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COMDTINST 5351.6
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COMMANDANT INSTRUCTION 5351.6

Subj: COAST GUARD PERSONNEL ATTITUDE SURVEYS

- Ref: (a) U.S. Senate Confirmation Hearings of Chief Performance Officer Nominee, Jun 2009
 (b) Subpart C, Employee Surveys, of 5 CFR part 250, Personnel Management in Agencies
 (c) National Defense Authorization Act for Fiscal Year 2004
 (d) Commandant’s Performance Excellence Criteria Guidebook, COMDTPUB 5224.2 (series)
 (e) Coast Guard Equal Opportunity Manual, COMDTINST M5350 (series)

1. PURPOSE. This instruction sets forth policy and procedures for Coast Guard personnel attitude surveys. The intent is to ensure surveys comply with federal laws, regulations, and policies and provide required information to the widest number of users at best value and with the least disruption to commands and employees. It identifies the *Coast Guard Organizational Assessment Survey (CG-OAS)* as the organization’s primary personnel attitude survey.
2. ACTION. All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Instruction. Internet release is authorized.
3. DIRECTIVES AFFECTED. None.
4. DISCUSSION. Jeffrey Zients, the first U.S. Office of Management and Budget (OMB) federal chief performance officer, told senators during his 2009 confirmation hearings, reference (a): "The test of a performance management system is, is it being used to make important resource allocation and budget decisions." Coast Guard personnel attitude surveys are integral to the organization’s performance management system, which is used to make critical resource allocation and budget

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decisions. These surveys reflect the Commandant's commitment to instill an active performance management culture (i.e., management by fact) within the Coast Guard.

- a. Federal agencies are required under subpart C, Employee Surveys, of 5 CFR part 250, reference (b), to conduct and report on the Annual Employee Survey (AES). In the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136, November 24, 2003, 117 STAT. 1641), reference (c), Congress established a requirement for agencies to conduct an annual survey of their civilian employees to assess employee satisfaction as well as leadership and management practices that contribute to agency performance.
 - (1) Every two years, normally in the fall, the U.S. Office of Personnel Management (OPM) administers the *Federal Employee Viewpoint Survey (FEVS)*, including the required AES questions, to a sample of Coast Guard civilian personnel. The FEVS facilitates comparisons of Coast Guard civilian employee attitudes to civilian employee attitudes throughout the Federal government and the Department of Homeland Security (DHS).
 - (2) In off years, the Department of Homeland Security (DHS), Chief Human Capital Office (CHCO) administers a personnel attitude survey, including the required AES questions, to a sample of Coast Guard civilian employees. The DHS survey facilitates comparisons of Coast Guard civilian employee attitudes to civilian employee attitudes throughout the Department of Homeland Security (DHS).
- b. The Department of Defense, Defense Manpower Data Center (DMDC) administers annual surveys to a sample of military personnel, with Coast Guard active duty and reserve component personnel each being surveyed biennially. The DOD survey facilitates comparison of Coast Guard military personnel attitudes to those of military members in the other Armed Services.
- c. Beginning in 2002, in order to provide the granularity, detail, and reliability needed to ensure the best organizational value, consistent with Commandant's Performance Excellence Criteria (CPEC), reference (d), the Coast Guard adopted the U.S. OPM Organizational Assessment Survey (OAS) as its primary personnel attitude survey. The CG-OAS is administered to military (active and reserve) and civilian personnel biennially. It is the Coast Guard's primary personnel attitude survey for the following reasons:
 - (1) The U.S. OPM OAS has a strong foundation based on 60 years of continuous research in the behavioral sciences and a team of industrial/organizational psychologists who provide professional survey development and analytical expertise;
 - (2) The U.S. OPM OAS is conducted with multiple federal agencies, ensures the security and confidentiality of survey results, and supports effective and efficient use of public resources;
 - (3) The U.S. OPM provides its customers with tools that allow for controlled distribution of OAS results. Over the years, the Coast Guard has become a key customer of the U.S. OPM and a driving force in improving the OAS and related tools;
 - (4) The CG-OAS supports management by fact, as required by the CPEC, and addresses Coast Guard broad programmatic and unit level needs in a holistic, effective, and efficient manner.

