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1200 New Jersey Avenue, S.E., 7th Floor
Washington, DC 20590
Fax: 202-366-1975 (Attn: FOIA Requester Service Center)
[Online FOIA Submission Form](#)

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August 2, 2019

RE: FOIA Request, Control No.: FI-2019-0086

This letter is in response to your Freedom of Information Act (FOIA) request, dated June 2, 2019, sent to the U.S. Department of Transportation (DOT) Office of Inspector General (OIG). Your request was received by the OIG FOIA Office on June 3, 2019. You requested the following three (3) documents from the DOT OIG "study and survey of human capital:

1. The Survey Comprehensive Report (Written Deliverable);
2. The Survey Findings and Recommendations Brief to the OIG Chief of Staff;
3. The Survey Findings and Recommendations Brief to Senior Leadership."

In response to Part 1 of your request, enclosed you will find a copy of the survey comprehensive report. In response to Part 2 of your request, we have no records as there was no briefing provided to the OIG Chief of Staff. In response to Part 3 of your request, enclosed you will find a copy of the survey findings and recommendations brief that was provided to DOT OIG senior leadership.

Some information was redacted or withheld pursuant to exemptions provided by the Freedom of Information Act (5 U.S.C. § 552 (b)(5))¹. There were a total of 121 pages responsive to your request, we are producing the 121 pages with redactions.

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of the FOIA. See 5 U.S.C. 552(c) (2006 & Supp. IV 2010). This response is limited to those records that are subject to the requirements of the FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

¹ Exemption 5 protects information encompassed by the deliberative process privilege.

You may contact the DOT OIG FOIA Office to discuss any aspect of your request at:

FOIA Requester Service Center
Office of Inspector General
U.S. Department of Transportation
1200 New Jersey Avenue, S.E., 7th Floor
Washington, DC 20590
Tel: (202) 366-6131
Fax: (202) 366-1975

You may also contact FOIA Public Liaison, Seth Kaufman at (202)366-8751, Seth.Kaufman@oig.dot.gov for any further assistance.

If you are not satisfied with the DOT OIG's determination in response to this request, you may administratively appeal by writing to the Office of General Counsel, U.S. Department of Transportation Office of Inspector General, 7th Floor West (J3), 1200 New Jersey Avenue, S.E. Washington, DC 20590. Appeals to the General Counsel should be prominently marked as a "FOIA Appeal." If you prefer, your appeal may be sent via electronic mail to FOIAAPPEALS@oig.dot.gov. An appeal must be received within 90 days of this determination and should contain any information and arguments you wish to rely on. The General Counsel's determination will be administratively final.

You also have the right to seek dispute resolution services from the FOIA Public Liaison (contact information shown above) or the Office of Government Information Services (<https://ogis.archives.gov>) via phone—202-741-5770 / toll free—1-877-684-6448; fax—202-741-5769; or email—ogis@nara.gov.

Sincerely,

Siera Griffin
Government Information Specialist

Enclosure



DEPARTMENT OF TRANSPORTATION OFFICE OF INSPECTOR GENERAL

2019 EMPLOYEE SURVEY RESULTS

MAY 2019



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2019 DOT OIG Employee Survey Results

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EXECUTIVE SUMMARY

DOT OIG's 2019 Employee Survey results suggest that employees have positive perceptions of the organization overall, with nine survey sections averaging 80% favorable or higher. Three survey sections (Performance Management and Recognition, Training and Development, and Student Loan Repayment Programs) demonstrated borderline scores, and one survey section (Facilities) was categorized as an opportunity for improvement. Themes from the survey analysis include the following:



STRENGTH THEMES

- **Communication**, including information received about the shutdown/furlough and information about OIG budget and appropriations
- **Legal, Legislative, and External Affairs**, including knowing who to contact for support and the quality of advice provided in this area
- **Information Technology**, including knowing who to contact and satisfaction with email
- **Travel**, including travel card and E2
- Comfort requesting **reasonable accommodation**
- Satisfaction with **health and safety programs**
- Satisfaction with **classification and position management**



OPPORUTNITY FOR IMPROVEMENT THEMES

- **Work processes**, including timeliness of review processes and decision making
- **Rewards and recognition**, including knowing what is needed to be recognized; and effective use of OIG awards and personal notes as methods of recognition
- **Career development**, including knowing what is needed to advance, and processes for developing an IDP and external training requests
- **Facilities**, including privacy for solitary work, work space, and storage space
- Satisfaction with **SharePoint**



TOP IMPROVEMENTS

- **IT Support**, including staff knowledge, follow-through, and response timeliness
- **HR Services**, including staff knowledge and follow-through
- **Frequency of performance feedback**, along with receiving meaningful performance feedback
- **Travel**, specifically E2 services



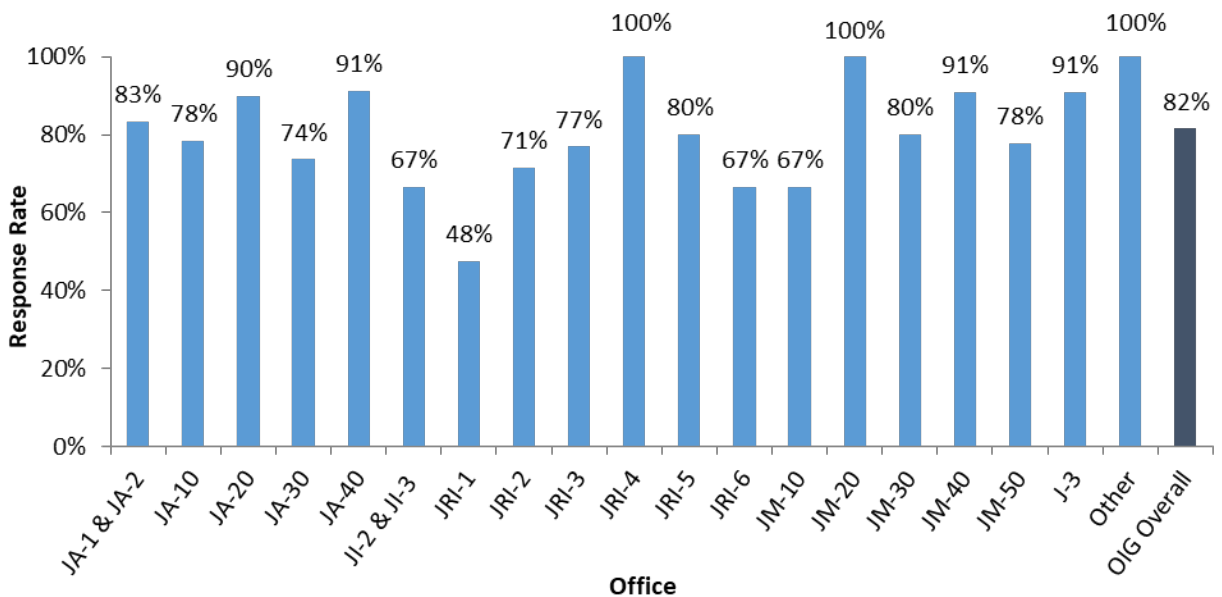
TOP DECLINES

- **VPN** satisfaction
- **External training** request processes
- **Clarity around promotion and recognition criteria**, including knowing what is needed in order to advance and to be recognized for performance
- **Job satisfaction**, specifically, being more satisfied with the job than last year

METHODOLOGY

The 2019 DOT OIG Employee Survey was developed in partnership with the management consulting firm FMP Consulting, Inc. (FMP). Using results from the historical analysis and input from OIG’s senior leadership team, FMP developed 117 multiple-choice and 14 open-ended survey items covering eleven workforce dimensions: OIG Senior Leadership; Immediate Supervisor; Business Policies, Procedures, and Practices; Performance Management and Recognition; Information Technology; Human Resources; Facilities; Training and Development; Procurement; Legal, Legislative, and External Affairs (J-3); and Work Environment/Culture. The survey also captured employee demographics including location, office, position level, gender and race. Using the demographic items as a basis, survey skip logic was utilized to route participants to tailored survey questions related to their office and supervisory status. Of the survey questions, 62 of these items were also included in the 2016 OIG survey. All multiple-choice questions were rated on a 4-point Likert-type scale with answer choices ranging from “4 = Strongly Agree” to “1 = Strongly Disagree” with the option of “Not Applicable/Don’t Know” (NA/DK). Please note that NA/DK responses have been excluded from the analyses throughout this report, unless otherwise noted.

The OIG Employee Survey was open for participation from March 6 through March 29, 2019, and was administered electronically through the SurveyMonkey platform. The survey took participants approximately 30 minutes to complete and a total of 336 OIG employees, or 82% of the entire OIG workforce, participated in the survey. A summary of participant demographics is provided in **Appendix A**.



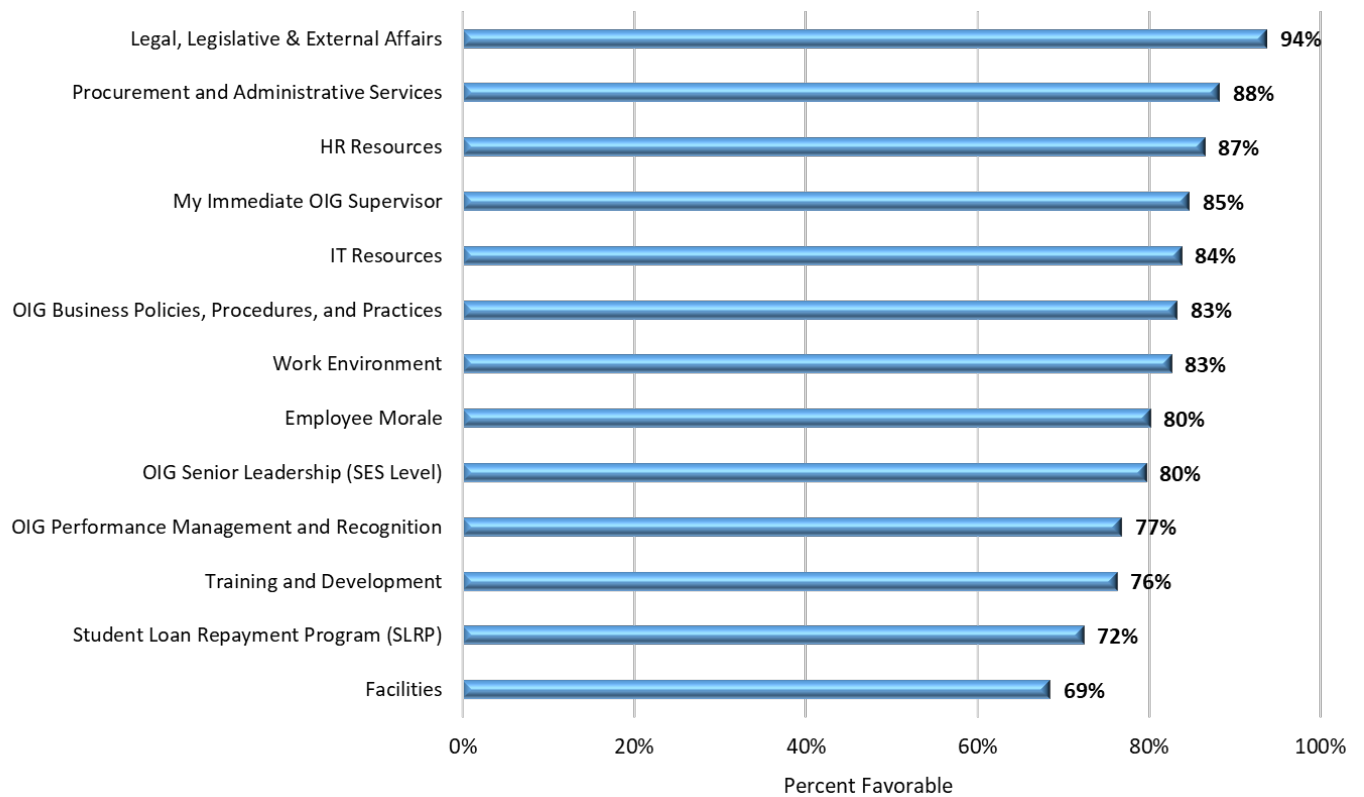
Note: The response rate percentages reported above are based on the 336 respondents who reported their organizational unit. An additional 17 individuals partially completed the survey but did not report their organization.

2019 DOT OIG Employee Survey Results

SURVEY SECTION SUMMARY

The following charts show the average percent favorable for each overarching survey section. Section scores were calculated by averaging all items comprising that survey topic area. The summaries suggest positive perceptions overall, with nine sections in the 2019 OIG survey averaging 80% favorable or higher. Three survey sections (Performance Management and Recognition, Training and Development, and Student Loan Repayment Programs) demonstrated borderline scores, with favorability ratings between 70% and 80% favorable. One survey section, Facilities, was categorized as an opportunity for improvement with scores below 70% favorable (69% favorable).

AVERAGE SCORES PER SURVEY SECTION



2019 DOT OIG Employee Survey Results

The following table identifies the number of items for each survey section that were categorized as favorable (greater than 80% favorable), borderline (70-80% favorable), or opportunities for improvement (less than 70% favorable). Results indicate that the majority of DOT survey items are favorable (n=77), with 25 items categorized as borderline and 15 items falling in the unfavorable category. See **Appendix B** for a comprehensive listing of all survey items categorized according to level of favorability.

OIG Employee Survey Section	Favorable (>80%)
OIG Senior Leadership (SES)	3
Immediate Supervisor	7
Business Policies, Procedures, and Practices	9
Performance Management and Recognition	6
Student Loan Repayment Program (SLRP)	1
Facilities	2
Procurement and Administrative Services	7
Information Technology (IT) Resources	9
Human Resources (HR) Resources	12
Legal, Legislative & External Affairs	6
Training and Development	2
Work Environment	11
Employee Morale	2
Total	77

The following table provides the 15 items that were categorized as opportunities for improvement.

Question Text	Percent Favorable	Percent Unfavorable
Business Policies, Procedures, and Practices		
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.	62%	38%
Performance Management and Recognition		
I know what I have to do in order to get recognized for my performance within this organization.	69%	31%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: OIG awards	68%	32%
I know what I need to do in order to advance or be promoted within this organization.	66%	34%

2019 DOT OIG Employee Survey Results

Question Text	Percent Favorable	Percent Unfavorable
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card*	56%	44%
Information Technology (IT)		
I am satisfied with the following: Intranet (SharePoint)	69%	31%
Facilities		
When complete, facilities will provide sufficient: Collaboration space to support my work requirements*	69%	31%
I am satisfied with the new office configuration in terms of: Storage space*	67%	33%
I am satisfied with the new office configuration in terms of: Work space*	59%	41%
When complete, facilities will provide sufficient: Privacy for solitary work*	52%	48%
Student Loan Repayment Program		
I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).*	63%	37%
Training and Development		
I am satisfied with the process for developing an Individual Development Plan (IDP).	68%	32%
I am satisfied with the process for handling external training requests.	66%	34%
Work Environment/Culture		
OIG employees are empowered to make decisions at the correct levels in the organization.	69%	31%
Overall, I am more satisfied with my job now than I was at this time last year.	67%	33%

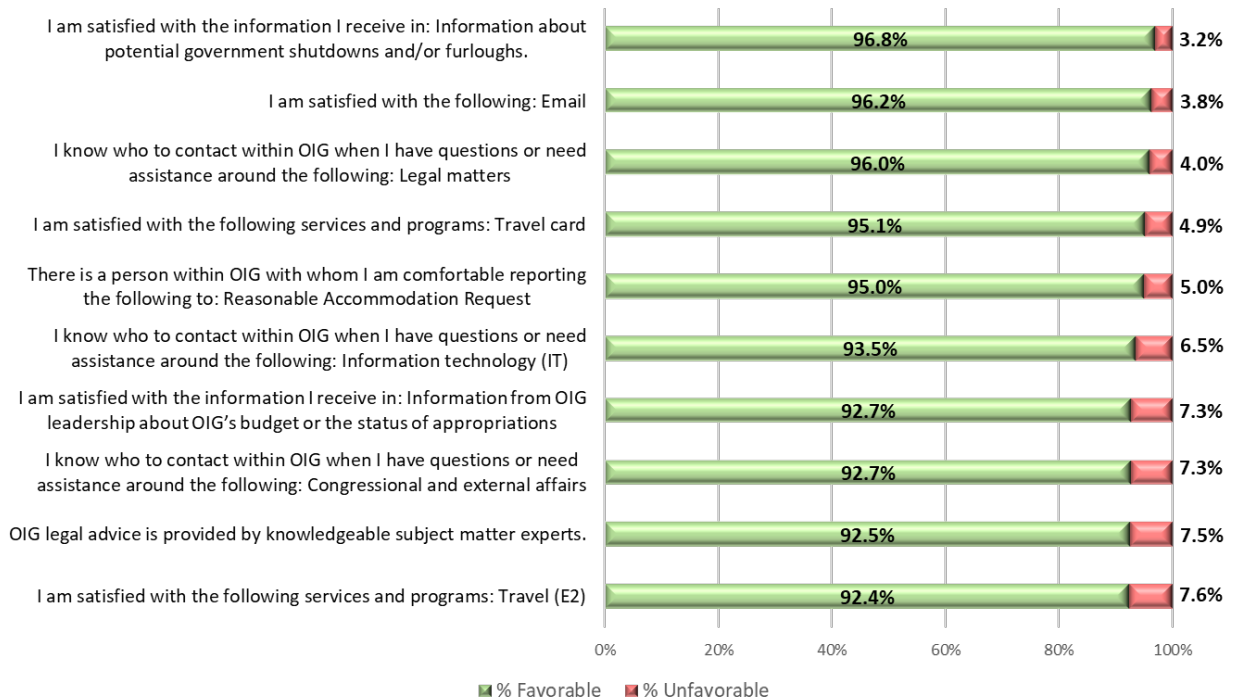
2019 DOT OIG Employee Survey Results

KEY STRENGTHS: TOP 10 ITEMS

The following charts depict the 10 survey items that were rated most favorably by OIG employees. Organization-specific questions were not included in this analysis. Strength themes include communication; services provided by Legal, Legislative, and External Affairs; information technology including satisfaction with email and knowing who to contact for assistance; comfort requesting reasonable accommodation; and other programs and functions including travel, health and safety, and classification and position management.

The first chart below reflects the Top 10 items that had fewer than 15% NA/DK responses, indicating areas that are widely applicable to the OIG workforce. The second table summarizes items that also received top-ranking favorable responses, but the items had greater than 15% NA/DK responses (indicating areas that aren't as widely applicable to the entire workforce).

"TOP 10" MOST FAVORABLE ITEMS



Topic	Survey Items	% Favorable
Congressional and External Affairs	OIG congressional and external affairs advice is provided by knowledgeable subject matter experts	98%
	OIG congressional and external affairs staff is timely and responsive to requests for assistance	97%
Other Programs and Functions	I am satisfied with the following services and programs: Health and safety	96%
	I am satisfied with the following: Classification/Position Management	93%

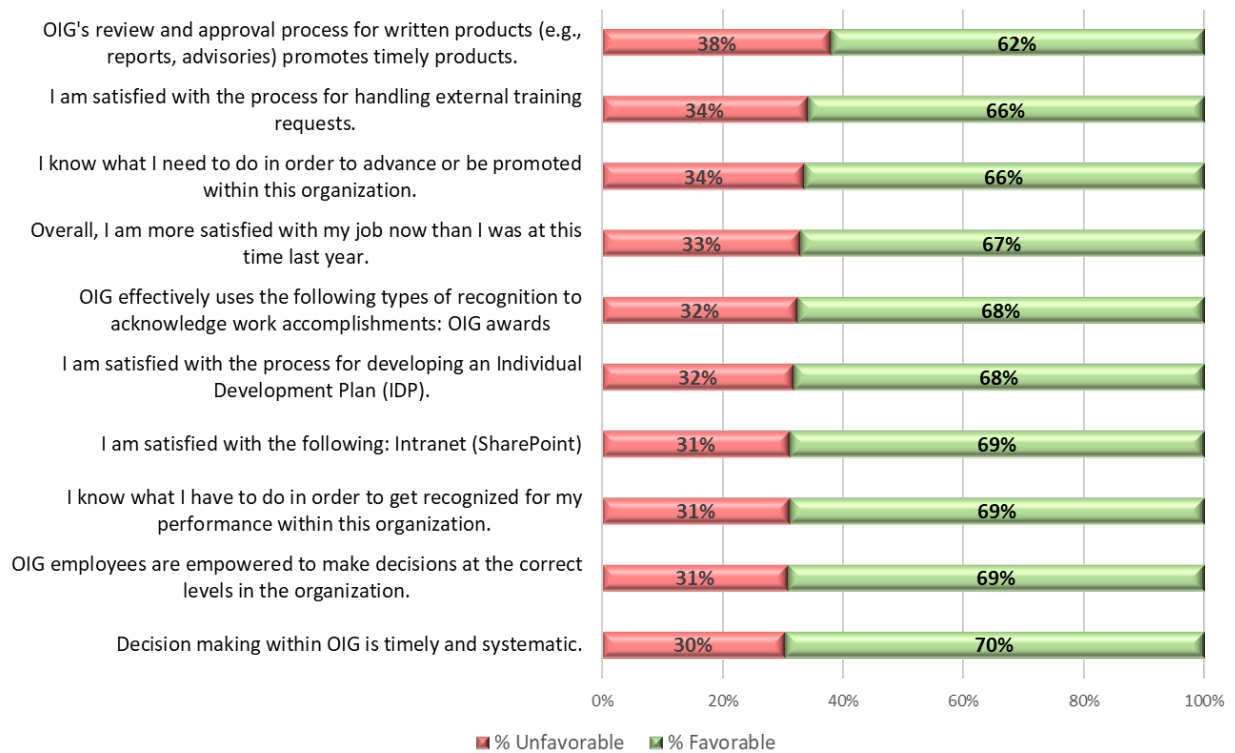
2019 DOT OIG Employee Survey Results

KEY OPPORTUNITIES FOR IMPROVEMENT: BOTTOM 10 ITEMS

The following charts depict the 10 survey items that were rated most unfavorably by OIG employees. Organization-specific questions were not included in this analysis. Improvement themes include work processes, rewards and recognition, career development, facilities, and SharePoint.

The first chart below reflects the Bottom 10 items that had fewer than 15% NA/DK responses, indicating areas that are widely applicable to the OIG workforce. The second table summarizes items that also ranked among the most unfavorable, but the items had greater than 15% NA/DK responses (indicating areas that aren't as widely applicable to the entire workforce).

"BOTTOM 10" MOST UNFAVORABLE ITEMS



Topic Area	Survey Items	% Unfavorable
Facilities	When complete, facilities will provide sufficient: Privacy for solitary work	48%
	I am satisfied with the new office configuration in terms of: Work space	41%
	I am satisfied with the new office configuration in terms of: Storage space	33%
Rewards and recognition	OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card	44%
SLRP	I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).	37%

TRENDS

The following section describes recent and historical trends in DOT OIG’s survey data.

- **Recent improvements/declines** reflect the largest changes from 2016 to 2019.
- **Historical improvements/declines** reflect the largest changes from 2010 to 2019.

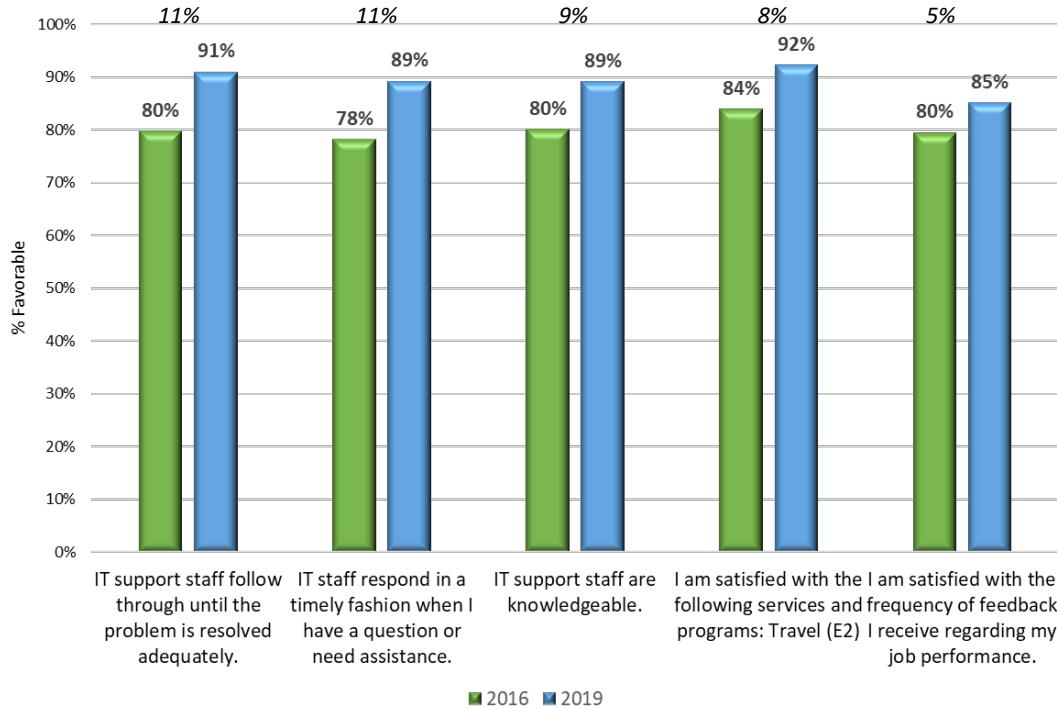
To provide additional context, the table below identified the total count of items that improved, stayed the same, or decreased from the prior survey. The majority of items remained stable; 21 items showed a decrease of greater the three percentage points, and eight (8) items showed improvement of three percentage points or greater. See **Appendix C** for trends for each of the 62 items that were included in the 2016 and 2019 surveys, organized by level of change.

Changes Between 2016 - 2019	Count of Items
Increase greater than 3% points	8
Within 3% points	33
Decrease greater than 3% points	21
Total Items	62

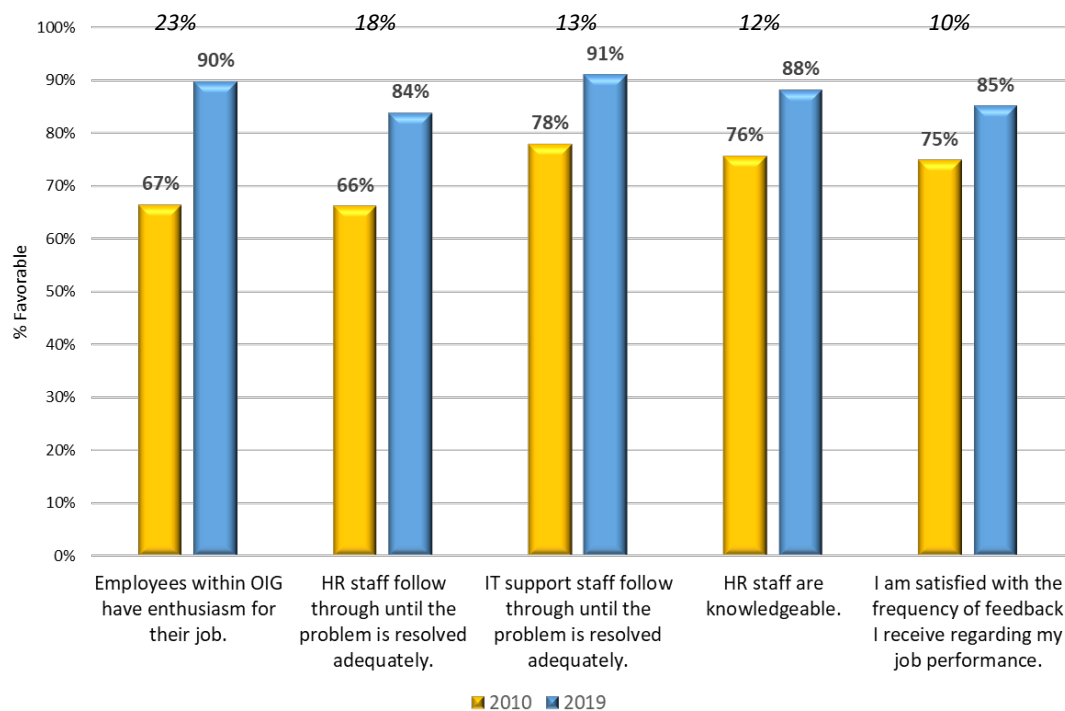
2019 DOT OIG Employee Survey Results

The following charts depict the five survey items that demonstrated the largest improvements in recent years and historically. Themes in improvements include IT support, HR services, frequency of performance feedback, and travel (E2). Italicized numbers above the bars reflect the percentage point change over the time period.

