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
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

Where do you work at BEA?

- Regional Economics: Sample 13%, Population 15%
- International Economic Accounts: Sample 27%, Population 29%
- National Economic Accounts: Sample 20%, Population 22%
- Industry Accounts: Sample 11%, Population 11%
- Management & Communication: Sample 8%, Population 10%
- Chief Information Officer: Sample 9%, Population 10%
- Office of the Director: Sample 11%, Population 4%

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

NOTE: Population data from BEA.
Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Sample</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29 years</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>30-39 years</td>
<td>24%</td>
<td>25%</td>
</tr>
<tr>
<td>40-49 years</td>
<td>28%</td>
<td>22%</td>
</tr>
<tr>
<td>50-59 years</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>60+ years</td>
<td>8%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Gender

[Bar chart showing gender distribution for Sample and Population]

- Male: Sample 59%, Population 41%
- Female: Sample 41%, Population 59%
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

Federal Tenure

<table>
<thead>
<tr>
<th>Duration</th>
<th>Sample (%)</th>
<th>Population (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>1-3 years</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>4-5 years</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>16-20 years</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>21-25 years</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>26-30 years</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>31+ years</td>
<td>11%</td>
<td>14%</td>
</tr>
</tbody>
</table>

BEA Tenure

<table>
<thead>
<tr>
<th>Duration</th>
<th>Sample (%)</th>
<th>Population (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>10%</td>
<td>19%</td>
</tr>
<tr>
<td>1-3 years</td>
<td>19%</td>
<td>13%</td>
</tr>
<tr>
<td>4-5 years</td>
<td>13%</td>
<td>21%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>21%</td>
<td>4%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>4%</td>
<td>11%</td>
</tr>
<tr>
<td>16-20 years</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>21-25 years</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>26-30 years</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>31+ years</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
# Results: 12 Organizational Dimensions

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Favorable Response</th>
<th>Neutral Response</th>
<th>Unfavorable Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>82</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Emotional Support</td>
<td>82</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>81</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Ethics</td>
<td>77</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Communication</td>
<td>77</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Resources</td>
<td>76</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Training</td>
<td>73</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Customer Orientation</td>
<td>73</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>Supervision</td>
<td>73</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Innovation</td>
<td>68</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Flexibility</td>
<td>66</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>Rewards</td>
<td>61</td>
<td>15</td>
<td>23</td>
</tr>
</tbody>
</table>

- Favorable response = ties or exceeds benchmark high for small/medium organization
- Neutral response
- Unfavorable response
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

- Team members cooperate: 91%
- I like the kind of work I do: 86%
- Have enough information to do job well: 83%
- Overall job satisfaction: 81%
- Work gives feeling of personal accomplishment: 81%
- Overall satisfaction with supervisor: 74%
- Opportunity to improve skills: 79%
- Talents are used well in the workplace: 76%
- Overall satisfaction with the organization: 74%
- Satisfaction with training: 65%
- Encouraged to come up with better ways of doing: 73%
- Satisfaction with information from management: 65%
- Satisfaction with involvement in decision making: 65%
- Satisfaction with recognition: 62%
- Satisfaction with opportunity to get a better job: 53%
Results: Highest and Lowest Dimensions

- **Teamwork**: 82 Favorable response, 7 Neutral response, 10 Unfavorable response
- **Emotional Support**: 82 Favorable response, 8 Neutral response, 10 Unfavorable response
- **Flexibility**: 66 Favorable response, 14 Neutral response, 20 Unfavorable response
- **Rewards**: 61 Favorable response, 15 Neutral response, 23 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.

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?
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.

In 2008, the item was: “Pay at BEA is competitive with other Federal agencies.”

<table>
<thead>
<tr>
<th>Item</th>
<th>2010</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative services</td>
<td>68</td>
<td>67</td>
</tr>
<tr>
<td>Pay for performance system</td>
<td>58</td>
<td>50</td>
</tr>
<tr>
<td>Communication</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

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