

# 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 Save 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 send/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

Collection of this information is authorized by Section 4702 of Title 5, U.S. Code.

- Your responses to this survey are 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.
- The principal purpose in collecting this information is to gather input from employees about their experiences in working for the [Agency]. Routine uses are identifying organizational strengths and challenges and identifying strategies that will help improve the work environment.
- In any public release of survey results, no data will be disclosed that could be used to match your responses with your identity because there will be no individual identifiers associated with the data. All email addresses will be stripped and discarded automatically when the completed survey is submitted.

### 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. SSC Atlantic's products and services are designed to meet customer needs and expectations.
8. SSC Atlantic sets goals for meeting customer expectations.
9. SSC Atlantic 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. SSC Atlantic 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 SSC Atlantic.
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. SSC Atlantic has a clear chain of command.
35. I know where my work unit fits into the SSC Atlantic organizational hierarchy.
36. SSC Atlantic'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 many 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. SSC Atlantic 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 SSC Atlantic's mission and vision.

58. I agree with the direction SSC Atlantic 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 SSC Atlantic.

60. I know how my work contributes to SSC Atlantic's mission and goals.

61. I am provided with information about how SSC Atlantic 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. SSC Atlantic 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 SSC Atlantic, 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. SSC Atlantic 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 SSC Atlantic.

### **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 SSC Atlantic?

*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, 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. SSC Atlantic'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 SSC Atlantic.

60. I know how my work contributes to SSC Atlantic's mission and goals.

61. I am provided with information about how SSC Atlantic 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. SSC Atlantic 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 SSC Atlantic?

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 SSC Atlantic?

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 SSC Atlantic 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 SSC Atlantic.

#### **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 SSC Atlantic'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 SSC Atlantic.

### **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 SSC Atlantic 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 SSC Atlantic 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 SSC Atlantic?

No

Yes, to retire

Yes, due to a military transfer

Yes, to take another job elsewhere in SPAWAR

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 SSC Atlantic'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. SSC Atlantic is successful at accomplishing its mission.

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

109. What is your Tier 1 organizational code?

00/01

1.0



- 2.0
- 3.0
- 4.0
- 5.0
- 6.0
- 7.0
- 8.0

110. What is your organizational code?

- 00/01
- 1.0000
  - 1.1000
  - 1.2000
  - 1.0000 Other
- 2.0000
  - 2.2000
  - 2.3000
  - 2.0000 Other
- 3.0000
- 4.0000
  - 4.1000
    - 4.1100
    - 4.1200
    - 4.1300
  - 4.2000
    - 4.2100
    - 4.2200
  - 4.3000
    - 4.3100
    - 4.3200
    - 4.3300
    - 4.3400
  - 4.7000
    - 4.7200
  - 4.0000 Other
- 5.0000
  - 5.1000
    - 5.1100
    - 5.1000 Other
  - 5.2000
    - 5.2100
    - 5.2500
    - 5.2000 Other
  - 5.4000
    - 5.4100
    - 5.4200
    - 5.4300
    - 5.4400
    - 5.4500
    - 5.4000 Other
  - 5.5000
    - 5.5100
    - 5.5200
    - 5.5300
    - 5.5000 Other
  - 5.6000

- 5.6100
- 5.6200
- 5.6000 Other
- 5.9000
  - 5.9100
  - 5.9300
  - 5.9400
  - 5.9500
  - 5.9000 Other
- 5.0000 Other
- 6.0000
  - 6.1000
    - 6.1100
    - 6.1200
    - 6.1400
    - 6.1500
    - 6.1600
  - 6.2000
    - 6.2100
    - 6.2200
    - 6.2300
    - 6.2400
    - 6.2500
  - 6.3000
    - 6.3100
    - 6.3200
    - 6.3300
    - 6.3400
    - 6.3500
  - 6.0000 Other
- 7.0000
  - 7.1000
  - 7.2000
  - 7.0000 Other
- 8.0000
  - 8.1000
  - 8.2000
  - 8.3000
  - 8.4000
  - 8.5000
  - 8.7000
  - 8.9000
  - 8.0000 Other

111. What is your geographic location?

- South Carolina
- Virginia
- Louisiana
- DC/MD/VA
- Other CONUS
- Other OCONUS

112. Are you an embedded employee? (Employees who are organizationally assigned to SSC Atlantic but work on a daily basis for another Team SPAWAR organization.)

- Yes
- No

Not Sure

113. How long have you been with SSC Atlantic?

- 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

114. 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

115. If you are active duty military, how long have you been in the military? (Military only)

- 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

116. 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)

117. Are you an IPT Lead/Project Manager?

- No
- Yes

118. What is your pay level? (Civilian only)

- Wage grade (all levels)
- NO-2
- NO-3
- NO-4
- NO-5
- NO-6
- NG-1

- NG-2
- NG-3
- NG-4
- NM-2
- NM-3
- NM-4
- NM-5
- NR-2
- NR-3
- NR-4
- NR-5
- ND-2
- ND-3
- ND-4
- ND-5
- GS (All levels)
- SES/ST/SL/HQE (all levels)

119. What is your pay level? (Military only)

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

120. What is your age?

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

121. Are you male or female?

- Male
- Female

122. Are you Hispanic or Latino?

- Yes
- No

123. 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

124. 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