



A New Day for the Civil Service

Bureau of Economic Analysis Organizational Assessment Survey 2010 Results

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Organizational Assessment
HR Strategy & Evaluation
Leadership & Talent Management Solutions

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Outline

- Changes to OAS
- Sample representativeness
- Perception of work environment
- Summary and recommendations



OAS Changes: BEA's OAS

- Added remaining Employee Viewpoint Survey items
- Added more custom items
- New dimension structure
 - 12 organizational dimensions
 - 3 personal dimensions



OAS Changes: Core Content

Organizational

- (1) **Teamwork:** Cohesion | Communication | Collaboration
- (2) **Customer Orientation:** Feedback | Resources | Innovation
- (3) **Training:** Formal | Informal | Tools & Values
- (4) **Resources:** People | Information | Time | Workspace | Organizational Structure | Work Facilitation
- (5) **Flexibility:** Bureaucracy | Willingness to Change | Voice
- (6) **Rewards:** Contingent Reward | Tools | Procedural Justice
- (7) **Supervision:** Expectations | Evaluation | Feedback
- (8) **Strategic Management:** Vision | Communication | Performance Orientation | Public Service Orientation
- (9) **Emotional Support:** Consideration | Safety | Family Friendly
- (10) **Ethics:** Fairness | Diversity | Integrity
- (11) **Communication (cross-cutting)**
- (12) **Innovation (cross-cutting)**

Personal

- (1) **Attitudes:** Satisfaction | Affective Commitment | Value internalization | Continuance Commitment | Job Involvement | Burnout/Stress | Internal Motivation | Passions | Job Complexity | Job fit | Role Contribution | Role Conflict | Role Overload | Role Ambiguity | Perceived Organizational Support | Attitudinal Engagement
- (2) **Behaviors:** Effort | Organization Citizenship | Turnover Intentions | Behavioral Engagement
- (3) **Outcomes:** Perceived Work Quality | Perceived Customer Satisfaction | Perceived Mission Attainment



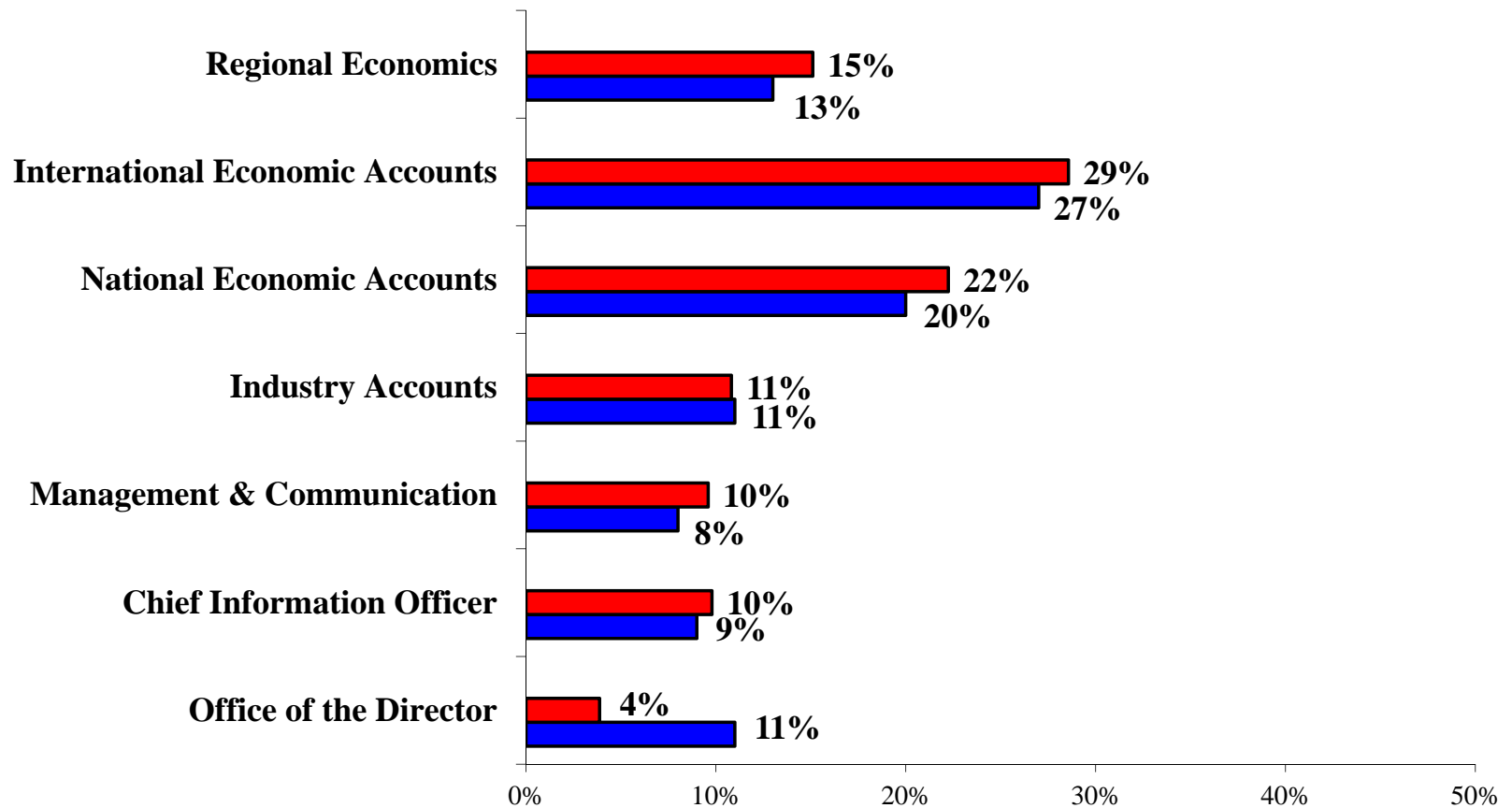
Methodology

- Administered survey Oct. 20 to Nov. 10, 2010
- 129 items
 - 112 standard
 - 3 custom
 - 12 demographic
 - 2 open-ended comment
- Consistently high response rate
 - 2008: 64% (313/490)
 - 2010: 64% (315/490)
- Margin of error: +/- 3.3 percentage points

Representativeness: Organization

■ Sample ■ Population

Where do you work at BEA?

