



Empowering Our Greatest Asset

FY10 Army Civilian Attitude Survey The Results Are In!

Murray Mack

US Army Civilian Personnel Evaluation Agency

Assistant G-1 (Civilian Personnel)

July 2011



**2011 Worldwide Human
Resources Conference**

Department of Defense

FY10 Army Civilian Attitude Survey The Results Are In!

Murray Mack
US Army Civilian Personnel Evaluation Agency
Assistant G-1 (Civilian Personnel)
July 2011

FY10 Army Civilian Attitude Survey

Bottom Line Up Front

- Results mirror other major surveys of the workforce by DoD and OPM
- Record participation by supervisors and non-supervisors
 - 84,155 non-supervisors, 32%
 - 20,759 supervisors, 58%
 - 104,914 valid responses, 36%
- Results generalize to the population and represent our demographics
- Conditions for workforce engagement are in place and working well
- Supervisors are more inclined to view the world of work more favorably than non-supervisors
- Doing well on the way we feel about our supervisors, personal work experiences, and leadership and management
- Not doing well on dealing with poor performers, filling vacancies quickly, creating opportunities for leader development, and fostering a performance culture
- Family-friendly Quality of Work/Life Program items are being tracked
- Job satisfaction up; satisfaction with CHR down
- Army results informing DoD action planning
- Get results and tools for moving from “results to action” to the workforce

FY10 Army Civilian Attitude Survey

The Results Are In!

- Background
- Composite Results
- Top and Bottom Most Favorable/Unfavorable Items
- Items That Have Changed Most Since 2006
- A Closer Look:
 - Conditions for Engagement
 - Key Drivers of Job Satisfaction
 - Career Plans
 - Supervision
 - Training and Development
 - Leadership Development
 - Family-Friendly Quality of Work/Life Programs
 - Satisfaction with Civilian Human Resources
 - Long Term Trends in Job Satisfaction
 - Survey Results Compared to Other Surveys
- Conclusions
- The Way Ahead

FY10 Army Civilian Attitude Survey

Background

- Serves as Army's official civilian attitude survey for nearly 35 years
- Captures long term historical trends and short term high impact topics
- Provides support for major policy and program decisions at all Army levels of strategic planning
- Identifies strengths and areas for improvement, key drivers of job satisfaction and satisfaction with CHR
- Administered every other year (except for periods of HR regionalization, early NSPS implementation, and administrative/budget constraints)
- Focuses on how effectively we manage our workforce (e.g., work/life, job satisfaction, commitment, engagement, and how all these contribute to mission accomplishment)
- Evolved from
 - Local administration → mailed to home address → internet administration
 - Random sample → census of APF and NAF workforce
 - Total Army and command results → results at much lower organizational levels (e.g., UIC, installation, career program, occupational series)
 - Contractor administration, analysis, and reports → Army administration and contractor analysis and reports
 - Few reports → hundreds of reports

FY10 Army Civilian Attitude Survey

Background (continued)

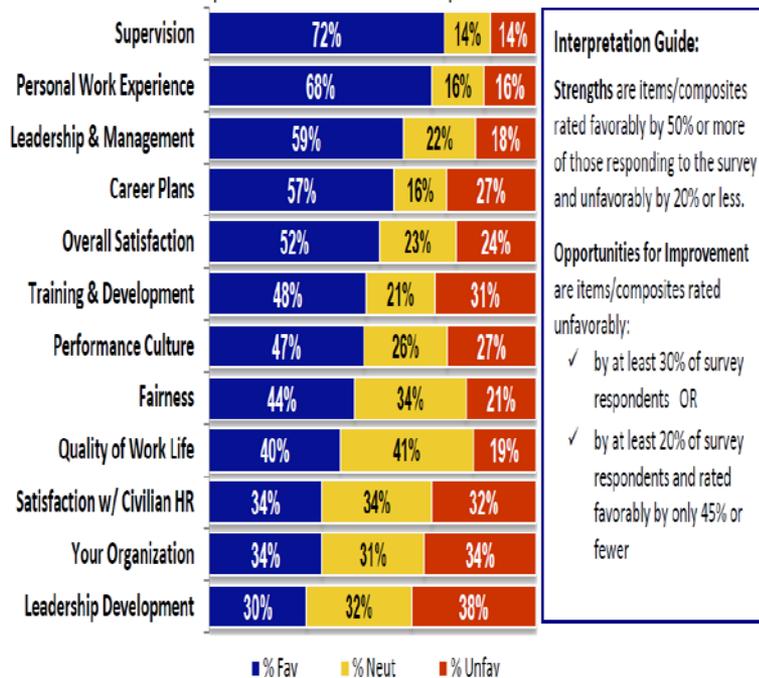
- Census of the workforce since 2001
 - 52,000 (2001), 41,500 (2003), 44,500 (2005), 45,800 (2006)
 - 104,914 (2010) – record participation!
 - 84,155 non-supervisors, 32%
 - 20,759 supervisors, 58%
 - 104,914 overall valid responses, 36%
- Coordinated closely with ARI on survey development and administration
- Administered from late September to end of November 2010 to entire APF and NAF workforce worldwide
- Incorporated all OPM-required items, allowing us to benchmark results to DoD and rest of fed government
- Contractor scores and produces over 300 feedback packages for distribution
 - Tailored by command, subcommand, installation, region, EEO demographics, pay plan, career program, UIC ...
 - Non-supervisor (employee) Survey Results Report
 - Supervisor Survey Results Report
 - Key drivers of employee and supervisor job satisfaction; key drivers of supervisor satisfaction with CHR
 - A 20-page Guide to Data Analysis and Action Planning
 - Summary of comments made by supervisors and non-supervisors
- Contractor cost: \$127,155

