

JUST the FACTS

Facilities Team Survey
Workforce Module

**LANTDIV HQ ROICC
SESSION**

January 16, 2003





The following NAVFAC organizations participated in the 2002 FacTS **Workforce** and **Client** Surveys:

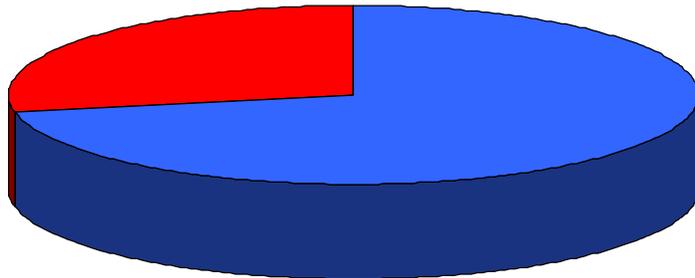
	FacTS WF	FacTS Client
EFDLANT		
EFDSOUTH		
EFD PAC		
EFDSW		
HQ		
NCBC		
NCC		
NFESC		
NFI		
PWFSO		
PWCGL		
PWCSD		
PWCWASH		
PWCJAX		
PWCPENS		
PWCNOR		
PWCPEARL		
PWCYOKO		
PWCGUAM		

Overall Response Rates

Percentage of workforce/clients who completed and submitted surveys.

