Results of the 2008 Organizational Assessment Survey
Bureau of Economic Analysis (BEA)

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Outline

- Purpose of the OAS
- Results for 17 dimensions
- Performance America benchmarks
- Five highest dimensions
- Five lowest dimensions
- High-impact dimensions
- Other dimensions
- Results for performance management items
- Results for agency-specific items
- Private industry comparisons
- Comments
- Next steps

Purpose of the OAS

- Assess organizational climate and culture on 17 high-performance dimensions
- Benchmark with other agencies and private sector
- Use results to make organizational improvements
- Use results in strategic planning
- Use with customer satisfaction results as part of balanced measurement
- Improve organizational effectiveness

Balanced Measures

Use OAS data as part of a balanced measurement system
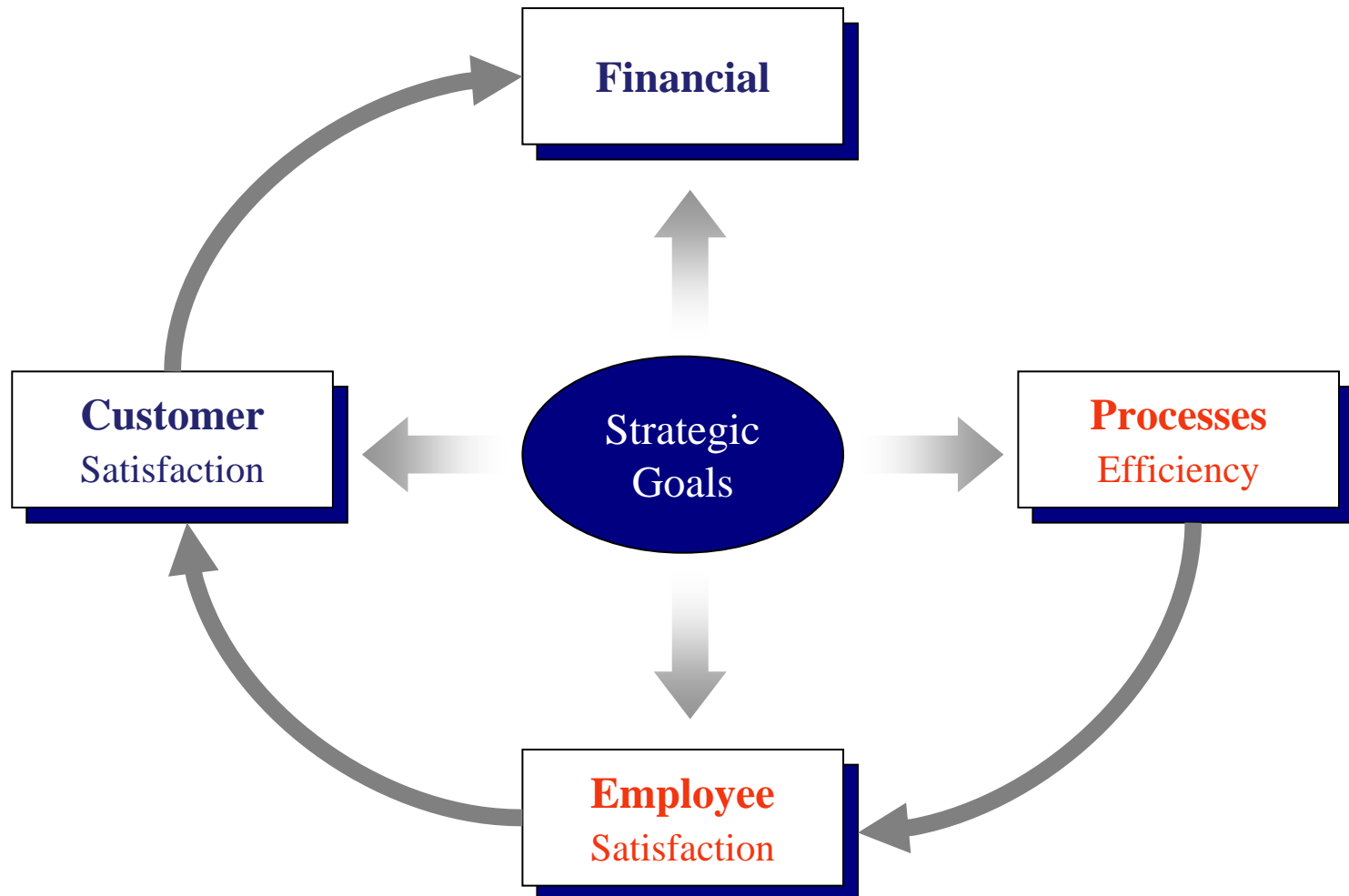
OAS Methodology

- Administered online to all BEA employees from November 3 to November 26, 2008

- Survey included a total of 134 items:

  ➢ 110 core items

  ➢ 5 performance management items (Lawler)

  ➢ 5 agency-specific items

  ➢ 12 demographic items

  ➢ Two open-ended questions asking for comments about:

    ▪ What the agency is doing well

    ▪ How the agency can improve

- Response rate:
  ➢ 2008: 64% (313/490)
  ➢ 2006: 62% (319/518)

- Margin of error:
  ➢ 2008: ± 3 percentage points
  ➢ 2006: ± 3 percentage points
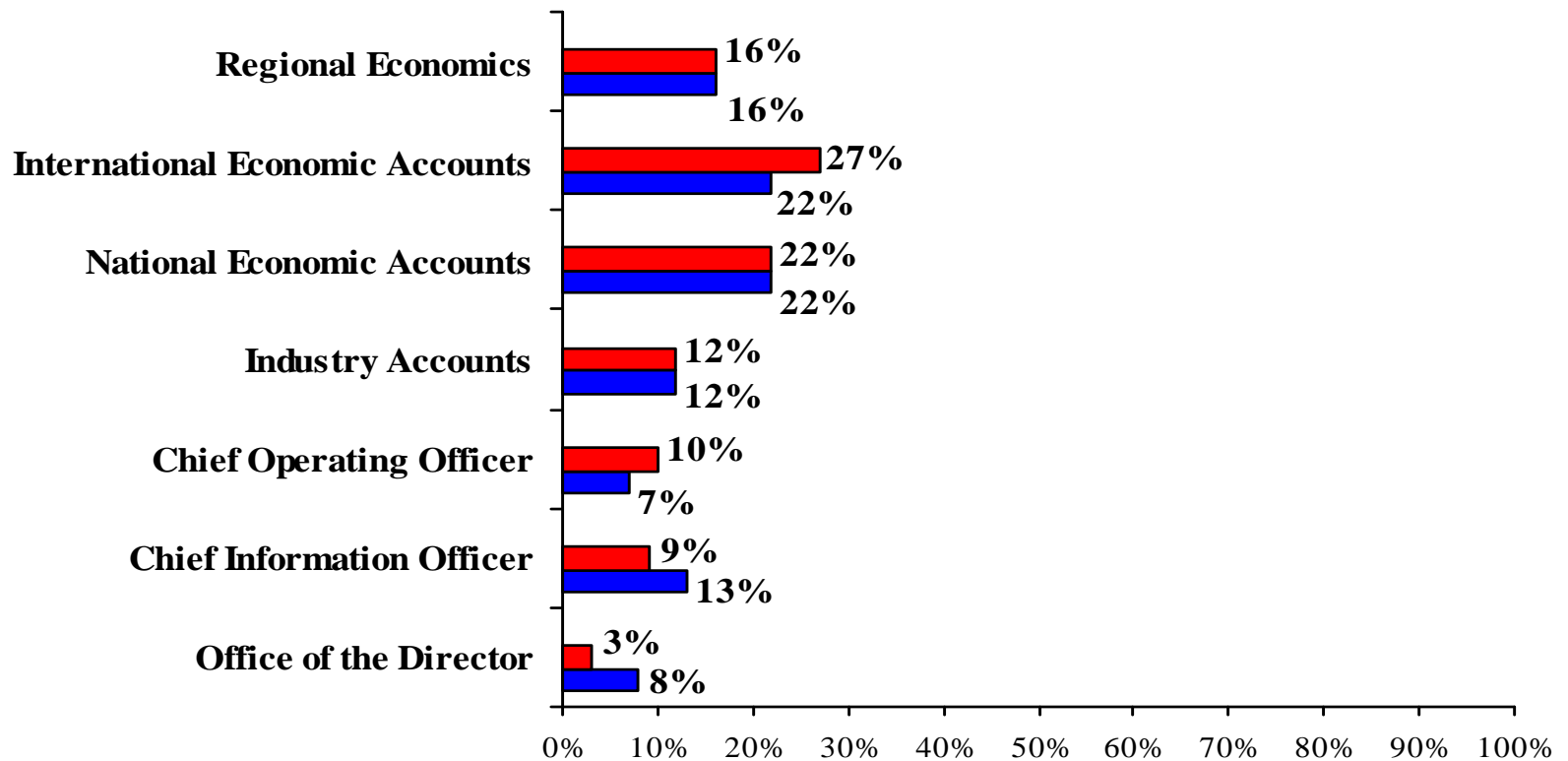
Bureau of Economic Analysis

2008 OAS Results

Demographics of Survey Respondents

■ Sample   ■ Population

Where do you work at BEA?

Division	Population	Sample
Regional Economics	16%	16%
International Economic Accounts	27%	22%
National Economic Accounts	22%	22%
Industry Accounts	12%	12%
Chief Operating Officer	10%	7%
Chief Information Officer	9%	13%
Office of the Director	3%	8%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Demographics of Survey Respondents

■ Sample　■ Population

Supervisory Responsibility

- Executive — 3%
- First Line Supervisor / Managers — 22%
- Team Leader — 9%
- Project Manager/Program Manager — 7%
- None — 60%

0%　25%　50%　75%　100%

Job Category

- Clerical — 3% (Population), 3% (Sample)
- Technician — 1% (Population), 4% (Sample)
- Administrative — 25% (Population), 9% (Sample)
- Professional — 71% (Population), 85% (Sample)

0%　20%　40%　60%　80%　100%

Demographics of Survey Respondents

Sample ■ Population ■

Pay Category

Age

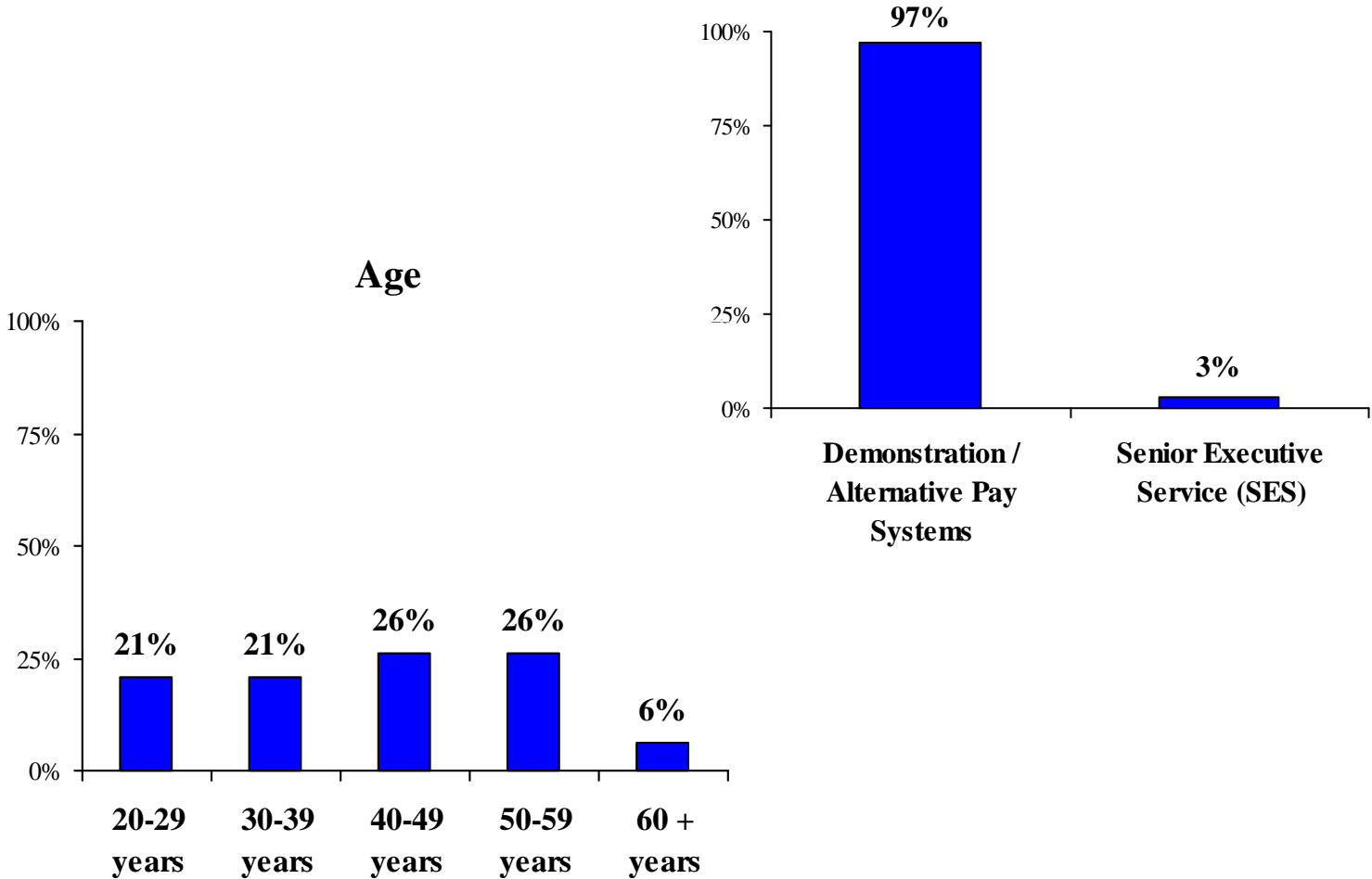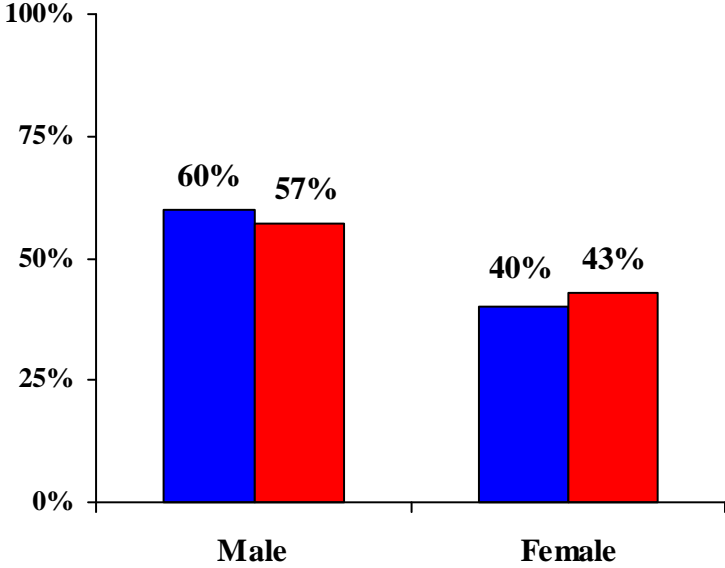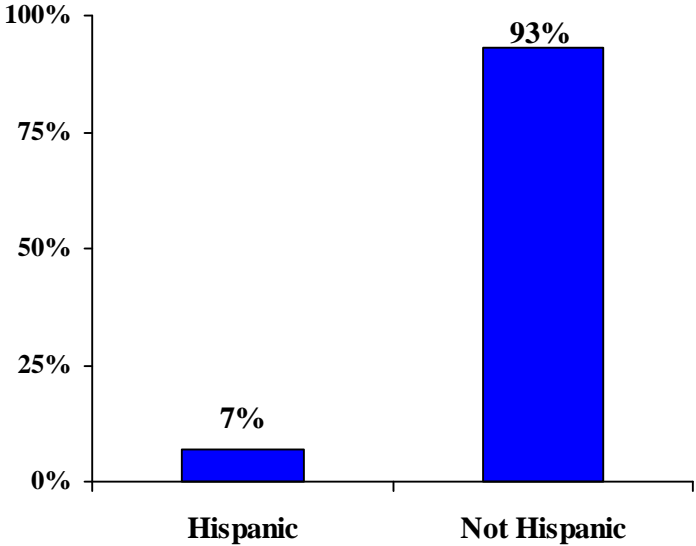# Demographics of Survey Respondents

