



Results of the 2008
Organizational Assessment Survey
U.S. House of Representatives
Chief Administrative Officer

Working for America

Brigitte W. Schay, Ph.D.
Center for Talent Services
Division for Human Resources Products & Services
U.S. Office of Personnel Management
Washington, DC

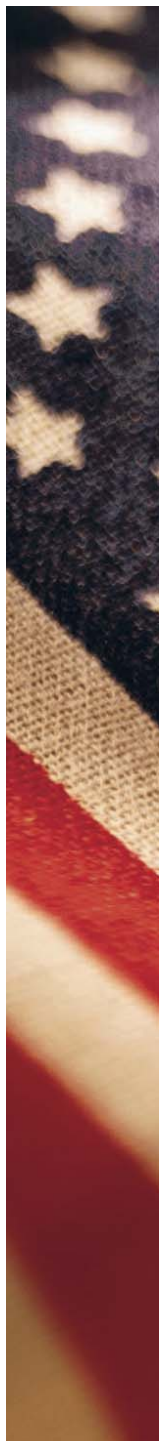
March 10, 2008



Outline

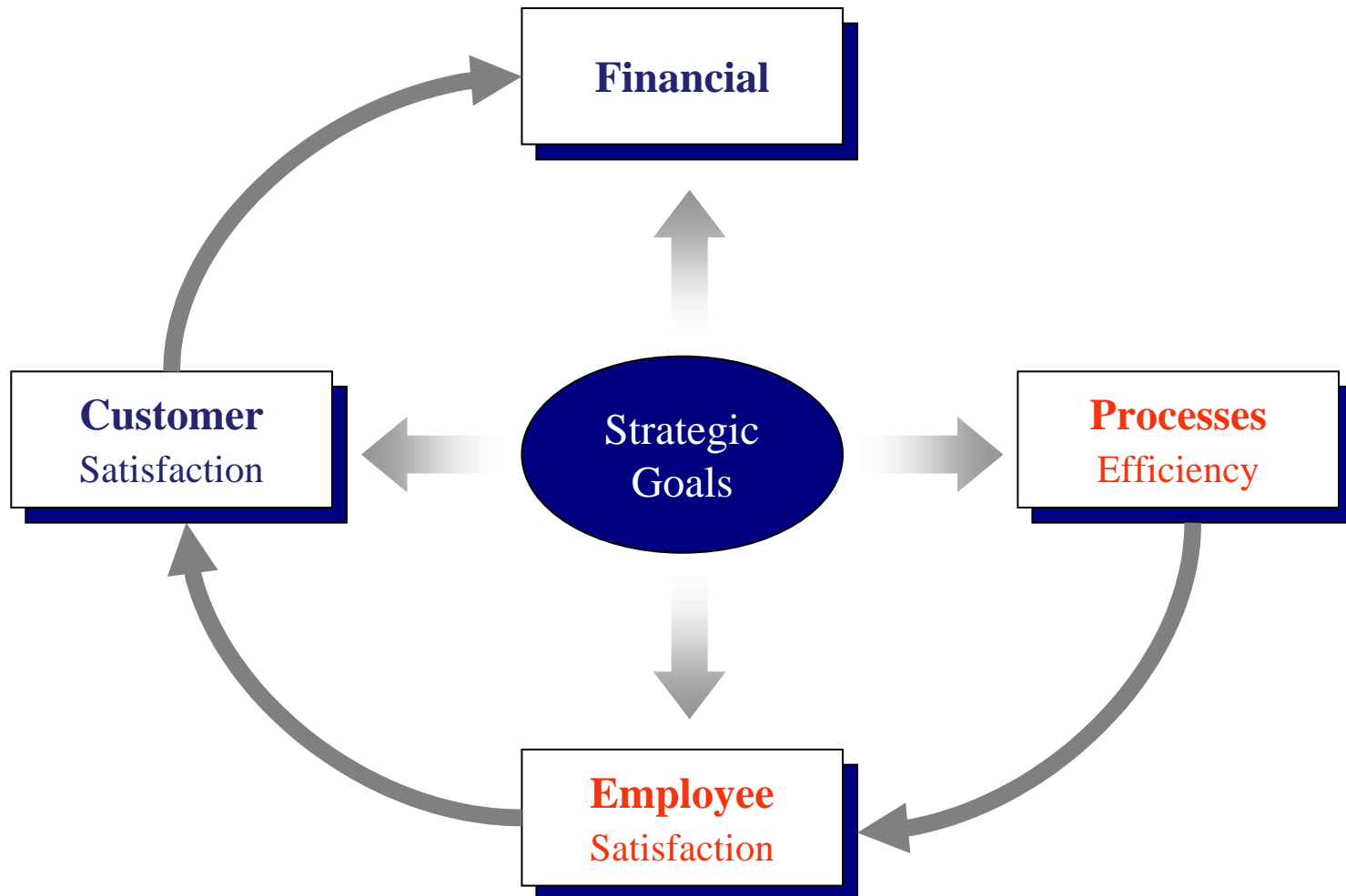
2

- Purpose of OAS
- Results for 17 dimensions
- Performance America benchmarks
- OAS time trends
- Five highest dimensions
- Five lowest dimensions
- High-impact dimensions
- Private industry comparisons
- Next steps



Balanced Measures

Use OAS data as part of a balanced measurement system



OAS Methodology

4

- This is the 6th OAS that has been administered since 2002
- Administered on-line from January 14 to January 31, 2008
- 2008 response rate: 75%
 - Margin of error 2008: 2%