TOP 5 RECENT IMPROVEMENTS (2016-2019)



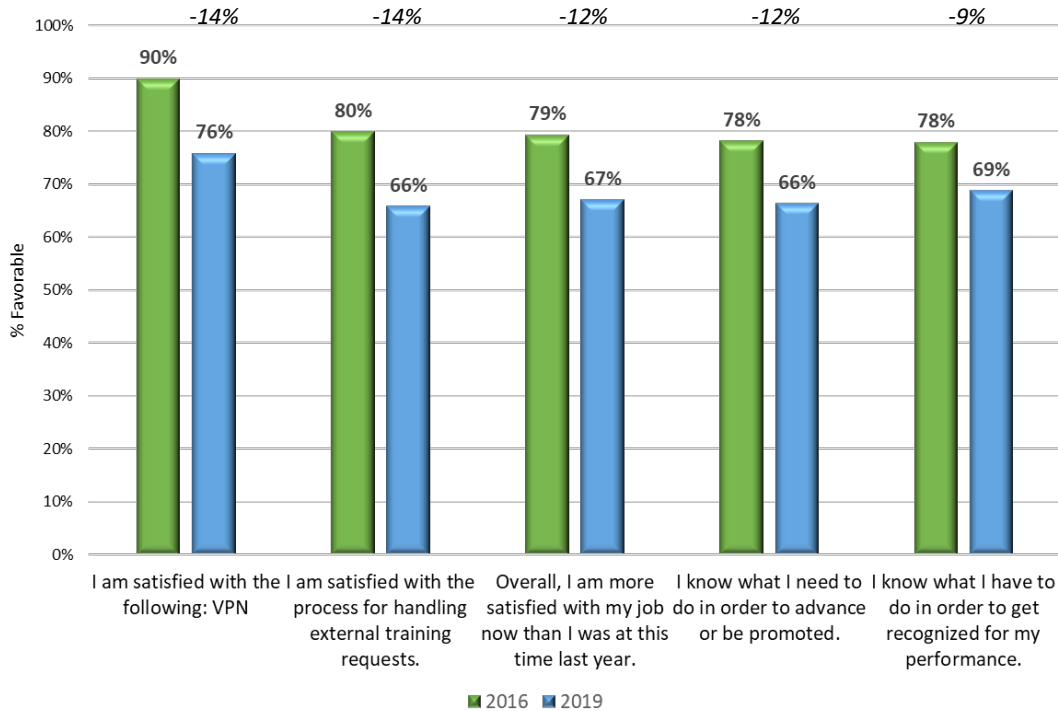
TOP 5 HISTORICAL IMPROVEMENTS (2010-2019)



2019 DOT OIG Employee Survey Results

The following charts depict the five survey items that demonstrated the largest declines in recent years and historically. Themes in recent declines include VPN, external training requests, clarity around promotion and recognition criteria, and improvements in job satisfaction. Italicized numbers above the bars reflect the percentage point change over the time period.

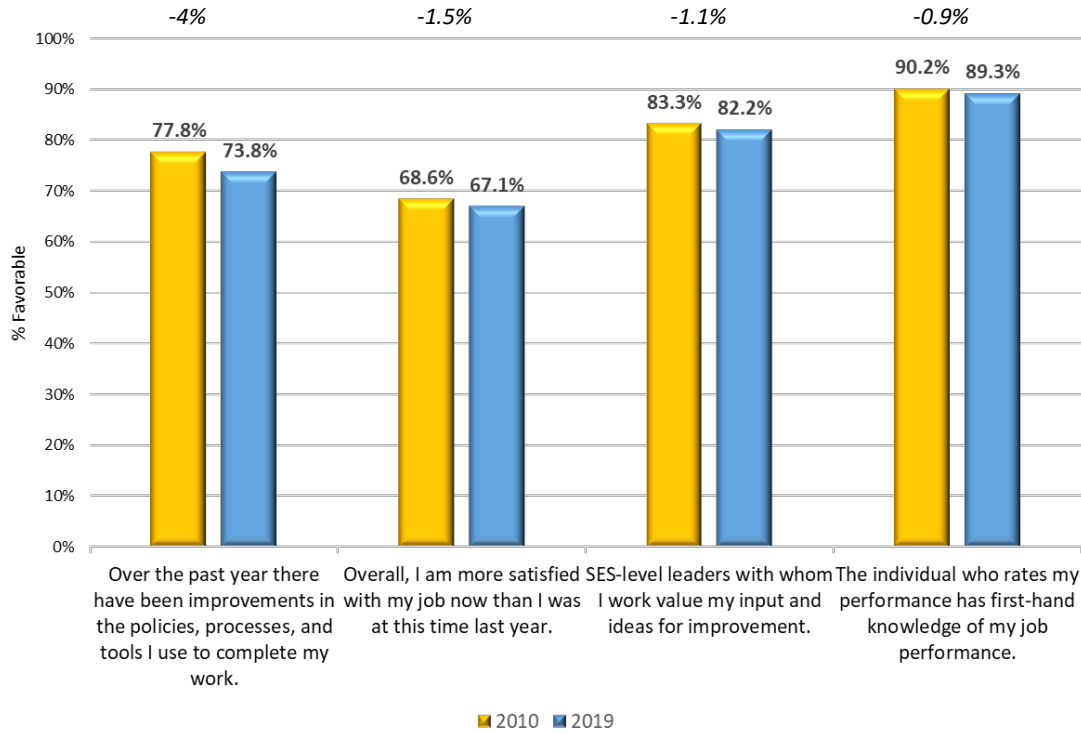
TOP 5 RECENT DECLINES (2016-2019)



2019 DOT OIG Employee Survey Results

TOP 5 HISTORICAL DECLINES (2010-2019)

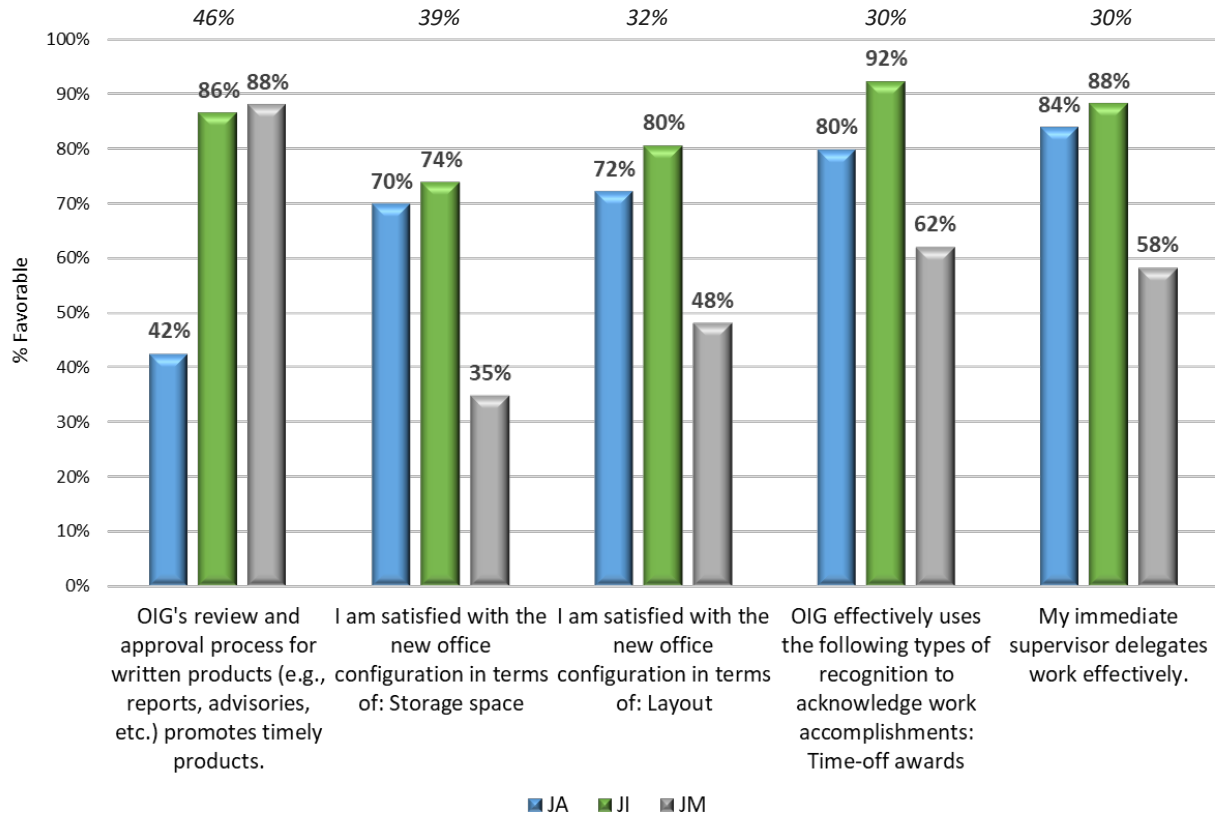
Only four survey items demonstrate lower favorability than in 2010, and only one of those items decreased by more than three percentage points compared to 2010.



2019 DOT OIG Employee Survey Results

DIVISION COMPARISON

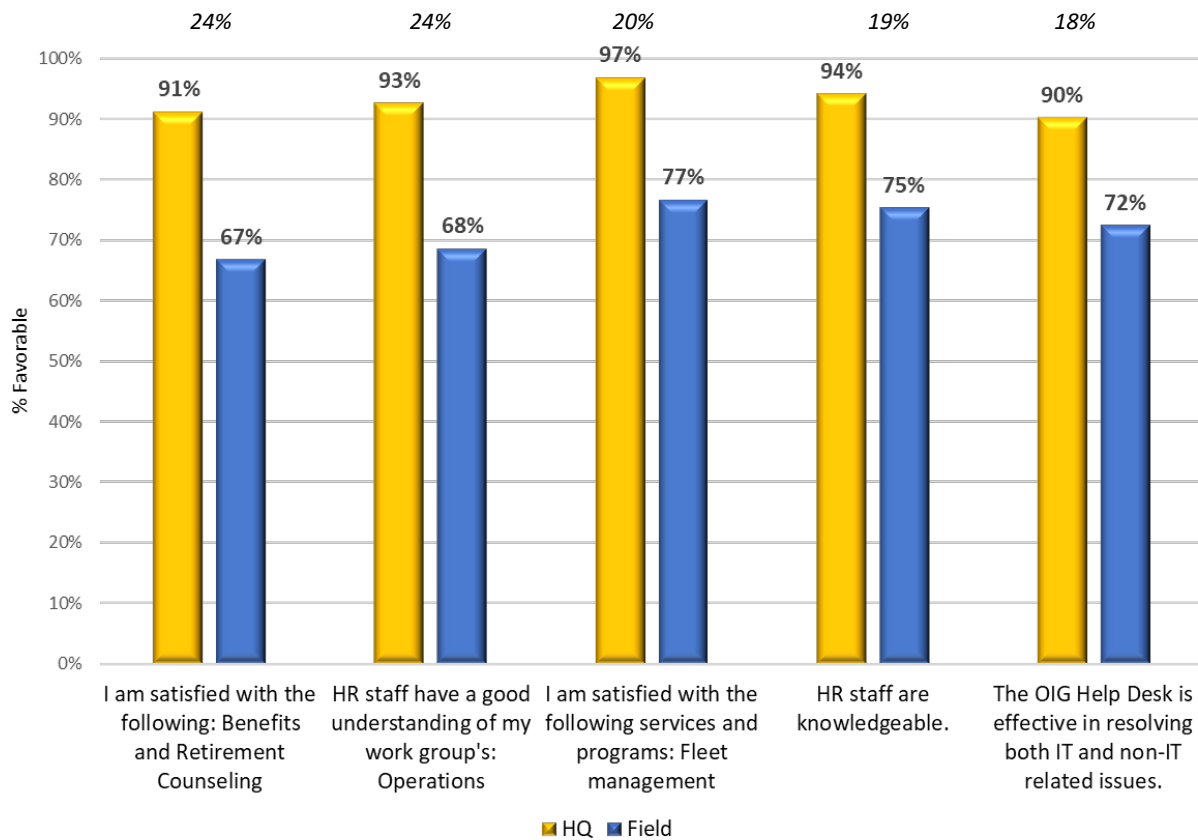
The following charts compare the 5 items that demonstrated the largest differences in favorability across major OIG divisions (i.e., JA, JI and JM). Italicized numbers above the bars represent the favorability difference between the lowest and highest scoring organization. Results suggest that JA faces greater challenges with timely review processes compared to the other divisions, while JM employees indicate less satisfaction with the new office configuration and supervisory practices (e.g., recognition, delegation) compared to employees in other divisions.



2019 DOT OIG Employee Survey Results

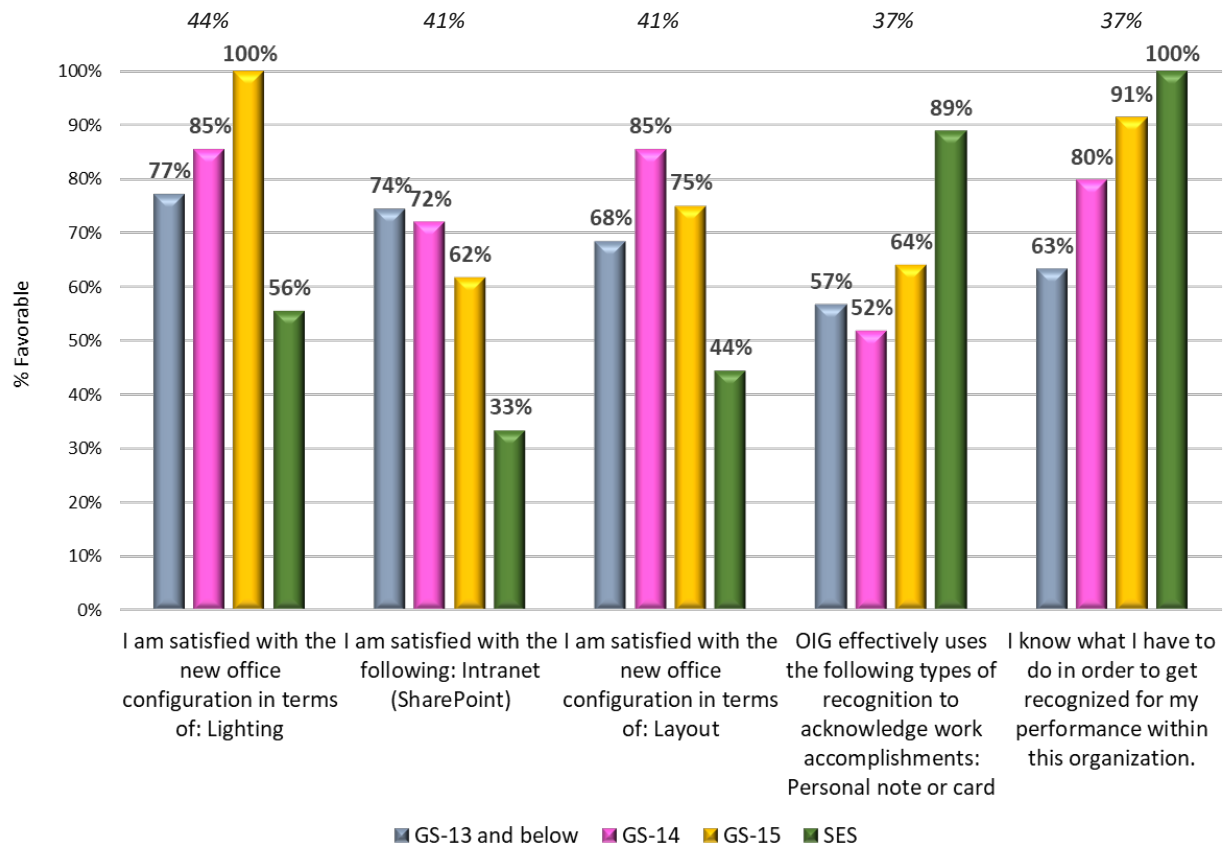
HEADQUARTER - FIELD COMPARISON

The following chart compares the 5 items that demonstrated the largest differences in favorability between headquarters and field offices. Italicized numbers above the bars represent the favorability difference between HQ and field offices. Results suggest that field employees tend to be less satisfied with IT, HR, and fleet management services compared to employees located at headquarters. To see HQ-field comparisons for the full set of survey items, please refer to **Appendix D**.



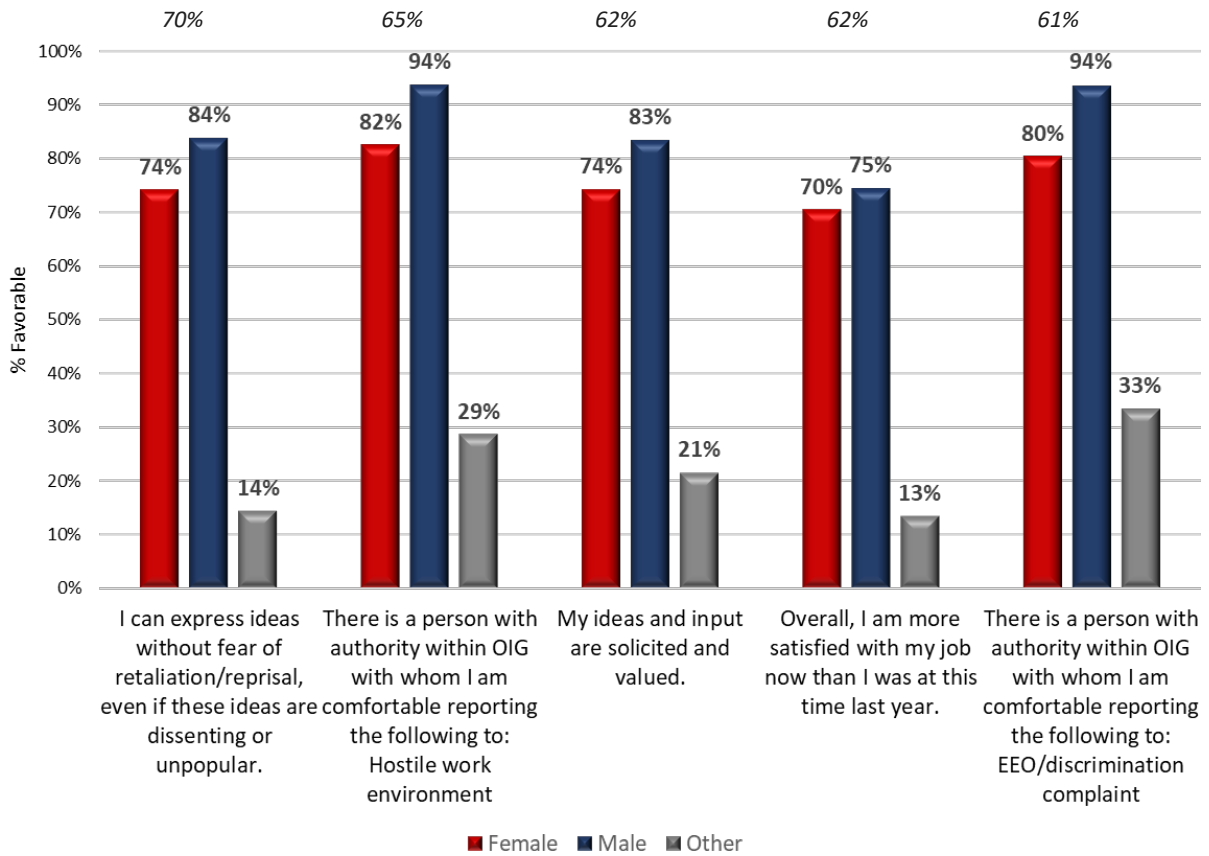
POSITION LEVEL COMPARISON

The following chart compares the 5 items that demonstrated the largest differences in favorability across position levels (i.e., G-13 and below, GS-14, GS-15, and SES). Italicized numbers above the bars represent the favorability difference between supervisory and non-supervisory employees. Results suggest that SES-level employees tend to be less satisfied with the new office configuration and SharePoint compared to other position levels. However, SES employees tend to have more positive perceptions than non-SES when it comes to recognition practices. To see position-level comparisons for the full set of survey items, please refer to **Appendix E**.



GENDER COMPARISON

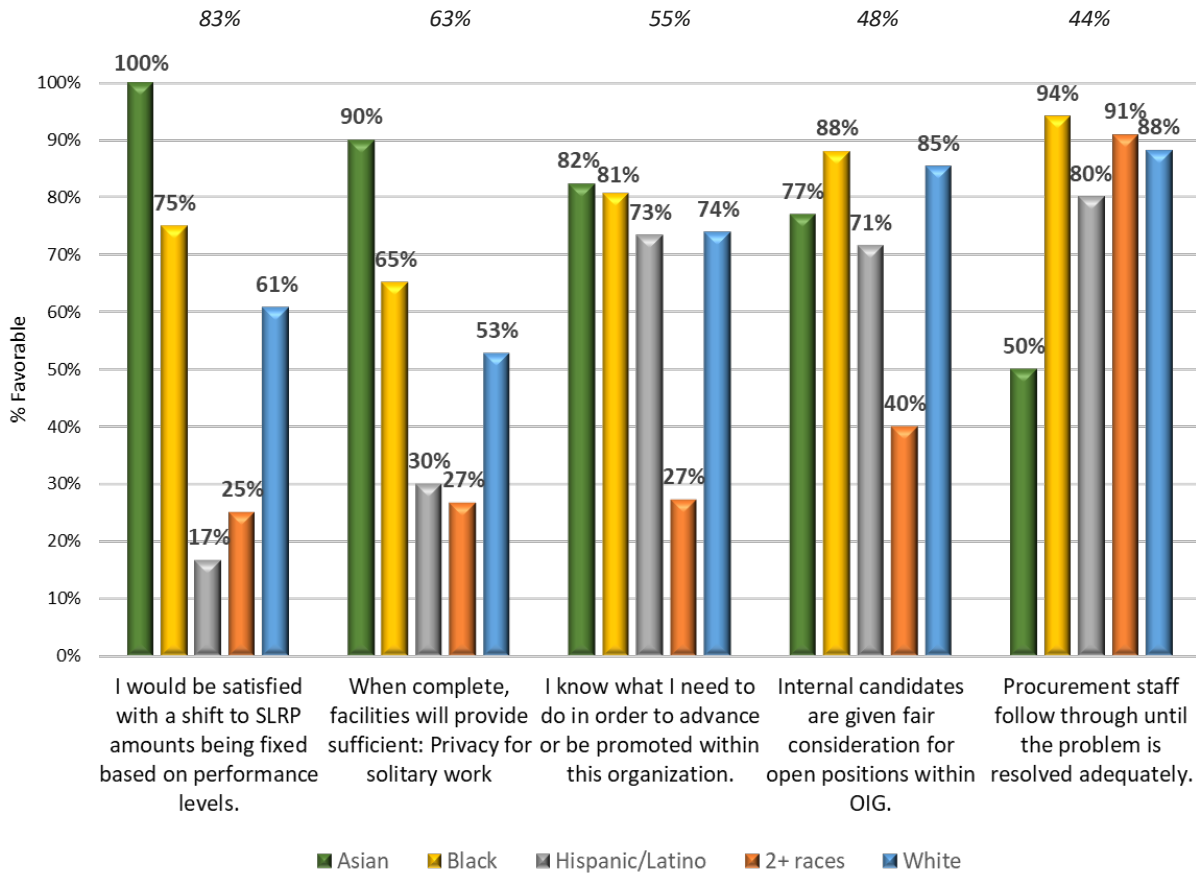
The following chart compares the 5 items that demonstrated the largest differences in favorability across gender groups (i.e., male, female, and other). Italicized numbers above the bars represent the favorability difference between the lowest and highest scoring gender group. Results suggest that employees that selected the “other” gender category were significantly less satisfied with their level of inclusion (e.g., feeling ideas are valued; reporting hostile work environment or discrimination). Females also demonstrated lower favorability in these areas compared to males. To see gender comparisons for the full set of survey items, please refer to **Appendix F**.



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RACE COMPARISON

The following chart compares the 5 items that demonstrated the largest differences in favorability across racial groups. Italicized numbers above the bars represent the favorability difference between the lowest and highest scoring gender group. Results suggest that employees that self-identify as 2+ races are less satisfied with clarity and processes around promotions, and the privacy for solitary work in the new office configuration. To see race comparisons for the full set of survey items, please refer to **Appendix G**.



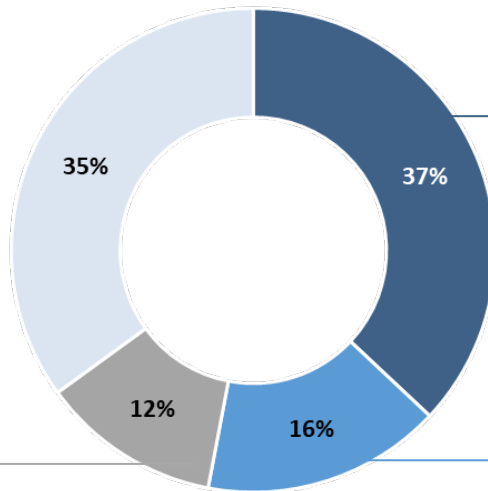
OPEN-ENDED QUESTIONS: MAJOR THEMES

The following tables describe the top three most frequent responses for key open-ended questions. Please see **Appendix H** for comprehensive results for each open-ended question.

LEADERSHIP TRANSITIONS

As you're aware, the IG has talked about retirement in the coming years, which would represent a change for our organization. What potential concerns do you have about this future leadership transition? (n = 203)

- Lack of continuity and shifts to culture (general)
- "People always" value
- Work-life balance
- Other



"The IG has established an extremely positive culture in our organization that I hope continues after his retirement. I sincerely hope the next IG continues on the path started by the current IG."

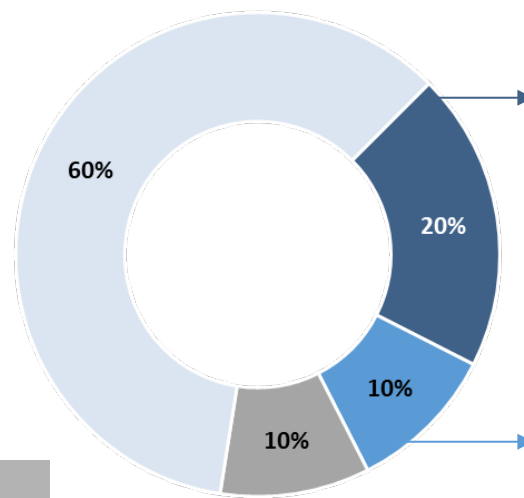
"The main concern I have is the potential for the new IG to shift away from work-life balance, and it's importance in our work culture in the office."

