

external environment • mission & strategy • leadership • organization culture •  
structure • systems • management practices • work unit climate • skills / job match •  
motivation • individual needs & values • performance

# *2002 GSFC Culture Survey Results*



## *Executive Report*



Prepared by:  
IBM Business Consulting Services  
12902 Federal Systems Park Drive  
Fairfax, VA 22033  
Delivered May 2003

# Table of Contents

	Page
<b>Introduction and Overview</b>	<b>1</b>
The Purpose of Conducting the Culture Survey	2
Development and Conduct of the Culture Survey	2
Survey Timeline and Participants	3
How to Read This Report	3
The Validity of This Survey	4
Continued Survey Follow-Up	5
The Burke-Litwin Model Framework	6
<b>Executive Summary</b>	<b>8</b>
Strengths	9
Predictive Model	9
Areas for Improvement	10
<b>Overview of Results</b>	<b>12</b>
Burke-Litwin Model Summary Profile	13
What is Going Well at Goddard	16
What is Not Going Well at Goddard	29
Predictive Model	34
<b>Survey Results in Detail</b>	<b>37</b>
Demographic Information	39
Summary Profile	45
Survey Questions	47
External Environment	47
Mission & Strategy	48
Organization Culture	51
Leadership	53
Management Practices	55
Structure	57
Systems	58
Work Unit Climate	60
Skills / Job Match	61
Motivation	61
Individual Needs & Values	62
Performance	63
Clarified / Modified Items from the 1999 to the 2002 Survey	65

## Table of Contents

<b>Summary of Open-Ended Comments</b>	<b>66</b>
Top Three Responses to Open-Ended Questions	67
Q1. What do you believe is currently going very well at Goddard?	68
Q2. What do you believe is currently not going well at Goddard?	69
Q3. If you could change anything you wanted to at Goddard, what would it be?	70
<b>Appendix A: Item Distribution</b>	<b>A1</b>
<b>Appendix B: Open-Ended Comments in Detail</b>	<b>B1</b>
Approach to Comment Analysis	B2
Q1. What do you believe is currently going very well at Goddard?	B4
Q2. What do you believe is currently not going well at Goddard?	B9
Q3. If you could change anything you wanted to at Goddard, what would it be?	B14

# Introduction and Overview

<u>The Purpose of Conducting the Culture Survey</u>	<u>2</u>
<u>Development and Conduct of the Culture Survey</u>	<u>2</u>
<u>Survey Timeline and Participants</u>	<u>3</u>
<u>How to Read This Report</u>	<u>3</u>
<u>The Validity of This Survey</u>	<u>4</u>
<u>Continued Survey Follow-Up</u>	<u>5</u>
<u>The Burke-Litwin Model Framework</u>	<u>6</u>

## **Introduction and Overview**

This report contains the collective views of Goddard Space Flight Center employees from three separate culture surveys – two conducted by W. Warner Burke Associates, Inc. in 1997 and 1999 and one conducted by IBM Business Consulting Services in 2002. As a result, this report highlights similarities and differences in employee perceptions of “how Goddard is doing” over time.

### **The Purpose of Conducting the Culture Survey**

The purpose of the 2002 Goddard Culture Survey is to provide an assessment of how employees currently view Goddard and to demonstrate changes since the first Goddard Culture Survey that was conducted in 1997. This assessment process serves the following objectives:

- Measure progress since 1997 toward achieving the Goddard Mission
- Identify areas of strength to be reinforced
- Target blocks and hindrances to achieving the Goddard Mission
- Provide a measure of employees' perceptions of important organizational factors

While many organizations conduct opinion surveys, few conduct surveys that focus on management and the organization itself. Therefore, the repeated conduct of this survey demonstrates senior management's willingness and desire to improve working conditions and performance at Goddard. More specifically, the results of this survey provide important information about what is going well and what needs attention. In other words, the results identify strengths that should be reinforced and other areas that should be improved or changed. The survey itself is not intended to provide solutions, but rather serves as a catalyst in directing and focusing attention on those areas of greatest potential for improving organizational performance of Goddard.

### **Development and Conduct of the Culture Survey**

A great deal of time and effort has been put into the development of the Goddard Culture Surveys. This work began in 1997 by a joint effort between Goddard and W. Warner Burke Associates (WWBA). The 1997 Culture Survey was developed on the basis of input from a number of Goddard employees at different levels across the organization. The survey was constructed and refined through collaboration between Goddard and WWBA to ensure proper wording and clarity.

In 1999, the Goddard Culture Survey was revised based on input from a number of Goddard employees at different levels across the organization through focus groups and interviews. In 2002, the Goddard Culture survey was revised again to further clarify the categories and address new focus areas. Continuity has been maintained by preserving a core set of 89 questions that have been in all three surveys.

### Survey Timeline and Participants

- A baseline or *time 1* survey was conducted from August to October 1997
  - 1,623 out of 3,535 employees responded, a response rate of 46%
  - Results reported in the spring of 1998
- A *time 2* survey was conducted from December 1999 to January 2000
  - Of the 3,366 surveyed, 1,625 responded, a response rate of 48%
  - Results reported in the winter of 2000
- A *time 3* survey was conducted from November 2002 to January 2003
  - Of the 3,356 surveyed, 1,305 responded in time for this report, a response rate of 39%
  - 681 responded using the paper survey and 624 responded through the web survey
  - Results reported in the spring of 2003
  - Typically, other organizational surveys obtain response rates anywhere from 30 to 90 percent, with most reporting between 40 and 65 percent. The Goddard employee response of 39% falls within these norms for response rates.