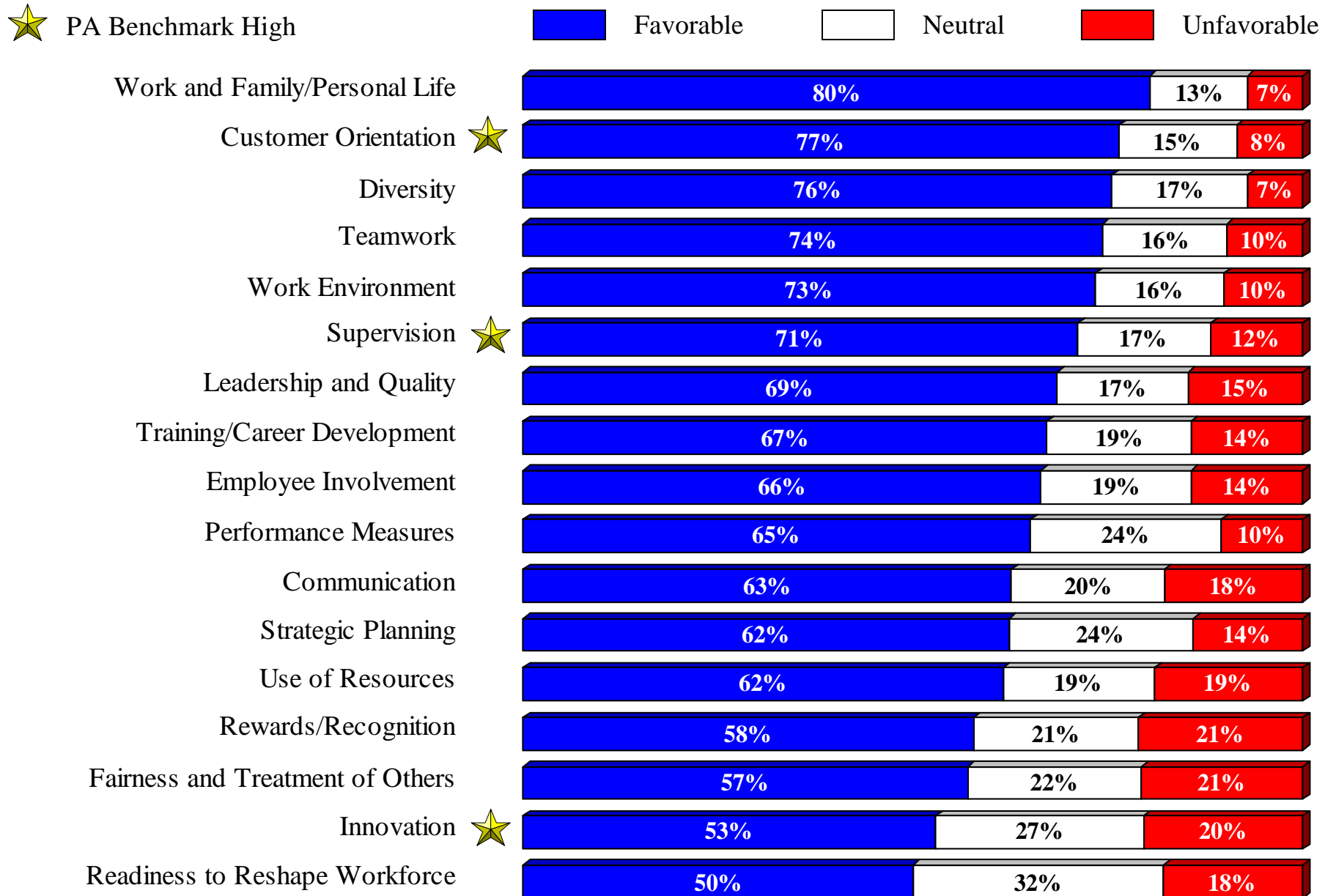


Chief Administrative Officer

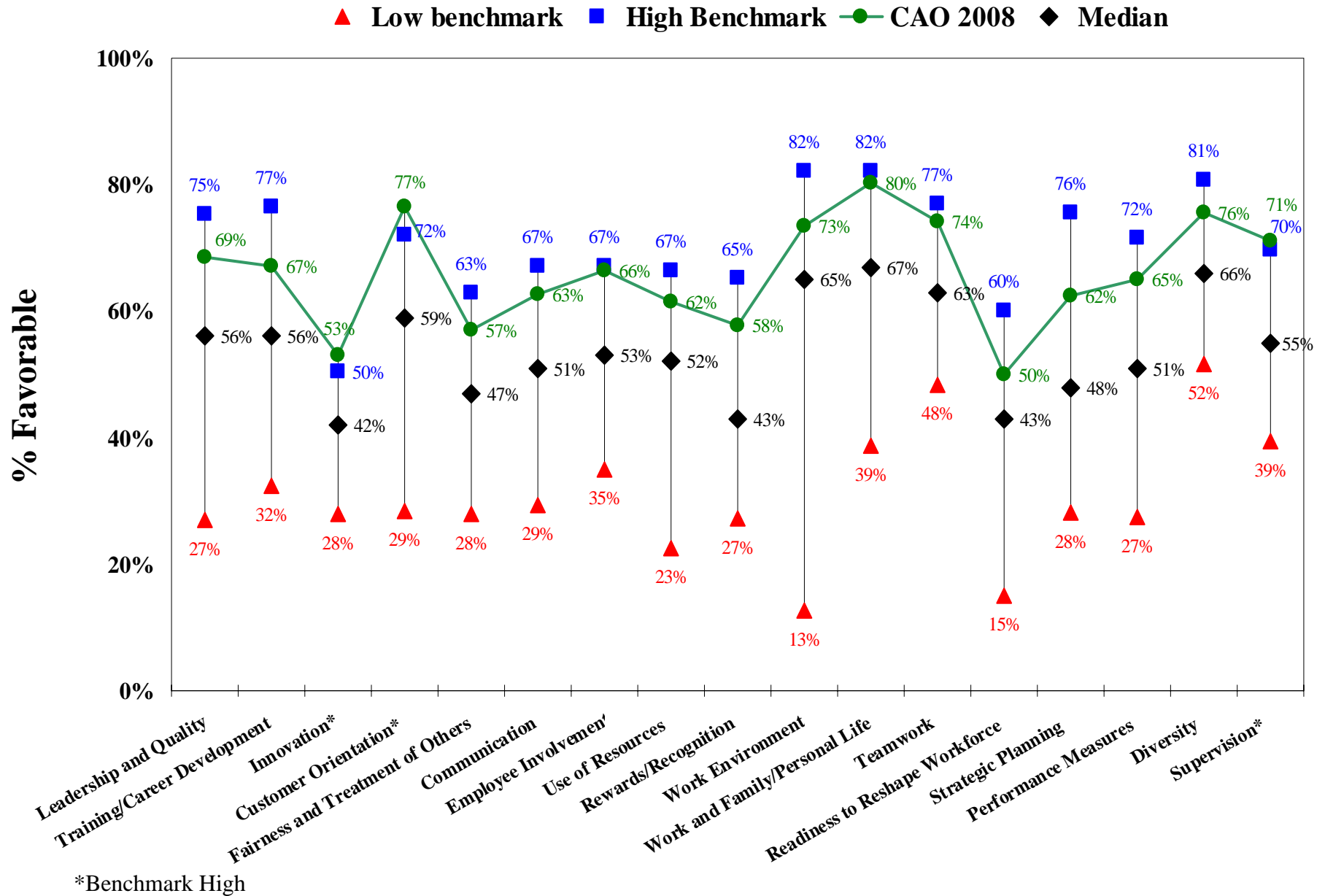
2008 OAS Results



17 OAS Dimensions



Performance America Benchmarks



CAO Results

- Overall OAS results are very positive
- All CAO results exceed benchmarks medians
- CAO set benchmark highs on three dimensions:
 - 77% on *Customer Orientation*
 - 71% on *Supervision*
 - 53% on *Innovation*
- Near benchmark high on:
 - *Work and Family/Personal Life* (80%)
 - *Employee Involvement* (66%)