"That the commitment to "mission first, people always" would come to an abrupt end, resulting in many core employees leaving the organization."

SATISFACTION WITH INFORMATION FROM MANAGEMENT

What could OIG do to improve the information you receive from management? (n = 125)

- More consistent communication practices across managers
- Furlough related information
- Communication specificity, transparency and timeliness
- Other



"[Information flow] depends on the manager. There have been several instances when the SES knew about information that was supposed to be passed down and only some of them do it and in other instances when GS14s are told to pass down information to the staff and only some of them do it."

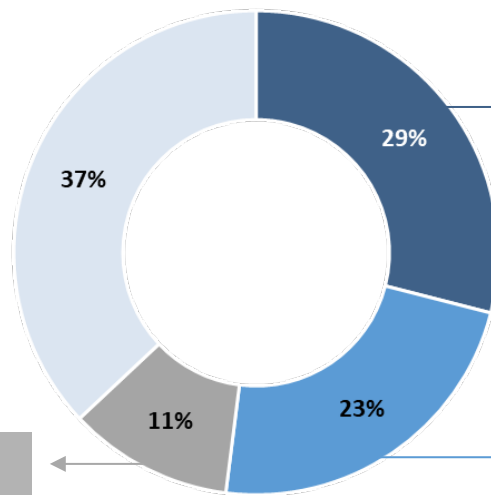
"There were fairly large number of employees who experienced the government shutdown for the first time with the recent furlough . . . [some] felt that they were not fully informed regarding what to expect for "non-mission" aspects such as pay checks or health benefits."

"There are changes made all the time and you don't hear about them until they're long done, you have no idea why they happened, and it's still impossible to know what has happened versus what is still in the planning stage."

CREATIVITY AND INNOVATION

What are some realistic changes OIG could make to encourage more creativity and innovation across the organization? (n = 129)

- Establish a psychologically safe workplace
- Empower and solicit input
- Be open to change
- Other



“Creativity and innovation require risk. OIG leadership doesn't seem to be very comfortable with risk. People need to know that if they suggest something new and it fails, that is ok.”

“Leadership could provide ideas or areas where employees could explore creativity or innovation. Ask employees in meetings if anyone has ideas of how better to expedite or improve a process or concept.”

“Encourage management to be open to new ways of doing things and not continue to fall back on “this is the way it has to be done”. If suggestions do not affect the quality of the work, they should be received well and evaluated fairly.”

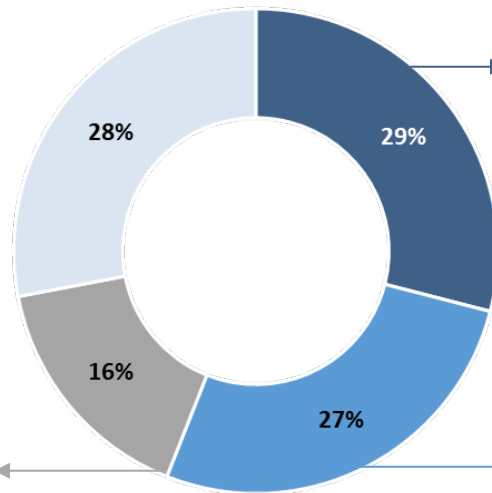
INTENT TO STAY

Why you would take a job elsewhere? (n = 70)

- Lack of upward mobility
- Management practices
- Organizational culture
- Other

Data note: only 25% of respondents reported they would take a comparable job elsewhere if offered.

"I can't see a clear path to the next level. HR told me to go to my manager, my manager told me to go to HR, then I got some vague information on what to do, which included some training to move to the next level... the issue with that is that the training is not funded; therefore it doesn't seem like I would ever advance here."



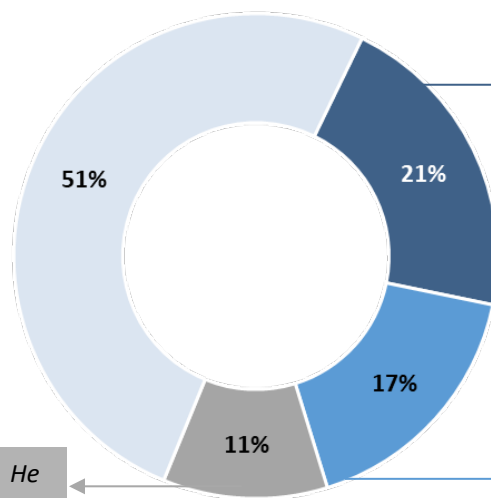
"While it is a good place to work, stagnation has set in. Leadership is stagnant. They are either so in sync with each other or don't want to make waves, that our upper leaders don't change anything. Change only occurs when problem surface. It's reactive. People don't ask questions anymore."

"I feel the management at OIG is not equal or impartial when dealing with certain employees. There is an air of special treatment and partiality for certain employees regardless of their skill set."

CAL FOR A DAY

If you were Cal for a day, what one organizational or operational change would you make to improve OIG? (n = 159)

- Manager / leader performance and accountability
- Career and organizational development opportunities
- Appreciation for Cal - nothing to improve
- Other



"I would make absolutely sure that OIG management staff that I trust to carry out my vision are actively engaged in doing so during their tenure. "Mission First, People Always" is inspiring, but only words when they aren't being practiced."

"None. Cal is Superman in disguise. He has a strong organizational vision, awesome people skills, and has surrounded himself with competent and dedicated leadership/managers. Thank you Cal!"

"Create a formal OJT/Apprenticeship Program (specific tasks, rotations, tests on basic skills) for audit staff that takes them from GS-9 through GS-12..."

2019 DOT OIG Employee Survey Results

APPENDIX A: PARTICIPANT DEMOGRAPHIC BREAKDOWN

Response	Count	Percentage
Office		
Acquisition and Procurement Audits (JA-40)	31	9.2%
AIG for Auditing and Evaluation (JA-1) or Audit Operations and Special Reviews (JA-2)	15	4.5%
AIG for Legal, Legislative, and External Affairs (J-3)	10	3.0%
Aviation Audits (JA-10)	51	15.2%
Field Investigations (JRI-1) – Northeast	10	3.0%
Field Investigations (JRI-2) – Mid-Atlantic	10	3.0%
Field Investigations (JRI-3) – Southeast	10	3.0%
Field Investigations (JRI-4) – Midwest	15	4.5%
Field Investigations (JRI-5) – West	16	4.8%
Field Investigations (JRI-6) – FTW, OKC	6	1.8%
Financial and Information Technology Audits (JA-20)	36	10.7%
Headquarter Operations (JI-2) or DACC (JI-3)	14	4.2%
Human Resources (JM-20)	11	3.3%
Information Technology (JM-40)	20	6.0%
Office of Budget and Finance (JM-30)	4	1.2%
Other Organization (i.e., J-1, J-2, JI-1, JM-1)	24	7.1%
Procurement, Administrative Services (JM-10)	4	1.2%
Surface Transportation Audits (JA-30)	42	12.5%
Training and Development (JM-50)	7	2.1%
Physical Work Location		
Washington DC	206	64.4%
Non-Washington DC	114	35.6%
Gender		
Female	120	39.6%
Male	167	55.1%
Other	16	5.3%
Race/Ethnicity		
American Indian / Alaska Native	3	1.1%
Asian	17	6.0%
Black/African American	65	22.9%
Hispanic/Latino	16	5.6%

2019 DOT OIG Employee Survey Results

Native Hawaiian / Pacific Islander	1	0.4%
Two or more races (Not Hispanic / Latino)	23	8.1%
White	159	56.0%
Grade level		
GS-13 and below	180	59.6%
GS-14	78	25.8%
GS-15	35	11.6%
SES	9	3.0%
Supervisory Status		
No, I am not a supervisor	215	68.5%
Yes, I am a supervisor	99	31.5%

APPENDIX B: ITEM-LEVEL RESULTS BY FAVORABILITY

The following appendix provides results for each survey item, including the total number of respondents (“n”), percent favorable and percent unfavorable. Items with 15% or greater NA/DK responses are designated with an “*”; however, all items are categorized according to the percent of favorable responses after removing NA/DK responses.

Favorability categories are:

- **Favorable Items:** Items that received greater than 80% favorable responses after removing NA/DK responses.
- **Borderline Items:** Items that received 70% - 80% favorable responses after removing NA/DK responses.
- **Unfavorable Items:** Items that received less than 70% favorable responses after removing NA/DK responses.

FAVORABLE ITEMS (GREATER THAN 80% FAVORABLE)

Question Text
OIG Senior Leadership (SES Level)
SES leaders in my office have the competencies needed to perform their job effectively. (Note: please see OPM’s Executive Core Qualifications for a summary of competencies expected of leadership.)
SES-level leaders in my office practice the OIG motto “mission first, people always.”
SES-level leaders with whom I work value my input and ideas for improvement.
Immediate Supervisor
My immediate supervisor has the technical competencies needed to perform his/her job effectively.
My immediate supervisor encourages others to express new ideas.
My immediate supervisor sets a good example.
I am satisfied with the level of communication provided by my immediate supervisor.
My immediate supervisor provides me with on-the-job training to improve my skillset.
My immediate supervisor has discussions with me regarding my career development.
My immediate supervisor delegates work effectively.
Business Policies, Procedures, and Practices
I am satisfied with the information I receive in: Information about potential government shutdowns and/or furloughs.
I am satisfied with the information I receive in: Information from OIG leadership about OIG’s budget or the status of appropriations.
I am satisfied with the information I receive in: Information about OIG accomplishments or challenges.
OIG’s review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes quality products.
When starting a new project, case, or task; goals and objectives are clearly stated.
I am satisfied with the information I receive in: Information about new policies or procedures.

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Question Text
I am satisfied with the information I receive in: Information about changes within OIG.
When starting a new project, case, or task; specific roles and responsibilities are defined and explained.
Crises (e.g., congressional requests, emergency events related to OIG's mission) are managed effectively so as to reduce negative impact on my current work priorities/schedules.*
Performance Management and Recognition
The individual who rates my performance (i.e., first-level rating official) has first-hand knowledge of my job performance.
I am satisfied with the frequency of feedback I receive regarding my job performance.
I receive meaningful feedback regarding my job performance.
Performance objectives that will be used to evaluate me at the end of the performance period are clear.
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgement in private (e.g., 1-on-1 meeting)
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgement in public (e.g., team meeting, all-hands)
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Time-off awards
Information Technology (IT)
I am satisfied with the following: Email
I know who to contact within OIG when I have questions or need assistance around the following: Information technology (IT)
Overall, the technology resources available to me are sufficient to work effectively: When I am working from the office.
IT support staff follow through until the problem is resolved adequately.
IT staff respond in a timely fashion when I have a question or need assistance.
IT support staff are knowledgeable.
The OIG Help Desk is effective in resolving both IT and non-IT related issues.
I am satisfied with the following: Laptops
Overall, the technology resources available to me are sufficient to work effectively: When I am teleworking.
Facilities
I feel well-informed about decisions and processes around the recent renovations to the DOT OIG HQ and field offices.
I am satisfied with the new office configuration in terms of: Lighting*
Human Resources (HR)
I am satisfied with the following: Classification/Position Management*
HR staff respond in a timely fashion when I have a question or need assistance.
I am satisfied with the following: HR Advisory Services (e.g., reasonable accommodations, employee assistance)
I know who to contact within OIG when I have questions or need assistance around the following: Human resources (HR)
HR staff are knowledgeable.
HR staff have a good understanding of my work group's: Mission*
I am satisfied with the following: HR Policies and information resources
I am satisfied with the following: Employee Relations (e.g., advice on performance and conduct)

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Question Text
I am satisfied with the following: Castle Time and Attendance process
HR staff have a good understanding of my work group's: Operations*
HR staff follow through until the problem is resolved adequately.
I am satisfied with the following: Benefits and Retirement Counseling*
Training and Development
The Civility, Diversity, and Inclusion training is relevant and useful for my job.
I have access to the training I need to keep job-relevant skills up-to-date.
I am satisfied with the opportunities for professional development.
Office of Procurement and Administrative Services
I am satisfied with the following services and programs: Health and safety*
I am satisfied with the following services and programs: Travel card
I am satisfied with the following services and programs: Travel (E2)
Procurement staff are knowledgeable.
Procurement staff follow through until the problem is resolved adequately.
I am satisfied with the following services and programs: Fleet management*
I am satisfied with the following services and programs: Procurement and contracting*
Student Loan Repayment Program
Overall, I am satisfied with the benefits provided by the Student Loan Repayment Program.*
Legal, Legislative, and External Affairs
OIG congressional and external affairs advice is provided by knowledgeable subject matter experts.*
OIG congressional and external affairs staff is timely and responsive to requests for assistance.*
I know who to contact within OIG when I have questions or need assistance around the following: Legal matters
I know who to contact within OIG when I have questions or need assistance around the following: Congressional and external affairs
OIG legal advice is provided by knowledgeable subject matter experts.
OIG legal staff is timely and responsive to requests for assistance.
Work Environment/Culture
There is a person with authority within OIG with whom I am comfortable reporting the following to: Reasonable Accommodation Request*
OIG employees treat each other with respect and courtesy.
There is a person with authority within OIG with whom I am comfortable reporting the following to: Waste, fraud, or abuse
OIG employees have the core competencies (skill sets) needed to perform their job.
There is a person with authority within OIG with whom I am comfortable reporting the following to: Bullying/Workplace Violence
There is a person with authority within OIG with whom I am comfortable reporting the following to: Noncompliance with a law or regulation or not following policies or procedures
There is a person with authority within OIG with whom I am comfortable reporting the following to: EEO/discrimination complaint
There is a person with authority within OIG with whom I am comfortable reporting the following to: Hostile work environment
As an organization, OIG is going in the right direction.

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Question Text
There is a person with authority within OIG with whom I am comfortable reporting the following to: Employee misconduct
There is a person with authority within OIG with whom I am comfortable reporting the following to: Grievance (Performance Rating or Promotion)
There is a person with authority within OIG with whom I am comfortable reporting the following to: Retaliation
I understand the mission of the OIG ERC.
Employee Morale
Employees within OIG have enthusiasm for their job.
All things considered, I am satisfied with my job in OIG.

BORDERLINE ITEMS (70-80% FAVORABLE)

Question Text	Count	Percent Favorable	Percent Unfavorable
OIG Senior Leadership (SES Level)			
SES-level leaders encourage others to find novel or innovative solutions.	349	79%	21%
I have confidence that OIG senior leadership will promote the change necessary to offer a better working environment.	348	78%	22%
I have confidence in the future of OIG in the face of future leadership transitions.	348	74%	26%
SES-level leaders in my office make decisions impartially.	350	74%	26%
Business Policies, Procedures, and Practices			
Over the past year there have been improvements in the policies, processes, and/or tools I use to complete my work.	349	74%	26%
Administrative/personnel policies (e.g., telework, leave) are applied consistently across the organization (e.g., JI vs. JA vs. JM).*	348	72%	28%
Performance Management and Recognition			
I feel that accomplishing my assigned objectives are within my control.	346	79%	21%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Performance awards	347	79%	21%
Internal candidates are given fair consideration for open positions within OIG.*	346	75%	25%
Information Technology (IT)			
I am satisfied with the following: Multi-purpose machines (copier/fax/printer/scanner)	346	78%	22%
I am satisfied with the following: Network	346	78%	22%
I am satisfied with the following: VPN	346	76%	24%
I am satisfied with the following: Video Conferencing	346	74%	26%
Facilities			
I am satisfied with the new office configuration in terms of: Layout*	339	71%	29%
Human Resources (HR)			
I know who to contact within OIG when I have questions or need assistance around the following: Facilities, space, or office logistics	342	79%	21%
Training and Development			
I am satisfied with the process for getting my IDP approved.	339	74%	26%

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Question Text	Count	Percent Favorable	Percent Unfavorable
Office of Procurement and Administrative Services			
I know who to contact within OIG when I have questions or need assistance around the following: Procurement/contracting*	343	77%	23%
Work Environment/Culture			
My ideas and input are solicited and valued.	337	74%	26%
I can express ideas without fear of retaliation/reprisal, even if these ideas are dissenting or unpopular.	339	74%	26%
Decision making within OIG is timely and systematic.	338	70%	30%
Employee Morale			
I would stay at OIG even if I were offered a comparable job elsewhere.	337	75%	25%

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UNFAVORABLE ITEMS (LESS THAN 70% FAVORABLE)

Question Text	Count	Percent Favorable	Percent Unfavorable
Business Policies, Procedures, and Practices			
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.	347	62%	38%
Performance Management and Recognition			
I know what I have to do in order to get recognized for my performance within this organization.	346	69%	31%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: OIG awards	343	68%	32%
I know what I need to do in order to advance or be promoted within this organization.	348	66%	34%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card*	345	56%	44%
Information Technology (IT)			
I am satisfied with the following: Intranet (SharePoint)	347	69%	31%
Facilities			
When complete, facilities will provide sufficient: Collaboration space to support my work requirements*	338	69%	31%
I am satisfied with the new office configuration in terms of: Storage space*	340	67%	33%
I am satisfied with the new office configuration in terms of: Work space*	343	59%	41%
When complete, facilities will provide sufficient: Privacy for solitary work*	339	52%	48%
Student Loan Repayment Program			
I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).*	341	63%	37%
Training and Development			
I am satisfied with the process for developing an Individual Development Plan (IDP).	339	68%	32%
I am satisfied with the process for handling external training requests.	339	66%	34%
Work Environment/Culture			
OIG employees are empowered to make decisions at the correct levels in the organization.	337	69%	31%
Employee Morale			
Overall, I am more satisfied with my job now than I was at this time last year.	337	67%	33%

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APPENDIX C: ITEM TRENDS (2016 – 2019)

Question Text
I am satisfied with the following: VPN
I am satisfied with the process for handling external training requests.
Overall, I am more satisfied with my job now than I was at this time last year.
I know what I need to do in order to advance or be promoted within this organization.
I know what I have to do in order to get recognized for my performance within this organization.
Decision making within OIG is timely and systematic.
I am satisfied with the following: Video Conferencing
There is a person with authority within OIG with whom I am comfortable reporting the following to: Retaliation
I am satisfied with the following: Network
I am satisfied with the opportunities for professional development.
There is a person with authority within OIG with whom I am comfortable reporting the following to: EEO/discrimination complaint
There is a person with authority within OIG with whom I am comfortable reporting the following to: Hostile work environment
I have confidence that OIG senior leadership will promote the change necessary to offer a better working environment.
OIG legal staff is timely and responsive to requests for assistance.
There is a person with authority within OIG with whom I am comfortable reporting the following to: Employee misconduct
There is a person with authority within OIG with whom I am comfortable reporting the following to: Grievance (Performance Rating or Promotion)
SES-level leaders with whom I work value my input and ideas for improvement.
There is a person with authority within OIG with whom I am comfortable reporting the following to: Bullying/Workplace Violence
OIG legal advice is provided by knowledgeable subject matter experts.
All things considered, I am satisfied with my job in OIG.
I feel that accomplishing my assigned objectives are within my control.
I am satisfied with the information I receive in: Information about changes within OIG.
I have access to the training I need to keep job-relevant skills up-to-date.
I am satisfied with the information I receive in: Information about OIG accomplishments or challenges.
SES-level leaders in my office practice the OIG motto “mission first, people always.”
Performance objectives that will be used to evaluate me at the end of the performance period are clear.
I am satisfied with the following: Intranet (SharePoint)
There is a person with authority within OIG with whom I am comfortable reporting the following to: Noncompliance with a law or regulation or not following policies or procedures
My immediate supervisor sets a good example.

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Question Text
HR staff follow through until the problem is resolved adequately.
I am satisfied with the following: Laptops
I am satisfied with the information I receive in: Information about new policies or procedures.
The individual who rates my performance (i.e., first-level rating official) has first-hand knowledge of my job performance.
OIG employees have the core competencies (skill sets) needed to perform their job.
My immediate supervisor delegates work effectively.
There is a person with authority within OIG with whom I am comfortable reporting the following to: Waste, fraud, or abuse
HR staff are knowledgeable.
I am satisfied with the following services and programs: Fleet management
When starting a new project, case, or task; specific roles and responsibilities are defined and explained.
My immediate supervisor has the technical competencies needed to perform his/her job effectively.
There is a person with authority within OIG with whom I am comfortable reporting the following to: Reasonable Accommodation Request
When starting a new project, case, or task; goals and objectives are clearly stated.
OIG congressional and external affairs staff is timely and responsive to requests for assistance.
I am satisfied with the following: Email
I am satisfied with the following: Multi-purpose machines (copier/fax/printer/scanner)
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.
OIG congressional and external affairs advice is provided by knowledgeable subject matter experts.
Employees within OIG have enthusiasm for their job.
I am satisfied with the following services and programs: Travel card
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes quality products.
Over the past year there have been improvements in the policies, processes, and/or tools I use to complete my work.
My immediate supervisor has discussions with me regarding my career development.
Crises (e.g., congressional requests, emergency events related to OIG's mission) are managed effectively so as to reduce negative impact on my current work priorities/schedules.
HR staff respond in a timely fashion when I have a question or need assistance.
I am satisfied with the following services and programs: Health and safety
I receive meaningful feedback regarding my job performance.
I am satisfied with the information I receive in: Information from OIG leadership about OIG's budget or the status of appropriations.
I am satisfied with the frequency of feedback I receive regarding my job performance.
I am satisfied with the following services and programs: Travel (E2)
IT support staff are knowledgeable.
IT staff respond in a timely fashion when I have a question or need assistance.

2019 DOT OIG Employee Survey Results

Question Text

IT support staff follow through until the problem is resolved adequately.

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APPENDIX D: HQ – FIELD COMPARISON

Legend:

* Indicates items with ≥ 15% or greater NA/DK responses.

Highlighted questions indicate differences ≥ 30 percentage points between highest and lowest subgroup score.

Question Text	Count	HQ	Field	Dif
OIG Senior Leadership (SES Level)				
SES-level leaders in my office practice the OIG motto “mission first, people always.”	351	89%	86%	3%
SES leaders in my office have the competencies needed to perform their job effectively. (Note: please see OPM’s Executive Core Qualifications for a summary of competencies expected of leadership.)	350	89%	83%	6%
SES-level leaders with whom I work value my input and ideas for improvement.	350	86%	80%	6%
I have confidence that OIG senior leadership will promote the change necessary to offer a better working environment.	348	82%	77%	5%
I have confidence in the future of OIG in the face of future leadership transitions.	348	82%	65%	7%
SES-level leaders encourage others to find novel or innovative solutions.	349	84%	73%	11%
SES-level leaders in my office make decisions impartially.	350	77%	73%	4%
Immediate Supervisor				
My immediate supervisor has the technical competencies needed to perform his/her job effectively.	353	90%	92%	2%
My immediate supervisor sets a good example.	354	85%	89%	4%
My immediate supervisor encourages others to express new ideas.	354	85%	86%	1%
I am satisfied with the level of communication provided by my immediate supervisor.	354	83%	88%	5%
My immediate supervisor has discussions with me regarding my career development.	354	84%	83%	1%
My immediate supervisor provides me with on-the-job training to improve my skillset.	354	82%	87%	5%
My immediate supervisor delegates work effectively.	353	80%	85%	5%
Business Policies, Procedures, and Practices				

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Question Text	Count	HQ	Field	Dif
I am satisfied with the information I receive in: Information about potential government shutdowns and/or furloughs.	348	97%	98%	1%
I am satisfied with the information I receive in: Information from OIG leadership about OIG's budget or the status of appropriations.	348	93%	94%	1%
I am satisfied with the information I receive in: Information about OIG accomplishments or challenges.	347	94%	92%	2%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes quality products.	349	91%	93%	2%
When starting a new project, case, or task; goals and objectives are clearly stated.	348	86%	85%	1%
I am satisfied with the information I receive in: Information about new policies or procedures.	348	83%	90%	7%
When starting a new project, case, or task; specific roles and responsibilities are defined and explained.	349	80%	86%	6%
I am satisfied with the information I receive in: Information about changes within OIG.	350	86%	84%	2%
Crises (e.g., congressional requests, emergency events related to OIG's mission) are managed* effectively so as to reduce negative impact on my current work priorities/schedules.	351	83%	77%	6%
Administrative/personnel policies (e.g., telework, leave) are applied consistently across the organization (e.g., JI vs. JA vs. JM).*	350	68%	80%	12%
Over the past year there have been improvements in the policies, processes, and/or tools I use to complete my work.	351	75%	77%	2%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.	349	59%	68%	9%
Performance Management and Recognition				
The individual who rates my performance (i.e., first-level rating official) has first-hand knowledge of my job performance.	347	89%	89%	0%
I receive meaningful feedback regarding my job performance.	348	84%	83%	1%
I feel that accomplishing my assigned objectives are within my control.	346	83%	78%	5%
I am satisfied with the frequency of feedback I receive regarding my job performance.	348	85%	87%	2%

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Question Text	Count	HQ	Field	Dif
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgement in private (e.g., 1-on-1 meeting)	347	82%	85%	3%
Performance objectives that will be used to evaluate me at the end of the performance period are clear.	346	81%	87%	6%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgment in public (e.g., team meeting, all-hands)	347	81%	83%	2%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Time-off awards	347	81%	82%	1%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Performance awards	347	81%	77%	4%
Internal candidates are given fair consideration for open positions within OIG.*	346	77%	76%	1%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: OIG awards	343	70%	64%	6%
I know what I need to do in order to advance or be promoted within this organization.	348	66%	72%	6%
I know what I have to do in order to get recognized for my performance within this organization.	346	73%	66%	7%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card*	345	59%	51%	8%
Information Technology (IT)				
I am satisfied with the following: Email	348	96%	96%	0%
I know who to contact within OIG when I have questions or need assistance around the following: Information technology (IT)	342	95%	89%	6%
IT support staff follow through until the problem is resolved adequately.	337	96%	84%	12%
IT staff respond in a timely fashion when I have a question or need assistance.	337	93%	84%	9%
Overall, the technology resources available to me are sufficient to work effectively: When I am working from the office.	348	94%	87%	7%
IT support staff are knowledgeable.	337	94%	81%	13%
The OIG Help Desk is effective in resolving both IT and non-IT related issues.	339	90%	72%	18%
I am satisfied with the following: Multi-purpose machines (copier/fax/printer/scanner)	346	79%	77%	2%
I am satisfied with the following: Laptops	346	86%	78%	8%

