

Organizational Climate Survey 2003



**Preliminary Results Briefing
July 16, 2003**

History and Background

Evolution of the Survey Process

- ❖ In 1996, ORD used an off-the-shelf survey instrument that was administered in a group setting
- ❖ Results of the 1997 Survey were presented to each location
- ❖ 1998 Survey built on 1997 but was expanded by ORD Survey Task Force to include additional questions and topic areas
- ❖ 1999 Survey was a “limited check-in” survey with fewer questions but many of the same questions and a narrative question created by each Lab, Center, and Office based on their specific needs
- ❖ 2001 Survey concluded ORD’s initial 5-year commitment and reflected lessons learned from previous years, as well as the input of a focus group of ORD staff
- ❖ Guided by the Leadership Coalition Action Team (LCAT), 2003 Survey administered in response to request for a “check in” by ORD staff

ORD's Continuous Improvement Efforts

Building the Next Generation

1995-2003



Assessment

1995

- '95 Reorganization

1996

- '96 Survey
- '96 Strategic Plan
- Workshop I
- Win Core Groups & Local Improvement Efforts

1997

- '97 Survey
- '97 Strategic Plan Update
- Diversity Action Plan
- Workshop 2
- L/C/O Improvement Plans



Improvement Actions

1998

- '98 Survey
- Communication Strategy

1999

- '99 Survey
- Vision Statement

2000

- Management Team Meeting
- 360 Degree Feedback Pilot
- Diversity Listening Sessions
- Performance Accountability

2001

- Strategic Plan
- Administrative Team Meeting
- '01 Survey
- Expanded Use of 360 Degree Feedback
- Performance Accountability (Divisions & Branches/Staff)
- Diversity Training

2002

- EPA Science Forum
- Appreciative Conversations
- Leadership Coalition Meetings
- Leadership Coalition Action Team (LCAT) Meetings



2003

- ORD Leadership Summit
- EPA Science Forum
- '03 Survey with Appreciative Inquiry Focus
- Leadership Pilot Projects
- 360 Degree Feedback Implementation for Managers and Supervisors
- LCAT/Coalition Field Work
- Management/Supervisory Leadership Using Appreciative Inquiry
- ORD Divisional Meetings on Leadership



ORD Strategic Plan

Leadership & Performance



www.epa.gov/ord

2003 Organizational Climate Survey

- Purpose:
 - ✓ To continue to assess the state of ORD in the moment and in comparison to past years
 - ✓ To fulfill a commitment to the HRC and to respond to a request by staff for an organizational “check-in”
 - ✓ To provide for informed decisions about actions to implemented locally or ORD-wide related to Goal 2 of the ORD Strategic Plan
- Principle changes to 2003 Survey:
 - ✓ Greater Appreciative Inquiry focus
 - ✓ Use of web-based survey instrument
 - ✓ More decentralized roll-out approach
 - ✓ Fewer, more focused reports

2003 Organizational Climate Survey

Greater Appreciative Inquiry Focus

- ❖ 2003 Survey builds on the momentum and framework established during the Leadership Summit in Baltimore, Maryland and the pre-summit conversations during November and December of 2002
- ❖ Questions in the 2003 Survey include those that identify and highlight ORD's positive core as well as questions intended to explore the future hopes and possibilities of staff

2003 Organizational Climate Survey

- ❖ Survey included:
 - ✓ 38 multiple-choice questions (many multi-level) organized by category
 - ✓ 12 demographic questions
 - ✓ 7 ORD-wide narrative questions

- ❖ Web-based survey used for the first time in 2003

- ❖ Randomly generated passwords distributed by email to 2,043 ORD Federal employees

- ❖ A total of 1,351 took the 2003 Survey for a total response rate of 66%

2003 Organizational Climate Survey

❖ **Approximate response rates:**

1996	Not Applicable
1997	65%
1998	65%
1999	63%
2001	73%
2003	66%

❖ **Lab/Center/Office response rates for 2003:**

IOAA	79%	NHSRC	76%
NCEA	66%	NRMRL	58%
NCER	60%	ORMA	50%
NERL	52%	OSP	67%
NHEERL	61%		

2003 Organizational Climate Survey

- ❖ Analysis based on “informative” responses
 - ✓ “Not applicable” and “skipped” responses not presented

- ❖ Standard score methodology used for year-to-year comparisons
 - ✓ Likert-scale response set assigned numeric values
 - ✓ Weighted average calculated
 - ✓ Range: - 2.00 to + 2.00

- ❖ Minimum of 7 respondents per group used to preserve anonymity

- ❖ Narrative responses organized by Division and L/C/O and compiled into an orderly/user-friendly format

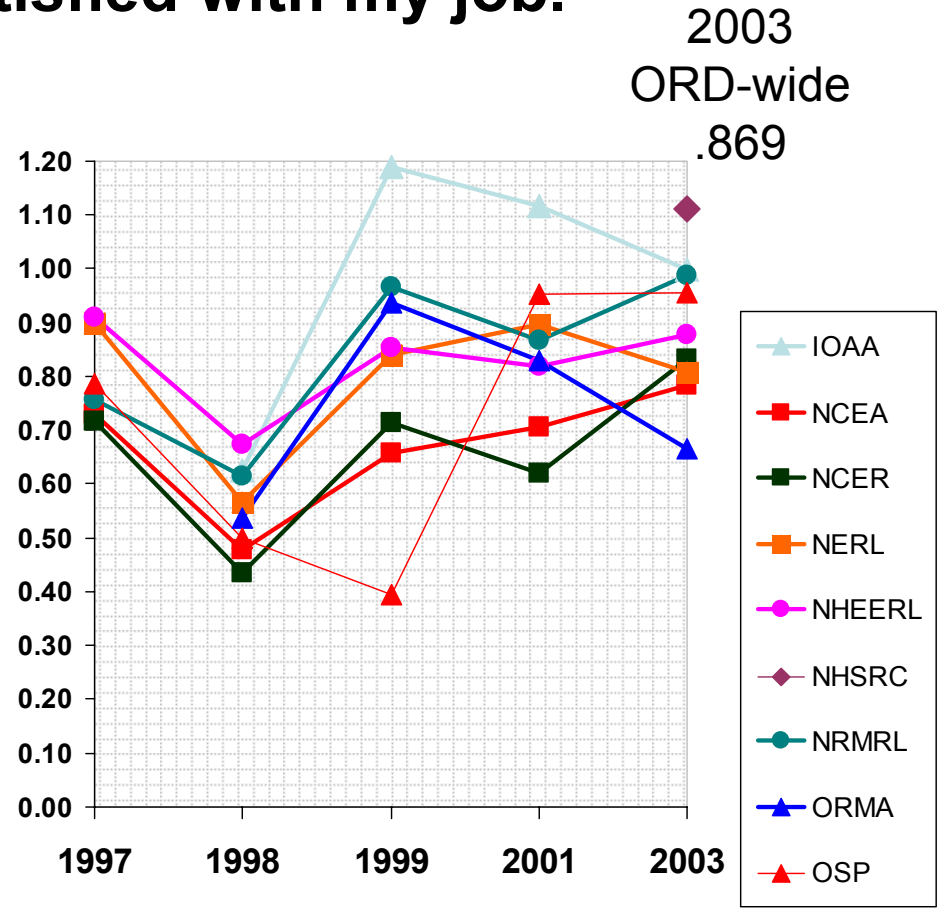
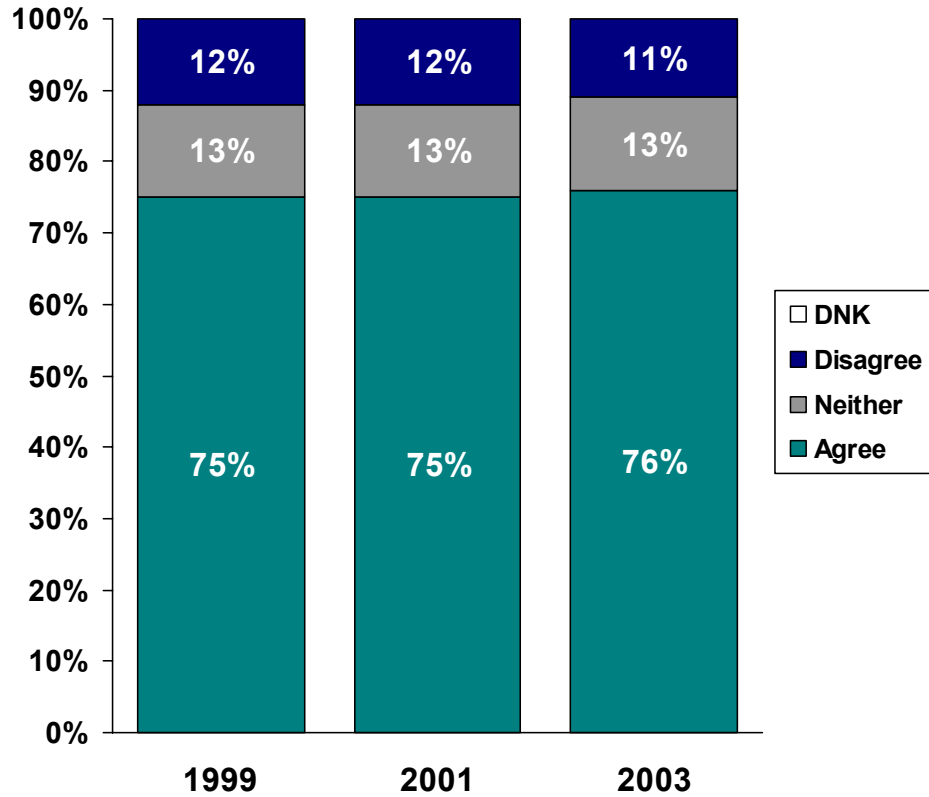
Categories

❖ 12 Categories in 2003 Organizational Climate Survey:

- ✓ Work Climate
- ✓ Resources
- ✓ Professional Development
- ✓ Communication/Flow of Information
- ✓ Management Support
- ✓ Diversity
- ✓ Customer Service
- ✓ Strategic Direction
- ✓ Challenging Opportunities
- ✓ **Commitment**
- ✓ **Leadership**
- ✓ **Recognition**

Job Satisfaction

Q5: Overall, I am satisfied with my job.



ORD's Positive Core

<u>Score</u>	<u>Question</u>
1.203	2a. I am treated with respect by other staff members within the Branch/Staff.
1.198	21. Different perspectives, skills, and backgrounds of a diverse workforce help ORD to achieve its goals.
1.158	20a. Individual differences are respected within the Branch/Staff.
1.029	25. I understand how my work helps to accomplish ORD's goals.
1.028	8a. My pursuit of career-related educational and training opportunities is actively supported in the Branch/Staff.
1.019	12a. I receive timely response to my inquiries at the Branch/Staff level.
1.018	6. I know what is expected of me at work.
0.986	20b. Individual differences are respected within the Division/Office.

