

# ORGANIZATIONAL ASSESSMENT SURVEY

[Welcome letter]

## General Survey Instructions

Caution: If you click the browser's Refresh or Reload buttons you will clear your latest responses from the page you are on. To ensure your survey responses are not lost, please use the Save button to save the survey if you cannot complete the entire survey in one sitting. On the Last page of the survey there is a Send/Submit button. Send/Submit sends/submits a copy of the survey to be included in the agency results. Once you click on Send/Submit, you will not be able to access your survey again for any reason.

### Buttons that are available on the bottom of each survey page are:

- **Previous** takes you to the previous page in the survey,
- **Next** takes you to the next page in the survey,
- **Save** saves the survey on the system so you can continue at a later time,
- **1 | 2 | 3...Last** takes you to that page of the survey,
- **Quit** allows you to quit the survey and gives you the option to Return and continue with the survey, Quit the system, or Save your current survey (after which you may continue with the survey or exit the system).

### **Privacy Act Statement**

Pursuant to 5 U.S.C. § 552a(e)(3), this Privacy Act Statement informs you of why OPM is requesting the information from you.

#### **Authority:**

OPM is authorized to collect the information requested pursuant to 5 U.S.C. § 4702 – Research Programs.

#### **Purpose:**

OPM is requesting this information to improve methods in Federal personnel management, workforce effectiveness, and/or agency effectiveness. OPM will use this information to evaluate employee perceptions about the workplace and identify strategies to help improve the work environment.

#### **Routine Uses:**

In any public release of survey results, no data will be disclosed that could be used to match your responses with your identity. The information requested may be shared externally as a “routine use” as specified in the system of records notice associated with this collection of information, OPM GOVT-6, Personnel Research and Test Validation Records, [OPM GOVT-6](#).

#### **Consequences of Failure to Provide Information:**

Providing this information is completely voluntary and there is no penalty if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative.

### **Public Burden Statement**

We think providing this information takes an average of 15 minutes per respondent to complete, including the time for reviewing instructions, getting the needed data, and reviewing the completed survey. Send comments regarding our estimate or any other aspect of this survey, including suggestions for reducing completion time, to the Office of Personnel Management (OPM), Reports and Forms Officer, Paperwork Reduction Project (3206-0252), Washington, D.C. 20415. The OMB number 3206-0252 is currently valid. OPM may not collect this information, and you are not required to respond, unless this number is displayed.

## **PART 1: ORGANIZATIONAL EXPERIENCES**

### **Teamwork**

#### ***Cohesion***

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

1. The people I work with cooperate to get the job done.
2. The people I work with treat each other with respect.

#### ***Communication***

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

3. There is open communication among employees in my work unit.

4. It is easy to stay in touch with my coworkers (e.g., given work schedules; with communications/IT tools).

### **Collaboration**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

5. Managers support collaboration across work units to accomplish work objectives.

6. Managers promote communication among different work units (for example, about projects, goals, needed resources).

### **Customer Orientation**

#### **Feedback**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

7. [Agency]'s products and services are designed to meet customer needs and expectations.

8. [Agency] sets goals for meeting customer expectations.

9. [Agency] uses customer feedback to improve the quality of its products and services.

#### **Tools and Resources**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

10. I have the tools and resources needed to provide good customer service.

11. I have received training and guidance in providing high-quality customer service.

12. Employees are recognized for providing high quality products and services.

#### **Customer-Focused Innovation**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

13. Managers encourage the development of new products and services.

14. [Agency] anticipates customer needs.

### **Training**

#### **Formal**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

15. I receive the training I need to perform my job.

16. My supervisor provides me with the opportunities to demonstrate my leadership skills.

#### **Tools and Value**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

17. I am given a real opportunity to improve my skills in [Agency].

18. My training needs are assessed.

19. My supervisor supports employee development.

20. Training and career development opportunities are allocated fairly.

#### **On-the-Job**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

21. I receive the everyday guidance I need to perform my job.

22. There is at least one person at work whom I consider my coach or mentor.

23. Mistakes are treated as an opportunity to learn, rather than being ignored or punished.

### **Resources**

#### **Facilitation**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

24. I have sufficient resources (for example, people, materials, budget) to get my job done.

25. My supervisor removes barriers to getting my job done.

## **People**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

26. The people in my work unit have the job-relevant knowledge and skills necessary to accomplish organizational goals.

27. My work unit is able to recruit people with the right skills.

28. My work unit's best employees tend to stay here.

## **Information**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

29. I have enough information to do my job well.

30. I am kept informed on issues affecting my job.

## **Time**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

31. My workload is reasonable.

32. The distribution of work among employees is fair.

## **Workspace**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

33. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.

## **Organizational Structure**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

34. [Agency] has a clear chain of command.

