

DOT/FAA/AM-03/11

Office of Aerospace Medicine
Washington, DC 20591

The Employee Attitude Survey 2000: Perspectives on Its Process and Utility

Carla A. Hackworth¹

S. Janine King²

Cristy A. Detwiler¹

¹Civil Aerospace Medical Institute

Federal Aviation Administration

Oklahoma City, OK 73125

²Omni Corporation

Oklahoma City, OK 73125

July 2003

Final Report

This document is available to the public
through the National Technical Information
Service, Springfield, Virginia 22161.



U.S. Department
of Transportation
**Federal Aviation
Administration**

NOTICE

This document is disseminated under the sponsorship of the U.S. Department of Transportation in the interest of information exchange. The United States Government assumes no liability for the contents thereof.

Technical Report Documentation Page

1. Report No. DOT/FAA/AM-03/11		2. Government Accession No.		3. Recipient's Catalog No.	
4. Title and Subtitle The Employee Attitude Survey 2000: Perspectives on Its Process and Utility				5. Report Date July 2003	
				6. Performing Organization Code	
7. Author(s) Hackworth CA ¹ , King SJ ² , & Detwiler CA ¹				8. Performing Organization Report No.	
9. Performing Organization Name and Address ¹ FAA Civil Aerospace Medical Institute P. O. Box 25082 Oklahoma City, OK 73125 ² OMNI Corporation P. O. Box 25082 Oklahoma City, OK 73125				10. Work Unit No. (TRAIS)	
				11. Contract or Grant No.	
12. Sponsoring Agency name and Address Office of Aerospace Medicine Federal Aviation Administration 800 Independence Ave., S. W. Washington, D.C. 20591				13. Type of Report and Period Covered	
				14. Sponsoring Agency Code	
15. Supplemental Notes Work was accomplished under approved subtask AM-B-03-HRR-522.					
16. Abstract The Post-Employee Attitude Survey (EAS) 2000 Point of Contact (POC) Feedback Survey was distributed to gather information about the 2000 EAS process and subsequent action planning. The present study was designed to gain a better understanding of the extent to which the EAS 2000 results were used to promote organizational change and to examine satisfaction with the EAS 2000 survey process. Feedback was sought from individuals who were involved in the EAS 2000 process. Method: One hundred eighty-one employees completed and returned the POC Feedback Survey. Respondents represented all supervisory levels (i.e., non-supervisor, 46%; supervisor, 13%; and manager, 41%). Approximately two-thirds of the respondents indicated that they had served as a POC at some level of the agency. Specifically, 24% of respondents indicated that they had served as an EAS 2000 Line of Business (LOB) or organizational POC; 35% had acted as a field (region or division) POC, and 34% indicated that they had participated in an EAS 2000 workgroup. Results: The majority of respondents reported having access to their organization's results, and greater than half reported having access to the agency's EAS 2000 results. Many of the respondents (84%) reported involvement in post EAS 2000 action planning at some level of the agency. Respondents agreed or strongly agreed that the EAS 2000 results were used to identify areas needing improvement for the FAA overall (77%), and 86% reported that areas were identified at the organizational level. Further, at least 60% of respondents agreed or strongly agreed that actions were being taken across the various organizational levels of the agency (e.g., FAA, LOB, division or facility) to improve the areas identified by the EAS 2000. However, one-fourth of the POC subgroup reported not receiving feedback regarding actions taken. Nonetheless, respondents were strong in agreement that the next administration of the EAS would be used to assess the progress of the actions taken across LOBs and organizational levels within the agency. Conclusions: The EAS was found to have long-term utility across the levels of the agency. Establishing continual feedback mechanisms regarding action planning progress was an area identified as needing attention. Without these updates, POCs will be unable to verify that the desired organizational changes are taking place.					
17. Key Words Survey Feedback, Action Planning, Employee Surveys			18. Distribution Statement Document is available to the public through the National Technical Information Service, Springfield, Virginia 22161.		
19. Security Classif. (of this report) Unclassified		20. Security Classif. (of this page) Unclassified		21. No. of Pages 21	22. Price

THE EMPLOYEE ATTITUDE SURVEY 2000: PERSPECTIVES ON ITS PROCESS AND UTILITY

BACKGROUND

Organizational surveys are designed for a number of reasons such as soliciting employee feedback, noting organizational trends, gauging reactions to organizational changes, and identifying organizational concerns (Kraut, 1996). Strategically focused surveys have been successful in identifying issues related to specific organizational goals (e.g., Schneider, Ashworth, Higgs, & Carr, 1996). The federal government utilizes organizational surveys for a wide array of applications (Gowing & Lancaster, 1996). The Federal Aviation Administration (FAA) has administered the Employee Attitude Survey (EAS) to employees since 1984. The survey was administered to a census of the FAA in 1984, 1986, 1997, and 2000, and to a 15% sample of FAA employees in 1988, 1990, 1993, and 1995. Although elements of the survey have changed across administrations, items thought to represent core areas of interest have remained unchanged. The survey has been designed to gather information regarding employee attitudes, perceptions, and opinions about a broad variety of organizational issues that affect workforce performance and quality of work life. (For more information about the EAS, see Thompson et al., 2000.)

Post-survey interventions are necessary to generate organizational change as a consequence of survey results (Hinrichs, 1996). Born and Mathieu (1996) found that supervisors who were perceived by their subordinates as implementing a high degree of change in response to an initial survey were rated higher regarding supervisory skills, supervisory communications, and work-unit climate in a subsequent survey. In contrast, supervisors who initially were rated lower in implementing change were rated lower on the second survey in supervisory skills, supervisory communications, and work-unit climate. Several explanations are plausible for the findings (e.g., resistant subordinates, unskilled supervisors; Born & Mathieu, 1996), but the bottom-line was that those supervisors rated lower on perceived responsiveness to survey results declined in subordinate perceptions across survey administrations. Therefore, when employees do not perceive responsive action to the results of an organizational survey, it can have deleterious effects. Further, failing to adequately communicate survey results and subsequent action-oriented responses (i.e., action plans) can undermine the integrity of the survey process (Hinrichs, 1996).