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Question Text	Count	HQ	Field	Dif
Overall, the technology resources available to me are sufficient to work effectively: When I am teleworking.	347	82%	79%	3%
I am satisfied with the following: Network	346	77%	79%	2%
I am satisfied with the following: Video Conferencing	346	77%	67%	10%
I am satisfied with the following: VPN	346	73%	79%	6%
I am satisfied with the following: Intranet (SharePoint)	347	70%	69%	1%
Facilities				
I feel well-informed about decisions and processes around the recent renovations to the DOT OIG HQ and field offices.	343	86%	74%	12%
I am satisfied with the new office configuration in terms of: Lighting*	339	82%	80%	2%
When complete, facilities will provide sufficient: Collaboration space to support my work requirements*	338	70%	69%	1%
I am satisfied with the new office configuration in terms of: Layout*	339	71%	78%	7%
I am satisfied with the new office configuration in terms of: Storage space*	340	67%	75%	8%
I am satisfied with the new office configuration in terms of: Work space*	343	58%	64%	6%
When complete, facilities will provide sufficient: Privacy for solitary work*	339	55%	47%	8%
Human Resources (HR)				
I am satisfied with the following: Classification/Position Management*	338	92%	97%	5%
I am satisfied with the following: HR Advisory Services (e.g., reasonable accommodations, employee assistance)*	340	92%	83%	9%
HR staff respond in a timely fashion when I have a question or need assistance.	299	94%	81%	13%
I know who to contact within OIG when I have questions or need assistance around the following: Human resources (HR)	341	93%	83%	10%
I am satisfied with the following: HR Policies and information resources	343	88%	84%	4%
I am satisfied with the following: Employee Relations (e.g., advice on performance and conduct)	342	89%	82%	7%
HR staff have a good understanding of my work group's: Mission*	296	93%	76%	17%
HR staff are knowledgeable.	297	94%	75%	19%
I am satisfied with the following: Castle Time and Attendance process	343	86%	81%	5%
HR staff have a good understanding of my work group's: Operations*	295	93%	68%	25%
HR staff follow through until the problem is resolved adequately.	299	89%	73%	16%
I am satisfied with the following: Benefits and Retirement Counseling*	342	91%	67%	24%

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Question Text	Count	HQ	Field	Dif
I know who to contact within OIG when I have questions or need assistance around the following: Facilities, space, or office logistics	342	83%	71%	12%
Training and Development				
The Civility, Diversity, and Inclusion training is relevant and useful for my job.	336	91%	86%	5%
I have access to the training I need to keep job-relevant skills up-to-date.	340	82%	81%	1%
I am satisfied with the process for getting my IDP approved.	339	73%	76%	3%
I am satisfied with the opportunities for professional development.	341	80%	82%	2%
I am satisfied with the process for developing an Individual Development Plan (IDP).	339	70%	65%	5%
I am satisfied with the process for handling external training requests.	339	68%	63%	5%
Office of Procurement and Administrative Services				
I am satisfied with the following services and programs: Health and safety*	341	98%	94%	4%
I am satisfied with the following services and programs: Travel card	342	95%	96%	1%
I am satisfied with the following services and programs: Travel (E2)	342	92%	93%	1%
Procurement staff are knowledgeable.	133	93%	94%	1%
I am satisfied with the following services and programs: Fleet management*	342	97%	77%	20%
I am satisfied with the following services and programs: Procurement and contracting*	342	85%	78%	7%
Procurement staff follow through until the problem is resolved adequately.	133	90%	75%	15%
I know who to contact within OIG when I have questions or need assistance around the following: Procurement/contracting*	343	85%	78%	7%
Student Loan Repayment Program				
Overall, I am satisfied with the benefits provided by the Student Loan Repayment Program.*	341	82%	78%	4%
I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).*	341	57%	72%	15%
Legal, Legislative, and External Affairs				
OIG congressional and external affairs advice is provided by knowledgeable subject matter experts.*	251	99%	97%	2%
OIG congressional and external affairs staff is timely and responsive to requests for assistance.	250	98%	97%	1%

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Question Text	Count	HQ	Field	Dif
I know who to contact within OIG when I have questions or need assistance around the following: Legal matters	341	95%	97%	2%
I know who to contact within OIG when I have questions or need assistance around the following: Congressional and external affairs	342	93%	95%	2%
OIG legal advice is provided by knowledgeable subject matter experts.	251	95%	89%	6%
OIG legal staff is timely and responsive to requests for assistance.*	251	88%	85%	3%
Work Environment/Culture				
There is a person with authority within OIG with whom I am comfortable reporting the following to: Reasonable Accommodation Request	335	95%	96%	1%
OIG employees have the core competencies (skill sets) needed to perform their job.	339	91%	90%	1%
OIG employees treat each other with respect and courtesy.	337	89%	96%	7%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Waste, fraud, or abuse	335	91%	92%	1%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Noncompliance with a law or regulation or not following policies or procedures	337	88%	89%	1%
As an organization, OIG is going in the right direction.	335	87%	81%	6%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Bullying/Workplace Violence	336	83%	96%	13%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Hostile work environment	337	84%	87%	3%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Employee misconduct	336	83%	88%	5%
There is a person with authority within OIG with whom I am comfortable reporting the following to: EEO/discrimination complaint	336	82%	92%	10%
I understand the mission of the OIG ERC.	338	80%	80%	0%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Retaliation	335	79%	84%	5%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Grievance (Performance Rating or Promotion)	338	80%	86%	6%
I can express ideas without fear of retaliation/reprisal, even if these ideas are dissenting or unpopular.	339	74%	77%	3%
My ideas and input are solicited and valued.	337	75%	77%	2%

2019 DOT OIG Employee Survey Results

Question Text	Count	HQ	Field	Dif
OIG employees are empowered to make decisions at the correct levels in the organization.	337	71%	69%	2%
Decision making within OIG is timely and systematic.	338	71%	69%	2%
Employee Morale				
I would stay at OIG even if I were offered a comparable job elsewhere.	337	78%	75%	3%
Employees within OIG have enthusiasm for their job.	339	92%	88%	4%
All things considered, I am satisfied with my job in OIG.	337	90%	88%	2%
Overall, I am more satisfied with my job now than I was at this time last year.	336	71%	65%	6%

2019 DOT OIG Employee Survey Results

APPENDIX E: POSITION LEVEL COMPARISON

Data Legend:

* Indicates items with ≥ 15% or greater NA/DK responses.

Highlighted questions indicate differences ≥ 30 percentage points between highest and lowest subgroup score.

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
OIG Senior Leadership (SES Level)						
SES-level leaders in my office practice the OIG motto “mission first, people always.”	351	85%	88%	100%	100%	15%
SES leaders in my office have the competencies needed to perform their job effectively. (Note: please see OPM’s Executive Core Qualifications for a summary of competencies expected of leadership.)	350	83%	95%	97%	100%	17%
SES-level leaders with whom I work value my input and ideas for improvement.	350	83%	85%	94%	100%	17%
I have confidence that OIG senior leadership will promote the change necessary to offer a better working environment.	348	79%	84%	85%	100%	21%
I have confidence in the future of OIG in the face of future leadership transitions.	348	78%	74%	79%	89%	15%
SES-level leaders encourage others to find novel or innovative solutions.	349	77%	80%	94%	100%	23%
SES-level leaders in my office make decisions impartially.	350	71%	82%	86%	100%	29%
Immediate Supervisor						
My immediate supervisor has the technical competencies needed to perform his/her job effectively.	353	89%	92%	97%	100%	11%
My immediate supervisor sets a good example.	354	84%	88%	88%	100%	16%
My immediate supervisor encourages others to express new ideas.	354	84%	88%	91%	100%	16%
I am satisfied with the level of communication provided by my immediate supervisor.	354	84%	83%	94%	100%	17%

2019 DOT OIG Employee Survey Results

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
My immediate supervisor has discussions with me regarding my career development.	354	83%	82%	94%	88%	12%
My immediate supervisor provides me with on-the-job training to improve my skillset.	354	82%	85%	90%	100%	18%
My immediate supervisor delegates work effectively.	353	80%	82%	87%	100%	20%
Business Policies, Procedures, and Practices						
I am satisfied with the information I receive in: Information about potential government shutdowns and/or furloughs.	348	96%	99%	97%	100%	4%
I am satisfied with the information I receive in: Information from OIG leadership about OIG's budget or the status of appropriations.	348	93%	91%	100%	100%	9%
I am satisfied with the information I receive in: Information about OIG accomplishments or challenges.	347	90%	97%	100%	100%	10%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes quality products.	349	89%	94%	97%	100%	11%
When starting a new project, case, or task; goals and objectives are clearly stated.	348	87%	86%	91%	100%	14%
I am satisfied with the information I receive in: Information about new policies or procedures.	348	86%	83%	91%	89%	8%
When starting a new project, case, or task; specific roles and responsibilities are defined and explained.	349	84%	79%	89%	100%	21%
I am satisfied with the information I receive in: Information about changes within OIG.	350	84%	87%	86%	100%	16%
Crises (e.g., congressional requests, emergency events related to OIG's mission) are managed* effectively so as to reduce negative impact on my current work priorities/schedules.	351	82%	78%	88%	89%	11%

2019 DOT OIG Employee Survey Results

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
Administrative/personnel policies (e.g., telework, leave) are applied consistently across the organization (e.g., JI vs. JA vs. JM).*	350	76%	70%	75%	75%	6%
Over the past year there have been improvements in the policies, processes, and/or tools I use to complete my work.	351	75%	74%	76%	89%	15%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.	349	62%	57%	73%	67%	16%
Performance Management and Recognition						
The individual who rates my performance (i.e., first-level rating official) has first-hand knowledge of my job performance.	347	88%	91%	88%	100%	13%
I receive meaningful feedback regarding my job performance.	348	82%	87%	91%	100%	18%
I feel that accomplishing my assigned objectives are within my control.	346	82%	82%	88%	100%	18%
I am satisfied with the frequency of feedback I receive regarding my job performance.	348	82%	88%	94%	100%	18%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgement in private (e.g., 1-on-1 meeting)	347	81%	84%	94%	100%	19%
Performance objectives that will be used to evaluate me at the end of the performance period are clear.	346	81%	86%	94%	100%	19%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgment in public (e.g., team meeting, all-hands)	347	79%	84%	89%	100%	21%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Time-off awards	347	79%	84%	82%	100%	21%

2019 DOT OIG Employee Survey Results

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Performance awards	347	76%	81%	88%	100%	24%
Internal candidates are given fair consideration for open positions within OIG.*	346	67%	91%	88%	100%	33%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: OIG awards	343	66%	70%	78%	89%	23%
I know what I need to do in order to advance or be promoted within this organization.	348	64%	71%	88%	100%	36%
I know what I have to do in order to get recognized for my performance within this organization.	346	63%	80%	91%	100%	37%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card*	345	57%	52%	64%	89%	37%
Information Technology (IT)						
I am satisfied with the following: Email	348	96%	97%	91%	100%	9%
I know who to contact within OIG when I have questions or need assistance around the following: Information technology (IT)	342	93%	95%	94%	89%	6%
IT support staff follow through until the problem is resolved adequately.	337	91%	95%	94%	89%	6%
IT staff respond in a timely fashion when I have a question or need assistance.	337	90%	90%	94%	89%	5%
Overall, the technology resources available to me are sufficient to work effectively: When I am working from the office.	348	89%	95%	91%	100%	11%
IT support staff are knowledgeable.	337	86%	94%	94%	89%	8%
The OIG Help Desk is effective in resolving both IT and non-IT related issues.	339	84%	84%	94%	67%	28%
I am satisfied with the following: Multi-purpose machines (copier/fax/printer/scanner)	346	82%	74%	71%	67%	16%
I am satisfied with the following: Laptops	346	81%	87%	91%	89%	10%

2019 DOT OIG Employee Survey Results

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
Overall, the technology resources available to me are sufficient to work effectively: When I am teleworking.	347	81%	83%	79%	89%	9%
I am satisfied with the following: Network	346	80%	79%	71%	78%	8%
I am satisfied with the following: Video Conferencing	346	79%	72%	56%	56%	24%
I am satisfied with the following: VPN	346	76%	77%	74%	75%	3%
I am satisfied with the following: Intranet (SharePoint)	347	74%	72%	62%	33%	41%
Facilities						
I feel well-informed about decisions and processes around the recent renovations to the DOT OIG HQ and field offices.	343	81%	84%	82%	89%	8%
I am satisfied with the new office configuration in terms of: Lighting*	339	77%	85%	100%	56%	44%
When complete, facilities will provide sufficient: Collaboration space to support my work requirements*	338	69%	77%	67%	63%	14%
I am satisfied with the new office configuration in terms of: Layout*	339	68%	85%	75%	44%	41%
I am satisfied with the new office configuration in terms of: Storage space*	340	67%	67%	88%	67%	21%
I am satisfied with the new office configuration in terms of: Work space*	343	57%	66%	65%	56%	10%
When complete, facilities will provide sufficient: Privacy for solitary work*	339	54%	59%	46%	38%	22%
Human Resources (HR)						
I am satisfied with the following: Classification/Position Management*	338	95%	94%	97%	88%	9%
I am satisfied with the following: HR Advisory Services (e.g., reasonable accommodations, employee assistance)*	340	90%	85%	96%	100%	15%
HR staff respond in a timely fashion when I have a question or need assistance.	299	90%	87%	94%	100%	13%

2019 DOT OIG Employee Survey Results

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
I know who to contact within OIG when I have questions or need assistance around the following: Human resources (HR)	341	88%	88%	97%	100%	12%
I am satisfied with the following: HR Policies and information resources	343	86%	87%	91%	100%	14%
I am satisfied with the following: Employee Relations (e.g., advice on performance and conduct)	342	86%	88%	88%	100%	14%
HR staff have a good understanding of my work group's: Mission*	296	86%	87%	91%	100%	14%
HR staff are knowledgeable.	297	84%	93%	94%	100%	16%
I am satisfied with the following: Castle Time and Attendance process	343	84%	90%	83%	89%	7%
HR staff have a good understanding of my work group's: Operations*	295	84%	82%	91%	100%	18%
HR staff follow through until the problem is resolved adequately.	299	83%	85%	88%	89%	6%
I am satisfied with the following: Benefits and Retirement Counseling*	342	80%	86%	89%	100%	20%
I know who to contact within OIG when I have questions or need assistance around the following: Facilities, space, or office logistics	342	78%	79%	86%	100%	22%
Training and Development						
The Civility, Diversity, and Inclusion training is relevant and useful for my job.	336	88%	89%	94%	89%	6%
I have access to the training I need to keep job-relevant skills up-to-date.	340	79%	88%	86%	89%	10%
I am satisfied with the process for getting my IDP approved.	339	75%	72%	80%	56%	24%
I am satisfied with the opportunities for professional development.	341	75%	89%	91%	89%	17%
I am satisfied with the process for developing an Individual Development Plan (IDP).	339	68%	68%	74%	44%	30%
I am satisfied with the process for handling external training requests.	339	65%	68%	71%	56%	16%

2019 DOT OIG Employee Survey Results

Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
Office of Procurement and Administrative Services						
I am satisfied with the following services and programs: Health and safety*	341	96%	100%	93%	100%	7%
I am satisfied with the following services and programs: Travel card	342	95%	95%	97%	89%	8%
I am satisfied with the following services and programs: Travel (E2)	342	93%	94%	91%	78%	17%
Procurement staff are knowledgeable.	133	89%	95%	87%	100%	13%
I am satisfied with the following services and programs: Fleet management*	342	88%	89%	77%	75%	14%
I am satisfied with the following services and programs: Procurement and contracting*	342	85%	77%	84%	78%	7%
Procurement staff follow through until the problem is resolved adequately.	133	82%	86%	91%	100%	18%
I know who to contact within OIG when I have questions or need assistance around the following: Procurement/contracting*	343	73%	76%	91%	100%	27%
Student Loan Repayment Program						
Overall, I am satisfied with the benefits provided by the Student Loan Repayment Program.*	341	81%	89%	75%	67%	23%
I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).*	341	63%	57%	57%	67%	10%
Legal, Legislative, and External Affairs						
OIG congressional and external affairs advice is provided by knowledgeable subject matter experts.*	251	97%	98%	100%	100%	3%
OIG congressional and external affairs staff is timely and responsive to requests for assistance.	250	96%	100%	94%	100%	6%
I know who to contact within OIG when I have questions or need assistance around the following: Legal matters	341	95%	99%	100%	100%	5%

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Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
I know who to contact within OIG when I have questions or need assistance around the following: Congressional and external affairs	342	90%	96%	100%	100%	7%
OIG legal advice is provided by knowledgeable subject matter experts.	251	93%	95%	94%	100%	10%
OIG legal staff is timely and responsive to requests for assistance.*	251	86%	92%	88%	89%	6%
Work Environment/Culture						
There is a person with authority within OIG with whom I am comfortable reporting the following to: Reasonable Accommodation Request	335	95%	95%	100%	100%	5%
OIG employees have the core competencies (skill sets) needed to perform their job.	339	93%	88%	94%	100%	12%
OIG employees treat each other with respect and courtesy.	337	91%	94%	97%	100%	9%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Waste, fraud, or abuse	335	90%	95%	97%	100%	10%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Noncompliance with a law or regulation or not following policies or procedures	337	88%	89%	94%	100%	12%
As an organization, OIG is going in the right direction.	335	87%	83%	76%	89%	12%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Bullying/Workplace Violence	336	87%	89%	97%	100%	13%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Hostile work environment	337	83%	91%	91%	100%	17%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Employee misconduct	336	83%	88%	94%	100%	17%

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Question Text	Count	GS-13 and Below	GS-14	GS-15	SES	Dif
There is a person with authority within OIG with whom I am comfortable reporting the following to: EEO/discrimination complaint	336	83%	89%	94%	100%	17%
I understand the mission of the OIG ERC.	338	81%	81%	88%	56%	32%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Retaliation	335	80%	85%	94%	100%	20%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Grievance (Performance Rating or Promotion)	338	77%	88%	97%	100%	23%
I can express ideas without fear of retaliation/reprisal, even if these ideas are dissenting or unpopular.	339	75%	78%	86%	100%	25%
My ideas and input are solicited and valued.	337	74%	78%	86%	100%	26%
OIG employees are empowered to make decisions at the correct levels in the organization.	337	73%	71%	74%	78%	7%
Decision making within OIG is timely and systematic.	338	70%	72%	86%	78%	16%
Employee Morale						
I would stay at OIG even if I were offered a comparable job elsewhere.	337	72%	83%	91%	89%	19%
Employees within OIG have enthusiasm for their job.	339	88%	92%	94%	100%	12%
All things considered, I am satisfied with my job in OIG.	337	88%	91%	89%	100%	12%
Overall, I am more satisfied with my job now than I was at this time last year.	336	68%	72%	72%	67%	6%

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APPENDIX F: GENDER COMPARISON

Data Legend:

* Indicates items with ≥ 15% or greater NA/DK responses.

Highlighted questions indicate differences ≥ 30 percentage points between highest and lowest subgroup score.

Question Text	Count	Female	Male	Other	Dif
OIG Senior Leadership (SES Level)					
SES-level leaders in my office practice the OIG motto “mission first, people always.”	351	89%	90%	62%	29%
SES leaders in my office have the competencies needed to perform their job effectively. (Note: please see OPM’s Executive Core Qualifications for a summary of competencies expected of leadership.)	350	88%	91%	64%	27%
SES-level leaders with whom I work value my input and ideas for improvement.	350	85%	87%	50%	37%
SES-level leaders encourage others to find novel or innovative solutions.	349	79%	83%	62%	22%
I have confidence that OIG senior leadership will promote the change necessary to offer a better working environment.	348	79%	85%	62%	23%
SES-level leaders in my office make decisions impartially.	350	75%	81%	50%	31%
I have confidence in the future of OIG in the face of future leadership transitions.	348	74%	82%	46%	36%
Immediate Supervisor					
My immediate supervisor has the technical competencies needed to perform his/her job effectively.	353	93%	93%	67%	26%
My immediate supervisor sets a good example.	354	88%	88%	63%	26%
My immediate supervisor encourages others to express new ideas.	354	87%	91%	44%	47%
I am satisfied with the level of communication provided by my immediate supervisor.	354	87%	86%	63%	24%

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Question Text	Count	Female	Male	Other	Dif
My immediate supervisor has discussions with me regarding my career development.	354	86%	84%	53%	33%
My immediate supervisor delegates work effectively.	354	84%	88%	50%	38%
My immediate supervisor provides me with on-the-job training to improve my skillset.	353	84%	83%	50%	34%
Business Policies, Procedures, and Practices					
I am satisfied with the information I receive in: Information about potential government shutdowns and/or furloughs.	349	98%	96%	94%	5%
I am satisfied with the information I receive in: Information about OIG accomplishments or challenges.	351	95%	93%	79%	16%
I am satisfied with the information I receive in: Information from OIG leadership about OIG's budget or the status of appropriations.	351	94%	95%	73%	22%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes quality products.	348	90%	94%	92%	3%
When starting a new project, case, or task; goals and objectives are clearly stated.	349	89%	88%	67%	23%
I am satisfied with the information I receive in: Information about new policies or procedures.	350	88%	85%	79%	9%
I am satisfied with the information I receive in: Information about changes within OIG.	350	87%	86%	64%	22%
When starting a new project, case, or task; specific roles and responsibilities are defined and explained.	348	86%	83%	50%	36%
Crises (e.g., congressional requests, emergency events related to OIG's mission) are managed effectively so as to reduce negative impact on my current work priorities/schedules.*	348	78%	88%	56%	32%
Over the past year there have been improvements in the policies, processes, and/or tools I use to complete my work.	349	77%	75%	58%	19%

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Question Text	Count	Female	Male	Other	Dif
Administrative/personnel policies (e.g., telework, leave) are applied consistently across the organization (e.g., JI vs. JA vs. JM).*	348	75%	73%	62%	13%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.	347	59%	65%	58%	7%
Performance Management and Recognition					
The individual who rates my performance (i.e., first-level rating official) has first-hand knowledge of my job performance.	347	93%	91%	63%	30%
Performance objectives that will be used to evaluate me at the end of the performance period are clear.	346	88%	83%	47%	41%
I receive meaningful feedback regarding my job performance.	348	85%	89%	50%	39%
I am satisfied with the frequency of feedback I receive regarding my job performance.	348	85%	89%	56%	33%
I feel that accomplishing my assigned objectives are within my control.	346	84%	85%	56%	28%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgement in private (e.g., 1-on-1 meeting)	347	84%	85%	71%	14%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Time-off awards	347	80%	85%	47%	39%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgment in public (e.g., team meeting, all-hands)	347	80%	86%	60%	26%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Performance awards	347	79%	84%	50%	34%
Internal candidates are given fair consideration for open positions within OIG.*	346	79%	83%	25%	58%

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Question Text	Count	Female	Male	Other	Dif
I know what I need to do in order to advance or be promoted within this organization.	348	70%	75%	27%	48%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: OIG awards	343	70%	72%	31%	40%
I know what I have to do in order to get recognized for my performance within this organization.	346	69%	79%	25%	54%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card*	345	54%	62%	29%	34%
Information Technology (IT)					
I am satisfied with the following: Email	98%	98%	95%	88%	10%
I know who to contact within OIG when I have questions or need assistance around the following: Information technology (IT)	93%	93%	95%	81%	14%
Overall, the technology resources available to me are sufficient to work effectively: When I am working from the office.	91%	91%	93%	88%	6%
IT support staff follow through until the problem is resolved adequately.	89%	89%	95%	75%	20%
IT support staff are knowledgeable.	87%	87%	92%	75%	17%
IT staff respond in a timely fashion when I have a question or need assistance.	86%	86%	95%	63%	32%
I am satisfied with the following: Laptops	86%	86%	84%	75%	11%
Overall, the technology resources available to me are sufficient to work effectively: When I am teleworking.	85%	85%	82%	69%	16%
The OIG Help Desk is effective in resolving both IT and non-IT related issues.	83%	83%	88%	67%	21%
I am satisfied with the following: VPN	83%	83%	71%	73%	11%
I am satisfied with the following: Network	83%	83%	79%	75%	8%
I am satisfied with the following: Multi-purpose machines (copier/fax/printer/scanner)	82%	82%	79%	63%	20%
I am satisfied with the following: Intranet (SharePoint)	73%	73%	70%	60%	13%

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Question Text	Count	Female	Male	Other	Dif
I am satisfied with the following: Video Conferencing	70%	70%	78%	73%	8%
Facilities					
I am satisfied with the new office configuration in terms of: Lighting*	339	84%	79%	63%	21%
I feel well-informed about decisions and processes around the recent renovations to the DOT OIG HQ and field offices.	343	81%	82%	82%	1%
I am satisfied with the new office configuration in terms of: Storage space*	340	67%	75%	38%	38%
When complete, facilities will provide sufficient: Collaboration space to support my work requirements*	338	66%	76%	43%	33%
I am satisfied with the new office configuration in terms of: Layout*	339	65%	81%	50%	31%
I am satisfied with the new office configuration in terms of: Work space*	343	63%	62%	25%	38%
When complete, facilities will provide sufficient: Privacy for solitary work*	339	47%	60%	25%	35%
Human Resources (HR)					
I am satisfied with the following: Classification/Position Management*	338	95%	94%	92%	2%
I am satisfied with the following: HR Advisory Services (e.g., reasonable accommodations, employee assistance)*	340	90%	90%	70%	20%
HR staff respond in a timely fashion when I have a question or need assistance.	341	89%	91%	88%	3%
I know who to contact within OIG when I have questions or need assistance around the following: Human resources (HR)	343	88%	83%	75%	13%
I am satisfied with the following: HR Policies and information resources	343	86%	89%	80%	9%
I am satisfied with the following: Employee Relations (e.g., advice on performance and conduct)	299	86%	92%	92%	6%

2019 DOT OIG Employee Survey Results

Question Text	Count	Female	Male	Other	Dif
HR staff have a good understanding of my work group's: Mission*	297	86%	89%	91%	5%
HR staff are knowledgeable.	342	85%	90%	75%	15%
I am satisfied with the following: Castle Time and Attendance process	296	85%	89%	86%	4%
HR staff have a good understanding of my work group's: Operations*	342	83%	84%	60%	24%
HR staff follow through until the problem is resolved adequately.	299	82%	87%	83%	4%
I am satisfied with the following: Benefits and Retirement Counseling*	295	82%	85%	100%	18%
I know who to contact within OIG when I have questions or need assistance around the following: Facilities, space, or office logistics	342	80%	81%	71%	9%
Training and Development					
The Civility, Diversity, and Inclusion training is relevant and useful for my job.	336	93%	87%	73%	20%
I have access to the training I need to keep job-relevant skills up-to-date.	340	87%	81%	63%	25%
I am satisfied with the opportunities for professional development.	341	85%	82%	56%	28%
I am satisfied with the process for getting my IDP approved.	339	68%	82%	60%	22%
I am satisfied with the process for handling external training requests.	339	66%	71%	47%	24%
I am satisfied with the process for developing an Individual Development Plan (IDP).	339	64%	73%	56%	17%
Office of Procurement and Administrative Services					
I am satisfied with the following services and programs: Travel card	342	97%	95%	91%	6%
I am satisfied with the following services and programs: Health and safety*	341	96%	98%	90%	8%
I am satisfied with the following services and programs: Travel (E2)	342	92%	94%	80%	14%

2019 DOT OIG Employee Survey Results

Question Text	Count	Female	Male	Other	Dif
I am satisfied with the following services and programs: Fleet management*	342	91%	87%	83%	8%
Procurement staff are knowledgeable.	133	84%	96%	80%	16%
I am satisfied with the following services and programs: Procurement and contracting*	342	80%	83%	88%	8%
Procurement staff follow through until the problem is resolved adequately.	133	77%	95%	80%	18%
I know who to contact within OIG when I have questions or need assistance around the following: Procurement/contracting*	343	76%	78%	73%	6%
Student Loan Repayment Program					
Overall, I am satisfied with the benefits provided by the Student Loan Repayment Program.*	341	87%	82%	67%	20%
I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).*	341	70%	59%	33%	36%
Legal, Legislative, and External Affairs					
OIG congressional and external affairs advice is provided by knowledgeable subject matter experts.	251	97%	98%	100%	3%
I know who to contact within OIG when I have questions or need assistance around the following: Legal matters	341	96%	98%	93%	5%
OIG congressional and external affairs staff is timely and responsive to requests for assistance.	250	95%	99%	80%	19%
I know who to contact within OIG when I have questions or need assistance around the following: Congressional and external affairs	342	91%	96%	82%	14%
OIG legal advice is provided by knowledgeable subject matter experts.*	251	90%	98%	67%	31%
OIG legal staff is timely and responsive to requests for assistance.*	251	81%	94%	50%	44%
Work Environment/Culture					

2019 DOT OIG Employee Survey Results

Question Text	Count	Female	Male	Other	Dif
There is a person with authority within OIG with whom I am comfortable reporting the following to: Reasonable Accommodation Request	335	95%	97%	80%	17%
OIG employees treat each other with respect and courtesy.	337	92%	95%	60%	35%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Waste, fraud, or abuse	335	91%	96%	55%	41%
OIG employees have the core competencies (skill sets) needed to perform their job.	339	91%	93%	71%	22%
I understand the mission of the OIG ERC.	338	88%	77%	58%	29%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Noncompliance with a law or regulation or not following policies or procedures	337	87%	94%	58%	35%
As an organization, OIG is going in the right direction.	335	86%	88%	53%	34%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Bullying/Workplace Violence	336	86%	94%	45%	49%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Grievance (Performance Rating or Promotion)	338	83%	87%	50%	37%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Employee misconduct	336	83%	91%	33%	58%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Hostile work environment	337	82%	94%	29%	65%
There is a person with authority within OIG with whom I am comfortable reporting the following to: EEO/discrimination complaint	336	80%	94%	33%	60%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Retaliation	335	79%	91%	31%	60%

2019 DOT OIG Employee Survey Results

Question Text	Count	Female	Male	Other	Dif
My ideas and input are solicited and valued.	337	74%	83%	21%	62%
I can express ideas without fear of retaliation/reprisal, even if these ideas are dissenting or unpopular.	339	74%	84%	14%	70%
OIG employees are empowered to make decisions at the correct levels in the organization.	337	68%	78%	33%	44%
Decision making within OIG is timely and systematic.	338	68%	77%	40%	37%
Employee Morale					
I would stay at OIG even if I were offered a comparable job elsewhere.	337	81%	81%	25%	56%
Employees within OIG have enthusiasm for their job.	339	91%	94%	67%	27%
All things considered, I am satisfied with my job in OIG.	337	90%	93%	69%	24%
Overall, I am more satisfied with my job now than I was at this time last year.	336	70%	75%	13%	61%

2019 DOT OIG Employee Survey Results

APPENDIX G: RACE COMPARISON

Data Legend:

* Indicates items with ≥ 15% or greater NA/DK responses.