35. I know where my work unit fits into the [Agency] organizational hierarchy.

36. [Agency]'s work processes are efficient.

## **Flexibility**

### **Bureaucracy**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

37. I can get my work done without going through unnecessary layers of reviews and approvals.

## **Openness to Change**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

38. I feel encouraged to come up with new and better ways of doing things.

39. Creativity and innovation are rewarded.

40. We effectively manage risks when innovating.

## **Voice**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

41. I am satisfied with my involvement in decisions that affect my work.

42. I have a feeling of personal empowerment with respect to work processes.

43. Managers follow up on employee suggestions for improvements in products, services, and work processes.

44. Sufficient effort is made to get the opinions and thinking of people who work here.

## **Rewards**

### **Contingent Reward**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 45. High performing employees get rewarded.
- 46. Promotions in my work unit are based on merit.
- 47. I am held accountable for achieving results.

### **Performance Awards**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 48. In my work unit, differences in performance are recognized in a meaningful way.
- 49. Cash bonuses/awards are large enough to be meaningful.
- 50. [Agency] makes good use of non-monetary rewards.

### **Procedural Justice**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 51. My supervisor is fair in recognizing good performance.

## **Supervision**

### **Performance Expectations**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 52. My supervisor clearly communicates my job responsibilities.
- 53. In my most recent performance/contribution appraisal, I understood what I had to do to be rated at different assessment levels.

### **Performance Evaluations**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 54. My performance/contribution appraisal is a fair reflection of my contribution.

### **Performance Feedback**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 55. My supervisor provides me with constructive suggestions to improve my job performance.
- 56. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

## **Strategic Management**

### **Vision**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 57. I understand [Agency]'s mission and vision.
- 58. I agree with the direction [Agency] is going.

### **Leader Communication**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 59. Managers communicate the goals and priorities of [Agency].
- 60. I know how my work contributes to [Agency]'s mission and goals.
- 61. I am provided with information about how [Agency] is performing.

### **Performance Orientation**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 62. Managers review and evaluate the organization's progress toward meeting its goals and objectives.
- 63. [Agency] sets goals for its performance.

### **Service Motivation**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 64. In [Agency], leaders generate high levels of motivation and commitment in the workforce.
- 65. Leaders inspire employees to be service oriented.

### **Employee Support Consideration**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 66. I have trust and confidence in my supervisor.
- 67. My supervisor treats me with respect.

### **Safety**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 68. Employees are protected from health and safety hazards on the job.
- 69. [Agency] has prepared employees for potential security threats.

### **Family-Friendly**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 70. My supervisor supports my need to balance work and other life issues.
- 71. Employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, Flexime, Alternate Work Schedule, telecommuting, part-time).
- 72. Employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.

### **Ethics**

#### **Fairness**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 73. Employees are treated fairly in [Agency].

#### **Diversity**

*1=Very Grt Extent, 2=Great Extent, 3=Moderate Extent, 4=Slight Extent, 5=No Extent, 6=Do Not Know*

- 74. To what extent is prejudice, discrimination and/or harassment a problem in [Agency]?

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 75. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women as part of a comprehensive recruitment program, training in awareness of diversity issues, mentoring).
- 76. Managers/supervisors work well with employees of different backgrounds.

#### **Integrity**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

- 77. [Agency]'s leaders maintain high standards of honesty and integrity.
- 78. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

### **Communication**

#### **Teamwork: Communication**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

3. There is open communication among employees in my work unit.

4. It is easy to stay in touch with my coworkers (e.g., given work schedules; with communications/IT tools).

### **Resources: Information**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

29. I have enough information to do my job well.

30. I am kept informed on issues affecting my job.

### **Flexibility: Voice**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

41. I am satisfied with my involvement in decisions that affect my work.

42. I have a feeling of personal empowerment with respect to work processes.

43. Managers follow up on employee suggestions for improvements in products, services, and work processes.

44. Sufficient effort is made to get the opinions and thinking of people who work here.

### **Strategic Management: Leader Communication**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

59. Managers communicate the goals and priorities of [Agency].

60. I know how my work contributes to [Agency]'s mission and goals.

61. I am provided with information about how [Agency] is performing.

## **Innovation**

### **Customer Orientation: Innovation**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

13. Managers encourage the development of new products and services.

14. [Agency] anticipates customer needs.