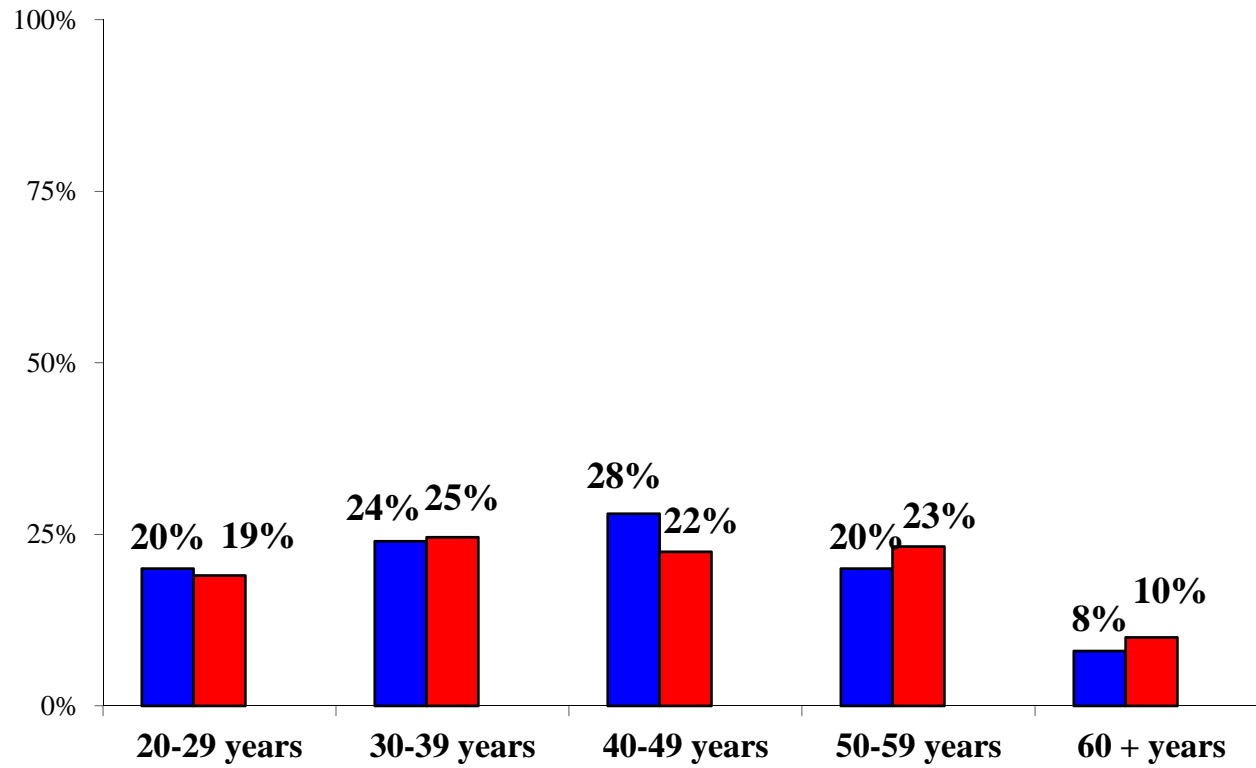


NOTE: Population data from BEA.

NOTE: In all graphs in this presentation, all percentages are rounded to the nearest integer.

