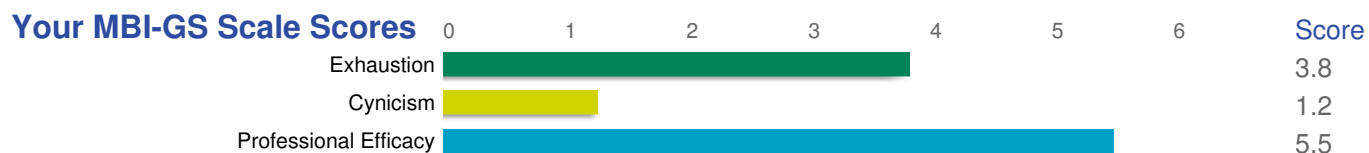
Learn more about the continuum between work engagement and burnout, and the range of possible profiles, in Appendix A.

4. Your MBI Results

Your MBI Scale Scores

Your average frequency scores for the MBI-GS scales are shown below.

0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day



Note: Higher Exhaustion and Cynicism contribute to burnout, while higher Professional Efficacy reduces burnout.

Your MBI Percentile Scores Compared to General Population Norms

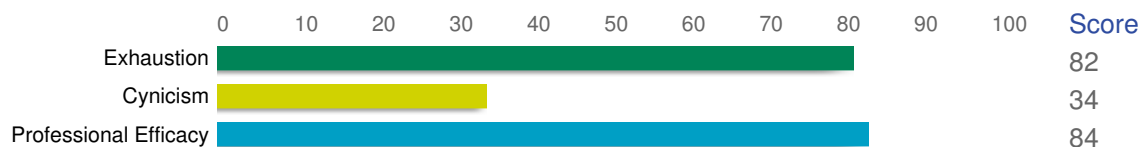
Your percentile scores for the three MBI-GS scales compared to a general population of 19,000+ people across diverse occupations are shown below.

Percentile means that this percentage of people rated themselves as having less frequency of that scale topic. For example, scoring in the 95th percentile on Exhaustion means that 95% of people felt Exhaustion less frequently than you did. Higher Exhaustion and Cynicism contribute to burnout, while higher Professional Efficacy reduces burnout.

You should take action to reduce burnout if:

- Your Exhaustion percentile score is 90 or above, or
- Your Cynicism percentile score is 90 or above, or
- Your Professional Efficacy score is 10 or lower.

Your MBI-GS Percentile Scores



5. Why Is the Work Environment Important?

Imagine a work environment that is efficient, stable, and reliable: where people treat each other with respect, frontline staff and managers solve problems rapidly, all stakeholders are aligned around the organization's goals and striving to achieve optimal quality, cost, and service, and where employees are engaged in all aspects of work redesign and continuous improvement.

Employees want to succeed and to help achieve the organization's goals. But workplace obstructions often hinder one's best efforts. And when the employee's actions contradict their core purpose, these repeated "tiny betrayals of purpose" can lead to burnout, notes Richard Gunderman, M.D., Ph.D.

Mark Linzer, M.D., finds that when the organization trying to address employee burnout gives people control of their work environment, and gives them support, then balance can be restored. It's not easy, but it can be done. Linzer's team identified workflow redesign as a key intervention for reducing burnout.

When employees take a leadership role in work process redesign, they see improvement as part of their job and they believe the improvement effort can succeed. Through this effort, employees analyze their work and use a scientific process to identify and fix workplace problems. With this deeper understanding, employees are in an empowered position to improve processes and outcomes. Best practice: have a dedicated regular time to talk about process improvements.

6. What Drives Burnout in the Work Environment?

We look at six key areas of your worklife to assess the degree of fit between you and the organization. A lack of fit, or mismatch, between you and the organization can lead to burnout.

Six Areas of Worklife

Workload: The amount of work to be done in a given time. A manageable workload provides the opportunity to do what you enjoy, to pursue career objectives, and to develop professionally. A crisis in workload is not just stretching to meet a new challenge, but going beyond human limits. An example item: “I do not have time to do the work that must be done.”

Control: The opportunity to make choices and decisions, to solve problems, and to fulfill job responsibilities. A good match has correspondence between control and accountability. A mismatch occurs when you lack sufficient control to fulfill your responsibilities. An example item: “I have control over how I do my work.”