FacTS Workforce

Not Submitted (2665)
27.1%

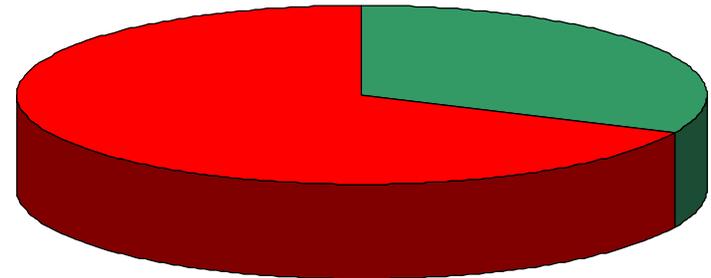


Submitted (7149)
72.9%

Total Surveys Sent = 9811

FacTS Client

Submitted (498)
32.8%



Not Submitted (1022)
67.2%

Total Surveys Sent = 1520

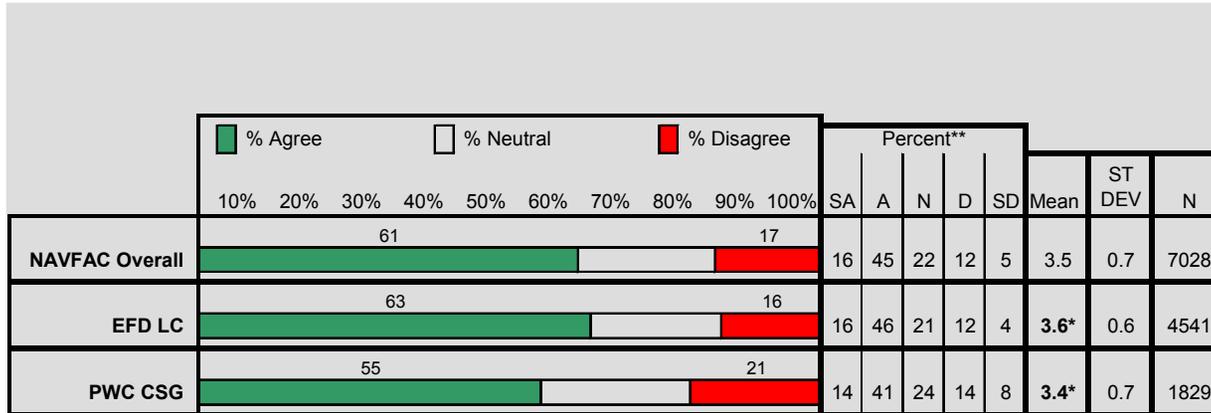
Key to Interpreting Graphs

Scale	Interpretation
<p data-bbox="723 442 980 492">Strongly Agree</p> <p data-bbox="390 506 923 621">% Agree = + Agree</p>	<p data-bbox="1085 464 1551 592">Strong Agree Scores are those with 65% positive and greater</p>
<p data-bbox="390 756 971 821">% Neutral = Neither Agree Nor Disagree</p>	<p data-bbox="1094 692 1542 863">Neutral means mixed, sometimes yes, sometimes no, ranging between 70%–25%</p>
<p data-bbox="704 956 999 1006">Strongly Disagree</p> <p data-bbox="390 1021 932 1135">% Disagree = + Disagree</p>	<p data-bbox="1094 935 1542 1149">Strong Disagree Scores are 25% negative and greater <i>or</i> less than 50% positive <i>and</i> mean score less than 3.0</p>

P.4.1 – Workforce Satisfaction

Based on Overall Results for All 60 Core Survey Items

as of October 2002



NAVFAC Overall includes NAVFAC HQ, LANTDIV, PACDIV, SOUTHDIV, SWDIV, PWC San Diego, PWC Great Lakes, PWC Washington, NFESC, NCBC Port Hueneme, NFI, NCC & PWFSO.

EFD LC includes LANTDIV, PACDIV, SOUTHDIV, SWDIV & NFESC.

PWC CSG includes PWC San Diego, PWC Great Lakes, PWC Washington & PWFSO.

% Agree – represents the percentage of people responding Strongly Agree or Agree.

% Agree scores greater than 65% can be interpreted as a positive culture.

% Disagree – represents the percentage of people responding Disagree or Strongly Disagree.

% Disagree scores greater than 25% may represent an opportunity for improvement.

Mean – represents the overall average score on all 60 core survey items.

Means less than or equal to 3.0 may represent opportunities for improvement.

Means which are statistically significantly different from the NAVFAC Overall mean are noted in **bold with ***.

ST DEV – represents the standard deviation which is a measure of the variability of the data.

N - represents the total number of people who responded to more than 40 of the 60 core items.

Percent** - Because of rounding differences, sometimes the %ages do not add up to be exactly the same as the % Agree, % Neutral, and % Disagree.

Desired Trend:
Increasing “% Agree” & “Mean” over time

• 2002 is first official year of FacTS survey process.

• Not all NAVFAC commands participated in 2002. See NAVFAC Overall definition (at left) for list of participating commands.

• No trend data available at this time.

• See “NAVFAC Overall Results Report” (dated October 2002) for complete results.

Survey Description and Methodology (Workforce)

Substantive Statements:

- The FacTS **Workforce** Module contains a core set of 60 substantive statements. Component Commands have the option of adding up to five substantive items of local interest. Acquisition workforce members also receive 11 PMAP specific substantive items.
- The 60 core substantive statements are segmented into the following six categories:

Workforce: *The extent to which we are developing and maintaining a workforce capable and committed to supporting our evolving business needs.* Topics covered include: Skills development, Career Development/Advancement, Mentoring, Diversity, Retention/Recruitment, Award/Recognition, and Performance Management.

Workplace: *The extent to which our workplace enables the workforce to be fully engaged and productive.* Topics covered include: Facilities, Safety, Services, Trust/Respect, Morale, Creativity/Innovation/Risk Taking, and Fairness/Equity (including EEO & Sexual Harassment).

Business Innovation: *The extent to which we pursue and integrate new processes/practices to reduce cost, reduce cycle time, and improve quality.* Topics covered include: Process Redesign, Change Management, Competitive Comparisons, Benchmarking, and Innovative Solutions.

Client Relationships: *The extent to which we build positive relationships with our clients.* Topics covered include: Understanding Clients' Missions and Organizations, Commitment to Clients, Communication/Listening, Responsiveness, Dependability, "Can-Do" Attitude, and Meeting Client Expectations (e.g., quality, choices, cost effectiveness, timeliness).

Daily Operations: *The extent to which we act interdependently using uniform business systems to execute mission requirements.* Topics covered include: Decision-Making Practices, Common Business Practices/Process Management, Communication, Teamwork/Collaboration, Tools/Equipment/IT, Access to Data/Information, Workload/Resources, and Organizational Effectiveness.