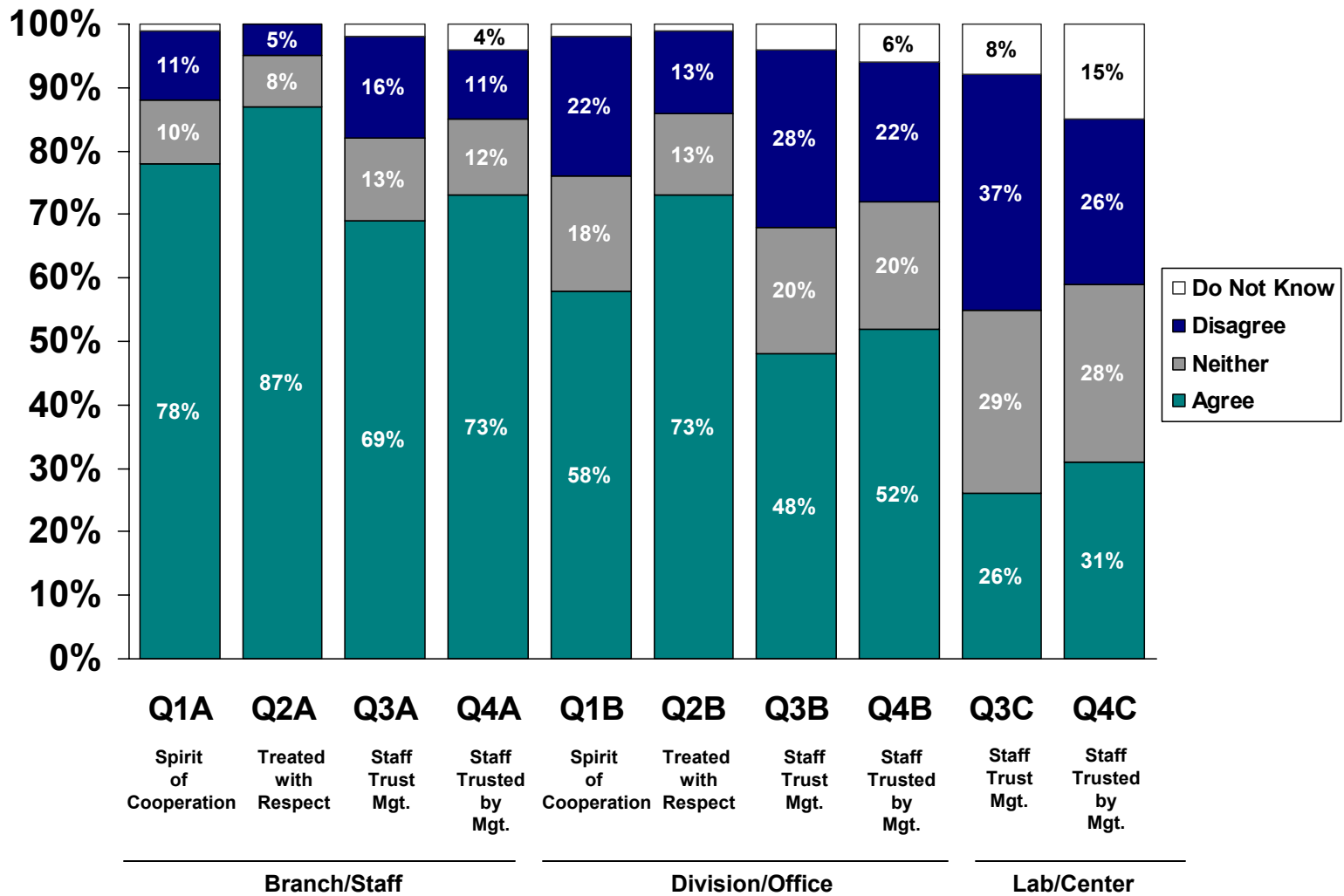
Wishes for the Future

<u>Score</u>	<u>Question</u>
-0.249	3c. Staff members trust management at the Lab/Center level.
-0.244	18c. Managers take my interests into account when making decisions at the Lab/Center level.
-0.070	13c. Management provides feedback on employee suggestions at the Lab/Center level.
-0.032	4c. Staff members are trusted by managers at the Lab/Center level.
0.007	15c. I am kept informed about major issues affecting my work and work environment at the Lab/Center level.
0.018	17c. Managers address challenging situations competently at the Lab/Center level.
0.023	19c. Management follows through on their commitments at the Lab/Center level.
0.149	12c. I receive timely responses to my inquiries at the Lab/Center level.

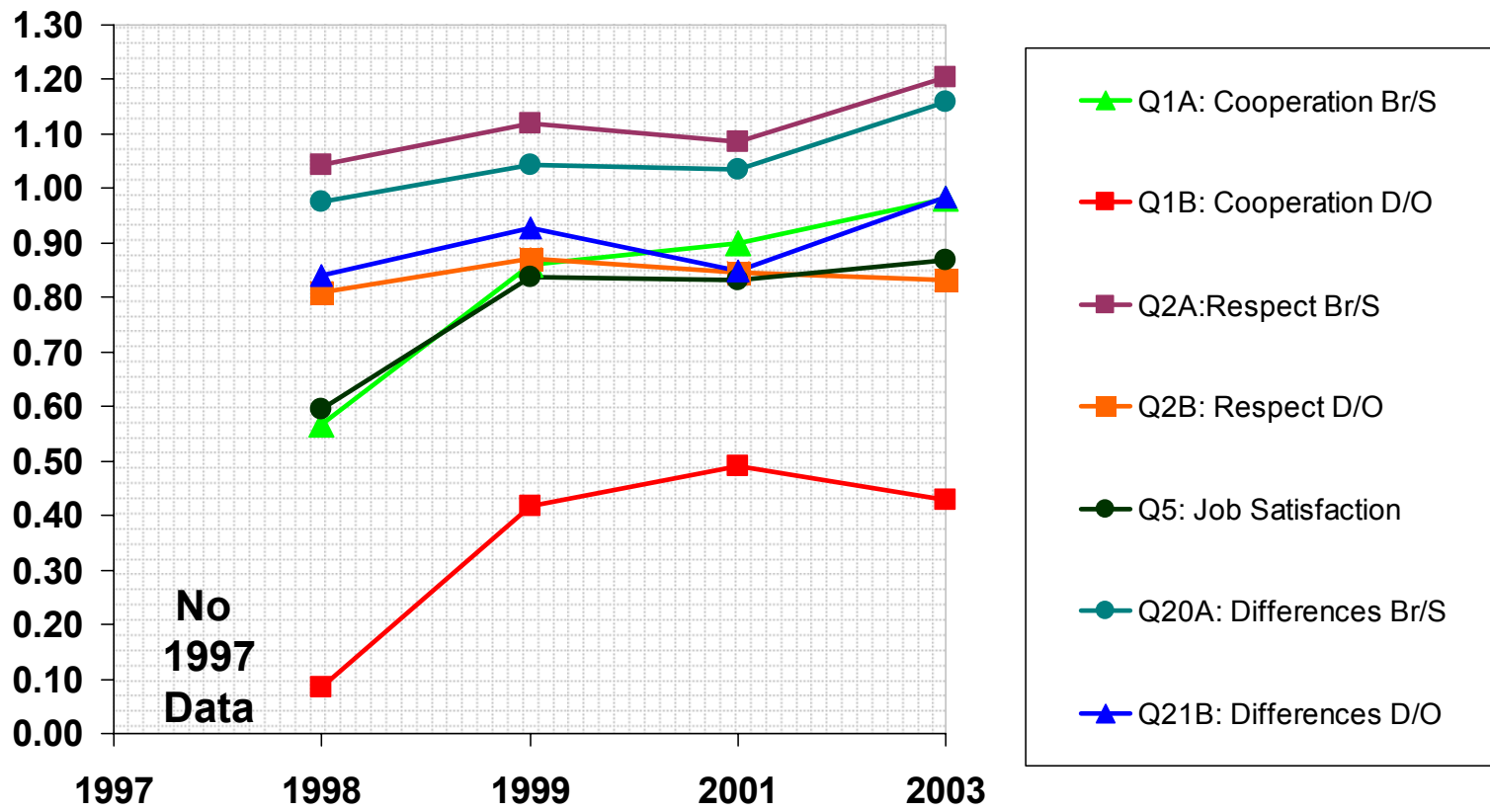
Biggest Movements

<u>Change In Score</u>	<u>Question</u>
+0.147	13a. Management provides feedback on employee suggestions at the Branch/Staff level.
+0.135	20b. Individual differences are respected within the Division/Office.
+0.124	20a. Individual differences are respected within the Branch/Staff.
+0.116	2a. I am treated with respect by other staff members within the Branch/Staff.
<hr/>	
-0.129	12b. I receive timely responses to my inquiries at the Division/Office level.
-0.076	4b. Staff members are trusted by managers at the Division/Office level.
-0.071	3b. Staff members trust management at the Division/Office level.
-0.065	13c. Management provides feedback on employee suggestions at the Lab/Center level.