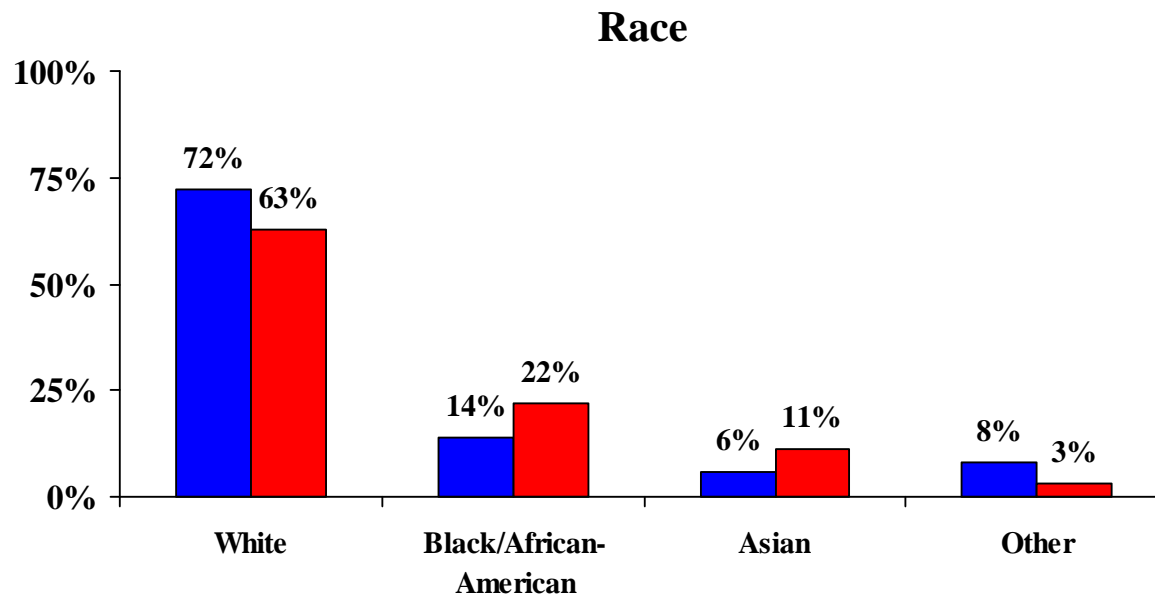■ Sample ■ Population

Gender

Hispanic Origin

Demographics of Survey Respondents

◼ Sample   ◼ Population

Race

Demographics of Survey Respondents
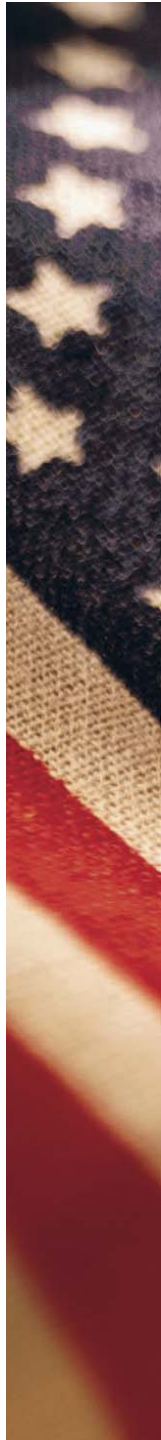
Tenure with the Federal Government

< 1 year	1-3 years	4-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	31+ years
9%	12%	15%	13%	7%	12%	12%	8%	12%

Tenure with BEA

< 1 year	1-3 years	4-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	31+ years
12%	18%	16%	14%	9%	10%	9%	6%	7%

17 OAS Dimensions

⭐ PA Benchmark High　　　■ Favorable　　　□ Neutral　　　■ Unfavorable

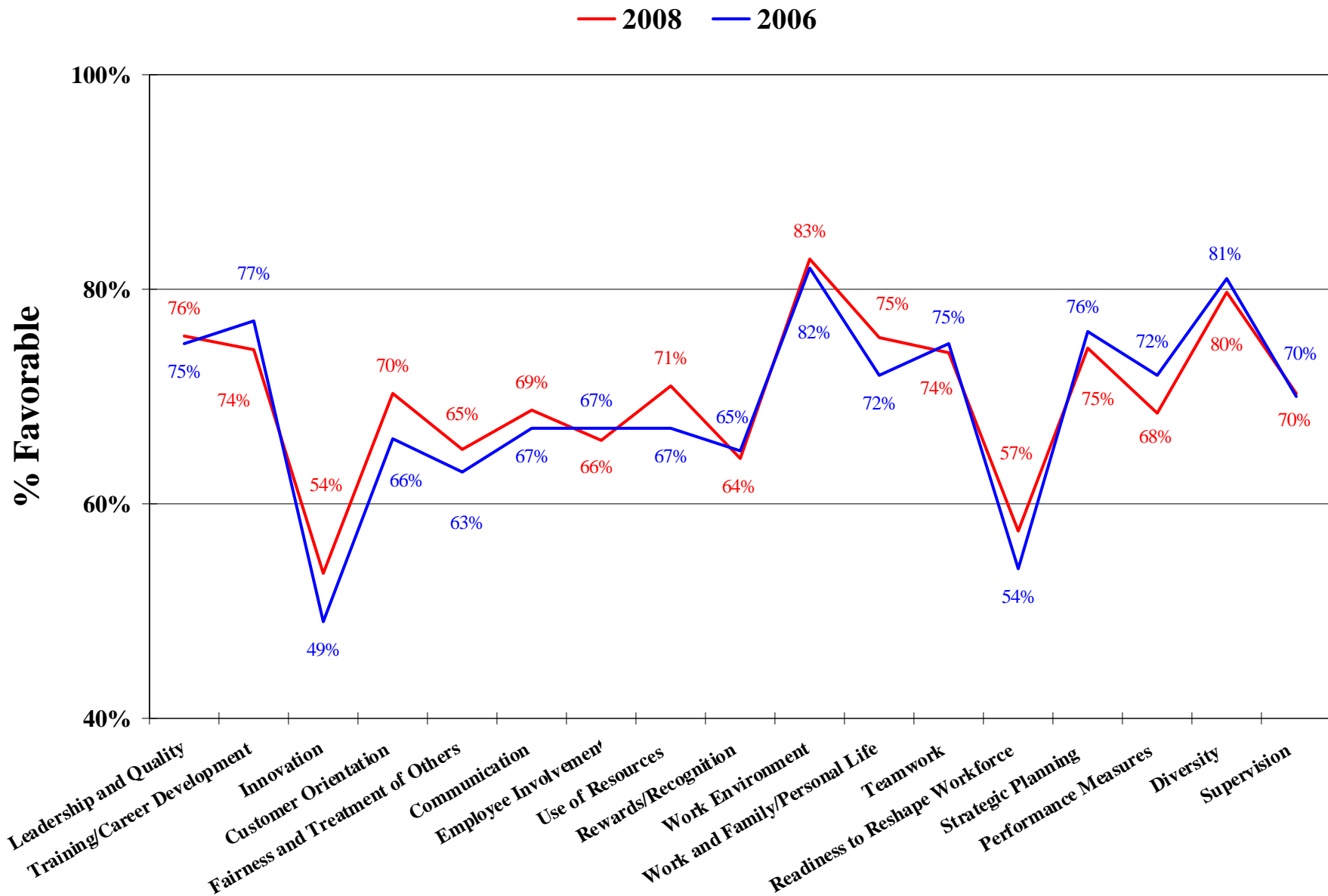| Dimension	Favorable	Neutral	Unfavorable
Work Environment ⭐	83%	10%	7%
Diversity	80%	14%	6%
Leadership and Quality ⭐	76%	13%	12%
Work and Family/Personal Life	75%	13%	11%
Strategic Planning	75%	14%	12%
Training/Career Development	74%	14%	12%
Teamwork	74%	15%	11%
Use of Resources ⭐	71%	15%	14%
Supervision	70%	15%	15%
Customer Orientation	70%	18%	12%
Communication ⭐	69%	14%	17%
Performance Measures	68%	20%	12%
Employee Involvement	66%	19%	15%
Fairness and Treatment of Others ⭐	65%	17%	18%
Rewards/Recognition	64%	17%	19%
Readiness to Reshape Workforce	57%	25%	17%
Innovation ⭐	54%	22%	24%

Year to Year Comparison (2008 vs. 2006)
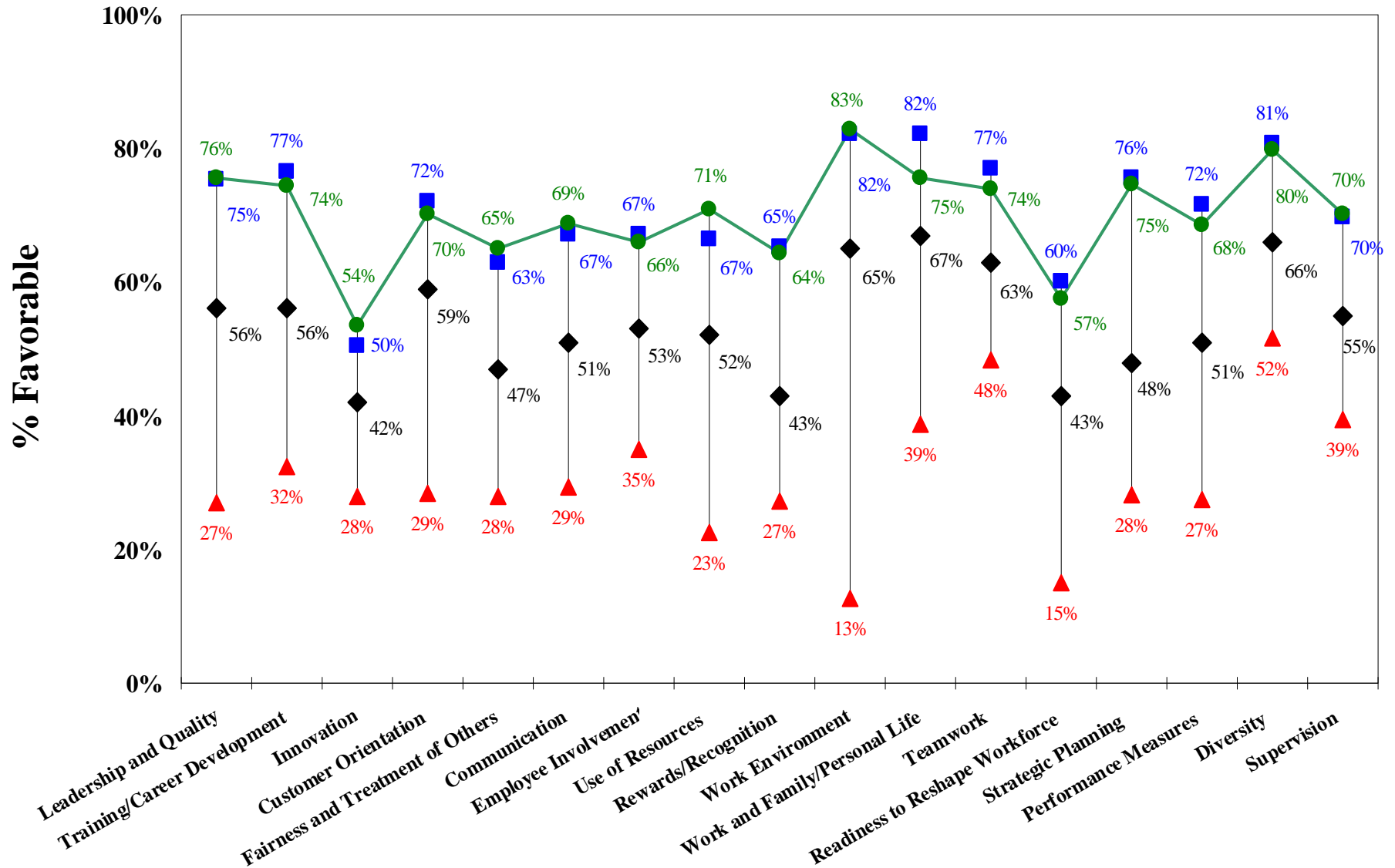
About the Year to Year Comparison