Strategic Alignment: *The extent to which we align our actions and decisions with our strategic intent.* Topics: Leadership, Alignment of Resources with Strategic/Business Plans, Establishing Priorities, and Workforce Understands Where They Fit and How They Contribute.



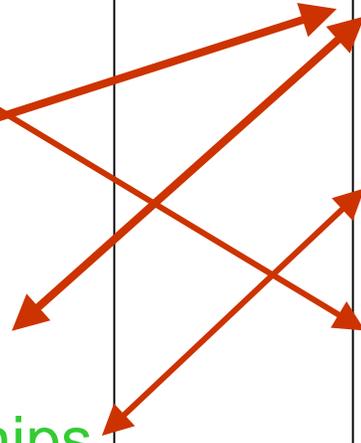
FacTS SYSTEM: HORIZONTAL ALIGNMENT within FacTS

FacTS Workforce:

- x Workforce
- x Workplace
- x Business Innovation
- x Daily Operations
- x Client Relationships
- x Strategic Alignment

FacTS Client:

- x Delivery System Attributes
- x Client Relationships
- x Workforce Competencies
- x Competition
- x Overall Satisfaction

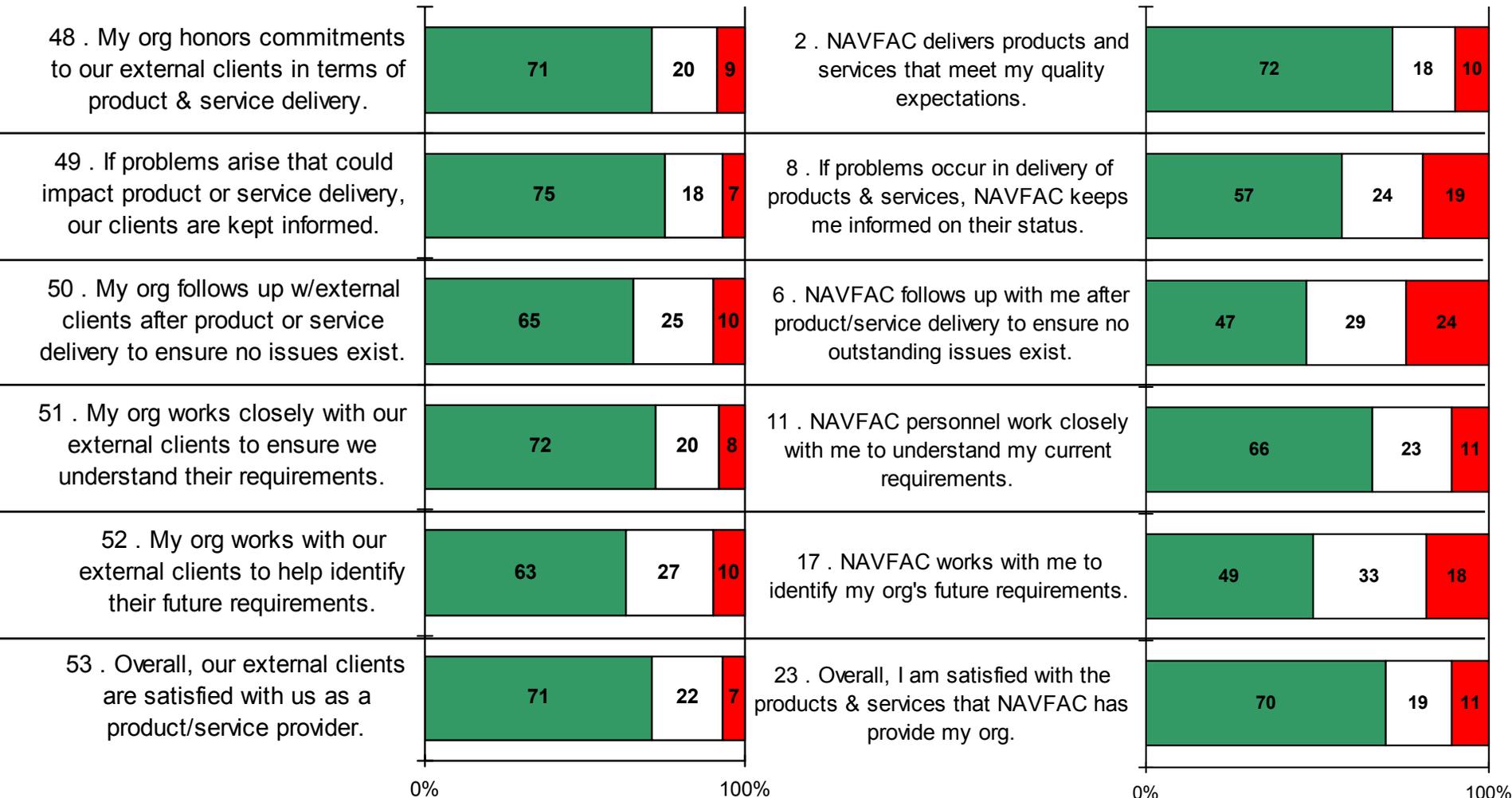


Comparison between **Workforce** and **Client Data** - On Most Issues **Clients** are Less Positive than **Workforce**

FacTS Workforce

vs.

FacTS Client



EFDLANT WORKFORCE Level 4 Chart

1 EFDLANT = EFDLANT HQ + EFACHES + EFANE + EFAMED

2144 Surveys Sent 1692 Surveys Submitted 78.9% Response Rate

2

EFDLANT
HQ + ROICCs
(864)

EFACHES + ROICCs
(313)

EFANE + ROICCs
(294)

EFAMED + ROICCs
(221)

3

*EFDLANT
HQ
(607)*

*EFDLANT
HQ
ROICCs
(257)*

*EFACHES
HQ
(176)*