The most recent administration of the EAS was a census of FAA employees in September 2000. Completing a census of employee attitudes for an agency of this size requires the support and involvement of individuals across the agency. The agency's Line of Business (LOB) Points of Contact (POCs), major organization POCs, and other survey stakeholders contributed to the survey design and content. This method allowed the survey to reflect issues of interest throughout the agency at the time of development, while maintaining core historical items across administrations. The reporting of the EAS 2000 results was accomplished by distributing more than 1,000 summary reports via CD-ROM to LOB and major organization POCs. Many LOBs and major organizations use the results of the EAS to gauge their progress regarding various action plans established as organizational performance indicators.

Included in the EAS 2000 survey was space reserved for written comments. A portion of the comments expressed disappointment with the lack of visible change in response to survey results. The present study was designed to a) gain a better understanding of the extent to which the EAS 2000 results were used to promote organizational change, and b) gauge POC and stakeholder satisfaction with the EAS 2000 survey process.

The POC feedback survey content was derived through a collaborative effort between the Civil Aerospace Medical Institute (CAMI), the Office of Organizational Learning and Development (AHD), and LOB and major organization POCs. Feedback was specifically sought from EAS LOB and major organization POCs, field POCs, and other individuals involved in the EAS 2000 survey design or action planning workgroups. This target audience allowed the opportunity to assess perceptions of those individuals more closely linked to the survey process. However, respondents also included some LOB, organization, and division or facility supervisors and managers who were not directly involved in the EAS process. The survey was coordinated with union representatives, and participation was voluntary and anonymous. This report presents a summary of the EAS 2000 POC Feedback Survey results.

METHOD

Survey Content

The Post-EAS 2000 POC Feedback Survey consisted of 23 items covering various aspects of the EAS 2000 process, 5 demographic items, and 1 comment content item (see the complete survey in Appendix A). Participants were queried about three major topics: (1) the EAS 2000 process, (2) identifying areas needing improvement and action planning, and (3) progress of action planning. Most EAS process items were answered using a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.” On several items, respondents were provided with a “don’t know” response option in the event that they had no experience with which to judge. Occasionally, we have included the percentage of respondents that indicated “don’t know” as a point of reference. However, in general, the following results exclude the “don’t know” response option on the Likert-type items. By removing those respondents who indicated “don’t know” item-by-item, we believe that the results more accurately reflect perceptions about the EAS 2000 process. See Appendix B for the results of all items.

EAS 2000 process. Two items (2, 3) asked about the EAS 2000 development and reporting process. Item 2 assessed the effectiveness of the method used for the EAS 2000 development; whereas, item 3 evaluated the helpfulness of the EAS 2000 organizational demographic sheet(s) in determining what reports were needed. Six items (1, 4-6, 19, 22) dealt with the reporting of the EAS 2000 results. Specifically, two items (1, 19) asked what organizational levels the respondents had access to for EAS 2000 results (e.g., FAA overall, LOB, organization, division or facility) and how they received their reports (e.g., CD-ROM, Internet, E-mail). Two items (5, 6) addressed the timeliness of report distribution and the effectiveness of the distribution method. Another item (4) asked whether the report format was easy to understand. Respondents were also requested to indicate whether they knew whom to contact for information about EAS results (22).

Identifying areas needing improvement and action planning. Items 7-10 assessed whether or not the various levels of the agency (e.g., FAA, LOB, organization, division or facility) had identified areas needing improvement based on EAS 2000 results. Eight items (11-14, 18, 20, 21, 27) assessed various aspects of action planning. Items 11-14 inquired about respondents’ knowledge of actions taken at the various levels of the agency to improve the areas identified by the EAS 2000 as needing improvement. Respondents were also asked about their involvement in

EAS 2000 action planning (18) and whether they had received feedback regarding actions taken to improve areas identified by the EAS 2000 (20). For items 18 and 20, respondents were allowed to mark all applicable organizational levels of the agency. Respondents were also asked the approximate percentage of the divisions and facilities in their organization taking action to improve the identified areas (21). Additionally, respondents were asked to indicate what area(s) (i.e., accountability, coaching, model work environment, quality of work life, etc.) were chosen for follow-up action planning within their LOB, organization, and division or facility (27).

Assessing progress. Three items (15-17) asked whether the next EAS would be used by the various levels of the agency to assess the progress of actions taken based on EAS 2000 results.

Demographics. Five items (23-26, 28) gathered demographic information. Participants indicated whether they had acted as LOB POC (23) or field (region or division) POC (24), and whether they had participated in an EAS 2000 workgroup (25). Supervisory status (26) and reporting organization (LOB or major organization) for the EAS 2000 (28) were also asked.

Comment content. Respondents were invited to provide comments about the EAS 2000 process. Item 29 asked respondents to either indicate “no comment” or to code the overall content of their comment(s) into the following categories: complaint, compliment, suggestion, or other. Respondents were allowed to mark all applicable response options for item 29.

Procedure

The Post-EAS 2000 POC Feedback Survey was distributed in June 2002 to gather information about the EAS 2000 process and subsequent action planning. Survey recipients included both employees who were involved in the EAS 2000 process (including post-EAS 2000 action planning) and supervisors and managers not specifically involved in the EAS 2000 process. Each EAS Feedback Survey POC was tasked with identifying recipients within their respective LOB or major organization and with distributing the POC Feedback Surveys. The number of surveys distributed by each POC was not equivalent due to several factors: the variation in the size of LOBs and major organizations, the number of people involved in the EAS 2000 process within each LOB and major organization, the number of people selected by POCs to participate, and photocopying of surveys following the initial distribution. Recipients were allowed six weeks to complete and return the survey.