### How to Read This Report

This report contains narrative text, bar charts and tables in various sections designed to share the results of the Goddard Culture Survey.

1. **Executive Summary** (page 8): a narrative that succinctly describes areas of strengths and improvements for Goddard.
2. **Overview of Results** (page 12): more analysis on the areas of strengths and improvements.
3. **Survey Results in Detail** (page 37): bar charts showing the results of the survey questions, in order of demographics, category means and survey questions. The demographic charts compare survey participants with the total center population. The category means and survey questions are also bar charts and compare means from the 2002 survey, as well as 1999 and 1997 means.
4. **Summary of Open-Ended Comments** (page 66): displays a high-level compilation of the written comments.
5. **Appendix A – Item Distribution** (page A1): includes a detailed breakdown of frequency distributions for each survey item.
6. **Appendix B – Open-Ended Comments in Detail** (page B1): more analysis on the written comments.

There are three perspectives that should be considered in order to understand these ratings:

1. **The absolute rating** on the 5-point scale, where 1 is “to a very small extent” and 5 is “to a very great extent.” Since the midpoint is 3.0, means below 3.0 are considered to be low scores.
2. **The change in the rating of an item** – that is, how each item changed over time (i.e., from 1999 to 2002). Please note a **statistically significant difference** is generally a change of .10 or more.
3. **The item ranking** – that is, how the rating of each item compares with the ratings of other survey items. Scores below 3.0 are relatively low, and scores above 4.5 are relatively high (i.e., relative to other ratings on this survey).

### The Validity of This Survey

A survey is valid when it reliably and accurately measures what it is supposed to measure. Many factors contribute to the validity of a survey, including the clarity of the survey questions, the degree to which survey questions and categories match the theoretical constructs or models they are believed to represent, the degree to which survey respondents interpret a question as it was intended, and the degree to which observed responses are biased by things like the timing or manner in which the survey was administered.

All three Goddard Culture Surveys were developed based on a conceptual model supported by empirical evidence.<sup>1</sup> For more than a decade, survey questions like the ones asked at Goddard have been used and validated with many different organizations.<sup>2</sup>

The validity of the 2002 survey results is strong. First, the 2002 Goddard Culture Survey was pilot tested to ensure clarity of the questions. Second, at 39%, the response rate is good and certainly better than acceptable. Third, the demographics of the survey respondents are proportionate to the overall Goddard population demographics (as shown later in this report), meaning that the percentage of those who answered the survey are very much like those who did not. Finally, 805 (62%) of the survey respondents answered the write-in comment questions, showing that they took the survey seriously and devoted ample time and attention to completing it. Based on these factors, we can report with confidence that the survey findings are indeed valid.

However, it is important to keep in mind that even under the best circumstances, there is no guarantee of absolute validity in survey findings. In particular, the possibility of a response bias is discussed in some detail in the “What is Going Well” portion (see page 16).

---

<sup>1</sup> Burke, W. W. & Litwin, G. H. (1992). A Causal Model of Organizational Performance and Change. *Journal of Management*, 18(3), 523-545.

<sup>2</sup> See, for example, Burke, W. W. & Jackson, P. (1991). Making the SmithKline Beecham Merger Work. *Human Resource Management*, 30(1), 69-87.

### Continued Survey Follow-Up

The 2002 conduct of the Goddard Culture Survey demonstrates a commitment on the part of senior leadership to continue employee involvement and organizational improvement at Goddard. This is critical since conducting a survey without a commitment to improve can actually make things worse. If conducting a survey raises hopes and expectations among employees, but there is no meaningful response to change things based on survey findings, the result is often frustration and apathy.

However, commitment alone is not enough. Making a survey useful requires that leaders and managers thoughtfully interpret and apply the survey findings, prudently plan corrective action, and diligently execute those plans. Enduring commitment, persistent follow-up, and continued action on the part of leadership and management is, therefore, critical.

Following up on survey results typically occurs in five stages:

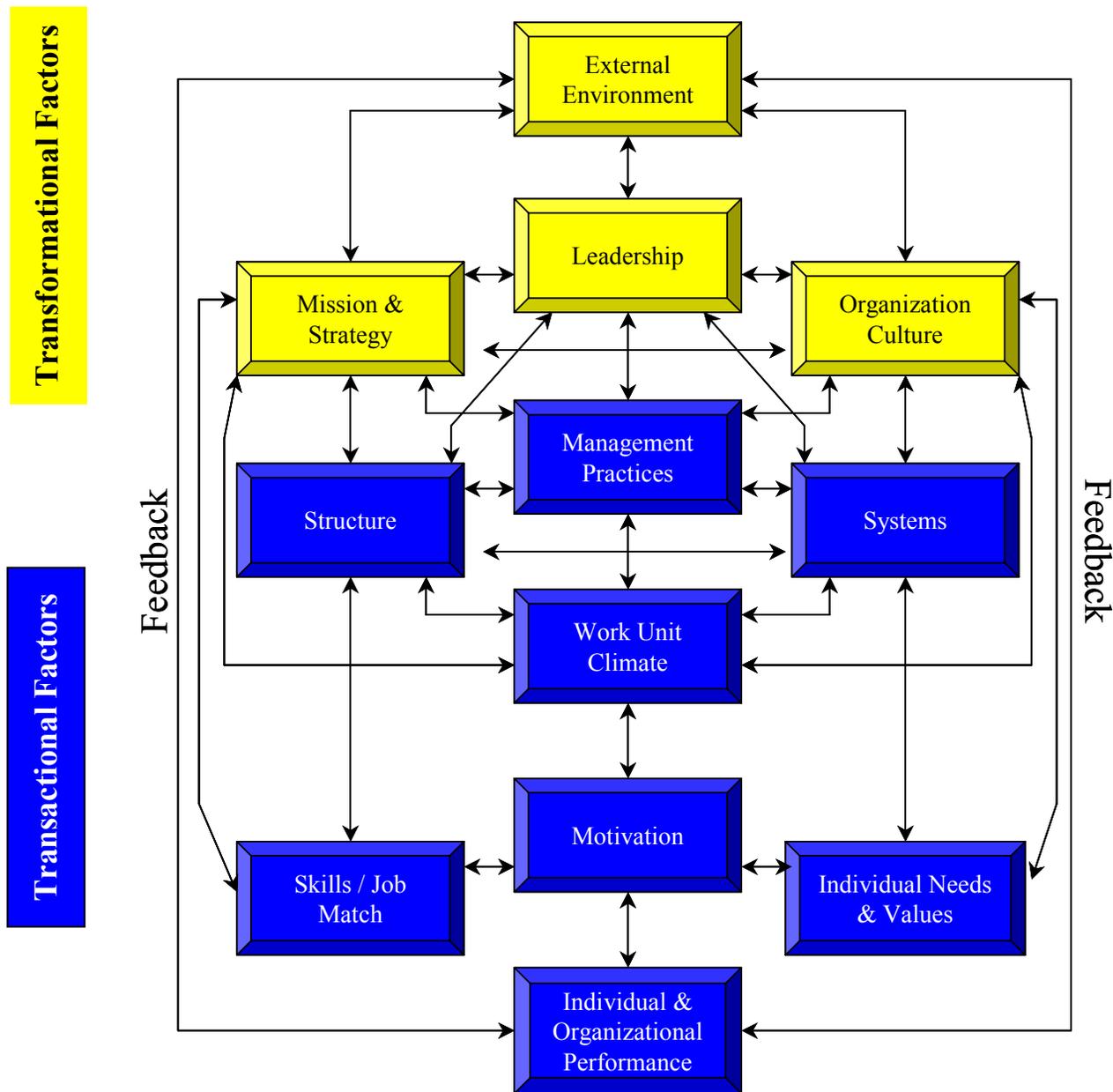
1. Considerable thought and discussion about what the results mean
2. Careful determination of how the results and next steps should be communicated
3. Prioritization of issues and action planning
4. Executing action plans that integrate with on-going management processes and actions
5. Evaluating results

To be successful, leadership support and accountability are needed at every step in the process.

Some of the actions that took place as a result of the 1999 survey include a periodic all-supervisors meetings, redesign of Center promotion processes, examination of core business processes, and alignment of resources through a new integrated business plan. Other specific actions have occurred at the directorate level.

**The Burke-Litwin Model Framework**

When considering a large volume of data with a wide range of potential categories of issues, it is useful to have a conceptual framework to help organize and interpret the outcomes. Therefore, throughout this report we will be using the conceptual framework of the Burke-Litwin Model to organize and interpret the data.



*Adapted from "A causal model of organizational performance and change," W. Warner Burke and George H. Litwin, Journal of Management, 1992, Vol.18*

## Introduction and Overview

---

### External Environment

External conditions or situations that influence the performance of the organization, e.g., technology, budgets, customer requirements, and economic conditions.

---

### Mission & Strategy

Central purpose of the organization and the approaches it uses to achieve its goals.

---

### Leadership

How executives provide the overall direction to the organization.

---

### Organization Culture

Beliefs, values (as well as overt and covert rules) of the organization that guide organizational behavior.

---

### Structure

The arrangement of functions and people to organize labor, define authority, and establish decision making processes.

---

### Management Practices

The day-to-day behavior of managers that is directed at organizing people and resources to achieve the organization's goals.

---

### Systems

Standardized policies and processes to facilitate work, e.g., information management, rewards, planning and budgeting.

---

### Skills / Job Match

Skills and abilities, as well as the required work behaviors to accomplish the work.

---

### Work Unit Climate

Employees' perceptions of how their local unit is managed and how effectively employees and colleagues work together.

---

### Individual Needs & Values

Psychological factors that provide desire and worth for individual actions and thoughts.

---

### Motivation

The desire to achieve goals, take action, and persist until satisfaction is attained.

---

### Individual & Organizational Performance

The outcome of work performance, effort, and achievement, e.g., productivity, customer satisfaction, service quality, and mission goals.

---



# Executive Summary

Strengths	9
Predictive Model	9
Areas for Improvement	10

## Executive Summary

On the whole, the news for Goddard is very positive. Most items were rated favorably (i.e., means were above the neutral 3.0 midpoint) and most items were significantly higher in 2002 than in 1999.

### Strengths

A particular strength is the motivation levels of the workforce. On scaled items and in unsolicited comments, the evidence was clear and consistent: The employees at Goddard are competent, motivated, and dedicated. Goddard employees see their coworkers as having the highest levels of technical ability, creativity and integrity, and they enjoy working with their managers and their team members alike.