- Small percent favorable improvements across multiple OAS dimensions

- Improvements from 2006 to 2008
  - Innovation (+5)
  - Customer Orientation (+4)
  - Use of Resources (+4)
  - Readiness to Reshape Workforce (+3)
  - Work and Family/Personal Life (+3)
  - Communication (+2)
  - Fairness and Treatment of Others (+2)
  - Leadership and Quality (+1)
  - Work Environment (+1)

- Margin of error is three percentage points

Performance America (PA) Benchmarks

Five Highest Dimensions
(by % Favorable)

⭐ PA Benchmark High

Dimension	Favorable	Neutral	Unfavorable
Work Environment ⭐	83%	10%	7%
Diversity	80%	14%	6%
Leadership and Quality ⭐	76%	13%	12%
Work and Family/Personal Life	75%	13%	11%
Strategic Planning	75%	14%	12%
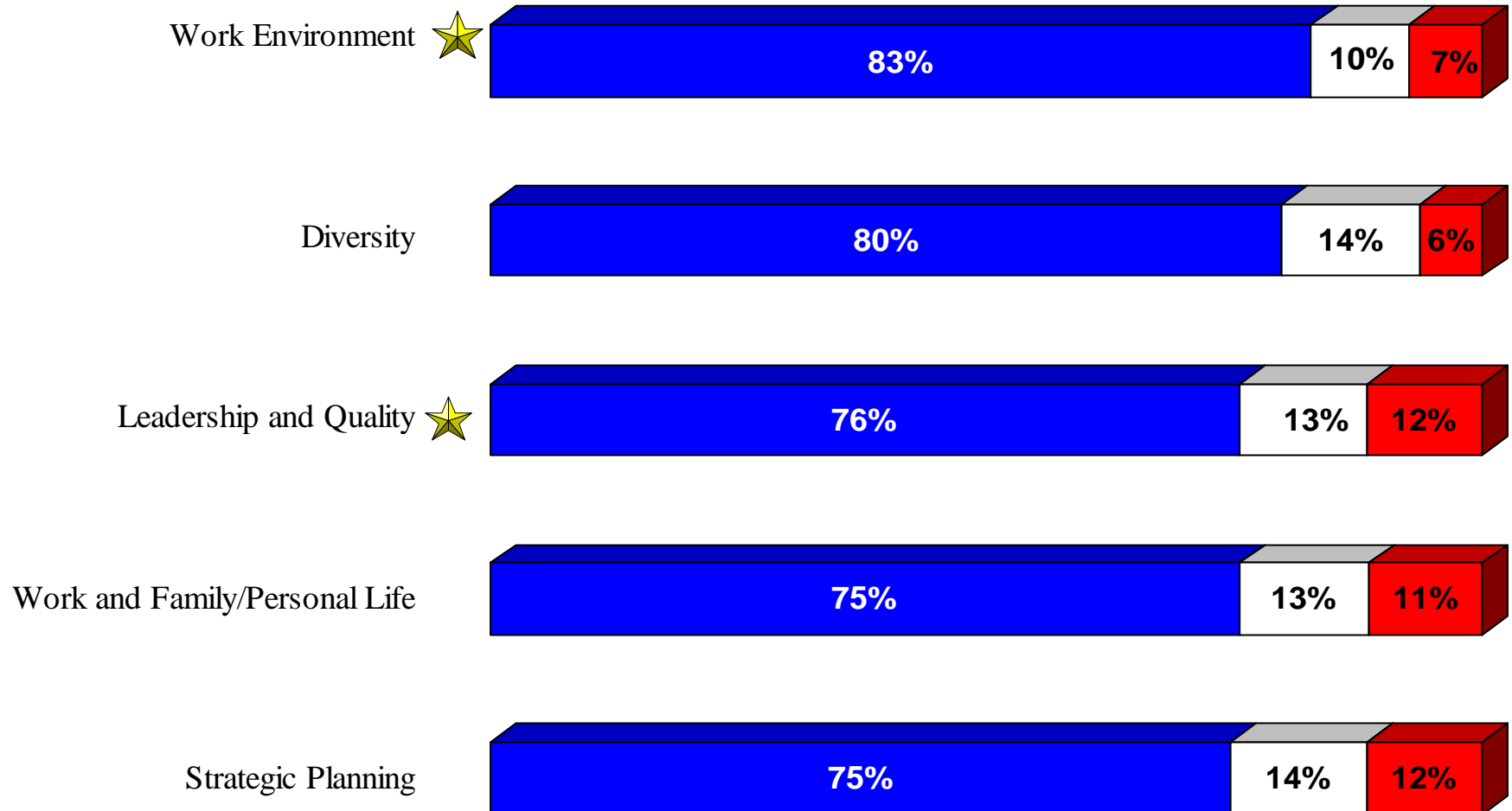
About the Five Highest Dimensions

- All five of the highest dimensions qualify as strengths (66% or higher favorable responses)

- Work Environment
  - Set a new PA benchmark high
  - Favorability increased by one percentage point since 2006
  - The workplace is safe, good health practices are encouraged and physical working conditions allow employees to conduct work

- Diversity
  - Favorability was one percentage point below PA benchmark high
  - Favorability decreased by one percentage point since 2006
  - Accommodations are made for persons with disabilities, individual differences are respected and diversity is promoted through various avenues in the workplace
  - Challenge areas include how managers deal with sexual harassment and reports of discrimination

About the Five Highest Dimensions (cont'd)[19]

- Leadership and Quality
  - Set a new PA benchmark high
  - High impact dimension
  - Favorability increased by one percentage point since 2006

- Work and Family/Personal Life
  - Favorability was eight percentage points above PA median
  - Favorability increased by three percentage points since 2006
  - Top items indicate an understanding of employee life responsibilities and the availability of family-related benefits

- Strategic Planning
  - Favorability was one percentage point below PA benchmark high
  - Favorability decreased by one percentage point since 2006
  - A formal process of setting goals is established and progress is reviewed regularly

Item Results

Work Environment

52 Employees are protected from health and safety hazards on the job.

92% **6%** **2%**
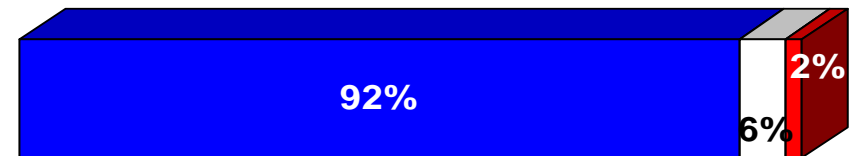
51 Programs that encourage good health practices are supported (for example, fitness centers, health education programs).

83% **11%** **6%**
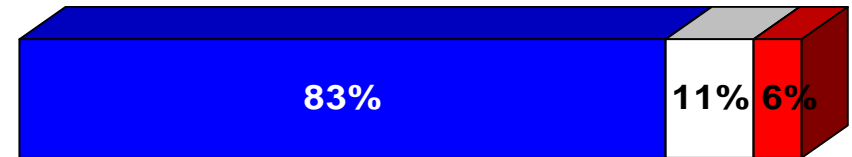
50 Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.

74% **12%** **14%**
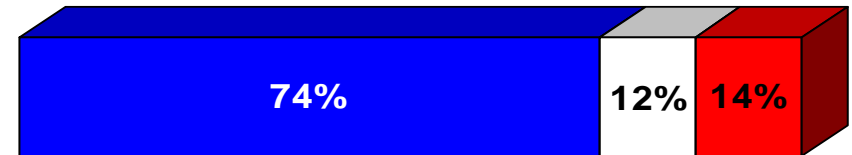
■ Agree/Strongly Agree □ Neither ■ Disagree/Strongly Disagree

Item Results

Diversity

74 Reasonable accommodations are made for persons with disabilities (for example, availability of sign language interpreters, ramps, braille).

89% **10%** 1%

71 Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued.

84% **10%** **6%**

77 Managers/supervisors/team leaders work well with employees of different backgrounds.

84% **11%** **6%**
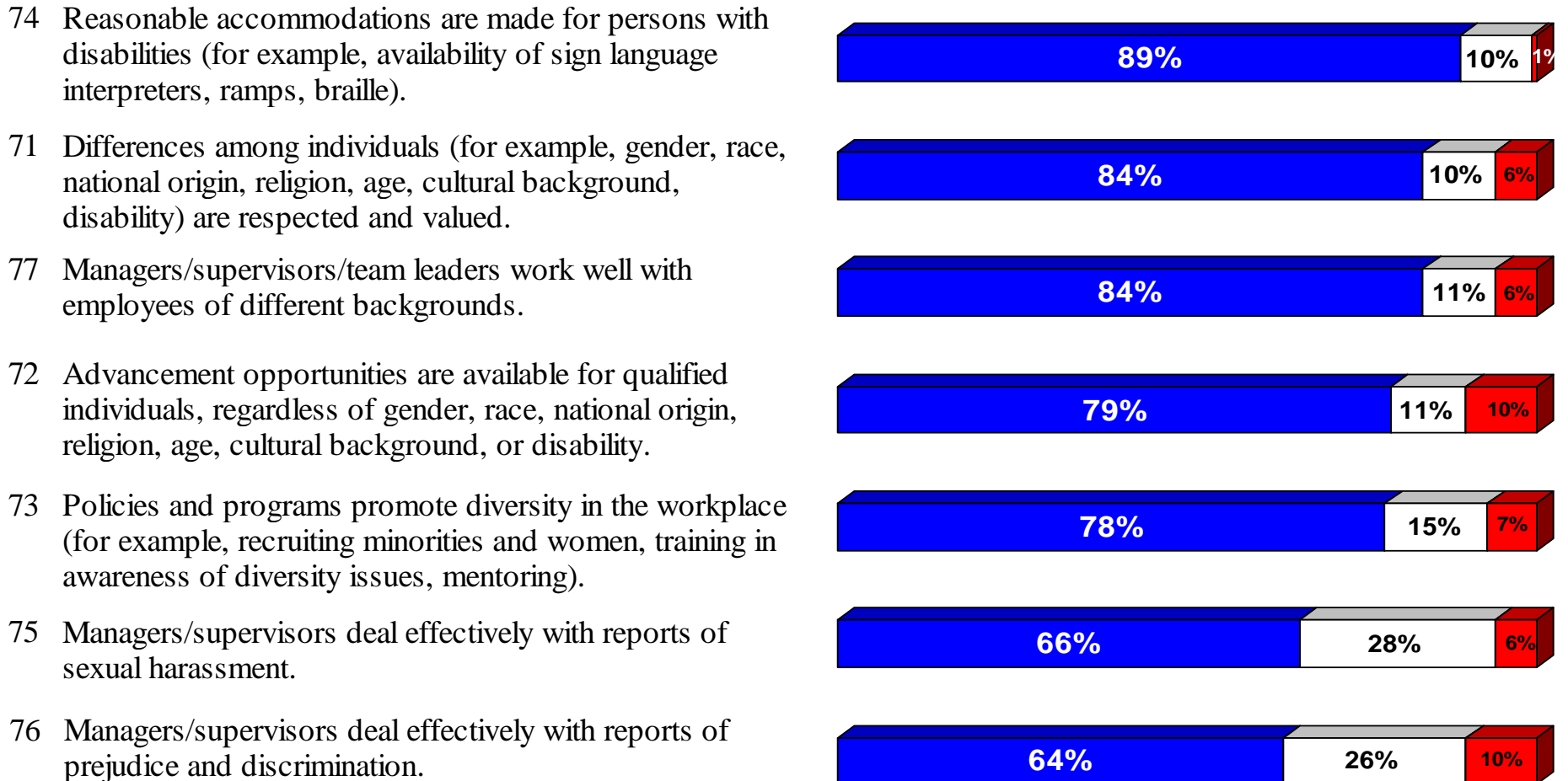
72 Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, or disability.