*EFACHES
ROICCs
(137)*

*EFANE
HQ
(179)*

*EFANE
ROICCs
(115)*

*EFAMED
HQ
(79)*

*EFAMED
ROICCs
(142)*

4

BE (71)
BD (56)
CI (13)
CI4 (98)
CI5 (13)
RE (14)
HG (27)
EV (57)
FM (70)
AQ (64)
EICO (16)
OPS (19)
IPT A (46)
IPT B (15)
IPT C (9)
STAFF (19)

*Azores (2)**
Lejeune (43)
CHPT (26)
*GTMO (6)**
*Iceland (8)**
L.Creek (13)
NNSY (56)
Oceana (25)
Peninsul (14)
P.Rico (27)
Sewells (37)

CBO-CHES (40)
AQ-CHES (10)
EV-CHES (6)
OPS-CHES (14)
CH1 (40)
CH2 (29)
CH3 (19)
STAFF-CHES (7)
Grapes (11)

Annapolis (22)
Dahlgren (11)
*Ind Head (9)**
PAX (26)
Quantico (16)
NDW (38)
Bethesda (15)

CBO-NE (23)
AQ-NE (10)
EV-NE (68)
STAFF-NE (9)
OPS-NE (11)
09TB (29)
09TC (29)

*Maine (5)**
New Jersey (21)
Mech. (8)*
N. Lon (19)
Newport (18)
East PA (20)
Brunswick (12)
*Portsmouth (9)**
CSO (3)

FM-MED (5)
AQ-MED (10)
BL (23)
STAFF-MED (8)
OPS-MED (14)
OICC (19)

Bahrain (10)
Cairo (12)
*London (8)**
*LaMad (6)**
Rota (26)
Sigonella (28)
*Souda Bay (7)**
*Vincenza (5)**
N. Italy (17)
S. Italy (23)

() = Number of respondents

Standard Report

Optional report available

No report available

* = PMAP Exception Report



We're Halfway There

Five Keys to Success:



Good instrument



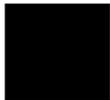
Good participation

In Progress



Publish/Discuss results

<http://FacTSSystem.navfac.navy.mil>



Act on results



Communicate Action



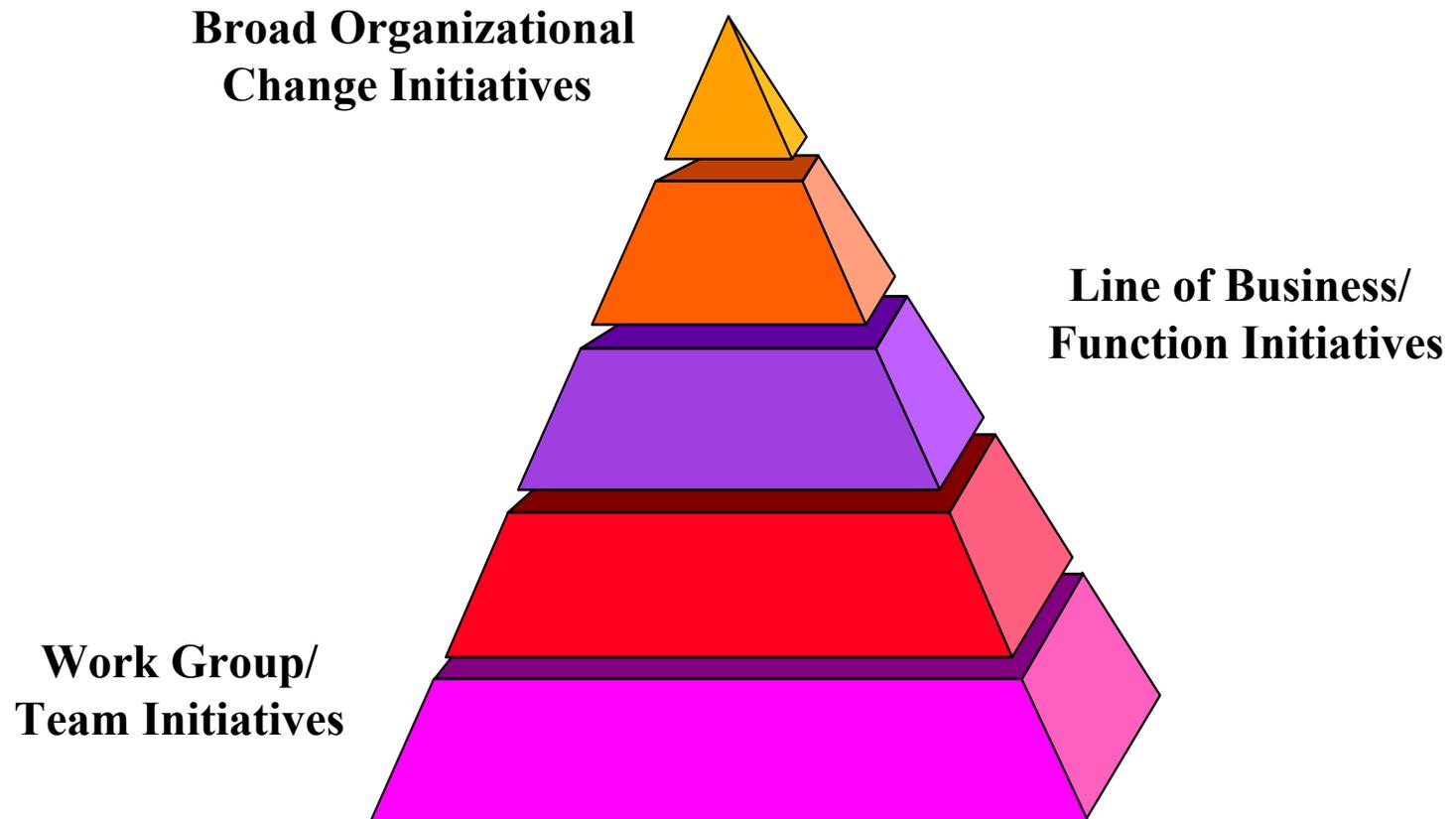


Action Expectations

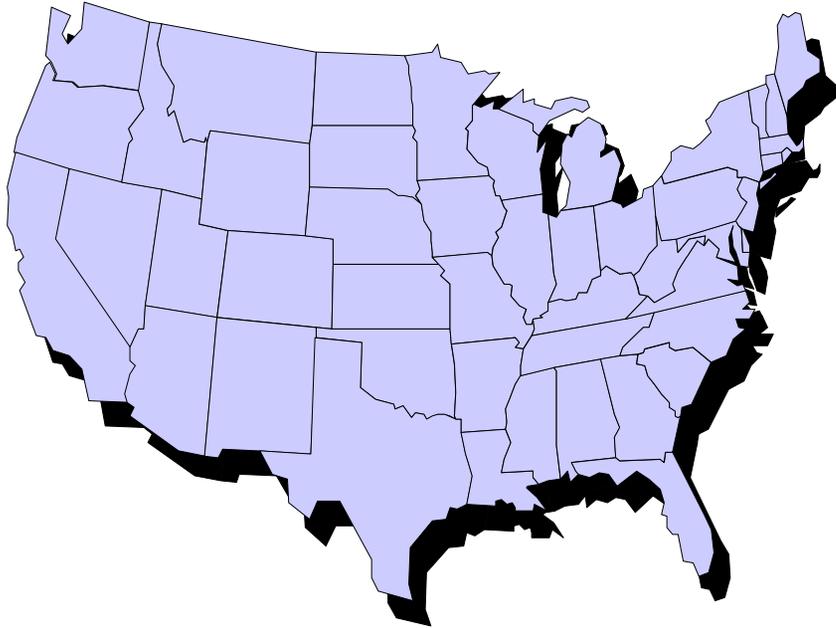
- ✘ Communicate Results**
 - ✘ Small group discussions
- ✘ Initiate Action at all Levels**
 - ✘ Level I, II, III and various Level IVs
- ✘ Choose TWO Local Issues**
 - ✘ Balance: Passion/Ease/Impact
- ✘ Communicate Action**

Change Initiatives at ALL Levels

**By initiating change at each organizational level,
the potential for change increases.**



Changes that Affect People Personally have Greater Impact



**Crime is Down
In the Nation**

**Crime is Down
In my Neighborhood**



Communicating Action

...after choosing Level IV items by 15 February 2003

- ✘ **HQ group**: Forward items with general POA&M to the Work Force Subcommittee (WFS) member at your component (Lori Wang-HQ, Chuck Baldwin-MED, Dawn Kincade-NE, Stan Vincent-CHES)
- ✘ **ROICC offices**: Forward items with general POA&M to respective IPT Leaders
- ✘ WFS and IPT leaders will consult with COs and then forward items to LANTHQ (Lori Wang) for inclusion on the LANTDIV website matrix
- ✘ WFS will consider Level I, II, and III pervasive issues and any prevailing issues that bubble up from Level IV discussions for LANTDIV wide action