FY10 Army Civilian Attitude Survey

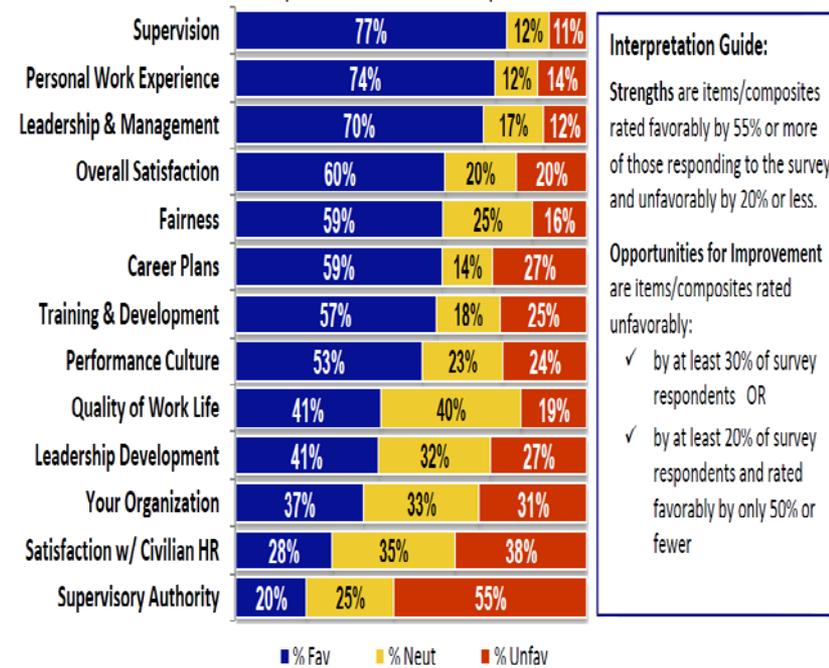
Composite Results

Fav Neu Unfav

Composite Scores for Non-Supervisors



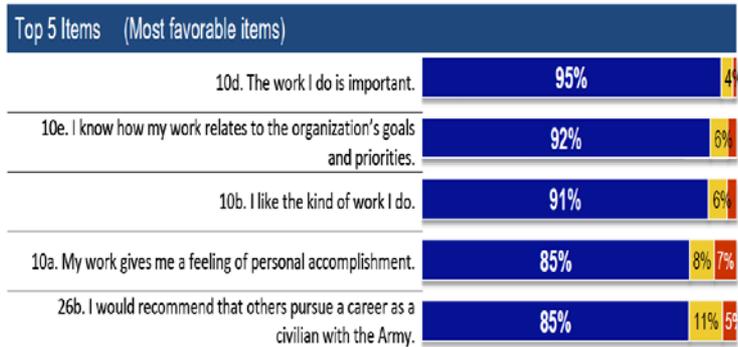
Composite Scores for Supervisors



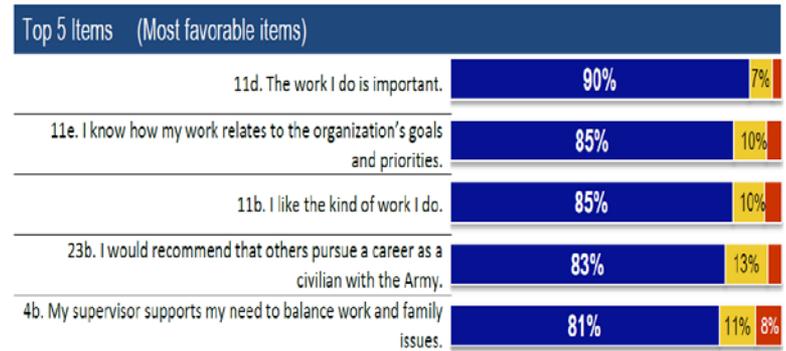
FY10 Army Civilian Attitude Survey

Top and Bottom Most Favorable/Unfavorable Items

Supervisors



Non-Supervisors



[R] Reverse Scored Item

FY10 Army Civilian Attitude Survey

Items That Have Changed Most Since 2006

Supervisors

	Percent Favorable			Significant Trends*
	2005	2006	2010	
Increased the Most				
21c. In the next 5 years, likelihood of leaving the Federal government for a private sector job? [R]	65	62	71	↘↗
26a. I would recommend that others pursue a career as a civilian with this organization.	66	63	70	↘↗
24b. Satisfaction with...your pay.	69	67	73	↘↗
4a. Discussions with my supervisor/team leader about my performance are worthwhile.	66	66	71	→↗
24a. Satisfaction with...your job.	80	78	83	↘↗
Decreased the Most				
16c. Employees at this installation/activity are treated fairly with regard to appeals.	63	73	59	↗↘
30j. How well does the HR Office (Personnel) support you in...referring candidates for vacancies in a reasonable amount of time.	38	39	25	↗↘
30k. How well does the HR Office (Personnel) support you in...Keeping you informed of the status of personnel action requests (e.g., vacancies, establishing positions).	37	38	25	↗↘
11l. Promotions in my work unit are based on merit.	59	60	47	→↘
15f. It is easy to...reward employees.	--	58	46	↘

Non-Supervisors

	Percent Favorable			Significant Trends*
	2005	2006	2010	
Increased the Most				
13a. Personnel who recently retired from the military and then are hired by the Army are often selected over fully qualified civilian candidates who have not served in the military. [I]	36	41	53	↗↗
23a. I would recommend that others pursue a career as a civilian with this organization.	59	57	65	↘↗
4a. Discussions with my supervisor/team leader about my performance are worthwhile.	60	60	68	→↗
5d. I am satisfied w/ the career progression opportunities available to me.	40	40	48	→↗
18c. In the next 5 years, likelihood of leaving the Federal government for a private sector job. [R]	65	64	71	↘↗
Decreased the Most				
13d. Prohibited Personnel Practices...are not tolerated.	65	68	56	↗↘
12k. Promotions in my work unit are based on merit.	38	39	28	↗↘
26a. How well does the HR Office (Personnel) support you in...processing personnel actions (e.g., pay, promotions, benefits) accurately and in a timely manner?	51	49	40	↘↘
26f. Finding sources for all types of training.	29	36	27	↗↘
12j. Pay raises in my work unit depend on how well employees perform their jobs.	35	36	28	↗↘

[R] Reverse Scored Item

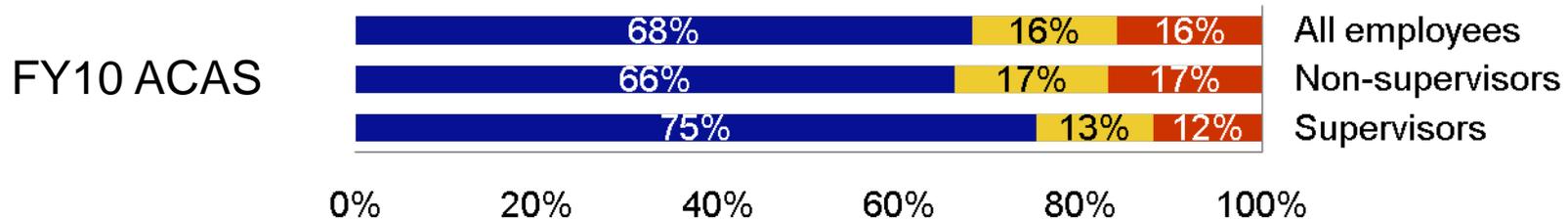
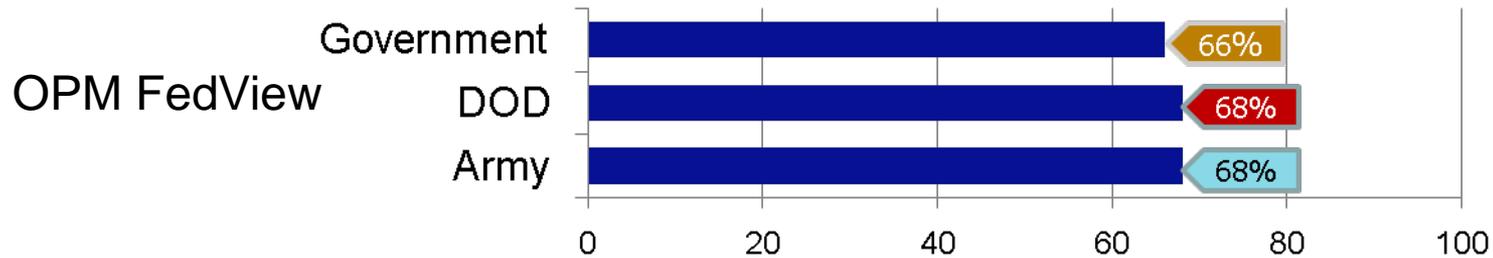
[I] Informational Item

FY10 Army Civilian Attitude Survey

Conditions for Engagement

Fav Neu Unfav

'Conditions for Engagement' is a composite of items that measure overall level of motivation, commitment, and alignment with organizational goals.



■ % Fav ■ % Neut ■ % Unfav

- Q11I. I feel encouraged to come up with new and better ways of doing things.
- Q11A. My work gives me a feeling of personal accomplishment
- Q11K. I know what is expected of me on the job.
- Q11F. My talents are used well in the workplace.
- Q04C. Supervisors/team leaders in my work unit support employee development.
- Q04F. My supervisor/team leader listens to what I have to say.
- Q02C. In my organization, leaders generate high levels of motivation and commitment in the work place.
- Q02E. Managers communicate the goals and priorities of the organization.



