



DNFSB 2015 Culture and Climate Survey Executive Overview of Key Findings

August 2015

Submitted by

Towers Watson

TOWERS WATSON 

Table of Contents

Table of Contents	1
Purpose of Survey and Background	2
Survey Results in Brief	4
<i>Survey Administration Summary</i>	4
<i>External Benchmark Summary</i>	4
<i>Internal Comparison Summary</i>	5
<i>Survey Results Summary</i>	5
Qualitative Design Phase: Interviews and Focus Groups	6
<i>Conclusion of Qualitative Phase</i>	7
Survey Development / Pre-test	8
<i>Survey Categories</i>	8
Survey Administration	10
Overall Category Scores	11
Comparison of DNFSB to Towers Watson's Benchmarks	12
Internal Comparisons	13
Key Driver Analysis	16
Conclusion	18
<i>Overall Observations</i>	18
<i>Overall Strengths to Maintain</i>	19
<i>Overall Opportunities for Improvement</i>	19
<i>Potential Areas to Focus on Moving Forward</i>	20



Purpose of Survey and Background

In the spring of 2015, Towers Watson assisted the Office of Inspector General (OIG) in assessing the Defense Nuclear Facilities Safety Board (DNFSB) culture and climate. The OIG commissioned Towers Watson to conduct a survey to evaluate the current culture and climate of DNFSB and facilitate identification of the organization's strengths and opportunities for improvement, as it continues to experience significant challenges.

To do so, Towers Watson, in coordination with the OIG, was provided full discretion in terms of the content that would be covered as well as access to DNFSB employees to conduct interviews and focus groups regarding aspects of culture and climate at DNFSB.

Once developed, the survey was sent out to 107 employees in the spring of 2015. Through this research initiative, the OIG's goals were to:

- Measure DNFSB's organizational culture and climate to identify areas of strength and opportunities for improvement,
- Create a baseline measure to gauge future progress and improvement on key initiatives,
- Understand the Key Drivers of Engagement (leverage points for improving engagement), and
- Provide, where practical, benchmarks for the findings against other similar organizations from Towers Watson's database.

To achieve these goals, the 2015 Culture and Climate Survey consisted of three distinct activities:

- Review of the existing research and previous reports regarding the DNFSB culture and climate,
- Qualitative design phase where a random sample of DNFSB employees, managers as well as leaders were interviewed, and
- Quantitative component consisting of a survey administered to all DNFSB employees.

The review of previous research on the DNFSB as well as interviews and focus group results served as the basis for designing the 2015 survey questionnaire. The questions were comprised of items from Towers Watson's normative database as well as tailored items to address the unique topic of DNFSB culture and climate.

After a brief review of the survey results and overview of the interview and focus group analysis, this executive summary will highlight the quantitative results of the DNFSB's survey. First, this summary will examine the overall results, looking at specific areas of strength and opportunities for improvement for the DNFSB. Category-level results will be compared with Towers Watson's U.S. National

Norm¹, U.S. Research and Development Norm², and U.S. Transitional Organizations Norm³. Secondly, the summary will report internal comparisons such as job categories, job functions, and years of service, where available. Finally, concluding observations and potential next steps will be provided.

¹ The Towers Watson U.S. National Norm is comprised of a weighted average of employee survey results from a cross-section of industry sectors for operations located in the United States.

² The Towers Watson U.S. Research and Development Functions Norm is comprised of a weighted average of survey results from U.S. employees working in Research and Development functions/departments in organizations across sectors.

³ The Towers Watson U.S. Transitional Companies Norm is a weighted average of employee survey results from companies across a range of industries that have experienced significant changes impacting all employees.

Survey Results in Brief

Survey Administration Summary

The DNFSB Culture and Climate Survey was administered from March 30th – April 10th, 2015. All permanent, DNFSB staff and managers were eligible to participate. Of the 107 employees asked to participate, 79 completed surveys, for an overall return rate of 74%. This return rate is on par with Towers Watson's global return rate of 75% and is a great first year percentage, being sufficient to provide a reliable and valid measure of the current attitudes and perceptions of DNFSB staff and managers.