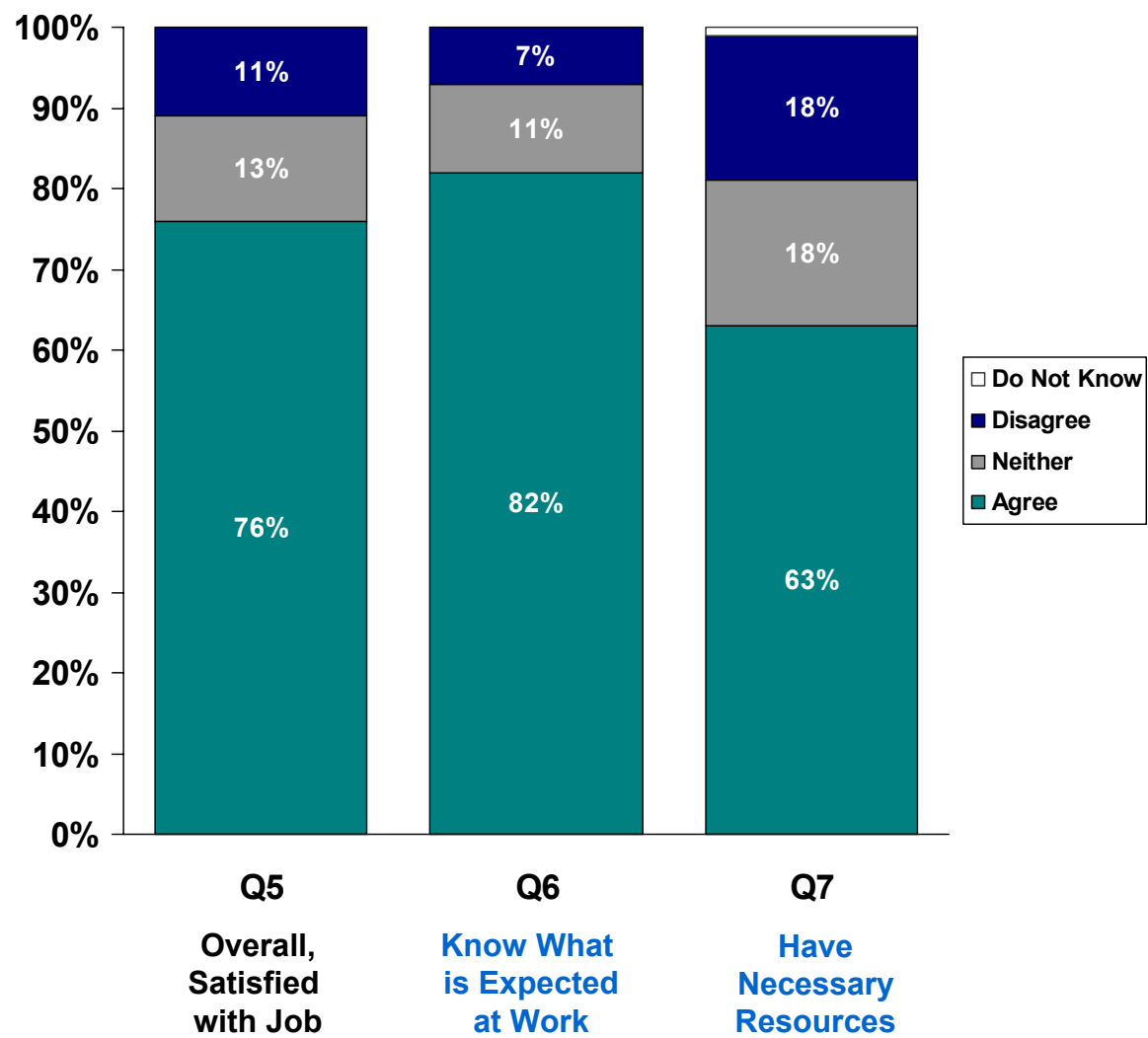
Work Climate



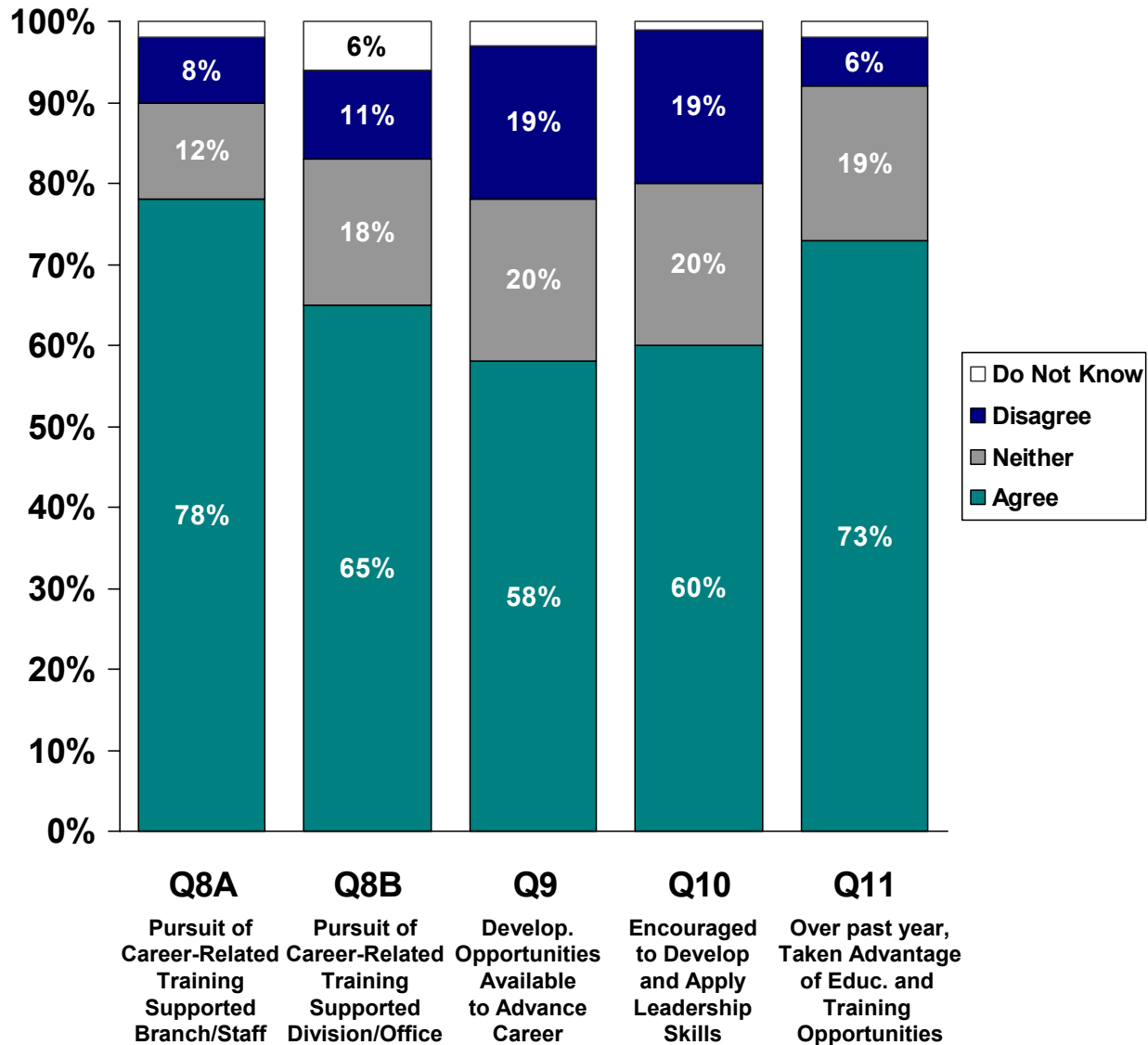
Trend in Work Climate



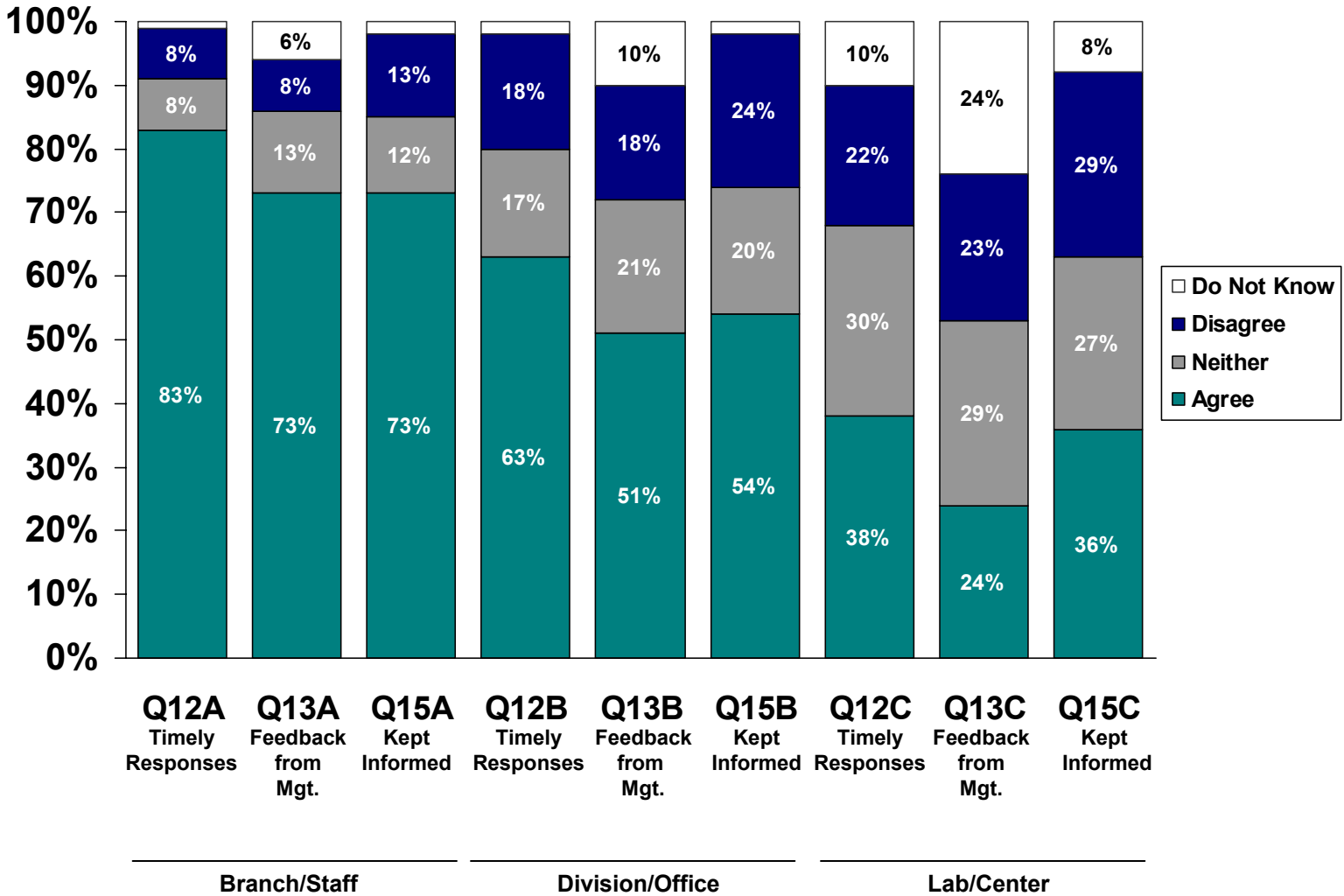
Work Climate and Resources



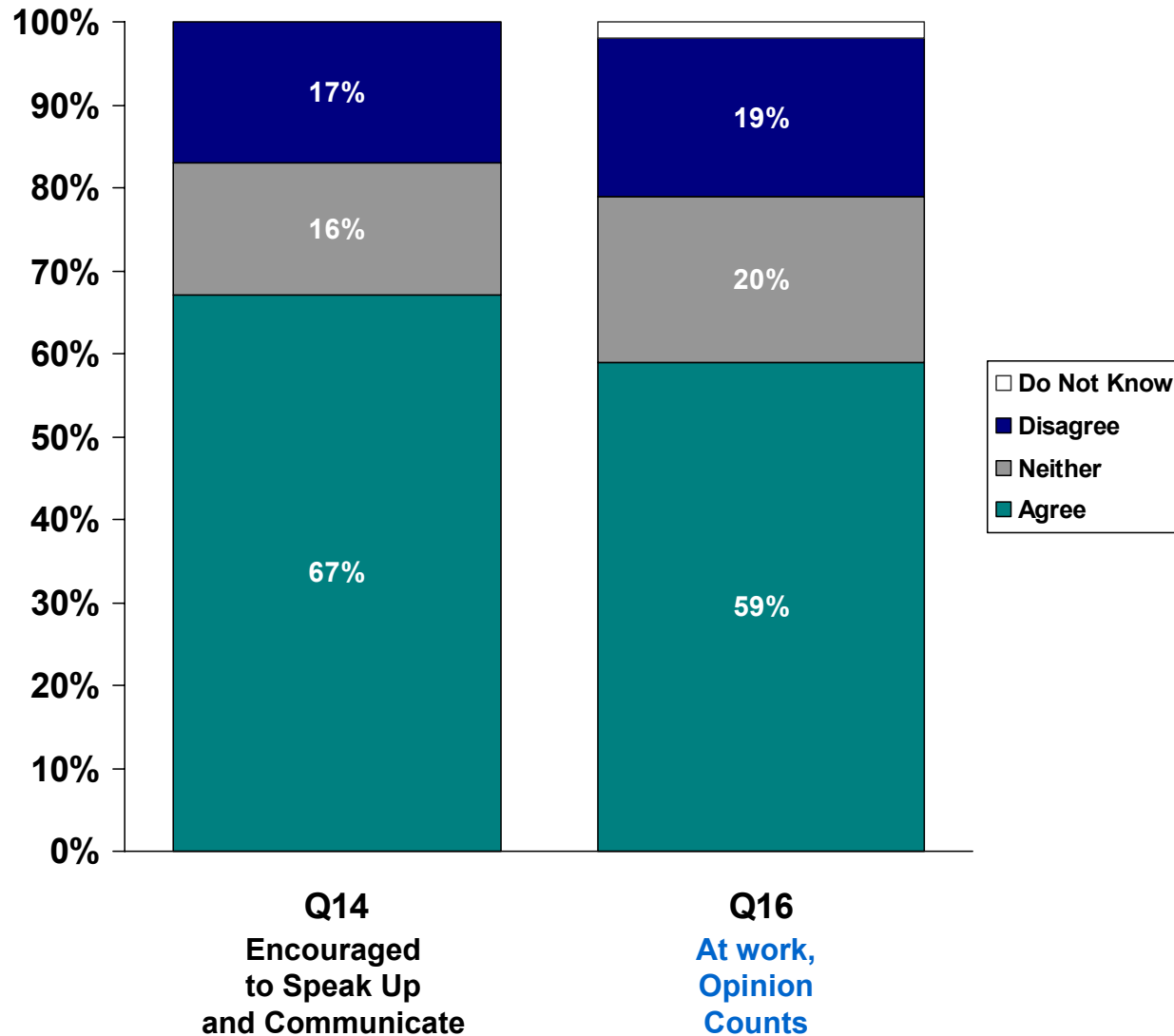
Professional Development



Communication

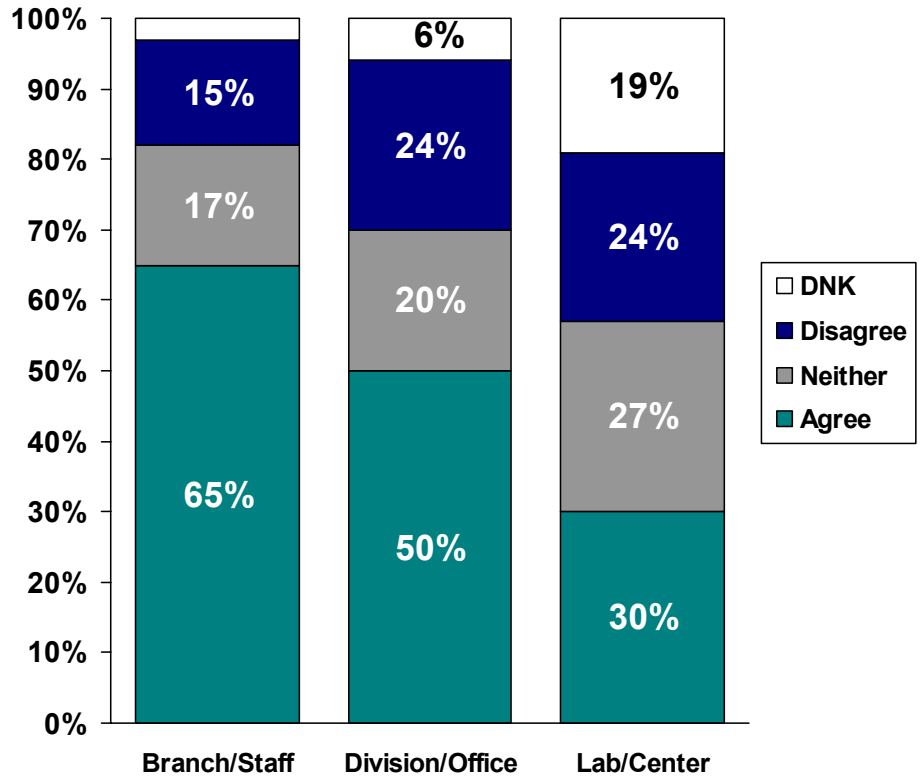


Communication



Management Support