Reward: Financial and social recognition for contributions on the job. A meaningful reward system acknowledges your contributions to work and provides clear indications of what the organization values. People experience a lack of recognition as devaluing their work and themselves. An example item: “I receive recognition from others for my work.”

Community: The quality of an organization’s social environment. People thrive in communities characterized by support, collaboration, and positive feelings. Mismatches occur when you don’t have a positive connection with others at work. An example item: “Members of my work group communicate openly.”

Fairness: The extent to which the organization has consistent and equitable rules for everyone, and that resources are allocated according to generally understood and consistent procedures. Fairness communicates respect for the organization’s members. A lack of fairness indicates confusion in an organization’s values and in its relationships with people. An example item: “Resources are allocated fairly here.”

Values: Values are what is important to you and to the organization. When personal and organizational values are congruent, successes are shared. Mismatches occur when differences exist between your values and the organization’s values, or if the organization does not practice its stated values. An example item: “My values and the organization’s values are alike.”

7. Your Worklife Profile

Mismatch: your scores in these areas are in the bottom 25th percentile compared to the general reference norm. You have a mismatch with these aspects of the organization. Focus attention first on these areas to address burnout.

Community: You may identify this organizational environment with conflict, some level of hostility, or one-upmanship. Negative community environments are susceptible to bullying, abuse, or intimidation, or they may be lonely places of isolation and closed cliques.

Average fit: your scores in these areas are in the average range compared to the general population norm. The overall scores are acceptable, reflecting an average degree of fit with the organization. However, you may still wish to address specific areas of mismatch to prevent or mitigate burnout and to achieve long-term worklife improvements.

Workload

Reward

Good fit: your scores in these areas are in the top 25th percentile compared to the general reference norm. You have a pretty good fit with these aspects of the organization.

Control: You feel you have sufficient autonomy and authority to shape your worklife. You determine how you do your work and influence other areas of worklife — workload, rewards, etc. — to be consistent with your hopes and expectations.

Fairness: You feel there are transparent decision-making processes that give everyone honest consideration for benefits or promotions. The organization is actively committed to appreciating diversity among the staff and encouraging a culture of respect.

Values: You feel a significant congruence between you and your organization. You are confident that you and the organization share key values. To some extent, when you are contributing to the organization's mission, you are also furthering issues that are personally important.

8. Your AWS Results

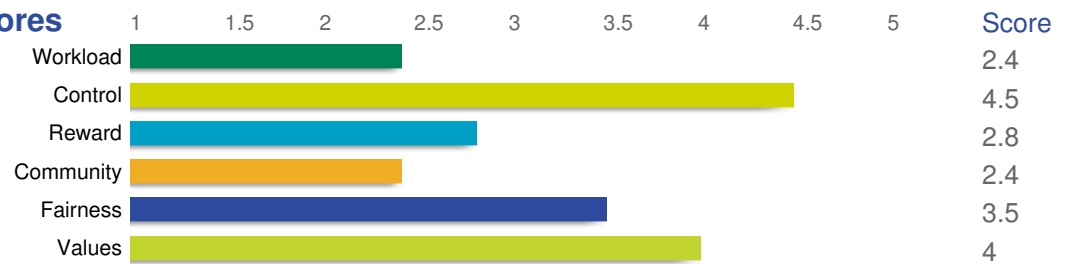
Your AWS Scale Scores

Your average scores for the AWS scales are shown below.

1	2	3	4	5
Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree

If a score is 2 or less ("Disagree"), this indicates a mismatch between you and the organization, and this is an area that needs attention.

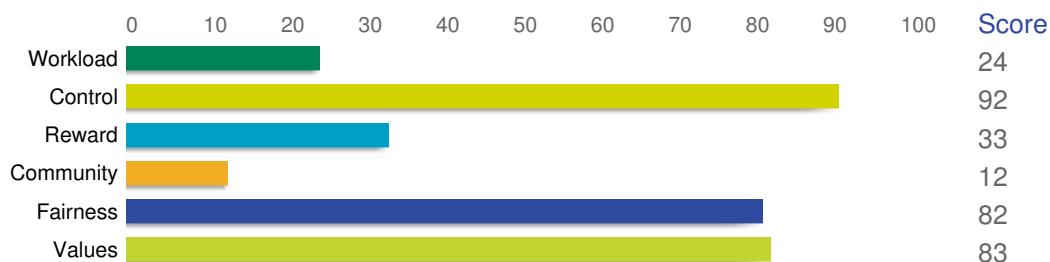
Your AWS Scale Scores



Your AWS Percentile Scores Compared to General Population Norms

Your percentile scores for the AWS scales compared to a general population of 22,000+ people across a diverse set of occupations are shown below. Percentile means that this percentage of people has less fit/agreement with the organization on that topic. For example, a 92 percentile Workload score would mean that your degree of fit/agreement with the organizational Workload is better than 92% of people surveyed. The percentiles apply to the other scales in the same way.