Other strengths include:

- Generally effective management practices and strong, constructive relationships between employees and their immediate supervisors;
- Key aspects of the mission of the Center, particularly understanding and protecting our home planet;
- A good fit between job requirements and current skill sets;
- A culture and work environment that, in general, is supportive, respectful, and cooperative, and that values safety and diversity; and
- Despite some obstacles, most employees see Goddard as an effective organization and a great place to work.

### Predictive Model

A predictive model pointed to the following as the factors as those having the strongest influence on overall performance at Goddard:

- Mission & Strategy
- Individual Needs & Values
- Leadership
- Structure

Factors that are most influential or predictive of performance are not necessarily good or bad; however, changes in these factors are most likely to result in changes in performance. Thus, a drop in the high scores received in Individual Needs & Values would likely result in lower individual and organizational performance at Goddard. Similarly, improving scores in Mission & Strategy, Leadership, or Structure should result in higher performance.

For a full description of the predictive model, see page 34.

### Areas for Improvement

Although there were very few items that received low scores, a few patterns in the data suggested some important areas for improvement.

First, the systems and processes that support business, administrative, and resource allocation activities do not meet the needs of Goddard employees. There is a consensus that these processes need to be streamlined and improved and that business systems in particular are inadequate. At the same time, employees complain that they are overwhelmed and distracted from the real mission of the Center by initiatives, such as IFMP, aimed at improving these very systems and processes. This presents a challenge to Center leaders and managers. Goddard must make the necessary improvements so that business and administrative systems and processes more efficiently and effectively support the mission, but without distracting or overburdening employees with the work associated with implementation. Since implementing these initiatives properly requires substantial involvement from the internal “customers” (i.e., Goddard employees), this problem poses something of a paradox.

Second, there is a gap between managerial effectiveness and leader effectiveness. Both factors relate to the behaviors of managers and leaders at Goddard, but there is a distinction. Leadership is a transformational factor related to the vision and direction provided by executives. Management Practices is a transactional factor and has more to do with the day-to-day effectiveness of managers and supervisors at all levels. Although Management Practices was a clear strength, Leadership ratings were mixed. Furthermore, Leadership was a much more powerful predictor of Performance. In particular, the following leadership practices should be targeted for improvement:

- Providing the vision, guidance and leadership that will help Goddard become more successful in the future.
- Encouraging and supporting innovation and accepting the risks associated with it.
- Communicating openly and honestly about expected or planned changes.

Third, Goddard needs to do a better job of developing and maintaining in-house expertise. This includes:

- Implementing the personnel and human resource practices needed to attract the best people.
- Planning and implementing the human capital strategies needed to help recruit and sustain a vital workforce.
- Doing a better job of knowledge management – including capturing, sharing, and leveraging knowledge throughout the Center.
- Being strategic about which types of jobs and activities should be outsourced by taking into account the core competencies and capabilities of the Center, not just financial and resource issues.

## Executive Summary

Finally, the organizational structure at Goddard is not optimal. As a category, Structure was relatively weak compared to other ratings. Structure was also a key predictor of Performance. In particular, the lowest rated item within the Structure category was also the most predictive of overall organizational performance. This item was:

- Does the organizational structure of the Center facilitate assignment of work, allocation of resources, and accountability?

This suggests that Goddard could significantly improve performance if the structure was able to better facilitate allocation of work, resources, and accountability. Note that improving the extent to which an organization's structure facilitates these things does not necessarily require a major overhaul to the organizational structure. Other, less sweeping adjustments can be made to other aspects of organizational design to enhance the effectiveness of structure.

# Overview of Results

Burke-Litwin Model Summary Profile	13
What is Going Well at Goddard	16
What is Not Going Well at Goddard	29
Predictive Model	34

## Overview of Results

Following is a brief summary and interpretation of findings from the 2002 Goddard Culture Survey. The Executive Summary is organized into the following major sections:

1. A **Burke-Litwin Model summary profile** showing Goddard's scores in each of the 12 categories in the model for 2002 and for the two prior surveys in 1997 and 1999.
2. A summary of participants' perceptions of **what is going well** for the Center. Topics covered include the highest marks for 2002 and the top five increases made on the survey since 1999.
3. A summary of participants' perceptions of **what is not going well** for the Center. Topics covered include the lowest marks for 2002 and the top five decreases on the survey since 1999.
4. A **predictive model** to assess the factors that have the largest affect on overall performance, including a comparison between predictive factors in 2002 and those for prior surveys in 1997 and 1999.