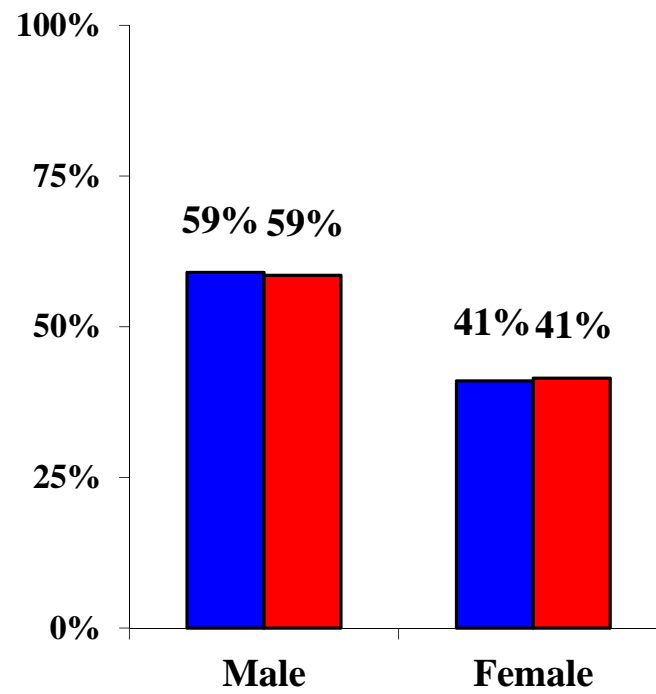
Age

Sample Population

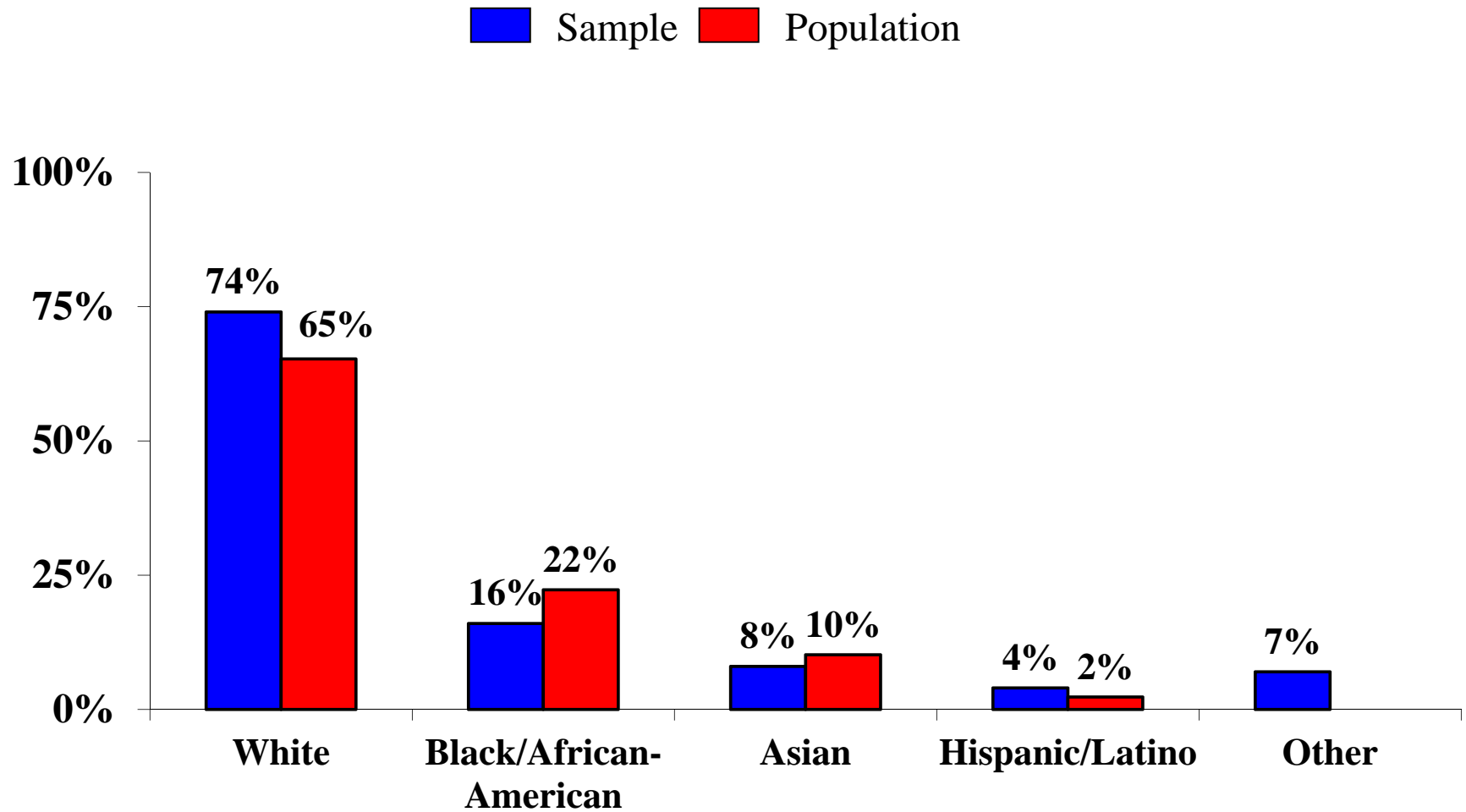


Gender

■ Sample ■ Population



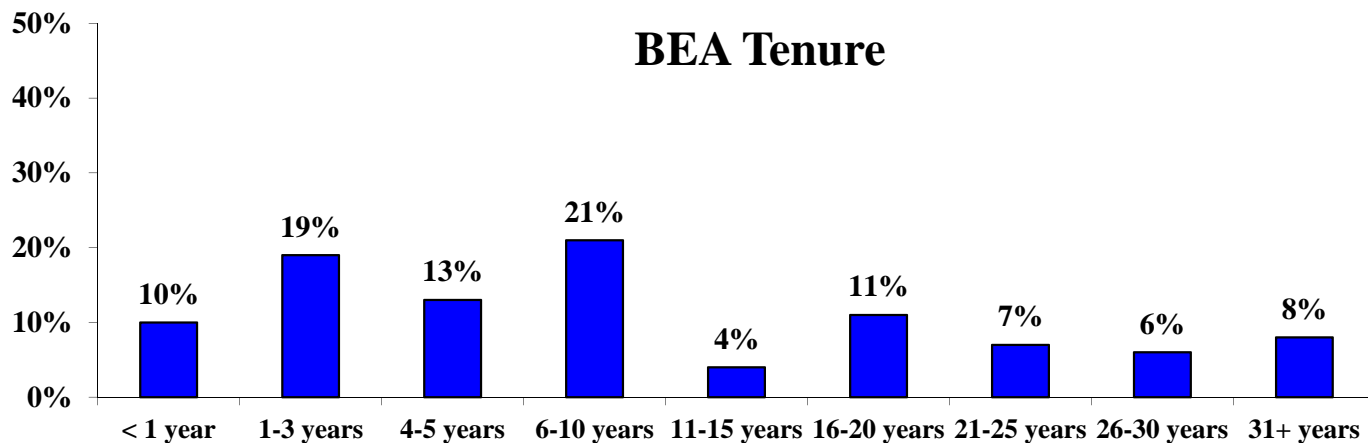
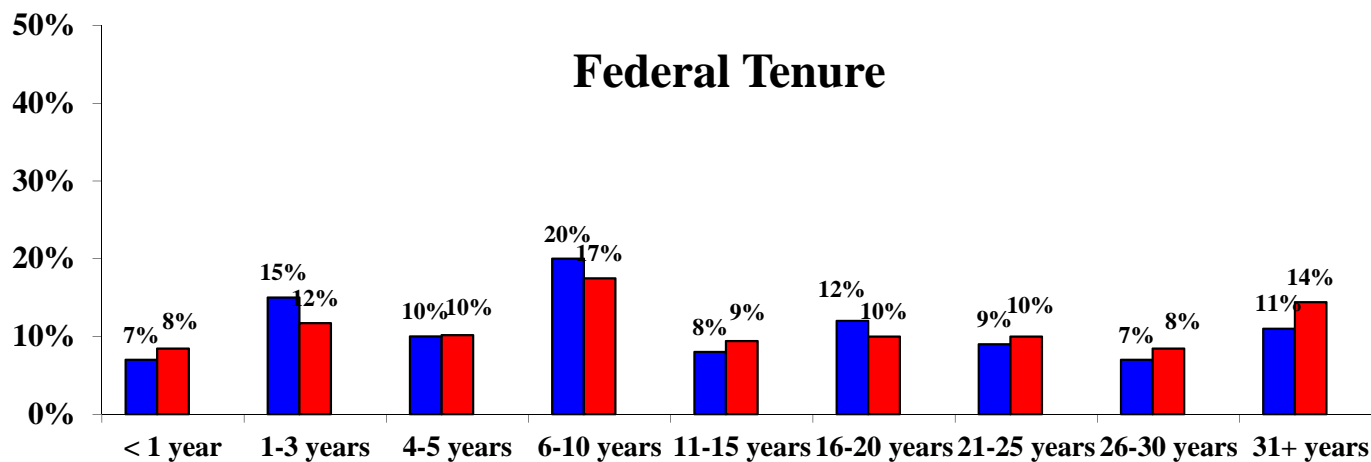
Race