RESULTS

Participants

One hundred eighty-one employees completed and returned the Post-EAS 2000 POC Feedback Survey. We mailed approximately 340 surveys to the LOB and major organization POCs; however, the exact number of surveys distributed by POCs is unknown due to photocopying following distribution. Therefore, we were unable to derive an accurate response rate. Table 1 provides the percentages of respondents who identified their LOB or major organization within the agency. Most of the LOBs and major organizations were represented within the sample. Participants varied in their POC involvement, action planning participation, and supervisory status. Approximately two-thirds of the respondents indicated that they had served as an EAS POC at some level of the agency. Specifically, 24% of respondents indicated that they had served as an EAS 2000 LOB or organizational POC, 35% had acted as a field (region or division) POC, and 34% indicated that they had participated in an EAS 2000 workgroup. The majority of respondents (84%) indicated involvement in post-EAS 2000 action planning at some level of the agency. Respondents represented all supervisory levels (i.e., non-supervisor, 46%; supervisor, 13%; and manager, 41%).

EAS 2000 Process

Nearly all respondents (98%) indicated having had access to the EAS 2000 results for some level of the agency (e.g., FAA, LOB or major organization, division or facility). Over half of respondents reported having access to the EAS 2000 results for the FAA and for their respective LOB, while over 70% reported access to EAS 2000 results for their specific organization. The response rate for access to FAA results was lower than expected, especially given that the results were sent via CD-ROM to major LOB POCs and stakeholders. Further, the EAS 2000 results were posted on an FAA intranet Website. Moreover, 92% of respondents indicated that they knew whom to contact for information about the EAS results.

Identifying Areas Needing Improvement

The majority of respondents were in agreement (agree or strongly agree) that EAS 2000 results were used to identify areas needing improvement across the various levels of the agency. For example, 77% of respondents either agreed or strongly agreed that the FAA overall had identified areas needing improvement based on EAS 2000 results, and 86% of respondents indicated that their specific organization had utilized EAS 2000 results for the same purpose (see items 7-10).

Table 1. Percentage of respondents who indicated their LOB or Major Organization within the Agency.

Percentage	Line of Business (LOB) or Major Organization (MO)
15	AOA or Staff Office reporting to AOA (e.g., AOZ, ABA, AIO)
0	Civil Aviation Security (ACS)
5	Air Traffic Service (AAT)
26	Airway Facilities (AAF)
4	Air Traffic Services – Not AAT nor AAF (i.e., ATS, ARS, ASC, ATQ, ARI, ATB)
11	Flight Standards (AFS)
9	Aircraft Certification (AIR)
12	Regulation and Certification – Not AFS nor AIR (i.e., AVR, AAI, AAM, ARM)
1	Research and Acquisition (ARA)
13	Regions and Center (ARC)
4	Airports (ARP)
0	Commercial Space and Transportation (AST)

Note: Three respondents did not indicate their Line of Business or Major Organization.

Action Planning

Respondents were in agreement that actions were being taken by the FAA (60%), their LOB (64%), their organization (71%), and their division or facility (71%) to improve areas identified by the EAS 2000 (see items 11-14). Most respondents (84%) indicated participation in post-EAS 2000 action planning at some level of the agency, with the majority of respondents (63%) indicating involvement at the division or facility level (see Figure 1; item 18).

A list of topic areas covered by the EAS 2000 was provided (see item 27), and respondents were asked to indicate the areas chosen for follow-up action planning within their LOB, organization, and division or facility. The areas identified by respondents for follow-up action planning varied across the three levels of the agency; however, the number-one area chosen for each level (e.g., LOB, organization, and division or facility) was *communication* (41%, 58%, and 70%, respectively). Nearly half (48%) of respondents indicated that over three-fourths of the facilities or divisions in their organizations were taking action to improve the areas identified by the EAS 2000 results (see item 21). However, 37% of respondents indicated that they did not know what percentage of their facilities was taking action. Further, 26% of respondents indicated that they had not received feedback regarding what actions had been taken (see item 20).

To evaluate further the reported lack of feedback regarding actions taken, item responses were compared for two subgroups (POCs and Non POCs) with the “don’t know” response excluded. POCs were defined as respondents who indicated that they had acted as an EAS POC at some level of the agency (items 23 or 24) or who had participated in an EAS workgroup (item 25). Those who responded “no” or who were missing responses for items 23-25 were defined as Non POCs.

Not surprisingly, more Non POCs (31%) reported that they had not received feedback, when compared with POCs (25%). Nonetheless, one-fourth of the POC subgroup reported not receiving feedback regarding actions taken (see Table 2). This finding could prove problematic for successful action planning interventions (see Stringer, 1999). Hopefully, this report will serve as a vehicle to foster communication within this area.

Assessing Progress

As evidence of the long-term utility of the EAS, respondents reported that the next EAS would be used to assess the progress of actions taken as a result of the EAS 2000 results across the various levels of the agency. Specifically, 80% of respondents reported that their LOB plans to use the next EAS to assess progress, 80% indicated that their organization would use the next EAS, and 75% indicated that their division or facility would use the next EAS to judge the progress of actions taken (see items 15-17).