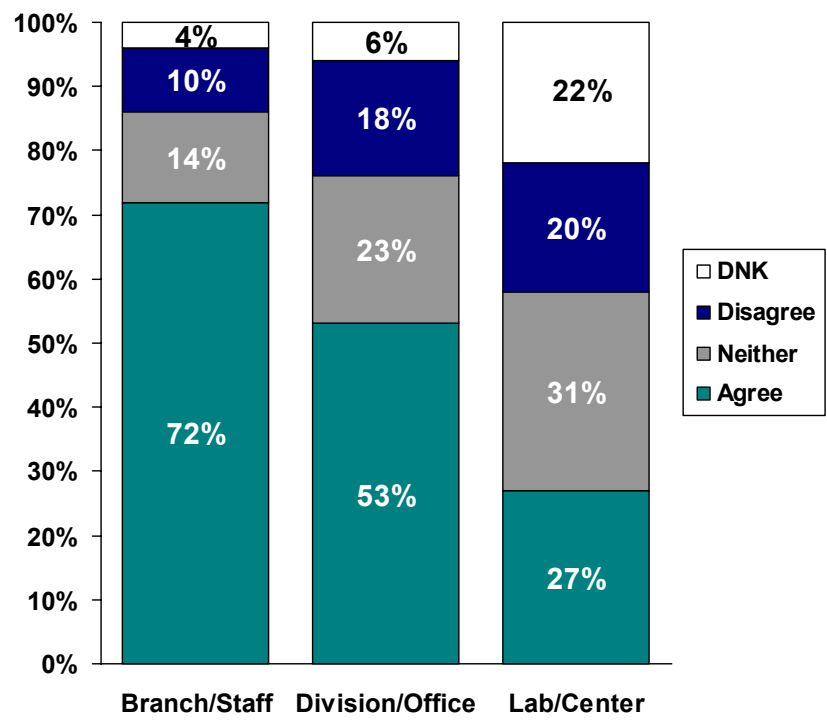
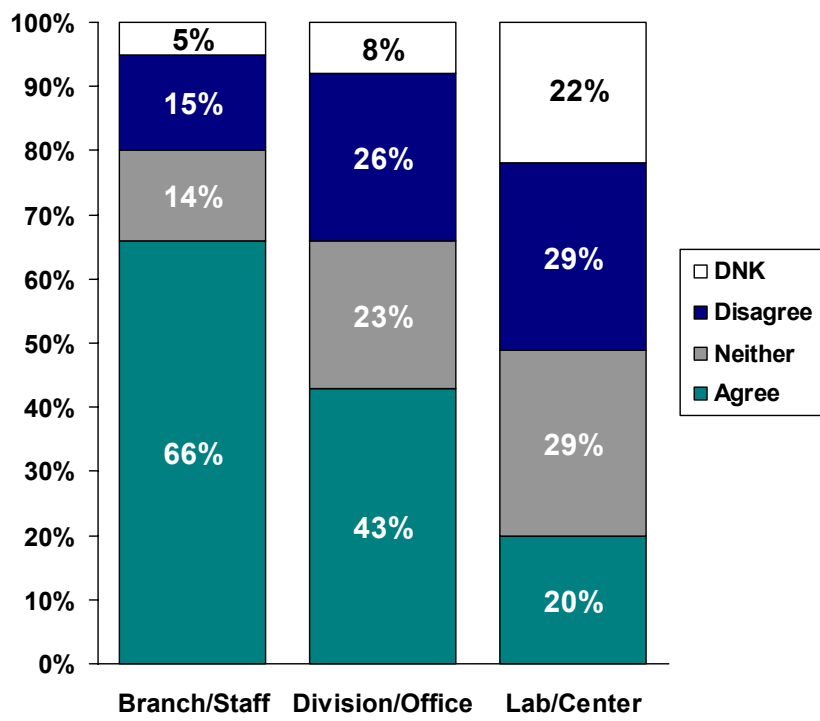
Q17: Managers address challenging situations competently within the...



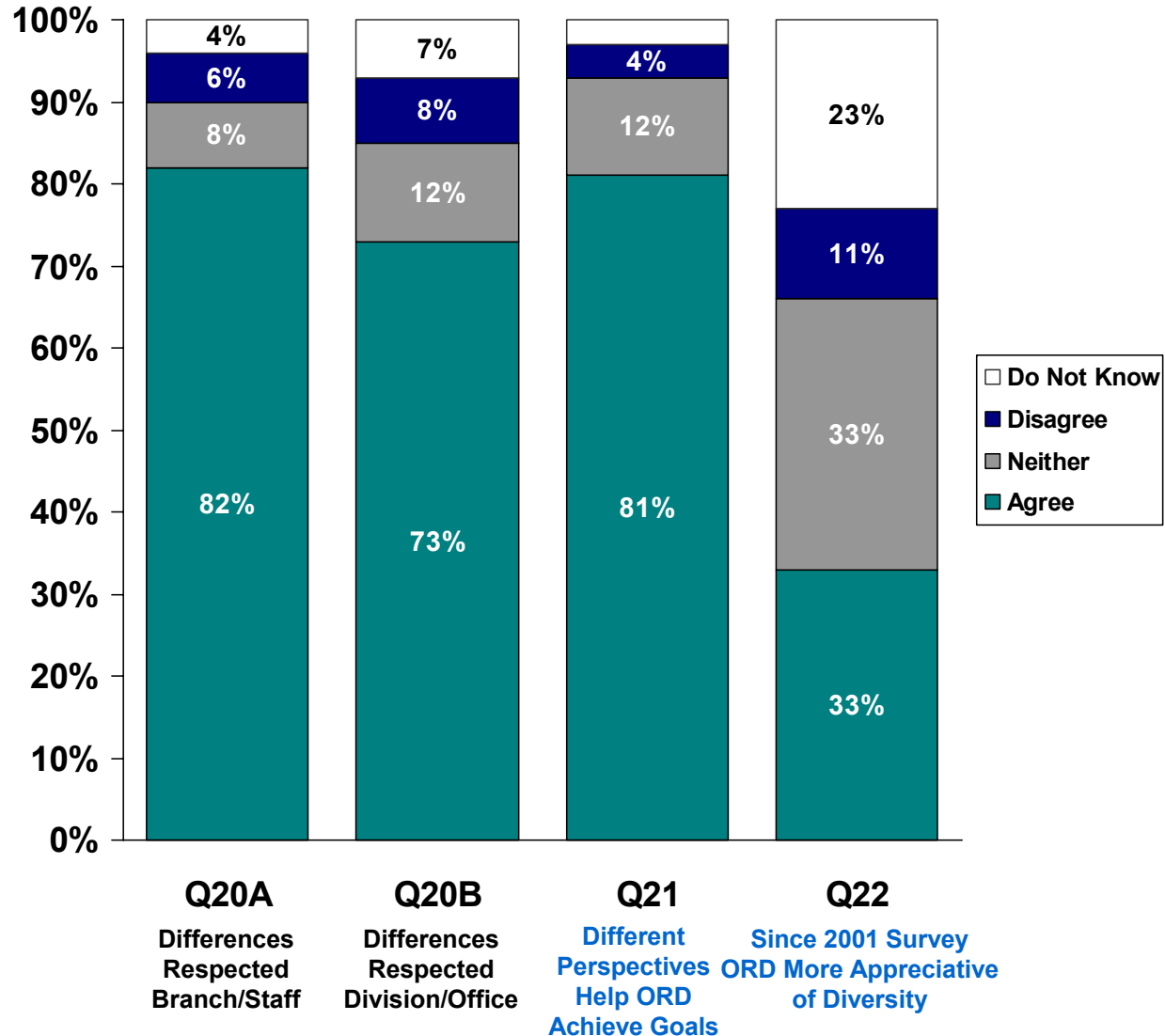
Management Support

Q18: Managers take my interests into account when making decisions at the ... level.

Q19: Management follows through on their commitments at the ... level.

