Description of document:	National Endowment for the Arts (NEA) reports and presentations produced under contract NEAC1351, Workflow Analysis, 2013
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Source of document:	FOIA Requests Office of General Counsel National Endowment for the Arts 400 7th Street, SW Washington, DC 20506 Fax: 202/682-5572 Email: foia@arts.gov

From: FOIA <foia@arts.gov>
Sent: Wednesday, December 12, 2018 10:45 AM
Subject: RE: FOIA request F19-002

This e-mail responds to your request for records under the Freedom of Information Act (FOIA), 5 U.S.C. §552. Your request has been assigned file number F19-002. In your e-mail, you requested:

    "copy of each report and presentation produced under contract NEAC1351"

Attached are the responsive documents for your FOIA request with no redactions.

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If you would like to discuss our response before filing an appeal to attempt to resolve your dispute, you can contact our FOIA Public Liaison for assistance. If we are unable to resolve your FOIA dispute through our FOIA Public Liaison, the Office of Government Information Services(OGIS), the Federal FOIA Ombudsman office, offers mediation services to help resolve disputes between FOIA requesters and Federal agencies. The contact information for OGIS is:

    Office of Government Information Services
    National Archives and Records Administration
    8601 Adelphi Road-OGIS
    College Park, MD 20740-6001
    ogis@nara.gov

Please contact me if you have any questions about this response.

Respectfully,

FOIA Officer
Office of the General Counsel
National Endowment for the Arts
400 7th Street SW
Washington DC 20506
202-682-5572 (fax)

Federal Management Partners, Inc.
Workflow Analysis Overview

Agenda

- Introductions
- About FMP
- Workflow Analysis Purpose
- Workflow Analysis Framework, Methodology, and Approach
- Timeline
- Questions and Next Steps

FEDERAL MANAGEMENT PARTNERS

Our Team

- Attending today:
  - Erin Pitera, Senior Vice President and Chief Operating Officer
  - Jessica Goobic, Managing Consultant
  - Kara Price, Consultant
- Additional team members

John Salamone,
Vice President

Henry Romero,
Senior Advisor

Jeff Dussault,
Process Advisor

Wanda Jones-Yeatman,
Facilitator

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About FMP: The Basics

- Strategic human capital focus

- More than 20 years of human capital experience

- >100 employees plus extended national network

- Located in Alexandria, VA

Capability

Service

Partnership

Results
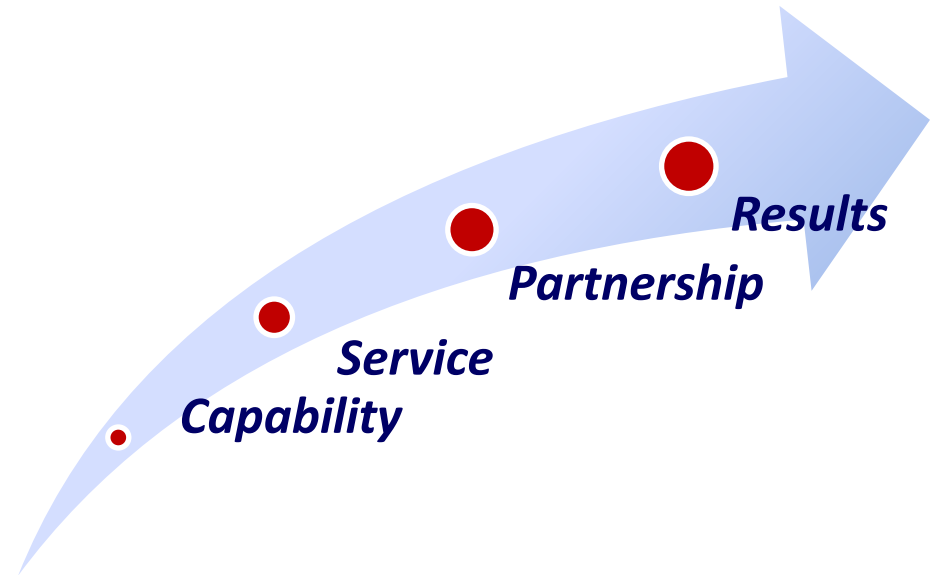
"I have seldom encountered a group of 'contractors' who have been so engaged and committed to the needs of their client, and who genuinely appreciate and support their client's vision. Their advice, counsel, and insights have been invaluable…"

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About FMP: Our Clients

Private Sector

Executive Departments

Independent Agencies

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Workflow Analysis: Purpose

- Identifying the current state of the NEA workplace at the agency and office levels, including organizational structures, descriptions, job types, and work flow

- Identifying opportunities for improvement – both short and long-term

- Understanding the impact that future automation efforts may have on the current work flow, processes, and additional efficiencies

- The organizational assessment will serve as a living document to inform NEA's decisions on key activities

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FMP's Workflow Analysis Methodology

Project Management Support

| Understand the Current State | Analyze Information | Develop Recommendations |

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FMP's Approach: Understand the Current State

- Work collaboratively with the NEA to:
  - Create a project plan and timeline for data collection activities
  - Develop communication plan and materials (e.g., key messages, talking points for leaders, interview and focus group invitations)
  - Identify participants for each data collection activity (e.g. interviews, focus groups, survey populations)
  - Engage union and solicit input to enhance collaboration

- Data Collection:
  - Literature Review
  - Survey
  - Interviews
  - Focus groups

Key Messages:
- Looking at the organization and processes to ensure NEA is being a good steward of public funds
- Seeking employee input is vital to the success of the organization

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FMP's Approach: Understand the Current State

Data Collection Methodology:

- Literature Review
  - Collect and review existing workforce data (i.e., HRIS data, position descriptions, etc.) organizational documentation (i.e., organization charts, roles and responsibilities, strategic planning documents), and relevant IT related documents and materials

- Surveys
  - Develop survey to identify key workload drivers within organizational units, changes to workload, redundancies, and non-mission critical activities

- Interviews
  - Identify a representative sample of the NEA workforce for interviews, including leaders, supervisors, specialists, and assistants, develop interview protocols, and establish an interview schedule

- Focus Groups
  - Develop focus group materials, identify focus group populations, and establish a focus group schedule

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Participation Opportunities

- **Interviews**
  - 8-10, hour-long interviews
  - 10, half-hour long interviews (optional)

- Offers ~12% participation rate

- **Survey**
  - Distributed to all employees
  - Includes open-ended questions

- Offers 100% participation rate

- **Focus Groups**
  - 14-16 Focus Groups
  - 6-12 employees per group
  - Organized within and across units

- Offers ~100% participation rate including the interviews

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FMP's Approach: Analyze Information

- Identify key findings and trends from current state analysis

- Aligns with FMP's Organizational Assessment Framework
  - People
  - Processes
  - Culture
  - Structure

Processes | **Findings**

Efficiency and Effectiveness
- Processes for key activities are not codified (exhibitions, programs, budgeting).
  - There is a lack of record-keeping and tracking of events with respect to roles/responsibilities of jobs and tasks, budgeting, attendance, timelines, etc. Consequently, planning for each new event, program, or exhibition requires "starting from scratch".
- Decision-making is described as slow and it's not clear who is in charge of key decisions.
- Efforts are underway to formalize some processes (strategic planning, programs).

Documentation
- Few examples of updated, documented, and/or communicated policies and procedures.

"No one knows who owns anything. We don't know who 'the quarterback' is."

- Develop comprehensive briefing for NEA leadership to include initial set of draft findings for verification and validation

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FMP's Approach: Finalize Recommendations

- Develop prioritized list of short, medium, and long-range recommendations including:
  - Resource requirements
  - Identified process efficiencies
  - Organizational and Information Technology considerations
  - Key performance indicators and associated metrics

Recommendations

1. Implement a Performance Management System

Areas of Impact	Benefits
• Processes (documentation, consistency, accountability) • Culture (mission, vision, shared purpose) • People (staffing levels, skill sets, professional development)	• Drives accountability and ownership for key decisions and processes • Identifies high and low performing individuals and groups • Allows managers to make data-driven, objective decisions • Provides developmental feedback mechanisms • Reinforces Museum's strategic priorities • Creates opportunities for dialogue between management and employees

Implementation Guidance

- Address both organizational and individual performance with goals cascading through the organization
- Include phases for goal setting, mid-point reviews, and year end reviews and feedback
- Provide structure for objective goal setting and review sessions
- Provide staff with basic performance management, appraisal, and goal setting training
- Emphasize the importance of fostering dialogue between supervisors and subordinates, providing continual feedback
- Tie goal setting objectives to developmental opportunities

- Present NEA leadership with prioritized recommendations and final report

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NEA Workflow Analysis Timeline

- Data Collection and Analysis (10 weeks)
  - Design and finalize methodology including document review materials, survey, interview, and focus group participants (1 week)
  - Conduct interviews (3 weeks; concurrently with survey)
  - Deploy survey (2 weeks)
  - Conduct focus groups (4 weeks)
  - Organize and consolidate findings, themes, and initial recommendations into briefing (2 weeks)

- Develop Final Recommendations Report (4 weeks)

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Data Collection Timeline

Week of 8/12 – Week of 9/2

Week of 8/19 – Week of 9/19

Week of 9/2 – Week of 9/30

Week of 9/16 – Week of 10/14

Interviews

Survey

Focus Groups

Data Review and Analysis

August

September

October

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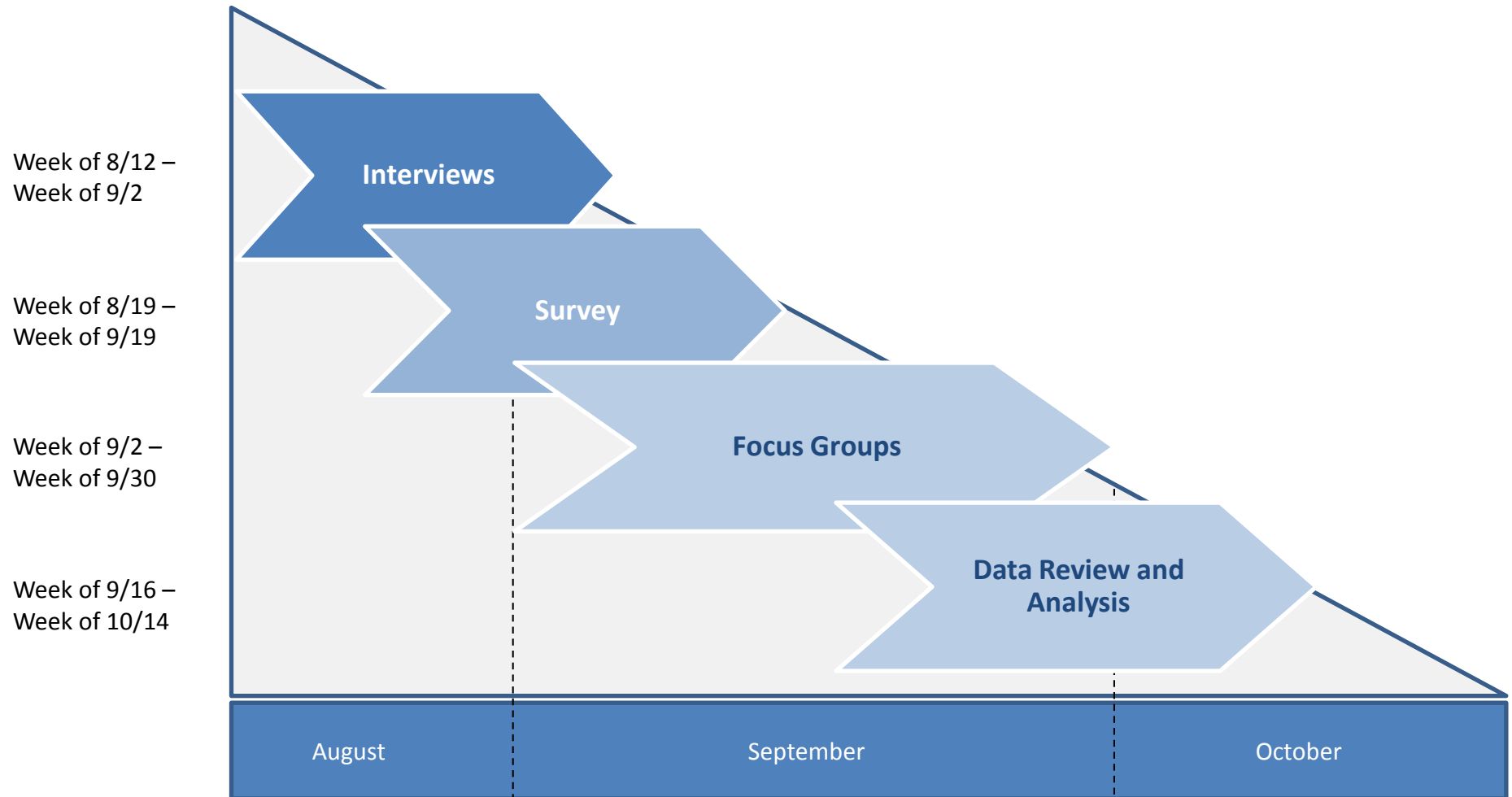
Additional Discussion Topics

- Questions

- Next Steps

- Thank You!