Your AWS Percentile Scores



9. Recommendations

We have two overarching recommendations for the individual: take steps to address burnout in your own life and seek out opportunities to lead. Being an active leader in your organization, whether informally or in a formal position, is the most effective way to impact the underlying drivers of burnout.

Take steps to address your burnout symptoms. If you are currently suffering from burnout, know that you are not alone, that burnout is neither your fault nor a sign of weakness, and that help is available. Here are some steps to consider:

1. Reach out to others, seek professional help, step up self-care practices, and request time off if you need it.
2. If you're concerned about a colleague, speak directly to him or her about your concern.
3. Advocate for an employee burnout task force and wellness program at your organization.

Build your knowledge of burnout and the strategies for organizational change to address burnout. Our recommendations include the following:

1. Read books about burnout; also, subscribe to blogs and podcasts on this topic.
2. Read articles about the steps other organizations have taken to address burnout and to fix the workplace drivers of burnout.
3. Attend presentations, meetings, and workshops on burnout.
4. Join executive leaders on a site visit to an organization that is addressing burnout successfully.
5. Once your organization starts a burnout task force and wellness program, participate fully.

Participate in efforts to identify and remove the workplace drivers of burnout. These drivers correspond with issues of Workload, Control, Reward, Community, Fairness, or Values. See "Appendix D. Solutions for Worklife Problems" for specific recommendations.

Don't get caught on the sidelines, believing that your situation cannot improve or that you are too busy to participate in redesigning the way work is done. Inefficacy is a symptom of burnout; it's important to take substantive steps to avoid being a victim of lack of efficiency and forethought in the design of the workplace and workflow.

Think carefully about your priorities. Can you help fix a chaotic work environment? It's tempting to leave the work to someone else, but with your burnout assessment, report, and readings, you may know more than others do about the issue and you can be a valuable resource to your colleagues and organization.

We recommend these two steps:

1. Seek out opportunities to develop your leadership skills.
2. Step into either a formal or an informal leadership role.

Take an active role in influencing administration. You can help executives understand the enormous impact of burnout, identify its origin in systems problems that also affect performance metrics, and recognize that there are cost-effective strategies to prevent burnout. Our recommended steps include the following:

1. Approach your organizational leader as an individual, or preferably as a group, to voice your concerns about burnout.
2. Gather and present data about the downstream effects of burnout on staff, customers, clients, and organizations.
3. Request that the organization engage a burnout expert to present at a company meeting or leadership team meeting, with the goal of increasing staff and administration knowledge about burnout.

If you are doing well, consider taking the opportunity to help fellow employees as a leader or mentor. If you are drawn to leadership, take on a formal or informal leadership role. You can help the administration understand the challenges of the staff and help the staff understand the challenges that administrators face. Consider accessing opportunities for leadership training.

If you have found individual or workplace strategies that have helped you avoid or manage burnout, consider becoming a resource to your colleagues and sharing what has worked for you to help those who are struggling.

Adapted with permission from: Preventing Physician Burnout by Paul DeChant and Diane Shannon, © 2016.
<http://www.pauldechantmd.com/preventing-physician-burnout/>

Recommended reading:

Banishing Burnout: Six Strategies for Improving Your Relationship with Work by Michael Leiter and Christina Maslach, published by Wiley: Jossey-Bass.