FY10 Army Civilian Attitude Survey

Key Drivers of Job Satisfaction: Areas to Reinforce

Non-Supervisors

- Personal Work Experiences
 - The work I do is important (90%)
 - I know how my work relates to the organization's goals and priorities (85%)
- Leadership and Management
 - The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals (73%)
 - Managers/supervisors/team leaders work well with employees of different backgrounds (69%)

Supervisors

- Personal Work Experiences
 - The work I do is important (95%)
 - I know how my work relates to the organization's goals and priorities (92%)
- Supervision
 - My supervisor supports my need to balance work and family issues (83%)
 - Supervisors/team leaders in my work unit support employee development (80%)
- Leadership and Management
 - Managers/supervisors/team leaders work well with employees of different backgrounds (84%)
 - The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals (78%)
- Training and Development
 - I have received sufficient training to be a supervisor or manager (73%)
 - I know what training I need to advance my career with the Army (73%)

FY10 Army Civilian Attitude Survey

Key Drivers of Job Satisfaction: Priority Areas

Non-Supervisors

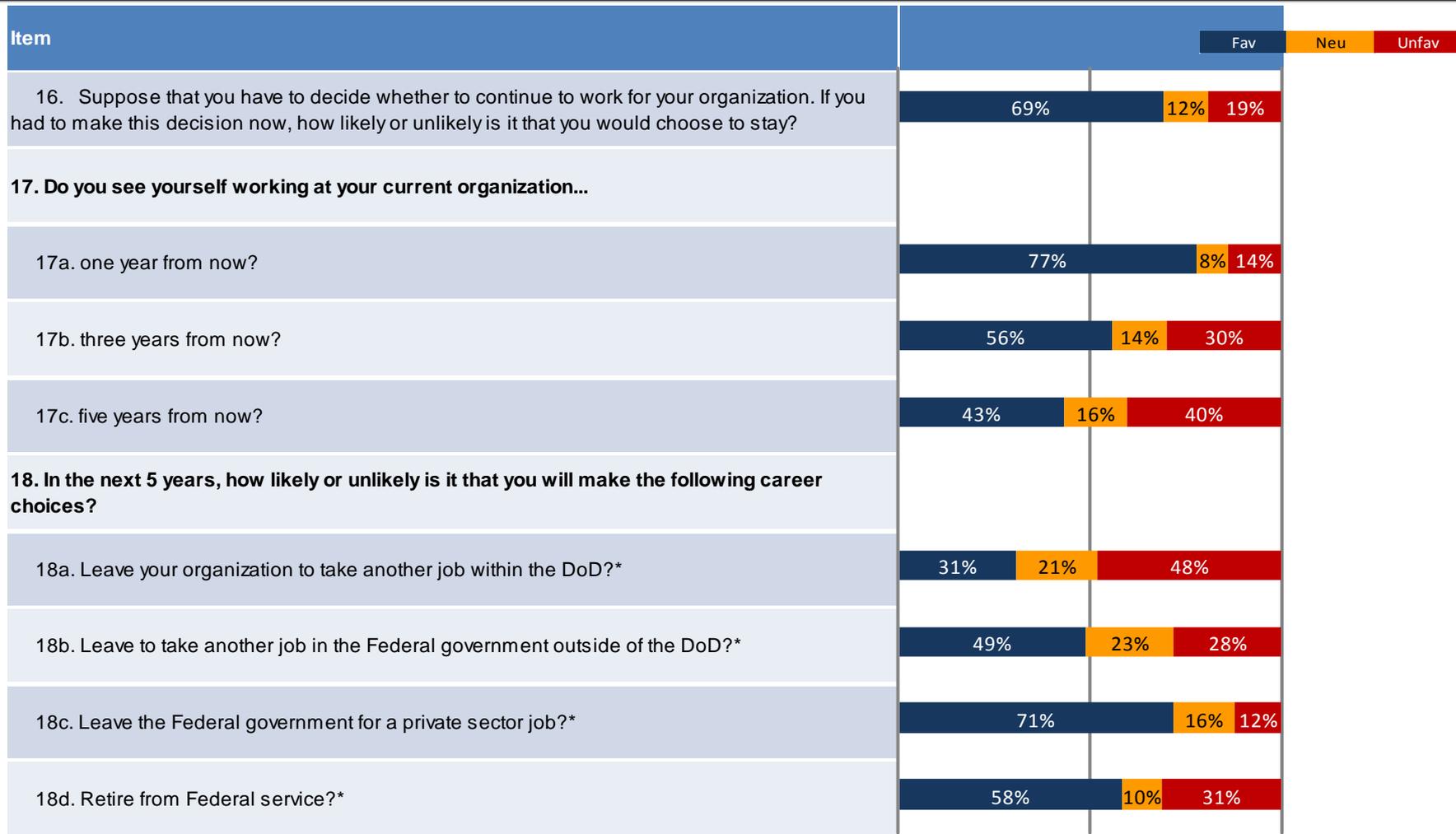
- Leadership Development
 - The help you have received to plan your career path (23%)
 - The way your supervisor creates or calls attention to leader development opportunities (30%)
- Your Organization
 - How well does your organization discipline/correct poor work performance (19%)
 - How well does your organization fill vacancies quickly (20%)
- Performance Culture
 - Promotions in my work unit are based on merit (28%)
- Training and Development
 - The help you have had from a formal or informal mentor for planning your career path in Army (5%)
 - The Army invests adequate resources for training and developing its civilians (44%)

Supervisors

- Leadership Development
 - The help you have received to plan your career path (32%)
 - Developmental assignments that give you experience in other functions in the organization (38%)
- Your Organization
 - How well does your organization fill vacancies quickly (16%)
 - How well does your organization discipline/correct poor work performance (23%)
- Performance Culture
 - Pay raises in my work unit depend on how well employees perform their jobs (38%)
 - The performance management system I am under improves organizational performance (38%)