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NEA Workflow Analysis
Findings and Recommendations

November 19, 2013

Agenda

1. Review the purpose for the workflow analysis
2. Review assessment approach and participation
3. Present assessment findings
4. Present recommendations
5. Discuss next steps

Purpose

- To ensure the NEA effectively leverages its talent and resources to meet its goals and mission as effectively and efficiently as possible, the NEA asked Federal Management Partners (FMP) to analyze the workflow of the agency by:
    - Identifying the current state of the NEA workplace at the agency and office levels, including organizational structures, descriptions, job types, and work flow;
    - Identifying opportunities for improvement – both short and long-term; and
    - Understanding the impact that future automation efforts may have on the current work flow, processes, and additional efficiencies.

- The workflow analysis will serve as a living document to inform NEA's decisions on key activities

Approach

Literature Review/NEA Documents Collection *(August 2013)*

- Organizational Chart
- Staffing Data
- FY13 FEVS Data
- Retirement Eligibility Data
- Standard Operating Procedures
- Position Descriptions

Data Collection *(August – October, 2013)*

- Interviews
- Employee Survey
- Employee Focus Groups

Data Analysis *(August – November, 2013)*

Findings and Recommendations *(November 2013)*

- NEA Workflow Analysis Report
- Findings and Recommendations Briefing with Senior Leaders
- Findings and Recommendations Briefing with Staff

Data Collection Participation

- **Interviews (21 total)**

  - 13, 30- or 60-minute interviews conducted with representatives of all position levels within the organization, including senior leaders, directors, coordinators, supervisors, program specialists, and administrative assistants

  - 8, 30-minute interviews conducted with employee volunteers

- **Employee Survey**

  - Distributed to all 155 NEA employees

  - 137 respondents; **88% response rate** (*Average response rate: 50-60%*)

- **Employee Focus Groups**

  - 16 focus groups, coupled with the interviews, allowed every employee an opportunity to participate

  - 116 participants; **85% of all invitees**

All participants were assured that their feedback was non-attributional. Employees were very open, candid, and supportive of the assessment and the potential for improvement.

NEA Workflow Analysis

ASSESSMENT FINDINGS

Organizational Strengths

1.
- Employees feel a strong sense of personal pride in the agency's mission and for upholding high standards of customer service

2.
- Staff members are willing to go 'above and beyond'

3.
- Workforce is loyal and committed to the agency

4.
- Staff members have a situational and environmental awareness of budgetary and political issues facing the agency

5.
- Workforce recognizes recent efforts to improve agency-wide communication

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Organizational Opportunities for Improvement

The opportunities for improvement are grouped based on the following assessment framework:

Processes
- Documentation and Consistency
- Efficiency and Effectiveness
- Accountability

Agency Culture
- Mission, Vision and Shared Purpose
- Morale
- Communication
- Teamwork and Collaboration

People
- Staffing Levels
- Skill Sets
- Training and Career Advancement

Structure
- Functional Alignment
- Decision-making And Implementation
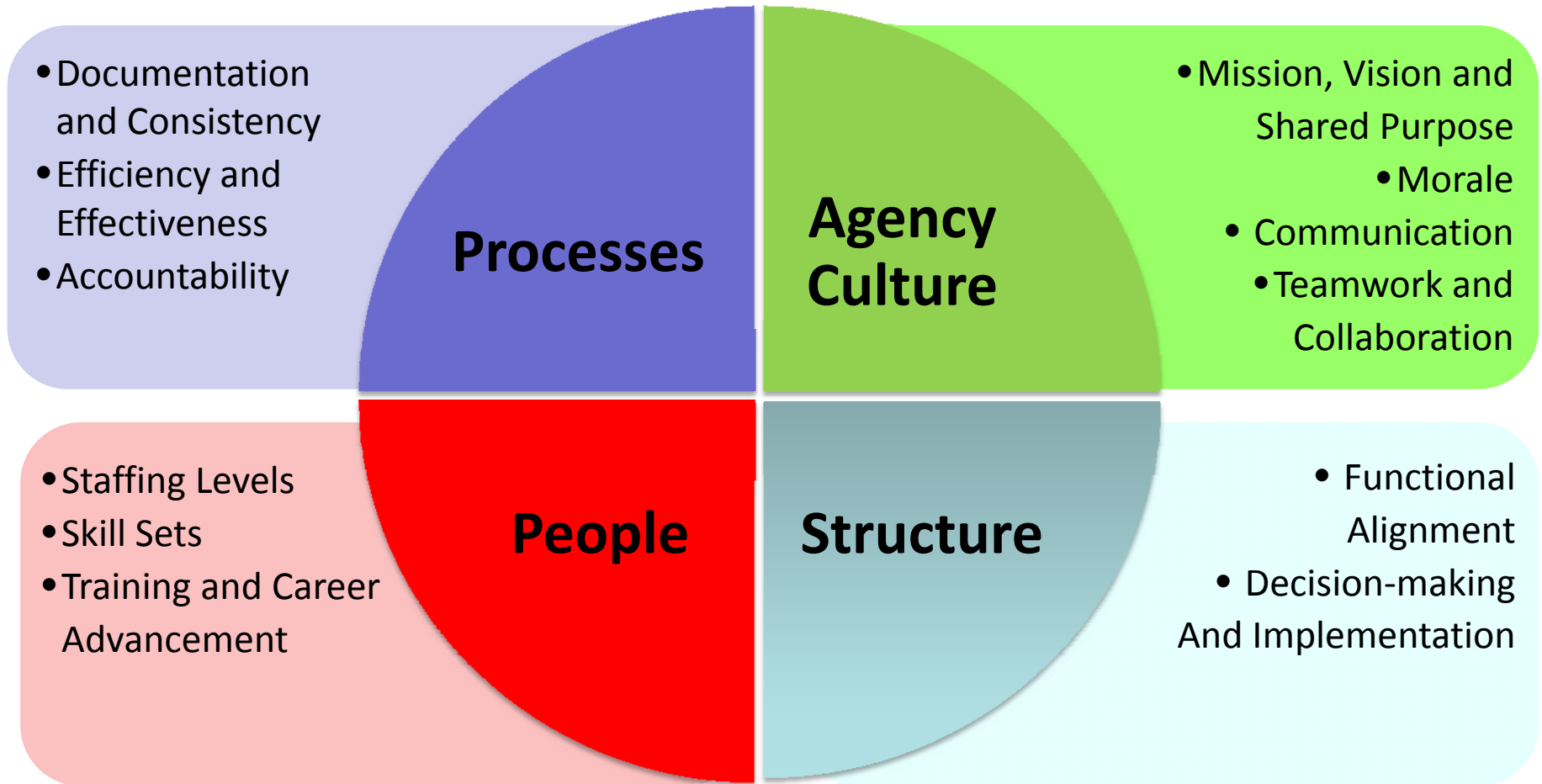
Mission, Vision, and Shared Purpose

Most significant strength of the NEA is a committed, passionate, and mission-oriented workforce

- The commitment and passion of the workforce should serve as the foundation for organizing and communicating any specific changes that result from the organizational review

> *"This is a wonderful place to work and I very much appreciate the opportunity to work in federal service with such wonderful colleagues."*
>
> *-Employee Quote*

Morale

Morale within the NEA remains stable, in spite of recent events (e.g., the furlough), with key areas for improvement

- Opportunities exist to increase recognition and rewards for high performers and work
- NEA may want to consider initiatives geared to improve employee engagement

> *"I think recognition from senior staff of individual or group exemplary performance is always a powerful incentive."*
>
> *-Employee Quote*

Agency Culture

Communication

Enhanced communication and information-sharing is warranted throughout the organization

- The NEA has an opportunity to build on recent momentum around employee communication

- Employees seem to not always understand leadership's strategic decision-making process

- Employee's recognize that managers communicate organizational goals and priorities well, but senior leaders are perceived as not being as effective at sharing agency-wide information

> *"Office head meetings are new and provide agency updates on a monthly basis; this is extremely helpful and beneficial. I hope these continue."*
>
> *-Employee Quote*

Teamwork and Collaboration

Employees value teamwork and collaboration, and this could better be encouraged through the NEA culture

- Employees are extremely willing to expend additional energy and time to accomplish tasks and activities to help the NEA achieve success
- There is a strong sense of camaraderie across the agency as employees feel that their colleagues contribute to the high level of job satisfaction
- Efforts to effectively collaborate across the agency appear to be driven more from specific work unit actions and activities than from an agency-wide culture

> *"I wish there was more opportunity to collaborate with other departments. I think we tend to be compartmentalized here and I always enjoy hearing what other staff are working on. It makes me better at my job."*
>
> *-Employee Quote*

Staffing Levels

There is a concerned consensus among staff regarding the agency's workload, deadlines, and overall staffing levels

- Concern was most evident within the Office of Programs & Partnerships
- There are opportunities to improve internal customer service
- There seems to be an extensive use of "temporary" help, especially interns and employees on temporary appointments
  - Use of "temporary" help lacks systemic approach, and is not a sustainable, reliable source of assistance during peak workloads

Skill Sets

Opportunities exist for enhancing the utilization and effectiveness of NEA employees

- Support Staff
  - There is a desire for improved training in customer service

- Program Specialists
  - Specialists feel their skills, expertise, and knowledge are not fully utilized

- Supervisors
  - First-line supervisors are generally skilled and well-equipped
  - There appears to be a lack of consistency in the perceived roles and responsibilities of the division coordinators

- Directors
  - There appears to be ambiguity about the role of directors and inconsistencies in their leadership with respect to knowledge, skills, and abilities

- Leadership
  - Employees desire more inclusive leadership that views them as critical stakeholders, consistently communicates priorities and goals, and provides greater transparency about agency decision-making

> *"I often feel that senior management do not listen to suggestions from the division specialists or division managers about how best to serve our fields."*
>
> *-Employee Quote*

Training and Career Advancement

Opportunities exist to reevaluate and revamp the NEA's current training and developmental offerings and platform

- Knowledge University is a good concept, but has room for improvement
- Employees desire more transparency regarding the process for allocating training and travel funds
- Employees expressed a desire for a comprehensive new employee orientation

Workforce pointed to limited opportunities for career growth and advancement

- Despite overwhelming enthusiasm for their jobs and the work at the NEA, limited opportunities for career growth and advancement is a common pain point within the organization

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Functional Alignment

Opportunities exist for the NEA to:

1. Create a more evenly distributed workforce

- A large percentage of the NEA's workforce falls within the GS-14 and GS-15 pay grades
  - Almost two-thirds of GS-14 and GS-15's are supervisors, and eligible for some form of retirement in FY 2014
- The NEA has a relatively high supervisor to employee ratio (1:4)

2. Clarify specific GS-301 position duties and standardize position descriptions

- Single-use position descriptions are frequently used across the organization and there is an opportunity for the NEA to benefit from standardizing position descriptions
- More than half of the NEA's positions are classified in the GS-301, Miscellaneous Administration and Program, series
  - Data show that some offices are entirely comprised of GS-301 positions, but each position is classified on a different position description

3. Build career ladders for grade seven to eleven positions

- Survey results and interview and focus group data revealed widespread concern about limited opportunities for career advancement

Decision-making and Implementation

Opportunities exist to strengthen agency-wide decision-making with respect to employee involvement and implementation

- The workforce is generally satisfied with the nature and frequency of their involvement in decision-making processes *within their respective work units and at the office-level*; however, there is concern that decisions made at the *agency level* do not permit individual and office-level input and expertise

- Opportunities exist for senior leadership to improve upon the implementation of decisions and policies, while accurately filtering information consistency through the organization

Documentation and Consistency

- *Internally:*
  - NEA has created thorough and detailed process documentation in a number of functional areas to support staff (e.g., grants and contracts, IT, certain program areas)
  - There appears to be no overarching agency-wide framework that guides the development of documentation for the grant-making/management process and other internal processes (e.g., documentation is inconsistent and the quality, format, and location varies among offices)
  - Continued introduction of new technology will increase the need for readily available process support
- *Externally:*
  - The NEA has a clear commitment to quality and customer service, evidenced by positive customer feedback regarding the NEA's website
  - The NEA website and webcasts are highly effective tools to educate constituents and reinforce consistent processes
  - In cases where policies and procedures are defined, survey and focus group results indicate that they may not always be applied consistently

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Efficiency and Effectiveness

- New technology (e.g., virtual panels, NEA-GO, SharePoint, Final Reports database) is changing the way that applications and grants are processed and managed

- New technology rollout (i.e., eGMS) will continue for the foreseeable future and must be thoughtfully implemented

- Application processing schedules and deadlines are tied to the National Council on the Arts meeting schedule, and this leads to an uneven workflow distribution

- Most processes are planned and controlled at the unit level, which may not optimize resources or productivity

- Pockets within the agency are still driven by hard copy forms and manual processes (e.g., Grants & Contracts and Finance Divisions), area where automation could streamline work

> *"We need to find a way to speed up our internal and external processes to ensure we can provide federal leadership that enriches the cultural and artistic life of the US."*
>
> *-Employee Quote*

Accountability

- The NEA has taken significant steps to clearly define accountability for results and to develop objective measures to evaluate its performance. Examples include:

  – 2014 – 2018 Strategic Plan and its focus on evidence-based decision making

  – Pilot program for the post-award evaluation of artistic excellence of award grants

  – Plans to conduct surveys of audience participants to obtain feedback on NEA-supported performances and displays