### Burke-Litwin Model Summary Profile

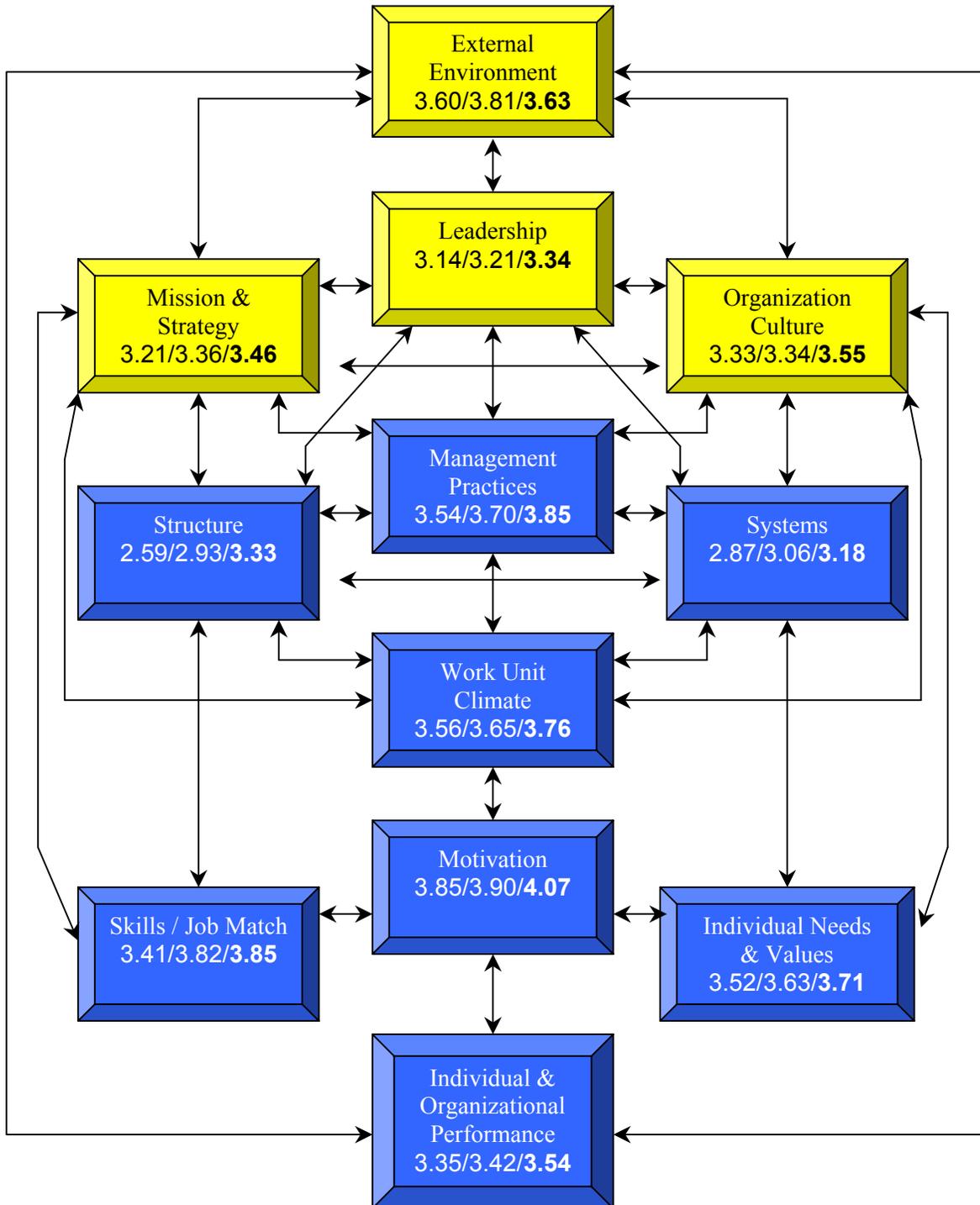
The diagram on the following page shows mean ratings for each of the Burke-Litwin Model categories for the 1997, 1999, and 2002 surveys. This diagram computes category scores using all associated items for each category. Due to minor modifications in the survey over time, mean category scores in different years were computed based on slightly different compositions of underlying survey items.

A five-point rating scale was used on this survey, with 5 being the most positive, and with 3 as a "midpoint" (i.e., not particularly positive or negative). Therefore, scores above 3.0 tend to be increasingly positive and scores below 3.0 increasingly negative.

The mean category scores for the 2002 survey show that the results for Goddard are generally positive, with the mean for Motivation (4.07) being highest and extremely positive and those for Systems (3.18) lowest and only slightly positive (and perhaps in need of some improvement, as discussed later).

**Burke-Litwin Model Summary Scores**

**Category means  
(1997/1999/2002)**



Represents the means for a given category regardless of whether items within the category have changed from one survey to the next. Not all items included in these means were asked in all three surveys.

## Overview of Results

At a summary level, the 2002 scores can be interpreted as follows:

- Motivation is very high at Goddard, with a mean of 4.07. This suggests a highly motivated workforce. Ninety-three percent of respondents had a score of 3.0 or higher, and over 65% had a score of at least 4.0 on Motivation.
- Most of the remaining factors (Skills / Job Match, Management Practices, Work Unit Climate, Individual Needs & Values, External Environment, Organization Culture, and Performance) received strong scores in 2002, with means above 3.5. These are strengths for Goddard, but there is still some room for improvement.
- Four factors – Mission & Strategy, Leadership, Structure, and Systems – received midrange scores in 2002, with means above 3.0 but less than 3.5. Although these scores are not particularly low, these factors should be considered areas in need of development.

### Summary of Changes Over Time

There were statistically significant increases in ten of the 12 category scores. Only External Environment saw a significant decline, falling from 3.81 to 3.63. The greatest change in category scores from 1999 to 2002 is in Structure, where the mean score changed by .40, improving from 2.93 to 3.33. Skills / Job Match has virtually the same score in 2002 as in 1999. The other nine category scores saw modest increases ranging from .10 (for Mission & Strategy) to .21 (for Work Unit Climate).