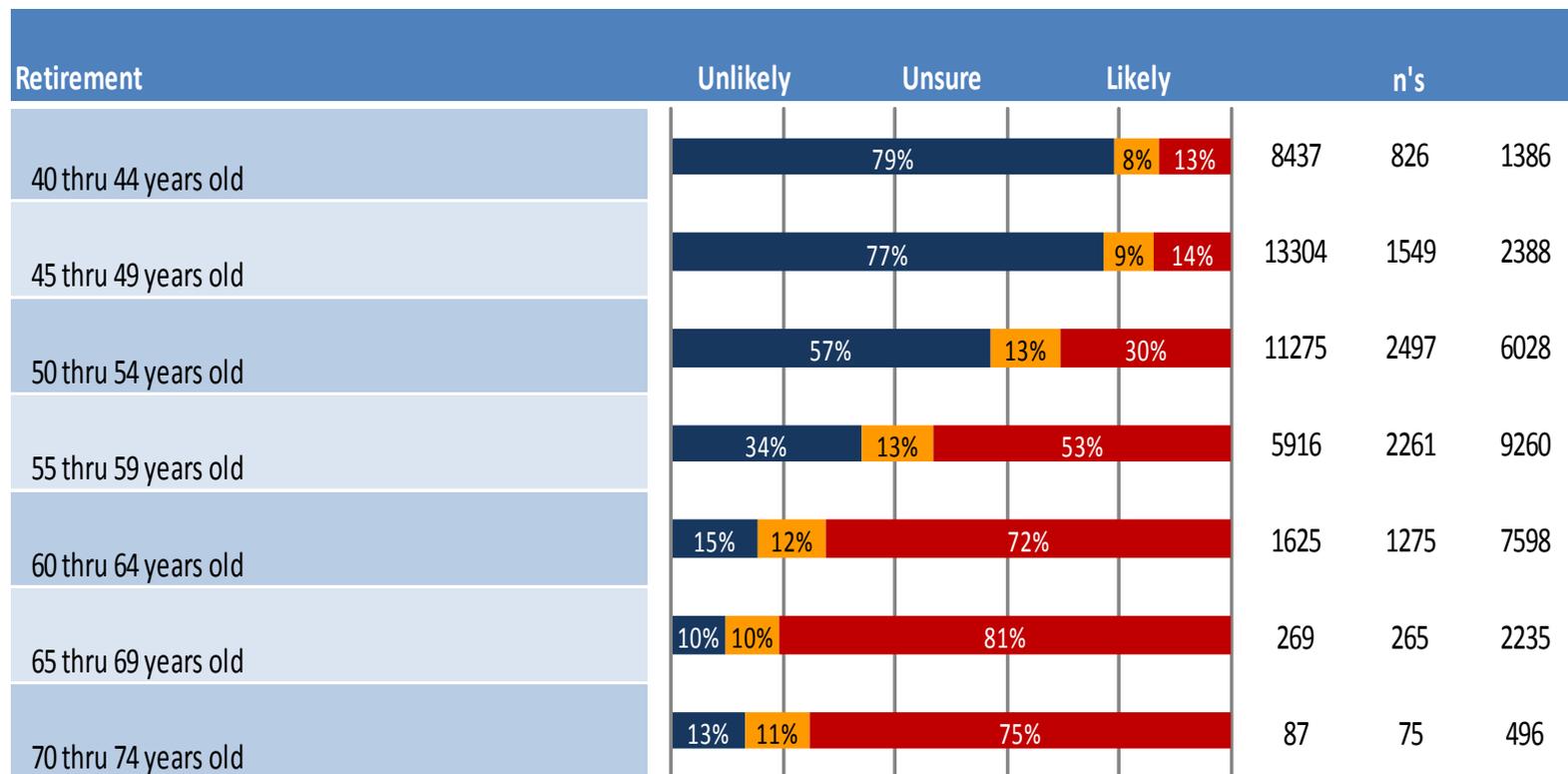
FY10 Army Civilian Attitude Survey

Career Plans



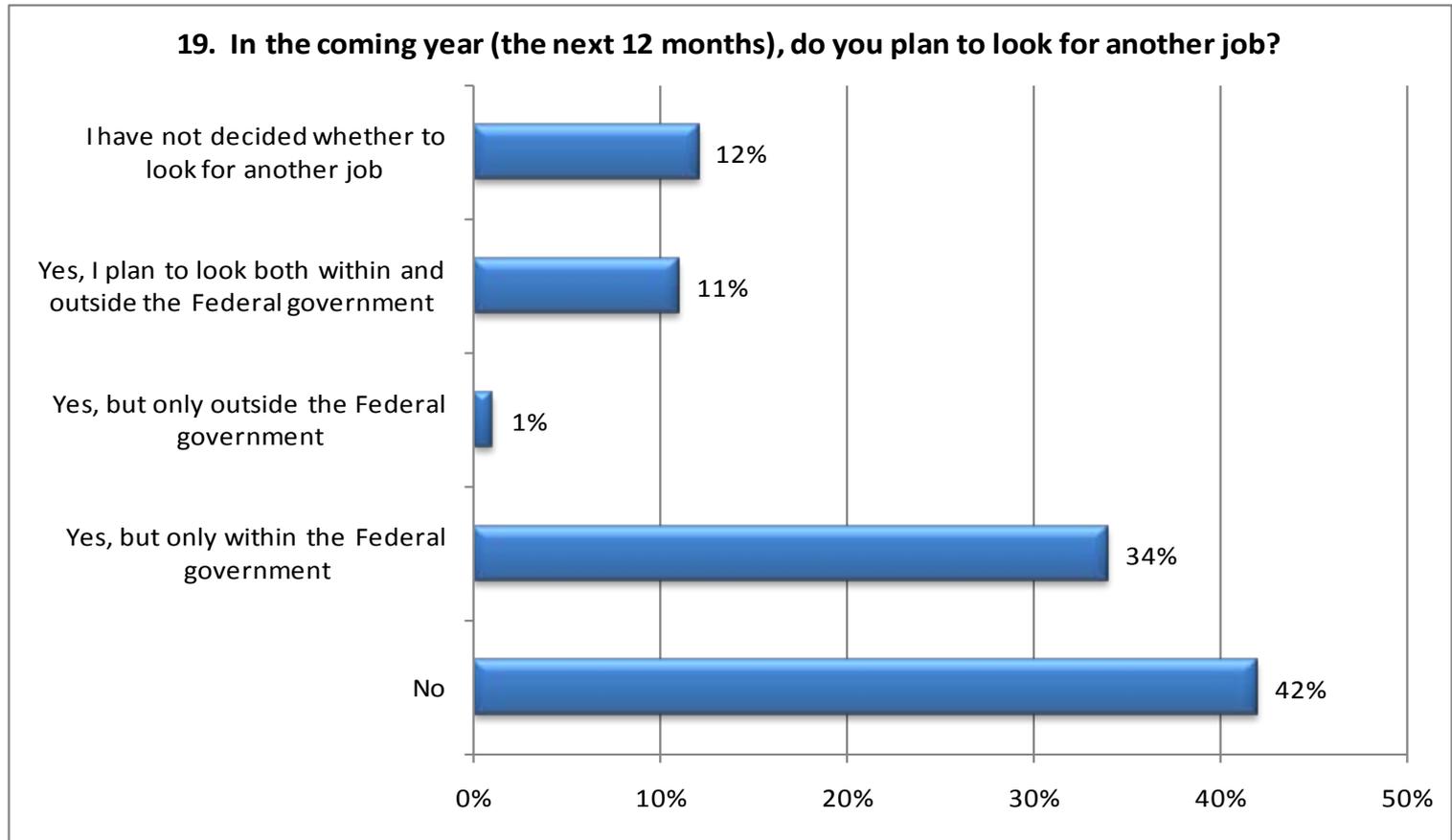
FY10 Army Civilian Attitude Survey

Career Plans - Likelihood of Retirement by Age Group



FY10 Army Civilian Attitude Survey

Career Plans – Short Term



FY10 Army Civilian Attitude Survey

Career Plans – Willingness to Relocate by Reason

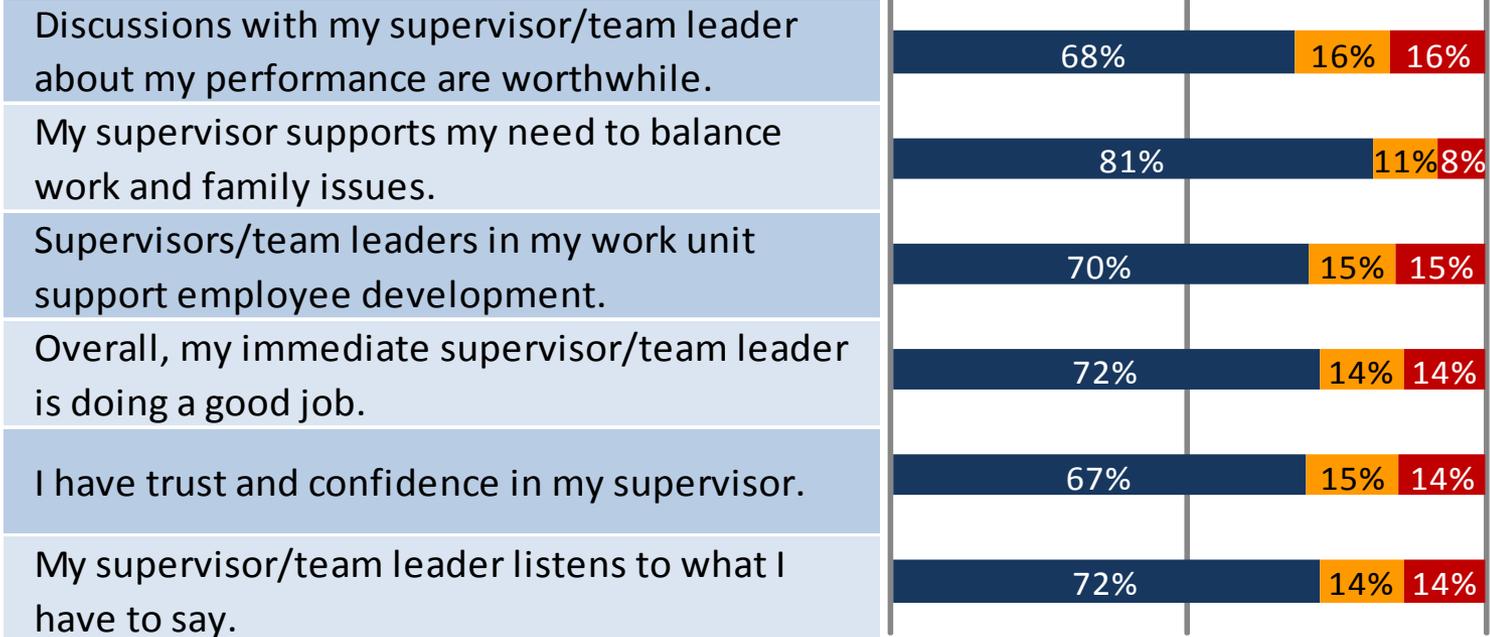
Item	Not willing to relocate	Within my immediate area	Within my CONUS region	Within my OCONUS region	Anywhere
20. Where would you be willing to relocate...					
20a. To stay with your job if it moved?	28%	36%	16%	3%	17%
20b. For a career enhancing development opportunity?	21%	33%	19%	3%	23%
20c. To get an increase in pay?	21%	37%	18%	3%	21%
20d. To get a promotion?	20%	36%	19%	3%	22%

FY10 Army Civilian Attitude Survey

Supervision

Fav Neu Unfav

Satisfaction with Supervisor



FY10 Army Civilian Attitude Survey

Training and Development

Fav Neu Unfav



FY10 Army Civilian Attitude Survey

Leadership Development

Fav Neu Unfav



Are you interested in a leadership position in the Department of the Army?