Divide Into Groups

Guidelines for Determining Opportunities for Improvement

- 1. % Disagree is greater than 25%**
- 2. % Agree less than 50%**
- 3. Mean less than or equal to 3.0**
- 4. Means that are significantly less than the comparison group mean(s)**
- 5. High % Disagreement coupled with a low standard deviation**
- 6. Standard Deviation greater than 1.0**
- 7. Your own judgment**

Prioritizing Survey Issues

Three Keys to Assist in Determining High Priority Issues

-  Felt need
-  Impact
-  Difficulty



Prioritization Worksheet

Issue	Felt Need	Impact	Difficulty
66. I receive the needed coaching and feedback about my performance.	High	Moderate	High
74. Managers at all levels reward people for quality excellence.	Low	Low	Moderate
70. Too many approvals get in the way of doing my job well.	High	High	Low
9. There is enough communication between our work group and other work groups so that critical information is shared.	Moderate	High	High



Ground Rules

- ✘ Participate/Bring your brain to the table
- ✘ Respect/Be kind to others
 - ✘ No personal names or lengthy horror stories
- ✘ Don't challenge or criticize perceptions
- ✘ **Stay through the hard part**
- ✘ Bring team to unity, we may not get unanimity
- ✘ Choose ONE/TWO issue(s) at your Level