



Mining the FEVS

Mining your Federal Employee Viewpoint Survey for Weak Signals

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This and previous presentations are archived at
<https://sma.nasa.gov/news/safety-messages>

2015 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 2015 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 ten or more, and the level within the organization:
 - Level 1: Senior Leaders (Center Directors)
 - Level 2: Directors (Directorates)
 - Level 3: Managers (Division)
 - Level 4: Supervisors (Branch)
- This is a critically important question for mission success and workplace safety. If the % of positive response is perceived to be low, what should leaders and managers do? For one thing, compare to 2016 data now.

Example 1: Scattered orgs below the 78% NASA average

Org Name	Level	Respondent Count	Q17 (% Positive)
National Aeronautics and Space Administration	Agency	9936	78.2%
Org Name	Level	Respondent Count	Q17 (%Positive)
Aerodynamics & Propulsion Branch	3	10	100.0%
Sensors & Systems Development Branch	3	10	65.1%
Aerostructures Branch	3	13	58.9%
Safety & Mission Assurance Directorate	2	15	63.0%
Office of the Director	2	25	61.2%
Office of the Associate Center Director	3	10	41.3%
Director for Programs	2	24	80.6%
Director for Mission Support	2	64	73.2%
Acquisition Management Office	3	11	66.4%
Office of Facilities Engineering & Asset Management	3	11	82.1%
Office of the Chief Financial Officer	3	24	73.3%

Note: the survey doesn't know the total population of each org.

Colors vary from Green (good) to yellow to orange to red (worst).



Example 2: A cluster within a department

Org Name	Level	Respondent Count	Q17 (% Positive)
National Aeronautics and Space Administration	Agency	9936	78.2%
Org Name	Level	Respondent Count	Q17 (%Positive)
Talent Cultivation Office	3	13	70.3%
Office of the Chief Financial Officer	2	64	54.6%
Program Analysis Office	3	17	65.2%
Cost & Commerical Accounts Department	3	13	44.7%
General Accounting Department	3	15	24.3%
Office of Human Capital Management	2	48	68.9%
Management Operations Directorate	2	200	74.2%
Management Operations Directorate (FO)	3	21	84.1%
Institutional Support Office	4	11	78.6%
Procurement Operations Division	3	82	71.0%

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



Example 3: Wide Variance Between Offices

Org Name	Level	Respondent Count	Q17 (% Positive)
National Aeronautics and Space Administration	Agency	9936	78.2%
Org Name	Level	Respondent Count	Q17 (%Positive)
Office of the Center Director		21	80.9%
Integration Office		14	85.0%
Center Planning & Development Directorate		31	80.6%
Human Resources Office		35	59.9%
Human Resources Operations Office		11	36.5%
Workforce Planning & Info Sys Office		10	75.1%
Hr Development & Recognition Office		11	69.5%
Chief Counsel		14	100.0%
Chief Counsel (FO)		13	100.0%
Education & External Relations		31	58.5%

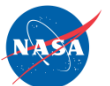
Due to fear over whether the survey is truly anonymous, the actual % of fearful employees may be higher.

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 a mentor.
 - 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.
 - ASAP ...“raising an issue shouldn’t take an act of courage”...