60% 20% 20%

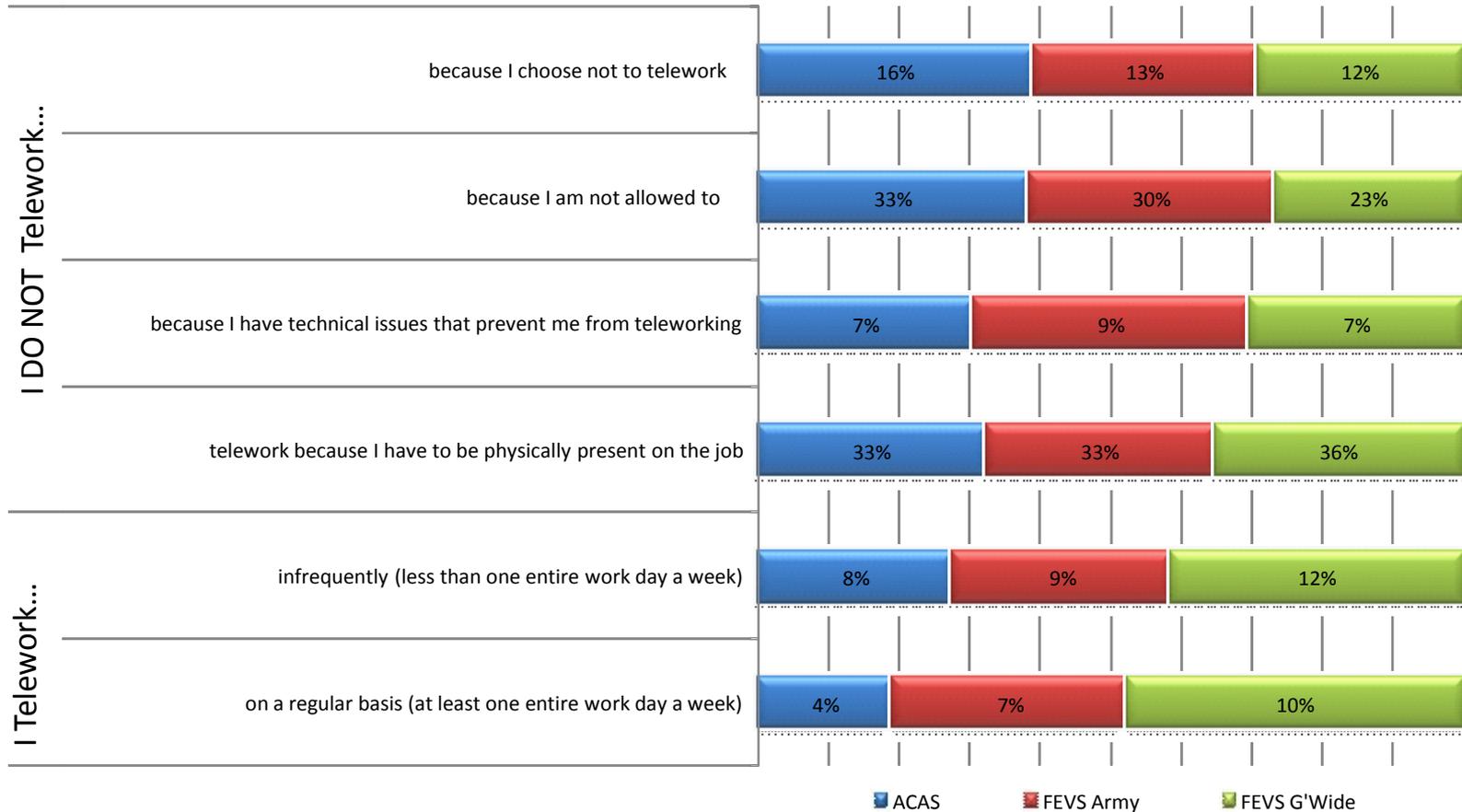
How satisfied are you with..



FY10 Army Civilian Attitude Survey

Family-Friendly Quality of Work/Life Programs

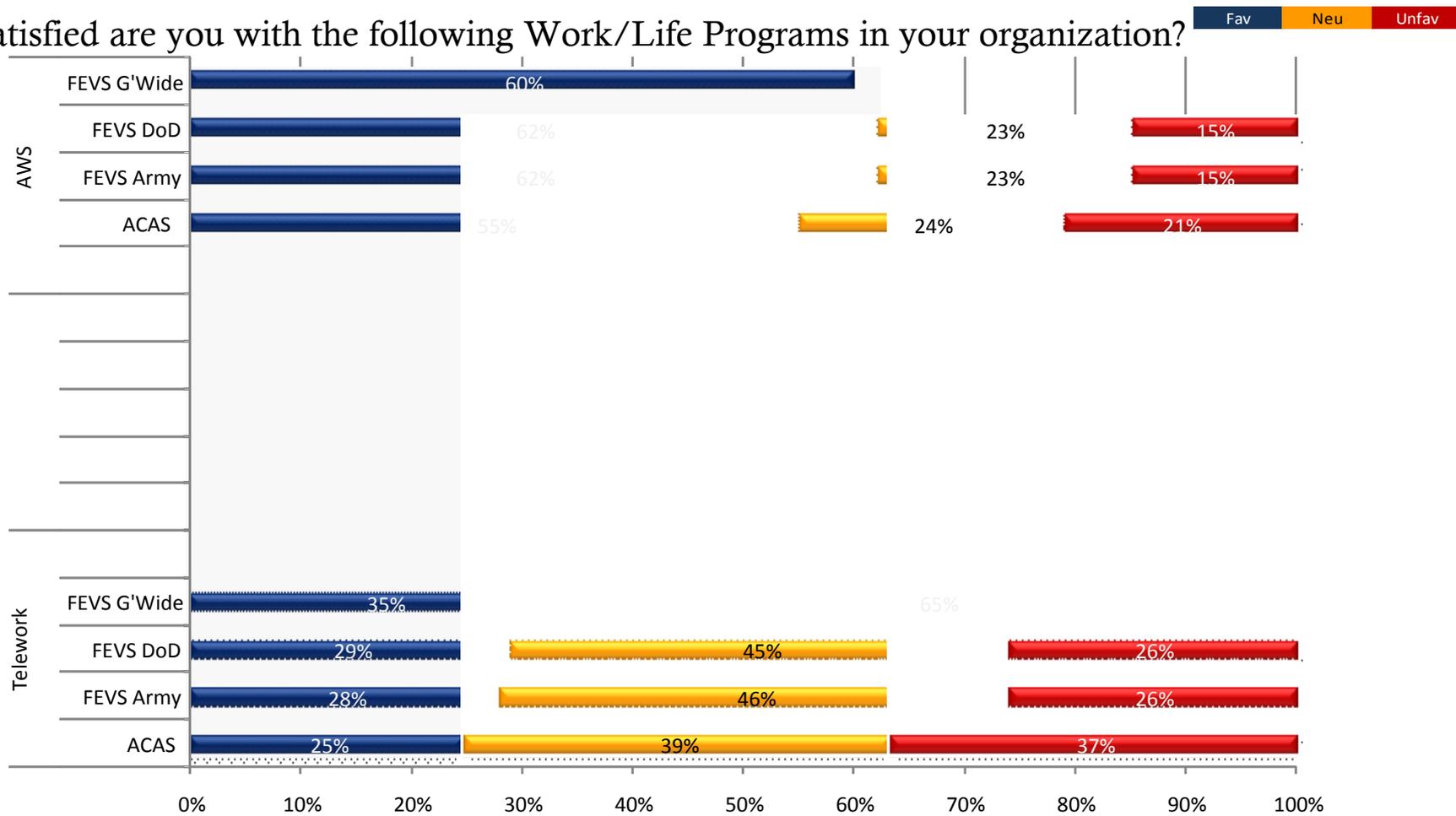
Your Telework Situation



FY10 Army Civilian Attitude Survey

Family-Friendly Quality of Work/Life Programs (cont.)