External Benchmark Summary

Upon review of the survey category versus the three Towers Watson benchmarks, similar themes emerge. For the most part, the general trend shows an unfavorable comparison for the DNFSB on all three external benchmarks, including the U.S. National Norm, the Towers Watson U.S. Research and Development Norm, as well as Towers Watson's Transitional Organizations Norm. Eight of 14 DNFSB categories are significantly⁴ below the U.S. National Norm, with five categories being below both the U.S. Research and Development Norm as well and the Transitional Organizations Norm (Exhibit 2). Of the 14 categories, 2 categories compare favorably to all three norms (though not significantly).

However, Sustainable Engagement⁵ on the whole is similar to all benchmarks, though employees seem to lack a sense of pride in DNFSB and personal accomplishment in their work. Also, many employees feel they do not have the right tools and resources. Along with that, 38 percent of employees say they plan to leave DNFSB in the next year.

Other notable results include:

- An employee perception that DNFSB is not attracting and retaining the right talent.
- A lack of communication from both DNFSB's Board and senior leadership with employees desiring a change in the timeliness and tone of communications.
- Employees also wanting more information about changes, decisions, how decisions are made, and how decisions/changes relate to the organization's mission.

⁴ Whenever a percent favorable or unfavorable response between two groups is displayed, a statistical test is conducted by Towers Watson to determine how confident we can be about whether the difference in scores represents a "real" difference in opinion or if it is more likely the difference was caused by random chance. A statistically significant difference is one that is large enough, given the size of the groups being compared, to be unlikely to be caused by chance. Statistically significant differences are therefore thought to be indicators of real difference between the two groups being compared. A statistically significant difference indicates there is less than a 5 percent chance the difference occurs randomly.

⁵ Sustainable Engagement assesses the level of DNFSB employees' connection to the organization, marked by being proud to work at DNFSB, committing effort to achieve the goals (being engaged) having an environment that supports productivity (being enabled) and maintaining personal well-being (feeling energized).

Internal Comparison Summary

Examining the DNFSB results in terms of internal group distinctions allows an interesting picture to emerge. When examining the DNFSB results by Group, the Office of the General Manager and Administrative/Support are the most favorable groups within DNFSB, with both groups scoring above DNFSB on the same 12 of the 14 categories. Alternatively, the office of the Technical Director and Engineering score below DNFSB results on 12 of 14 categories, and 11 of 14 categories respectively (as shown in Exhibit 3).

When comparing DNFSB results by Tenure, as shown in Exhibit 4, the employees with less than 1 year of service are the most favorable scoring of all groups, while those between 5 to 10 years are among the more negative (as our research would support based on typical breakouts). However, what is not typical based on Towers Watson research is that the most tenured group, those between 20 to 25 years, are the lowest scoring of all five groups.

When comparing results by Level, as Exhibit 5 shows, the DN-V or GS-15 groups have among the most favorable scores across the categories. However, what is atypical about these results is that the lowest scoring group is not the lowest level group, but instead the mid-level group, DN-IV or GS-14.

Survey Results Summary

As a first year survey, the results of this study allow for a baseline measure which DNFSB can use as a benchmark to understand if progress is being made against these initiatives. Results show that Sustainable Engagement is mostly favorable compared to benchmarks. However, employees lack a sense of pride in DNFSB and personal accomplishment in their work. Also, many employees feel they do not have the right tools and resources. Additionally, 38% of employees say they plan to leave DNFSB. Furthermore, there is a perception DNFSB is not attracting and retaining the right talent.

Communication is a consistent theme related to both DNFSB Board Members and senior leadership. Employees desire a change in the timeliness and tone of communications. Specifically, employees want more information about changes, decisions, how decisions are made, and how decisions/changes relate to the organization's mission.

Results also show that improvements can be made in the areas of respectfulness and professionalism in the organization. Specifically, both for employees respecting leaders as well as senior leaders treating staff with more respect. Along with that, scores for effective operating procedures and employees having the necessary tools and resources to perform their jobs are quite low and suggest that further attention should be placed on these areas as well.

Lastly, where comparisons exist, results are generally better than in the 2014 Federal Employee Viewpoint survey, especially for issues rated to the quality of work, cooperation, empowerment, and training.