Highlighted questions indicate differences ≥ 30 percentage points between highest and lowest subgroup score.

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
OIG Senior Leadership (SES Level)							
SES-level leaders in my office practice the OIG motto “mission first, people always.”	351	92%	85%	100%	87%	81%	19%
SES leaders in my office have the competencies needed to perform their job effectively. (Note: please see OPM’s Executive Core Qualifications for a summary of competencies expected of leadership.)	350	91%	89%	100%	87%	74%	26%
SES-level leaders with whom I work value my input and ideas for improvement.	350	87%	92%	87%	87%	63%	28%
SES-level leaders encourage others to find novel or innovative solutions.	350	83%	79%	93%	77%	53%	41%
I have confidence that OIG senior leadership will promote the change necessary to offer a better working environment.	348	83%	85%	100%	81%	75%	25%
SES-level leaders in my office make decisions impartially.	349	82%	87%	87%	73%	75%	14%
I have confidence in the future of OIG in the face of future leadership transitions.	348	78%	85%	88%	79%	70%	18%
Immediate Supervisor							
My immediate supervisor has the technical competencies needed to perform his/her job effectively.	353	93%	87%	94%	94%	86%	8%
My immediate supervisor provides me with on-the-job training to improve my skillset.	354	88%	86%	81%	81%	68%	20%
My immediate supervisor sets a good example.	354	86%	91%	88%	88%	78%	13%
My immediate supervisor encourages others to express new ideas.	354	86%	92%	88%	94%	80%	14%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
My immediate supervisor has discussions with me regarding my career development.	354	85%	89%	94%	81%	62%	32%
I am satisfied with the level of communication provided by my immediate supervisor.	354	85%	92%	88%	88%	64%	29%
My immediate supervisor delegates work effectively.	353	83%	87%	75%	81%	73%	14%
Business Policies, Procedures, and Practices							
I am satisfied with the information I receive in: Information about potential government shutdowns and/or furloughs.	349	97%	98%	94%	94%	100%	6%
I am satisfied with the information I receive in: Information from OIG leadership about OIG's budget or the status of appropriations.	351	93%	95%	100%	87%	100%	13%
I am satisfied with the information I receive in: Information about OIG accomplishments or challenges.	351	93%	98%	94%	81%	96%	17%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes quality products.	348	92%	95%	88%	93%	94%	7%
When starting a new project, case, or task; goals and objectives are clearly stated.	349	89%	87%	88%	81%	85%	8%
Crises (e.g., congressional requests, emergency events related to OIG's mission) are managed effectively so as to reduce negative impact on my current work priorities/schedules.*	348	85%	81%	69%	85%	88%	19%
When starting a new project, case, or task; specific roles and responsibilities are defined and explained.	348	85%	87%	94%	75%	65%	29%
I am satisfied with the information I receive in: Information about new policies or procedures.	350	84%	91%	88%	80%	87%	11%
I am satisfied with the information I receive in: Information about changes within OIG.	350	83%	95%	100%	80%	70%	30%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
Over the past year there have been improvements in the policies, processes, and/or tools I use to complete my work.	349	76%	83%	71%	50%	70%	33%
Administrative/personnel policies (e.g., telework, leave) are applied consistently across the organization (e.g., JI vs. JA vs. JM).*	348	73%	79%	77%	83%	61%	22%
OIG's review and approval process for written products (e.g., reports, advisories, congressional testimony and correspondence, Report of Investigations) promotes timely products.	347	61%	62%	63%	64%	65%	4%
Performance Management and Recognition							
The individual who rates my performance (i.e., first-level rating official) has first-hand knowledge of my job performance.	347	90%	95%	94%	94%	77%	18%
Performance objectives that will be used to evaluate me at the end of the performance period are clear.	346	88%	92%	82%	88%	52%	40%
I receive meaningful feedback regarding my job performance.	348	88%	88%	82%	81%	77%	10%
I am satisfied with the frequency of feedback I receive regarding my job performance.	348	88%	88%	88%	81%	71%	17%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgement in private (e.g., 1-on-1 meeting)	347	86%	85%	94%	69%	71%	25%
I feel that accomplishing my assigned objectives are within my control.	346	86%	89%	94%	88%	59%	35%
Internal candidates are given fair consideration for open positions within OIG.*	346	85%	88%	77%	71%	40%	48%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Verbal acknowledgment in public (e.g., team meeting, all-hands)	347	84%	82%	94%	67%	65%	29%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Time-off awards	347	83%	80%	93%	77%	68%	25%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Performance awards	347	81%	84%	86%	73%	65%	21%
I know what I have to do in order to get recognized for my performance within this organization.	346	75%	80%	82%	80%	41%	41%
I know what I need to do in order to advance or be promoted within this organization.	348	74%	81%	82%	73%	27%	55%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: OIG awards	343	68%	82%	80%	50%	39%	44%
OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card*	345	56%	62%	43%	69%	40%	29%
Information Technology (IT)							
I am satisfied with the following: Email	348	96%	98%	94%	94%	87%	11%
I know who to contact within OIG when I have questions or need assistance around the following: Information technology (IT)	342	92%	95%	100%	94%	87%	13%
IT support staff follow through until the problem is resolved adequately.	337	91%	94%	100%	94%	91%	9%
Overall, the technology resources available to me are sufficient to work effectively: When I am working from the office.	348	90%	98%	88%	94%	86%	12%
IT support staff are knowledgeable.	337	90%	91%	100%	87%	87%	13%
IT staff respond in a timely fashion when I have a question or need assistance.	337	89%	94%	94%	88%	96%	8%
I am satisfied with the following: Laptops	346	84%	88%	76%	88%	87%	11%
The OIG Help Desk is effective in resolving both IT and non-IT related issues.	339	84%	89%	88%	94%	82%	12%
Overall, the technology resources available to me are sufficient to work effectively: When I am teleworking.	347	81%	91%	82%	88%	76%	15%
I am satisfied with the following: Network	346	77%	85%	71%	100%	87%	29%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
I am satisfied with the following: Multi-purpose machines (copier/fax/printer/scanner)	346	75%	91%	76%	69%	83%	22%
I am satisfied with the following: VPN	346	70%	88%	82%	94%	77%	24%
I am satisfied with the following: Video Conferencing	346	67%	88%	71%	73%	82%	22%
I am satisfied with the following: Intranet (SharePoint)	347	66%	86%	65%	44%	68%	42%
Facilities							
I feel well-informed about decisions and processes around the recent renovations to the DOT OIG HQ and field offices.	343	81%	91%	73%	100%	65%	35%
I am satisfied with the new office configuration in terms of: Lighting*	339	78%	87%	80%	56%	88%	33%
I am satisfied with the new office configuration in terms of: Storage space*	340	73%	68%	70%	86%	63%	23%
When complete, facilities will provide sufficient: Collaboration space to support my work requirements*	338	68%	83%	80%	56%	64%	27%
I am satisfied with the new office configuration in terms of: Layout*	339	68%	85%	80%	56%	81%	29%
I am satisfied with the new office configuration in terms of: Work space*	343	54%	73%	70%	67%	53%	20%
When complete, facilities will provide sufficient: Privacy for solitary work*	339	53%	65%	90%	30%	27%	63%
Human Resources (HR)							
I am satisfied with the following: Classification/Position Management*	338	94%	96%	92%	100%	89%	11%
I am satisfied with the following: HR Advisory Services (e.g., reasonable accommodations, employee assistance)*	340	89%	94%	91%	87%	85%	9%
I know who to contact within OIG when I have questions or need assistance around the following: Human resources (HR)	341	89%	95%	94%	75%	87%	20%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
I am satisfied with the following: Employee Relations (e.g., advice on performance and conduct)	342	88%	95%	92%	81%	76%	18%
HR staff respond in a timely fashion when I have a question or need assistance.	299	88%	98%	100%	73%	84%	27%
HR staff are knowledgeable.	297	86%	93%	100%	64%	89%	36%
I am satisfied with the following: HR Policies and information resources	343	85%	94%	94%	75%	83%	19%
HR staff have a good understanding of my work group's: Mission*	296	85%	93%	100%	85%	80%	20%
I am satisfied with the following: Castle Time and Attendance process	343	84%	91%	76%	94%	78%	17%
I am satisfied with the following: Benefits and Retirement Counseling*	342	82%	89%	83%	71%	83%	18%
HR staff follow through until the problem is resolved adequately.	299	81%	89%	100%	73%	84%	27%
HR staff have a good understanding of my work group's: Operations*	295	81%	94%	100%	62%	86%	38%
I know who to contact within OIG when I have questions or need assistance around the following: Facilities, space, or office logistics	342	77%	86%	100%	69%	73%	31%
Training and Development							
The Civility, Diversity, and Inclusion training is relevant and useful for my job.	336	86%	95%	93%	88%	89%	9%
I have access to the training I need to keep job-relevant skills up-to-date.	340	82%	84%	94%	88%	78%	16%
I am satisfied with the opportunities for professional development.	341	81%	86%	82%	88%	74%	14%
I am satisfied with the process for getting my IDP approved.	339	77%	79%	65%	69%	68%	14%
I am satisfied with the process for developing an Individual Development Plan (IDP).	339	64%	85%	59%	69%	68%	26%
I am satisfied with the process for handling external training requests.	339	62%	82%	88%	56%	68%	31%
Office of Procurement and Administrative Services							

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
I am satisfied with the following services and programs: Health and safety*	341	98%	98%	100%	100%	93%	7%
I am satisfied with the following services and programs: Travel card	342	95%	100%	93%	100%	86%	14%
I am satisfied with the following services and programs: Travel (E2)	342	91%	98%	87%	87%	89%	12%
Procurement staff are knowledgeable.	133	90%	94%	100%	80%	91%	20%
Procurement staff follow through until the problem is resolved adequately.	133	88%	94%	50%	80%	91%	44%
I am satisfied with the following services and programs: Fleet management*	342	85%	97%	86%	88%	91%	11%
I am satisfied with the following services and programs: Procurement and contracting*	342	77%	94%	75%	100%	100%	25%
I know who to contact within OIG when I have questions or need assistance around the following: Procurement/contracting*	343	75%	82%	75%	58%	89%	31%
Student Loan Repayment Program							
Overall, I am satisfied with the benefits provided by the Student Loan Repayment Program.*	341	79%	91%	100%	75%	100%	25%
I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).*	341	61%	75%	100%	17%	25%	83%
Legal, Legislative, and External Affairs							
I know who to contact within OIG when I have questions or need assistance around the following: Legal matters	341	98%	97%	94%	79%	100%	21%
OIG congressional and external affairs advice is provided by knowledgeable subject matter experts.	251	97%	97%	100%	100%	100%	3%
OIG congressional and external affairs staff is timely and responsive to requests for assistance.*	250	97%	100%	100%	90%	89%	11%
OIG legal advice is provided by knowledgeable subject matter experts.	251	96%	93%	100%	91%	88%	13%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
I know who to contact within OIG when I have questions or need assistance around the following: Congressional and external affairs*	342	96%	92%	93%	79%	90%	17%
OIG legal staff is timely and responsive to requests for assistance.	251	88%	93%	100%	91%	67%	33%
Work Environment/Culture							
There is a person with authority within OIG with whom I am comfortable reporting the following to: Reasonable Accommodation Request	335	97%	95%	100%	100%	80%	20%
OIG employees treat each other with respect and courtesy.	337	96%	86%	94%	94%	86%	11%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Waste, fraud, or abuse	335	96%	93%	100%	88%	76%	24%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Bullying/Workplace Violence	336	95%	88%	88%	81%	67%	28%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Noncompliance with a law or regulation or not following policies or procedures	337	93%	92%	94%	81%	67%	27%
There is a person with authority within OIG with whom I am comfortable reporting the following to: EEO/discrimination complaint	336	93%	85%	88%	81%	55%	38%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Employee misconduct	336	92%	89%	75%	75%	55%	38%
OIG employees have the core competencies (skill sets) needed to perform their job.	339	92%	92%	94%	94%	86%	8%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Hostile work environment	337	91%	88%	94%	81%	59%	35%
There is a person with authority within OIG with whom I am comfortable reporting the following to: Retaliation	335	90%	88%	81%	75%	55%	35%

2019 DOT OIG Employee Survey Results

Question Text	Count	White/ Caucasian	Black/African American	Asian	Hispanic Latino	Two or More	Dif
There is a person with authority within OIG with whom I am comfortable reporting the following to: Grievance (Performance Rating or Promotion)	338	89%	90%	81%	75%	59%	31%
As an organization, OIG is going in the right direction.	335	85%	89%	100%	75%	79%	25%
I can express ideas without fear of retaliation/reprisal, even if these ideas are dissenting or unpopular.	339	85%	78%	88%	67%	48%	41%
I understand the mission of the OIG ERC.	338	83%	87%	76%	81%	70%	17%
My ideas and input are solicited and valued.	337	81%	81%	88%	63%	57%	31%
Decision making within OIG is timely and systematic.	338	77%	72%	65%	69%	67%	12%
OIG employees are empowered to make decisions at the correct levels in the organization.	337	75%	78%	82%	63%	50%	32%
Employee Morale							
I would stay at OIG even if I were offered a comparable job elsewhere.	337	81%	78%	88%	75%	61%	27%
Employees within OIG have enthusiasm for their job.	339	95%	86%	100%	81%	86%	19%
All things considered, I am satisfied with my job in OIG.	337	91%	92%	100%	87%	83%	17%
Overall, I am more satisfied with my job now than I was at this time last year.	336	68%	75%	94%	71%	60%	34%

APPENDIX H: OPEN-ENDED RESULTS

The following table provides response themes for each open-ended question. An answer was categorized as a “theme” if at least 3 participants provided the same or similar response. Other notable responses by just one to two people have also been summarized. Please note the percentages may sum to more than 100% due to the fact that multiple themes could have been generated from one individual’s response.

OIG SENIOR LEADERSHIP (SES)

As you’re aware, the IG has talked about retirement in the coming years, which would represent a change for our organization. What potential concerns do you have about this future leadership transition?

A total of 203 participants (58%) provided a response to this question.

- 75 respondents (37%) indicated that their potential concerns related to leadership transition would be **the lack of continuity of leadership styles that could result in regressions or negative culture changes.**
- 34 respondents (17%) indicated that their potential concerns related to leadership transition would be **the loss of “People Always” as a core value in the OIG.**
- 24 respondents (12%) indicated that their potential concerns related to leadership transition would be **the loss of Work-Life balance, specifically in telework and flexible-work schedules.**
- 17 respondents (8%) indicated that their potential concerns related to leadership transition would be **having to replace Cal (a great leader) with an incompetent leader.**
- 15 respondents (7%) indicated that their potential concerns related to leadership transition would be **in the desire to have another inclusive leader like Cal is.**
- 15 respondents (7%) indicated that their potential concerns related to leadership transition would be **in the unfavorable selection of the DIG to assume the IG role.**
- 15 respondents (7%) indicated that their potential concerns related to leadership transition would be **the perceived attrition or turnover of staff that would occur after the IG retires.**
- 15 respondents (7%) indicated that their potential concerns related to leadership transition would be **in a general sense of uncertainty.**
- 11 respondents (5%) indicated that their potential concerns related to leadership transition would be **the decrease in employee participation behaviors.**
- 10 respondents (5%) indicated that their potential concerns related to leadership transition would be **nothing at all, as they perceive there will be no negative impacts to OIG after this leadership change.**
- 10 respondents (5%) indicated that their potential concerns related to leadership transition would be **in the lack of faith that is placed in the current leaders at the OIG.**
- 10 respondents (5%) indicated that their potential concerns related to leadership transition would be **in transparent practices related primarily to communications.**
- 8 respondents (4%) indicated that their potential concerns related to leadership transition would be **if the new leader had a different vision than Cal.**
- 7 respondents (3%) indicated that their potential concerns related to leadership transition would **result in lowered employee morale.**

As you're aware, the IG has talked about retirement in the coming years, which would represent a change for our organization. What potential concerns do you have about this future leadership transition? (continued)

A total of 203 participants (58%) provided a response to this question. A total of 355 codes were generated for the entire response set.

- 7 respondents (3%) indicated that their potential concerns related to leadership transition would be **in how promotional opportunities are established for vacant positions.**
- 7 respondents (3%) indicated that their potential concerns related to leadership transition would be **in how leadership decision-making would vary.**
- 6 respondents (3%) indicated that their potential concerns related to leadership transition would be **the shift in the political climate at the OIG.**
- 5 respondents (2%) indicated that their potential concerns related to leadership transition would be **the selection of a competent leader.**
- 5 respondents (2%) indicated that their potential concerns related to leadership transition would be **the time it takes to replace the IG.**
- 5 respondents (2%) indicated that their potential concerns related to leadership transition would be **the lack of trust that leaders would have in the staff.**
- 4 respondents (2%) indicated that their potential concerns related to leadership transition would be **that they had many concerns, though nothing specific was stated.**
- 3 respondents (1%) indicated that their potential concerns related to leadership transition would be **the performance gaps that the organization would exhibit.**
- 3 respondents (1%) indicated that their potential concerns related to leadership transition would be **the changes in policies.**

Other notable comments/themes include:

- Respondents stated they were concerned about how their roles or functions in the organization may change.
- Respondents stated that they were hopeful that the OIG would come out of this impending leadership transition in a positive state.
- Respondents stated that they were concerned with how the knowledge would be transferred from Cal to the next IG.

BUSINESS POLICIES, PROCEDURES, AND PRACTICES

Are there gaps or inconsistencies in policies? Please explain:

A total of 115 participants (33%) provided a response to this question.

- 46 respondents (40%) indicated that there is a **lack of consistency in the application of policy.**
 - 27 respondents (23%) specifically reference the **telework policy.**
 - 9 respondents (8%) specifically reference **that offices apply policies differently.**
 - 6 respondents (5%) specifically reference **favoritism in how policies are applied.**
 - 5 respondents (4%) indicated that **managers either make up or don't adhere to policies.**
- 16 respondents (14%) indicated that **there are communication gaps related to policies.**
- 16 respondents (14%) indicated that **there are delays in work processes that slow down production.**
- 13 respondents (11%) indicated that **there is a need for a standardized process to streamline products.**
- 11 respondents (10%) indicated that **there are undefined or poorly defined policies.**
- 11 respondents (10%) indicated that **audit related policies need to be revamped for efficiency.**
- 10 respondents (9%) indicated that **there are outdated policies that should be updated.**
- 10 respondents (9%) indicated that **policies should be developed to optimize OIG performance.**
- 10 respondents (9%) shared responses that **provide ideas for improving policies at the OIG.**
 - Ideas entail training focused on indexing, incorporating your "writer/editor" earlier on the reporting process, and formally documenting major auditing changes through SharePoint.
- 8 respondents (7%) indicated that **there needs to be improvements made to IREF and Cross-Indexing policies.**
- 7 respondents (6%) indicated that **there needs to be collective input gathered when developing policies.**
- 7 respondents (6%) indicated that **there are inconsistent work processes based on policies.**
- 7 respondents (6%) indicated that **there are no current gaps in the application of policies at the OIG.**
- 3 respondents (3%) indicated that **there are rigid auditing processes that slow down production.**
- 3 respondents (3%) indicated that **inconsistent decisions are made related to policy improvements.**
- 3 respondents (3%) indicated that **work processes can be complicated by policies.**

Other notable comments include:

- OIG policies should promote flexibility in auditing work processes.
- The methodology used to develop policies varies greatly, which challenges employees to complete quality products.
- Across the organization there is a misalignment of expectations for auditing products that makes collaborating difficult to perform at times.

On the 2018 Federal Employee Viewpoint Survey (FEVS), the item with the largest decline for DOT OIG was “How satisfied are you with the information you receive from management on what’s going on in your organization?” (down 7.4 points since 2017). What could OIG do to improve the information you receive from management? Please describe any topics where you would like to receive more information (e.g., recent furlough and start-up procedures) or other suggestions for improving communication from management.

A total of 125 participants (36%) provided a response to this question.

- 24 respondents (19%) indicated that **there are no improvements to be made.**
- 23 respondents (18%) indicated that **there are inconsistent or poor communication practices.**
- 13 respondents (10%) indicated that **furlough related information was communicated poorly.**
- 13 respondents (10%) indicated that **there needed to be more transparent practices when communicating.**
- 13 respondents (10%) indicated that **management needs to communicate better with all employees.**
- 11 respondents (9%) indicated that **SharePoint should be utilized more often to store important internal communications.**
- 10 respondents (8%) indicated that **communication should be directed towards those who are impacted most by the information.**
- 9 respondents (7%) indicated that **communication efforts should improve in relation to details and clarity.**
- 7 respondents (6%) indicated that **information flow should be centralized within OIG.**
- 6 respondents (5%) indicated that **information related to organizational changes are desired.**
- 5 respondents (7%) indicated that **communication efforts should improve in relation to details and clarity.**
- 5 respondents (7%) indicated that **there is too much information being communicated.**
- 5 respondents (7%) indicated that **there should be an improvement to cross-organizational communication efforts.**
- 4 respondents (3%) indicated that **there should be greater communication efforts related to policy changes.**
- 4 respondents (3%) indicated that **staffing decisions should be communicated more consistently.**
- 3 respondents (2%) indicated that **there are gaps in communication channels used in OIG.**
- 3 respondents (2%) indicated that **communication efforts should be exhibited in a timelier manner.**
- 3 respondents (2%) indicated that **it is a challenge in knowing where to find information.**

Other notable comments/themes include:

- Too many communication channels being used.
- Only current or relevant information should be shared as to not inundate employees.
- Communication efforts related to accountability should be practiced more effectively.

PERFORMANCE MANAGEMENT AND RECOGNITION

One of the lower scoring items on OIG’s 2018 FEVS was “*Creativity and innovation are rewarded*” (64% positive). What are some realistic changes OIG could make to encourage more innovation across the organization?

A total of 129 participants (37%) provided a response to this question.

- 37 respondents (29%) indicated that a **psychologically safe workplace** would improve innovative efforts.
- 30 respondents (23%) indicated that **empowering employees through inclusion** would improve innovative efforts.
- 14 respondents (11%) indicated that **leaders being open to change** would improve innovative efforts.
- 14 respondents (11%) indicated that **incentives to innovate** would improve innovative efforts.
- 13 respondents (10%) indicated that **acknowledging employee contributions and efforts** would improve innovative efforts.
- 11 respondents (9%) indicated that **providing examples of innovations or creativity** would improve innovative efforts.
- 8 respondents (6%) **provided ideas that would facilitate innovation** to improve innovative efforts.
- 8 respondents (6%) indicated that **incentives for high performers** would improve innovative efforts.
- 6 respondents (5%) indicated that **Innovation Labs** would improve innovative efforts.
- 5 respondents (4%) indicated that **having structured time to innovate** would improve innovative efforts.
- 5 respondents (4%) indicated that **no improvements** are needed to improve innovative efforts.
- 5 respondents (4%) indicated that **effectively developed performance plans** would improve innovative efforts.
- 4 respondents (3%) indicated that **cross-team collaborations** would improve innovative efforts.
- 4 respondents (3%) indicated that **implementing ideas** would improve innovative efforts.
- 3 respondents (2%) indicated that **fairness when evaluating ideas** would improve innovative efforts.
- 3 respondents (2%) indicated that **empowering supervisors** would improve innovative efforts.
- 3 respondents (2%) indicated that **employee selected training** would improve innovative efforts.

Other notable comments include:

- It is difficult to innovate when you work within a heavily regulated practice.
- Effectively measure staff productivity when determining if innovative behaviors were performed.
- There needs to be a more collective agreement on changes made through innovative efforts.

What suggestions do you have for improving performance management, competitive promotion processes, and/or recognition within OIG?

A total of 151 participants (43%) provided a response to this question.

- 20 respondents (13%) indicated that **recognition should be based on performance.**
- 14 respondents (9%) indicated that **competitive promotion processes should be unbiased.**
- 14 respondents (9%) indicated that **performance management could be more effective in differentiating between performance levels.**
- 11 respondents (7%) indicated that **competitive promotion processes should be based on performance.**
- 9 respondents (6%) indicated that **performance management could be more effective in practicing clear and transparent communications.**
- 8 respondents (5%) indicated that **performance management could be more effective if evaluations were based on performance.**
- 8 respondents (5%) **provided ideas or training topics** that could improve performance management, competitive promotion processes, and/or recognition.
- 7 respondents (5%) indicated that **performance management could be more effective if performance ratings were standardized more effectively.**
- 7 respondents (5%) indicated that **the limitations for receiving recognition awards should be reduced.**
- 7 respondents (5%) indicated that **recognition efforts should utilize more transparent practices.**
- 7 respondents (5%) indicated that **competitive promotion processes lack opportunities primarily due to a top-heavy organizational design.**
- 6 respondents (4%) indicated that **competitive promotion processes should include more internal candidates.**
- 6 respondents (4%) indicated that **competitive promotion processes should be based on position fit related criteria.**
- 6 respondents (4%) indicated that **recognition efforts should administer time-off awards to be more effective.**
- 5 respondents (3%) indicated that **performance management could be more effective if performance plans were individualized.**
- 5 respondents (3%) indicated that **performance management could be more effective if the performance rating scale were reduced.**
- 5 respondents (3%) indicated that **recognition efforts should utilize more extrinsic based incentives.**
- 5 respondents (3%) indicated that **recognition efforts should provide more detailed write-ups for the performance behaviors that are being recognized.**
- 5 respondents (3%) indicated that **competitive promotion processes should utilize transparent practices for how selection decisions are made.**
- 4 respondents (3%) indicated that **performance management could be more effective if meaningful trainings were provided.**
- 4 respondents (3%) indicated that **recognition efforts should provide more personalized acknowledgements.**
- 4 respondents (3%) indicated that **competitive promotion processes could improve by providing “acting roles” for those who are identified as having potential to grow.**
- 4 respondents (3%) indicated that **competitive promotion processes should implement consistent practices.**
- 4 respondents (3%) indicated that **performance management could be more effective Performance Managers are held accountable and receive feedback.**

What suggestions do you have for improving performance management, competitive promotion processes, and/or recognition within OIG? (continued)

A total of 151 participants (43%) provided a response to this question.