  – Surveys of all applicants after each grant cycle to obtain feedback

- Staff is committed to the agency and its mission and ready to take responsibility and be held accountable

- Few uniform metrics exist that track across offices to monitor progress against plans, set priorities, and allocate resources

NEA Workflow Analysis

ASSESSMENT RECOMMENDATIONS

Recommendations

NEA Workflow Analysis Recommendations

Develop an NEA Strategic Human Capital Framework	Improve Agency-wide Communication and Employee Engagement	Improve Agency-wide Processes and Procedures

The NEA should take quick and decisive action to develop and execute an implementation plan that accomplishes a prioritized set of recommendations

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Develop an NEA Strategic Human Capital Framework

Short Term Strategies

- **Human Capital Planning**
  - Establish a comprehensive and Strategic Human Capital Plan that includes a workforce plan
- **Human Capital Development**
  - Revamp and improve the New Employee Orientation Program

Medium Term Strategies

- **Human Capital Planning**
  - Conduct a full review of existing position descriptions, with specific focus on the use of the GS-301 series, and create career ladder positions
  - Review and clarify the role and responsibilities of directors
  - Review and evaluate supervisory positions and responsibilities
- **Human Capital Development**
  - Enhance the organization's understanding of labor relations
  - Develop a formal cross-training program to develop additional skills and exposure to disciplines and tasks outside employees' current ones, and enhance skill sets
  - Enhance managerial training for division coordinators

Long Term Strategy

- **Human Capital Planning**
  - Conduct a comprehensive workload analysis of the program areas within Programs & Partnerships

Improve Agency-wide Communication and Employee Engagement

Short Term Strategy

• Develop and implement a comprehensive internal communications strategy

Medium Term Strategy

• Design and implement an NEA-wide employee engagement program

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Improve Agency-wide Processes and Procedures

Short Term Strategies

- Provide more transparency, and seek employee input, regarding the development and implementation of policies and procedures
- Take steps to increase the awareness, availability, and applicant participation in NEA webinars/webcasts on application guidelines

Medium Term Strategies

- Leverage the NEA SharePoint site to organize process-related documentation and work to standardize it across offices
- Review viability of virtual meetings of the National Council on the Arts
- Define performance measures and associated metrics to focus staff on process-related critical success factors

Long Term Strategy

- Conduct a task analysis in conjunction with new technology implementation to look for opportunities to redesign work groups

Organizational Strengths

1.
- Employees feel a strong sense of personal pride in the agency's mission and for upholding high standards of customer service

2.
- Staff members are willing to go 'above and beyond'

3.
- Workforce is loyal and committed to the agency

4.
- Staff members have a situational and environmental awareness of budgetary and political issues facing the agency

5.
- Workforce recognizes recent efforts to improve agency-wide communication

Questions

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NEA Workflow Analysis

Appendices

November 19, 2013

NEA Workflow Analysis

APPENDIX A: WORKFORCE PROFILE

Appendix A: Workforce Profile

Distributions:

1. **Length of Federal Service**
2. **Office/Work Unit**
3. **Pay Grade**
4. **Occupational Series**
5. **Supervisory Employees by Pay Grade**
6. **FY14 Retirement Eligibility by Office**
7. **FY14 Retirement Eligibility by Pay Grade**

Agency Comparisons:

1. **Pay Grade**
2. **Occupational Series**
3. **Length of Federal Service**

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Distributions

Distribution by Length of Federal Service

Data provided by the NEA 2013_2014 Retirement Eligibility (April 2013).

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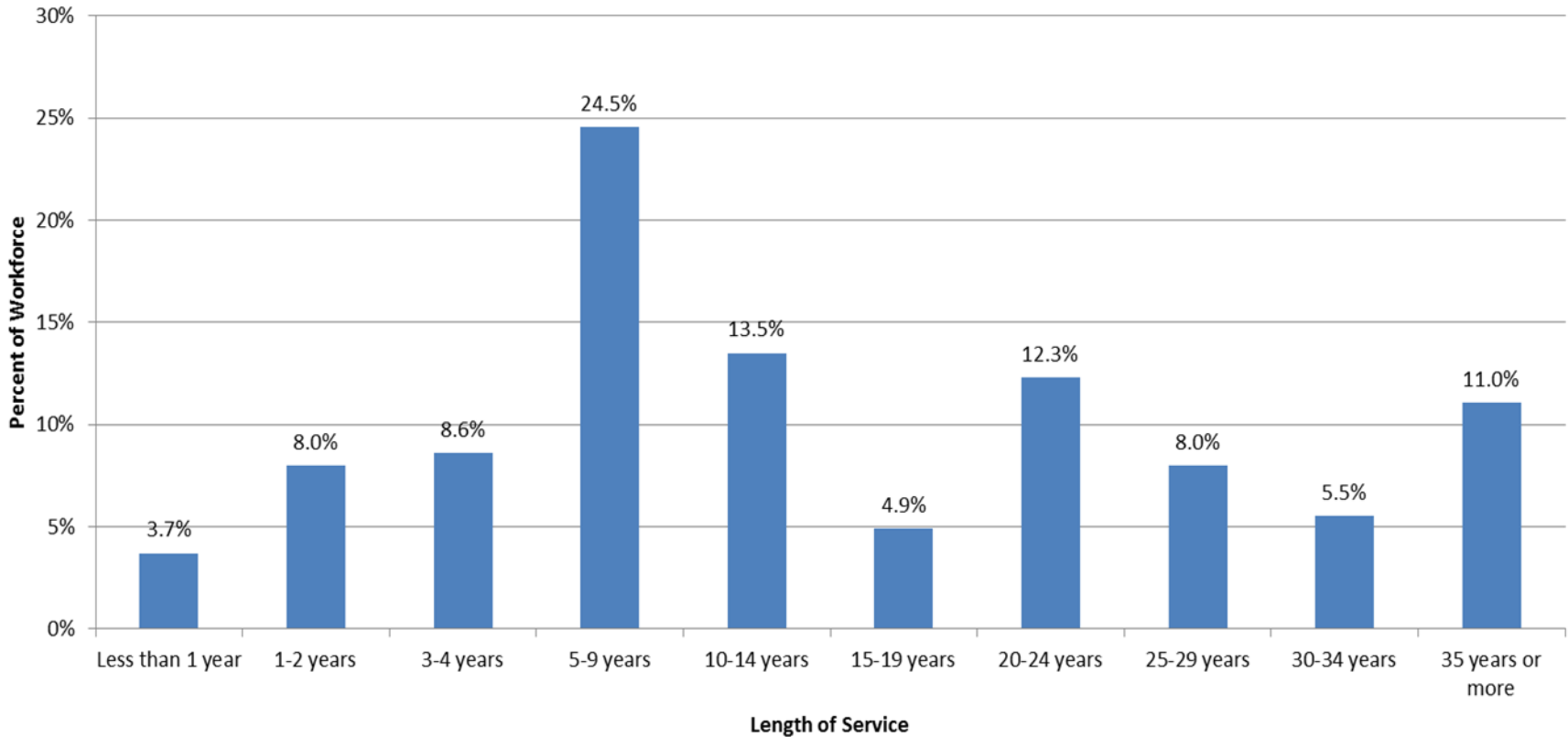
Distribution by Office/Work Unit

Data provided by the NEA Staffing Roster (October 2013).

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Distribution by Pay Grade

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Distribution by Occupational Series
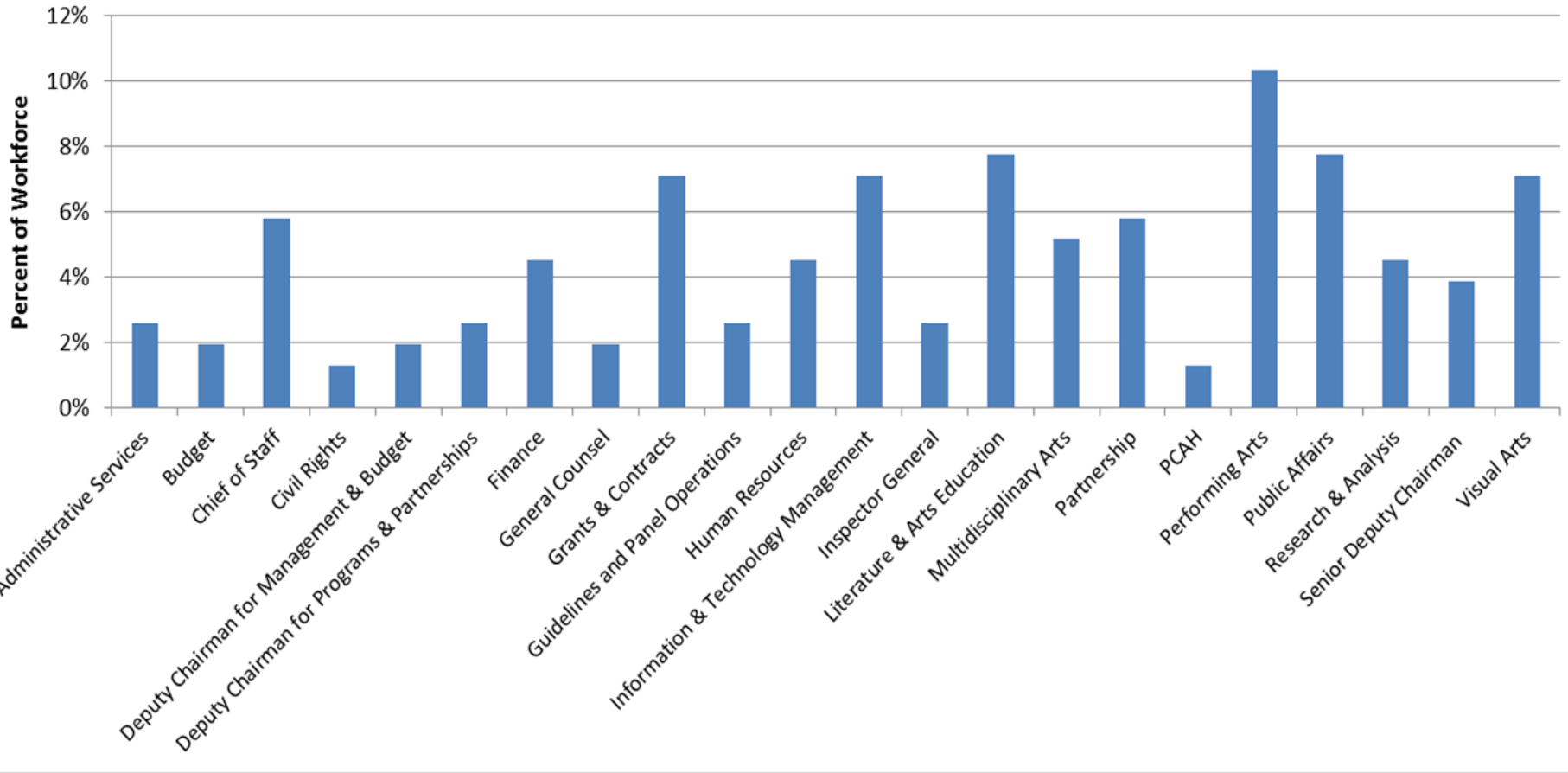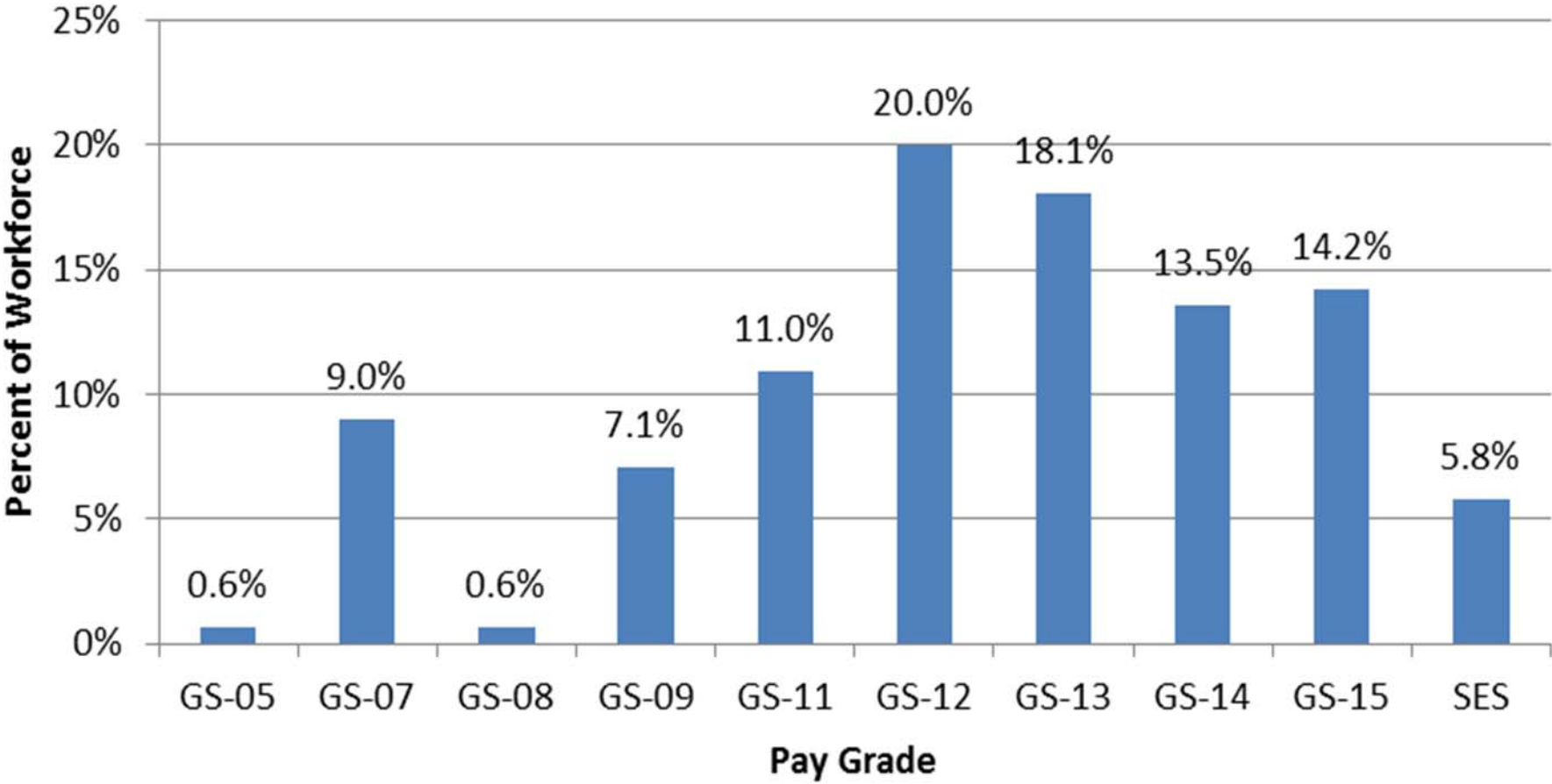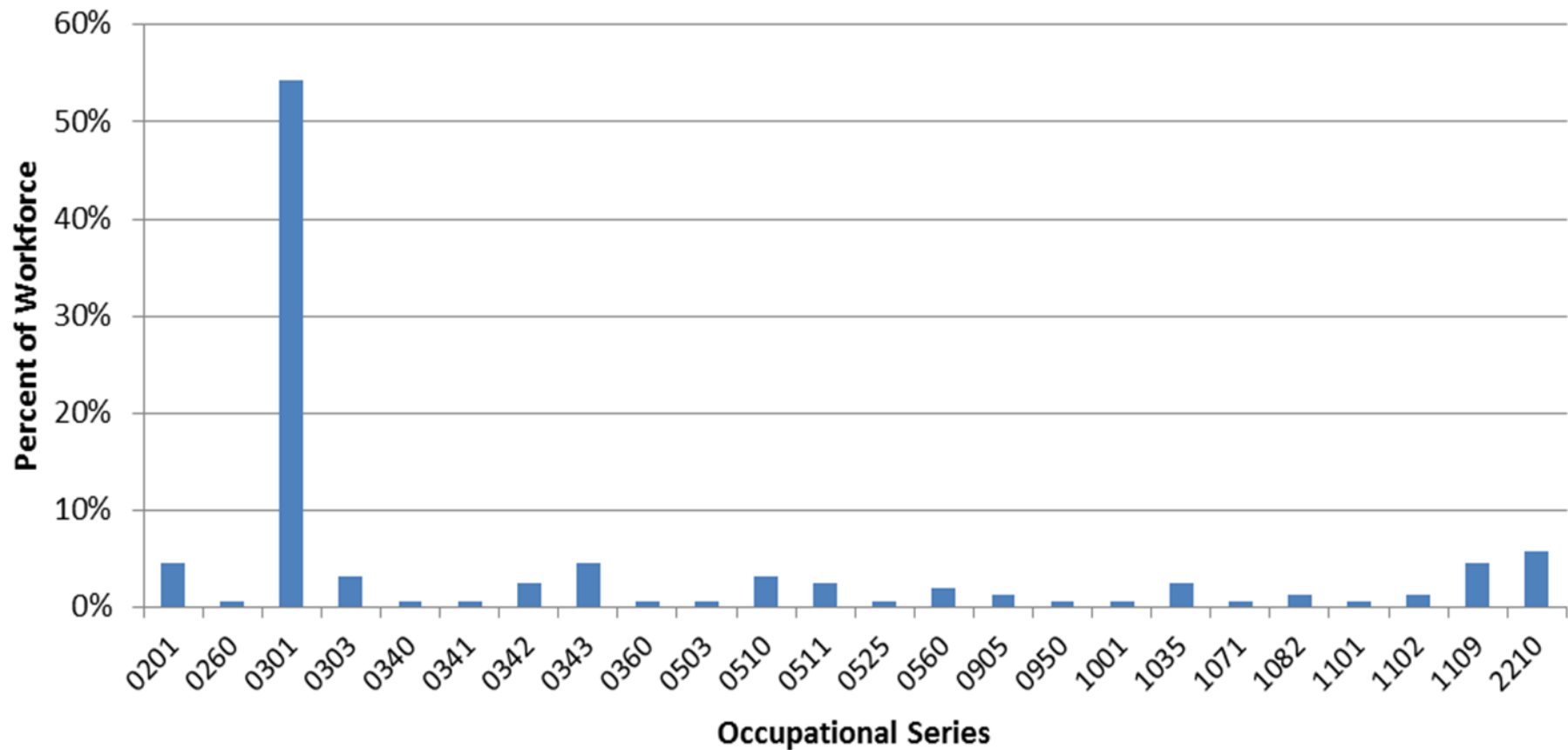
Data provided by the NEA Staffing Roster (October 2013).