79% **11%** **10%**

73 Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

78% **15%** **7%**

75 Managers/supervisors deal effectively with reports of sexual harassment.

66% **28%** **6%**

76 Managers/supervisors deal effectively with reports of prejudice and discrimination.

64% **26%** **10%**

■ Agree/Strongly Agree ☐ Neither ■ Disagree/Strongly Disagree

Item Results

Leadership and Quality

1 Managers communicate the organization's mission, vision and values.
83% | 8% | 9%

6 Employees have an understanding of the organization's mission, vision and values.
82% | 13% | 5%

2 Managers let employees know how their work contributes to the organization's mission and goals.
78% | 10% | 13%

3 Managers provide sufficient resources (for example, time, training, dollars) to promote improvement throughout the organization.
76% | 11% | 13%

5 Managers set challenging and attainable performance goals.
76% | 14% | 10%

7 Quality assurance systems focus on the prevention of problems rather than on the correction of problems.
67% | 15% | 18%

4 Managers follow up on employee suggestions for improvements in products, services, and work processes.
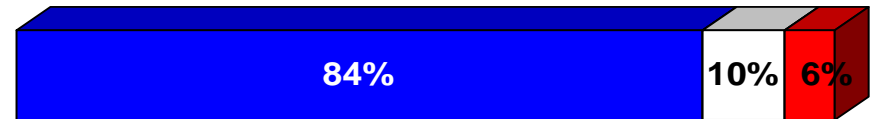**67%** | 19% | 14%

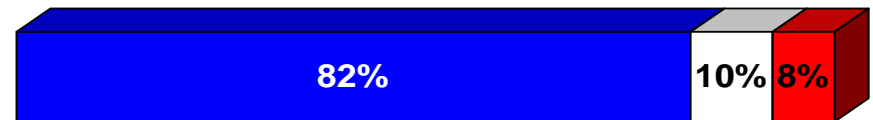■ Agree/Strongly Agree   ☐ Neither   ■ Disagree/Strongly Disagree

Item Results

## Work and Family/Personal Life

56 Supervisors/team leaders understand and support employees' family/personal life responsibilities.

84% 10% 6%

53 Family-related benefits are available to employees (for example, parental leave policies, child care, elder care).

82% 10% 8%

55 Employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.

70% 20% 10%
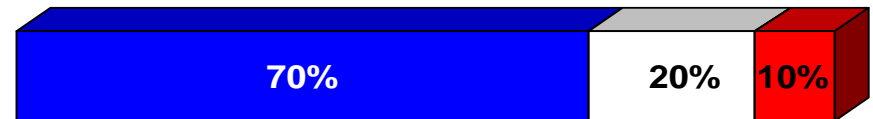
54 Employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, Flexitime, Alternate Work Schedule, telecommuting, part-time).
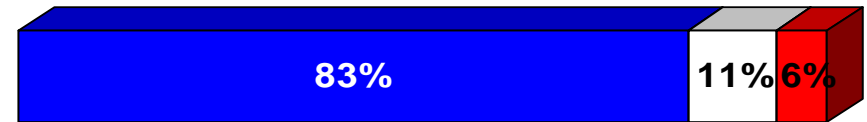
66% 13% 22%
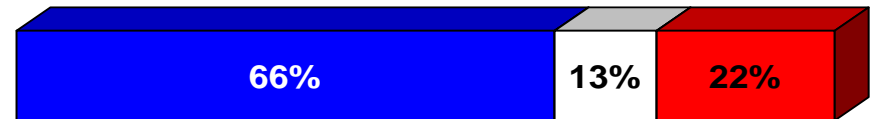
■ Agree/Strongly Agree   □ Neither   ■ Disagree/Strongly Disagree

Item Results

Strategic Planning

63 There is an established, formal process for developing goals and updating plans periodically.

83% | **11%** | **6%**

66 Managers review and evaluate the organization's progress toward meeting its goals and objectives.

82% | **12%** | **6%**
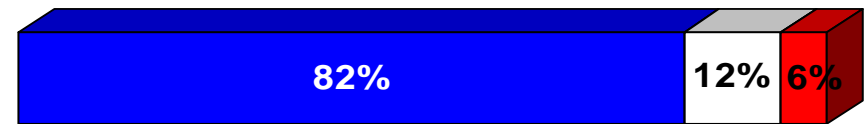
65 Performance improvement goals are established and integrated into the organization's overall strategic planning and budgeting processes.

72% | **16%** | **12%**
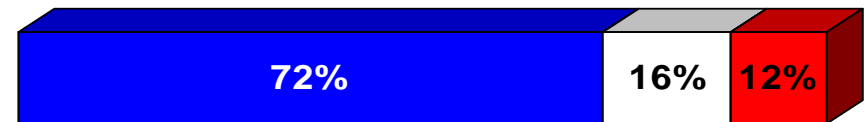
64 Employees participate in the development of strategic/operational plans.

61% | **17%** | **22%**

■ Agree/Strongly Agree □ Neither ■ Disagree/Strongly Disagree

Five Lowest Dimensions

(by % Unfavorable)

⭐ PA Benchmark High

Dimension	Favorable	Neutral	Unfavorable
Innovation ⭐	54%	22%	24%
Rewards/Recognition	64%	17%	19%
Fairness and Treatment of Others ⭐	65%	17%	18%
Readiness to Reshape Workforce	57%	25%	17%
Communication ⭐	69%	14%	17%
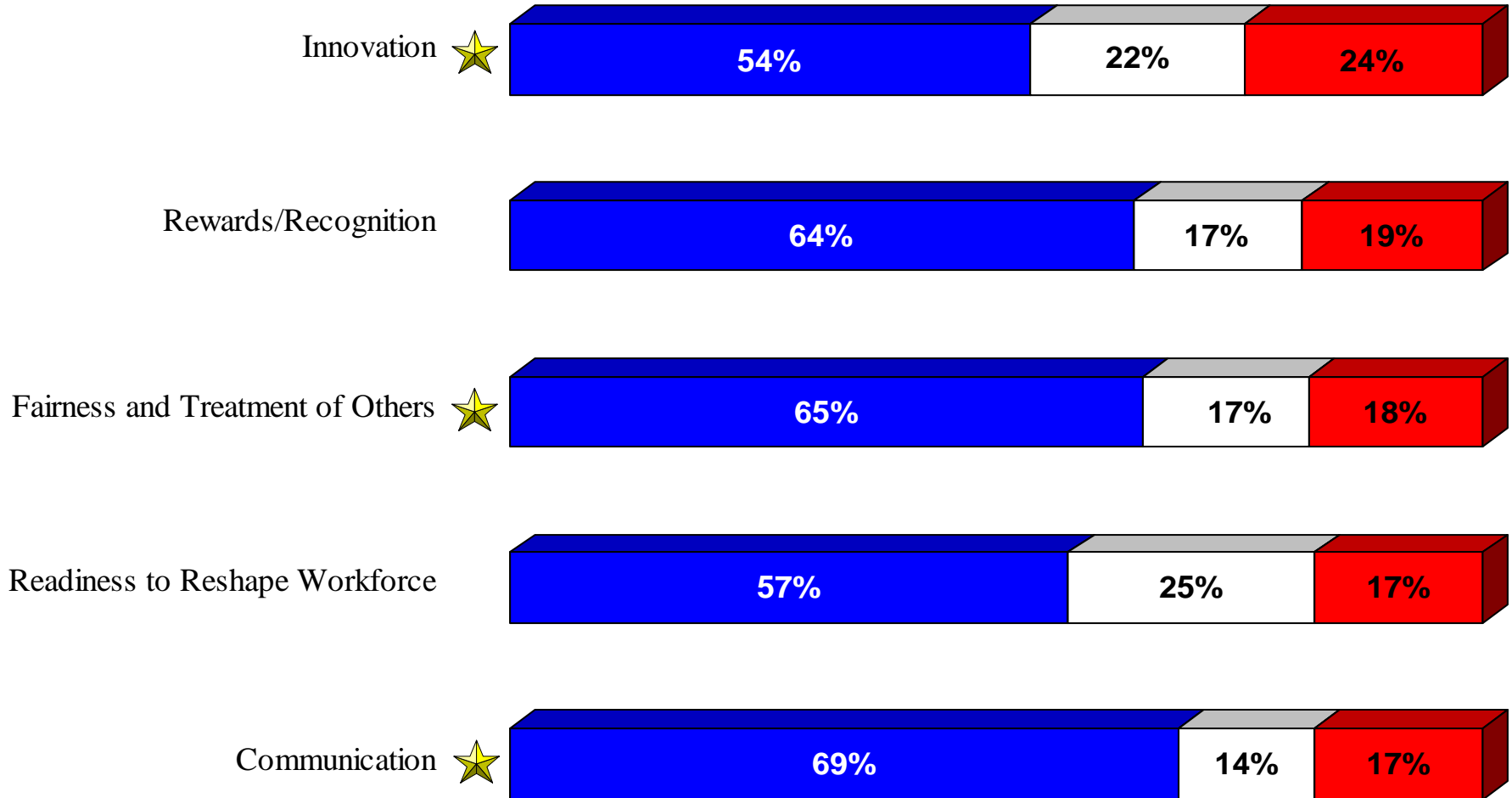
About the Five Lowest Dimensions

- Innovation
  - Set a new PA benchmark high: exceeded old mark by four percentage points
  - Greatest improvement since 2006 (5 points)
  - The most challenging items involved risk-taking and manager receptiveness to change
  - The risk-taking item had the highest number of "do not know" responses, presenting an opportunity for improvement

- Rewards/Recognition
  - Favorability was one percentage point below PA benchmark high
  - While employees indicated that high performing individuals receive rewards, fewer agreed that pay was linked to performance and that employees were rewarded for teamwork

- Fairness and Treatment of Others
  - Set a new PA benchmark high
  - Favorability increased by two percentage points since 2006
  - The most challenging item was fairness of work distribution
    - 14 points more unfavorable than nearest item

About the Five Lowest Dimensions (cont'd)

- Readiness to Reshape Workforce
  - ➢ Favorability was 14 percentage points above PA benchmark median
  - ➢ Favorability increased by three percentage points since 2006
  - ➢ Large percentage of neutral responses indicates that most employees have no opinion

- Communication
  - ➢ Set a new PA benchmark high
    - ▪ BEA set the old mark in 2006
  - ➢ Dimension qualifies as a strength (66% favorable or higher)
  - ➢ Favorability increased by two percentage points since 2006
  - ➢ The most challenging items concern communication between workgroups and across organizational levels

Item Results

Innovation

15 Creativity and innovation are rewarded.

| 60% | 17% | 22% |

17 Employees are receptive to change.

| 59% | 24% | 17% |

18 New practices and ways of doing business are encouraged.

| 54% | 23% | 24% |

16 Managers are receptive to change.

| 52% | 17% | 31% |

14 Risk-taking is encouraged without fear of punishment for mistakes.

| 42% | 30% | 29% |
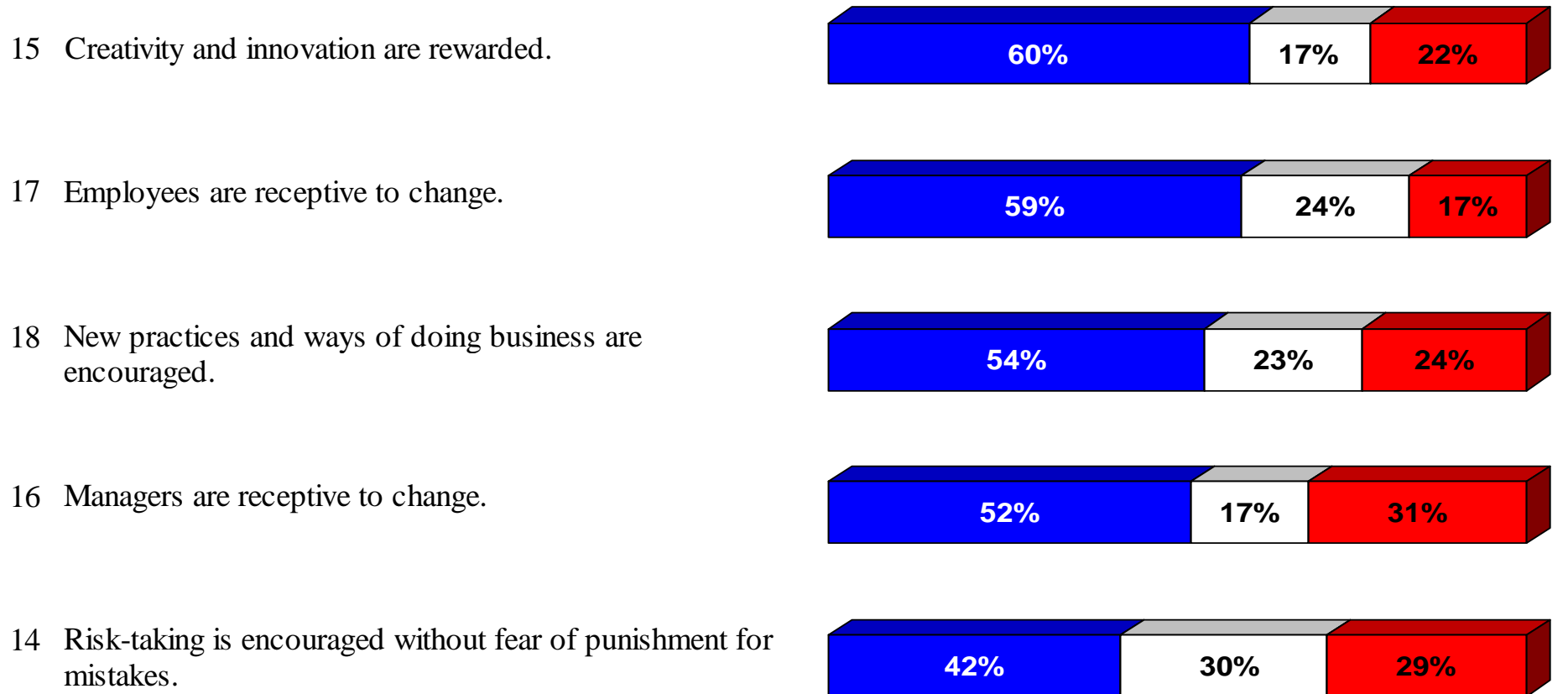
■ Agree/Strongly Agree   □ Neither   ■ Disagree/Strongly Disagree