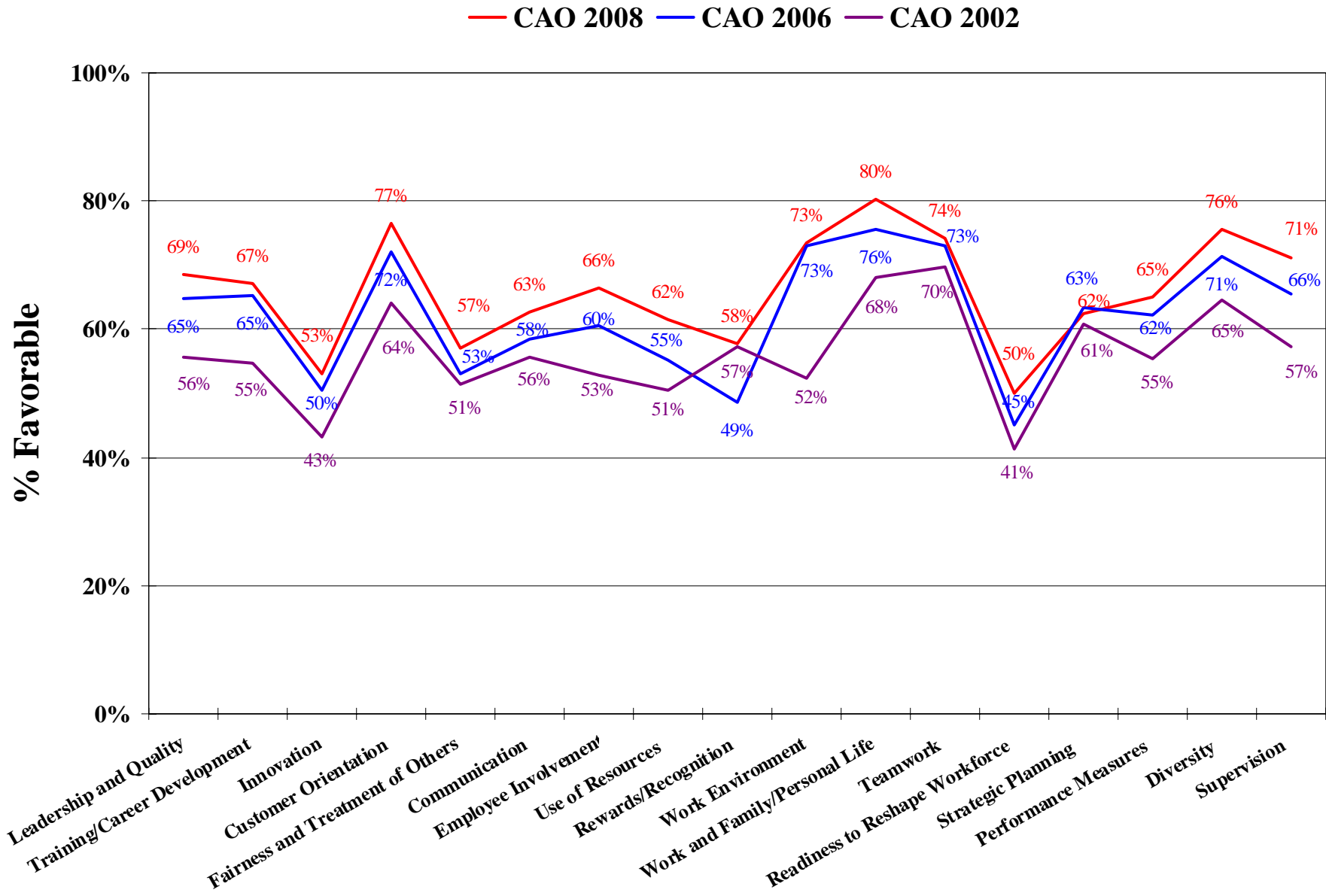
Summary of CAO Trends

9

- In general, dimension results show continuous improvement since 2002
- From 2002 to 2008, all dimension scores increased
 - 11 of the 17 dimensions increased by 10% or more
 - Three dimensions changed 6 to 9%
 - Fairness and Treatment of Others (from 51% to 57%)
 - Communication (from 56% to 63%)
