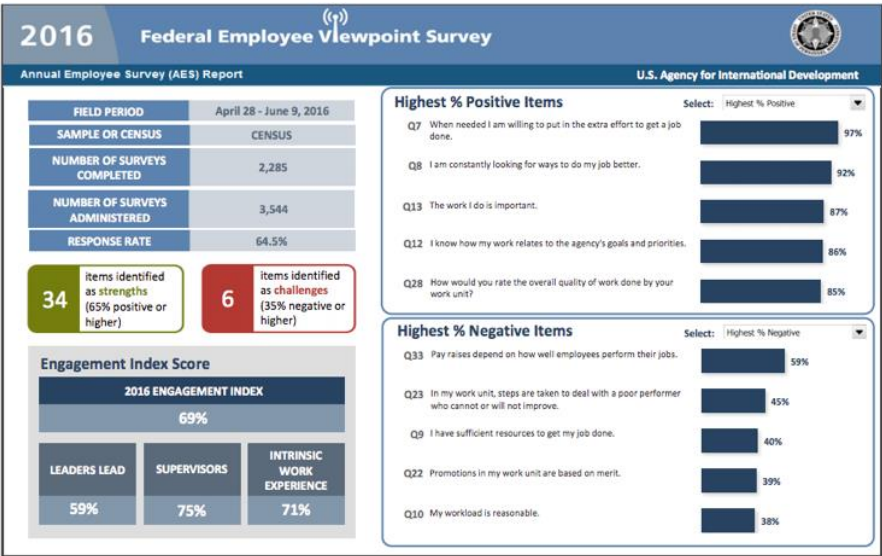


# Mining the FEVS

## Mining Your Federal Employee Viewpoint Survey (FEVS) for Weak Signals

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# 2016 Survey: One Question at Hand Today

Following each annual survey, leaders across NASA receive a spreadsheet including the percent of positive responses from each part of their organizations. Here we look at one question from the 2016 survey that's very important to safety climate:

- **Question 17: I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.**
  - The data reports the “percent positive” responses, the number of responders if 10 or more, and the level within the organization.
    - Level 1: Senior Leaders (Center Directors)
    - Level 2: Directors (Directorates)
    - Level 3: Managers (Divisions)
    - Level 4: Supervisors (Branches)
- This is a critically important question for mission success and workplace safety. If the percent of positive responses is perceived to be low, what should leaders and managers do? For one thing, compare to 2015 data for signs of improvement and 2017 data when available.

## Example 1: Scattered Organizations Below the 78 Percent NASA Average

Component Name	Level	Responses	Q17 Positive
National Aeronautics and Space Administration	Agency	11814	82%
MANAGEMENT OPERATIONS DIRECT	Level 2	252	82%
INSTITUTIONAL SUPPORT OFF	Level 3	13	84%
PROCUREMENT OPERATIONS DIV	Level 3	106	81%
PROCUREMENT OPERATIONS DIV (FO)	Level 4	31	76%
OFFICE FOR HEADQUARTERS	Level 4	16	93%
OFF FOR INSTITUTIONAL PROG	Level 4	14	94%
OFF FOR MISSION ENABLING PROG	Level 4	10	59%
OFFICE FOR PROGRAM SUPPORT	Level 4	13	85%
OFF FOR EARTH SCIENCES	Level 4	13	62%
FACILITIES MANAGEMENT DIV	Level 3	56	72%
ENGINEERING BR	Level 4	14	83%
OPERATIONS AND MAINTENANCE BRANCH	Level 4	13	43%
FACILITIES MANAGEMENT BRANCH	Level 4	16	82%
PROTECTIVE SERVICES DIVISION	Level 3	21	91%
MEDICAL & ENVIRONMENTAL MGMT DIVISION	Level 3	16	88%
INFORMATION & LOGISTICS MGMT DIV	Level 3	30	90%

Note: The survey doesn't know the total population of each organization. Colors vary from green (good) to yellow to orange to red (worst).

# Example 2: A Cluster Within a Department

Component Name	Level	Responses	Q17 Positive
National Aeronautics and Space Administration	Agency	11814	82%
ENGINEERING	Level 2	444	84%
BUSINESS MANAGEMENT OFFICE	Level 3	25	67%
PROJECT PLANNING AND CONTROL BRANCH	Level 4	11	62%
OPERATIONS AND CONTRACT MGMT BRANCH	Level 4	12	67%
ELECTRICAL DIVISION	Level 3	138	82%
AVIONICS BRANCH	Level 4	21	85%
COMPUTER SYSTEMS BRANCH	Level 4	12	90%
AVIONICS MISSION SUPPORT BRANCH	Level 4	13	77%
GROUND CONTROLS BRANCH	Level 4	12	58%
INSTRUMENTATION BRANCH	Level 4	14	86%
MODELING AND SIMULATION BRANCH	Level 4	10	59%
POWER SYSTEMS BRANCH	Level 4	12	92%
SOFTWARE BRANCH	Level 4	22	100%
COMMUNICATIONS AND TELEMETRY SYS BR	Level 4	10	77%

Fear of reprisal was a theme in both the Challenger and Columbia mishaps.

# Example 3: Wide Variance Between Offices

Component Name	Level	Responses	Q17 Positive
National Aeronautics and Space Administration	Agency	11814	82%
OFF OF THE CHIEF FINANCIAL OFFICER	Level 2	71	68%
REGIONAL FINANCE OFF	Level 3	29	33%
FINANCIAL OPERATIONS BRANCH	Level 4	13	17%
PROGRAM ANALYSIS OFF	Level 3	18	94%

Due to fear over whether the survey is truly anonymous, the actual percent of fearful employees may be higher.

# Summary

- Your spreadsheet should be used as a leadership tool.
  - Possible actions:
    - A leadership/performance discussion with managers and supervisors of low scoring organizations.
    - All-hands meeting with the organization without the manager.
    - Skip-level survey of the manager.
    - Offer leadership training, coaching, or mentoring.
    - Removal from management position.
- What options will you consider for your organization?



# Additional Mining of the FEVS

- This approach can be used for all survey questions, not just Q17.
- Some recommendations under “taking care of your people” :
  - My training needs are assessed.
  - Discussions with my supervisor about my performance are worthwhile.
- A question under “accomplish the mission” :
  - Creativity and Innovation are rewarded.
  - Aerospace Safety Advisory Panel: “...raising an issue shouldn’t take an act of courage ...”