Related products available from Mind Garden:

The *Multifactor Leadership Questionnaire* measures a broad range of leadership styles, including transformational leadership. <https://www.mindgarden.com/16-multifactor-leadership-questionnaire>

The *Profiles of Organizational Influence Strategies* measures how people use influence in their organizations. <https://www.mindgarden.com/135-profiles-of-organizational-influence-strategies>

The *Work Environment Scale* measures the social climate relative to productivity, employee satisfaction, and expectations. <https://www.mindgarden.com/161-work-environment-scale>

Appendix A. Burnout Profiles

The continuum between work engagement and burnout comprises three distinct aspects or scales: energy, involvement, and efficacy. Each aspect is expressed positively in Engagement (vigor, connection, and efficacy) and expressed negatively in Burnout (exhaustion, cynicism, and inefficacy). Although correlated, the three aspects do not move in lock-step, and they can move asynchronously. These combinations create distinct profiles in the space between engagement and burnout.

The profiles are described as Engaged, Ineffective, Overextended, Disengaged, and Burnout as shown in the table on the next page. People with different burnout profiles have different workplace experiences. As such, the interventions and methods used to ameliorate and prevent burnout may differ by profile. Please note: the profiles are provided to aid in score interpretation only and are not diagnostic.

A person with the **Engaged** profile scores well on all three scales: low on Exhaustion and Cynicism, and high on Professional Efficacy.

A person with the **Ineffective** profile has one problematic scale: a low Professional Efficacy score. The Ineffective profile is characterized by diminished feelings of competence and successful achievement in one's work. This does not coincide with Exhaustion or Cynicism; instead, it reflects a loss of confidence in one's capabilities — perhaps as a result from work that feels tedious or an environment that offers little recognition for a job well done.

The **Overextended** person has a different psychological experience, shown by a high Exhaustion score. This might be the profile of an employee who is dedicated to her job and who derives a strong sense of accomplishment from her work, yet feels exhausted due to long work hours and disrupted recovery opportunities. This employee is fulfilled and involved, but very tired.

The **Disengaged** profile features a high Cynicism score, which signals a crisis in values or diminished confidence in management. The disengaged person has energy and confidence in his competence, but finds it difficult to dedicate himself to his work.

While the previous three profiles are characterized by one problematic scale score, a person with the **Burnout** profile has problematic results on both Exhaustion and Cynicism.

The most effective remedies to treat or prevent burnout will vary depending on the profile. For example, a person who fits the Overextended profile may be most responsive to workload-oriented interventions. By contrast, someone who fits the Disengaged profile may benefit more from interventions designed to improve social relationships among co-workers.

Appendix B. Burnout Profiles and Pattern of MBI Scale Scores

Profile	Exhaustion	Cynicism	Professional Efficacy
Engaged	Low	Low	High
Ineffective			Low
Overextended	High		
Disengaged		High	
Burnout	High	High	

Appendix C. Suggestions for Reducing Job Stress

To reduce burnout through coping and changing your relationship with your work, some immediate suggestions for managing job stress are listed below:

- a. As you prepare to go to work, be aware of the things you do. Take a moment to affirm that you choose to go to work today. Briefly review what you will be doing.
- b. Before leaving for work, when saying good-bye, make eye contact, touch, and take a moment for relating.
- c. At work, check in on your body from time to time. Are you feeling tension in your shoulders, face, hands, or back? Let go of any tension, relax your breathing, and balance your posture.
- d. Use your breaks to truly relax. Try to go outside the building for a few minutes and walk or stand and breathe. Or shut your office door and sit quietly for a few minutes and follow your breathing.
- e. Spend your breaks and lunch with people you enjoy. Otherwise, take some time for yourself.
- f. Be mindful of your communications with people during the day. Think about how you might improve them.
- g. At the end of the day, review what you accomplished and make a list of what you need to do tomorrow. Prioritize the items on your list so that you know what is most important.
- h. As you leave work, check in with your body. Are you exhausted? Are you standing erect or bent over? What expression is on your face?
- i. Before you get home, think about leaving your work behind. Be aware of the transition of "coming home." Be ready to make eye contact and relate to people positively.
- j. Change into other clothes and get comfortable.

Adapted from Kabat-Zinn (1991) *Full Catastrophe Living: Using the wisdom of your body and mind to face stress, pain, and illness*. New York: Delacorte.

Appendix D. Solutions for Worklife Problems

The six Areas of Worklife are listed below, with information on the types of problems you may encounter in each area and suggested solutions.

Workload solutions

Workload problems can cause you to feel exhausted, that you have too much on your plate, and cannot ever get ahead of the work. Try using one or a combination of these suggestions:

Develop your resilience through extended vacations, personal days, five-minute mental recharging sessions during the day, and taking time to acknowledge daily issues, then moving on.