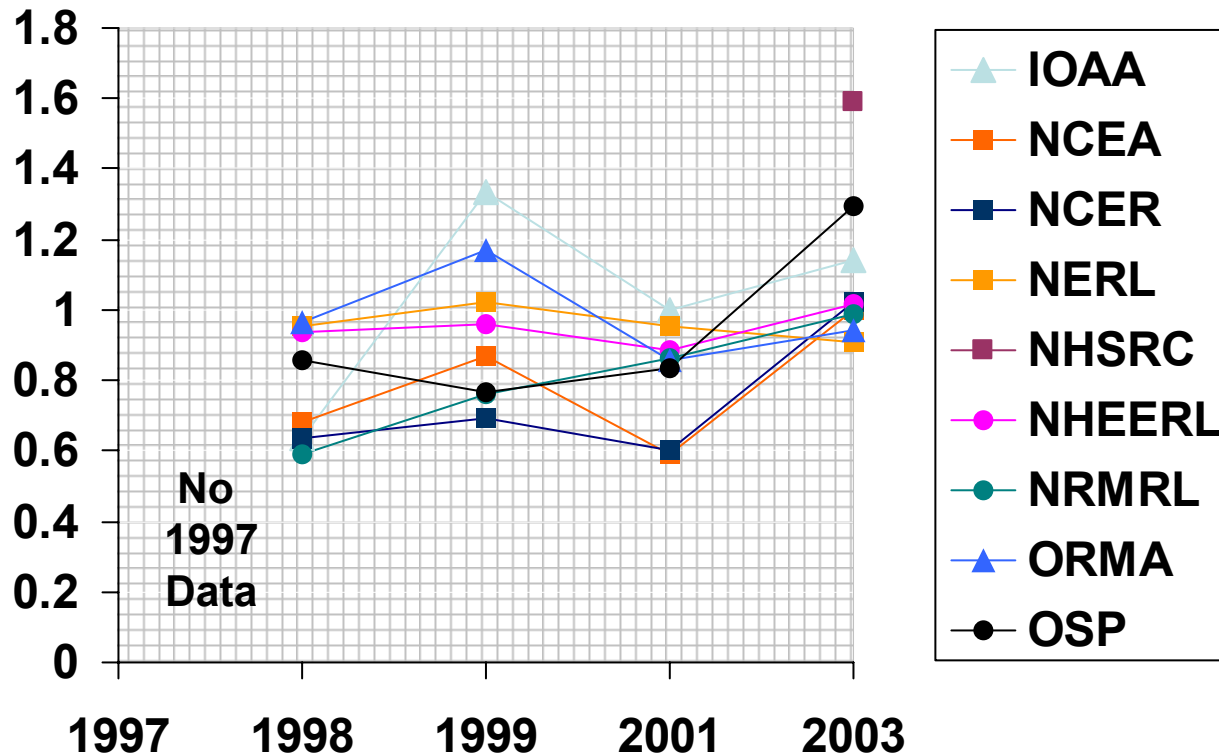


Diversity

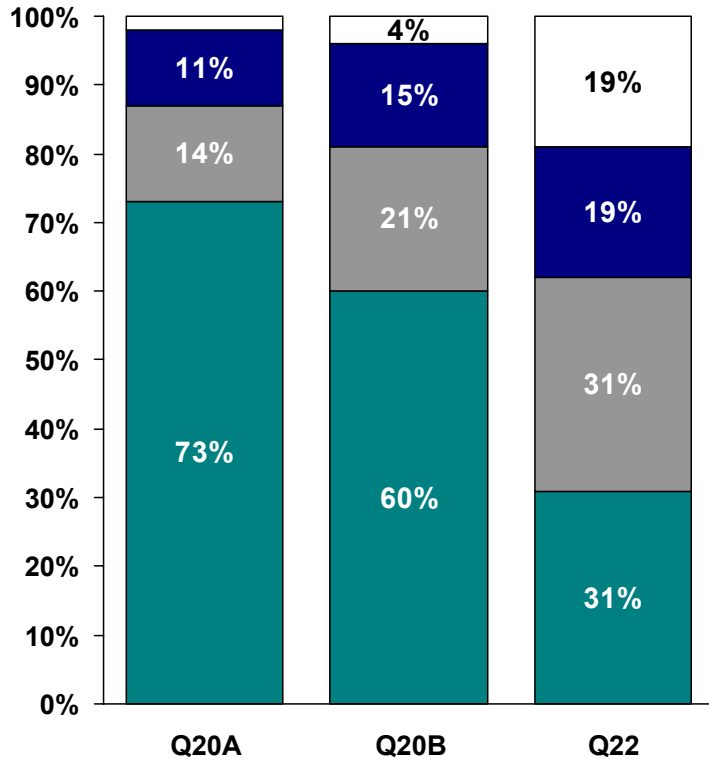


Trend in Diversity

Q20b: Individual differences are respected within the Division/Office.

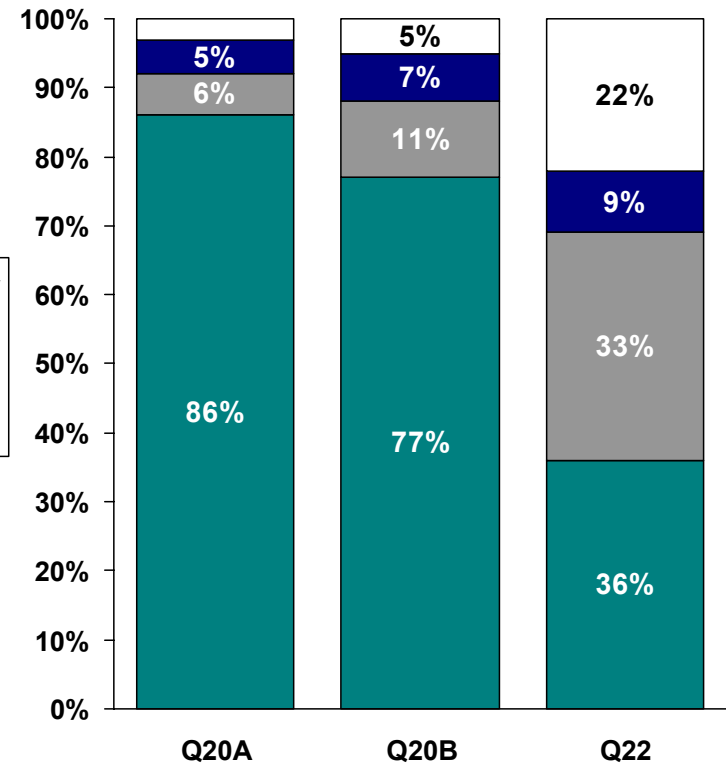


Diversity



Individual Differences Respected Branch/Staff
 Individual Differences Respected Division/Office
 Since 2001 Survey, ORD More Appreciative of Diversity

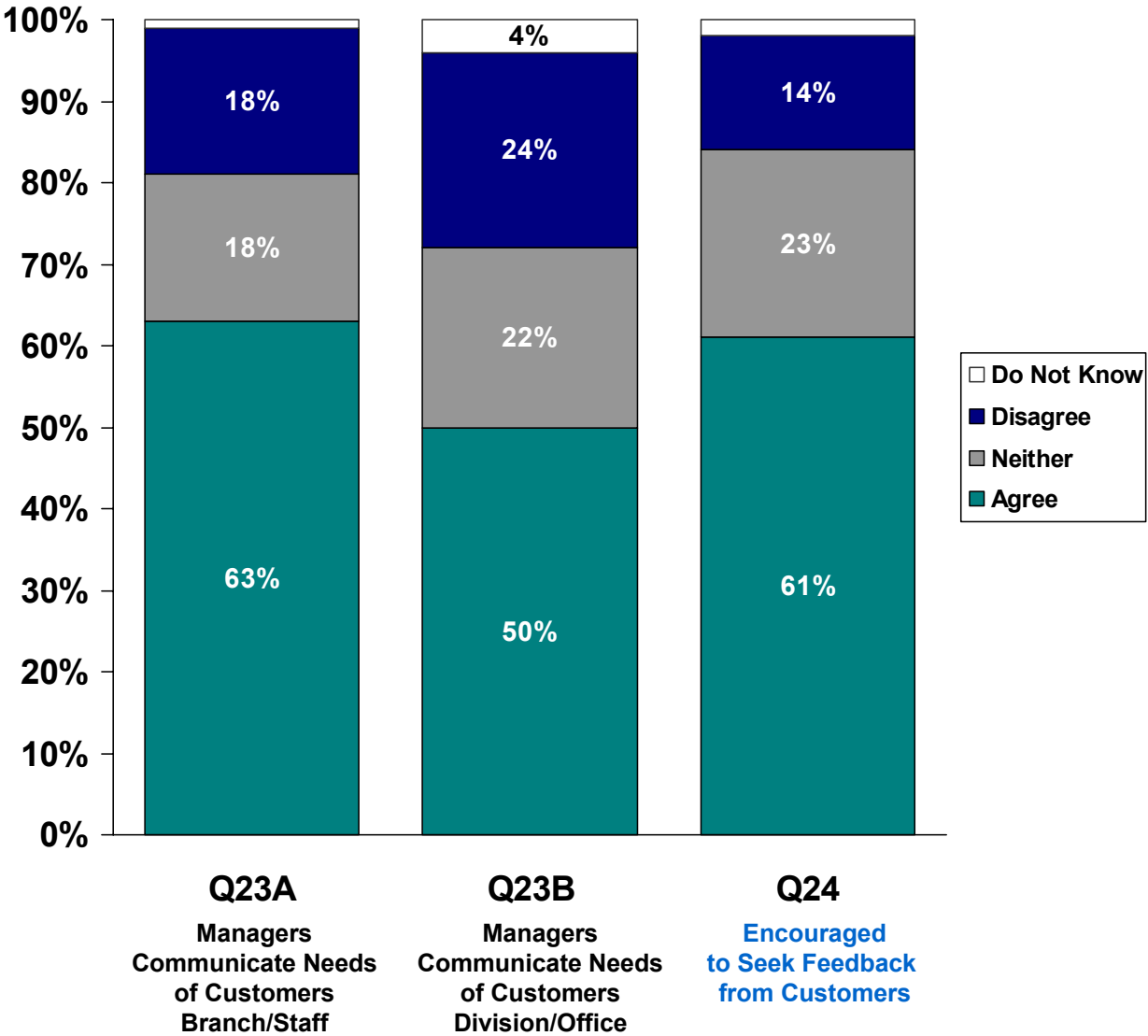
Ethnic Minorities



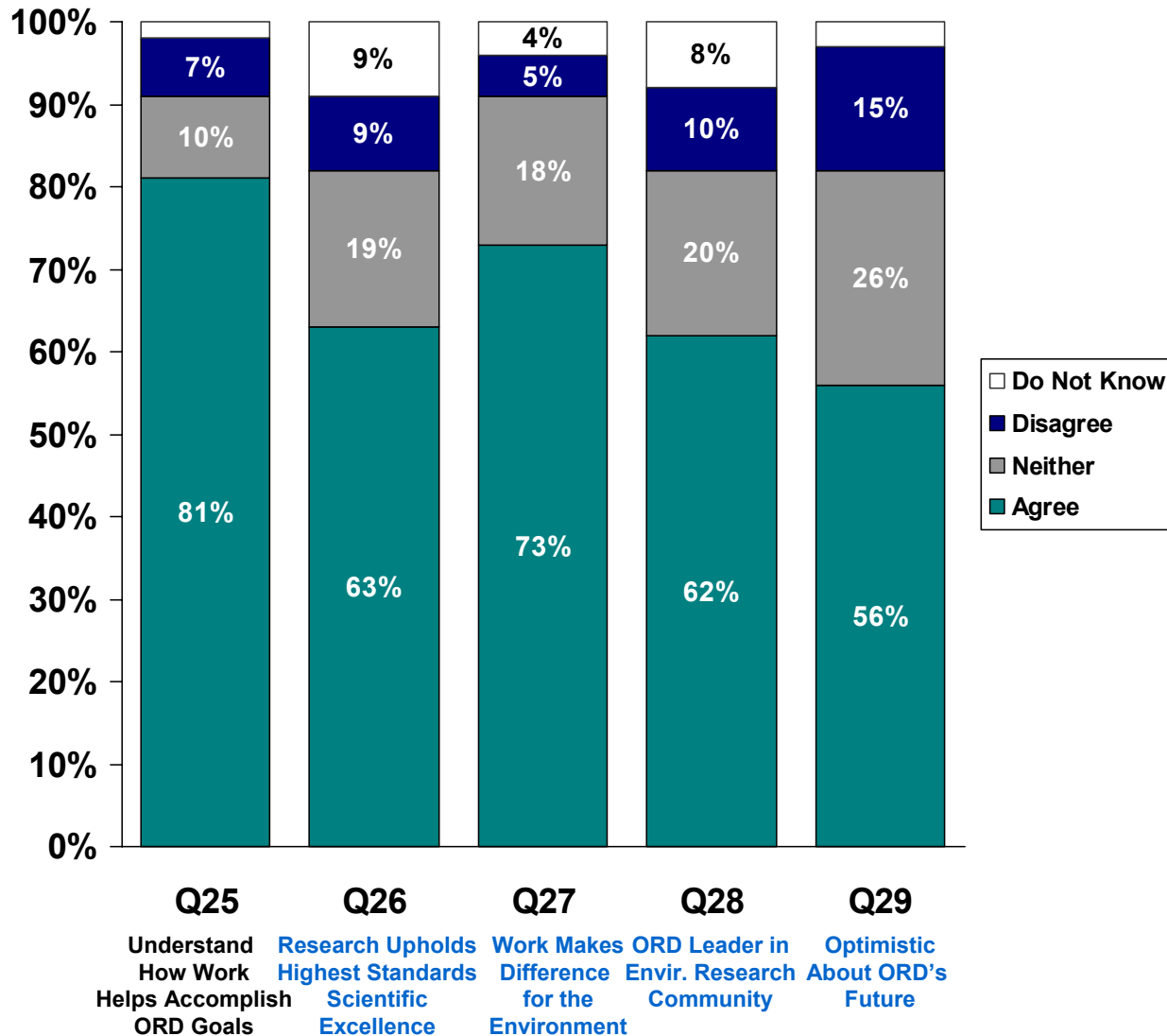
Individual Differences Respected Branch/Staff
 Individual Differences Respected Division/Office
 Since 2001 Survey, ORD More Appreciative of Diversity