CONCLUSIONS

The present study was designed to solicit feedback about the EAS 2000 process and subsequent action planning. One of our initial interests was inquiring about the availability of the EAS 2000 results across the various levels of the agency. The majority of respondents reported having had access to their organization’s results, and over half reported having had access to the agency’s EAS 2000 results. Also, most respondents reported that they knew whom to contact for information regarding the EAS 2000. Nonetheless, we will continue to improve the method of distribution for EAS results. Further, we will aim to improve communication with the stakeholders and POCs surrounding the follow-up segment of the EAS.

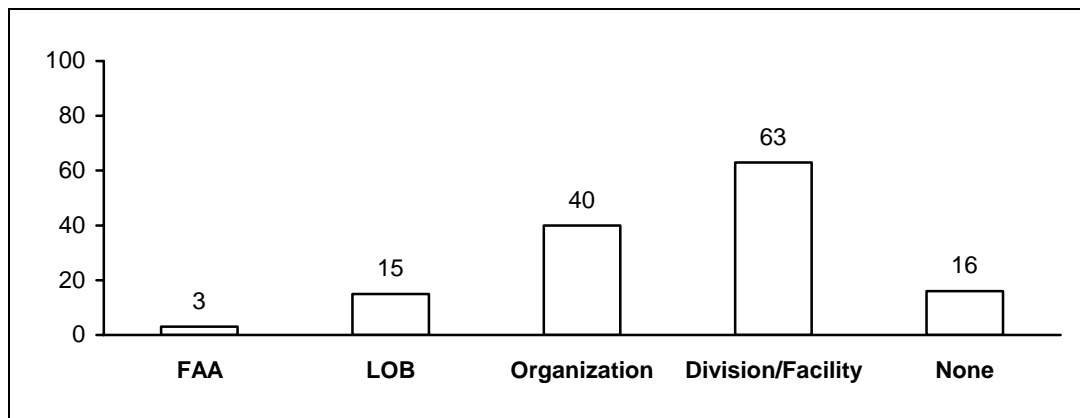


Figure 1. Percentage of respondents that indicated involvement in post-EAS 2000 action planning across levels of the agency.

Note: Numbers (n) may sum to greater than sample size due to multiple responses.

Table 2. Percentage of POCs versus Non POCs that received feedback regarding actions taken.

	POCs		Non POCs	
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>
20. I have received feedback regarding the actions taken to improve areas identified by the EAS 2000 as needing improvement for... (Mark all that apply)				
the FAA overall.	15	13	1	2
my LOB.	23	20	7	12
my organization.	50	43	22	38
my division/facility.	60	52	26	45
none of the above.	29	25	18	31
	POCs = 116		Non POCs = 58	

Note: Numbers (n) may sum to greater than sample size due to multiple responses.

Overall, the results were positive regarding the utility of the EAS 2000. Respondents reported that the survey was useful for 1) identifying areas needing improvement, 2) action planning, and 3) gauging the future success of action planning efforts. Nearly half of respondents reported that over three-fourths of the divisions or facilities within their organization were taking action regarding areas identified by the EAS 2000 as needing improvement. However, a minority of respondents was found to be unaware of the progress regarding actions taken across the various levels of the agency. It is possible that feedback regarding actions taken was provided following data collection. However, if this information exchange did not occur, the benefits of action planning are likely to be adversely affected.

Organizational changes rely upon employee participation. To sustain effective changes, employees should perceive the actions in response to survey results as authentic attempts to address problem areas (Burke, Coruzzi, & Church, 1996). Employees should be informed of the area(s) chosen for follow-up action planning and should be provided information regarding the implementation and status of action plans. Involving employees invites them to affect the organization's future (Burke, Coruzzi, & Church, 1996). By utilizing POCs from within the FAA's LOBs and major organizations for survey development and feedback, we have increased the opportunity for survey development to address issues critical to FAA organizations. Additionally, we have solicited feedback from employees regarding the survey process.

Achieving established organizational outcomes requires patience. It is possible that the impact of some interventions will not be immediately visible; change generally

takes time (Schneider, Gunnarson, & Niles-Jolly, 1994). The results of the next EAS will provide an opportunity to assess the impact of the current action planning efforts. This is not to suggest that the EAS should be relied upon as the sole source for monitoring change but, rather, can complement a set of metrics with delineated goals.

REFERENCES

- Born, D.H., & Mathieu, J.E. (1996). Differential effects of survey-guided feedback: The rich get richer and the poor get poorer. *Group & Organization Management, 21* (4), 388-403.
- Burke, W.W., Coruzzi, C.A., & Church, A.H. (1996). The organizational survey as an intervention for change. In A.I. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 41-66). San Francisco, CA: Jossey-Bass.
- Gowing, M.K., & Lancaster, A.R. (1996). Federal government surveys: Recent practices and future directions. In A.I. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 360-380). San Francisco, CA: Jossey-Bass.
- Hinrichs, J.R. (1996). Feedback, action planning, and follow-through. In A.I. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 255-279). San Francisco, CA: Jossey-Bass.
- Kraut, A.I. (1996). An overview of organizational surveys. In A.I. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 1-14). San Francisco, CA: Jossey-Bass.

- Schneider, B., Ashworth, S.D., Higgs, A.C., & Carr, L. (1996). Design, validity, and use of strategically focused employee attitude surveys. *Personnel Psychology, 49*, 695-705.
- Schneider, B., Gunnarson, S.K., & Niles-Jolly, K. (1994, Summer). Creating the climate and culture of success. *Organizational Dynamics*, pp. 17-29.
- Stringer, E.T. (1999). *Action research* (2nd ed.). Thousand Oaks, CA: Sage.
- Thompson, R., Hilton, T., Twohig, P., Pagnini, C., Park, H., King, S.J., Malone, M., Thompson, D., & Thompson, J. (2000, March). *Results of the 1997 employee attitude survey*. (Memorandum Report). Oklahoma City, OK: FAA Civil Aerospace Medical Institute Human Resources Research Division.