Category Means by Year	1997	1999	2002
External Environment	3.60	<b>3.81*</b>	<b>3.63*</b>
Mission & Strategy	3.21	<b>3.36*</b>	<b>3.46*</b>
Organization Culture	3.44	3.41	<b>3.55*</b>
Leadership	3.14	<b>3.21*</b>	<b>3.34*</b>
Management Practices	3.55	<b>3.70*</b>	<b>3.85*</b>
Structure	2.59	<b>2.93*</b>	<b>3.33*</b>
Systems	2.87	<b>3.06*</b>	<b>3.18*</b>
Work Unit Climate	3.56	3.55	<b>3.76*</b>
Skills / Job Match	3.41	<b>3.82*</b>	3.85
Motivation	3.85	3.90	<b>4.07*</b>
Individual Needs & Values	3.52	<b>3.63*</b>	<b>3.74*</b>
Performance	3.35	<b>3.42*</b>	<b>3.54*</b>

\* Indicates significant difference from prior survey at 95% confidence level.

### What Is Going Well at Goddard

Overall the news is good. In general, employees are more positive about Goddard than they were three years ago. Most category means are slightly higher as well as statistically significant in 2002 compared with the 1999 results. There was a general upward trend as demonstrated by statistically significant increases in ten of the 12 Burke-Litwin category scores and on 81 of the 113 comparable scaled items on the survey. Over 92% of all items had an overall mean greater than 3.0; and 52% had an overall mean greater than 3.5.

Before exploring the good news in greater detail, a brief word of caution is warranted; then “what is going well” will be assessed at the item level, the category level, and in terms of what has improved the most since 1999.

#### **Note: Interpret Favorable Survey Results with Caution**

An important caveat to the good news reflected in the 2002 survey results should be mentioned. Although there was a respectable response rate of about 40%, we cannot know how the other employees would have answered.

A *response bias* occurs when those who are more likely to respond have different perceptions than those who are less likely to respond, and consequently might give different answers to survey questions than the answers non-participants would have given.

In terms of basic demographics, those who completed the survey are essentially the same as those who did not. This suggests that there is little if any response bias for this survey. However, the fact that we found comparable demographics between respondents and the survey population as a whole is no guarantee – it does not completely eliminate the possibility of response bias. There could be other important distinctions between participants and non-participants that are not reflected in the demographic comparison. For instance, on some kinds of surveys, those with “an axe to grind” show a greater motivation to provide feedback in order to lodge a complaint. This tends to make observed means lower than the true mean (i.e., what the mean would have been with a 100% response rate).

On the other hand, those who are the most dissatisfied are often the most pessimistic about the usefulness of surveys and may not participate. This phenomenon leads to observed scores that are artificially inflated due to the non-participation of those who would have given the lowest ratings.

Given the close match between the demographic profile of survey participants and that of Goddard employees overall, the risk of response bias is very low. Nevertheless, this risk should be acknowledged.

## Overview of Results

### What is Going Well: Top Item Scores

Eighteen items were rated very favorably, with overall means of 4.0 or higher; these items are listed in the table below. Specifically, these items show that:

- Employees are competent and generally satisfied in their jobs at Goddard;
- Employees see their managers as honest, respectful, and responsive to their needs for autonomy and flexibility;
- People are highly motivated and take pride in their work;
- Employees add value and support mission accomplishment;
- The work environment is both safe and stimulating; and
- Goddard is responsive to federal budget priorities.

Item	Question	2002	1999	1997
Motiv #5	Are you proud to work for Goddard Space Flight Center	4.47	4.29	4.39
Skills #1	Do you believe you currently have the skills and abilities to perform your work	4.34	4.32	4.33
Org Perf #10	Do you believe Goddard is a good place to work	4.32	4.11	4.17
Ind Needs #11	Does Goddard provide a safe work environment	4.32	--	--
Ext Env #1	Are changes at Goddard being influenced by changes in federal program and budget priorities	4.22	4.19	4.26
Skills #3	Do you feel that what you do adds value to the products and services of your organization	4.19	4.16	4.17
Mgmt #1	Does your manager establish trust and honesty in relationships with employees	4.13	4.05	3.93
Mission #4	Do employees strive to enable discovery through leadership in Earth and space sciences	4.12	4.07	3.97
Mgmt #8	Does your manager demonstrate respect for the diversity of people and their ideas	4.12	3.97	3.76
Mgmt #12	Does your manager empower you to do your work as you think it should be done	4.11	4.06	3.95
Motiv #4	Do you think that the work at Goddard is challenging and stimulating to employees	4.10	3.94	3.96
Culture #11	Dedication - employees are committed to achieving success and excellence through their individual responsibilities and their team responsibilities	4.07	4.00	4.03
Mgmt #10	Does your manager deal with sensitive issues such as workplace accommodations for employees with disabilities, discrimination, harassment, and bias	4.07	3.94	--
Culture #12	Integrity - employees are trustworthy, fair, honest, and accountable for their own actions	4.05	3.99	3.97
Org Perf #19	Does your work unit or team satisfy its internal and external customers' needs	4.04	3.92	3.97
Mission #1	Do employees strive to help understand and protect our home planet	4.03	--	--
Ind Needs #3	Do you feel secure about your employment at Goddard	4.01	3.89	3.68
Mgmt #14	Does your manager support employees in using various workplace flexibilities, e.g., alternative work schedules, telecommuting, etc., that the Center offers	4.01	--	--

### What is Going Well: Burke-Litwin Summary Scores

At the summary level, Goddard received its highest ratings (3.5 or greater) in the following eight areas: (1) **Motivation (4.07)**, (2) **Management Practices (3.85)**, (3) **Skills / Job Match (3.85)**, (4) **Work Unit Climate (3.76)**, (5) **Individual Needs & Values (3.71)**, (6) **External Environment (3.63)**, (7) **Organization Culture (3.55)**, and (8) **Performance (3.54)**. Following is a brief analysis of each of these factors.