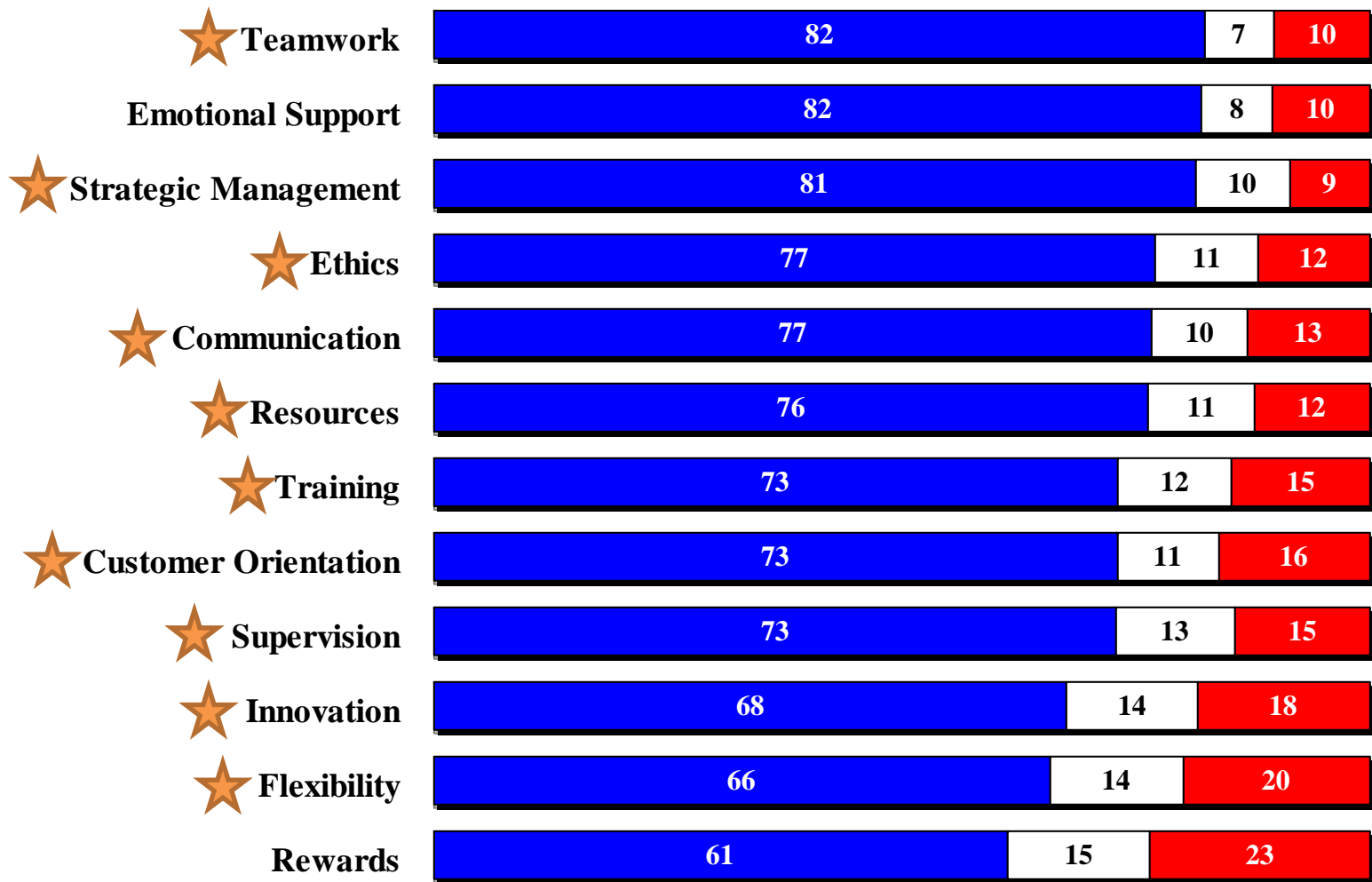
NOTE: Sample data used an item that allowed respondents to select more than one category, so total sample percentages add to more than 100%. Population data comes from a source that allows only one response.