Qualitative Design Phase: Interviews and Focus Groups

As the qualitative design component of the Culture and Climate Survey, Towers Watson conducted on-site and phone interviews and on-site focus groups. The primary emphasis for these interviews and focus groups was to inform the design of the survey instrument and understand what new themes (or categories) may need to be explored as well as what themes (or categories) may now be less relevant and thus subject to removal from the survey instrument. This is a qualitative report with the findings from the interview and focus group meetings. The interview and focus groups respondents were asked questions in a variety of areas.

Towers Watson, in coordination with OIG staff, conducted phone interviews and on-site focus groups. The interviewees and focus groups attendees were asked questions on a variety of areas. A total of 6 interviews and 2 focus group meetings were conducted from February 18 to 27, 2015. A total of 12 individuals were interviewed from both the focus groups and interviews. The findings from the interview and focus group meetings helped in the development of the survey instrument.

Generally, interview and focus group respondents viewed their work as being rewarding and engaging. However, the overall finding is that morale is low. The following is a summary of key themes:

- **Change Management:** There have been a lot of changes in leadership, and processes, and employees have struggled to deal with these changes.
- **Communication:** There is information regarding technical aspects of everyone's jobs, however, the bigger picture and understanding of the agency's mission gets lost and is not communicated.
- **Development:** Individuals are asking for a scientific literature database, improved new hire training, and a better understanding of each other's positions.
- **Diversity, Inclusion & Working Relationships:** There may be individuals being treated differently due to their job position. Some of the working relationships between the longer tenure individuals in the workforce and the shorter tenure workers have been an area for concern.
- **Leadership:** There are opposing views amongst members of the Board, creating a disjointed leadership team. There is also a belief that the Board and staff relationship is not as professional as it should be. There is concern that some Board members are over-stepping their role and trying to control more than is allowable.
- **Operating Efficiency/Procedures:** There are some internal procedures that people do not fully understand or feel are inefficient. Employees are asking for fewer procedures and more autonomy to make decisions.
- **Performance Management:** There are inefficient processes and lack of clarity that have caused individuals to feel as though there is not a proper performance management system.

- **Sustainable Engagement:** Overall, employees are perceived to be engaged with their job. Employees feel they have the opportunity to make an impact, learn and grow, and have work/life balance.

The results from the leadership interviews and focus groups were used by Towers Watson to draft the survey questions. Six interviews were conducted with the Board and senior leadership. Towers Watson created a stratified random sample from DNFSB's employee population to invite individuals to participate in the focus groups. The 2015 DNFSB survey addressed all of the key themes—the areas of strength as well as the areas of mixed perception.

Conclusion of Qualitative Phase

Staff and management who participated in focus groups and individual interviews indicated that their work was rewarding and engaging. However, the overall morale is low due to numerous changes happening at DNFSB. There have been a lot of changes in leadership and processes, and employees have struggled to deal with these changes. Employees are asking for a better understanding of the agency's mission, improved scientific literature database and new hire training, fewer procedures, more empowerment, clarity on the existing performance management system, and ensuring all individuals are treated with respect.

Survey Development / Pre-test

After the survey instrument was agreed upon and confirmed by the OIG survey team, a pre-test version of the survey instrument was developed based on Towers Watson's research into culture; the qualitative review of the previous research and reports on the DNFSB; the qualitative interview and focus groups; and Towers Watson's experience in other government and private sector organizations. The pre-test survey contained both Towers Watson normed and DNFSB tailored questions, and was tested with a broad cross-section of DNFSB employees.

Survey questions were grouped into 14 categories, representing the major topic areas identified in the interviews and focus groups. A list of the categories, along with a brief description of the items each category contains, is provided in the following pages. For each category, the average favorable response (percentage of employees responding favorably to a given set of questions) was calculated; Exhibit 2 of this report shows the percent-favorable response for each survey category.