Item Results

Rewards/Recognition

43 High performing employees receive monetary rewards (for example, cash awards, bonuses, quality step increases).

| 72% | 15% | 13% |

44 High performing employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition).

| 70% | 13% | 17% |

46 Supervisors are fair in recognizing individual accomplishments.

| 66% | 15% | 18% |

45 High performing employees are promoted.

| 62% | 18% | 20% |

49 Cash awards depend on how well employees perform their jobs.

| 61% | 19% | 20% |

48 Pay raises depend on how well employees perform their jobs.

| 60% | 18% | 21% |

47 Employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).

| 58% | 21% | 21% |

Note: Items are sorted by Agree/Strongly Agree   ■ Agree/Strongly Agree   □ Neither   ■ Disagree/Strongly Disagree

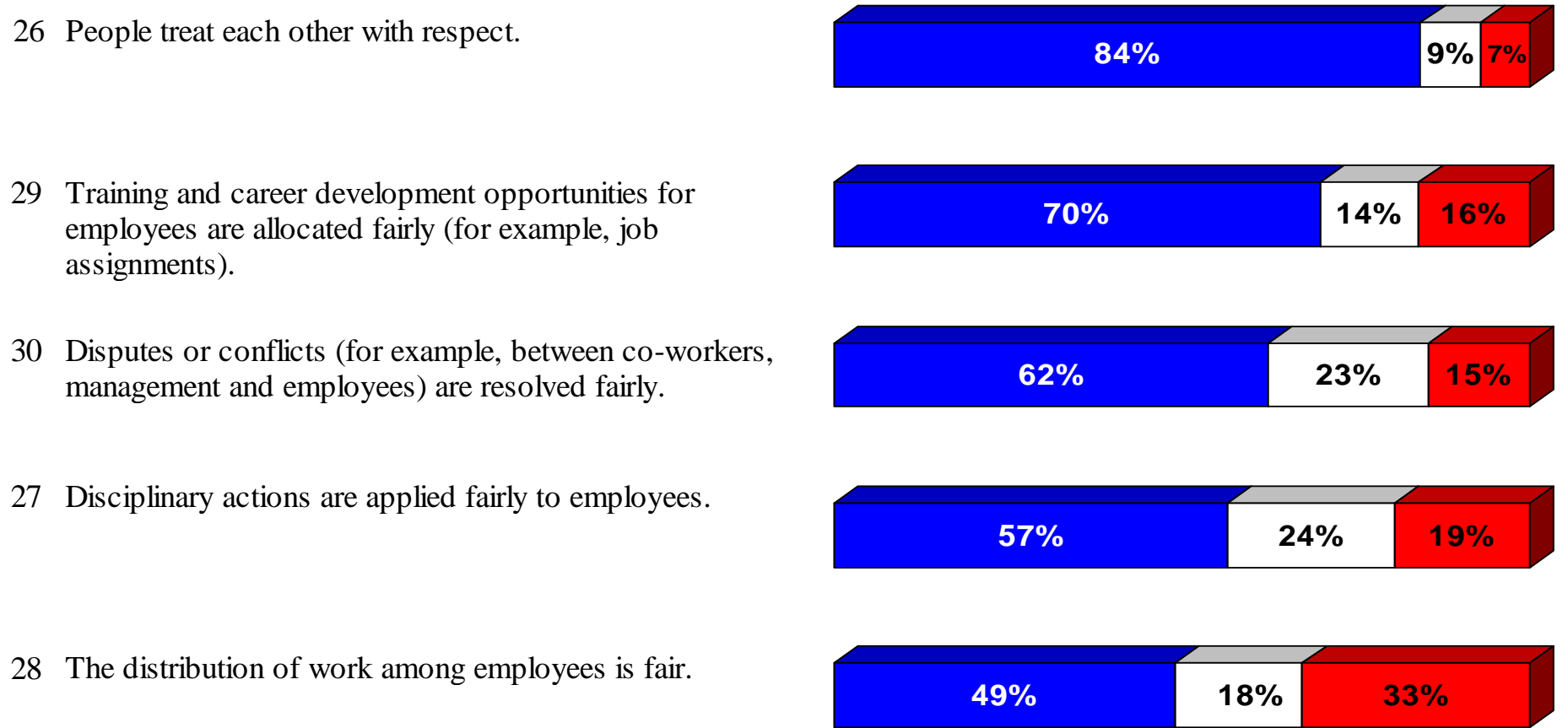## Fairness and Treatment of Others

26 People treat each other with respect.

84% **9%** **7%**

29 Training and career development opportunities for employees are allocated fairly (for example, job assignments).

70% **14%** **16%**

30 Disputes or conflicts (for example, between co-workers, management and employees) are resolved fairly.

62% **23%** **15%**

27 Disciplinary actions are applied fairly to employees.

57% **24%** **19%**

28 The distribution of work among employees is fair.
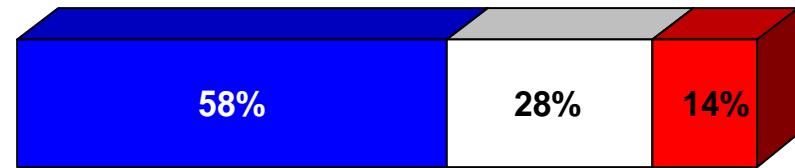
49% **18%** **33%**

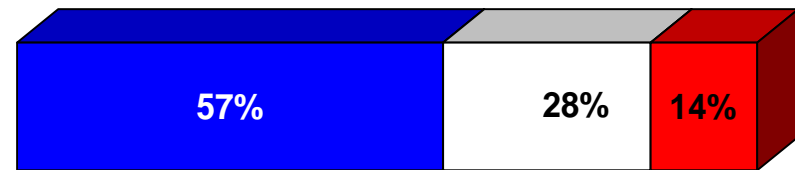■ Agree/Strongly Agree ☐ Neither ■ Disagree/Strongly Disagree

Item Results

Readiness to Reshape Workforce

61 There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).

| 58% | 28% | 14% |

60 There are strategies to protect job security (for example, early retirements and buyouts, workforce planning).

| 57% | 28% | 14% |

62 Employees receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers.

| 57% | 21% | 22% |
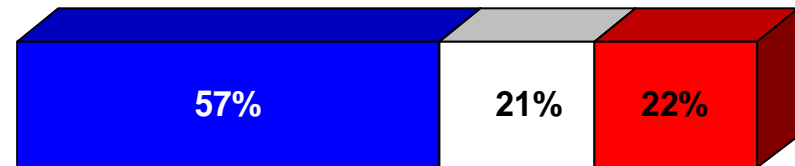
■ Agree/Strongly Agree   □ Neither   ■ Disagree/Strongly Disagree

Item Results

Communication

32 Managers communicate the goals and priorities of the organization.

76% | **14%** | **10%**
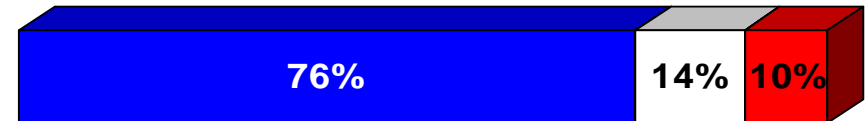
31 Employees are kept informed on issues affecting their jobs.

74% | **11%** | **15%**
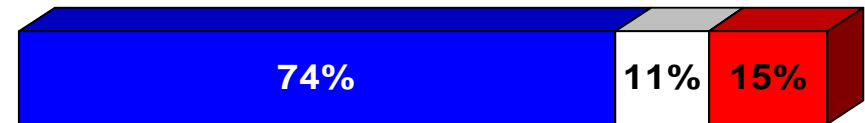
33 Managers promote communication among different work units (for example, about projects, goals, needed resources).

66% | **15%** | **20%**
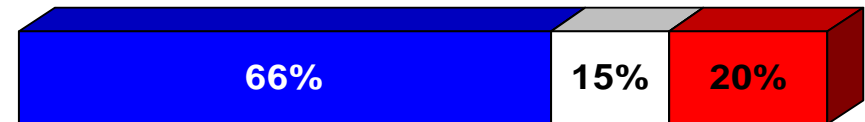
34 There is communication among various levels of the organization.

59% | **17%** | **24%**

■ Agree/Strongly Agree □ Neither ■ Disagree/Strongly Disagree

High-Impact Dimensions

⭐ PA Benchmark High

Dimension			
Communication ⭐	69%	14%	17%
Supervision	70%	15%	15%
Leadership andQuality ⭐	76%	13%	12%
Fairness and Treatment of Others ⭐	65%	17%	18%
Employee Involvement	66%	19%	15%
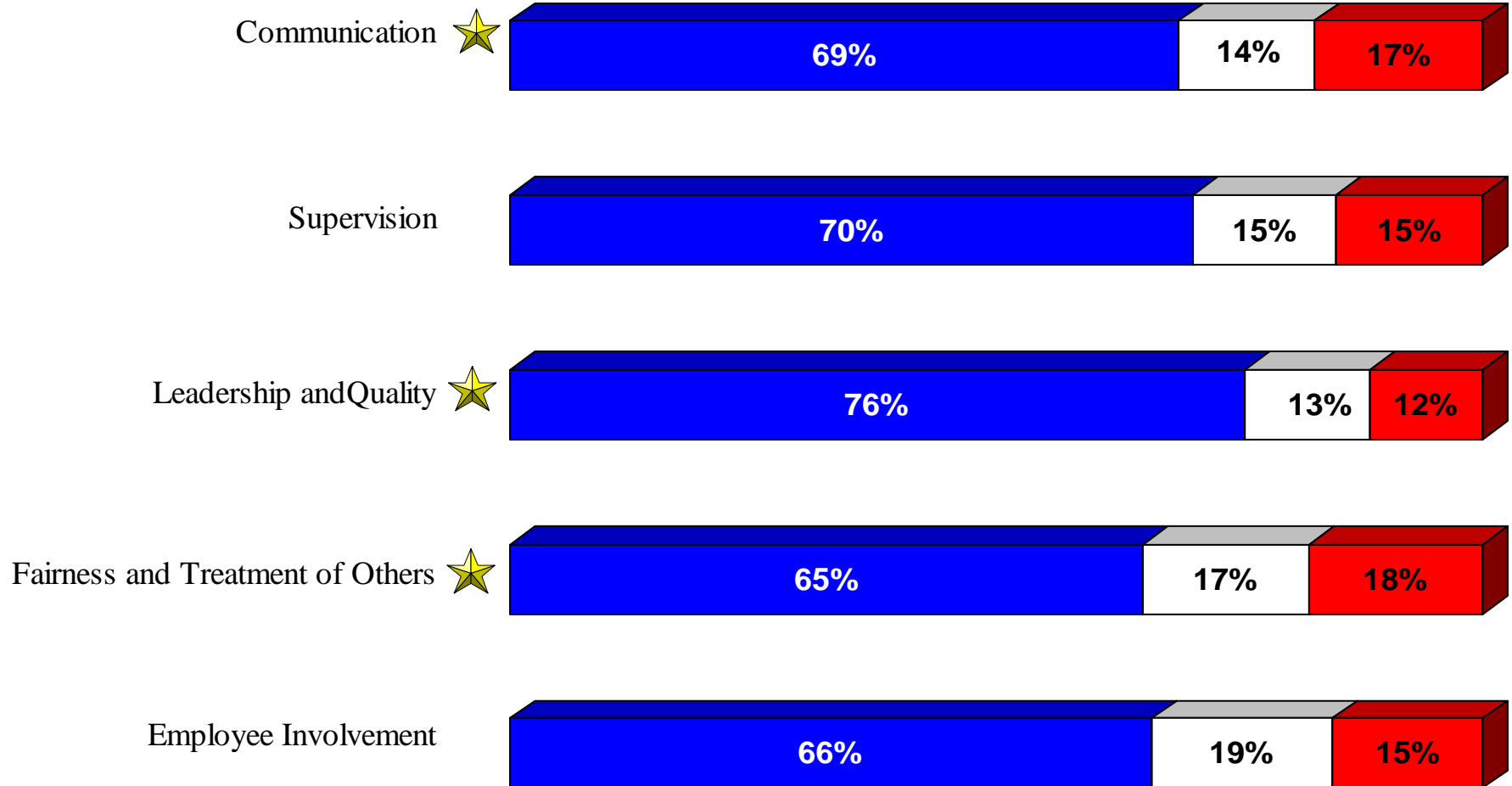
About the High-Impact Dimensions

- "High-impact" dimensions are especially critical drivers of organizational health and performance
- Almost all of BEA's results in high-impact dimensions qualify as strengths (66% favorable or higher)
- Communication
  - ➢ A strength although one of BEA's five lowest dimensions
  - ➢ Most employees agreed that managers communicate goals and priorities of the organization
- Supervision
  - ➢ A strength
  - ➢ Favorability equaled the PA benchmark high
  - ➢ Favorability equaled that of 2006
  - ➢ The most challenging item involved supervisors and team leaders taking steps to minimize workplace stress

About the High-Impact Dimensions (cont'd)

- Leadership and Quality
  - ➢ One of BEA's five highest dimensions and a strength
  - ➢ PA benchmark high

- Fairness and Treatment of Others
  - ➢ One of BEA's five lowest dimensions
  - ➢ PA benchmark high

- Employee Involvement
  - ➢ A strength
  - ➢ Favorability was one percentage point below PA benchmark high
  - ➢ Favorability decreased by one percentage point since 2006
  - ➢ The most challenging item involved employee feelings of empowerment and ownership of work processes

Item Results

Supervision

80 Supervisors/team leaders communicate clearly what is expected of employees in terms of job performance (e.g., task responsibilities, performance standards).

73% | 14% | 13%

78 Supervisors provide fair and accurate ratings of employee performance.

72% | 13% | 15%

81 There is trust between employees and their supervisors/team leaders.

71% | 13% | 15%

79 Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.