APPENDIX A

Post-EAS 2000 POC Feedback Survey

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Instructions: Please answer the following questions about the 2000 Employee Attitude Survey (EAS) process and results from your perspective as an EAS Line of Business Point of Contact (POC), field POC, or workgroup member. Use the "Don't Know" response option for any item that you do not have enough experience to judge.

1. I had access to the EAS 2000 results for ... (Mark all that apply)

- the FAA overall.
- my LOB (e.g., Regulation and Certification).
- my organization (e.g., Airway Facilities).
- my division/facility.
- none of the above.

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Don't Know
2. The POC Feedback Package method used for item development (e.g., item deletions/additions) for the EAS 2000 was effective. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The EAS 2000 survey demographic sheet (i.e., where you indicated your division/organization on the survey) was helpful in determining what reports I needed. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The EAS 2000 report format was easy to understand. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. CAMI distributed the EAS 2000 results in a timely manner. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Providing EAS 2000 results on CD-ROM facilitated the distribution of reports. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The FAA has identified areas needing improvement based on EAS 2000 results. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My LOB has identified areas needing improvement based on EAS 2000 results. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My organization has identified areas needing improvement based on EAS 2000 results. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. My division/facility has identified areas needing improvement based on EAS 2000 results. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The FAA is taking action to improve areas identified by the EAS 2000 as needing improvement. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. My LOB is taking action to improve areas identified by the EAS 2000 as needing improvement. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. My organization is taking action to improve areas identified by the EAS 2000 as needing improvement. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. My division/facility is taking action to improve areas identified by the EAS 2000 as needing improvement. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. My LOB plans to use the next EAS to assess the progress of actions taken as a result of EAS 2000 feedback. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. My organization plans to use the next EAS to assess the progress of actions taken as a result of EAS 2000 feedback. --	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. My division/facility plans to use the next EAS to assess the progress of actions taken as a result of EAS 2000 feedback. --	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I was involved in post EAS 2000 action planning to address areas identified as needing improvement for... (Mark all that apply)						
<input type="radio"/> the FAA overall.						
<input type="radio"/> my LOB.						
<input type="radio"/> my organization.						
<input type="radio"/> my division/facility.						
<input type="radio"/> none of the above.						
19. How did you receive your EAS 2000 Report(s)? (Mark all that apply)						
<input type="radio"/> CD-ROM						
<input type="radio"/> Internet						
<input type="radio"/> E-mail						
<input type="radio"/> Paper copy						
<input type="radio"/> Did not receive a report						
<input type="radio"/> Other						

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

20. I have received feedback regarding the actions taken to improve areas identified by the EAS 2000 as needing improvement for... (Mark all that apply)
- the FAA overall.
 - my LOB.
 - my organization.
 - my division/facility.
 - none of the above.
21. Approximately what percentage of the facilities/divisions in your organization is taking action to improve areas identified by the EAS 2000 as needing improvement?
- None
 - 1 to 25%
 - 26 to 50%
 - 51 to 75%
 - 76 to 100%
 - Don't Know
22. Do you know who to contact for information about the EAS results?
- Yes No
23. Did you act as an LOB (e.g., AVR) or organizational (e.g., AAF) Point of Contact in the EAS 2000 process?
- Yes No
24. Did you act as a field (regional or division) Point of Contact in the EAS 2000 process?
- Yes No
25. Did you participate in an EAS 2000 workgroup?
- Yes No
26. What is your supervisory status?
- Non supervisor
 - Supervisor
 - Manager
27. Please indicate the areas identified by the EAS 2000 that were chosen for follow-up action planning within your LOB, Organization, and/or Division/Facility, where applicable, for each level of the agency. (Mark all that apply)

<u>Areas Covered by the 2000 EAS</u>	<u>LOB</u>	<u>Organization</u>	<u>Division/Facility</u>
Accountability-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coaching -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict Management-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Support-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Concern for Employees-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Model Work Environment -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational Commitment-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Worklife-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition and Rewards-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust and Fairness -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Area Not Listed -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(Specify level and area:)			
Don't Know-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. What was your Line of Business or Major Organization for EAS 2000 reporting?
- AOA or Staff Office reporting to AOA (e.g., AOZ, ABA, AIO, etc.)
 - Civil Aviation Security (ACS)
 - Air Traffic Service (AAT)
 - Airway Facilities (AAF)
 - Air Traffic Services - Not AAT nor AAF (i.e., ATS, ARS, ASC, ATQ, ARI, ATB)
 - Flight Standards (AFS)
 - Aircraft Certification (AIR)
 - Regulation and Certification - Not AFS nor AIR (i.e., AVR, AAI, AAM, ARM)
 - Research and Acquisition (ARA)
 - Regions and Center (ARC)
 - Airports (ARP)
 - Commercial Space and Transportation (AST)

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

COMMENTS: If you have additional comments about the Employee Attitude Survey 2000 process, provide them in the box below. Please categorize the overall content of your comment by darkening the appropriate response(s) on item 29. Written comments will be transcribed and only names and expletives will be edited out. If the content of your comment identifies you, your confidentiality cannot be assured.

29. Please categorize your comment. (Mark all that apply)

- No Comment Complaint Compliment Suggestion Other

Thank You for Your Feedback!

Please return your completed survey by **July 12, 2002** in the business-reply envelope provided. If you were not provided an envelope or have misplaced it, please return your survey to the address below.