Survey Categories

1. **Change Management:** Assesses the way changes are communicated and implemented. This category also examines the perception of the pace of change within DNFSB as well as whether or not things at DNFSB will change for the better or worse in the next year.
2. **Communication:** Evaluates the availability and efficacy of information about matters affecting the agency, and information employees need to do their job. It also assesses the degree of openness of communication from leaders as well as believing the information that they receive.
3. **Development:** Assesses recruitment and retention of talented employees, development of employees to their full potential, and perceptions of career progression within the DNFSB. Also provides employees the opportunity to identify barriers to attending DNFSB-sponsored and other publicly/private offered training courses.
4. **Diversity:** Evaluates whether leaders and supervisors support equal opportunity and are accepting of different gender, people from different racial/ ethnic backgrounds or lifestyles. Also addresses whether DNFSB's environment is accepting of ethnic differences and whether people are treated with dignity and respect.
5. **Empowerment:** Assesses the amount of authority employees have to do their jobs, the trust they receive from management, the openness to discuss differing opinions, the ability to openly and confidently raise issues, and whether DNFSB's climate allows one to be innovative.
6. **Ethics/ Professionalism:** Examines whether employees are held to same ethical standards, leadership displays ethical standards, and whether leadership is generally respected by employees.
7. **Leadership:** Probes employees' views of overall leadership within the DNFSB, including management style, and respect for diversity, clarity of strategy, confidence in decisions made, and sincere interest in employee well-being.

8. **Operating Efficiency/ Procedures:** Assesses efficient operations, sufficient resource allocations, streamlined and effective work flow, effective decision-making.
9. **Performance Management:** Explores DNFSB's recognition for quality of performance, and investigates the breadth, utility, and recognition.
10. **Quality Focus:** Explores employee views on the quality of DNFSB's work as well as the sacrifice of quality work due to the need to meet metrics or the need to satisfy a personal or political agenda.
11. **Retention:** Assesses whether employees are seriously considering leaving the organization.
12. **Supervision:** Examines employee perceptions of their immediate supervisors' technical competency; confidence in their decision making; availability; communication skills; people management and team-building skills; and their level of effectiveness when working with people of different gender, racial/ethnic background, or lifestyle.
13. **Sustainable Engagement:** Assesses the level of DNFSB employees' connection to the organization, marked by being proud to work at DNFSB, committing effort to achieve the goals (being engaged) having an environment that support productivity (being enabled) and maintaining personal well-being (feeling energized).
14. **Working Relationships:** Evaluates the level of cooperation among employees, the amount of support employees provide one another to get their jobs done, as well as the level of teamwork.

Survey Administration

The OIG’s DNFSB Culture and Climate Survey was administered from March 30th to April 10th, 2015. All DNFSB employees and managers were eligible to participate. Of the 107 employees asked to participate, 79 completed surveys, for an overall return rate of 74%. This return is on par with Towers Watson’s global return rate of 75% and is a great first year percentage, being sufficient to provide a reliable and valid measure of the current attitudes and perceptions of DNFSB employees and managers.

Exhibit 1

Participation Rates: Administration: March 30th – April 10th

ORGANIZATION	INCOMING N SIZE	OUTGOING N SIZE	RESPONSE RATE
DNFSB OVERALL	79	107	74%
OFFICE OF THE GENERAL MANAGER	13	18	72%
OFFICE OF THE TECHNICAL DIRECTOR	58	81	72%

TOWERS WATSON’S GLOBAL RETURN RATE IS 75%

EXHIBIT 1 FOOTNOTE: A valid survey response is defined by the individual selecting at least one opinion question.

Overall Category Scores

The average favorable response score for each category was calculated and is provided below. Typically, Towers Watson maintains that favorable scores above 75% would usually be considered strengths and scores above 50% could be considered moderate strengths, while scores below 50% can be considered opportunities for improvement and scores below 25% would be considered strong opportunities for improvement areas.

As shown in Exhibit 2, the category scores range between 28% favorable to 79% favorable, with Working Relationships, Sustainable Engagement, Supervision and Diversity all being characterized by employees as most favorable, scoring 70% or better. Alternatively, Change Management, Operating Efficiency/ Procedures, and Communication all score below 50% and represent the overall three lowest-scoring categories. However, in reviewing absolute category scores, caution should be exercised in the absence of external benchmarks because the favorability scores of many questions administered in the general U.S. population tends to be lower than one might expect. For a more insightful comparison, a review of DNFSB results versus Towers Watson’s validated normative database is provided in the below section.