71% | 14% | 15%

82 Supervisors/team leaders take steps to minimize work-related stress.

63% | 19% | 18%

■ Agree/Strongly Agree ☐ Neither ■ Disagree/Strongly Disagree

Item Results

Employee Involvement

37 Managers provide an environment that supports employee involvement, contributions, and teamwork.

70% 16% 14%
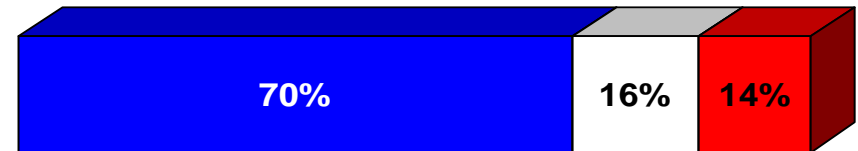
36 Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.

65% 20% 15%
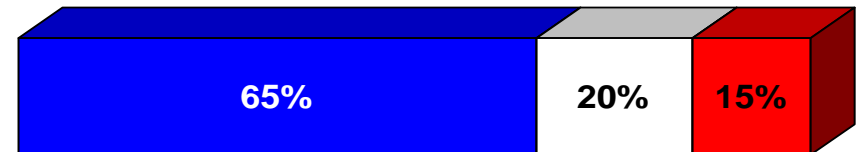
35 Employees have a feeling of personal empowerment and ownership of work processes.

62% 21% 17%
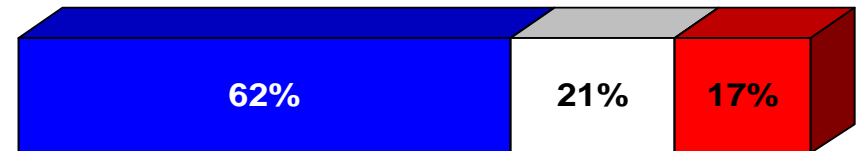
■ Agree/Strongly Agree □ Neither ■ Disagree/Strongly Disagree

Other Dimensions

⭐ PA Benchmark High

	Blue	White	Red
Training/Career Development	74%	14%	12%
Teamwork	74%	15%	11%
⭐ Use of Resources	71%	15%	14%
Customer Orientation	70%	18%	12%
Performance Measures	68%	20%	12%
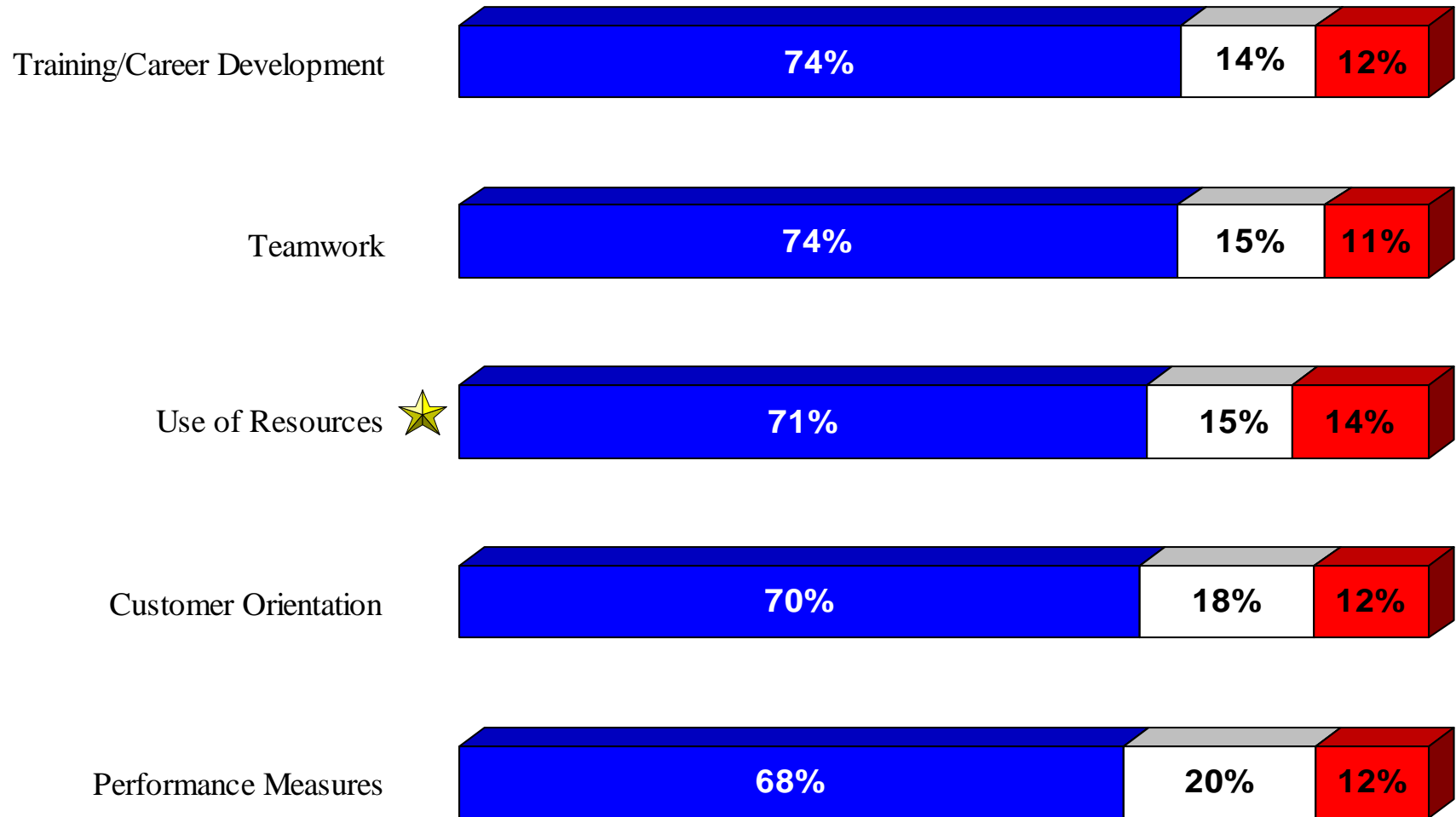
About the Other Dimensions

- ## Training and Career Development

  - ➢ A strength
  - ➢ Favorability was 18 percentage points above PA benchmark median
  - ➢ Favorability decreased by three percentage points since 2006
  - ➢ All items qualify as strengths (66% favorable or higher)

- ## Teamwork

  - ➢ A strength
  - ➢ Favorability was 11 percentage points above PA benchmark median
  - ➢ Favorability decreased by one percentage point since 2006
  - ➢ Items addressing cooperation are very strong

About the Other Dimensions (cont'd)

- Use of Resources
  - ➤ A strength
  - ➤ PA benchmark high – four points above previous mark
  - ➤ Favorability increased by four percentage points since 2006
  - ➤ Least favorable items address "red tape" and organizational hierarchy

- Customer Orientation
  - ➤ A strength
  - ➤ Favorability was 11 percentage points above PA benchmark median
  - ➤ Favorability increased by four percentage points since 2006
  - ➤ The only items that had less than 66% favorable had to do with institutional support for employees in their customer service roles

- Performance Measures
  - ➤ A strength
  - ➤ Favorability was 17 percentage points above PA benchmark median
  - ➤ Favorability decreased by four percentage points since 2006

Item Results

Training/Career Development

8 Employees receive the training they need to perform their jobs (for example, on-the-job training, conferences, workshops).

79% | **11%** | **10%**

12 Supervisors/team leaders support employee efforts to learn outside the job.

78% | **12%** | **10%**

9 Employees receive the everyday guidance and assistance they need to perform their jobs (for example, help from supervisors, team leaders, or co-workers).

78% | **11%** | **11%**

13 Employees are provided with training when new technologies and tools are introduced.

77% | **10%** | **12%**

10 Employees are provided with training that enhances their career advancement opportunities (for example, through cross-training, detail assignments).

68% | **18%** | **14%**

11 Education and training programs are developed based on an assessment of employees' training needs.

66% | **21%** | **13%**

■ Agree/Strongly Agree   □ Neither   ■ Disagree/Strongly Disagree

Teamwork

57 A spirit of cooperation and teamwork exists in my immediate work unit.

79% **11%** **10%**
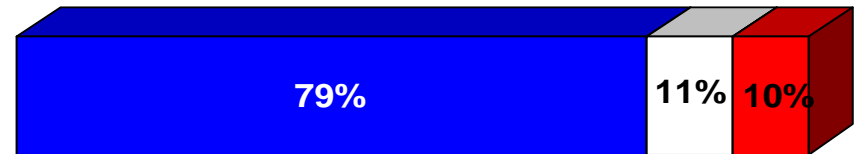
58 Different work units cooperate to get the job done.

78% **13%** **9%**
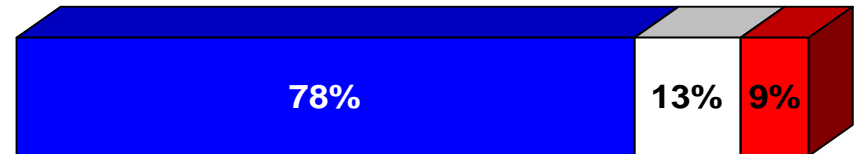
59 Employees in different work units participate in cross-functional teams to accomplish work objectives.

64% **22%** **14%**
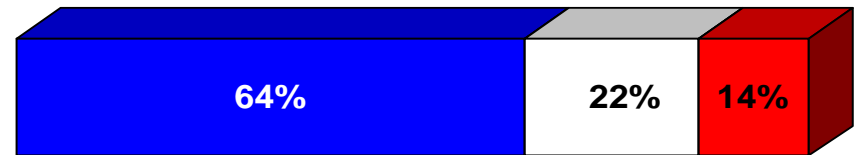
■ Agree/Strongly Agree □ Neither ■ Disagree/Strongly Disagree

Item Results

Use of Resources

39 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

85%   10% 5%

41 Employees have the appropriate supplies, materials, and equipment to perform their jobs well.

82%   8% 10%

38 The amount of work is reasonable, allowing employees to provide high quality products and services.

75%   12%   14%

40 "Red tape" and unnecessary rules/regulations do not interfere with the completion of work in a timely manner.

56%   21%   23%

42 An effort is made to minimize the number of management levels (i.e., organizational hierarchy).

55%   25%   20%

■ Agree/Strongly Agree □ Neither ■ Disagree/Strongly Disagree

Item Results

Customer Orientation

19 There are service goals aimed at meeting customer expectations.

83% | 12% | 5%

20 Employees have a good understanding of who their customers are.

82% | 11% | 8%

22 Products, services, and work processes are designed to meet customer needs and expectations.

81% | 15% | 4%

21 Employees use suggestions from their customers to improve the quality of products and services.

71% | 21% | 7%

23 Employees receive training and guidance in providing high quality customer service.

62% | 22% | 17%

24 Employees are rewarded for providing high quality products and services to customers.

58% | 22% | 20%

25 There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.
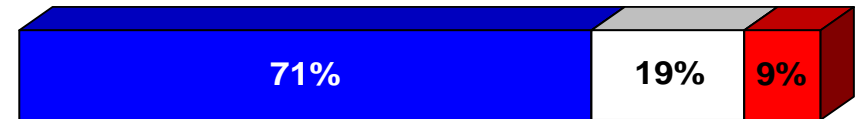
52% | 25% | 23%

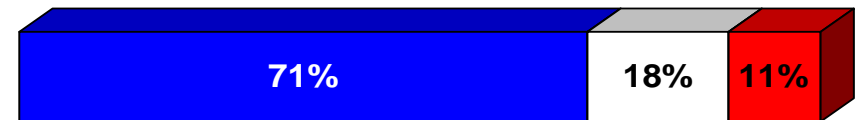■ Agree/Strongly Agree ☐ Neither ■ Disagree/Strongly Disagree

Item Results

Performance Measures

70 Information collected from customers is integrated with other key data and used to improve the quality of products and services.

71% **19%** **9%**

68 Employees are held accountable for achieving positive results.

71% **18%** **11%**

67 Outcome/result measures are used to assess the overall performance of the organization (for example, rates, trends, and current quality levels; meeting program objectives).

68% **22%** **10%**
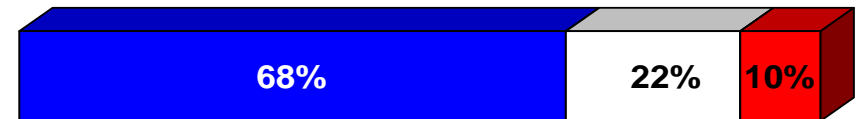
69 Assessments of the quality of systems, work processes, and products/services are performed at regular intervals across the organization.