#### Motivation (4.07)

questions J1 - J5

*“Employees remain passionately committed to their work.”*

*“Goddard employees are unsurpassed in their dedication to doing their jobs well and getting things ‘right.’*

*“Goddard remains a place I am proud to work at.”*

An overall category mean of 4.07 is a very strong score suggesting that Goddard employees are extremely motivated.<sup>1</sup> Employees report feeling stimulated and challenged (4.10) and are extremely proud to work at Goddard (4.47). They also reported that their work is personally rewarding (3.91), that they are motivated to reach higher levels of performance (3.97), and that they feel like their work contributes to the Center’s success (3.89).

To understand the reasons why employees are so motivated, two analyses were conducted: (1) an assessment of open-ended responses relating to motivation and (2) a predictive model, using Motivation as the dependent variable. These two very different methods yielded similar results, converging on five key reasons for the high levels of motivation at Goddard:

1. People are motivated by **the work itself**, which is interesting, stimulating, challenging, meaningful, and personally fulfilling.
2. People like, respect, and trust **the people** they work with, including their peers and their immediate supervisors.
3. People work in a supportive, professional **work environment** that facilitates personal and organizational effectiveness.
4. People identify with **the mission** of the Center and the Agency, particularly “understanding and protecting our home planet” (item B1) and “developing new technologies to enable the next generation of scientific measurements” (item B6).
5. Employees feel like they make an **individual contribution** to mission accomplishment and “add value” to the Center’s products and services.

---

<sup>1</sup> Category means typically range from around 2.5 to 4.0; a score of 4.0 or greater is rare and very favorable.

## Overview of Results

Results of the predictive model for Motivation pointed to only one item that seemed to significantly constrain motivation: Item G2 (*To what extent are you informed about issues affecting your Directorate?*) was a key predictor of overall motivation but had a somewhat lower mean of only 3.24, suggesting that motivation could be even higher with better communication of important information within the directorates.

### Management Practices (3.85)

questions E1 – E17

*“Managers are more flexible with employees’ schedules. They are very supportive of employees’ needs - both personal and professional.”*

*“I think my immediate supervisor is great. He exemplifies leadership and integrity.”*

*“The workplace environment is very cooperative and managers are respectful and mature in how they treat the troops.”*

*“My immediate supervisor is very supportive. This makes me more motivated to do my research and love my job.”*

Goddard employees gave their immediate supervisors very high ratings. Over 80% of employees rated their manager or immediate supervisor favorably overall, indicating that managers at Goddard are seen as a positive force within the organization. Their relationship with employees is one that is characterized by mutual trust and respect, they enable employees to perform their work effectively and provide motivation and support for innovation, they are willing to deal with sensitive workplace issues, and they are open and honest with employees.

Unlike the Center’s overall scores for other dimensions in the Burke-Litwin model, the distribution for management practices scores was skewed such that most people gave extremely high ratings, while a few participants gave very low ratings. In particular, over half of all respondents gave their manager an overall score of 4.0 or higher and 86% had a Management Practices score of 3.0 or higher. However, about 14% of participants gave low scores (less than 3.0) to their managers.

To understand what accounts for the skewed distribution, and to provides some insight into what makes a good manager, analyses were conducted to help answer two essential questions:

- (1) What is driving the general perception of effective management practices?
- (2) What separates the majority of high-performing managers from the minority of very low-performing managers?

## Overview of Results

*What accounts for the generally high Management Practices scores given by most respondents?*

First, most managers seem to embody and bring out the best aspects of Goddard's culture by treating people fairly and equitably, creating an environment of trust and respect, and by recognizing and capitalizing on diversity.

Second, most managers encourage open and honest communication, whether the news is good or bad, so that employees feel comfortable bringing up politically or personally sensitive work-related issues and concerns with their managers.

Third, most managers cultivate an environment of innovation and creativity. They focus on the important work of the Center and are considered professional and well-respected colleagues by their subordinates.

*What separates high-performing managers from low-performing managers?*

Survey responses suggest that roughly 50% of employees rate their managers as outstanding managers, 36% have "okay" or good managers, and 14% have weak or underperforming managers. What separates these groups?

Certain practices appeared to automatically put managers into the "underperforming" category:

- Failure to consistently act in a fair, honest and trustworthy manner with all employees.
- Ignoring or inappropriately handling sensitive issues such as discrimination, harassment, and bias.
- Failure to deal with poor performance (e.g., by holding employees accountable).
- Making decisions around selection, promotion, evaluation, awards, or work assignments based on anything other than merit and performance.
- Failure to involve employees when making decisions that directly affect them or their work.
- Focusing exclusively on the work (and not the people) and demanding personal sacrifices to achieve results while ignoring issues of work-life balance.
- Failure to promote teamwork and collaboration within the group and with other teams at Goddard and at other Centers.