Distribution of Supervisory Employees by Pay Grade
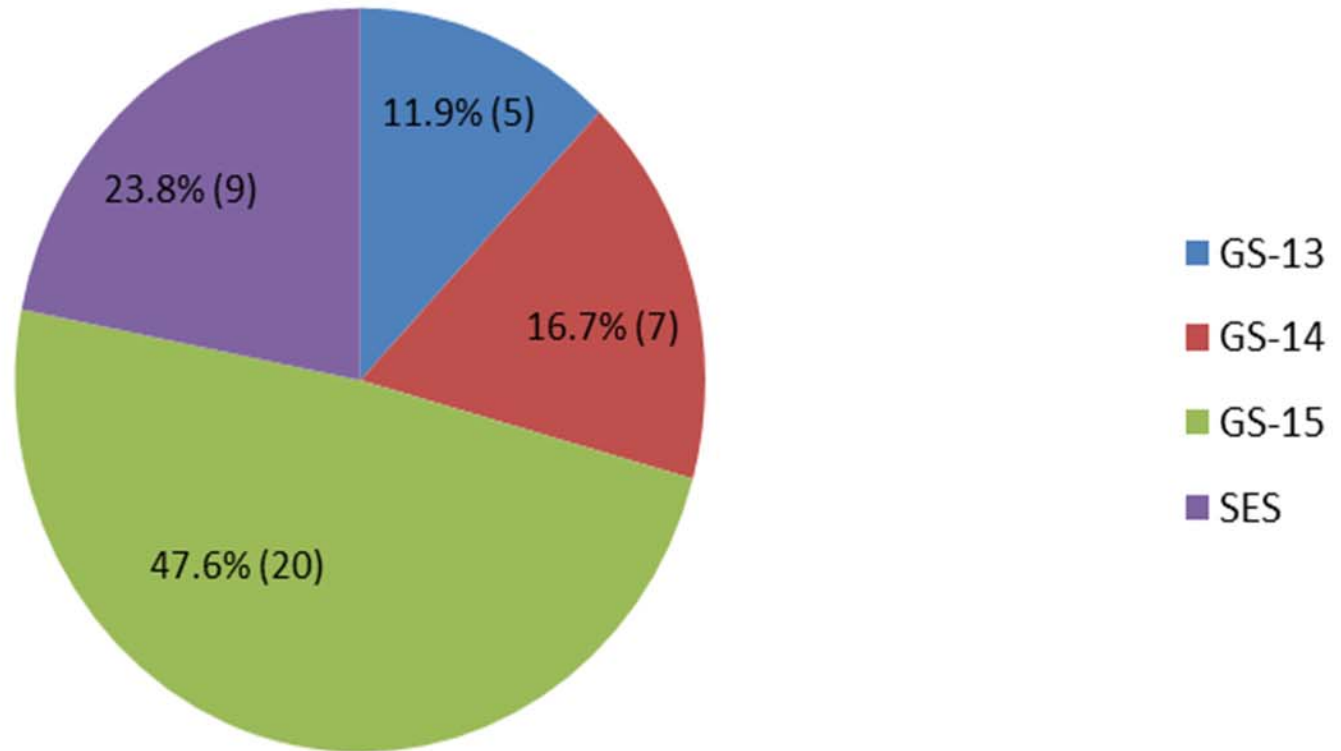
- 11.9% (5)
- 23.8% (9)
- 16.7% (7)
- 47.6% (20)

Legend:
- GS-13
- GS-14
- GS-15
- SES

Data provided by the NEA Staffing Roster (October 2013).

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FY14 Retirement Eligibility by Office

FY14 Retirement Eligibility by Grade
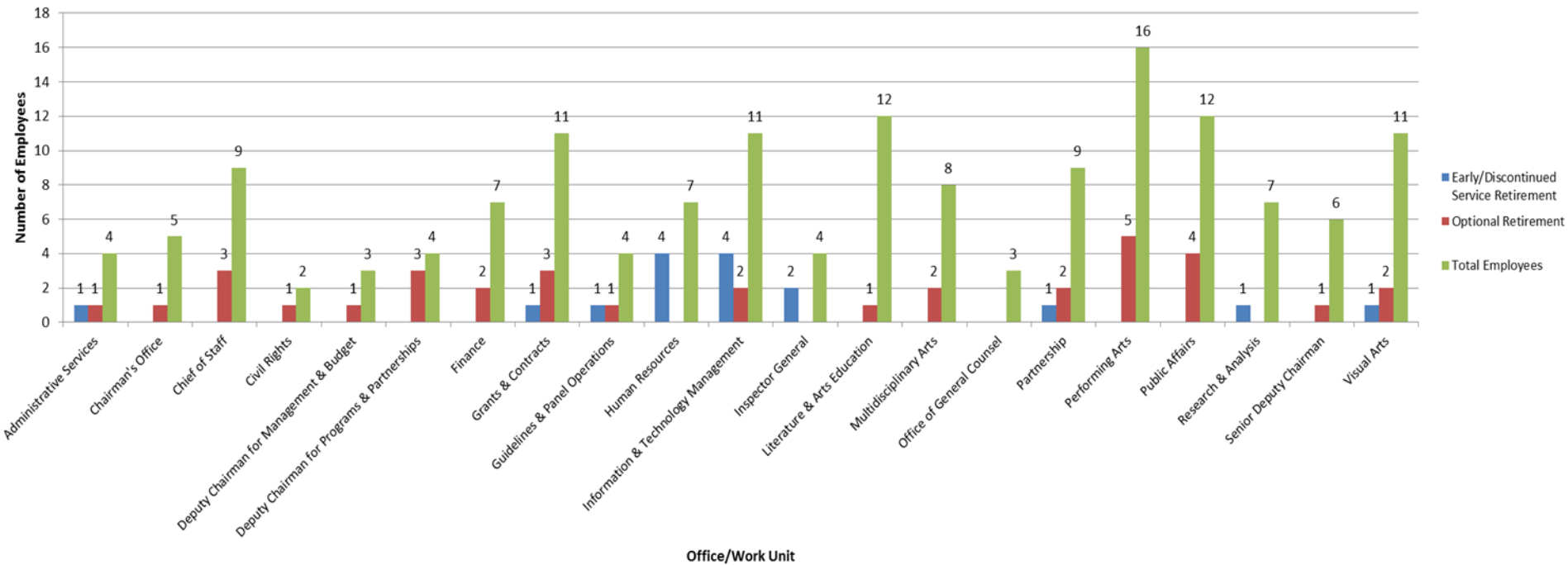
Data provided by the NEA 2013_2014 Retirement Eligibility (April 2013) and the NEA Staffing Roster (October 2013).