Exhibit 2

DNFSB Overall 2015 Category Scores vs. Benchmarks

Category	Total Favorable Score	vs. TW U.S. NAT NORM	vs. TW U.S. R&D NORM	vs. TW U.S. TRAN NORM
Change Management	28	-31*	-29*	-12*
Communication	46	-11*	-20*	-2
Development	50	-12*	-8	-10
Diversity	73	-4	-4	-7
Empowerment	56	-14*	-7	-7
Ethics/Professionalism	52	-15*	-17*	-15*
Leadership	48	-19*	-17*	-17*
Operating Efficiency/Procedures	45	-17*	-7	-12*
Performance Management	56	-8	-6	-5
Quality Focus	59	5	10	n/a
Retention	47	-21*	-20*	-21*
Supervision	79	2	1	3
Sustainable Engagement	76	0	-2	3
Working Relationships	78	1	4	3

 Statistically Significant Difference (+)

 Statistically Significant Difference (-)

Comparison of DNFSB to Towers Watson's Benchmarks

Towers Watson's normative data are comprised of a weighted sample of employee responses categorized by nation, industry, function, or performance. The first benchmark DNFSB is compared with is the U.S. National Norm. This norm is comprised of organizations representing a broad spectrum of industries across the United States and has been updated in the last six months. The norm includes data from over 312 companies and has a weighted n-size of 160,417. Employees in the norm are Hourly, Salaried, Exempt, and Non-Exempt up to and including Executives. As with all Towers Watson norms, organizations in this norm are weighted to ensure proper proportionality.

As shown in Exhibit 2, three of the 14 DNFSB categories compare favorable to the U.S. National Norm while 8 of 14 categories are significantly below. Strengths against this norm include Quality Focus, Supervision, and Working Relationships. With a mostly negative comparison, there are several areas of opportunity against this norm, the most notable of which are Change Management, Retention, and Leadership.

The second normative comparison is the U.S. Research and Development Norm, which is comprised of a representative sample of the U.S. research and development workforce weighted according to Bureau of Labor Statistics data. This norm contains a representative sample of over 89 organizations and has a weighted n-size of 31,464 organizations (weighted average) from Research and Development functions. Exhibit 2 shows three categories scoring above this norm; Quality Focus, Working Relationships, and Supervision. Alternatively, five categories score statistically significant below this norm, the most notable of which are Change Management, Communication, and Retention.

The third normative comparison is to the Towers Watson U.S. Transitional Organizations Norm, which is comprised of a weighted average of employee survey results from organizations across a range of industries that have experienced significant changes impacting all employees. Such changes can include, but are not limited to, significant reorganization, bankruptcy, widespread layoffs, acquisition, changing from a privately owned company to a publicly-owned company or vice versa, or being bought out by the employees. In addition, these companies generally report financial performance indicators (e.g., return on invested capital, net profit margin) that are below relevant industry averages for at least a 36-month period. To develop this norm, publicly available sources of financial data are researched to obtain company performance information for client organizations. The norm includes data from over 23 companies and has a weighted n-size of 85,570.

When DNFSB results are compared to this norm, there exists a somewhat less negative difference on a number of categories, as can be seen in Exhibit 2. Strengths against this norm include Supervision, Working Relationships, and Sustainable Engagement. Of the five significantly negative differences, Retention, Leadership, and Ethics/Professionalism are the most unfavorable.

Internal Comparisons

The following internal comparisons illustrate how various subgroups within DNFSB (i.e., group, tenure, and level) vary at the category-level average compared with DNFSB overall. Please note that in these charts, statistically significant differences are indicated by brightly colored (green or red) cells.

When reviewing any of the internal comparisons, such as Exhibit 3, it should be noted that while all respondents are included in the overall number (N=79), to ensure confidentiality for each respondent, groups with N<10 employees are included in the overall DNFSB population counts, but are not broken out separately.