63% **21%** **16%**

■ Agree/Strongly Agree ☐ Neither ■ Disagree/Strongly Disagree

111. I understand the performance appraisal system being used in this organization.
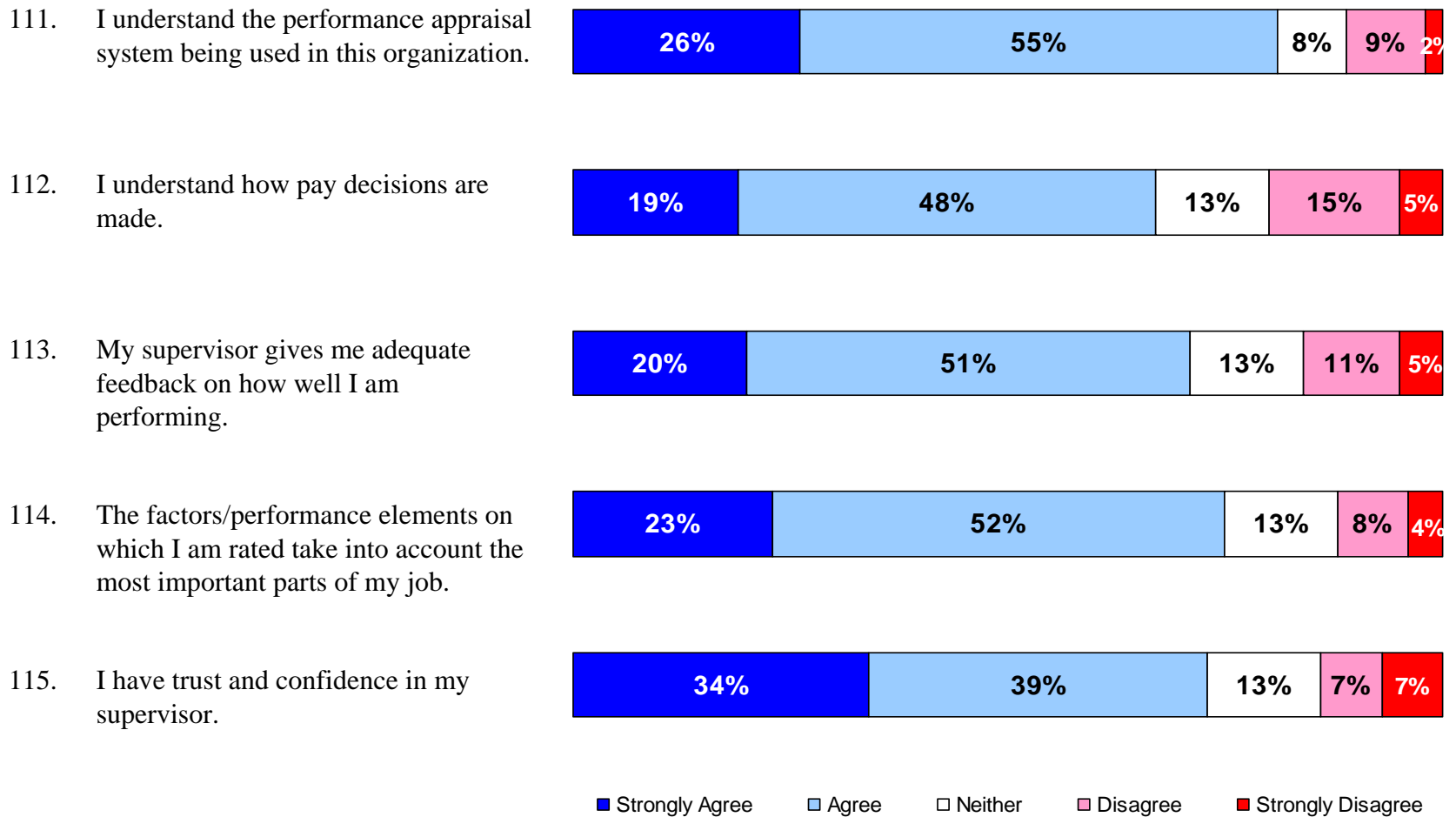
Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
26%	55%	8%	9%	2%

112. I understand how pay decisions are made.

Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
19%	48%	13%	15%	5%

113. My supervisor gives me adequate feedback on how well I am performing.

Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
20%	51%	13%	11%	5%

114. The factors/performance elements on which I am rated take into account the most important parts of my job.

Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
23%	52%	13%	8%	4%

115. I have trust and confidence in my supervisor.

Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
34%	39%	13%	7%	7%

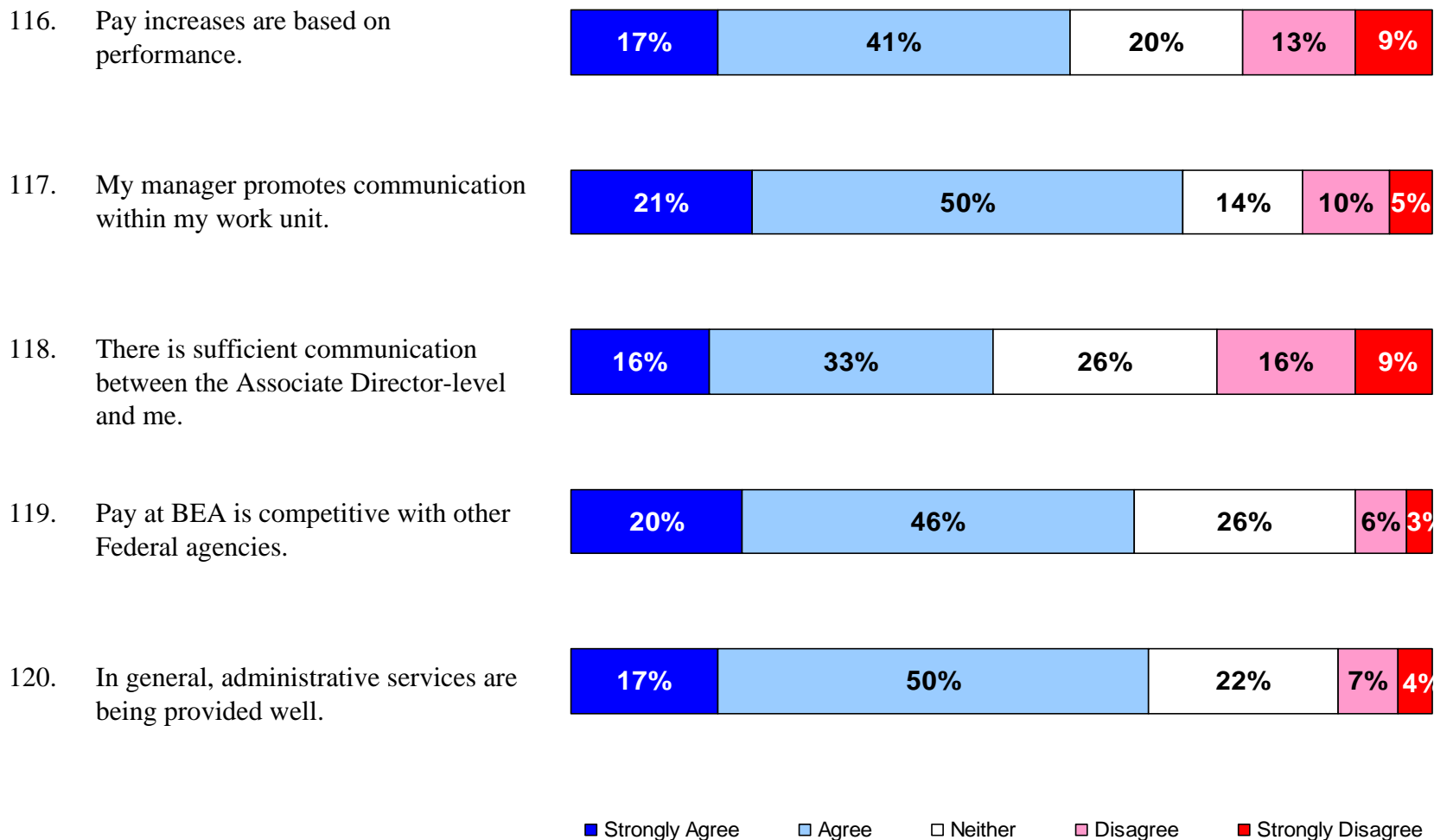■ Strongly Agree　□ Agree　□ Neither　□ Disagree　■ Strongly Disagree

Performance Management (Lawler) Items
Comparison with Demonstration Projects

Lawler's Criteria for Effective Merit Pay Systems										
	BEA	Avg. Non-BEA	AFRL	AMRDEC	ERDC	MRMC	NRL	NSWC	NUWC - Newport	NUWC - Keyport
1. Significant rewards can be given and tied to performance			Yes	Yes	Yes	Yes	Yes	Varies	Varies	Varies
2. Information is communicated to employees about how rewards are given (111)	81%	82%	89%	84%	76%	76%	72%	80%	91%	84%
3. Supervisors are willing to explain and support the reward system (112)	67%	64%	---	66%	59%	58%	---	65%	73%	62%
4. Rewards can vary widely, depending on performance			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5. Meaningful performance appraisal sessions can take place (113)	71%	63%	69%	73%	53%	60%	60%	62%	70%	60%
6. Performance can be objectively and inclusively measured (114)	75%	67%	59%	82%	64%	62%	60%	67%	73%	65%
7. High levels of trust exist or can be developed between supervisors and employees (115)	73%	68%	---	76%	55%	62%	71%	69%	75%	69%
Total number of criteria met			5	7	4	3	4	4	6	4

Source: BEA OAS item numbers for criteria are given in parentheses.
Note: Criteria are met if at least 66% of survey respondents agree to item.

Agency-Specific Items

116. Pay increases are based on performance.

| 17% | 41% | 20% | 13% | 9% |

117. My manager promotes communication within my work unit.

| 21% | 50% | 14% | 10% | 5% |

118. There is sufficient communication between the Associate Director-level and me.

| 16% | 33% | 26% | 16% | 9% |

119. Pay at BEA is competitive with other Federal agencies.

| 20% | 46% | 26% | 6% | 3% |

120. In general, administrative services are being provided well.

| 17% | 50% | 22% | 7% | 4% |

■ Strongly Agree　　□ Agree　　□ Neither　　■ Disagree　　■ Strongly Disagree

Private-Sector Benchmark Comparisons

Blue-chip Companies

- 3M
- Aetna
- Allstate Insurance Company
- American Express
- AXA
- Bell Canada Enterprises
- Citigroup
- Comcast
- Corning Incorporated
- Daimler Chrysler
- Deere & Company
- Duke Energy
- Eli Lilly and Company
- Ford Motor Company
- GlaxoSmithKline
- Halliburton
- IBM Corporation
- Intel Corporation
- JPMorgan Chase
- Lockheed Martin
- Liberty Mutual
- Merrill Lynch
- MetLife
- Microsoft Corporation
- Pacific Gas and Electric Company
- PepsiCo
- Prudential
- Royal Dutch Shell
- Siemens Corporation
- State Farm Insurance Company
- Sun Microsystems
- Target Corporation
- The Boeing Company
- The Dow Chemical Company
- The Home Depot
- Toys R Us
- Unilever
- Union Pacific Railroad
- United Technologies Corporation
- Washington Mutual

Private-Sector Benchmarks

- Results were about the same as the private sector in the area of Job Satisfaction

- Results are more favorable than the private sector in the following areas:
  - ➢ Organizational Satisfaction
  - ➢ Employee Involvement
  - ➢ Training and Career Development
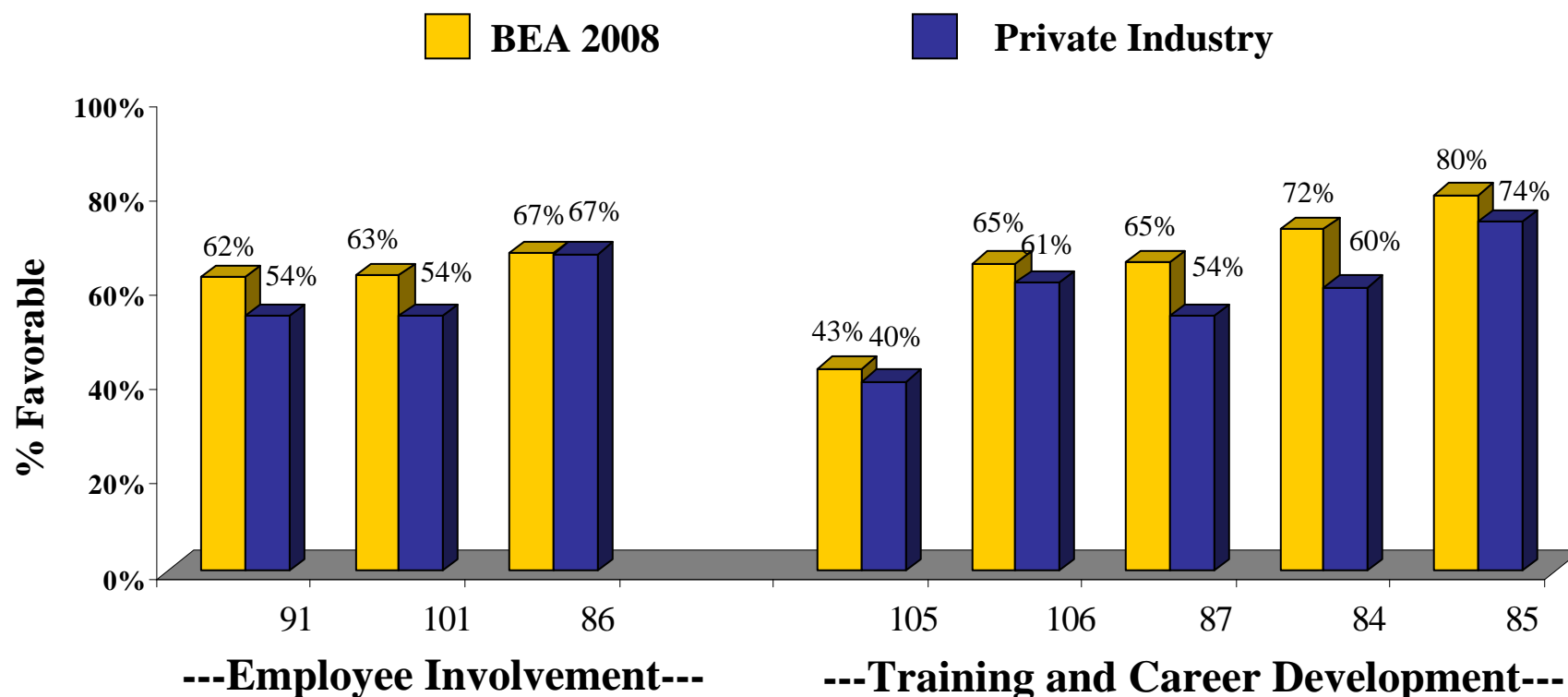 - ➢ Compensation Satisfaction
  - ➢ Aspects of Work