Tenure

■ Sample ■ Population



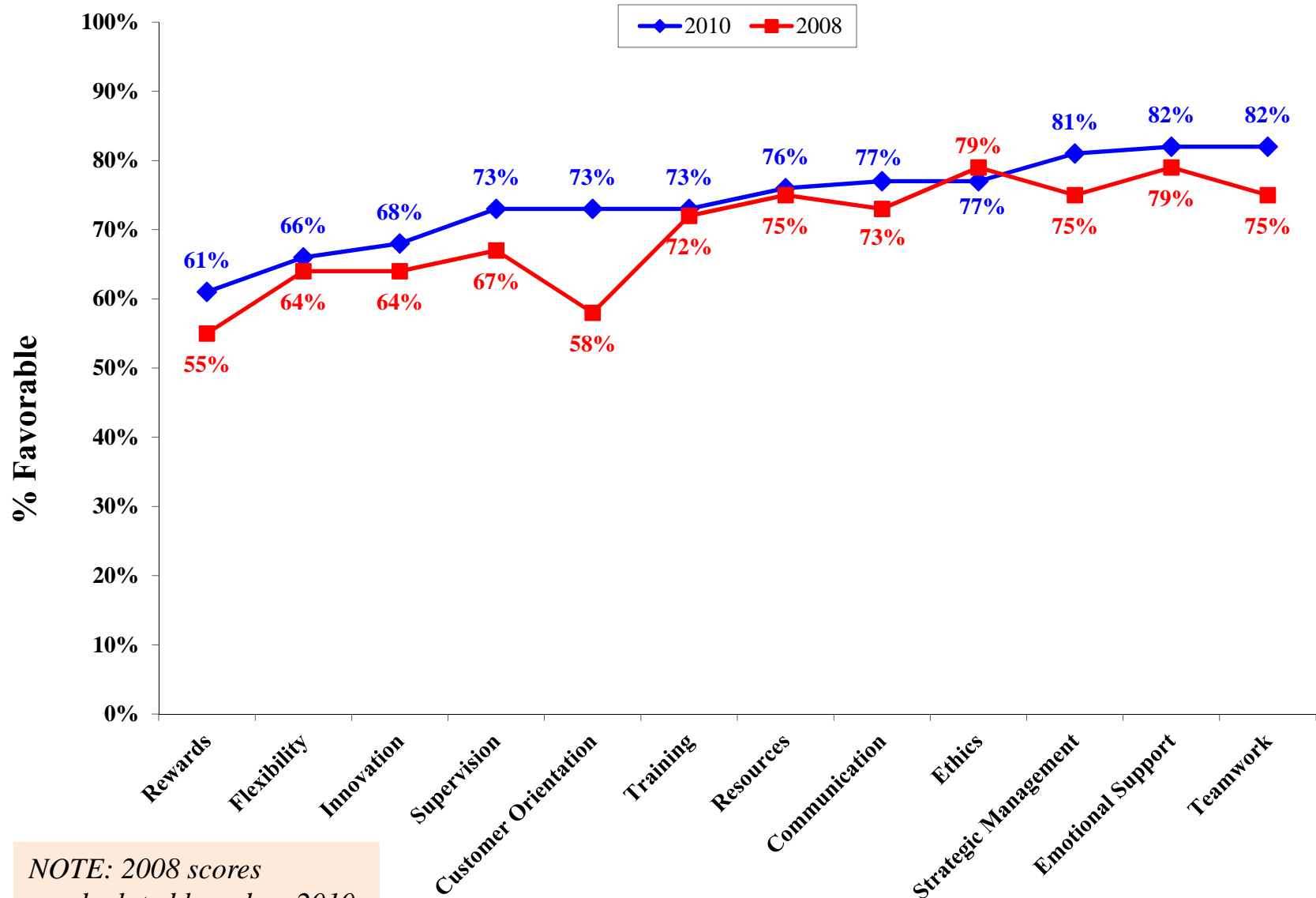
Results: 12 Organizational Dimensions



Favorable response
 Neutral response
 Unfavorable response

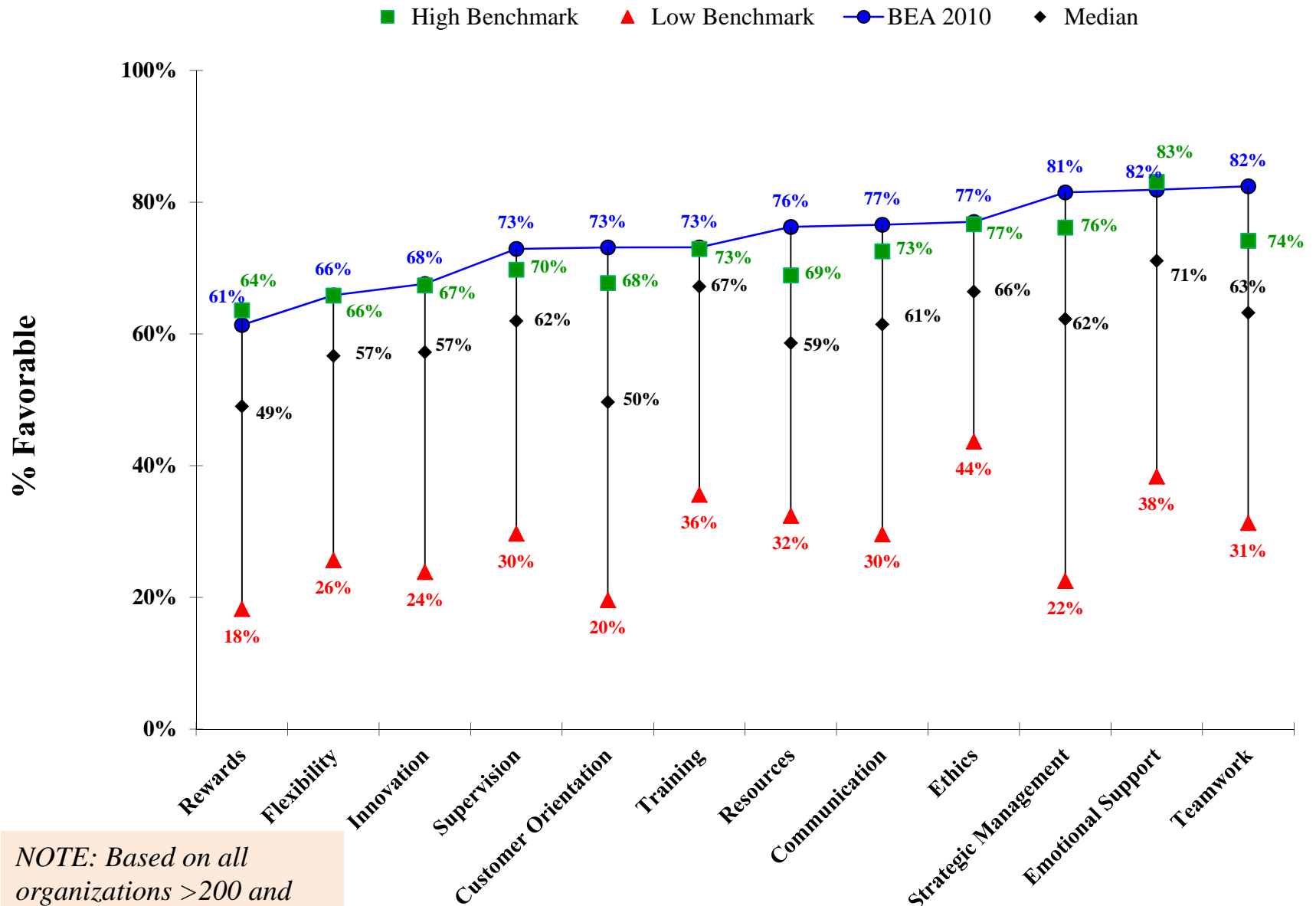