### **Flexibility: Openness to Change**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

38. I feel encouraged to come up with new and better ways of doing things.

39. Creativity and innovation are rewarded.

40. We effectively manage risks when innovating.

## **PART 2: PERSONAL EXPERIENCES**

### **Job Characteristics**

#### **Complexity**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

79. I find my work challenging.

#### **Fit**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

80. I like the kind of work I do.

81. My talents are used well in the workplace.

82. My work gives me a feeling of personal accomplishment.

## **Conflict**

*1=Strongly Agree, 2=Agree, 3=Neither, 4=Disagree, 5=Strongly Disagree, 6=Do Not Know*

83. I have too many responsibilities at work to do them all well.

84. I feel like I have too many bosses.

## **Attitudes**

### **Satisfaction**

*1=Very Poor, 2=Poor, 3=Fair, 4=Good, 5=Very Good, 6=Do Not Know*

85. Overall, how good a job do you feel is being done by your immediate supervisor?

86. How do you rate your total benefits program?

*1=Very Dissatisfied, 2=Dissatisfied, 3=Neither, 4=Satisfied, 5=Very Satisfied, 6=Do Not Know*

87. How satisfied are you with the information you receive from management on what's going on in [Agency]?

88. How satisfied are you with the recognition you receive for doing a good job?

89. How satisfied are you with your opportunity to get a better job in [Agency]?

90. How satisfied are you with the training you received for your present job?

91. Considering everything, how satisfied are you with your pay?

92. Considering everything, how satisfied are you with your job?

93. Considering everything, how would you rate your overall satisfaction in [Agency] at the present time?

### **Affective Commitment**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

94. I care about the future of [Agency].

### **Value Congruence**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

95. My values are very similar to [Agency]'s values.

### **Continuance Commitment**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

96. A major reason I work here is for the benefits (e.g., job security, health, leave, workplace flexibilities).

### **Job Involvement**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

97. My job is a large part of who I am.

### **Stress**

*1=Strongly Agree, 2=Agree, 3=Neither, 4=Disagree, 5=Strongly Disagree, 6=Do Not Know*

98. I am stressed out because of work.

### **Internal Motivation**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

99. I care about how well I perform my job.

### **Passion**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

100. I have a lot of great ideas for improving [Agency].



## **Credibility**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

101. I believe the results of this survey will be used to make [Agency] a better place to work.

## **Behaviors**

### **Organizational Citizenship**

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

102. I give extra effort to help [Agency] succeed.

103. I give extra effort to help out my customers.

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

## **Turnover**

105. Are you considering leaving [Agency]?

No

Yes, to retire

Yes, due to a transfer

Yes, to take another job elsewhere in [Agency]

Yes, to take another job elsewhere in the Federal Government

Yes, to take another job outside of the Federal Government

Yes, other

## **Ultimate Outcomes**

*1=Very Poor, 2=Poor, 3=Fair, 4=Good, 5=Very Good, 6=Do Not Know*

106. How would you rate the overall quality of work done by your work unit?

*1=Very Dissatisfied, 2=Dissatisfied, 3=Neither, 4=Satisfied, 5=Very Satisfied, 6=Do Not Know*

107. How satisfied do you think [Agency]'s external customers are with the products and services it provides?

*1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree, 6=Do Not Know*

108. [Agency] is successful at accomplishing its mission.

## **PART 3: BACKGROUND AND EMPLOYMENT INFORMATION**

109. Where do you work within [Agency]? [Customized to agency]

110. How long have you been with [Agency]?

Less than six months

Six months to less than one year

One to three years

Four to five years

Six to 10 years

11 to 15 years

16 to 20 years

21 to 25 years

26 to 30 years

31 years or more

111. How long have you been a Federal government employee (excluding military service)?

Less than six months

- Six months to less than one year
- One to three years
- Four to five years
- Six to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 to 25 years
- 26 to 30 years
- 31 years or more

112. If you are active duty military, how long have you been in the military? (Military only) (If relevant to agency)

- Less than six months
- Six months to less than one year
- One to three years
- Four to five years
- Six to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 to 25 years
- 26 to 30 years
- 31 years or more

113. What is your level of supervisory responsibility?

- Non-supervisor
- First-line supervisor (you sign performance appraisals)
- Manager (you supervise at least one supervisor)
- Executive (SES/Flag Officer)

114. What is your pay level? [Customized to agency]

115. What is your pay level? (Military only) (If relevant to agency)

- E1-E3
- E4-E6
- E7-E9
- O1-O3
- O4-O6
- Other

116. What is your age?

- Less than 20
- 20-29
- 30-39
- 40-49
- 50-59
- 60 or over

117. Are you male or female?

- Male
- Female

118. Are you Hispanic or Latino?

- Yes
- No

119. What is your race? (Select one or more)

- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Other Pacific Islander
- White

120. What is your education level?

- Less than high school graduate
- High school diploma or GED
- Technical, vocational, or business school
- 2-year associate degree
- Bachelor's degree (B.A., B.S. or other)
- Master's degree
- Doctoral degree (Ph.D., M.D., Ed.D., J.D., etc.)
- Post-doctoral study