EAS POC Survey
Training and Organizational Research (AAM-520)
PO Box 25082
Oklahoma City, OK 73125



Appendix B

Post Employee Attitude Survey (EAS) 2000 Point of Contact (POC) Feedback Survey

Overall Summary of Results

Excluding Don't Know (DK) Response Option

Developed by

**Federal Aviation Administration
Civil Aerospace Medical Institute
Human Resources Research Division (AAM-500)**

And

Omni Corporation

September 24, 2002

Explanation of Report Content

The Federal Aviation Administration (FAA) distributed the 2000 Employee Attitude Survey (EAS) to all full-time, permanent FAA employees in September, 2000. As a follow-up, the Post Employee Attitude Survey 2000 Point of Contact Feedback Survey was administered in early June 2002 to gather information about the 2000 EAS process. The survey sought feedback from individuals who were involved in the EAS 2000 process. For example, EAS Line of Business (LOB) Points of Contact (POCs), Field POCs, and individuals involved in EAS 2000 survey design or action planning workgroups were surveyed. Respondents also included some LOB, organization, and division/facility supervisors and managers who were not directly involved in the EAS. This report summarizes the results of the POC feedback survey.

Item Wording

The item as it was worded on the survey.

Number of Respondents (n)

The number of people that provided usable (i.e., valid) responses.

Mean

The arithmetic average. The sum of all scores for a group divided by the number of respondents in the group. The mean excludes the "Don't Know" (DK) response option.

Standard Deviation (SD)

The standard deviation is a measure of dispersion, or spread, of scores around the mean. Smaller values indicate higher levels of agreement among respondents. The standard deviation excludes the "Don't Know" (DK) response option.

Response Distributions (%)

Item response distributions represent the percentage of people who selected each response option for each item. Values may not sum to 100 due to rounding.

Response Options

Generally, the following response option was used for this survey.

Agree scale

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither
- 4 = Agree
- 5 = Strongly Agree
- 6 = Don't Know

Example

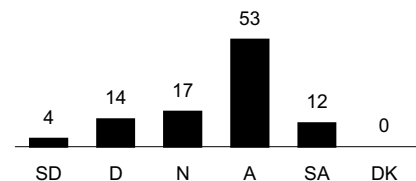
Item Wording

SD=Strongly Disagree, D=Disagree, N=Neither, A=Agree, SA=Strongly Agree, DK=Don't Know

2. The POC Feedback Package method used for item development (e.g., item deletions/additions) for the EAS 2000 was effective.

n	103
Mean	3.55
SD	1.00

Response Distribution (%)



Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Overall (Excluding Don't Know)

Total number (n) of respondents = 181

Item Wording

1. I had access to the EAS 2000 results for... (Mark all that apply)

<u>n</u>	<u>%</u>	
97	56	the FAA overall.
103	59	my LOB (e.g., Regulation and Certification).
126	72	my organization (e.g., Airway Facilities).
110	63	my division/facility.
4	2	none of the above.

Total number (n) of respondents to item = 174

Numbers (n) may sum to greater than sample size due to multiple responses.

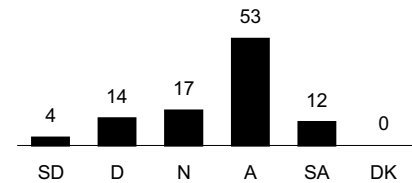
Item Wording

SD=Strongly Disagree, D=Disagree, N=Neither, A=Agree, SA=Strongly Agree, DK=Don't Know

2. The POC Feedback Package method used for item development (e.g., item deletions/additions) for the EAS 2000 was effective.

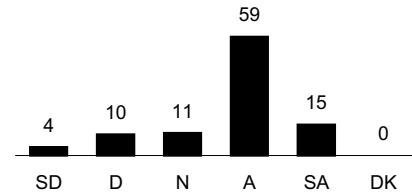
n	103
Mean	3.55
SD	1.00

Response Distribution (%)



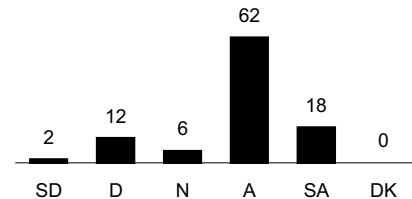
3. The EAS 2000 survey demographic sheet (i.e., where you indicated your division/organization on the survey) was helpful in determining what reports I needed.

n	144
Mean	3.71
SD	0.99



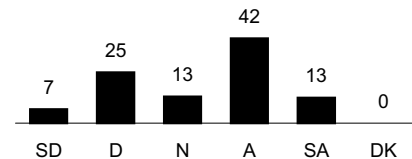
4. The EAS 2000 report format was easy to understand.

n	170
Mean	3.82
SD	0.93



5. CAMI distributed the EAS 2000 results in a timely manner.

n	159
Mean	3.28
SD	1.18



This report excludes the "Don't Know (DK)" response option for items answered on Likert-type scales. Responses may not sum to 100 due to rounding.

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Overall (Excluding Don't Know)

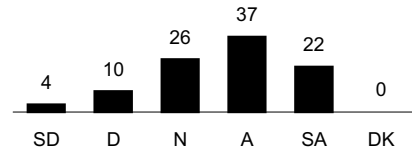
Item Wording

SD=Strongly Disagree, D=Disagree, N=Neither, A=Agree, SA=Strongly Agree, DK=Don't Know

Response Distribution (%)

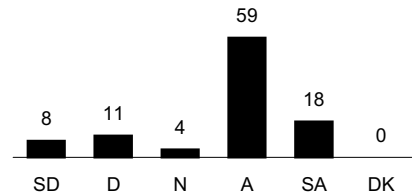
6. Providing EAS 2000 results on CD-ROM facilitated the distribution of reports.