 - Readiness to Reshape Workforce (from 41% to 50%)
 - Three dimensions changed less than 5%
 - Rewards and Recognition (from 57% to 58%)
 - Strategic Planning (from 61% to 62%)
 - Teamwork (from 70% to 74%)

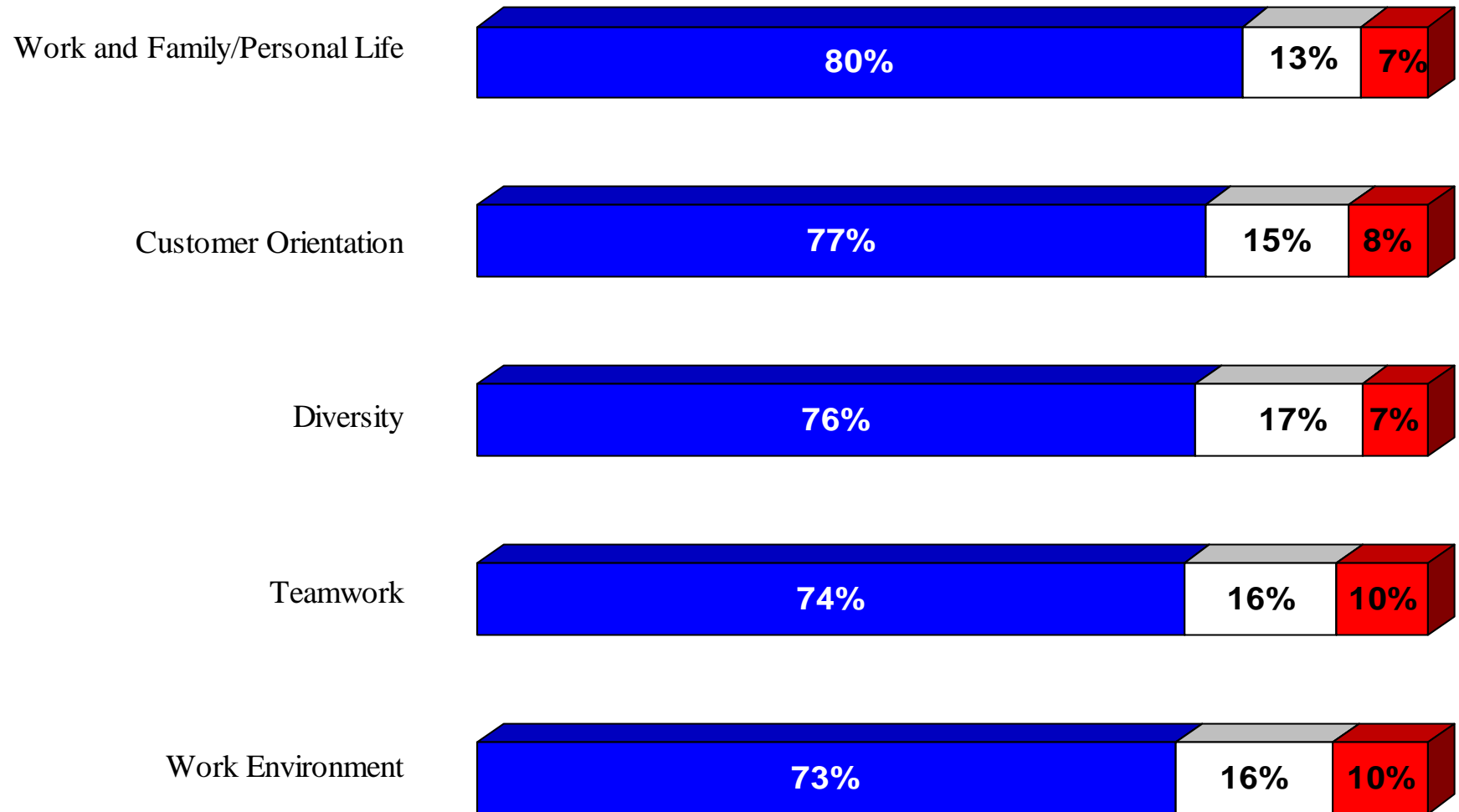


CAO Results: 2002, 2006 and 2008



Five Highest Dimensions

(by % Favorable)