★ = ties or exceeds benchmark high for small/medium organization

Results: Dimension Scores, 2008 vs. 2010



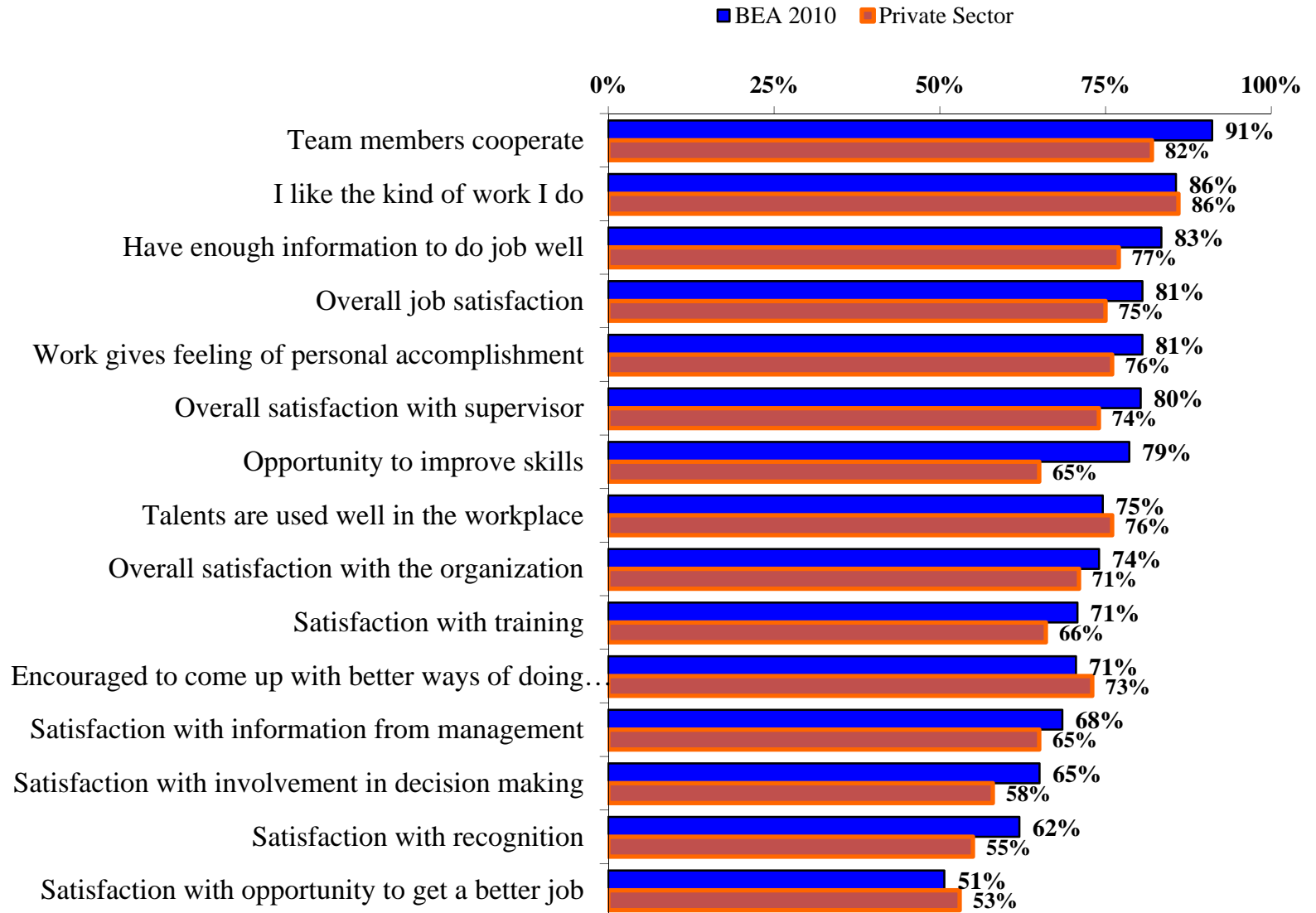
*NOTE: 2008 scores
recalculated based on 2010
dimension definitions*