n 107
Mean 3.64
SD 1.06



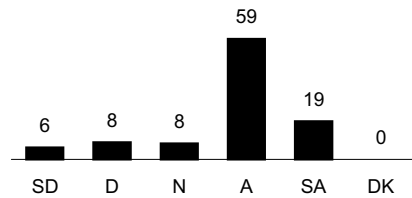
7. The FAA has identified areas needing improvement based on EAS 2000 results.

n 158
Mean 3.68
SD 1.14



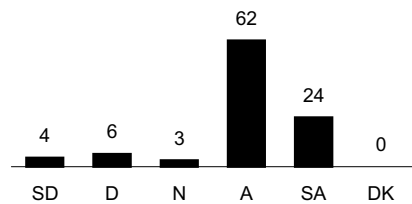
8. My LOB has identified areas needing improvement based on EAS 2000 results.

n 155
Mean 3.77
SD 1.04



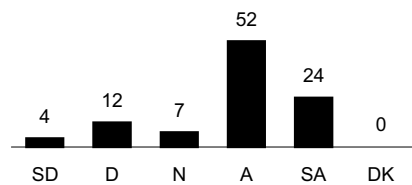
9. My organization has identified areas needing improvement based on EAS 2000 results.

n 161
Mean 3.96
SD 0.96



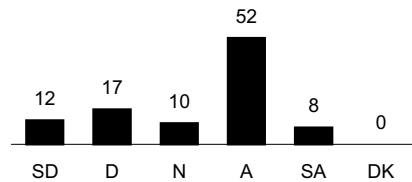
10. My division/facility has identified areas needing improvement based on EAS 2000 results.

n 165
Mean 3.80
SD 1.07



11. The FAA is taking action to improve areas identified by the EAS 2000 as needing improvement.

n 145
Mean 3.28
SD 1.19



This report excludes the "Don't Know (DK)" response option for items answered on Likert-type scales. Responses may not sum to 100 due to rounding.

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Overall (Excluding Don't Know)

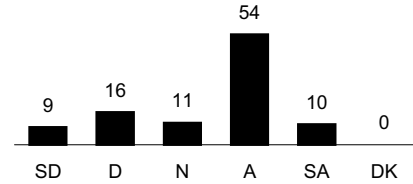
Item Wording

Response Distribution (%)

SD=Strongly Disagree, D=Disagree, N=Neither, A=Agree, SA=Strongly Agree, DK=Don't Know

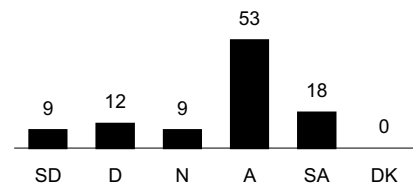
12. My LOB is taking action to improve areas identified by the EAS 2000 as needing improvement.

n 149
Mean 3.41
SD 1.14



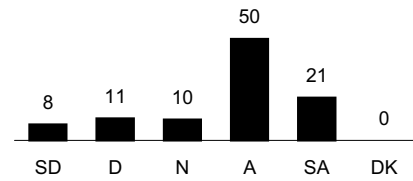
13. My organization is taking action to improve areas identified by the EAS 2000 as needing improvement.

n 160
Mean 3.59
SD 1.17



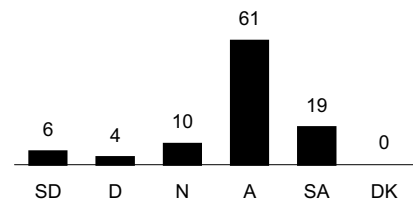
14. My division/facility is taking action to improve areas identified by the EAS 2000 as needing improvement.

n 166
Mean 3.66
SD 1.16



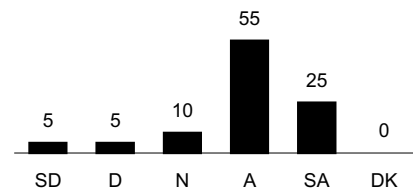
15. My LOB plans to use the next EAS to assess the progress of actions taken as a result of EAS 2000 feedback.

n 108
Mean 3.81
SD 1.00



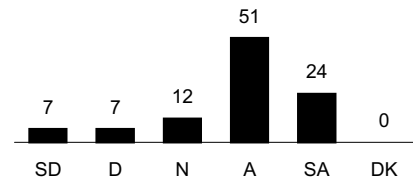
16. My organization plans to use the next EAS to assess the progress of actions taken as a result of EAS 2000 feedback.

n 121
Mean 3.90
SD 1.00



17. My division/facility plans to use the next EAS to assess the progress of actions taken as a result of EAS 2000 feedback.

n 138
Mean 3.80
SD 1.08



This report excludes the "Don't Know (DK)" response option for items answered on Likert-type scales. Responses may not sum to 100 due to rounding.

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Overall (Excluding Don't Know)

Item Wording

18. I was involved in post EAS 2000 action planning to address areas identified as needing improvement for...
(Mark all that apply)

<u>n</u>	<u>%</u>	
5	3	the FAA overall.
27	15	my LOB.
71	40	my organization.
112	63	my division/facility.
28	16	none of the above.

Total number (n) of respondents to item = 179

Numbers (n) may sum to greater than sample size due to multiple responses.

19. How did you receive your EAS 2000 Report(s)? (Mark all that apply)

<u>n</u>	<u>%</u>	
37	21	CD-ROM
37	21	Internet
80	44	E-mail
111	62	Paper copy
5	3	Did not receive a report
6	3	Other

Total number (n) of respondents to item = 180

Numbers (n) may sum to greater than sample size due to multiple responses.

20. I have received feedback regarding the actions taken to improve areas identified by the EAS 2000 as needing improvement for... (Mark all that apply)

<u>n</u>	<u>%</u>	
17	10	the FAA overall.
30	17	my LOB.
74	42	my organization.
88	49	my division/facility.
47	26	none of the above.