Agency Comparisons

Agency Comparison of Pay Grade Distributions
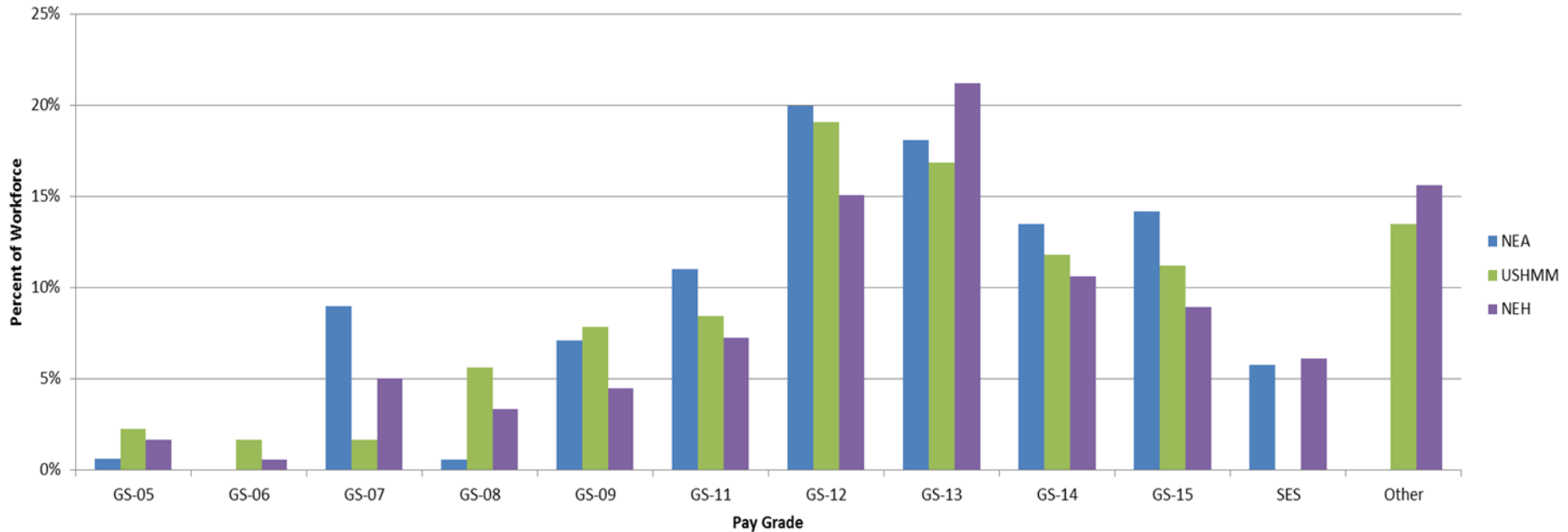
Data for the NEA provided by the NEA Staffing Roster (October 2013). Data for comparison agencies provided by OPM FedScope (June 2013).

* "Other" includes Senior-Level, AD, ED, GM, ZZ, and Federal Wage System Pay Plans employees.
** USHMM: United States Holocaust Memorial Museum. NEH: National Endowment for the Humanities.

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Agency Comparison of Occupational Series Distributions
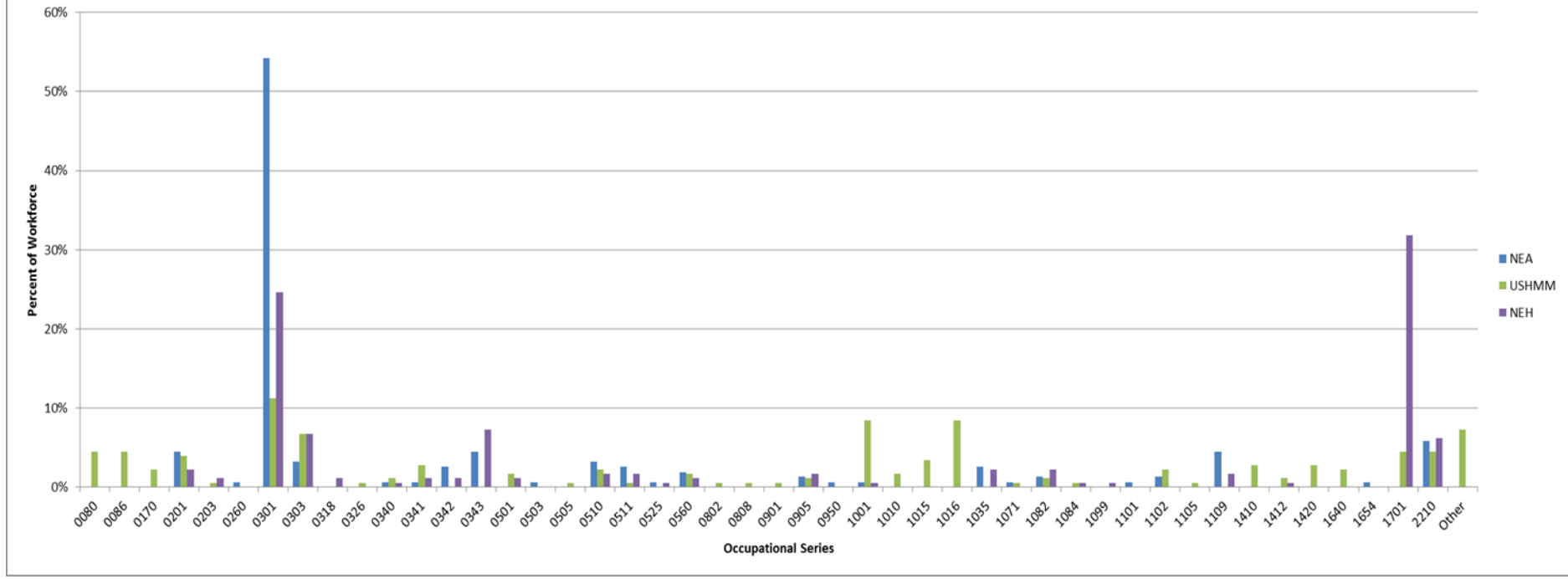
Data for the NEA provided by the NEA Staffing Roster (October 2013). Data for comparison agencies provided by OPM FedScope (June 2013).

*USHMM: United States Holocaust Memorial Museum. NEH: National Endowment for the Humanities.

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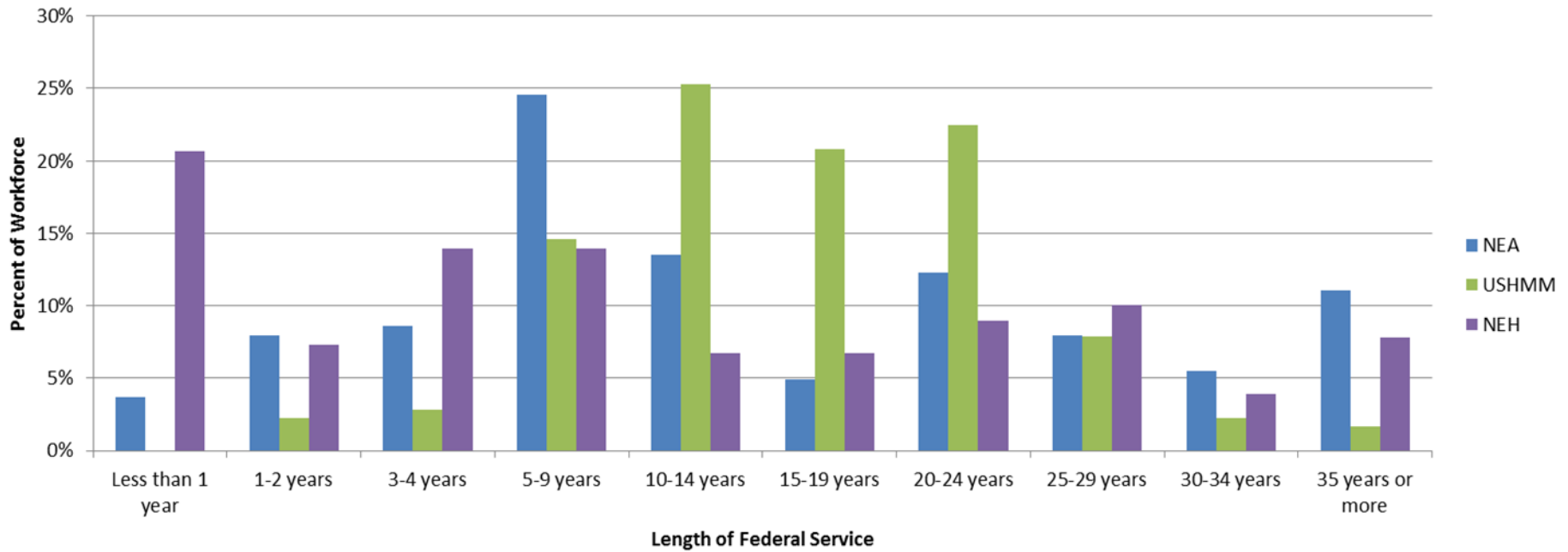
Data for the NEA provided by the NEA 2013_2014 Retirement Eligibility (April 2013). Data for comparison agencies provided by OPM FedScope (June 2013).

*USHMM: United States Holocaust Memorial Museum. NEH: National Endowment for the Humanities.

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NEA Workflow Analysis

APPENDIX B: SURVEY RESULTS

Appendix B: Survey Results

1. **Survey Respondent Demographics**
2. **Most Favorable Items**
3. **Least Favorable Items**
4. **Employee Morale**
5. **Supervision**
6. **Senior Leadership**
7. **Organizational Culture and Work Environment**
8. **Job and Work Design**
9. **Policies and Processes**
10. **Summary of Open-Ended Items**

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Survey Respondent Demographics

Length of Federal Service

Percent of Survey Respondents vs. Tenure

- 0-6 months: 2.2%
- 7-11 months: 0.7%
- 1-2 years: 3.6%
- 3-5 years: 10.9%
- 6-10 years: 25.5%
- 11-20 years: 16.1%
- Over 20 years: 25.5%
- No Response: 15.3%
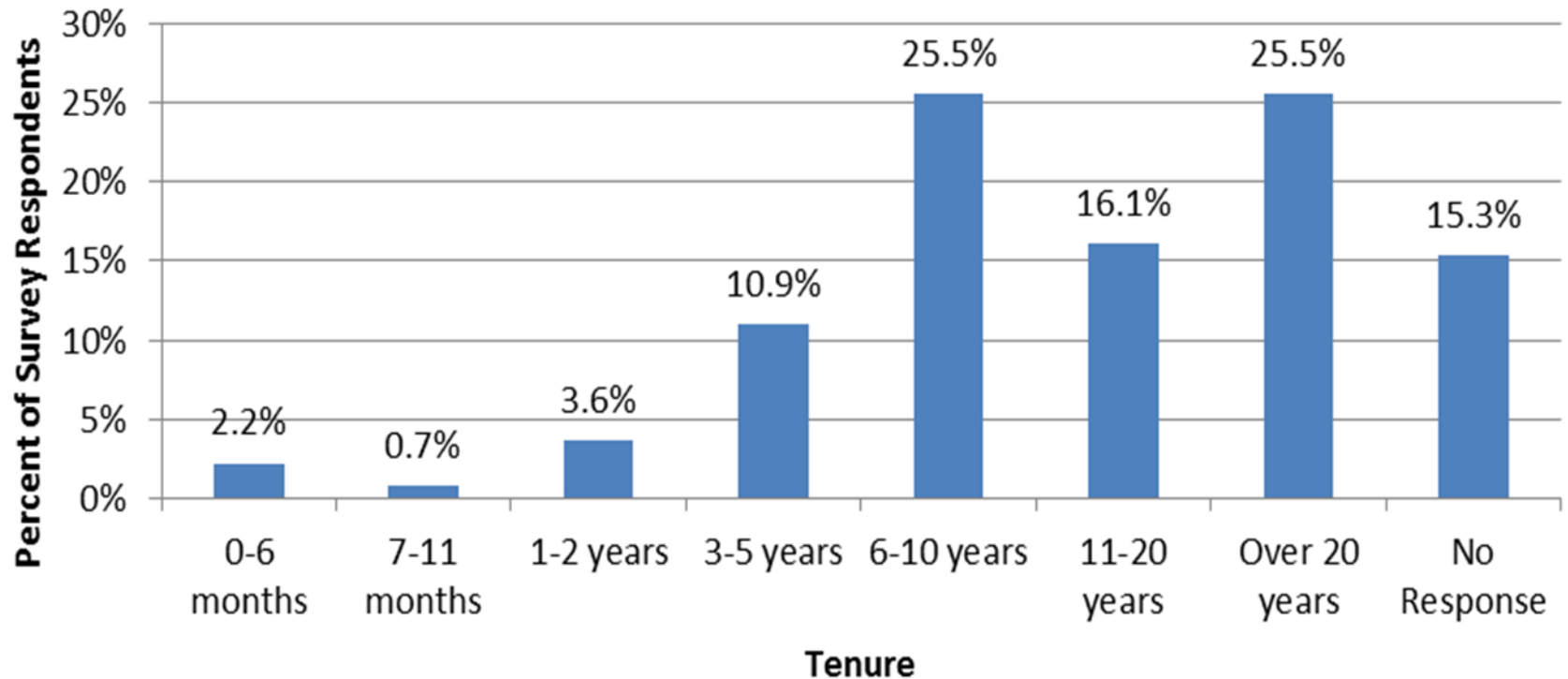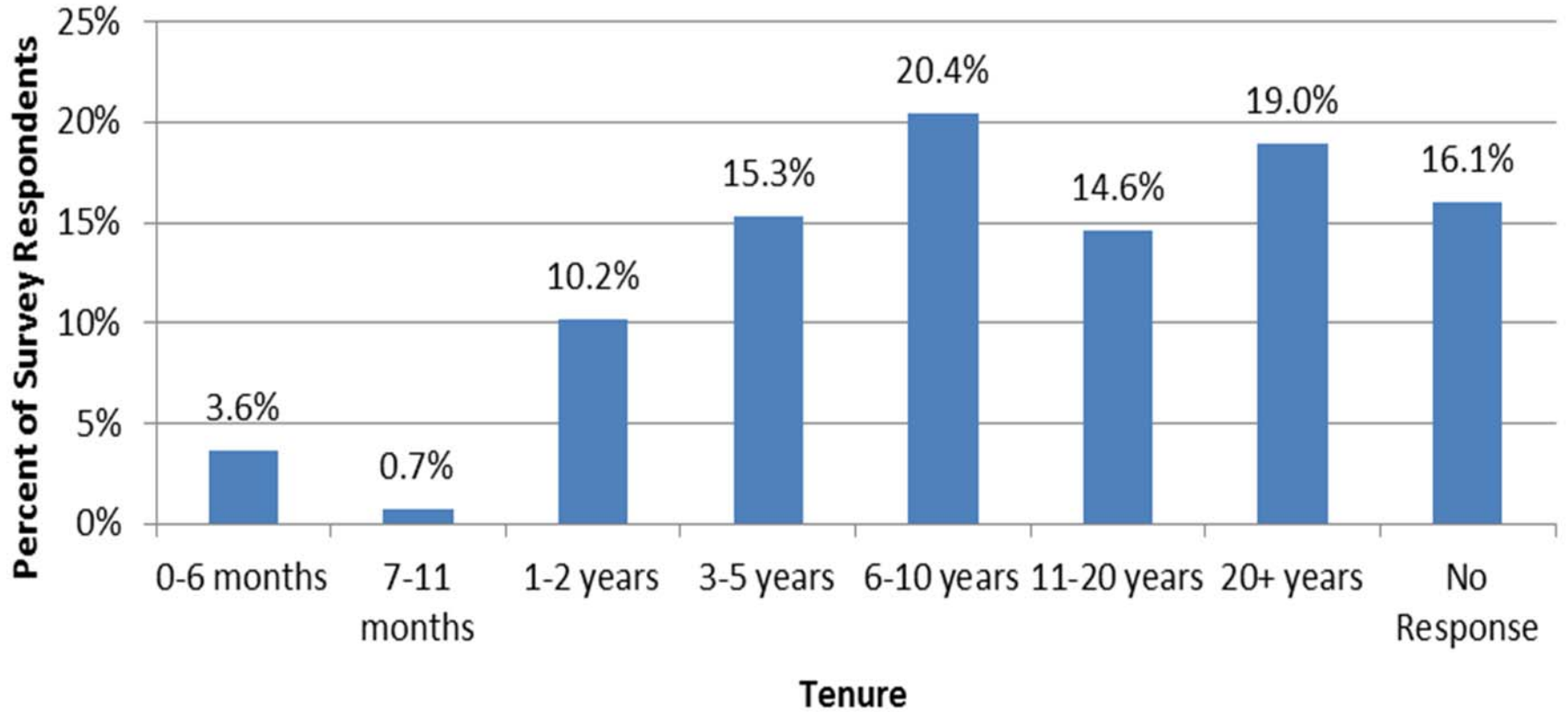
Distribution of Survey Respondents by Office/Work Unit