Results: Performance America Benchmarks

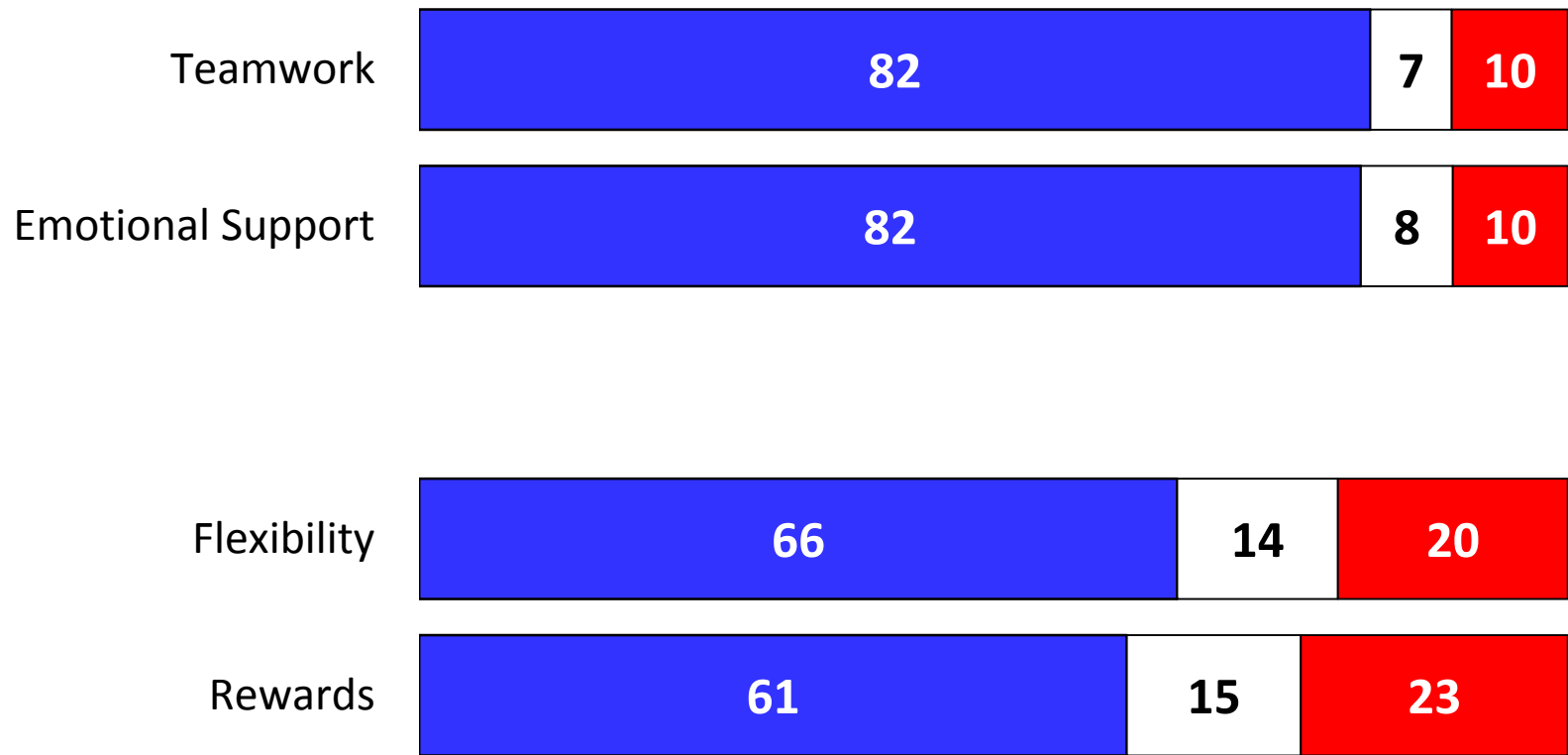





NOTE: Based on all organizations >200 and <10,000 from 2007 - 2010

Results: Private Industry Benchmarks



Results: Highest and Lowest Dimensions



 Favorable response  Neutral response  Unfavorable response



Results: Strengths

- Teamwork
 - Employees cooperate and share knowledge
 - Managers promote collaboration
- Emotional Support
 - High levels of trust and respect
 - Employee health supported
 - Work/Life balance supported



Results: Areas for Improvement

- Flexibility
 - “Red tape” an issue for some
 - Employee suggestions
- Rewards
 - Not sure how to earn awards
 - Awards are sometimes small
 - Use of non-monetary awards could improve



Results: BEA Compared to DOC Employee Viewpoint Survey (EVS)

- BEA outscored DOC on 65 of 69 EVS items (94%)
- In most cases, BEA's scores were significantly higher.