Exhibit 3

DNFSB Overall 2015 Category Scores By Group

Category	DNFSB Overall	Office Of The General Manager 2015	Office Of The Technical Director 2015	Admin./ Support	Engineering 2015
Change Management	28	2	-2	10	-1
Communication	46	15	-3	10	-2
Development	50	7	-3	7	-2
Diversity	73	-2	2	-8	2
Empowerment	56	13	-3	7	-2
Ethics/Professionalism	52	4	-1	2	0
Leadership	48	9	-3	5	-2
Operating Efficiency/Procedures	45	22	-6	18	-6
Performance Management	56	6	-2	5	-3
Quality Focus	59	10	-4	15	-3
Retention	47	15	-2	15	-3
Supervision	79	16	-2	8	-1
Sustainable Engagement	76	12	-3	10	-3
Working Relationships	78	-2	1	-9	3

 Statistically Significant Difference (+)

 Statistically Significant Difference (-)

As shown in Exhibit 3, Office of the General Manager and Admin./ Support are the most favorable groups within DNFSB, with both groups scoring above DNFSB on the same 12 of the 14 categories. Alternatively, the office of the Technical Director and Engineering score below DNFSB results on 12 of 14 categories, and 11 of 14 categories respectively.

The next internal comparison is by Tenure, as shown by Exhibit 4. When employee opinion data are segmented according to length of service groups, there are some typical breakouts that commonly occur. Employees within the first year of service tend to be the most positive scoring (honeymoon effect), while employees in the middle groups usually between three to five years or five to ten years of service often respond the most unfavorably to the topics addressed in the survey compared to the rest of their organization. Employees who are the most tenured usually tend to respond somewhat more positive than the middle groups though not as positive as the newest tenured employees. This usually results in a “U-shaped” curve across tenure levels. As can be seen in Exhibit 4, the employees with less than one year of service are in fact the most favorable scoring of all groups, while those between five to ten years are the among the more negative (conforming to typical trends seen in organizations). However, what is not typical is that the most tenured group, those between 20 to 25 years are the lowest scoring of all five groups.

Exhibit 4

DNFSB Overall 2015 Category Scores By Tenure

Category	DNFSB Overall	Less than 1 year of service 2015	1 year but less than 5 years of service 2015	5 years but less than 10 years of service 2015	10 years but less than 15 years of service 2015	20 years but less than 25 years of service 2015
Change Management	28	12	-4	1	2	-7
Communication	46	34*	-6	-12	0	6
Development	50	12	9	-8	-2	-1
Diversity	73	9	10	-3	6	-12
Empowerment	56	11	0	-1	0	-4
Ethics/Professionalism	52	20	3	-2	1	-13
Leadership	48	20	-1	-7	0	-2
Operating Efficiency/Procedures	45	8	0	-4	2	-4
Performance Management	56	-8	8	0	-7	-5
Quality Focus	59	1	5	4	-4	-2
Retention	47	53*	6	-15	11	-20
Supervision	79	6	-1	1	-5	-6
Sustainable Engagement	76	14	0	-2	-2	-6
Working Relationships	78	8	4	-1	2	-6

 Statistically Significant Difference (+)

 Statistically Significant Difference (-)

Exhibit 5

DNFSB Overall 2015 Category Scores By Level

Category	DNFSB Overall	DN-II/III or GS-11/12/13 2015	DN-IV or GS-14 2015	DN-V or GS-15 2015
Change Management	28	-6	-3	1
Communication	46	-13	-1	4
Development	50	4	-9	-3
Diversity	73	3	2	-2
Empowerment	56	2	-11	3
Ethics/Professionalism	52	-3	-2	0
Leadership	48	-1	-11	2
Operating Efficiency/Procedures	45	1	-10	1
Performance Management	56	6	-12	2
Quality Focus	59	-3	-11	0
Retention	47	-1	3	-1
Supervision	79	4	-4	2
Sustainable Engagement	76	4	-13	6
Working Relationships	78	3	-6	0

 Statistically Significant Difference (+)

 Statistically Significant Difference (-)

When comparing DNFSB results by level, one must first understand the typical kinds of pattern that emerge with this type of breakout. Usually, the higher the level of an individual within an organization, the more favorable their scores tend to be. This results in the lowest scores usually coming from the lowest level employees and the highest scores being attributed to the highest level employees. As Exhibit 5 shows, this typical breakout is somewhat supported with the DN-V or GS-15 groups scoring mostly favorably across the categories. However, what is atypical is that the lowest-scoring group is not the lowest-level group, but instead the mid-level group, DN-IV or GS-14.