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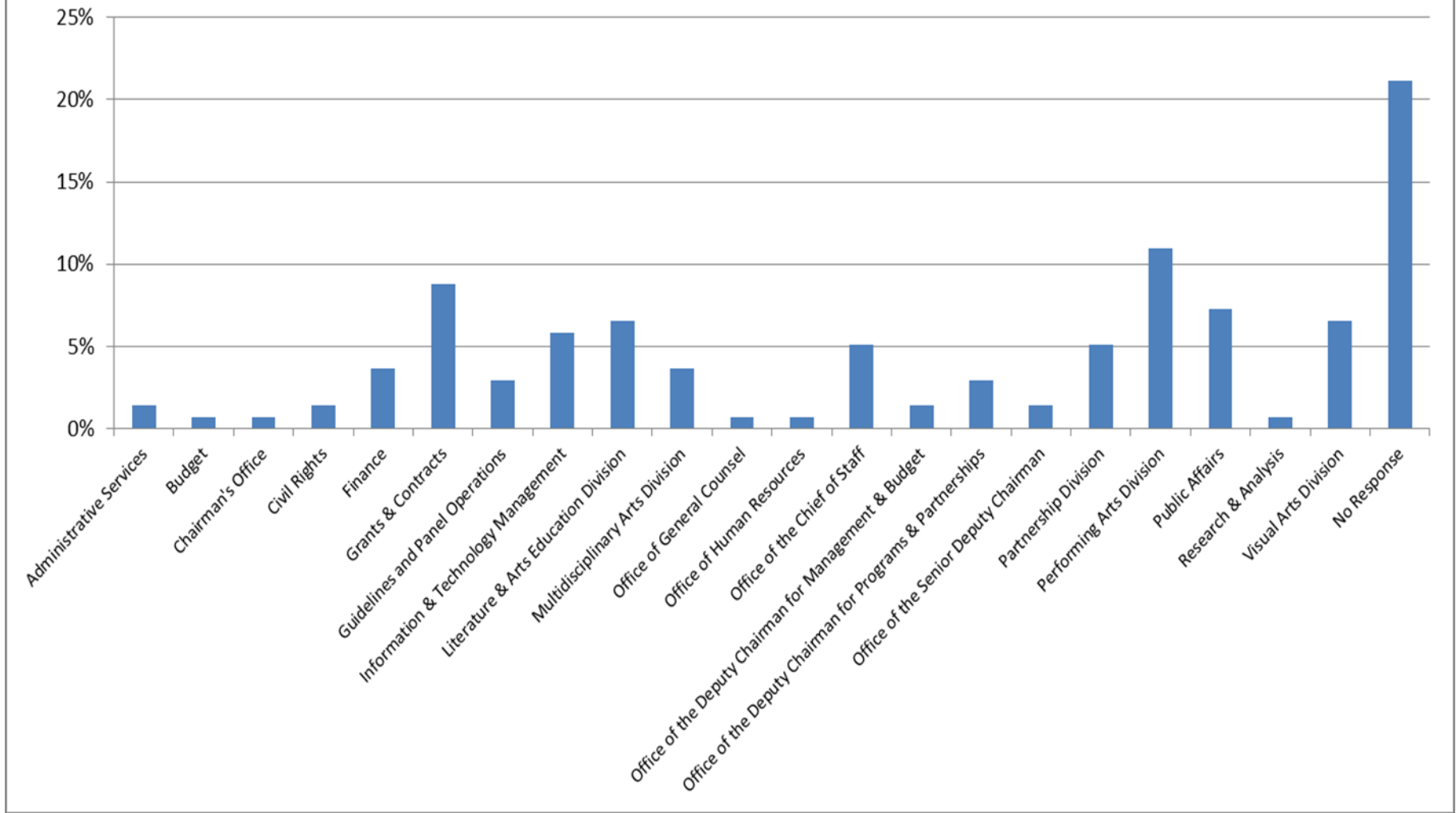
Distribution of Survey Respondents by Pay Grade

Most Favorable Items

Top 10 Most Favorable Items

Item	Unfavorable	Neutral	Favorable	No Response
I understand how my work contributes to NEA's mission.	2.2%	3.6%	92.7%	1.5%
I feel a sense of personal satisfaction when I do this job well.	2.2%	3.6%	92.7%	1.5%
I am willing to put in effort beyond what is normally expected in order to help NEA be successful.	2.2%	4.4%	92.0%	1.5%
Within my work environment there is a respect and fair treatment for work/life balance.	3.6%	3.6%	91.2%	1.5%
I know what the people I work with expect of me.	1.5%	5.8%	90.5%	2.2%
I understand the mission of NEA.	7.3%	4.4%	86.9%	1.5%
My supervisor praises good work.	5.1%	7.3%	86.9%	0.7%
The NEA mission motivates me.	8.0%	4.4%	86.1%	1.5%
My immediate supervisor maintains high standards of honesty and integrity.	5.1%	8.0%	84.7%	2.2%
NEA places an emphasis on providing high-quality and timely services.	4.4%	8.8%	84.7%	2.2%

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Least Favorable Items

Top 10 Least Favorable Items

Item	Unfavorable	Neutral	Favorable	No Response
Managers take appropriate corrective actions to deal with poor performers within NEA.	43.1%	24.1%	15.3%	17.5%
I am satisfied with my opportunity to get a better job within NEA.	40.9%	33.6%	22.6%	2.9%
NEA leadership generates high levels of motivation and commitment in the workforce.	39.4%	24.1%	32.1%	4.4%
I know what opportunities for advancement or promotion exist for me and the requirements to get there.	39.4%	23.4%	34.3%	2.9%
I am satisfied with the information I receive from management on what's going on in our organization.	38.7%	24.1%	35.0%	2.2%
NEA is a well organized work unit.	32.8%	24.1%	38.7%	4.4%
There is adequate staffing in my work unit to do a good job.	30.7%	12.4%	54.0%	2.9%
I am satisfied with the policies and practices of my senior leaders.	30.7%	30.7%	33.6%	5.1%
Senior leadership communicates the goals and priorities of the organization.	30.7%	21.2%	43.8%	4.4%
NEA's policies and procedures are applied consistently across the organization.	29.2%	24.8%	32.8%	13.1%

Legend: Unfavorable, Neutral, Favorable, No Response

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Employee Morale

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Supervision

Statement	Unfavorable	Neutral	Favorable	No Response
Overall, I feel my immediate supervisor does a good job.	6.6%	8.8%	83.9%	0.7%
My immediate supervisor maintains high standards of honesty and integrity.	5.1%	8.0%	84.7%	2.2%
I have trust and confidence in my immediate supervisor.	8.0%	11.7%	78.8%	1.5%
My supervisor always seems to be around checking on my work.*	10.9%	20.4%	67.9%	0.7%
My supervisor refuses to explain his or her actions.*	7.3%	17.5%	72.3%	2.9%
My supervisor encourages employees to speak up when they disagree with a decision.	9.5%	21.9%	65.7%	2.9%
My supervisor praises good work.	5.1%	7.3%	86.9%	0.7%
My supervisor provides me with constructive feedback about my performance.	16.1%	10.9%	71.5%	1.5%
My supervisor encourages employees to participate in important decisions.	14.6%	15.3%	67.9%	2.2%
My supervisor keeps informed about how employees think and feel about things.	14.6%	19.7%	65.0%	0.7%
My supervisor encourages me to develop new skills.	8.8%	13.9%	75.2%	2.2%
My supervisor helps me to solve work-related problems.	8.0%	8.0%	83.2%	0.7%
My supervisor works well with employees.	5.1%	10.9%	81.0%	2.9%
My supervisor is committed to a diverse workforce.	1.5%	12.4%	81.8%	4.4%
I am able to influence my supervisor's decisions and actions that affect me.	15.3%	17.5%	66.4%	0.7%

Legend: ■ Unfavorable ■ Neutral ■ Favorable ■ No Response

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Senior Leadership

Statement	Unfavorable	Neutral	Favorable	No Response
I have trust and confidence in NEA's senior leadership.	29.2%	23.4%	43.8%	3.6%
Senior leadership communicates the goals and priorities of the organization.	30.7%	21.2%	43.8%	4.4%
I am satisfied with the information I receive from management on what's going on in our organization.	38.7%	24.1%	35.0%	2.2%
Managers take appropriate corrective actions to deal with poor performers within NEA.	43.1%	24.1%	15.3%	17.5%
I am satisfied with the policies and practices of my senior leaders.	30.7%	30.7%	33.6%	5.1%
NEA leadership generates high levels of motivation and commitment in the workforce.	39.4%	24.1%	32.1%	4.4%
NEA's leadership maintains high standards of honesty and integrity.	19.0%	22.6%	50.4%	8.0%
I have a high level of respect for NEA's senior leadership.	25.5%	21.9%	46.7%	5.8%

Organizational Culture and Work Environment

Statement	Unfavorable	Neutral	Favorable	No Response
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	7.3%	19.7%	56.9%	16.1%
Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly…	2.9%	13.1%	66.4%	17.5%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	10.9%	16.8%	56.2%	16.1%
Complaints, disputes, or grievances are resolved fairly in my work unit.	8.8%	21.9%	51.8%	17.5%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	8.0%	21.2%	62.0%	8.8%
Employees are protected from health and safety hazards on the job.	20.4%	15.3%	59.9%	4.4%
Employees within NEA have enthusiasm for their job.	8.0%	14.6%	74.5%	2.9%
The work environment within NEA is characterized by stability and low conflict.	21.9%	29.9%	44.5%	3.6%
NEA is an innovative and creative organization.	16.8%	26.3%	54.7%	2.2%
The work environment within NEA encourages collaboration with others.	21.2%	18.2%	58.4%	2.2%
There is a lot of competition among NEA employees.*	14.6%	29.9%	43.1%	12.4%
Employees within NEA are rewarded for providing high quality products and services to customers.	20.4%	32.8%	40.1%	6.6%
NEA places an emphasis on providing high-quality and timely services.	4.4%	8.8%	84.7%	2.2%
Within my work environment there is a respect and fair treatment for work/life balance.	3.6%	3.6%	91.2%	1.5%
I understand the mission of NEA.	7.3%	4.4%	86.9%	1.5%