About the Five Highest Dimensions

12

- **Work and Family/Personal Life**
 - Dimension increased 12% from 2002
 - Most employees agree that alternative work schedules and family-related benefits are available, that supervisors/team leaders support family/personal life responsibilities, and that taking advantage of benefits does not hurt their career
- **Customer Orientation**
 - Dimension increased 13% from 2002
 - Set 2008 benchmark high (77%) exceeding 2007 benchmark high
 - Most employees agree that they know their customers and that they are rewarded for providing quality services
 - Less than two-thirds (57%) of employees agree that there are systems that connect customer feedback/complaints to CAO employees who can take action

About the Five Highest Dimensions

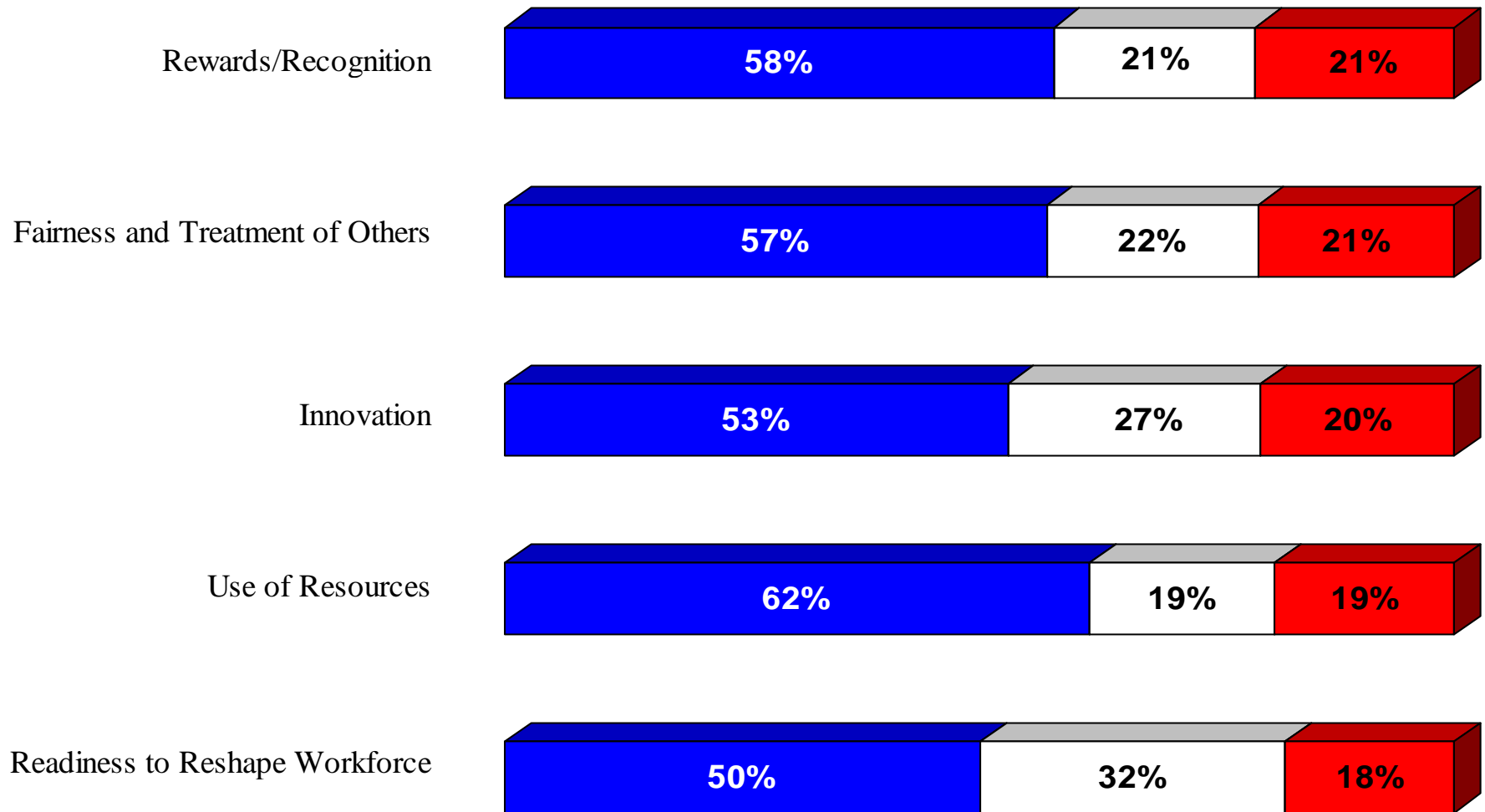
13

- **Diversity**
 - This dimension increased 11% from 2002
 - Item results were positive across the board
 - Most employees strongly agree that individual differences are respected and that managers/supervisors work well with employees of diverse backgrounds
- **Teamwork**
 - Most employees agree that teamwork and cooperation exists within and across work units
- **Work Environment**
 - Dimension increased 21% from 2002
 - Three out of four employees agree that health programs are supported and that physical conditions allow them to do their jobs



Five Lowest Dimensions

(by % Unfavorable)





About the Five Lowest Dimensions

15

- Overall, the 5 lowest dimensions are still above the Performance America benchmark medians
- Rewards & Recognition
 - This dimension dropped in 2006 following implementation of PACE and increased again in 2008 to a level similar to 2002 (58%)
- Fairness & Treatment of Others
 - More than one in four employees disagree (28%) that work distribution is fair
- Innovation
 - Dimension has improved by 10% since 2002 to 53%
 - Set 2008 Performance America benchmark high exceeding 2007 benchmark high
 - One in four employees disagree that risk-taking is encouraged but consider managers more receptive to change than employees