Key Driver Analysis

A Key Driver analysis (multiple regression) enables the identification of those critical areas that drive employee engagement. Using multiple regression, a statistical technique which is used to understand and predict the changes in one variable by understanding the relationship between variables, this analysis looks at factors that have a predictive relationship with engagement. Meaning, if scores in these factors that influence engagement change, that, in turn, would influence engagement scores to also change. In order to determine the critical factors that influence employee engagement, the Sustainable Engagement category is designed to empirically measure employee level of sustainable engagement. It was utilized as the dependent variable in the Key Driver analysis, while all other questions contained in the survey serve as the independent variables (potential influencers on engagement) and are regressed on the Sustainable Engagement Index.

The Sustainable Engagement category is comprised of responses to the nine questions that follow in Exhibit 6. Each item’s favorable score is shown in the boxes immediately to the right of the item. Along with that, the percent difference for each item as compared to the three normative benchmarks (how many points above or below that item scores versus the benchmark) is also displayed in the three columns to the right.

Exhibit 6

		% Fav. Score	vs. TW U.S. NAT NORM	vs. TW U.S. R&D NORM	vs. TW U.S. TRAN NORM
engaged	I believe strongly in the goals and objectives of DNFSB.	94%	8*	11*	11*
	I am proud to be associated with DNFSB.	71%	-17*	-17*	-16*
	I am willing to put in a great deal of effort beyond what is normally expected to help DNFSB succeed.	91%	4	-3	8*
enabled	I have the work tools and resources I need to achieve exceptional performance.	68%	-7	-4	-3
	My work group is able to meet our work challenges effectively.	81%	6	-4	13*
	There are no substantial obstacles at work to doing my job well.	54%	-4	-8	7
energized	The amount of stress I experience in my job seriously reduces my effectiveness. (N)	58%	8	9	n/a
	My work gives me a sense of personal accomplishment.	76%	-7	-6	-7
	I am able to sustain the level of energy I need throughout the work day.	86%	5	6	6

+ Statistically Significant Difference (+)
 - Statistically Significant Difference (-)
 (N) Disagreeing is the favorable response

The results of the Key Driver analysis are shown in Exhibit 7.

Exhibit 7

vs. TW U.S. NAT NORM	vs. TW U.S. R&D NORM	vs. TW U.S. TRAN NORM	Total Favorable Score	Item Text
-3	7	2	52	Operating Efficiency/Procedures: There is usually sufficient staff in my department to handle the workload.
7	7	n/a	92	Quality Focus: The quality of work done in my work unit is excellent.
-9	-6	n/a	57	Performance Management: In my experience at DNFSB, high-quality performance is usually recognized.
-15*	-7	-17*	58	Leadership: I believe senior leadership decisions are consistent with the mission.
-8	-13*	0	46	Communication: Senior leadership effectively communicates the reasons for important business decisions.

Statistically Significant Difference (+)

Statistically Significant Difference (-)

The Key Driver analysis shows five items in that were shown to have the largest influence on Sustainable Engagement at DNFSB. In interpreting this model, we can assume that individuals responding favorably to Sustainable Engagement Index items also responded favorably to the items determined to most influence Engagement. Conversely, individuals responding unfavorably to Sustainable Engagement Index items also tended to respond unfavorably to the items determined to most influence employee engagement. It is apparent that employee engagement at the DNFSB is highly affected by attitudes toward having sufficient staff to handle the work, the quality of the work being done, recognition of high-quality performance, leaders' decisions being constant with the mission, and effective communication of reasons for important business decisions.

Key Driver analysis serves as an important tool in prioritizing issues for post-survey follow-up activities. As such, understanding which of the items warrant additional action planning means understanding how those items scored in terms of favorability and compared to norms. Typically, an item simply being found to be a driver of sustainable engagement doesn't automatically mean it requires action-planning follow-up support. That is because some items can have a positive influence on sustainable engagement levels. Such is the case for two of the five items in this exhibit which have a favorable comparison to normative benchmarks and/or a high favorable score. This results in potential elimination of those two items from action-planning prioritization, which results in only three of the five items warranting action-planning follow-up support.