How satisfied are you with the following Work/Life Programs in your organization?

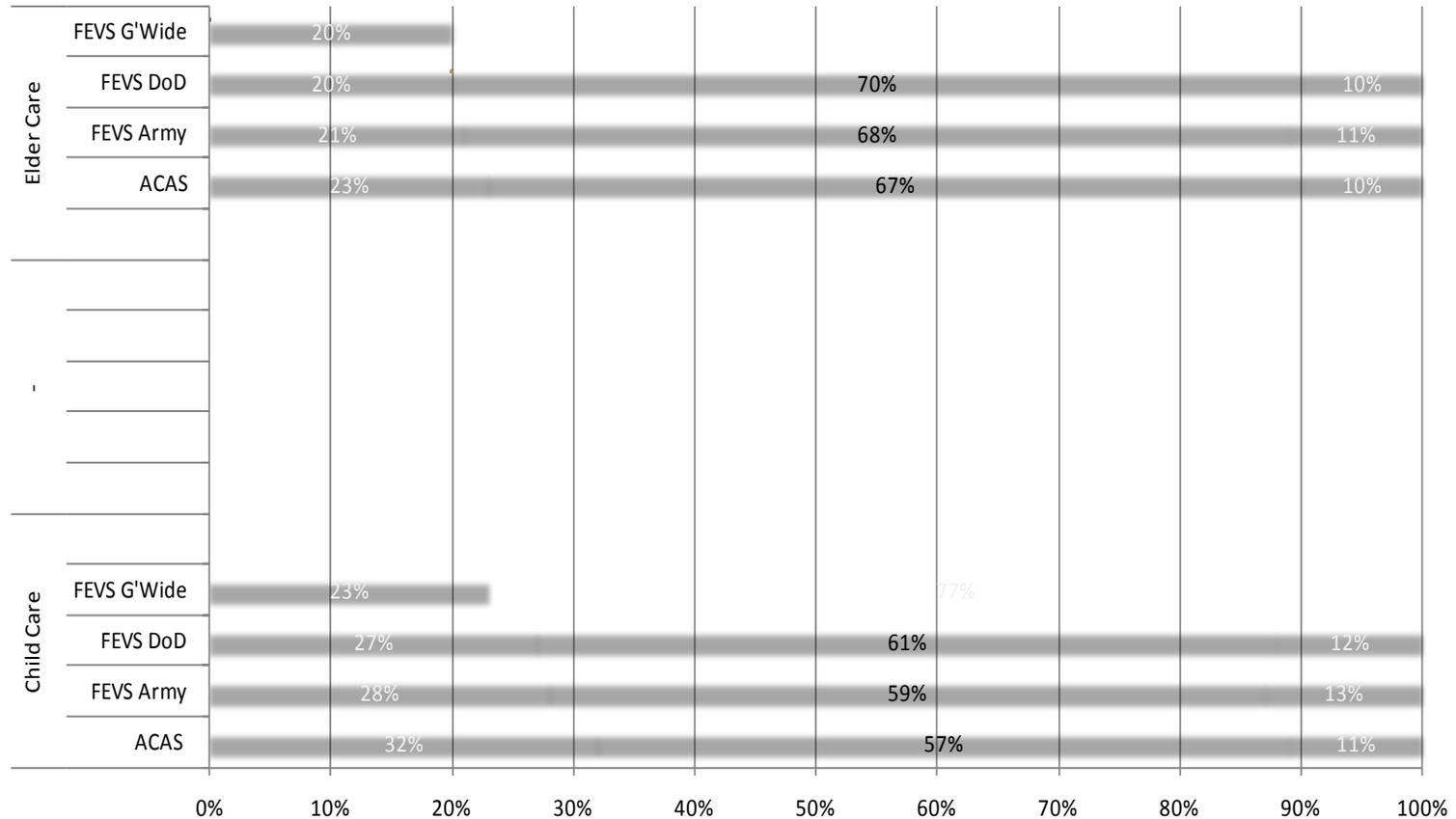


FY10 Army Civilian Attitude Survey

Family-Friendly Quality of Work/Life Programs (cont.)

Fav Neu Unfav

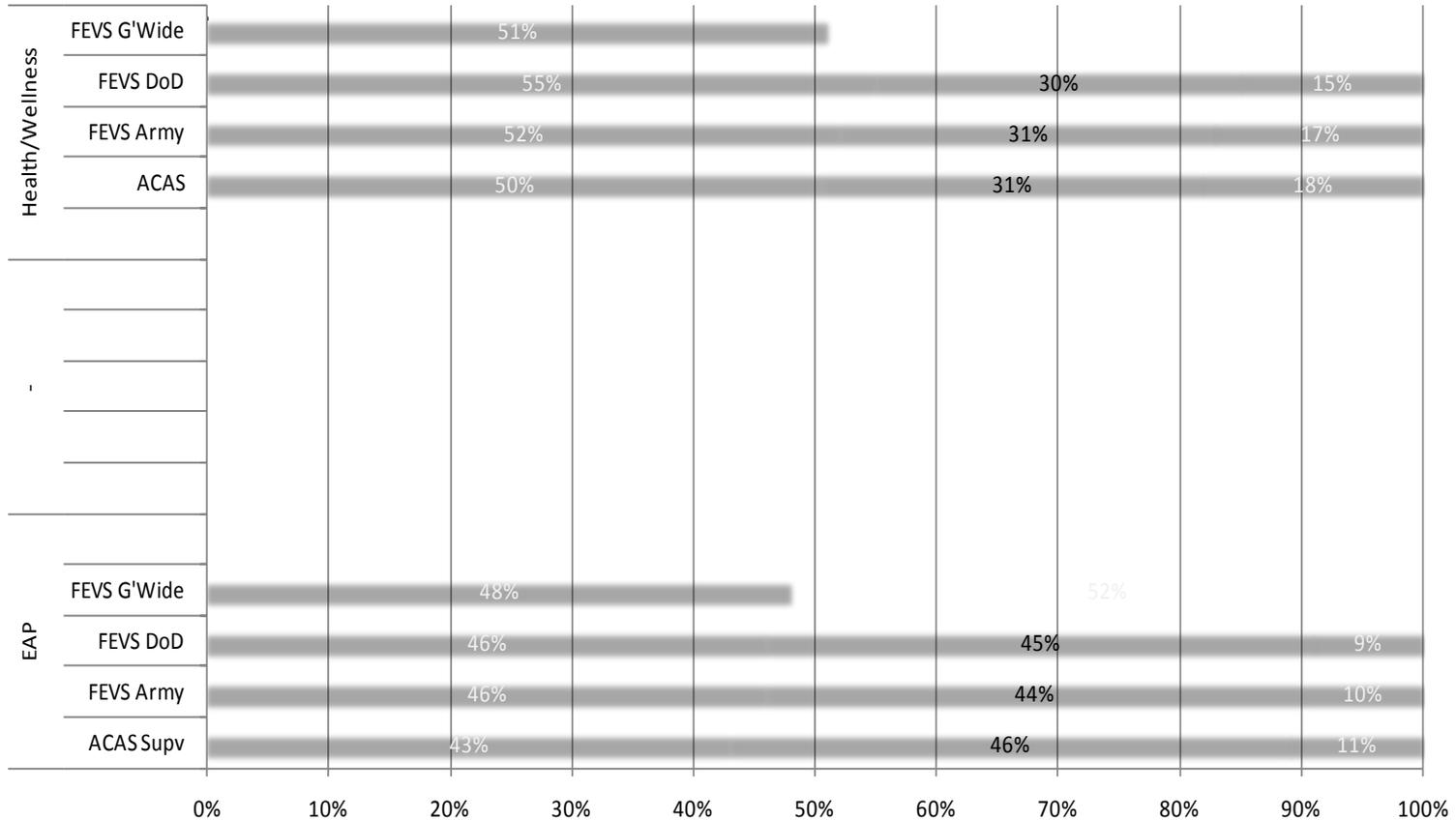
How satisfied are you with the following Work/Life Programs in your organization?