Non-Ethnic Minorities

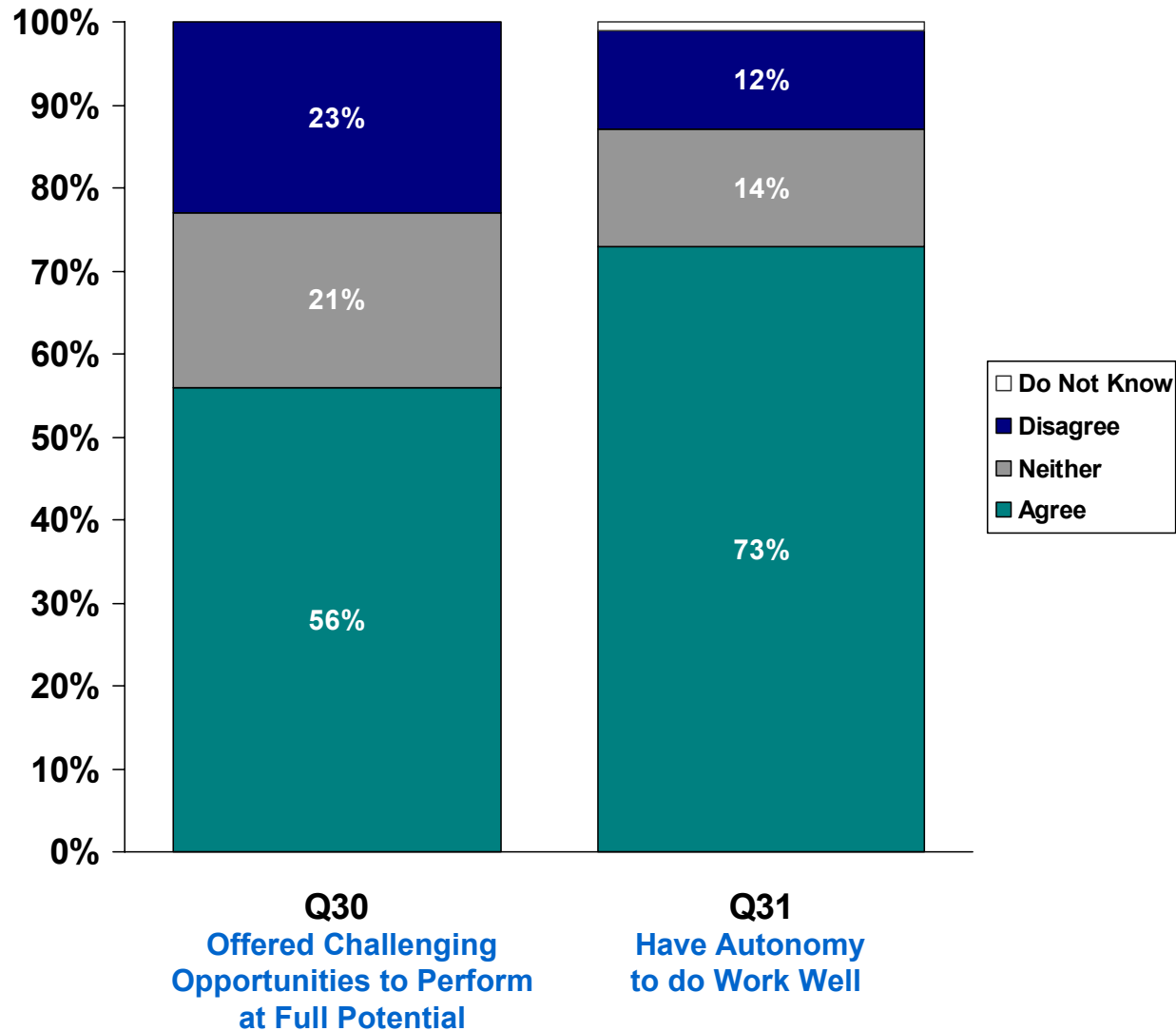
Customer Service



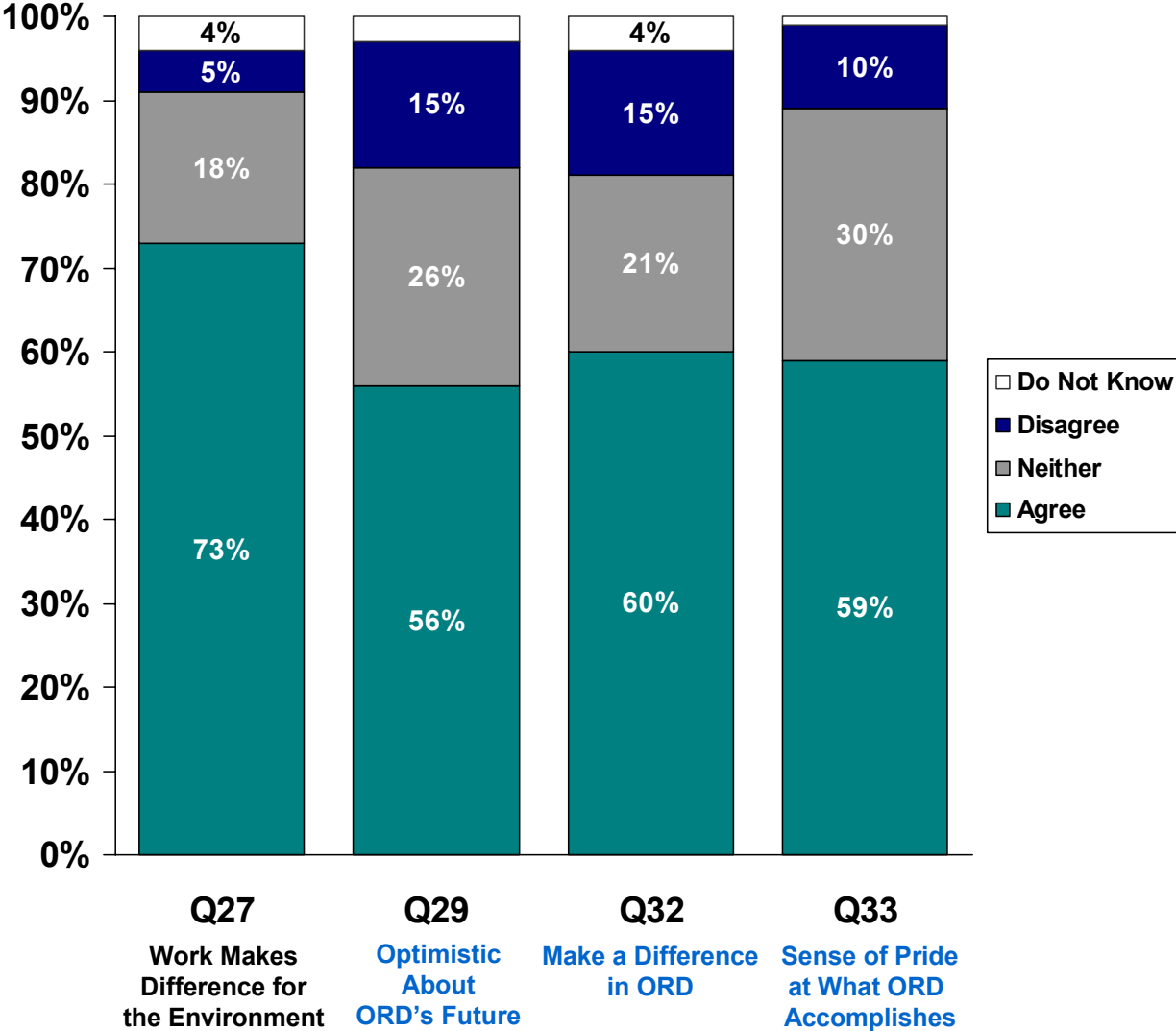
Strategic Direction



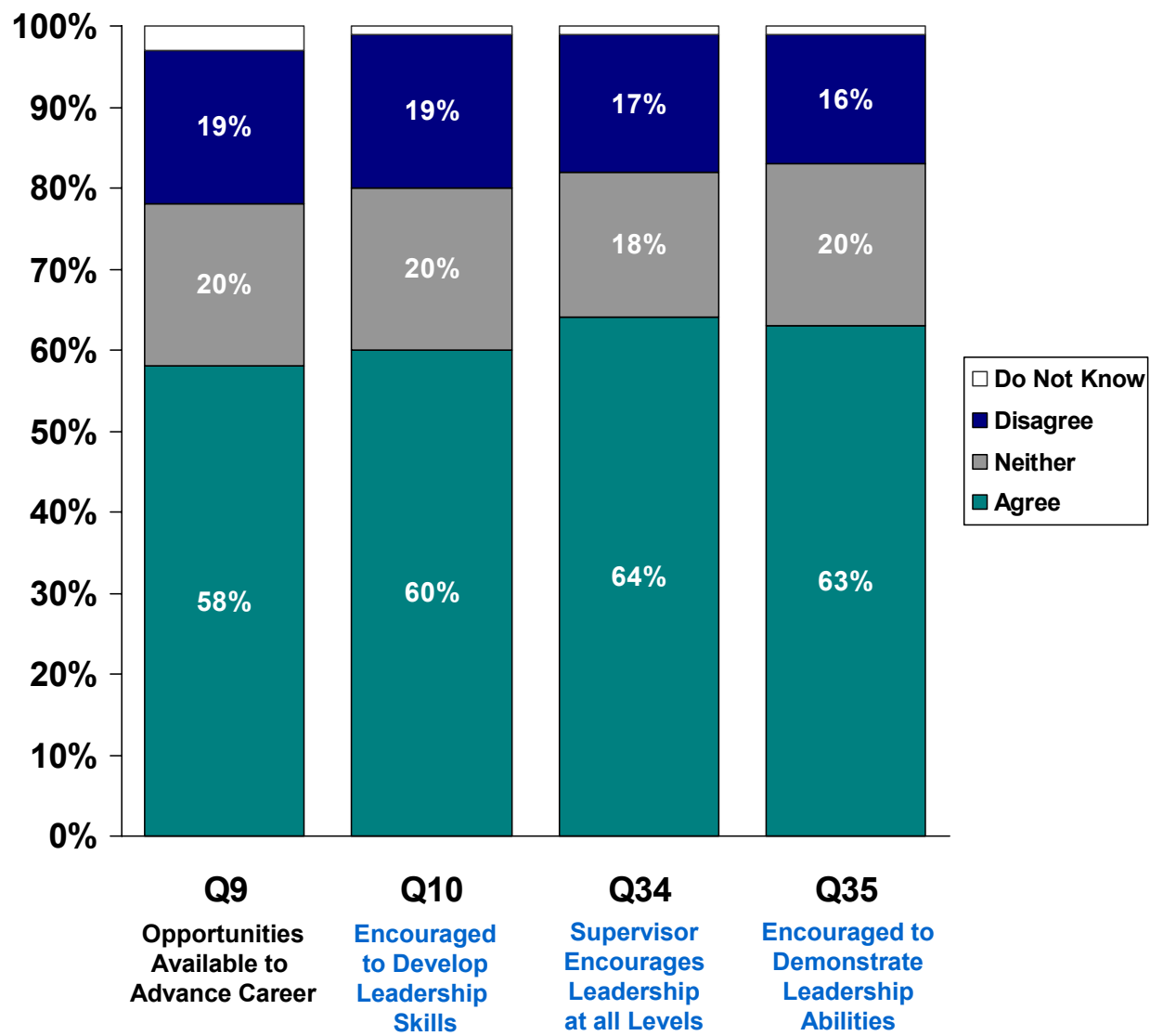
Challenging Opportunities



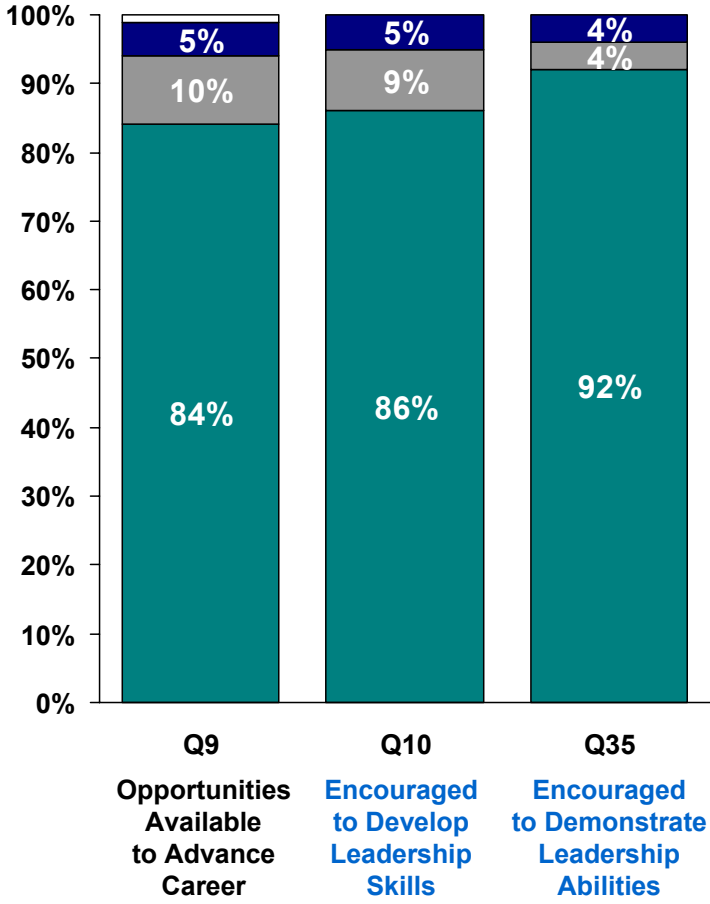
Commitment



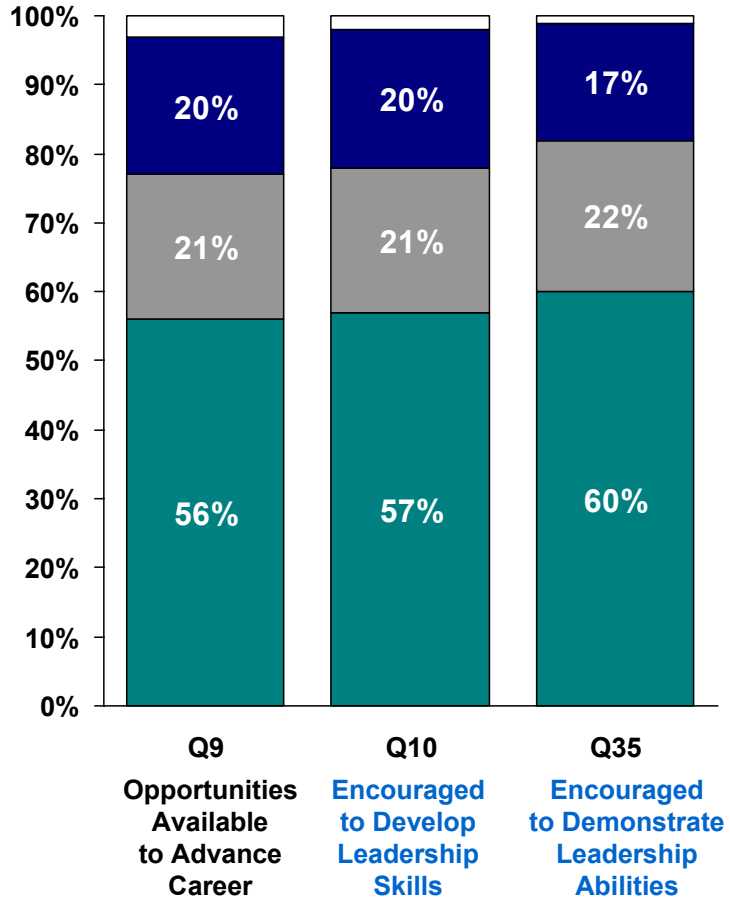