The importance of employee engagement cannot be underestimated. Engaged employees have higher allegiance to an organization, are willing to expend extra effort, recommend the agency to others as a great place to work, and are committed to staying with the organization.

Conclusion

As identified by Management Challenges in 2014, Human Capital Management and Change Management are critical measures that will determine success for the DNFSB. This study attempted to better understand issues regarding those two critical areas (translated into survey categories) from the perception of employees. As a first year survey, the results of this study allow for a baseline measure which the DNFSB can have going forward to understand if progress is being made against these initiatives.

Overall Observations

- Sustainable Engagement is mostly favorable compared to benchmarks. However, employees lack a sense of pride in DNFSB and personal accomplishment in their work. Also, many employees feel they do not have the right tools and resources. Along with that, 38% of employees say they plan to leave DNFSB. There also is a perception DNFSB is not attracting and retaining the right talent.
- Communication is a consistent theme related to both DNFSB's Board and Leadership. Employees desire a change in the timeliness and tone of communications. Employees want more information about changes, decisions, how decisions are made, and how decisions/changes relate to the mission.
- Results also show that improvements should be made in respectfulness and professionalism for both employees respecting leaders as well as senior leaders treating employees with more respect.
- Scores for effective operating procedures and employees having tools and resources are quite low and suggest that further attention should be focused on these areas as well.
- Lastly, where comparisons exist, results are generally better than in the 2013 FEV survey, especially for issues related to the quality of work, cooperation, empowerment, and training.

Overall Strengths to Maintain

The below aspects of the culture and climate have been identified as strengths to be maintained by DNFSB:

- **Sustainable Engagement:** Believing strongly in the goals and objectives, being willing to put in a great deal of effort beyond what is normally expected to help DNFSB succeed, and levels of stress not reducing effectiveness.
- **Quality focus:** The high quality of work being done in the local business unit and not sacrificing quality in order to meet established metrics.
- **Working relationships:** Employees cooperating to get the job done and employees willing to help each other, even if it means doing something outside their usual activities.
- **Effective supervision:** Supervisors communicating effectively, being receptive to change and providing recognition for job well done.

Overall Opportunities for Improvement

The biggest opportunities reinforce many of the concerns raised in focus groups as well as in the above sections of this report. These opportunities include:

- **Change Management:** Changes not being well communicated or implemented and the pace of change being too fast.
- **Communication:** Not being informed on timely basis of important developments and decisions, leaders not effectively communicating reasons for their decisions, and not having open and honest communications.
- **Leadership:** Leaders not recognizing or respecting the value of human differences, decisions not being consistent with the mission, not having confidence in decisions being made by leaders, and leaders not providing a clear sense of direction.
- **Operating Efficiency/Procedures:** Not having good procedures for allocating resources effectively, the structure of the DNFSB not facilitating efficient operations, and not making efforts to make DNFSB a more streamlined, cost-effective organization.

- **Ethics and Professionalism:** Not treating employees equally and respectfully and there not being respect for the Board and senior leadership.
- **Retention and Attraction:** Several individuals state they plan to leave DNFSB and there is the perception DNFSB is not attracting and retaining the right talent. Make sure the hiring process is finding the right talent. Typically working on the key drivers of engagement and/or the above potential areas of opportunity will help improve retention.

Potential Focus Areas Moving Forward

DNFSB should consider the following focus areas moving forward:

- When and how communications are being sent to employees and re-examine the timeliness and tone of communications. It also may consider working with a communications specialist on how to craft messages to make sure employees understand changes, decisions, the decisionmaking process, and how decisions/changes relate to the mission.
- Establishing a safe environment/method for employees to communicate ideas of improvement and concerns to DNFSB's Board and leadership team. Specifically, an anonymous/confidential process perhaps until trust improves in the organization.
- Providing training for all employees and creating team- building events to improve respectfulness, professionalism, and trust at all levels.
- Review effectiveness of operating procedures and ensure employees have the right tools and resources.