Private Industry Benchmarking

BEA 2008   **Private Industry**
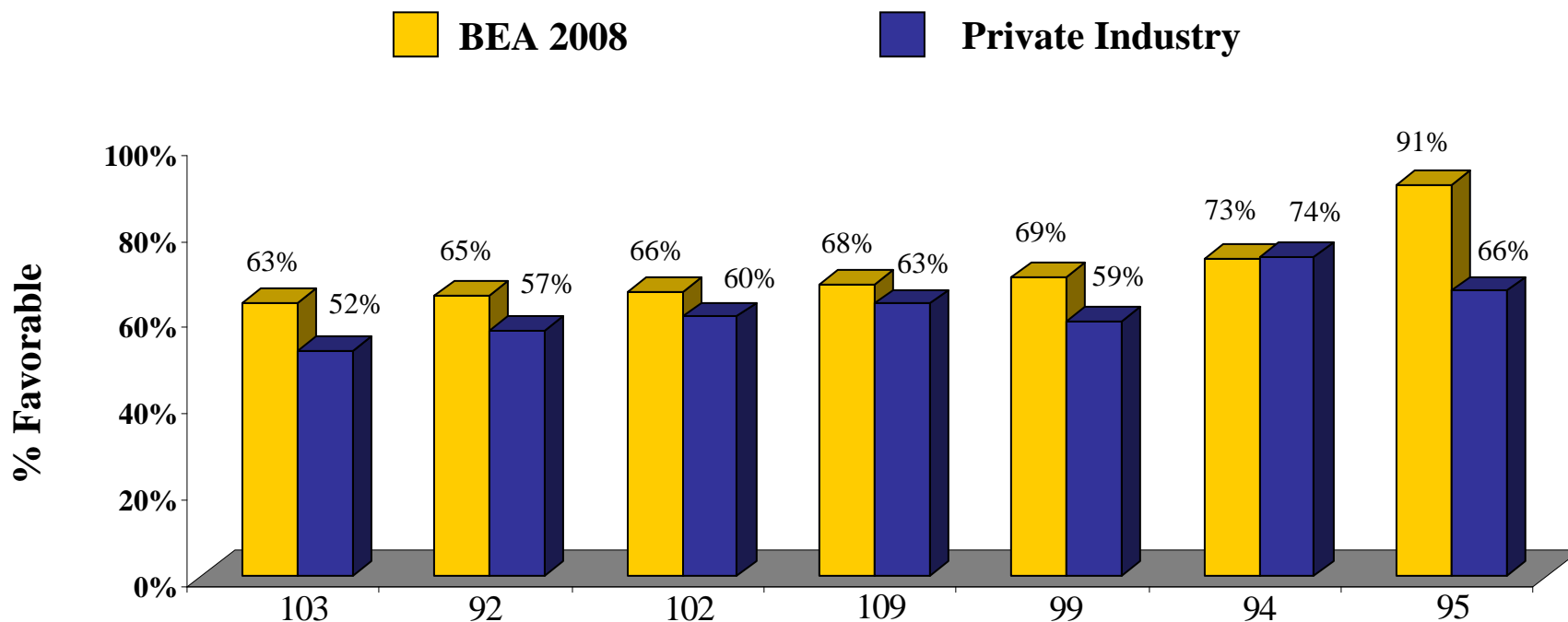
-------------------------Organizational Satisfaction-------------------------

103 [Satisfaction with] The recognition you receive for doing a good job?

 92 This organization is making the changes necessary to compete effectively.

102 [Satisfaction with] The information you receive from management on what's going on in the organization?

109 Considering everything, how would you rate your overall satisfaction in your organization at the present time?

 99 How would you rate your agency (or Department or Bureau) as a place to work compared to other organizations?

 94 Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

 95 How do you rate the organization in providing job security for people like yourself?

Private Industry Benchmarking

Legend: BEA 2008 (yellow), Private Industry (blue)

Employee Involvement

Question	BEA 2008	Private Industry
91	62%	54%
101	63%	54%
86	67%	67%

Training and Career Development

Question	BEA 2008	Private Industry
105	43%	40%
106	65%	61%
87	65%	54%
84	72%	60%
85	80%	74%

---Employee Involvement---   ---Training and Career Development---

91   Sufficient effort is made to get the opinions and thinking of people who work here.

101   [Satisfaction with] Your involvement in decisions that affect your work?

86   I feel encouraged to come up with new and better ways of doing things.

105   [Satisfaction with] Your opportunity to get a better job in the organization?
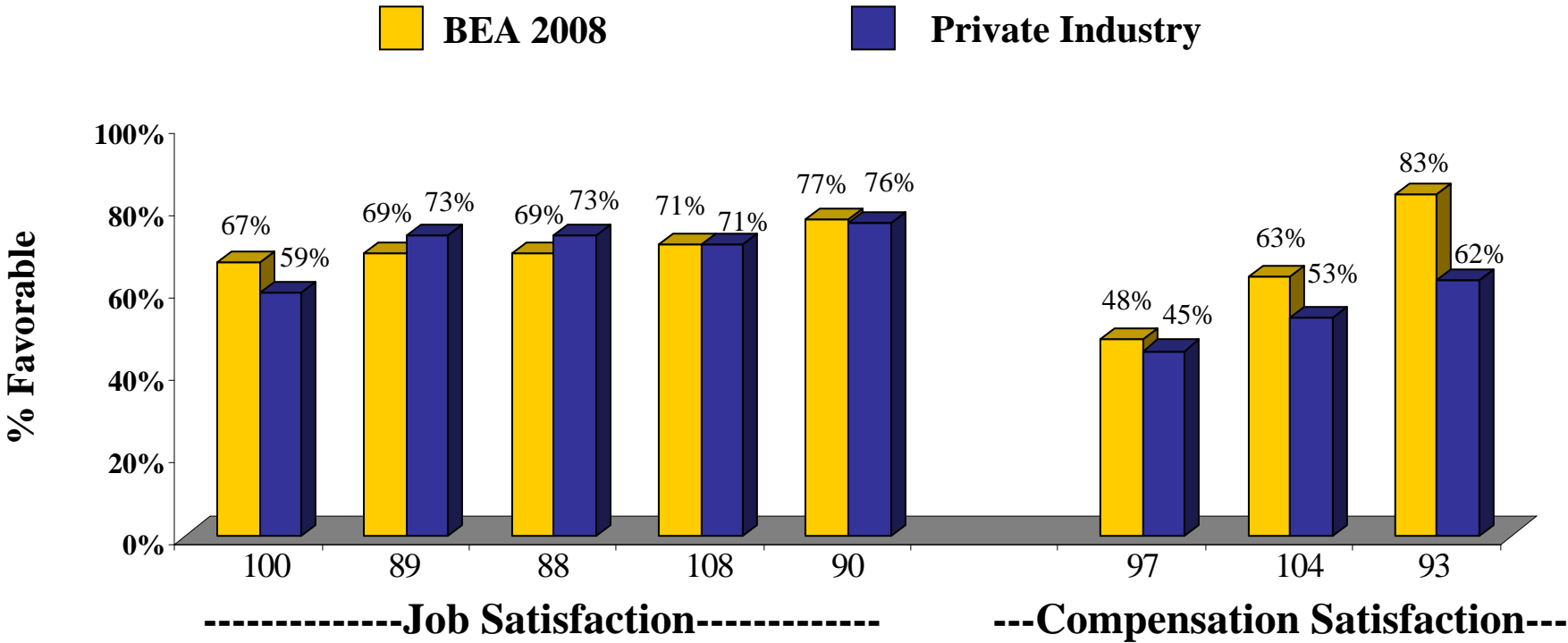
106   [Satisfaction with] The training you received for your present job?

87   Conditions in my job allow me to be about as productive as I could be.

84   I am given a real opportunity to improve my skills in the organization.

85   I have enough information to do my job well.

Private Industry Benchmarking

■ **BEA 2008** ■ **Private Industry**

--------------Job Satisfaction-------------   **---Compensation Satisfaction---**

100 Are you considering leaving your organization? (Favorable = "No")

 89 My work gives me a feeling of personal accomplishment.

 88 My job makes good use of my skills and abilities.

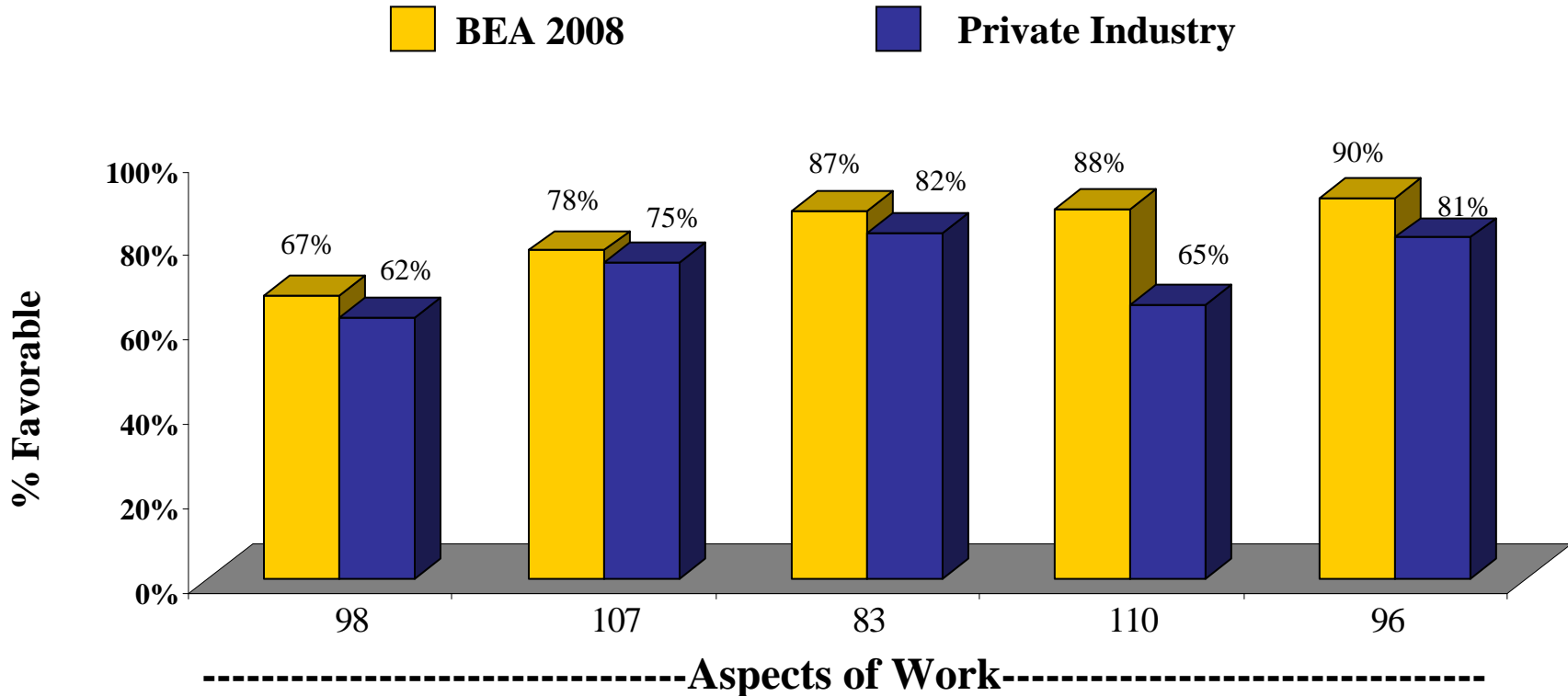108 Considering everything, how satisfied are you with your job?

 90 I like the kind of work I do.

 97 In comparison with people in similar jobs in other organizations, I feel my pay is. (Favorable = "About the Same")

104 [Satisfaction with] Your pay?

 93 How do you rate your total benefits program?

Private Industry Benchmarking

■ **BEA 2008**   ■ **Private Industry**

------------------------------Aspects of Work------------------------------

98   The amount of work I am expected to do on my job is. (Favorable = "About Right")

107 [Satisfaction with] Your physical working conditions?

83   The people I work with cooperate to get the job done.

110 How satisfied do you think your organization's customers are with the products and services it provides?

96   How would you rate the overall quality of work done in your work group?

Comments

- 77% of surveys providing comments (86 of 112) responded to: "Please...describe what your organization is doing well." Top response categories:
  - ➢ Leadership and Quality, 21%
  - ➢ Use of Resources, 13%
  - ➢ Training/Career Development, 11%
- 82% of surveys providing comments (92 of 112) responded to: "Please...describe what you would like to see your organization change." Top response categories:
  - ➢ Use of Resources, 16%
  - ➢ Rewards and Recognition, 15%
  - ➢ Communication, 12%
- Comments could be coded as responding to more than one category: 713 separate codings to categories

Next Steps

- **Communicate Results**
  - ➢ *Share survey results with managers and employees*
- **Maintain high levels established by survey results**
- **Focus on a few dimensions for improvement**
  - ➢ *Use of Resources – "Red tape," levels of organizational hierarchy*
  - ➢ *Customer Orientation –Support for employee customer service (rewards, training)*
  - ➢ *Innovation – capitalize on excellence to improve further*
- **Develop Action Plans**
  - ➢ *Conduct Focus Groups*
  - ➢ *Establish Action Planning Teams*
- **Track the Agency's Progress Through:**
  - ➢ *Comparing OAS results with other performance measures*
  - ➢ *Using these results as a baseline for future comparisons*
  - ➢ *Linking results to Agency's strategic and operational goals*
- **Re-Survey the Agency in 18-24 Months**