Leadership



Leadership

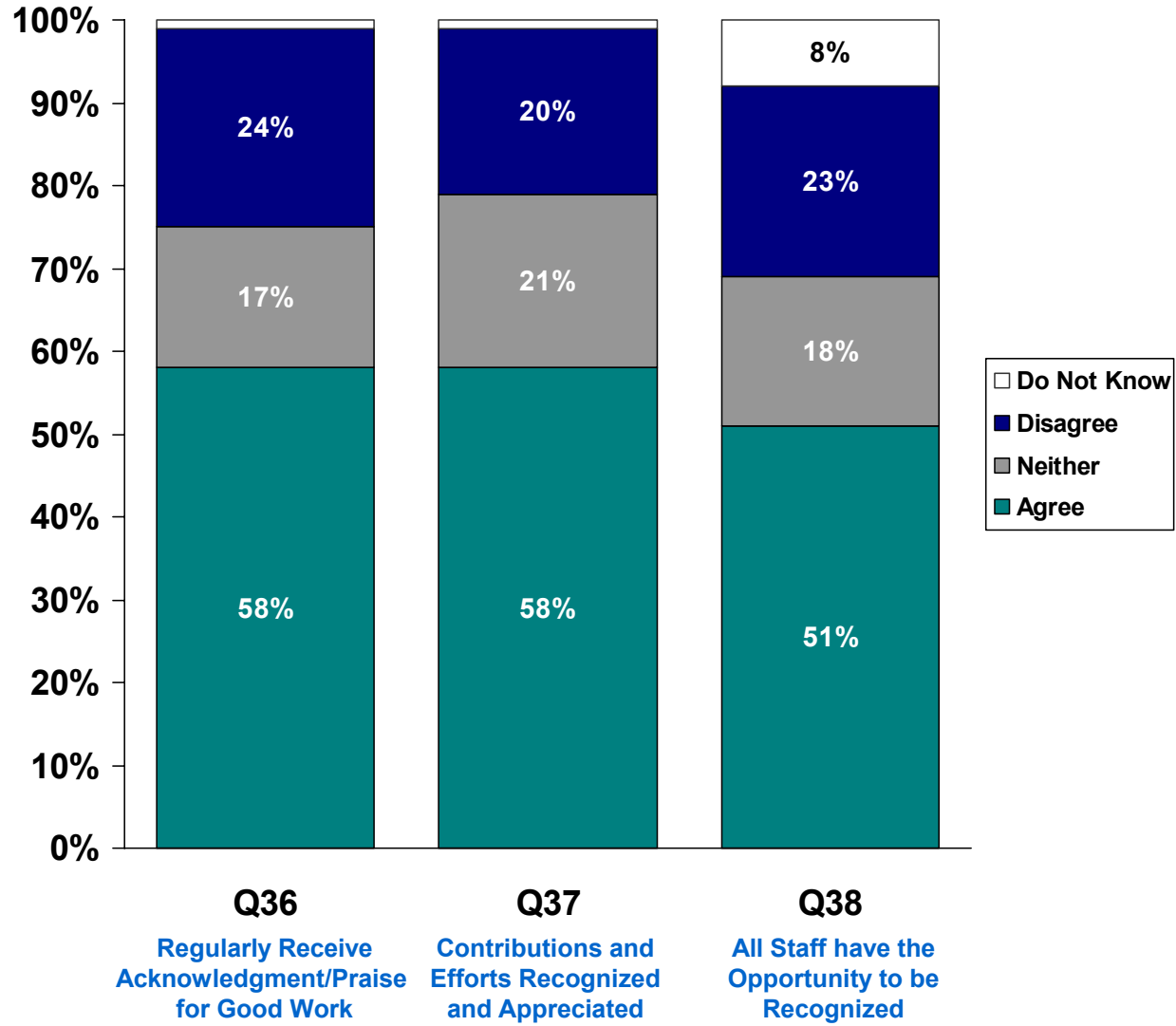


Managers



Non-Managers

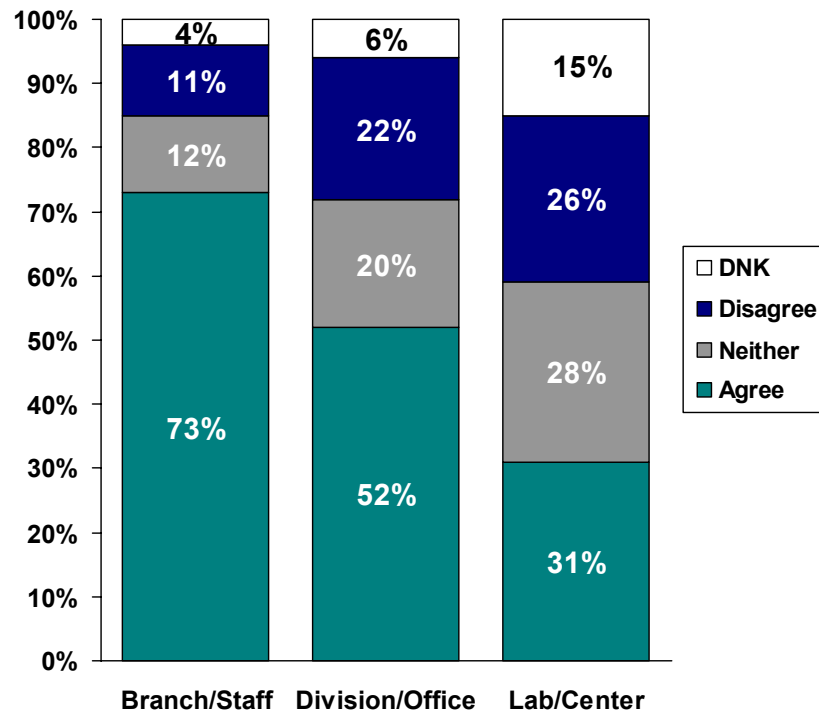
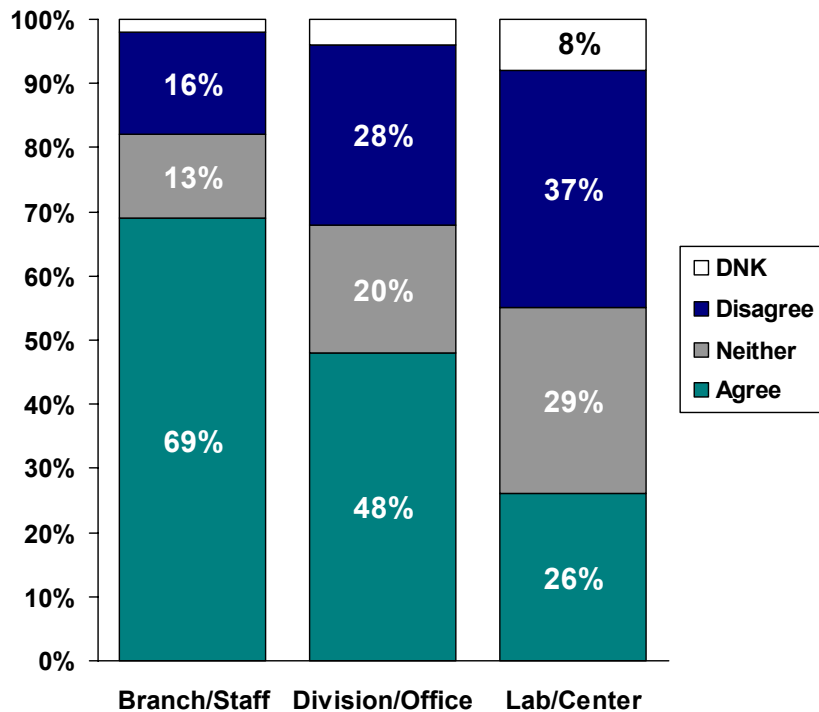
Recognition



Trust

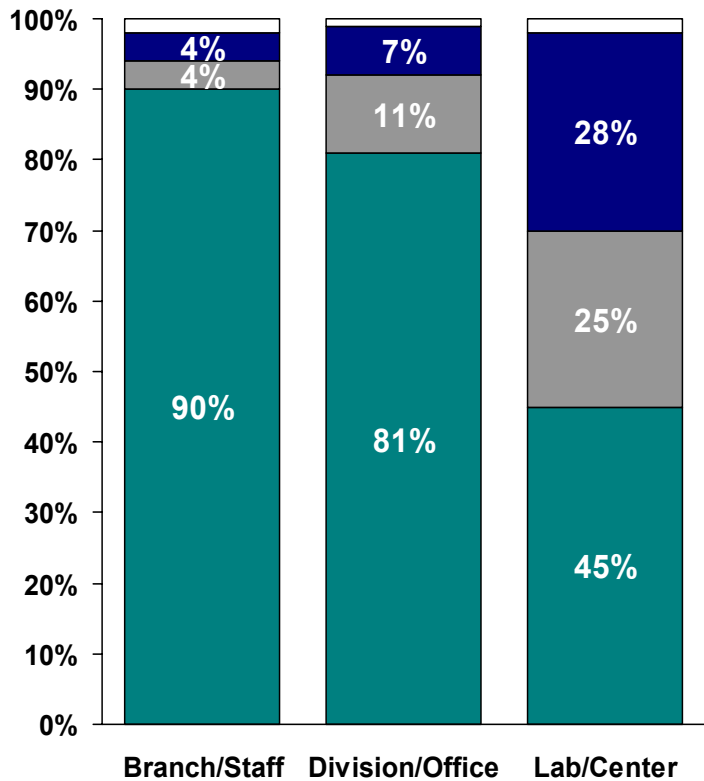
Q3: Staff members trust management within the ...