- 4 respondents (3%) indicated that **recognition awards should be reduced related to how many are distributed.**
- 4 respondents (3%) indicated that **performance management should provide more active guidance.**
- 3 respondents (2%) indicated that **recognition awards should also be provided for teams.**
- 3 respondents (2%) indicated that **leaders should be unbiased.**

Other notable comments include:

- Building trust within the performance management system.
- Empowering supervisors to improve recognition efforts at the OIG.
- Acknowledging “low-profilers” to improve recognition efforts at the OIG.

In what ways are internal candidates treated unfairly?

A total of 51 participants (14%) provided a response to this question.

- 25 respondents (49%) indicated that internal candidates are treated unfairly **due to biased selection processes and non-performance-based decisions.**
- 12 respondents (24%) indicated that internal candidates are treated unfairly **due to the lack of internal promotions that are actualized.**
- 4 respondents (8%) indicated that internal candidates are treated unfairly **due to the lack of relevant training opportunities.**
- 4 respondents (8%) indicated that internal candidates are treated unfairly **and that this creates a negative perception towards performance development and succession planning.**
- 4 respondents (8%) indicated that internal candidates are treated unfairly **due to underdeveloped internal pipelines.**
- 3 respondents (6%) indicated that internal candidates are treated unfairly **due to the lack of recognition that they receive.**

Other notable comments include:

- There is a need for clearly defined standards related to how an incumbent would qualify for a promotion.
- There should be a better balance between internal and external promotion selections.

INFORMATION TECHNOLOGY (IT)

Please provide one suggestion for improving IT resources at OIG:

A total of 162 participants (46%) provided a response to this question.

- 46 respondents (28%) indicated that **improvements to the VPN** would improve IT resources.
- 37 respondents (23%) indicated that **improvements to the wi-fi and network** would improve IT resources.
- 28 respondents (17%) indicated that **functioning and utilizing video conferences** would improve IT resources.
- 24 respondents (15%) indicated that **improving the quality and functionality of multi-purpose equipment (i.e., scanners, copiers, printers, etc.)** would improve IT resources.
- 24 respondents (15%) indicated that **regular upgrades and new devices** would improve IT resources.
- 9 respondents (6%) indicated that **improvements to TeamMate** would improve IT resources.
- 9 respondents (6%) indicated that **effective communications with the IT department** would improve IT resources.
- 8 respondents (5%) indicated that **fixing the intranet and making it faster** would improve IT resources.
- 7 respondents (4%) indicated that **no improvements were needed to improve IT resources.**
- 6 respondents (4%) indicated that **improving troubleshooting support** would improve IT resources.
- 6 respondents (4%) indicated that **receiving quality work cellphones** would improve IT resources.
- 5 respondents (3%) indicated that **improving home workstations** would improve IT resources.
- 4 respondents (2%) indicated that **obtaining devices and software that are aligned to job functions** would improve IT resources.
- 3 respondents (2%) indicated that **receiving personal equipment to use** would improve IT resources.
- 3 respondents (2%) indicated that **encrypted thumb drives** would improve IT resources.

Other notable comments include:

- SharePoint should be better utilized.
- iPad or tablet equipment to perform work-related tasks would be helpful.
- Respondents from the West Coast desired IT support availability that aligns better with their time-zone.

HUMAN RESOURCES (HR)

Please provide one suggestion for improving HR services at OIG:

A total of 112 participants (32%) provided a response to this question.

- 13 respondents (12%) indicated that **improving or moving away from burdensome timesheets** would improve HR services.
- 10 respondents (9%) indicated that **receiving better guidance related to policies** would improve HR services.
- 8 respondents (7%) indicated that **there are no improvements** that would improve HR services.
- 8 respondents (7%) indicated that **being better informed on resources available to employees** would improve HR services.
- 7 respondents (6%) **provided training topics** that would improve HR services.
- 6 respondents (5%) indicated that **hiring more staff** would improve HR services.
- 6 respondents (5%) indicated that **friendlier behaviors from HR staff** would improve HR services.
- 6 respondents (5%) indicated that **more retirement planning classes** would improve HR services.
- 6 respondents (5%) indicated that **timely and accurate responses** would improve HR services.
- 6 respondents (5%) indicated that **periodic outreach from HR staff members** would improve HR services.
- 6 respondents (5%) indicated that **more experience in the HR staff** would improve HR services.
- 5 respondents (4%) indicated that **increasing the accountability of the HR staff** would improve HR services.
- 5 respondents (4%) indicated that **knowing who to go to for a specific HR request** would improve HR services.
- 4 respondents (4%) indicated that **consistency related to policy advice** would improve HR services.

Other notable comments include:

- More support when making hiring decisions, performance development, and performance management.
- More internally stored HR related documents (SharePoint).

STUDENT LOAN REPAYMENT PROGRAM

Please provide any additional comments or suggestions for improving the Student Loan Repayment Program (SLRP):

A total of 63 participants (18%) provided a response to this question.

- 7 respondents (11%) indicated that **not tying repayments with ratings** would improve the SLRP.
- 4 respondents (6%) indicated that **transparent practices relating to the process and results** would improve the SLRP.
- 4 respondents (6%) **provided training topics** that would improve the SLRP.
- 4 respondents (6%) indicated that **there were no improvements needed** for the SLRP.
- 3 respondents (5%) indicated that **poor supervisory relationships would make it difficult to qualify** for the SLRP.
- 3 respondents (5%) indicated that **improving award amounts** would improve the SLRP.
- 3 respondents (5%) indicated that **utilizing performance-based metrics** would improve the SLRP.

Other notable comments include:

- Desire for a guaranteed minimum and the ability to withdraw requests.
- Remove position grade levels from the SLRP criteria.
- Performance ratings may be inflated to allow for SLRP qualifications.

PROCUREMENT AND ADMINISTRATIVE SERVICES

Please provide one suggestion for improving Procurement and Administrative services at OIG:

A total of 62 participants (18%) provided a response to this question.

- 8 respondents (13%) indicated that **hiring more staff and contracting officers** would improve Procurement and Administrative services.
- 7 respondents (11%) indicated that **improving the fleet management** would improve Procurement and Administrative services.
- 4 respondents (6%) indicated that **having well defined procedures** would improve Procurement and Administrative services.
- 4 respondents (6%) indicated that **there are no improvements needed** for Procurement and Administrative services.
- 4 respondents (6%) indicated that **resolving OST related issues** would improve Procurement and Administrative services.
- 3 respondents (5%) indicated that **having increased contracting autonomy** would improve Procurement and Administrative services.
- 3 respondents (5%) indicated that **being able to effectively order supplies** would improve Procurement and Administrative services.

Other notable comments include:

- The timeliness of the procurement process could be improved.
- Communication practices could be improved

LEGAL, LEGISLATIVE, AND EXTERNAL AFFAIRS (J-3)

Please provide one suggestion for improving Legal, Legislative and External Affairs services at OIG:

A total of 49 participants (14%) provided a response to this question.

- 13 respondents (27%) indicated that **improving / expediting processes and communication** would improve J-3 services.
- 11 respondents (22%) indicated that **hiring more staff and replacing top talent** would improve J-3 services.
- 9 respondents (18%) indicated that **increasing legal counseling** would improve J-3 services.
- 5 respondents (10%) indicated that **officialized supporting documents** would improve J-3 services.
- 4 respondents (8%) indicated that **no improvements are needed** for J-3 services.
- 3 respondents (6%) indicated that **being operationally autonomous** would improve J-3 services.

TRAINING AND DEVELOPMENT

Please provide any additional comments or suggestions regarding evaluation of requests for external training and/or IDPs.

A total of 99 participants (28%) provided a response to this question.

- 54 respondents (55%) suggested that **improvements should be made to the external training and approval processes.**
- 14 respondents (14%) suggested **allocating more funds.**
- 9 respondents (9%) suggested **more transparency related to training and approval processes.**
- 6 respondents (6%) suggested to **educating stakeholder's on responsibilities.**
- 5 respondents (5%) believe that **no improvements are needed.**
- 4 respondents (4%) suggested to **track training time in an effective manner.**
- 4 respondents (4%) suggested to **provide continuous cycles of training rather than periodic cycles.**
- 4 respondents (4%) suggested to **increase the willingness to assist from training staff.**
- 4 respondents (4%) suggested to **establish direct communication channels with training staff.**
- 3 respondents (3%) suggested to **establish policies for how to calculate and earn CPEs.**
- 3 respondents (3%) suggested to **provide trainings that create positive business impact.**

Other notable comments include:

- Responses suggest that supervisors should be empowered to align trainings for skills that are perceived as being necessary to thrive in a position.
- Lower the restrictions on attendance for meetings.

Are there any additional internal courses you would like to see offered through the Office of Training and Development?

A total of 54 participants (15%) provided a response to this question.

- 16 respondents (30%) suggested that **more retirement planning, technical skills, and auditing training classes should be offered.**
- 5 respondents (9%) indicated that **increasing the visibility of training opportunities** would be of benefit to employees.
- 4 respondents (7%) indicated that **improving the internal training capacity of classes offered** would be of benefit to employees.
- 4 respondents (7%) suggested that **supervisor training classes should be offered.**
- 4 respondents (7%) suggested that **strategically selecting training classes** would benefit employees and the OIG.
- 3 respondents (6%) believed that **no improvements are needed.**
- 3 respondents (6%) believed that **offering classes that are frequently provided externally in an internal capacity** would benefit employees and the OIG.

Other notable comments include:

- Provide classes that focus on how to effectively present to leadership.
- Provide project management training courses.
- Provide courses that provide best practices for advancing one's career.

WORKING ENVIRONMENT

One of the lower scoring items on OIG’s 2018 FEVS was “Employees have a feeling of personal empowerment with respect to work processes” (70% positive). What are some realistic changes OIG could make to improve the level of autonomy, flexibility, and/or independence in your work environment?

A total of 94 participants (27%) provided a response to this question

- 12 respondents (13%) indicated that **building a culture of trust** would improve employee empowerment.
- 12 respondents (13%) indicated that **acknowledging and implementing ideas** would improve employee empowerment.
- 11 respondents (12%) indicated that **autonomy in decision-making** would improve employee empowerment.
- 11 respondents (12%) indicated that **managers empowering staff** would improve employee empowerment.
- 7 respondents (7%) indicated that there **are no improvements** that would improve employee empowerment.
- 7 respondents (7%) indicated that **expressing value in empowerment from leaders** would improve employee empowerment.
- 7 respondents (7%) indicated that **the ability to talk more and be listened to** would improve employee empowerment.
- 6 respondents (6%) indicated that **setting expectations for personal empowerment** would improve employee empowerment.
- 5 respondents (5%) indicated that **delegating authorities and tasks** would improve employee empowerment.
- 4 respondents (4%) indicated that **if the DIG were less authoritative** it would improve employee empowerment.
- 4 respondents (4%) indicated that **structured group dynamics / roles** would improve employee empowerment.
- 4 respondents (4%) indicated that **transparency in decision-making** would improve employee empowerment.
- 4 respondents (4%) indicated that **empowering managers** would improve employee empowerment.
- 3 respondents (3%) indicated that **improving performance management processes** would improve employee empowerment.
- 3 respondents (3%) indicated that **improving manager accountability** would improve employee empowerment.
- 3 respondents (3%) indicated that **consistent applications in policies and standards** would improve employee empowerment.

What improvements can OIG/your work unit make so staff who are recruited have the right skills and are a good fit for the work?

A total of 88 participants (25%) provided a response to this question

- 16 respondents (18%) indicated that **hiring for position fit** would improve talent selection outcomes.
- 14 respondents (16%) indicated that **implementing staff and supervisor input** would improve talent selection outcomes.
- 7 respondents (8%) indicated that **hiring prospective employees with relevant work and educational experience** would improve talent selection outcomes.
- 6 respondents (7%) indicated that **providing a more effective and relevant training experience for new hires** would improve talent selection outcomes.
- 6 respondents (7%) indicated that **establishing a more comprehensive hiring process** would improve talent selection outcomes.
- 4 respondents (5%) indicated that **holding hiring decision-makers more accountable for outcomes related to their choices** would improve talent selection outcomes.
- 3 respondents (3%) indicated that **increasing external advertising and hiring efforts** would improve talent selection outcomes.
- 3 respondents (3%) indicated that **utilizing effective talent assessments** would improve talent selection outcomes.
- 3 respondents (3%) indicated that **utilizing behavioral interview techniques** would improve talent selection outcomes.
- 3 respondents (3%) indicated that **providing new hires with meaningful feedback** would improve talent selection outcomes.
- 3 respondents (3%) indicated that **hiring and training managers to be more inclusive with their team** would improve talent selection outcomes.

Other notable comments include:

- Utilizing probationary periods to assess new hire performance would improve talent selection outcomes.
- Expediting the hiring process would improve talent selection outcomes.
- Providing internal resources for the new hire to aide in their acclimation to their position and the OIG would improve talent selection outcomes.

INTENT TO STAY

Your response to the last question indicated that you would take a comparable job elsewhere. Please explain why you would take a comparable job elsewhere:

A total of 70 participants (20%) provided a response to this question

- 20 respondents (29%) indicated they would take a comparable job elsewhere because there is **a lack of upward mobility at the OIG.**
- 19 respondents (27%) indicated they would take a comparable job elsewhere because of **poor management practices.**
- 11 respondents (16%) indicated they would take a comparable job elsewhere because of **a non-psychologically safe workplace.**
- 10 respondents (14%) indicated they would take a comparable job elsewhere **due to a lack of empowerment.**
- 9 respondents (13%) indicated they would take a comparable job elsewhere **due to a lack of stimulating or challenging experiences.**
- 9 respondents (13%) indicated they would take a comparable job elsewhere **due to biased promotional selections.**
- 6 respondents (9%) indicated they would take a comparable job elsewhere to **gain greater experience in their chosen profession.**
- 6 respondents (9%) indicated they would take a comparable job elsewhere because of **unappreciative leaders.**
- 5 respondents (7%) indicated they would take a comparable job elsewhere because of **poor work-life balance experiences.**
- 5 respondents (7%) indicated they would take a comparable job elsewhere **due to a lack of relevant training opportunities.**
- 4 respondents (6%) indicated they would take a comparable job elsewhere because of **poor working conditions.**
- 4 respondents (6%) indicated they would take a comparable job elsewhere because of **the perception that the OIG has a reactive culture.**
- 3 respondents (4%) indicated they would take a comparable job elsewhere **due a lack of personal position fit.**
- 3 respondents (4%) indicated they would take a comparable job elsewhere **due to obtaining better compensatory rates.**

Other notable comments include:

- There is a need for diversity within leadership positions.
- Leaders can be resistant when trying to source and implement feedback.
- Poor department and organizational performance influence the intent to leave the OIG.

JA SPECIFIC

What is the one thing that's needed to improve or streamline the report writing and review process? Please provide very specific examples.

A total of 57 participants (16%) provided a response to this question.

- 17 respondents (30%) indicated that **concurrent processes and stakeholder decision-making** would improve or streamline the report writing and review process.
- 9 respondents (16%) indicated that **reducing the review layers** would improve or streamline the report writing and review process.
- 6 respondents (11%) indicated that **strategically aligning processes** would improve or streamline the report writing and review process.
- 6 respondents (11%) indicated that **hard deadlines** would improve or streamline the report writing and review process.
- 5 respondents (9%) indicated that **clearly defined expectations** would improve or streamline the report writing and review process.
- 3 respondents (5%) indicated that **collaborative efforts earlier on in the process** would improve or streamline the report writing and review process.

Other notable comments include:

- Find a way to track edits for reviews.
- Have mid-way a checkpoint during the review process.
- Utilize technology that can alert employees when a review is needed to be completed.

If you were Principal for Audit for a day, what one organizational or operational change would you make to improve Audit work at OIG:

A total of 51 participants (15%) provided a response to this question.

- 6 respondents (12%) indicated if they were Principal Audit for a day, they would **hold staff accountable for their assigned work.**
- 4 respondents (8%) indicated if they were Principal Audit for a day, they would **hire more Subject Matter Experts.**
- 4 respondents (8%) indicated if they were Principal Audit for a day, they would **improve processes and performance metrics that are used in the OIG.**
- 3 respondents (6%) indicated if they were Principal Audit for a day, they would **utilize internal knowledge sharing practices more often.**

JI SPECIFIC

If you were Principal AIG for Investigations for a day, what one organizational or operational change would you make to improve Investigations at OIG:

A total of 31 participants (9%) provided a response to this question.

- 5 respondents (16%) indicated that **improving or revamping the Case Management System** would improve Investigations at OIG.
- 2 respondents (7%) indicated that **less metrics-based investigations** would improve Investigations at OIG.
- 2 respondents (7%) indicated that **hiring more staff** would improve Investigations at OIG.
- 2 respondents (7%) indicated that **increasing cross-team collaborations** would improve Investigations at OIG.
- 2 respondents (7%) indicated that **strengthening leadership competencies** would improve Investigations at OIG.
- 2 respondents (7%) indicated that the **unbiased treatment of staff** would improve Investigations at OIG.
- 2 respondents (7%) indicated that **leading by example** would improve Investigations at OIG.

CAL FOR A DAY

If you were Cal for a day, what one organizational or operational change would you make to improve OIG?

A total of 159 participants (45%) provided a response to this question.

- 33 respondents (21%) would focus **on improving manager and leader performance.**
- 27 respondents (17%) would focus **on developing and implementing organizational development related opportunities.**
- 17 respondents (11%) indicated a **strong sense of admiration and respect for all the great work that Cal has done for the OIG and its employees.**
- 10 respondents (6%) would focus **on making more feasible attempts at personable forms of communication with staff.**
- 7 respondents (4%) would focus **on improving employee engagement.**
- 7 respondents (4%) would focus **on improving the auditing process by expediting phases.**
- 6 respondents (4%) would focus **on hiring more staff.**
- 6 respondents (4%) would focus **on improving the diversity of the leadership teams.**
- 5 respondents (3%) would focus **on improving the accountability of the organization.**
- 5 respondents (3%) would focus **on improving a psychologically safe workplace culture.**
- 5 respondents (3%) would focus **on empowering managers.**
- 4 respondents (3%) would focus **on soliciting more input from the staff.**
- 4 respondents (3%) would focus **on improving collaborative efforts that have OIG wide implications.**
- 4 respondents (3%) would make **no improvements since there are none to be made.**
- 3 respondents (2%) would focus **on improving internal knowledge share efforts.**

Other notable comments include:

- Provide staff with “shadowing opportunities,” in which they can follow an employee around to learn more about a desired future position.
- Implement a risk-based organizational outcomes model for making OIG wide decisions.
- Decentralize authority so that employees can feel more empowered to make decisions.



DOT OIG Employee Survey Results

May 2019



FMP
consulting

Agenda

- Survey Methodology
- Summary Statistics
- Strengths and Opportunities for Improvement
- Trends
- Group Comparisons
- Next Steps

Appendices

- Open-Ended Themes

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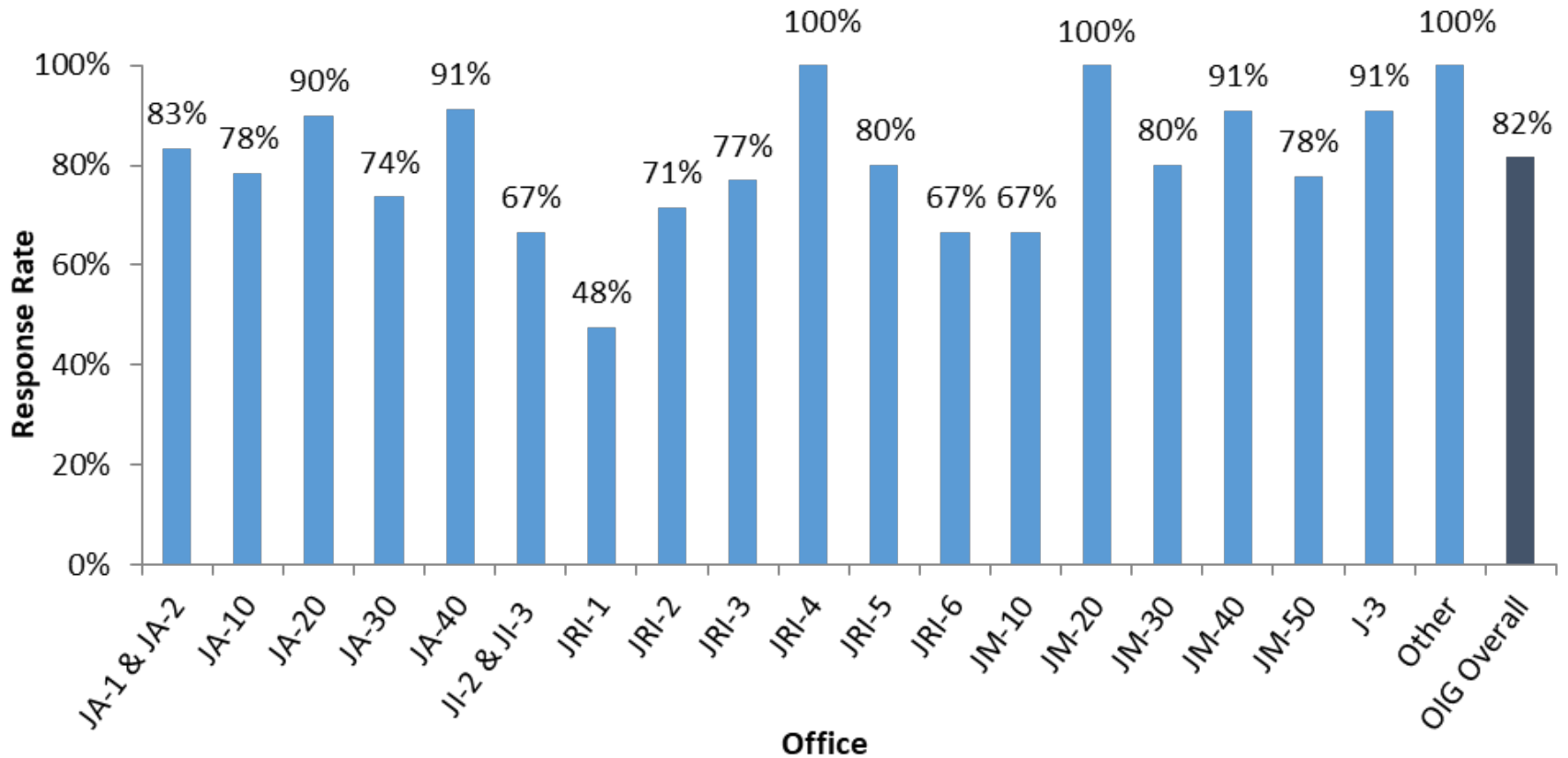


2019 OIG Employee Survey Methodology

- Revised previous survey based on:
 - Challenge areas identified in 2018 FEVS
 - Input from OIG senior leadership team
- Included up to 111 multiple-choice and open-ended items
 - Added items related to recognition, facilities, information from management, innovation, and employee empowerment
 - 6 demographic questions
 - 9 items have been included since initial OIG survey in 2007
- Administered survey via SurveyMonkey from March 6 - 29
- 336 OIG employees participated in the survey (82% response rate)



Response Rates by Office



Summary Statistics

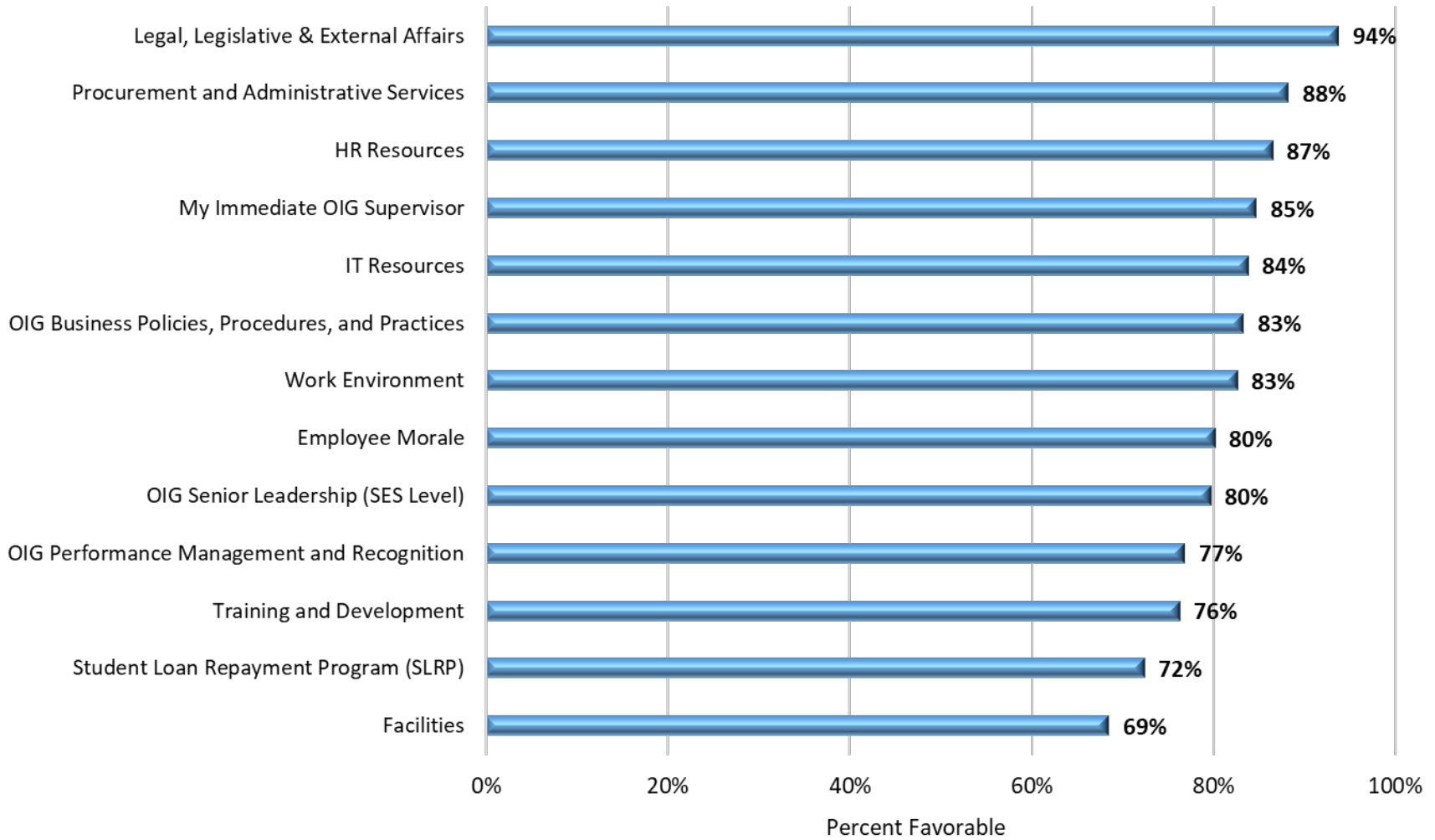


Survey Favorability Overview

	Number of Items		
	Favorable (>80% favorable)	Borderline (70-80% favorable)	Unfavorable (<70% favorable)
OIG Survey	77	25	15
FEVS	32	28	11