Total number (n) of respondents to item = 178

Numbers (n) may sum to greater than sample size due to multiple responses.

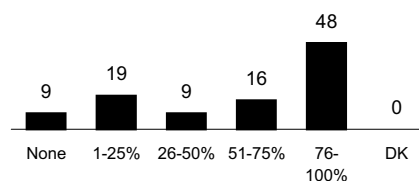
Item Wording

21. Approximately what percentage of the facilities/divisions in your organization is taking action to improve areas identified by the EAS 2000 as needing improvement?

n 113

Mean and Standard Deviation not provided for this item.

Response Distribution (%)



This report excludes the "Don't Know (DK)" response option for items answered on Likert-type scales. Responses may not sum to 100 due to rounding.

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Overall (Excluding Don't Know)

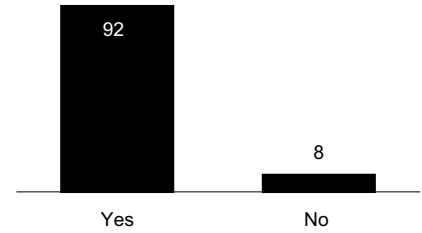
Item Wording

Response Distribution (%)

22. Do you know who to contact for information about the EAS results?

n 179

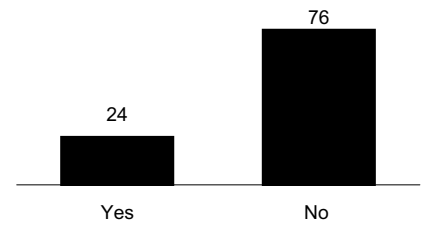
Mean and Standard Deviation not provided for this item.



23. Did you act as an LOB (e.g., AVR) or organizational (e.g., AAF) Point of Contact in the EAS 2000 process?

n 178

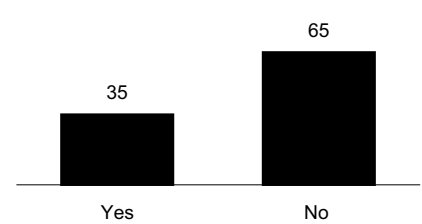
Mean and Standard Deviation not provided for this item.



24. Did you act as a field (regional or division) Point of Contact in the EAS 2000 process?

n 176

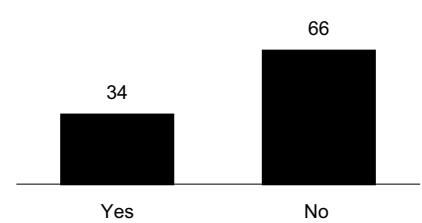
Mean and Standard Deviation not provided for this item.



25. Did you participate in an EAS 2000 workgroup?

n 178

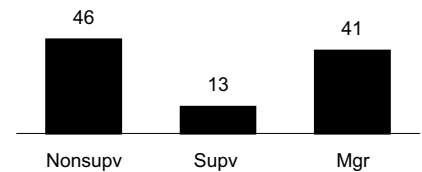
Mean and Standard Deviation not provided for this item.



26. What is your supervisory status?

n 177

Mean and Standard Deviation not provided for this item.



This report excludes the "Don't Know (DK)" response option for items answered on Likert-type scales. Responses may not sum to 100 due to rounding.

Post Employee Attitude Survey (EAS) 2000 Point of Contact Feedback Survey

Overall (Excluding Don't Know)

27. Please indicate the areas identified by the EAS 2000 that were chosen for follow-up action planning within your LOB, Organization, and/or Division/Facility, where applicable, for each level of the agency. (Mark all that apply)

	LOB		Organization		Division/Facility	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Accountability	19	19	31	26	43	30
Coaching	12	12	29	24	41	29
Communications	42	41	70	58	100	70
Conflict Management	17	17	30	25	52	36
Customer Support	14	14	18	15	26	18
Management Concern for Employees	19	19	38	31	46	32
Model Work Environment	36	35	43	36	48	34
Organizational Commitment	10	10	14	12	24	17
Quality of Worklife	10	10	18	15	22	15
Recognition and Rewards	25	25	49	40	69	48
Trust and Fairness	6	6	18	15	41	29
Other Area Not Listed	16	16	13	11	15	10
Don't Know	39	38	34	28	26	18

Total n = 102

Total n = 121

Total n = 143

Numbers (n) may sum to greater than sample size due to multiple responses.

28. What was your Line of Business or Major Organization for EAS 2000 reporting?

<u>n</u>	<u>%</u>	
27	15	AOA or Staff Office reporting to AOA (e.g., AOZ, ABA, AIO, etc.)
0	0	Civil Aviation Security (ACS)
9	5	Air Traffic Service (AAT)
47	26	Airway Facilities (AAF)
7	4	Air Traffic Services- Not AAT nor AAF (i.e., ATS, ARS, ASC, ATQ, ARI, ATB)
20	11	Flight Standards (AFS)
16	9	Aircraft Certification (AIR)
21	12	Regulation and Certification- Not AFS nor AIR (i.e., AVR, AAI, AAM, ARM)
1	1	Research and Acquisition (ARA)
23	13	Regions and Center (ARC)
7	4	Airports (ARP)
0	0	Commercial Space and Transportation (AST)

Note: Three respondents did not indicate their Line of Business or Major Organization.

29. Please categorize the overall content of your comments. (Mark all that apply)

<u>n</u>	<u>%</u>	
103	60	No comment
27	16	Complaint
8	5	Compliment
30	17	Suggestion
14	8	Other

Total number (n) of respondents to item = 172

Numbers (n) may sum to greater than sample size due to multiple responses.

This report excludes the "Don't Know (DK)" response option for items answered on Likert-type scales. Responses may not sum to 100 due to rounding.