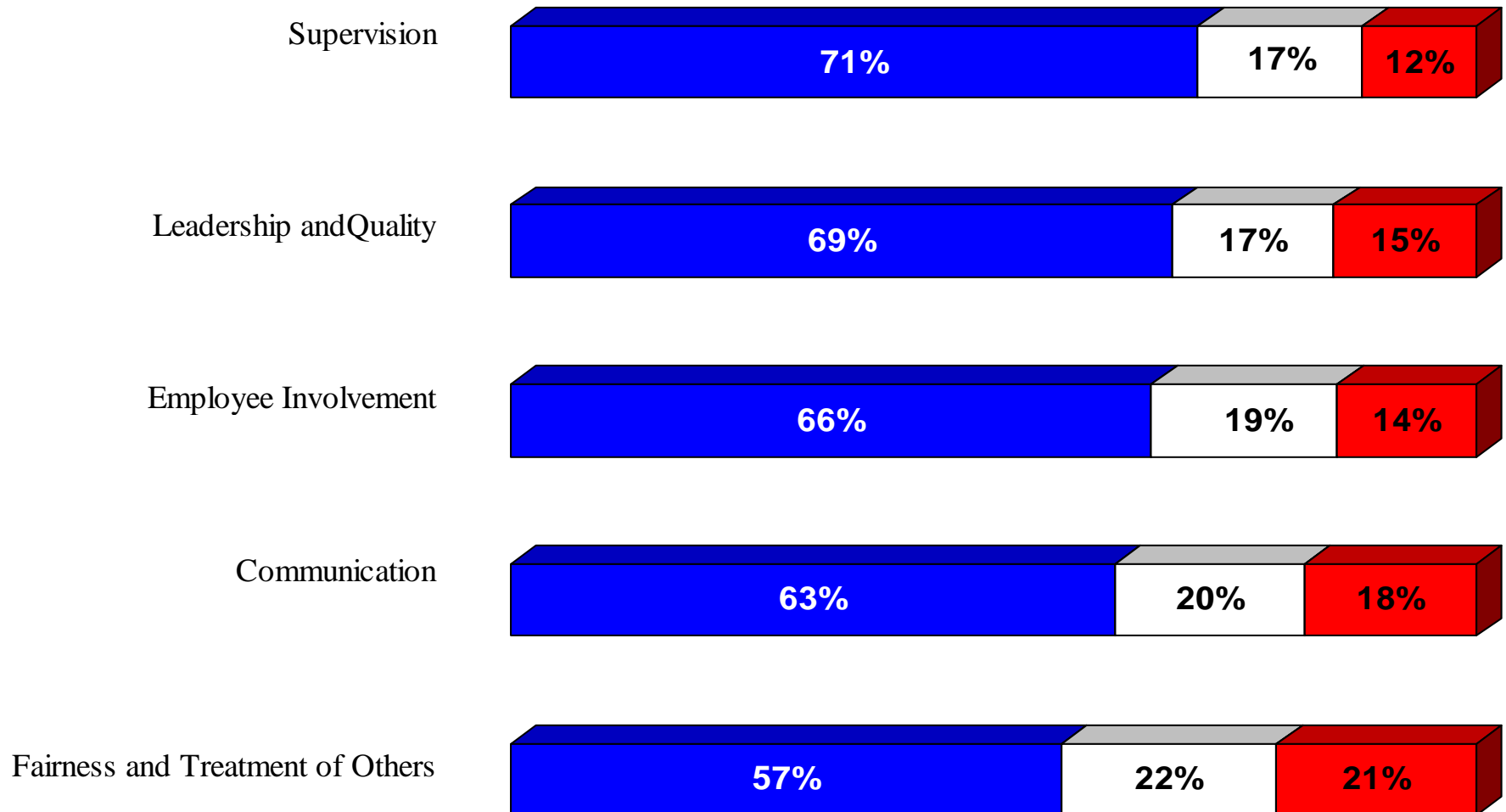
About the Five Lowest Dimensions

16

- Use of Resources
 - Dimension has improved by 11% since 2002
 - One in three employees believe that “red tape” interferes with the timely completion of work
- Readiness to Reshape the Workforce
 - Dimension has improved by 9% since 2002
 - Less than half (45%) of respondents agree that adequate advance notice is given of changes that affect employment



High-Impact Dimensions



About the High-Impact Dimensions

18

- “High-impact” dimensions are especially critical drivers of organizational health and performance
- All five are above the Performance America benchmark medians
- Three high-impact dimensions showed improvements of more than 10% since 2002
 - Supervision, Leadership & Quality, Employee Involvement
 - Supervision set 2008 Performance America benchmark high
- *Fairness and Treatment of Others* is among five lowest CAO dimensions but has improved by 6% since 2002



About the High-Impact Dimensions

19

- Supervision
 - Dimension improved 14% from 2002
 - Set 2008 benchmark high (71%)
 - Most employees agree that they trust their supervisors, that supervisors provide accurate performance ratings, clearly communicate performance expectations and provide constructive feedback
 - Agreement that supervisors take steps to minimize stress has improved 30% from 2002 (32% to 62%)
- Leadership & Quality
 - Dimension improved 13% from 2002
 - Most employees agree that managers communicate CAO's purpose, and that they understand how their work contributes to the mission
 - The majority of employees agree CAO systems are focused on preventing problems and that managers follow up on employee suggestions



About the High-Impact Dimensions

20