OIG Survey Section Averages



Strengths and Opportunities for Improvement



Strength Themes

Communication



- Info about shutdown/furlough
- Info about OIG budget and appropriations

Legal, Legislative, and External Affairs



- Knowing who to contact
- Advice provided

Information Technology



- Knowing who to contact
- Email

Travel



- Travel Card
- Travel (E2)*

Reasonable Accommodation



- Comfort requesting reasonable accommodation

Other Programs and Functions

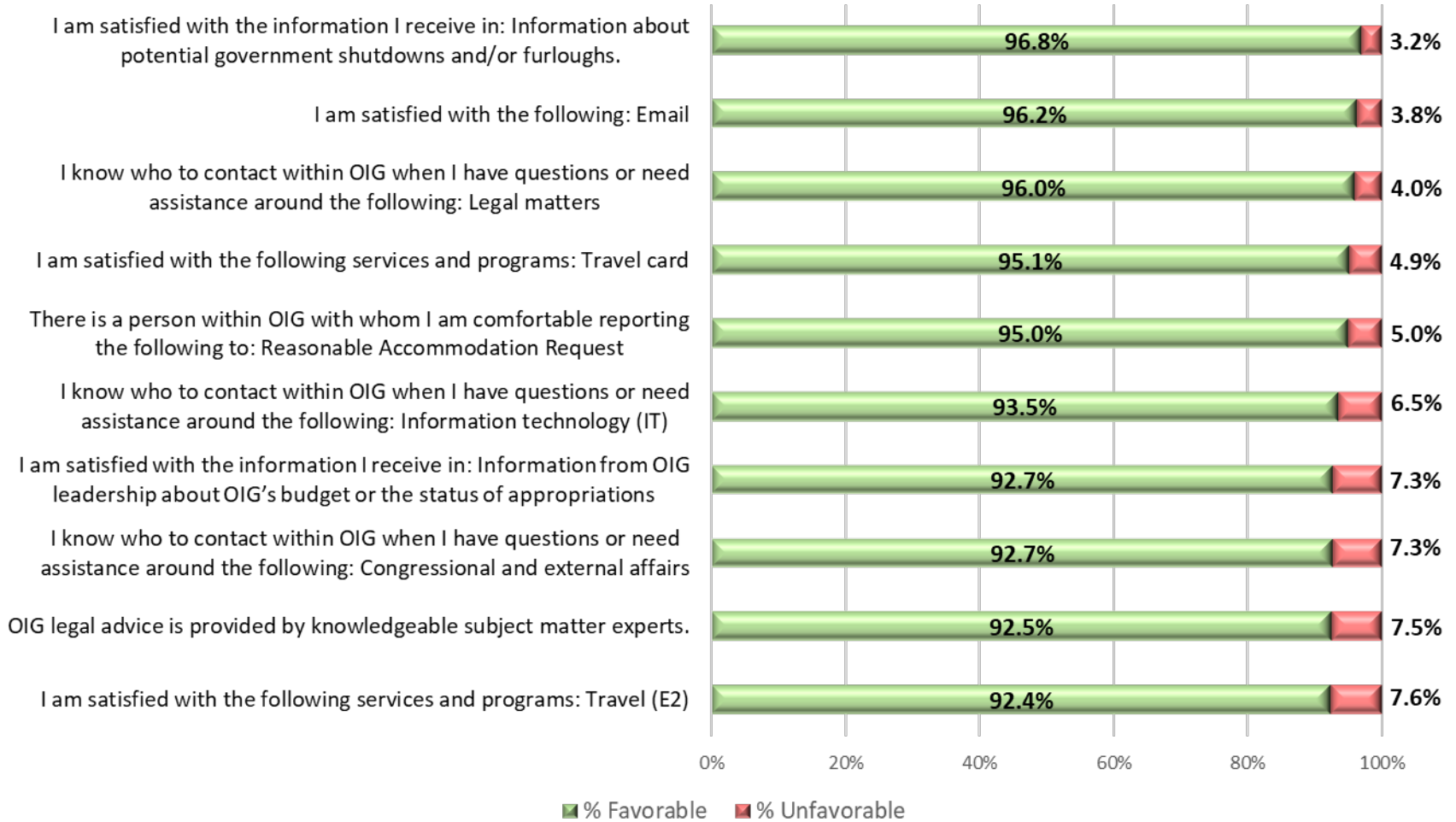


- Health and Safety Programs
- Classification & Position Management

* Item also among top improvements



“Top 10” Favorable Items



Note: Chart reflects items that had fewer than 15% NA/DK responses.



“Top 10” Honorable Mentions

The following areas also received top-ranking favorable responses, but on topics that aren’t as widely applicable to the entire workforce (i.e., > 15% NA/DK).

Topic	Survey Items	% Favorable
Congressional and External Affairs	OIG congressional and external affairs advice is provided by knowledgeable subject matter experts	98%
	OIG congressional and external affairs staff is timely and responsive to requests for assistance	97%
Health and Safety Programs	I am satisfied with the following services and programs: Health and safety	96%
Classification & Position Management	I am satisfied with the following: Classification/Position Management	93%



Opportunities for Improvement Themes

Work Processes



- Timeliness of review processes and decision making
- Empowerment to make decisions

Rewards and Recognition



- Know what is needed to be recognized*
- Effective use of OIG awards, personal notes

Career Development



- Know what is needed to advance*
- Process for developing an IDP and external training requests

Facilities



- Privacy for solitary work
- Work space
- Storage space

Intranet



- Satisfaction with SharePoint

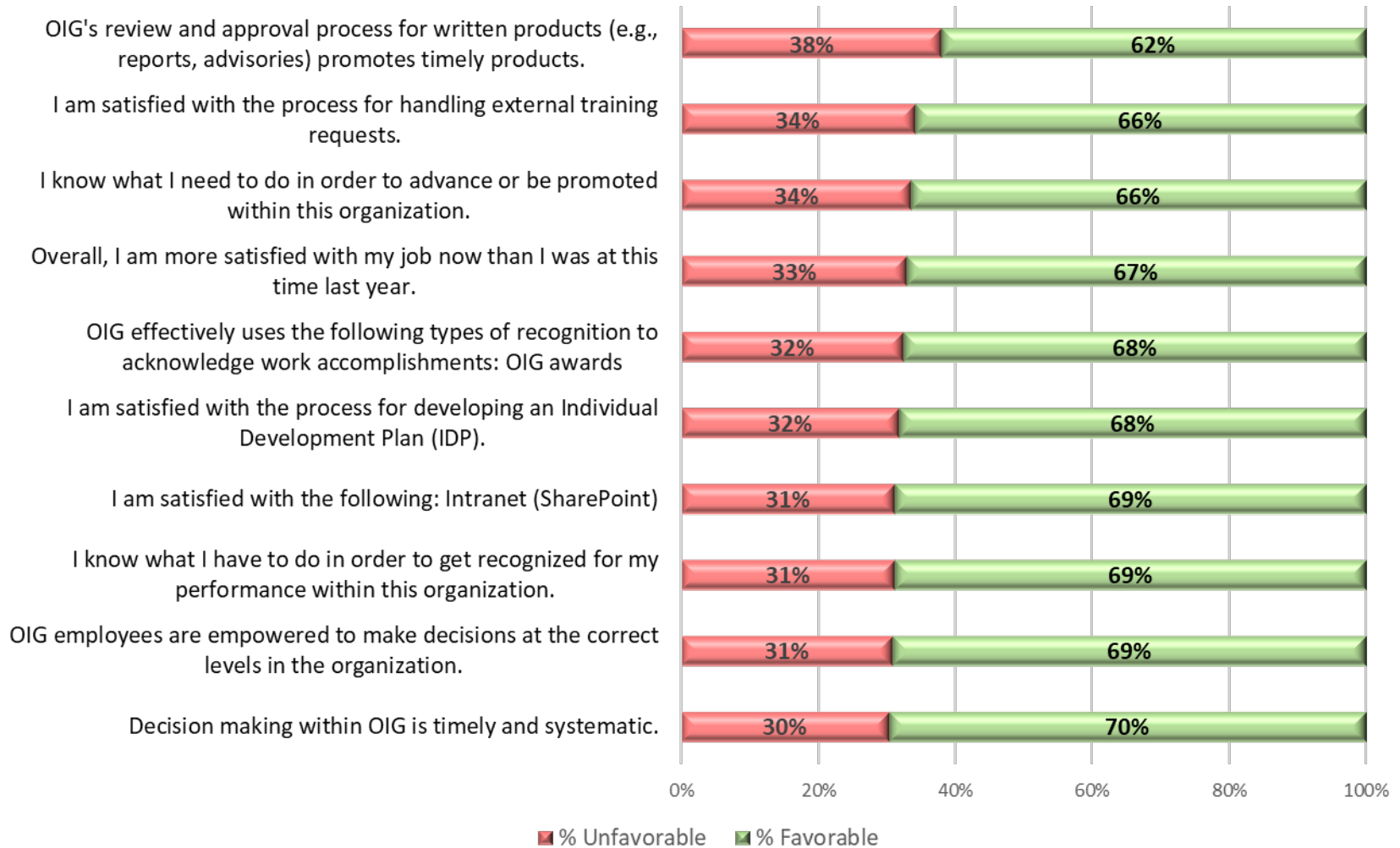
Job Satisfaction



- More satisfied with job than last year*

* Item also among top declines

“Bottom 10” Unfavorable Items



Note: Chart reflects items that had <15% NA/DK responses.



Additional Opportunities for Improvement

The following areas also received responses that ranked among the most unfavorable, but on topics that aren't as widely applicable to the entire workforce (i.e., > 15% NA/DK).

Topic Area	Survey Items	% Unfavorable
Facilities	When complete, facilities will provide sufficient: Privacy for solitary work	48%
	I am satisfied with the new office configuration in terms of: Work space	41%
	I am satisfied with the new office configuration in terms of: Storage space	33%
Rewards and recognition	OIG effectively uses the following types of recognition to acknowledge work accomplishments: Personal note or card	44%
SLRP	I would be satisfied with a shift to SLRP amounts being fixed based on performance levels (vs. the current practice of calculating amounts based on number of recipients).	37%



Trends



Top Improvements and Declines



Improvements

IT Support



HR Services



Frequency of Performance Feedback



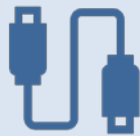
Travel (E2)



Declines



VPN



External Training Requests



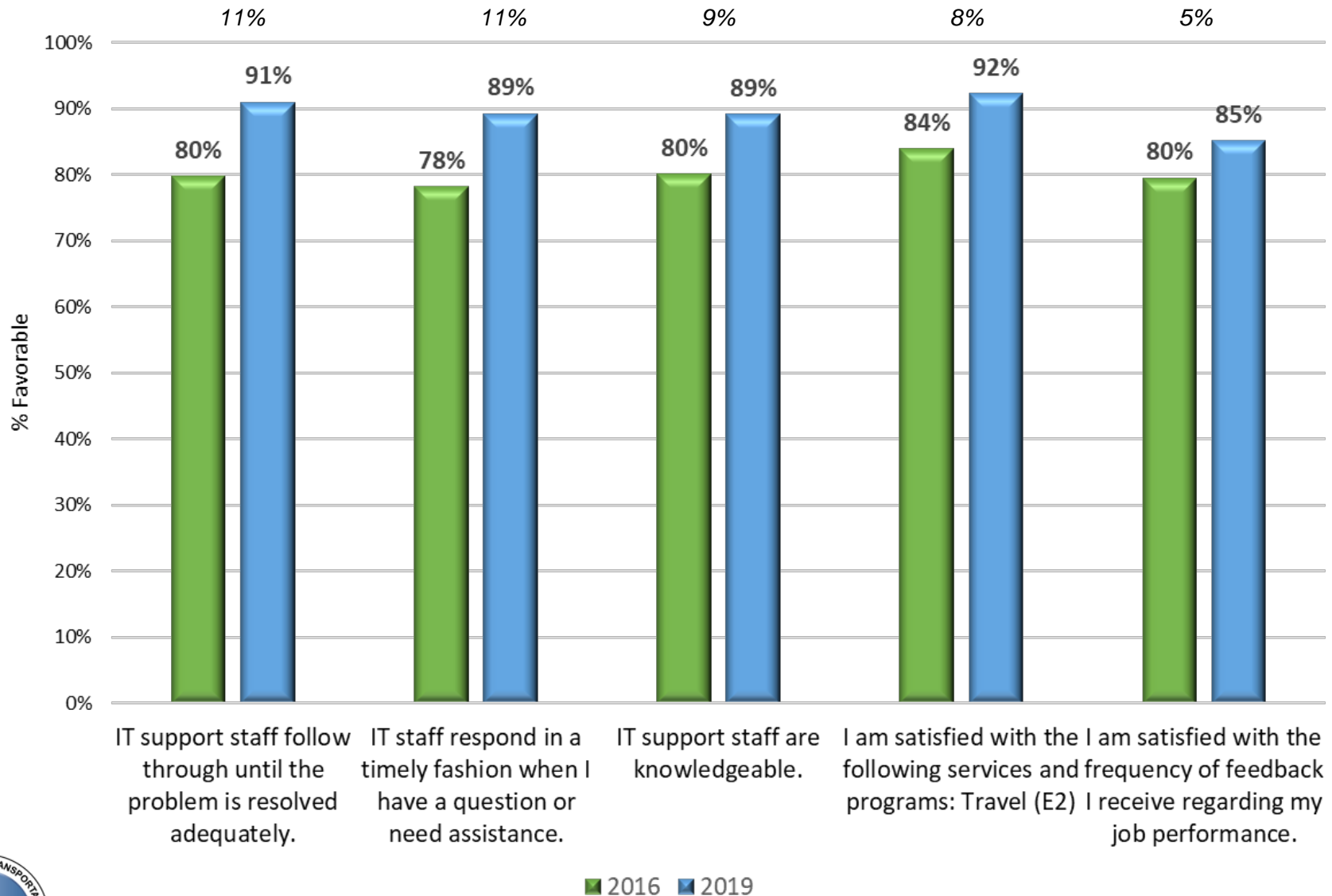
Clarity around Promotion and Recognition Criteria



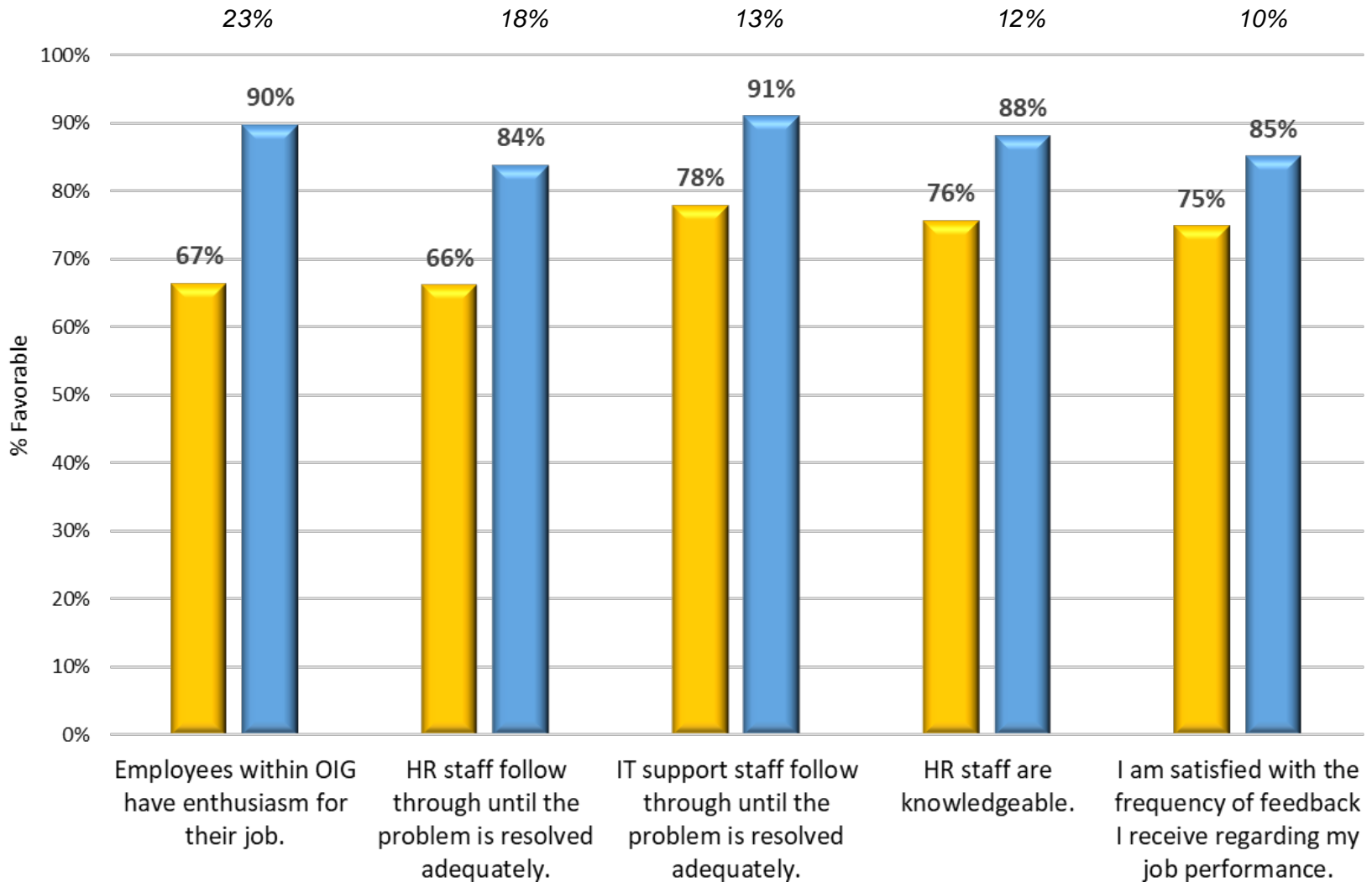
Job Satisfaction



Top 5 Recent Improvements (2016 to 2019)



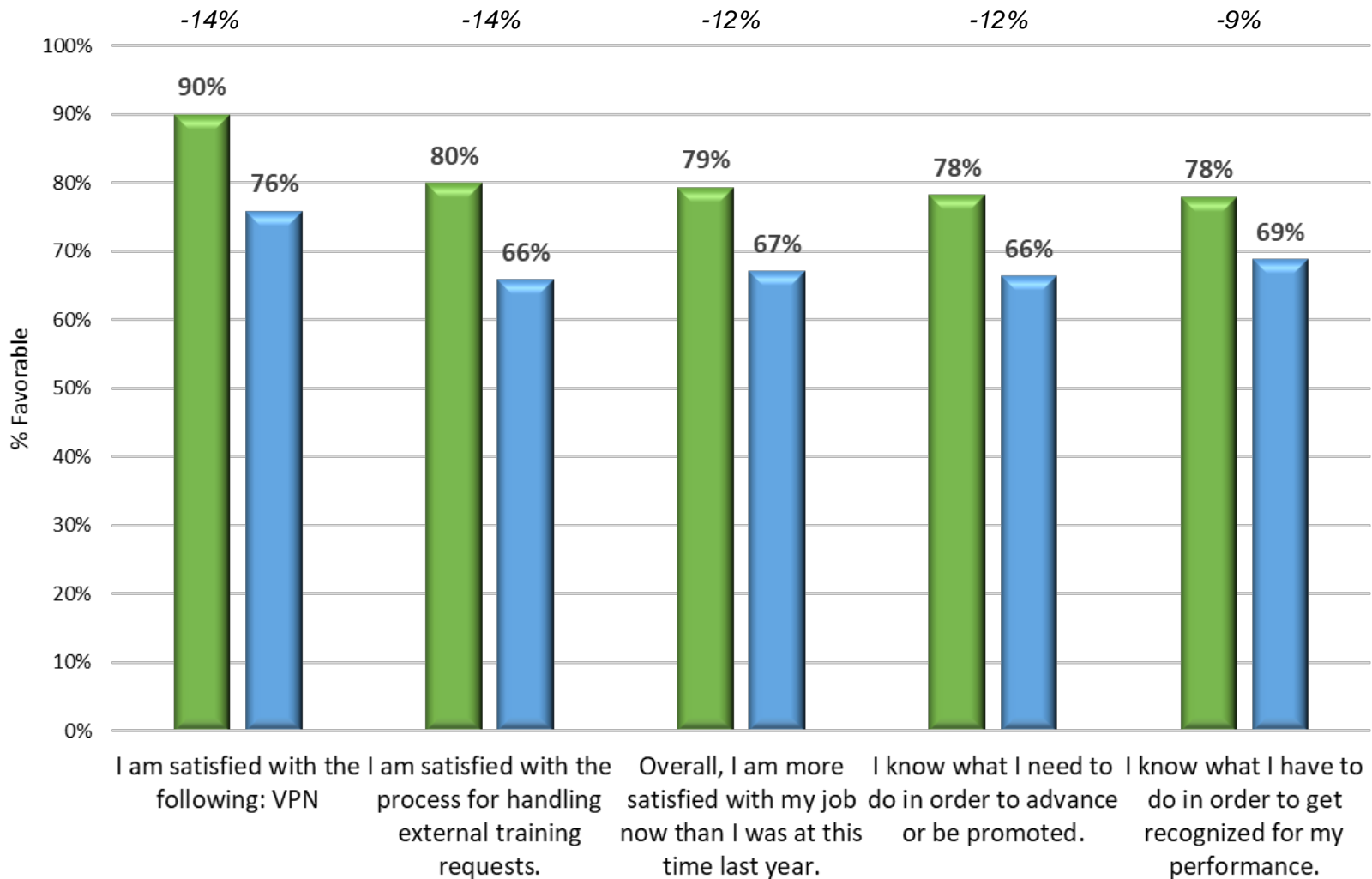
Top 5 Historic Improvements (2010-2019)



■ 2010 ■ 2019



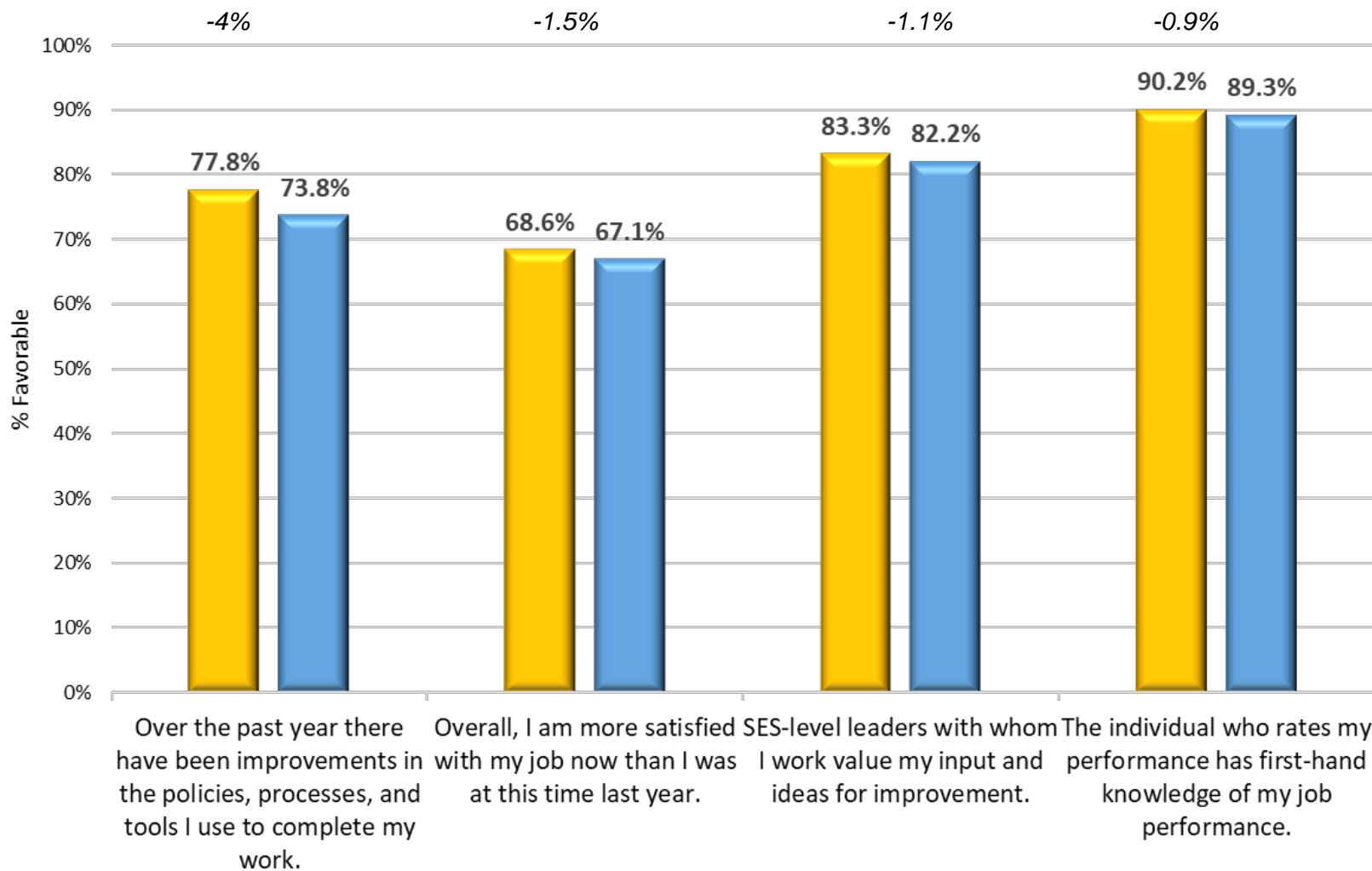
Top 5 Recent Declines (2016-2019)



■ 2016 ■ 2019



Top 5 Historic Declines (2010-2019)