FY10 Army Civilian Attitude Survey

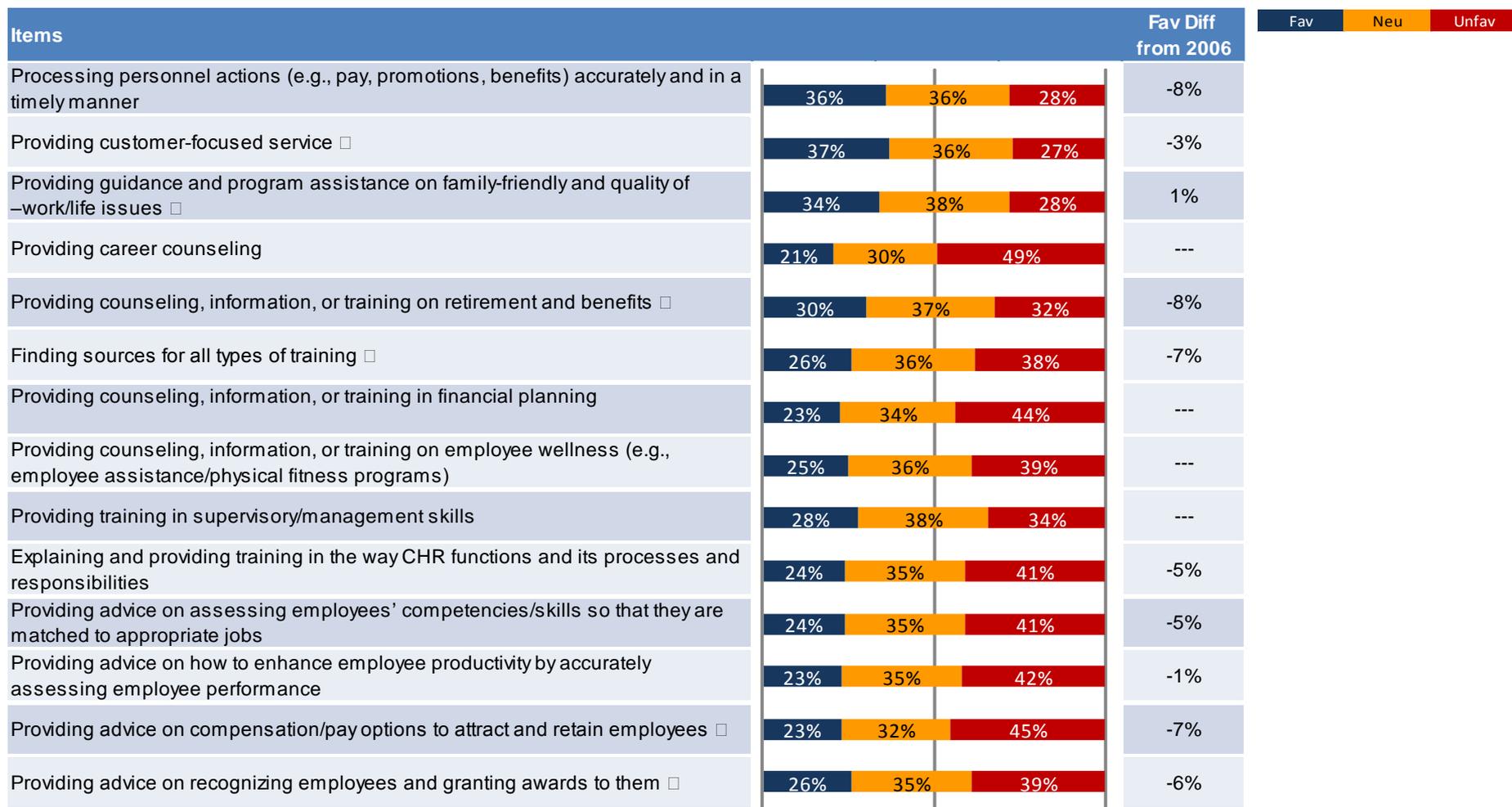
Family-Friendly Quality of Work/Life Programs (cont.)

How satisfied are you with the following Work/Life Programs in your organization?



FY10 Army Civilian Attitude Survey

Supervisor Satisfaction with Civilian Human Resources



FY10 Army Civilian Attitude Survey

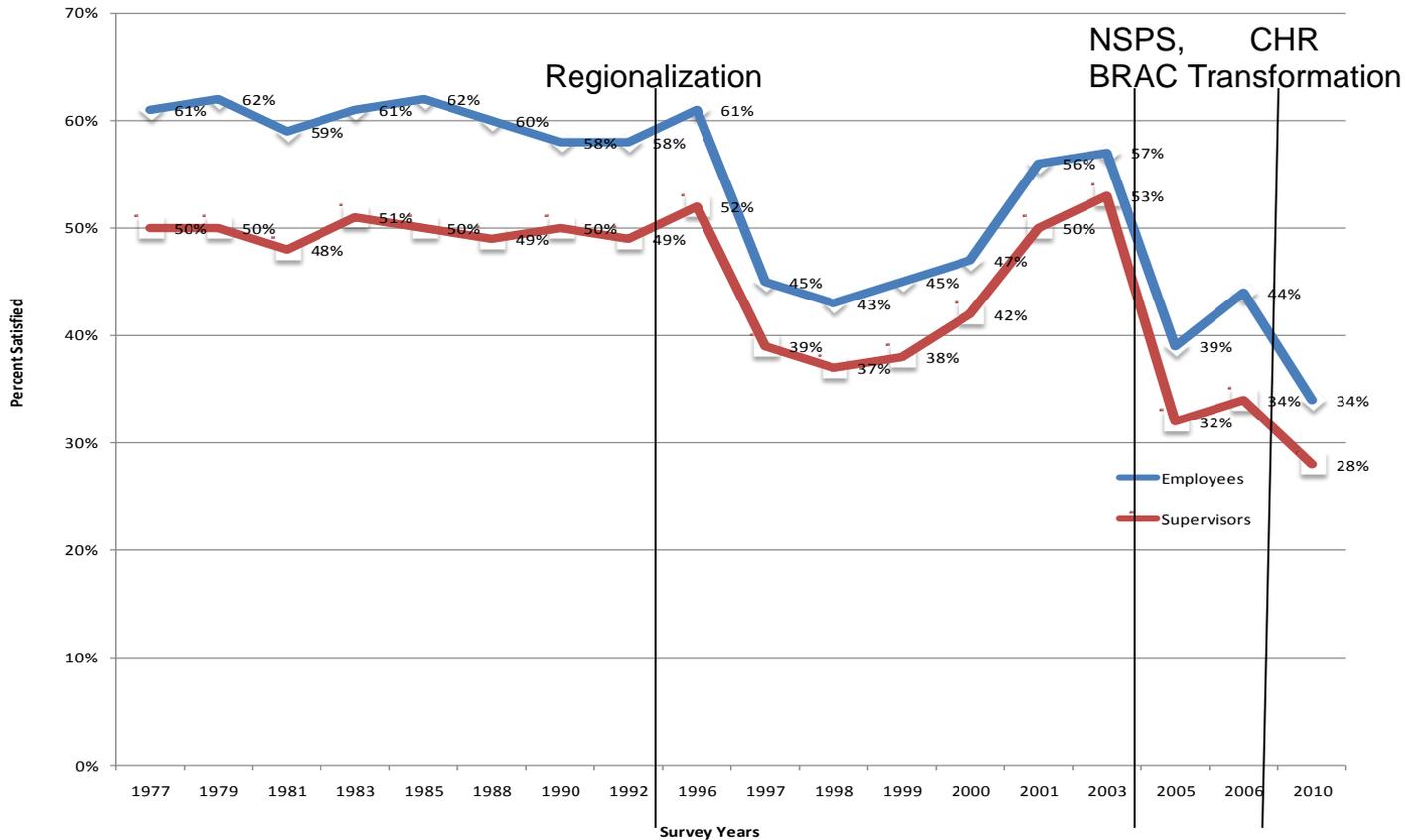
Supervisor Satisfaction with Civilian Human Resources (cont.)