Q4: Staff members are trusted by managers within the ...

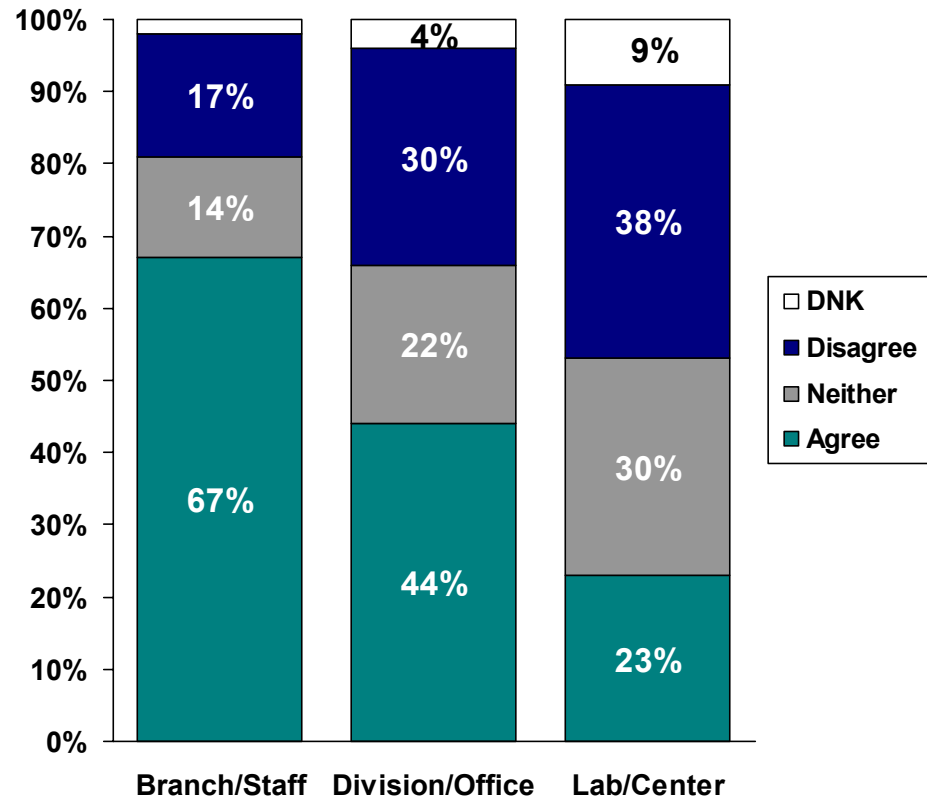


Trust

Q3: Staff members trust management within the ...



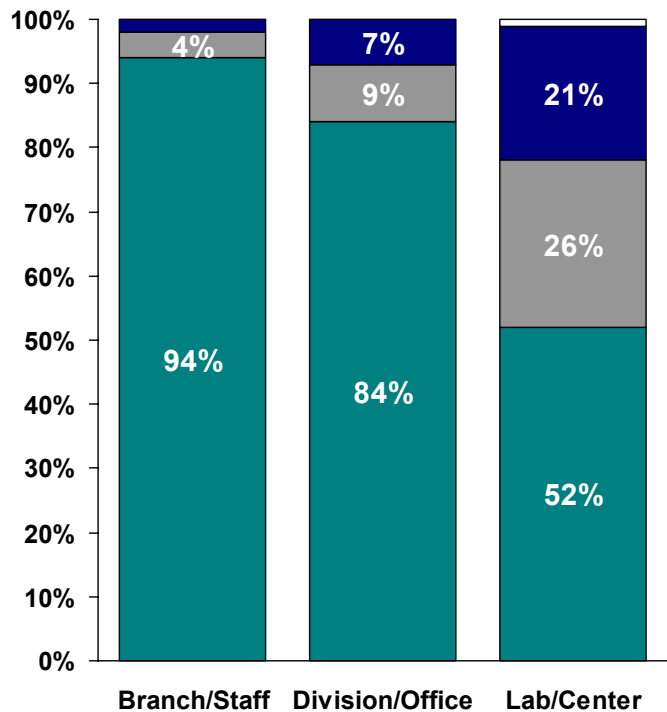
Managers



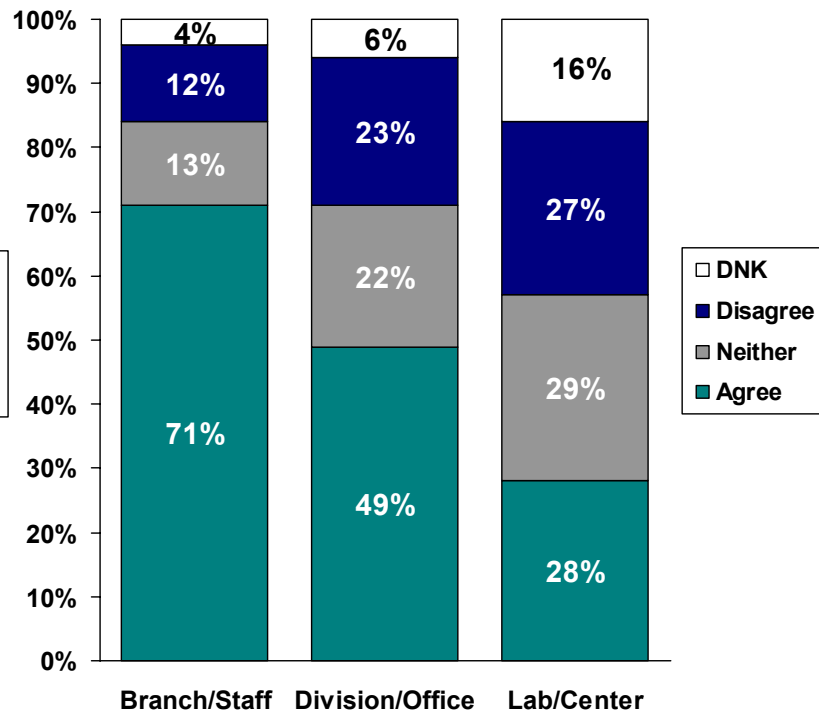
Non-Managers

Trust

Q4: Staff members are trusted by managers within the ...

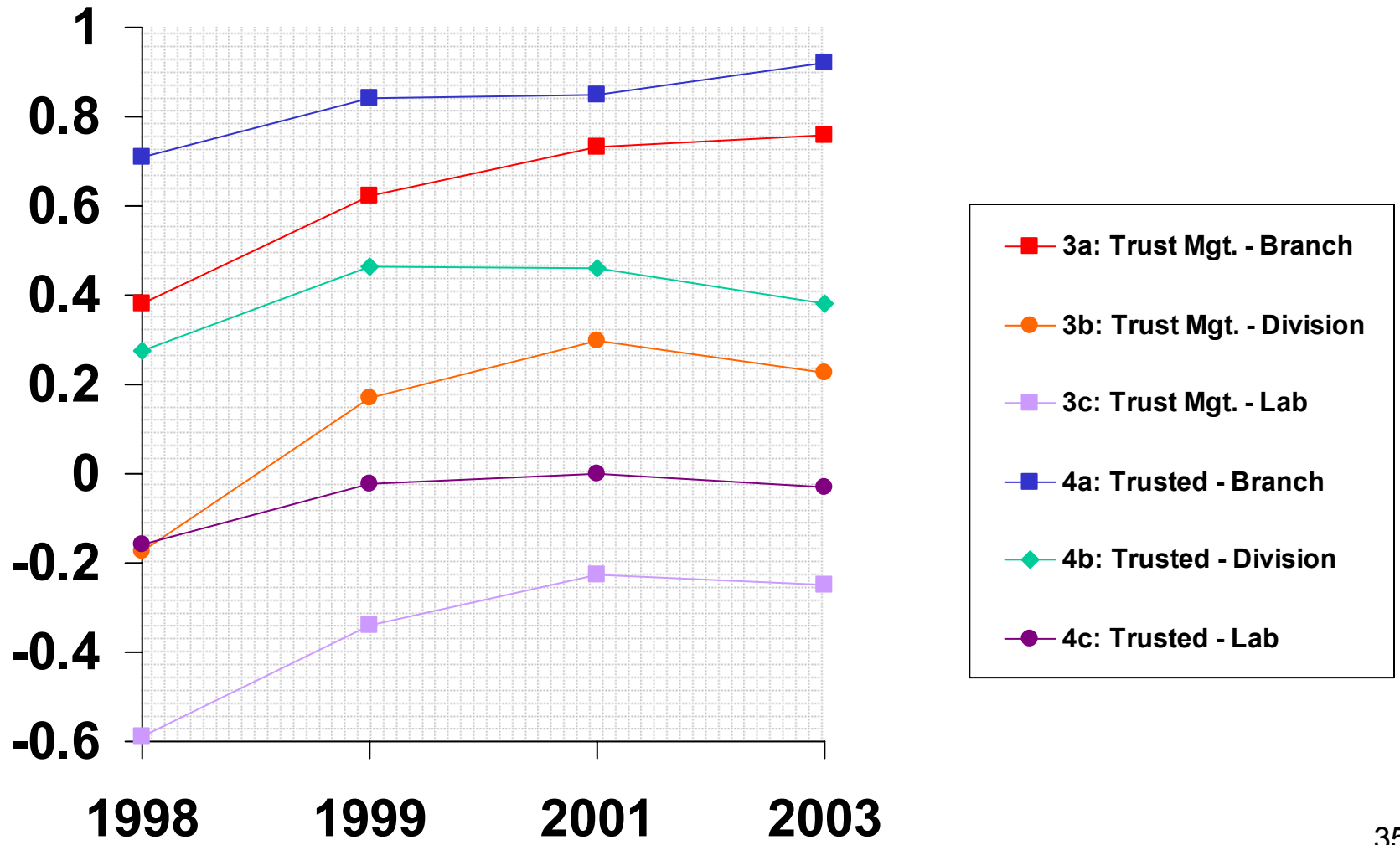


Managers



Non-Managers

Trend in Trust



Demographic Findings

- ❖ Scientists' responses generally consistent with ORD-wide results
- ❖ Ethnic minorities less positive than non-ethnic minorities for all but one question
- ❖ Summit attendees are slightly more positive overall than those who did not attend the January Leadership Summit
- ❖ Managers much more positive than non-managers on majority of questions especially those related to management issues

ORD's Leadership Initiative

- 201 survey respondents attended the January ORD Leadership Summit
- 514 survey respondents attended brownbags or roll-out presentations on ORD's Leadership Initiative
- 377 survey respondents have visited the ORD Leadership Initiative Website
- 538 survey respondents said that based on their attendance or what they've heard about the ORD January Leadership Summit, such summits could be useful at the local level (L/C/O)

Summary

- ❖ Results are very similar to 2001 results – increases and decreases tend to be relatively small
- ❖ Overall job satisfaction and commitment remains high
- ❖ Work Climate and Resources continue to score well, especially at the Branch level
- ❖ Some aspects of Communication and Trust continue to pose challenges for ORD
- ❖ Leadership Initiative has generated considerable momentum but staff's and managers' views differ on leadership opportunities differ