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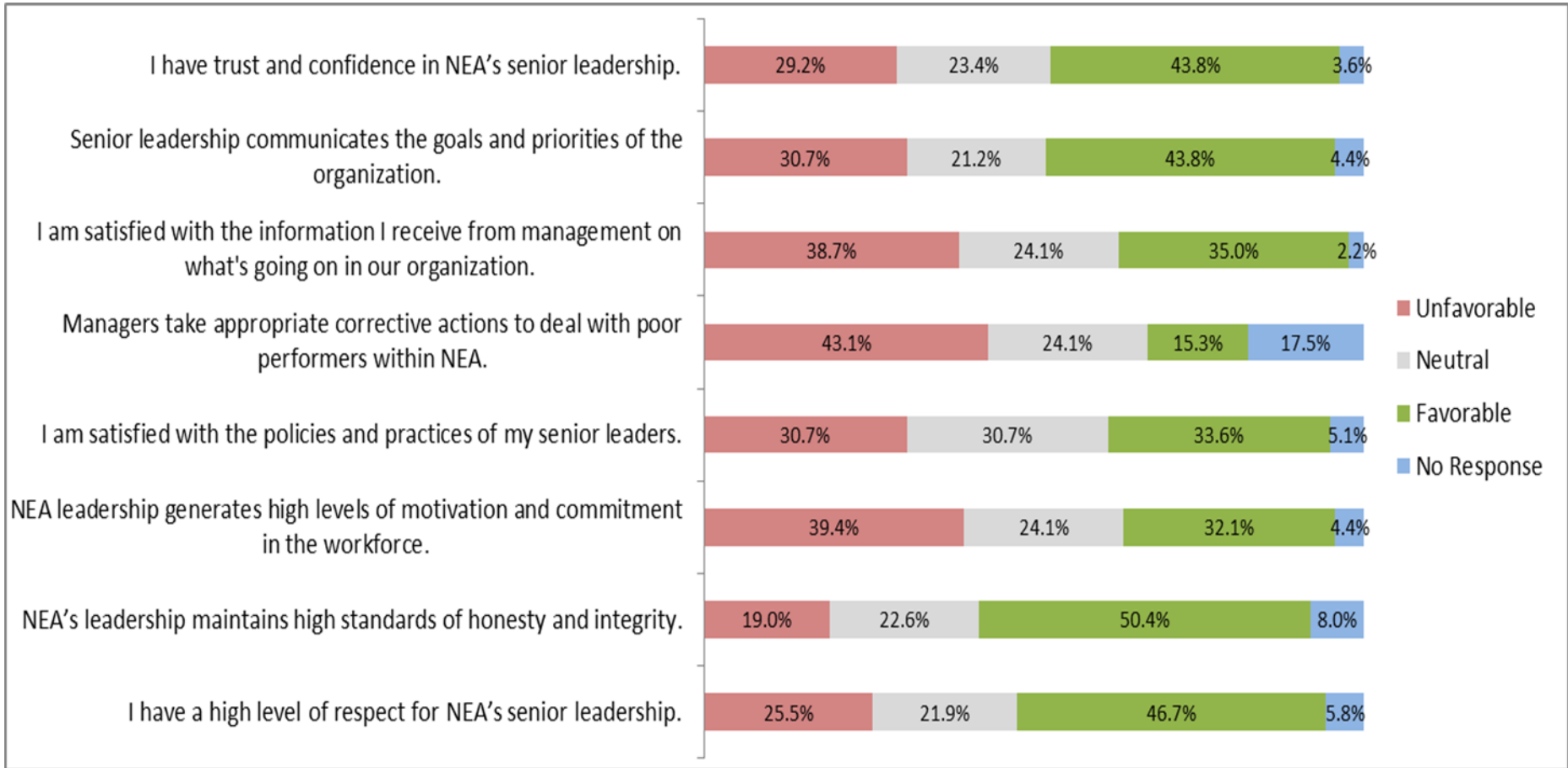
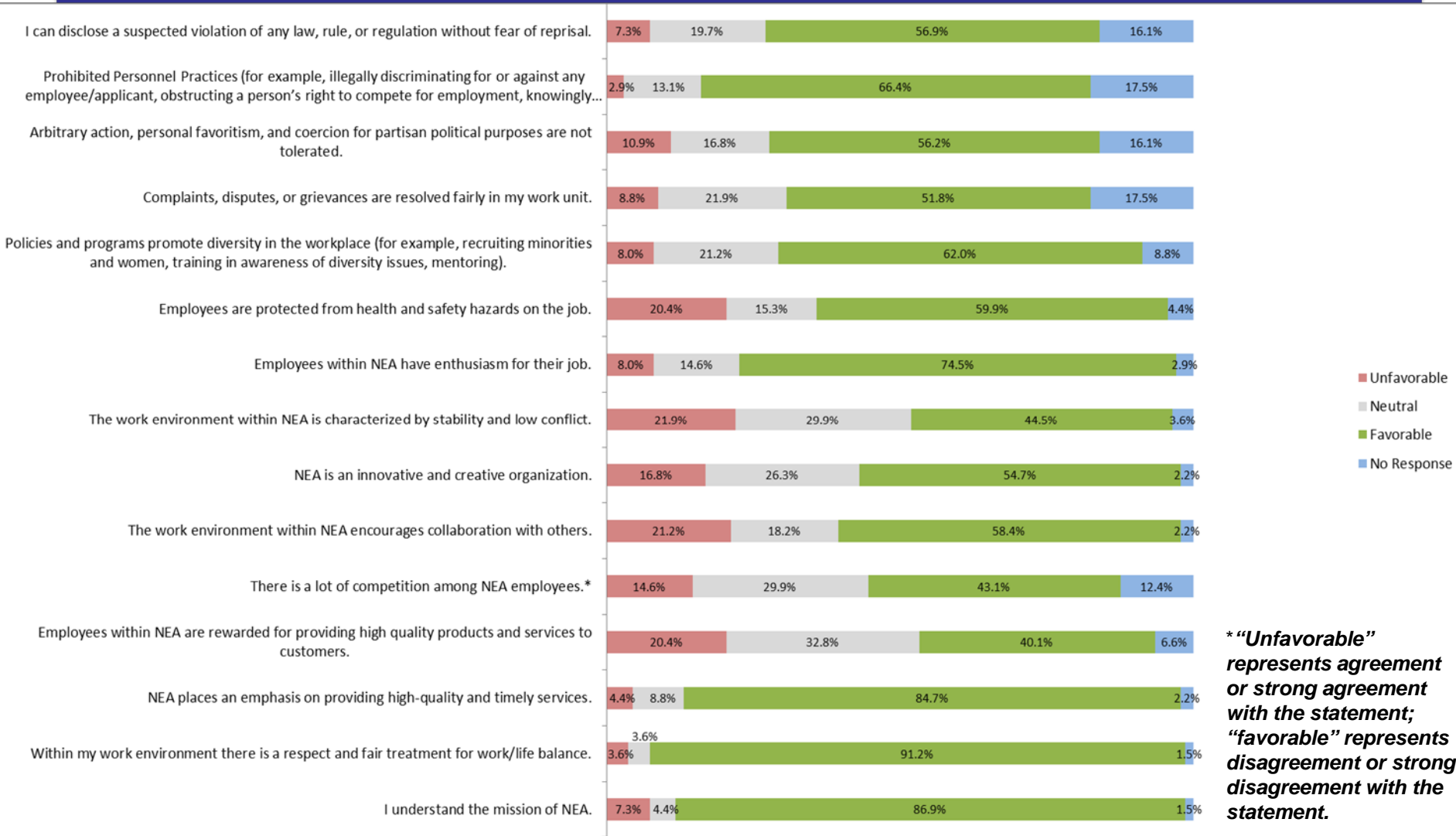FEDERAL MANAGEMENT PARTNERS
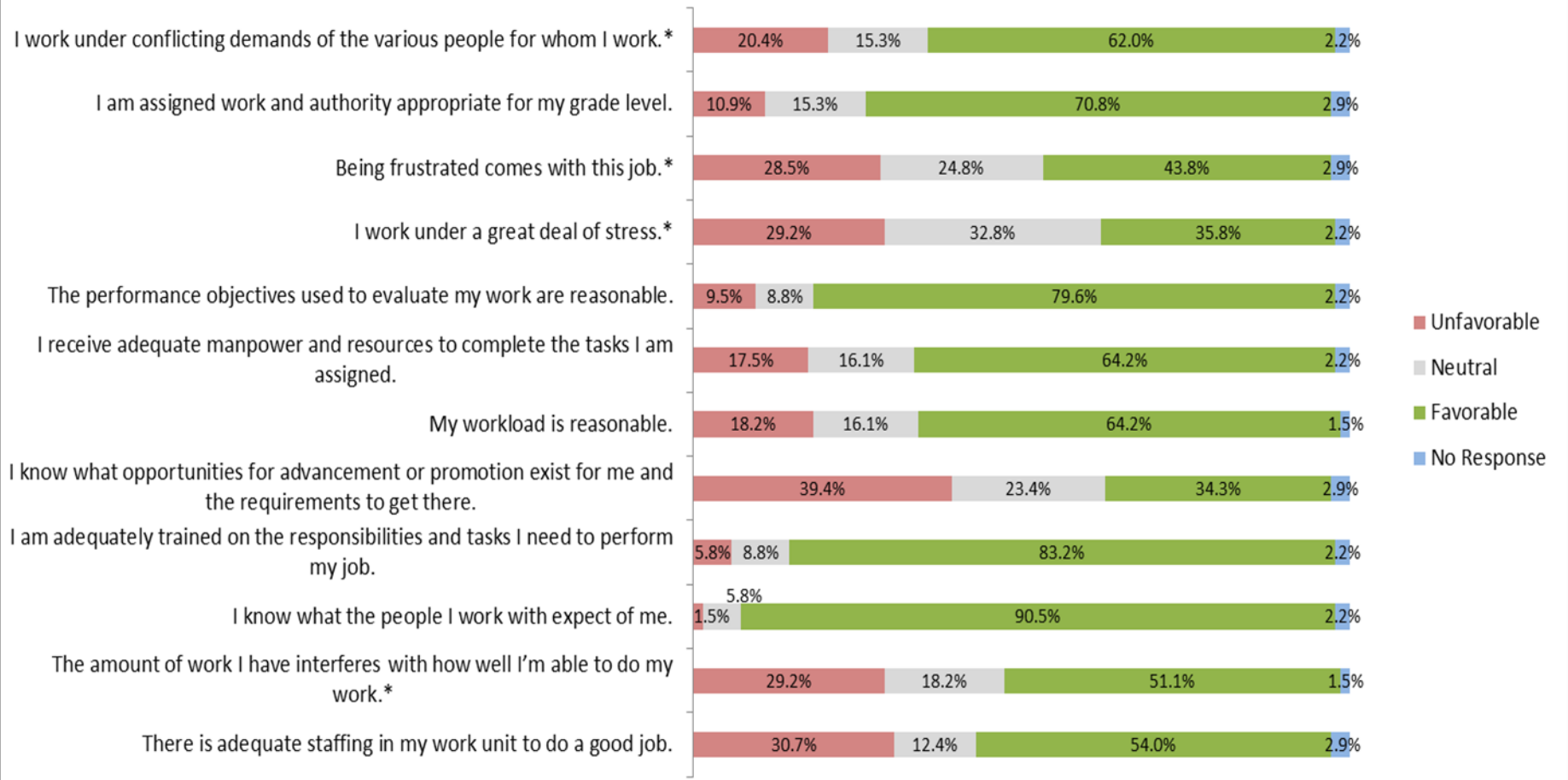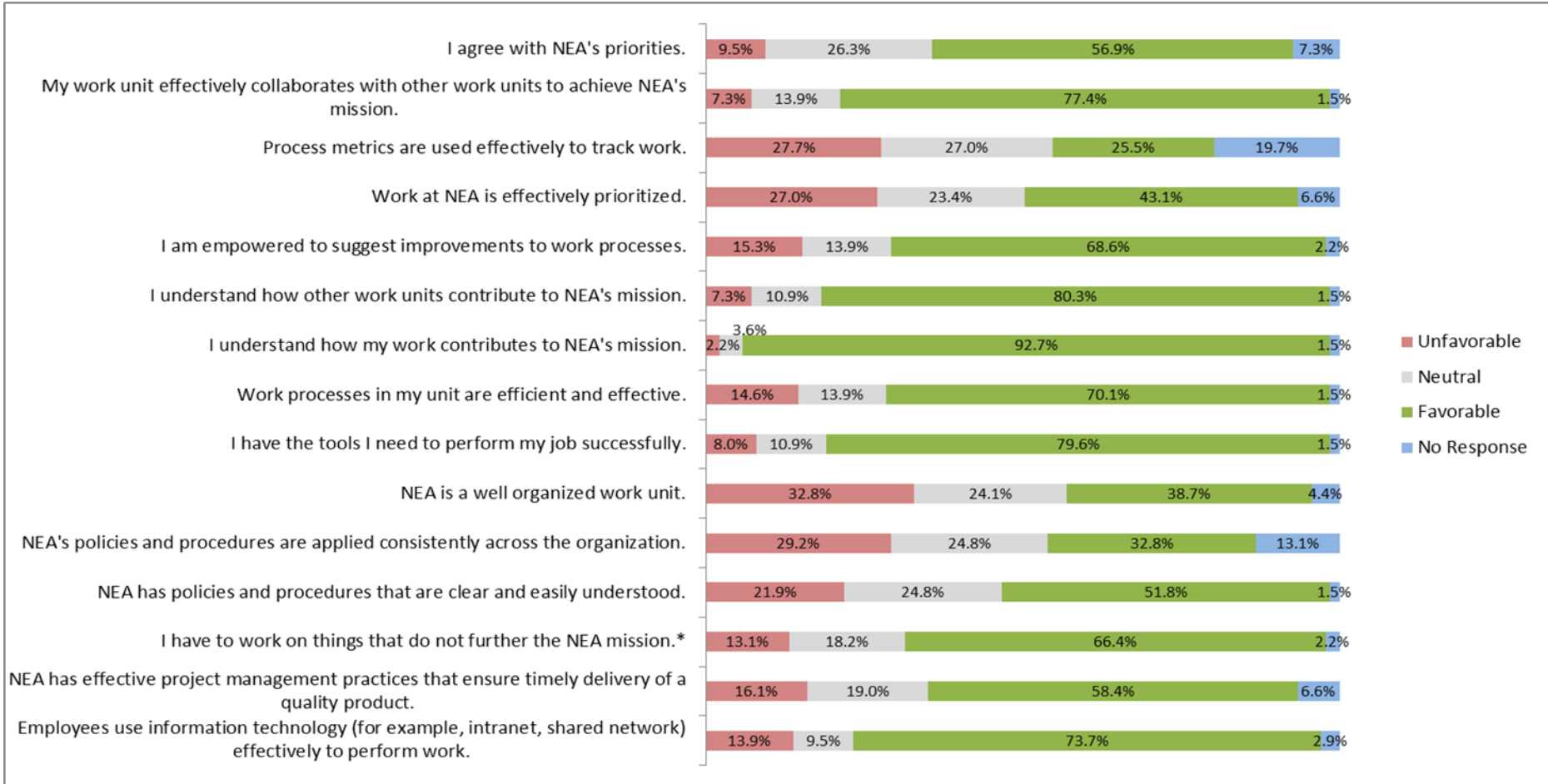
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Job and Work Design