- Employee Involvement
 - Dimension improved 13% from 2002
 - Most employees agree that managers create a collaborative environment and that supervisors/team leaders allow them to demonstrate leadership skills
 - The majority of employees (62%) agree that they feel empowerment and ownership over work processes
- Communication
 - Most employees agree that managers communicate organizational goals and priorities and that they inform employees about issues affecting their work
 - Most employees agree that their cross-functional communication but 25% disagree that there is communication among organizational levels



Private-Sector Benchmark Comparisons

- CAO employees responded more positively than the private-sector comparison group in most of the areas measured:
 - Job satisfaction
 - Organizational satisfaction
 - Employee involvement
 - Training and career development
 - Pay and benefits
- CAO employees were less satisfied than their private-sector counterparts with physical working conditions



Next Steps

22

- Review Survey Results
 - Focus on areas that have shown more limited or no improvement:
 - Rewards & Recognition
 - Fairness & Treatment of Others (distribution of work)
 - Use of Resources: red tape
- Continue to focus on Communication
- Share survey results with employees
- Conduct data discussions with individual business units
- Review survey comments and overall survey trends and develop action plans
 - Establish Action Planning Teams to initiate improvements

Next Steps

23

- Track the CAO's Progress by:
 - Comparing OAS results with other performance measures
 - Comparing results with previous years
 - Linking results to CAO's strategic and operational goals, including customer satisfaction
- Re-survey in 12 to 18 months