Items	Fav Diff from 2006			Fav Diff from 2006
	Fav	Neu	Unfav	
Providing advice on dealing with "problem" employees	30%	35%	35%	-9%
Providing advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring/succession planning strategy	20%	33%	46%	-1%
Assisting in identifying human capital goals and objectives for strategic plans and/or annual performance/budget plans	20%	33%	46%	-3%
Providing workforce data/reports for decision making	22%	34%	44%	-5%
Providing advice on succession planning	20%	32%	49%	-4%
Providing advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures	21%	33%	46%	-5%
Providing advice for identifying recruitment sources and issues	23%	36%	41%	-10%
Finding quality applicants by tapping identified recruitment sources	23%	37%	41%	-6%
Referring high quality candidates	24%	41%	34%	-7%
Referring a reasonable number of candidates for vacancies	29%	47%	24%	-10%
Referring candidates for vacancies in a reasonable amount of time	25%	36%	39%	-14%
Keeping you informed of the status of personnel action requests (e.g., vacancies, establishing positions)	25%	35%	40%	-13%
Providing "New Employee Orientation"	38%	39%	23%	-6%
Overall, I am satisfied with the timeliness of personnel services I receive	40%	25%	35%	-6%
Overall, I am satisfied with the quality of personnel services I receive	43%	26%	31%	-5%

FY10 Army Civilian Attitude Survey

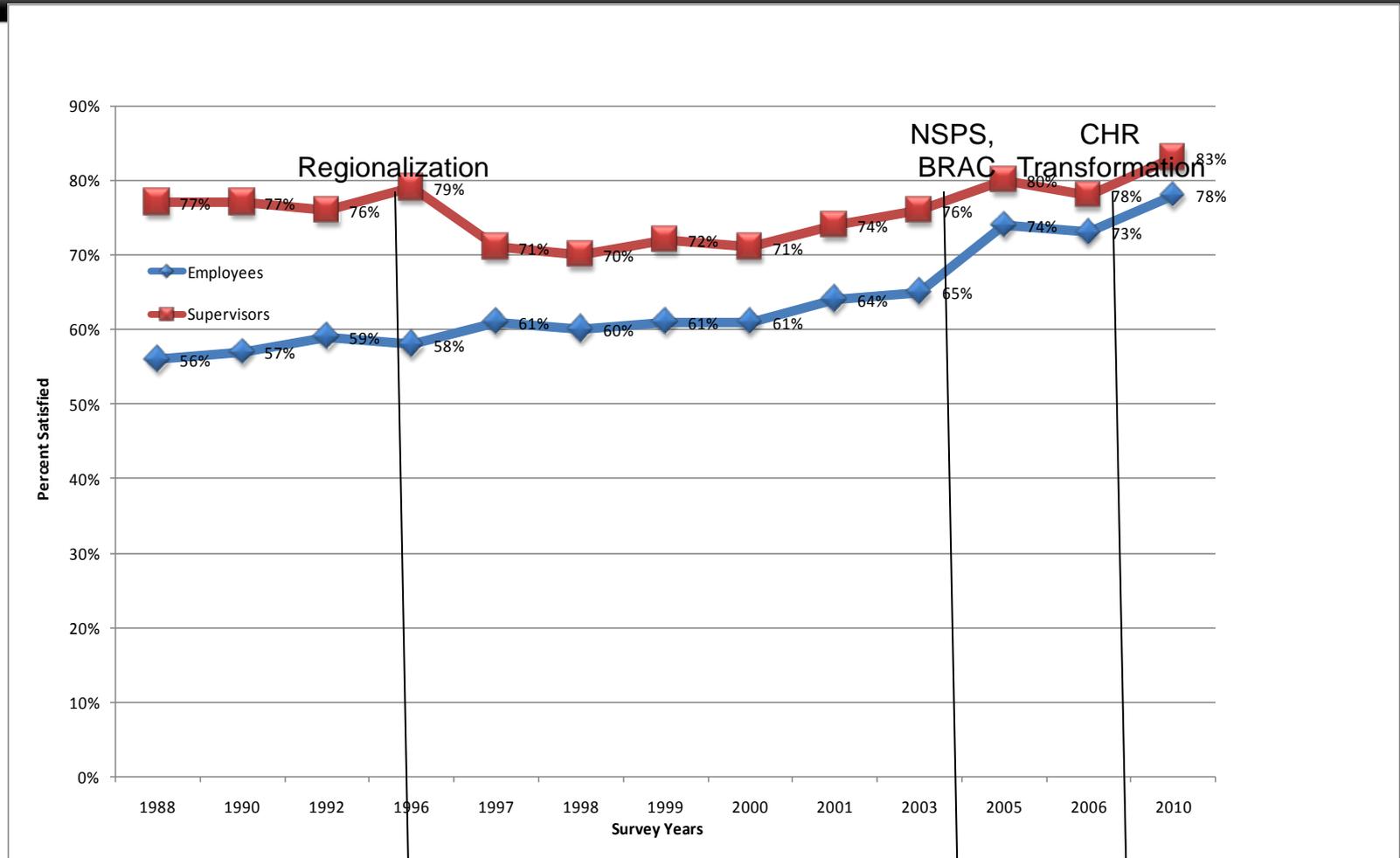
Trends in CHR Customer Satisfaction

Armywide Trends in CHR Customer Satisfaction



FY10 Army Civilian Attitude Survey

Long Term Trends in Job Satisfaction



FY10 Army Civilian Attitude Survey

Survey Results Compared to Other Surveys

Overall Satisfaction with ...	Percent Positive Responses		
	Army Civilian Attitude Survey Census 2010	DOD Status of Forces Survey – Army Civilians 2010	OPM FedView Army Results 2010
a. Your Job.	79	81	71
b. Your pay.	67	67	64
c. The training you receive for your present job.	50	59	57
d. The recognition you receive for doing a good job.	49	51	53
e. Your involvement in decisions that affect your work.	52	50	59
f. Your opportunity to be innovative or expand the scope of your job.	51	NA	NA
g. Your opportunity to get a better job in your organization.	32	35	43
h. Your opportunities for promotions.	30	42	NA
i. Management at your organization.	46	54	NA
j. The information you receive from management on what's going on in your organization.	47	56	52
k. Policies and practices of your senior leaders.	44	54	49

Army responses in this chart combine supervisor and non-supervisor responses as do OPM and DOD surveys

FY10 Army Civilian Attitude Survey

Conclusions

- Results corroborate other major surveys of our workforce
- Successful administration, with record participation
- Results are unbiased and generalize to the population
- Conditions exist for workforce engagement -- we'll continue to track
- Supervisors are more inclined to view the world of work more favorably than non-supervisors
- Doing well on the way we feel about our supervisors, personal work experience, and leadership and management
- Not doing well on dealing with poor performers, filling vacancies quickly, creating opportunities for leader development, and fostering a performance culture
- Family-friendly Quality of Work/Life Program items are being tracked
- Job satisfaction up; satisfaction with CHR down
- Army results informing DoD Action Plans
- Get results and tools for moving from “results to action” to the workforce – commands, installations, CHRA, FCRs, etc.

FY10 Army Civilian Attitude Survey

The Way Ahead

- Distribute survey results to the workforce
 - Results can be downloaded from secure contractor site
 - We distributed logon passwords to this site for all commands and CHRA organizations (POCs have been identified)
 - Instructions/guidance:
 - Publicize results (make results available, conduct town-hall meetings, present to union, post on organization intranet, etc)
 - Identify survey-related issues
 - Determine root causes and create action plans
 - Link policy decisions and change management to survey results
- Assist commands by providing guidance on how to interpret survey results, how to develop strategic/action plans from survey results, and how to conduct focus groups to determine root causes
- Continue to inform DoD action plans with Army Civilian Attitude Survey results, especially in Wellness, Engagement, and Performance Management areas