



Coast Guard HR Flag Voice 171

WORKFORCE CULTURAL AUDIT II

This Flag Voice is in conjunction with the opening of the Organizational Assessment Survey (OAS) (28 Feb for 5 weeks), the next generation Workforce Cultural Audit, and the Gallup 12Q shortly thereafter (5-19 April).

The OAS can now be accessed at WWW.PAASSESSOR.ORG/SURVEY. To complete the survey, use Logon CGOAS2002 and survey password CGOAS2002. See ALCOAST 092/02.

Short summary:

The CG Organizational Assessment Survey (OAS) is designed to help the Coast Guard become a better service by providing a routine, continuous process by which our people can tell us what they are thinking and feeling about their work, their lives, their careers, and their relationship with the Coast Guard. The Gallup 12 Question survey is specifically targeted inside the unit, to help supervisors and their work groups have meaningful conversations about how to improve and maintain high levels of performance. The Career Intentions Survey, which most of you have already seen, is another continuous process designed to find out what keeps high performers in, and what causes them to want to leave ... so we can build on the former and overcome the latter.

Though these may seem similar, their purposes and methods are different. I encourage everyone who has an opportunity to respond to these surveys-- every time they have that opportunity. Think of this as an opportunity to vote on your future ... and please don't let the opportunity pass!

Good leadership requires that we understand how our people see the Coast Guard.

Good management requires that we document and track that.

Good leadership and good management both recognize that our people deserve the opportunity to speak, to be heard, and to have their concerns addressed.

The OAS, the Gallup 12Q, and the Career Intentions Survey have many similar questions. Can't they just

do it all with one survey?" The short answer is no. Each has a specific purpose, sampling method, collection and reporting scheme, beneficiaries, and sound *scientific* reasons for the particular questions. The differences are summarized below. This is a coordinated, integrated, multi-tiered system of surveys that meets the needs of all stakeholders, and limits the necessity of further survey work in human resources (HR) for program purposes, and for unit level application for the *Commandant's Quality Award* or the *Commandant's Performance Challenge* (CPC) process. The OAS even has a "click here for Baldrige-eye view" feature that will provide an important data point for the CPC facilitators ... though it won't actually measure the criteria, it will assess the criteria as perceived by a unit's crew. Thus it will provide a measure of the gap between actual and "as generally perceived" which will be valuable in planning performance improvement actions.

There have been concerns about the timing of the initial OAS and 12Q efforts (OAS begins 25 Feb for 5 weeks & 12Q 29 Mar - 12 Apr). We have considered the potential workload in administering the survey and in processing the results, and believe that we have dovetailed the two to save effort, rather than the reverse. The Gallup 12Q results will be almost immediately available at the unit level to meet the demand for a concrete tool to affect retention. The OAS cycle will take longer, with time required to conduct a small number of focus groups, and to create the intricate on-line report structure required to ensure that all levels and stakeholders have the data they need. We also intend to provide a *Desk Guide to Using the OAS Results* so that unit commanders and other stakeholders understand how to interpret and use the information they will be provided, and probably more importantly, how not to use it.

In Human Resources we have often been criticized, and rightly so, of not having good performance measures to determine return on investment (ROI) and effectiveness of interventions, new/changed policies/processes, etc. By the very nature of the intellectual capital that is our "product," we will not get the complete picture if all we do is "count" HR related things, i.e., attrition rates, drug hits, \$ spent. We must routinely and repeatably ask our workforce for their opinions on a wide variety of issues and levels. Vertical & horizontal workforce survey information is critical to making the right leadership and management decisions now and in the future, else we will be in jeopardy of wasting our limited resources and squandering our human capital.

The purposes of the surveys:

Cultural Audit/Climate Survey. First deployment Feb 02. Using the Office of Personnel (OPM)-developed, web based, *Organizational Assessment Survey* (OAS). Query 100 percent of the active duty and reserve military, and civilian. Follow up with focus groups to engage members/employees in seeking high leverage intervention ideas for improvement. Working with OPM to tailor a version for Auxiliary and contract workforces. Primary information beneficiaries: unit commanders, chain of command, and HQ's program managers.

Career Intentions Survey (CIS). Currently in place and yielding actionable information. This is an on-line, event driven survey that allows for the quick comparison of intended stayers and intended leavers, serving as an early-warning indicator that signals further targeted research to determine the causes of dissatisfaction. Primary information beneficiaries: unit commanders, chain of command, and G-W.

Local Workgroup and Command Survey. First deployment Apr 02. Using the Gallup-developed, web-based, *12 Question Survey (12Q)*, make instrument and report generation available to commands for voluntary periodic use in fostering supervisor-workgroup performance related dialog. With local issues (supervision, command climate, morale) emerging from CIS data as strong differentiators of stayers and leavers, this investment is in direct response to what we have been told by members/employees. Primary information beneficiaries: unit commanders and supervisors.

Unit Commander Satisfaction Survey. Expected to be in place during FY02. A short, web-based, survey to assess “customer satisfaction” with the products and services provided by the HR system. Primary information beneficiary: G-W.

Please give this Flag Voice the widest possible distribution in your AORs. Your signals will directly influence response rates and the accuracy of the information we receive for this first and most critical administration, and will also set the tone for the future and continuous use of these survey processes. Thanks!

Regards, FL Ames

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