Carve out uninterrupted time by designating a scheduled period to clear your head and catch up on tasks. Put a sign on your door and make it clear that you are not to be disturbed.

Improve time management by optimizing your use of planners, agendas, online calendars and reminders to plan commitments carefully.

Improve workflow processes to enable focus on your primary goals. Empower members of your team to identify and fix workflow impediments.

Reduce the workload if it cannot regularly be finished on time. Hire a student, an assistant, or borrow a helper from another group for a few hours a week.

Control solutions

Control problems are frequently due to micromanagement, where you feel constantly under observation and not permitted to make decisions. Other control problems can stem from a lack of leadership by supervisors and coworkers.

Increasing your own autonomy can prove to a micromanaging boss that you are able to make your own choices and decisions. Start to expand your scope of decisions and actions. As a bonus, you will feel less like you are under a microscope.

Shared leadership can improve a situation where the leadership is poor. You can help by volunteering yourself. Take on some smaller leadership initiatives and build from there. This can have a great impact on how your team works together.

Team rehab may be needed when your team is not functioning well together, as this can diminish your work ethic, and your ability to get things done. You can improve the situation by identifying and fixing small things, like helping new staff integrate better with older staff, or increasing communication between team members. Little changes can make a big difference.

Reward solutions

You may feel under-appreciated, that you deserve more pay, or that your work is unsatisfying and does not challenge you.

Better compensation can lead to a feeling of more satisfying reward in work. Compensation can come in various forms other than a pay increase: it can mean a bigger office, more benefits, or more vacation time.

Strong acknowledgment is a powerful motivator. To get the recognition you deserve, you may need to assert your accomplishments more frequently — let people know what you have completed and how hard you've worked. Be the change that you want to see, and model this with appreciation and acknowledgment of others to instill a more positive attitude in the workplace.

Better job assignments are a valuable reward for hard work. If you feel you deserve better job assignments, negotiate this with your boss. Take a persuasive stance. If you have a keen interest in a particular project, this can yield superior work.

Community solutions

Community problems are issues of communication, alienation, or segregation between groups at work. When these occur, you may feel left out, frustrated, and unhappy at work. You might also experience physiological symptoms from the workplace stress.

Conflict resolution is vital: you cannot be productive and happy in the workplace if you are always dealing with conflict. Emphasize common ground and ensure that coworkers realize they must work together to resolve their differences. The aim is to increase civility, and to build a strong sense of community.

Better communication is your chance to reach out, and it is key. You can avoid countless problems by using better communication. Branch out and talk to members of other teams. Ask questions and stay in contact with a variety of people to facilitate communication in your workplace. Do your best to keep communication flowing smoothly in and out of your office.

Unity in the workplace can help a group feel solid and supported, and make each member feel more comfortable. Offer support to your coworkers and ask for support in return. Organize a team with your new and older coworkers to discuss workplace issues. Make clear that they are all welcome and valued team members. Organize a community service project or charitable pursuit to promote group unity as the team works toward a common goal.

Fairness solutions

Issues of disrespect, discrimination, and favoritism diminish your sense of community and fairness. You may feel that no matter how hard you work, decisions in the workplace will not be based on merit. The result is a feeling of lowered energy and ambition. Fairness in the workplace involves being civil and respectful to each other, and eliminating favoritism.

Promoting respect as a key workplace attribute can involve modeling that behavior: be respectful, polite, and civil to others. Address instances of disrespect rather than ignoring them, and call out behavior that is unacceptable.

Valuing diversity as a team strength. Expand your social contacts at work, respectfully ask your coworkers about themselves, and get to know them better. You may develop a fuller understanding of your team's rich diversity and the many benefits this diversity brings.

Ensuring equality includes transparency about promotions, benefits, and perks. Clear, public procedures reduce miscommunication and the possibility of favoritism.

Values solutions

When the organization's values or actions don't match with your values, this can represent a fundamental conflict. It can make you question why you are doing this job, and it can lead to a reduced sense of community and contribution at work.

Maintain integrity by operating an ethical workplace, where you abide by the rules and avoid unsavory behavior — this helps an organization run smoothly and fairly. Check the ethical guidelines that are in place, or create them if needed. Confront ethical issues when they arise and be prepared to offer alternative, ethical recommendations.