Statement	Unfavorable	Neutral	Favorable	No Response
I work under conflicting demands of the various people for whom I work.*	20.4%	15.3%	62.0%	2.2%
I am assigned work and authority appropriate for my grade level.	10.9%	15.3%	70.8%	2.9%
Being frustrated comes with this job.*	28.5%	24.8%	43.8%	2.9%
I work under a great deal of stress.*	29.2%	32.8%	35.8%	2.2%
The performance objectives used to evaluate my work are reasonable.	9.5%	8.8%	79.6%	2.2%
I receive adequate manpower and resources to complete the tasks I am assigned.	17.5%	16.1%	64.2%	2.2%
My workload is reasonable.	18.2%	16.1%	64.2%	1.5%
I know what opportunities for advancement or promotion exist for me and the requirements to get there.	39.4%	23.4%	34.3%	2.9%
I am adequately trained on the responsibilities and tasks I need to perform my job.	5.8%	8.8%	83.2%	2.2%
I know what the people I work with expect of me.	1.5%	5.8%	90.5%	2.2%
The amount of work I have interferes with how well I'm able to do my work.*	29.2%	18.2%	51.1%	1.5%
There is adequate staffing in my work unit to do a good job.	30.7%	12.4%	54.0%	2.9%

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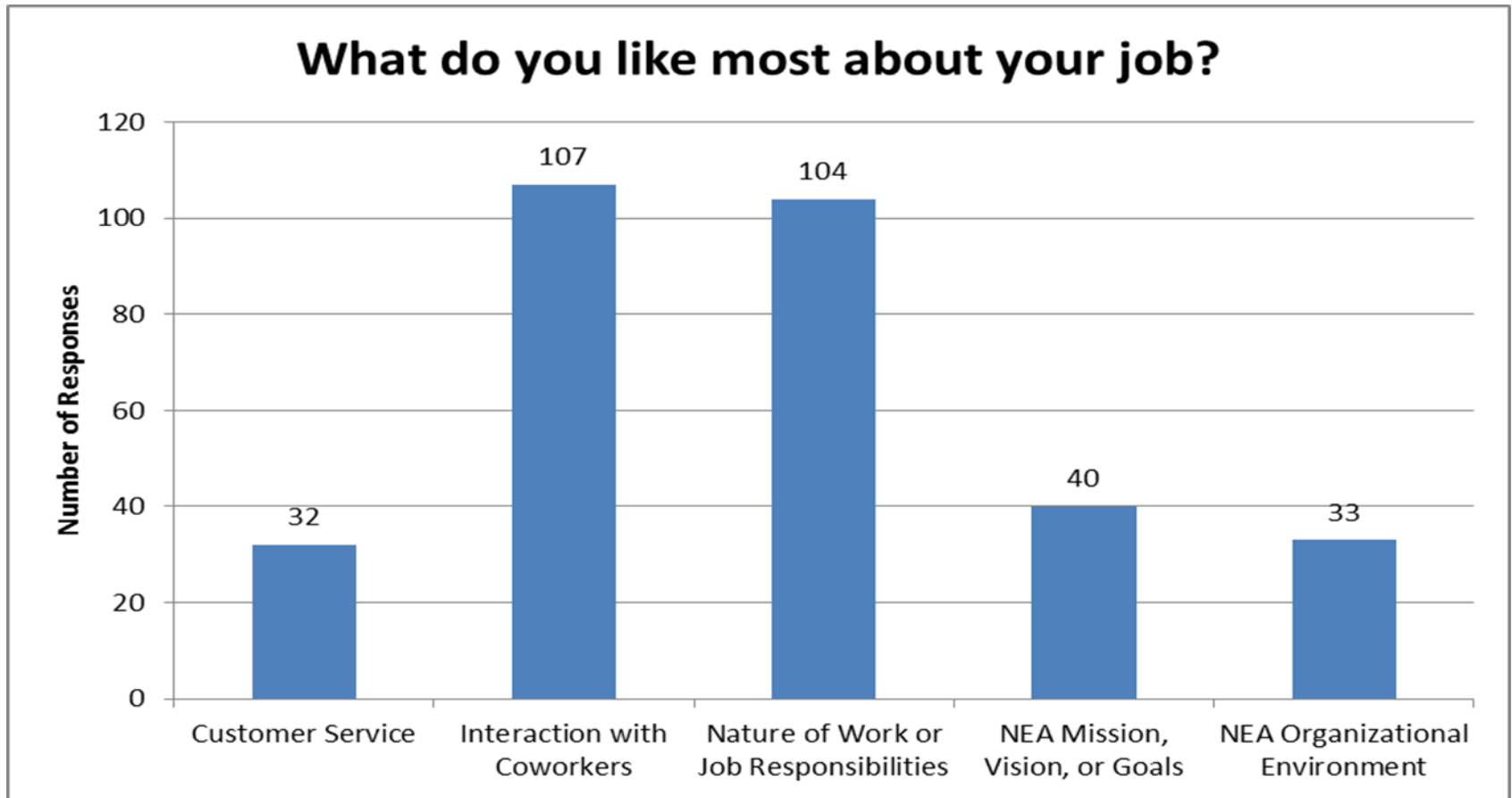
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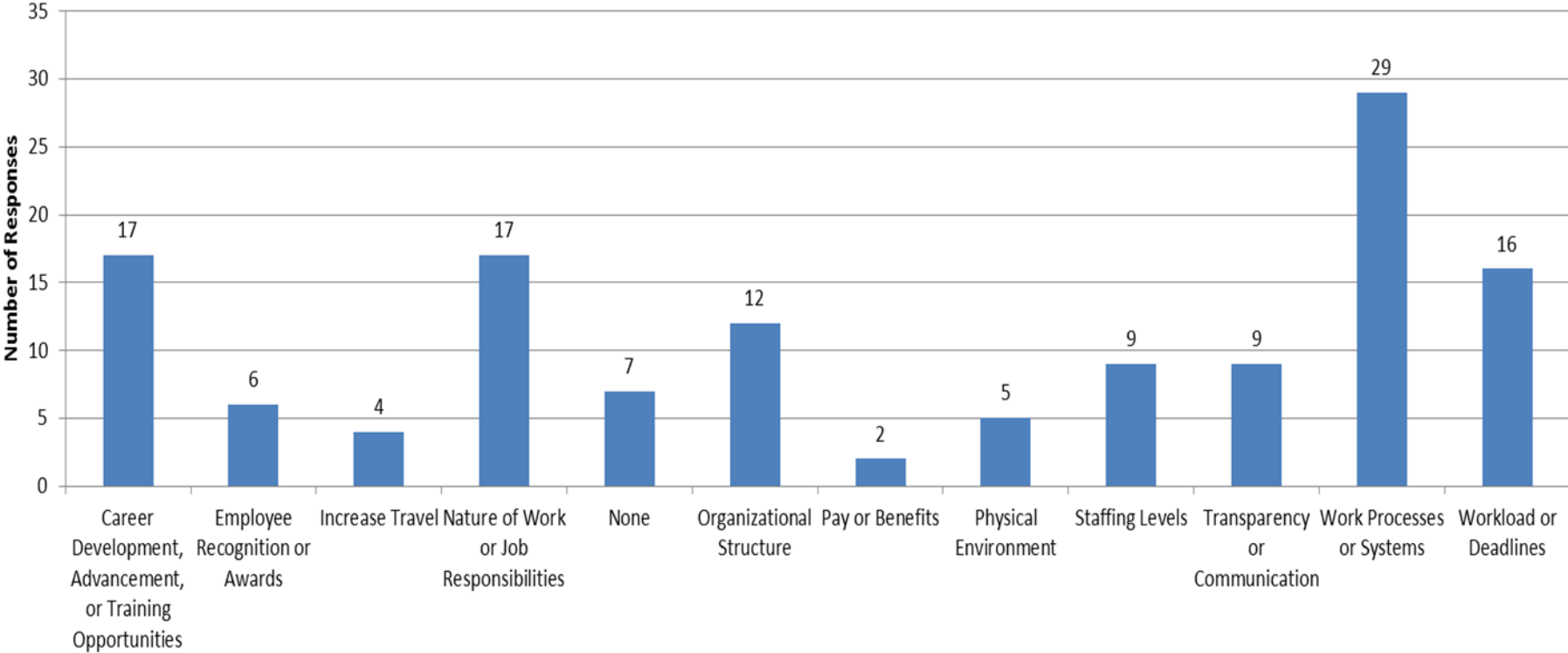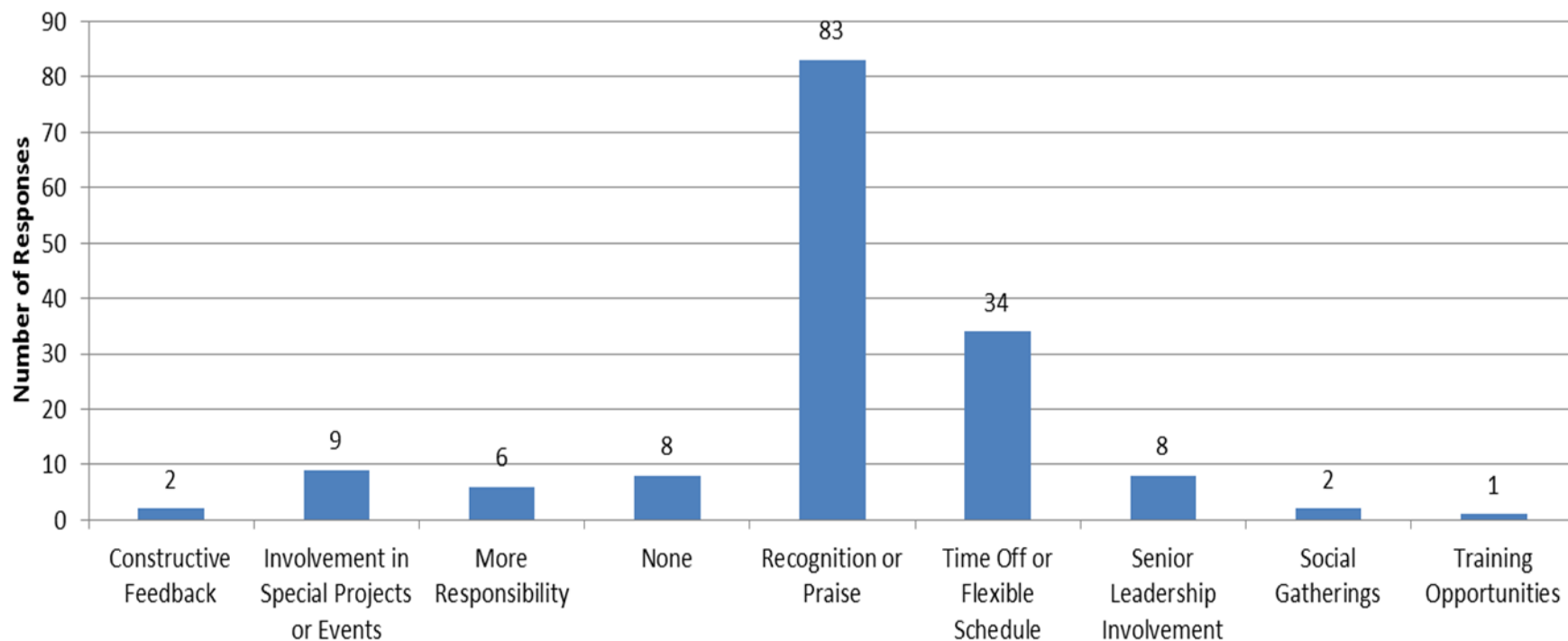
Policies and Processes

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Summary of Open-Ended Questions

If you could change one thing about your job, what would it be?

What opportunities do you see for improving your work experience at NEA?