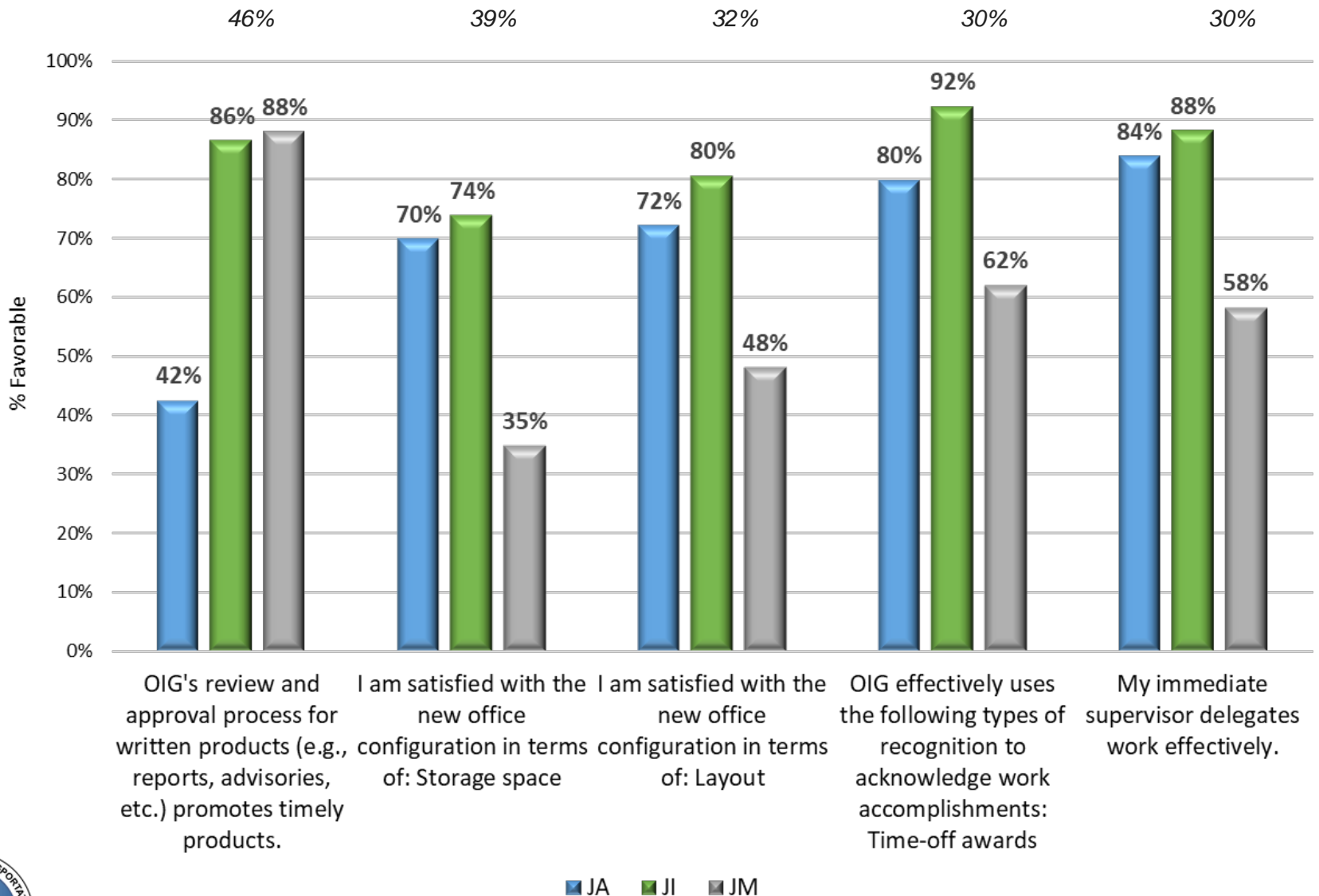


■ 2010 ■ 2019

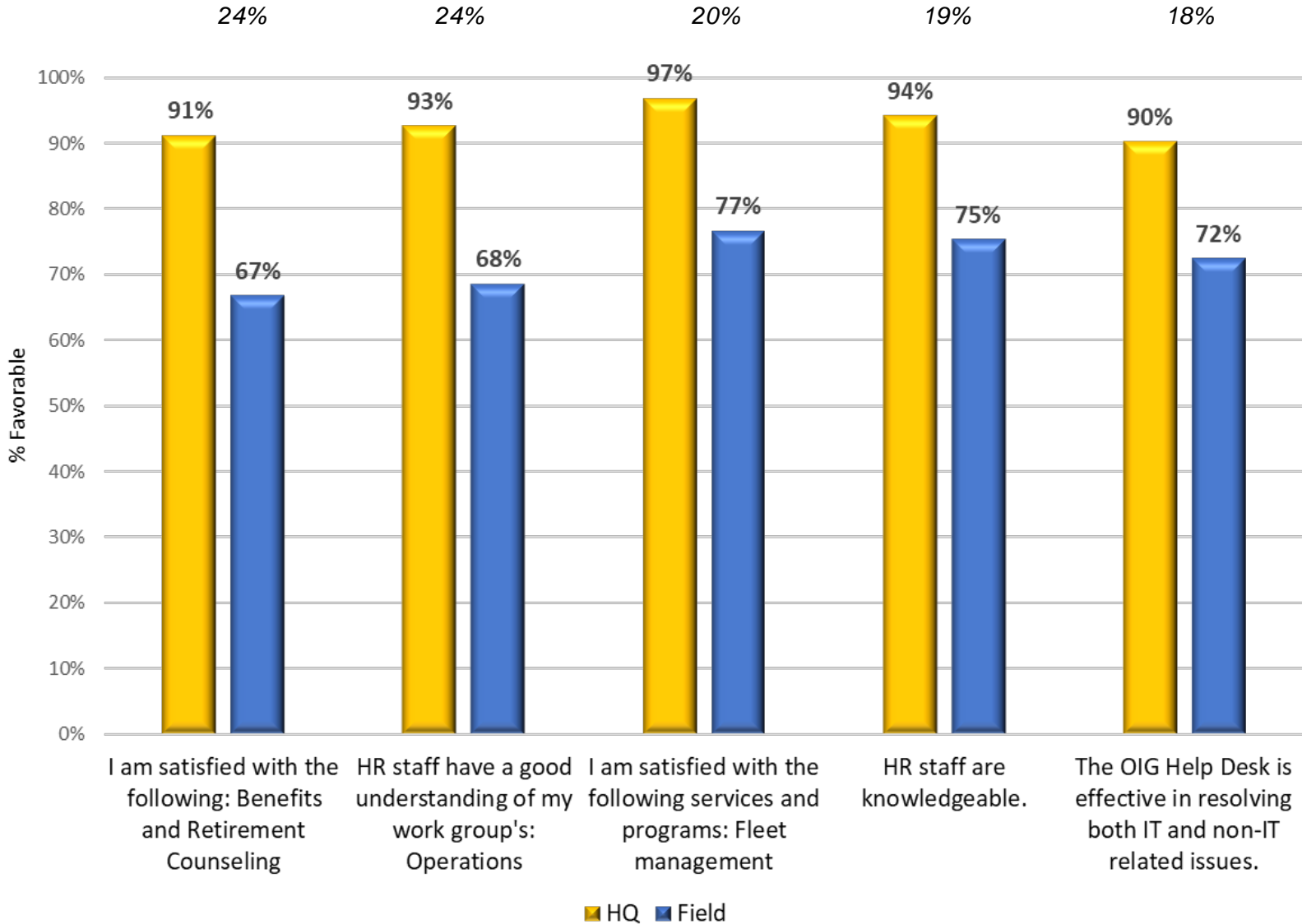
Group Comparisons



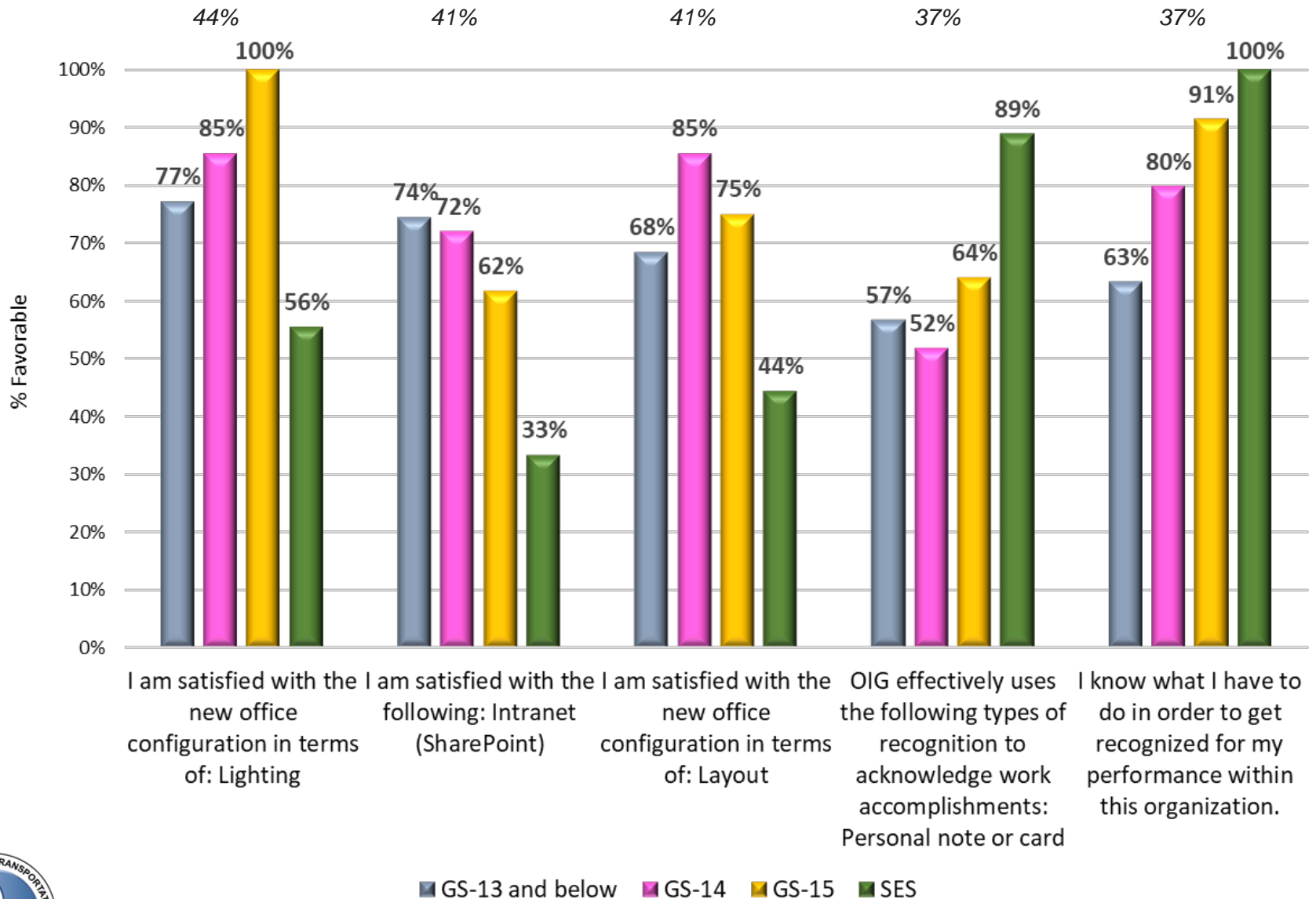
Top 5 Differences Across Divisions



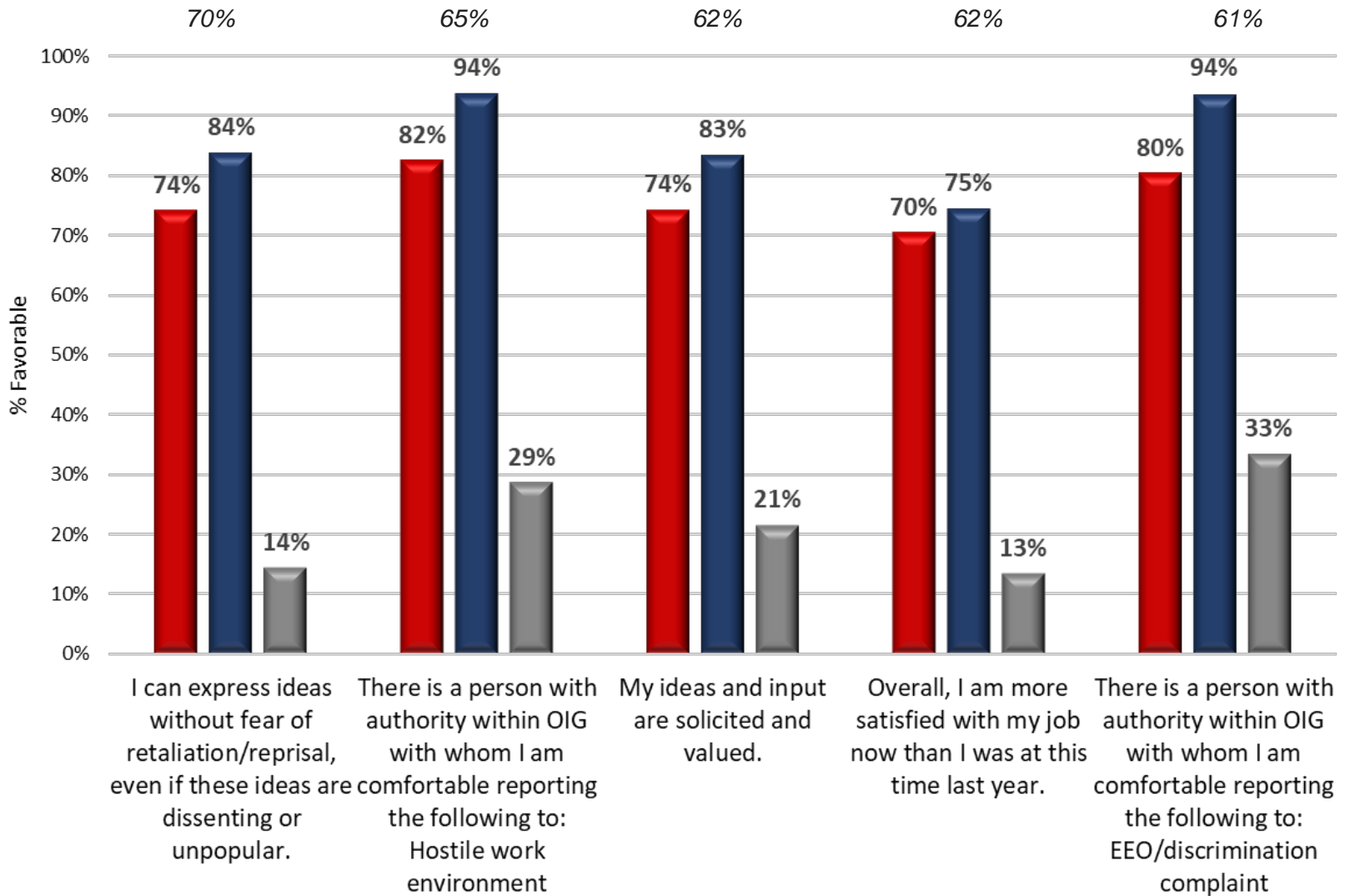
Top 5 Differences Between HQ-Field



Top 5 Differences Between Grades



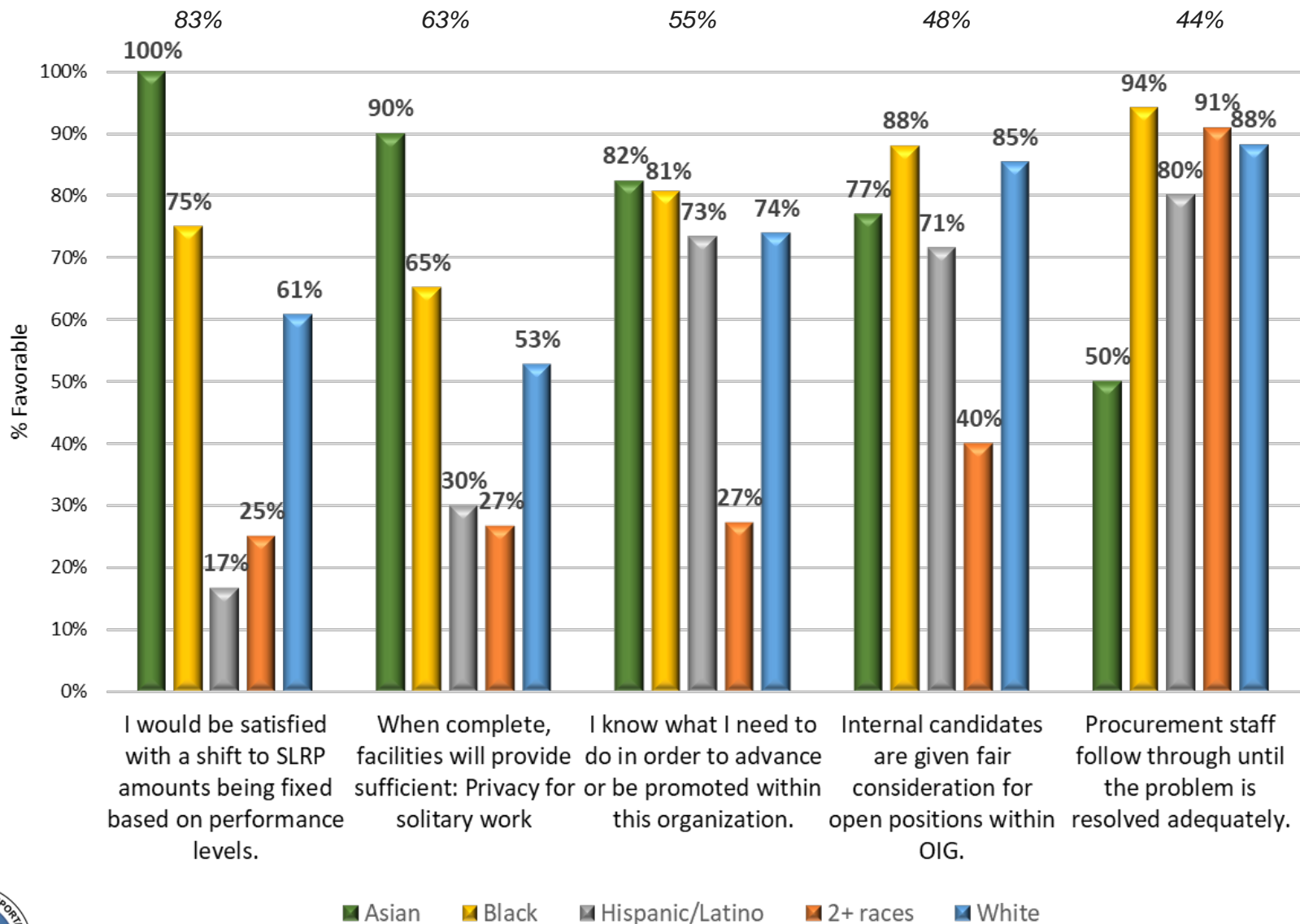
Top 5 Differences Between Gender Groups



■ Female ■ Male ■ Other



Top 5 Differences Across Racial Groups



Pages 27 through 28 redacted for the following reasons:

(b)(5)

Open Ended Themes

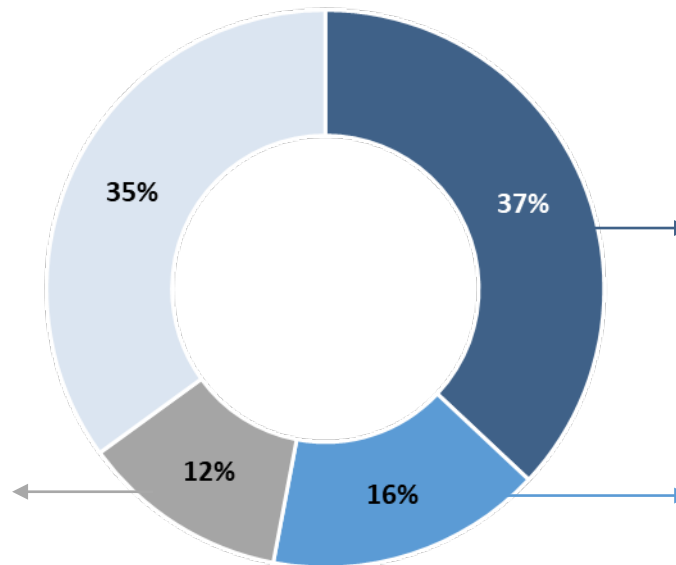


Leadership Transition

As you're aware, the IG has talked about retirement in the coming years, which would represent a change for our organization. What potential concerns do you have about this future leadership transition?

n = 203

- Lack of continuity and shifts to culture (general)
- "People always" value
- Work-life balance
- Other



"The IG has established an extremely positive culture in our organization that I hope continues after his retirement. I sincerely hope the next IG continues on the path started by the current IG."

"The main concern I have is the potential for the new IG to shift away from work-life balance, and it's importance in our work culture in the office."

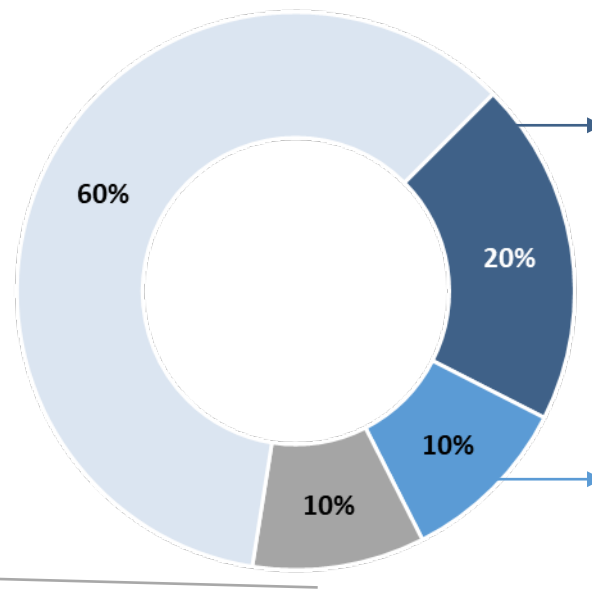
"That the commitment to "mission first, people always" would come to an abrupt end, resulting in many core employees leaving the organization."

Satisfaction with Info from Management

What could OIG do to improve the information you receive from management?

n = 125

- More consistent communication practices across managers
- Furlough related information
- Communication specificity, transparency and timeliness
- Other



"[Information flow] depends on the manager. There have been several instances when the SES knew about information that was supposed to be passed down and only some of them do it and in other instances when GS14s are told to pass down information to the staff and only some of them do it."

"There are changes made all the time and you don't hear about them until they're long done, you have no idea why they happened, and it's still impossible to know what has happened versus what is still in the planning stage."

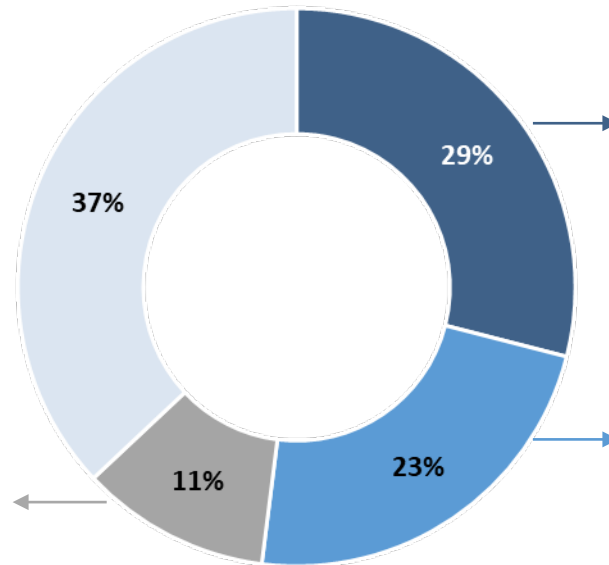
"There were fairly large number of employees who experienced the government shutdown for the first time with the recent furlough . . . [some] felt that they were not fully informed regarding what to expect for "non-mission" aspects such as pay checks or health benefits."

Creativity & Innovation

What are some realistic changes OIG could make to encourage more creativity and innovation across the organization?

n = 129

- Establish a psychologically safe workplace
- Empower and solicit input
- Be open to change
- Other



“Creativity and innovation require risk. OIG leadership doesn't seem to be very comfortable with risk. People need to know that if they suggest something new and it fails, that is ok.”

“Encourage management to be open to new ways of doing things and not continue to fall back on “this is the way it has to be done”. If suggestions do not affect the quality of the work, they should be received well and evaluated fairly.”

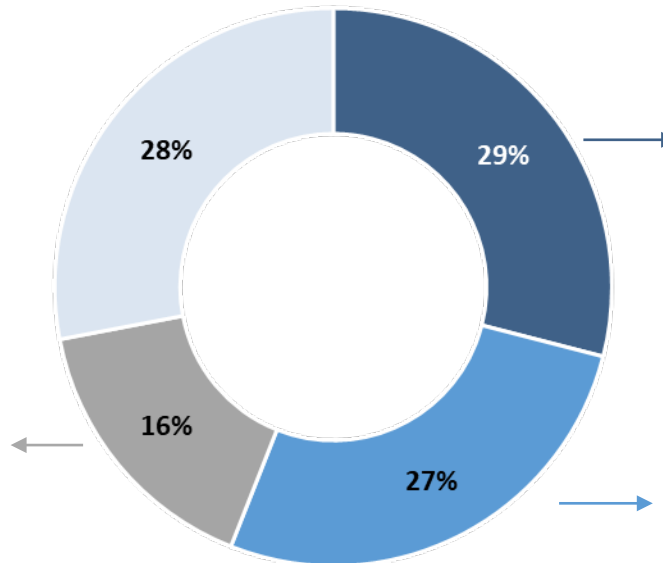
“Leadership could provide ideas or areas where employees could explore creativity or innovation. Ask employees in meetings if anyone has ideas of how better to expedite or improve a process or concept.”

Comparable Job Elsewhere

Why you would take a job elsewhere?

n = 70

- Lack of upward mobility
- Management practices
- Organizational culture
- Other



Data note: **25%** of respondents reported they would take a comparable job elsewhere if offered.

"I can't see a clear path to the next level. HR told me to go to my manager, my manager told me to go to HR, then I got some vague information on what to do, which included some training to move to the next level... the issue with that is that the training is not funded; therefore it doesn't seem like I would ever advance here."

"While it is a good place to work, stagnation has set in. Leadership is stagnant. They are either so in sync with each other or don't want to make waves, that our upper leaders don't change anything. Change only occurs when problem surface. It's reactive. People don't ask questions anymore."

"I feel the management at OIG is not equal or impartial when dealing with certain employees. There is an air of special treatment and partiality for certain employees regardless of their skill set"

Page 34 redacted for the following reason:

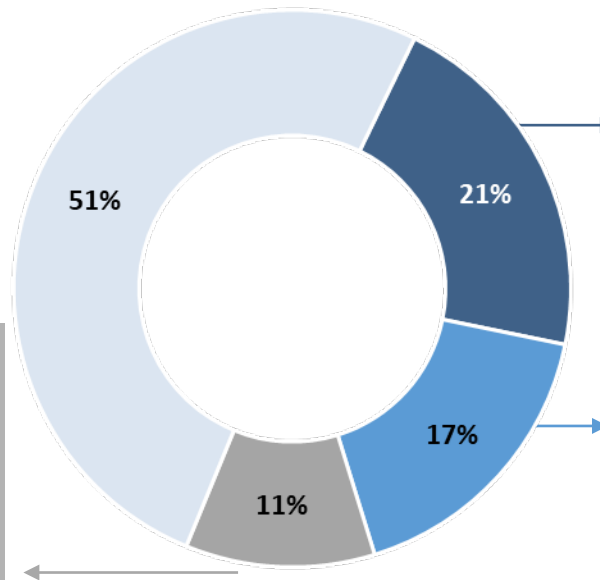
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Cal for a Day

If you were Cal for a day, what one organizational or operational change would you make to improve OIG?

n = 159

- Manager / leader performance and accountability
- Career and organizational development opportunities
- Appreciation for Cal - nothing to improve
- Other



"I would make absolutely sure that OIG management staff that I trust to carry out my vision are actively engaged in doing so during their tenure. "Mission First, People Always" is inspiring, but only words when they aren't being practiced."

"None. Cal is Superman in disguise. He has a strong organizational vision, awesome people skills, and has surrounded himself with competent and dedicated leadership/managers. Thank you Cal!"

"Create a formal OJT/Apprenticeship Program (specific tasks, rotations, tests on basic skills) for audit staff that takes them from GS-9 through GS-12..."



Pages 36 through 42 redacted for the following reasons:

(b)(5)