Results: Employee Behaviors

106. When needed I am willing to put in extra effort to get the job done.

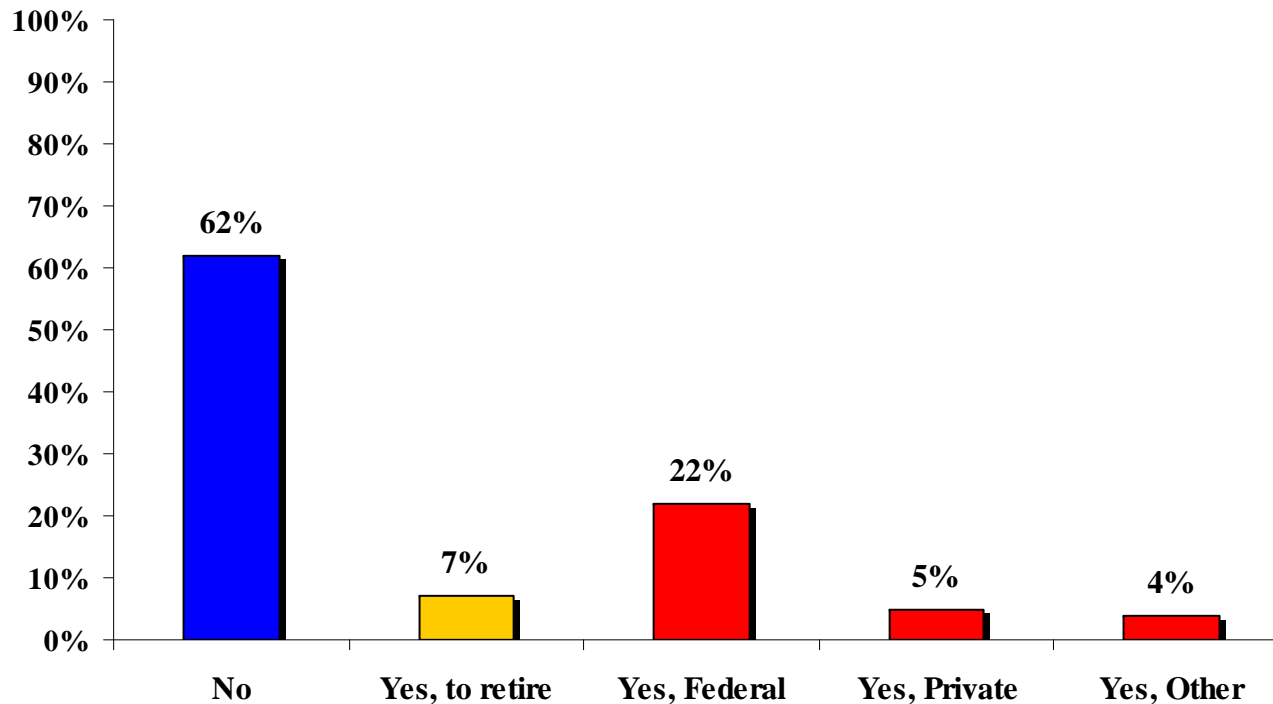


105. I am constantly looking for ways to do my job better.



Favorable response
 Neutral response
 Unfavorable response

107. Are you considering leaving your organization?



Results: Organizational Outcomes

112. My agency is successful at accomplishing its mission.



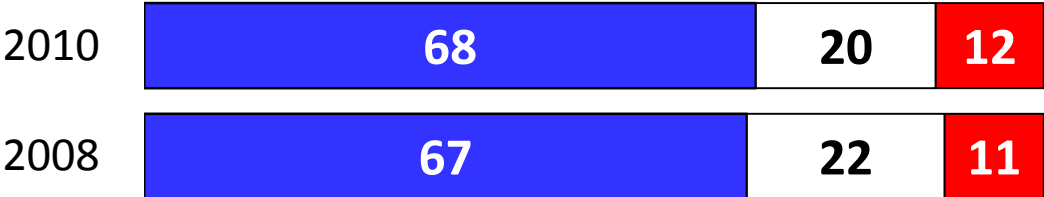
111. How would you rate the overall quality of work done by your work group?



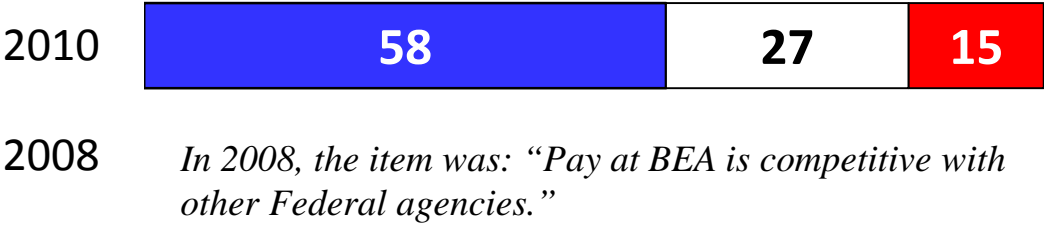
 Favorable response  Neutral response  Unfavorable response

Results: BEA Custom Items

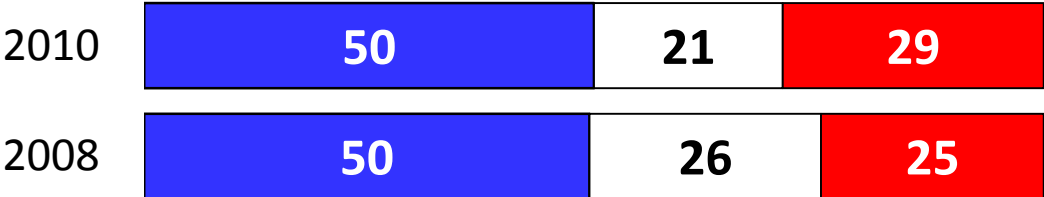
115. In general, administrative services are being provided well.



113. BEA’s pay for performance system is better than agencies with a traditional civil service pay system.



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



Favorable response
 Neutral response
 Unfavorable response



Results: Summary

- BEA leads federal government in numerous areas
- BEA ties or exceeds all private sector benchmarks
- Lowest areas are *Flexibility* and *Rewards*



Recommendations

- Communicate the results
- Identify 2-3 action areas
- Develop and execute action plans
- Re-survey in about 24 months

*To look at the BEA “All Participants” report,
[click here](#)*