Promote constructive values to elevate the workplace. This helps nurture your own values and align them with the organization's values. Start by changing the organization's values in small ways by talking about it with coworkers and move on to presenting ideas to supervisors. An example might be changing a company's stance on environmental issues.

Add meaning to a job that you may find otherwise rather meaningless — this is a good way to get motivated about it. You can add exceptional quality to your work, recognize the positive impact of your efforts, or build a coworker team devoted to a charitable pursuit.

Appendix E. Your Responses to the MBI

Your responses are listed below by scale. Within each scale, item scores are ranked by possible contribution to burnout.

Feeling aspects of Exhaustion (EX) or Cynicism (CY) more frequently can contribute to burnout. EX and CY scales use high-to-low score ranking — high scores here may signal a problem.

Conversely, feeling aspects of Professional Efficacy (PE) less frequently can contribute to burnout. The PE scale uses low-to-high score ranking — low scores here may signal a problem.

0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

Exhaustion

Score	Scale	Item
5	Exhaustion	I feel tired when I get up in the morning and have to face another day on the job.
5	Exhaustion	I feel used up at the end of the workday.
4	Exhaustion	I feel emotionally drained from my work.
3	Exhaustion	Working all day is really a strain for me.
2	Exhaustion	I feel burned out from my work.

Cynicism

Score	Scale	Item
3	Cynicism	I just want to do my job and not be bothered.
2	Cynicism	I have become less enthusiastic about my work.
1	Cynicism	I have become less interested in my work since I started this job.
0	Cynicism	I doubt the significance of my work.
0	Cynicism	I have become more cynical about whether my work contributes anything.

Professional Efficacy

Score	Scale	Item
5	Professional Efficacy	I can effectively solve the problems that arise in my work.
5	Professional Efficacy	I feel exhilarated when I accomplish something at work.
5	Professional Efficacy	I have accomplished many worthwhile things in this job.
6	Professional Efficacy	I feel I am making an effective contribution to what this organization does.
6	Professional Efficacy	In my opinion, I am good at my job.
6	Professional Efficacy	At my work, I feel confident that I am effective at getting things done.

Appendix F. Your Responses to the AWS

Your responses are listed below by scale. Within each scale, item scores are ranked by the degree of mismatch with the work environment. Mismatch can lead to burnout.

Scales use low-to-high score ranking — low scores indicate a mismatch with the work environment.

Conversely, reverse scales use high-to-low score ranking — high scores indicate a mismatch with the work environment.

1	2	3	4	5
Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree

Workload

Score	Scale	Item
5	Reverse of Workload	I work intensely for prolonged periods of time.
1	Workload	I leave my work behind when I go home at the end of the workday.
4	Reverse of Workload	I do not have time to do the work that must be done.
2	Reverse of Workload	I have so much work to do on the job that it takes me away from my personal interests.
4	Workload	I have enough time to do what's important in my job.

Control

Score	Scale	Item
4	Control	I can influence management to obtain the equipment and space I need for my work.
4	Control	I have influence in the decisions affecting my work.
5	Control	I have control over how I do my work.
5	Control	I have professional autonomy/independence in my work.

Reward

Score	Scale	Item
4	Reverse of Reward	My efforts usually go unnoticed.
3	Reverse of Reward	I do not get recognized for all the things I contribute.
3	Reward	I receive recognition from others for my work.
3	Reward	My work is appreciated.

Community

Score	Scale	Item
4	Reverse of Community	I don't feel close to my colleagues.
2	Community	I am a member of a supportive work group.
2	Community	Members of my work group cooperate with one another.
2	Community	Members of my work group communicate openly.
4	Community	People trust one another to fulfill their roles.

Fairness

Score	Scale	Item
2	Fairness	Resources are allocated fairly here.
3	Fairness	Opportunities are decided solely on merit.
3	Fairness	Management treats all employees fairly.
2	Reverse of Fairness	Favoritism determines how decisions are made at work.
4	Fairness	There are effective appeal procedures available when I question the fairness of a decision.
1	Reverse of Fairness	It's not what you know but who you know that determines a career here.

Values

Score	Scale	Item
4	Values	My values and the Organization's values are alike.
4	Values	The Organization's goals influence my day to day work activities.
4	Values	My personal career goals are consistent with the Organization's stated goals.
4	Values	The Organization is committed to quality.