- (5) The CG-OAS is designed to minimize bias, produce reliable and valid information, and allows for comparison to other government agencies and the private sector;
 - (6) The CG-OAS provides Coast Guard leaders at all levels information with which to make fact-based decisions. It supports assessment of personnel attitudes toward existing programs, policies, and procedures, and proposed interventions; accommodates data trend analysis and comparisons; and allows data to be segmented and analyzed by unit type, departments, and various other demographics. CG-OAS is a valuable tool for Coast Guard leaders as they seek to engage workforce members to quantify organizational strengths and areas for improvement.
- d. The Coast Guard administers two additional major personnel attitude surveys:
- (1) The Coast Guard *Career Intentions Survey (CIS)* is designed to help program, line, and community managers learn why people are staying in the Coast Guard, transitioning between components (Active, Reserve, Civilian, and Auxiliary), or are leaving the Coast Guard. The results of the CIS are compared with the CG-OAS and other data such as reenlistment rates and civilian turnover;
 - (2) The *Commanding Officers/Officers In Charge (CO/OINC) Customer Satisfaction Survey* is designed to measure how well Human Resources (HR) policies and processes for military (active and reserve) and civilian personnel support Coast Guard units. It focuses on the following HR issues: assignments, training, performance management, discipline, benefits, uniforms, and housing and work-life. Detailed results are provided to HR process and policy owners for review and, if required, follow-up action.
- e. In accordance with reference (e), the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) remains a separate requirement for applicable Coast Guard units.

5. ROLES AND RESPONSIBILITIES.

- a. The Assistant Commandant for Human Resources/Chief Human Capital Officer (CG-1) shall:
- (1) Oversee the continued development and administration of the CG-OAS, CO/OINC Customer Satisfaction Survey, Career Intentions, and other personnel surveys, to support the needs of program managers, unit commanders, line managers, and employees for timely, accurate, and relevant information.
 - (2) Promulgate additional policy and procedures as required in the management and control of Coast Guard personnel attitude surveys.
 - (3) Maintain a Coast Guard web site, and other necessary information systems, to effectively communicate information relative to Coast Guard personnel attitude surveys.
 - (4) Notify the Union Representatives, via this instruction, of the Coast Guard's recurring use of U.S. OPM's Organizational Assessment Survey (OAS). Inform the Unions when the CG-

OAS is being deployed and provide summary results of civilian employee responses. Provide the Unions a yearly notice of its intent for Coast Guard units and staffs to use the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). Provide a summary of results from the DEOCS of civilian employee responses to the Unions annually. Provide the Unions a yearly notice of its intent to use the Coast Guard Career Intentions Survey (CIS). Provide a summary of results from the CIS of civilian employee responses to the Unions annually.

b. Deputy/assistant commandants, and chiefs of headquarters staff elements shall:

- (1) Integrate the CG-OAS, CO/OINC, Career Intentions, and other appropriate personnel attitude surveys into their business processes, further supporting management by fact;
- (2) Provide assistance, as required, to Commandant (CG-1) in the administration of Coast Guard personnel attitude surveys and discourage the use of other personnel surveys unless absolutely necessary to answer questions not already addressed by the CG-OAS;
- (3) As distinct units, from the perspective of the CG-OAS, Deputy/Assistant Commandants shall review CG-OAS staff-level results in line with the systematic review required by the CPEC and make CG-OAS results and leadership improvement actions available to members of the staff. This approach aligns Headquarters use of CG-OAS results with that of unit commanders.

c. Unit commanders, commanding officers, officers-in-charge shall:

- (1) Review CG-OAS results in line with the systematic review required by the CPEC and make CG-OAS results and leadership improvement actions available to members of the unit;
- (2) Review the unit's CG-OAS results prior to the Change of Command with the prospective commanders;
- (3) Support administration of the CG-OAS, and discourage the use of other personnel surveys unless absolutely necessary to answer questions not already addressed by the CG-OAS.

6. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Instruction and have been determined to be not applicable.

7. FORMS/REPORTS. None.

Sally Brice-O'Hara /s/
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Vice Commandant