Another set of practices was required to catapult managers from "okay" to outstanding. These include:

- Providing mentorship, career advice, and offering job assignments that promote career development.
- Explaining how and why resource decisions are made when they affect employees or their work.
- Anticipating, communicating, and managing changes to enhance performance.
- Recognizing and capitalizing on diversity.

## Overview of Results

- Recognizing and rewarding exceptional contributions and making sure that equitable awards are given to individuals and teams who demonstrate outstanding performance.
- Actively fostering collaboration and sharing knowledge with teams outside of NASA by partnering with commercial, educational, other government, and international organizations.
- Helping to communicate strategies and plans and linking them to the overall mission of Goddard.
- Giving employees sufficient autonomy and flexibility, including the use of workplace flexibilities, alternative work arrangements, and telecommuting.

### Skills / Job Match (3.85)

questions 11 – 16

*“I believe that Goddard is currently utilizing the workforce in a manner that encourages contribution of personal skills and knowledge.”*

*“We try to identify & capitalize on people's skills & strengths.”*

*“Training is available to employees to improve on the job performance.”*

This section contained one of the highest rated survey items in 2002, Skills item #1, “I currently have the skills and abilities needed to perform my work.” It should be noted that ratings on this item may reflect something of a self-serving bias. Also note that this item asks about current work requirements. Depending on how fast various jobs and skill requirements are changing, this may not be a good indicator of whether or not skills will keep pace with changes to meet future job requirements.

The data show that one of the factors helping to drive high scores on Skills-Job Match at Goddard is being clear about roles, responsibilities, and performance expectations. This helps employees to develop and leverage the right skills to successfully achieve their work goals.

To attain even higher scores on Skills / Job match, improvements can be made in two areas:

1. Organizational and work design does not always facilitate the effective assignment of work and allocation of resources. This may limit the organization’s ability to fully utilize the skills and abilities of some employees.
2. Managers do not always work with their staff to identify and provide work assignments and training that enhance skills and professional development. In part, managers may be constrained by resource limitations and the availability of appropriate training and development options. However, some employees believe that their managers were not paying enough attention to providing developmental work assignments, training and other career development opportunities to their staff or that managers did not do so in a fair and equitable manner. Employees who reported that their managers *do* work with them to identify training opportunities and who said they had full access to opportunities for professional development had significantly higher scores for Skills / Job Match.

## Overview of Results

### Work Unit Climate (3.76)

questions H1 – H9

*“A very inclusive participative environment has been established.”*

*“The workplace environment is very cooperative and managers are respectful and mature in how they treat the troops.”*

Positive ratings of Management Practices and Work Unit Climate often go hand in hand as managers set the tone for the work group. Given the extremely positive ratings of managers throughout Goddard, it is not surprising that employees also feel very positive about the teams in which they work.

All the items in this category had mean ratings of 3.5 or higher. In particular, employees at Goddard report that their work groups are cooperative, supportive, respectful, and trusting. Team members have clear roles and expectations, value diversity of people and ideas, hold each other to high standards, and recognize each other for good work.

Strong ratings in the area of Work Unit Climate appear to be driven by:

- A culture that values both teamwork and individual excellence.
- Effective management practices exhibited by most managers, especially (a) demonstrating respect for the diversity of people and their ideas and (b) holding employees accountable for their actions.

Work Unit Climate might be improved even further by addressing some of the forces that are shaping the climate at Goddard, but that received somewhat mixed ratings (although still positive, on average) by employees. Specifically:

- Center and Directorate leaders are not perceived as consistently encouraging innovation when it involves risk.
- Not all employees agree that Goddard provides an inclusive work environment in which all employees are able to equally participate and contribute to the Center’s work.

### Individual Needs & Values (3.74)

questions K1 – K12

*“One of the few jobs one can have that has a direct benefit for mankind. When things get tough, this thought refreshes and refocuses me.”*

*“The type of work I do at Goddard is challenging and rewarding, not only to me but to my community.”*

*“I appreciate the creative freedom I have at my job.”*

## Overview of Results

*“I enjoy the culture here. I believe it is conducive to high performance and balancing outside life priorities with your job. I also feel that Goddard values family.”*

For the most part, the individual needs of Goddard employees are being met and the values espoused by the organization are in alignment with those of employees. Strong scores in this area appear to be helping to enhance employee motivation and overall performance based on the results of predictive models.

Further analysis of Individual Needs & Values suggests that it is comprised of multiple underlying dimensions. The primary dimension involves feeling valued, having work requirements that are consistent with personal needs and values, feeling like a full member of the Goddard community, and feeling adequately rewarded and recognized for contributions.

The forces that seemed to consistently drive these scores in a positive direction were:

- The essential nature of the work and its relation to the mission of Goddard, especially “Enabling discovery through leadership in Earth and space sciences.”
- A culture and climate consistent with employees’ personal values.
- A feeling of empowerment among employees who are granted the freedom and autonomy to conduct their work as they see fit.

Other influential forces driving scores on this dimension of Individual Needs & Values received somewhat mixed ratings, suggesting an opportunity for improvement:

- About 10% of employees felt they did not have full access to Center opportunities for advancement, awards, and professional development.
- About 10% of employees said that Goddard does not provide an inclusive work environment in which all employees can equally participate.
- About 11% of employees believe that rewards are not given fairly and equitably.
- Eighteen percent of employees said that Center leaders do not sufficiently encourage innovation and accept the risks associated with it. They see this as preventing them from doing the kind of work they would like to do.

An important secondary dimension of Individual Needs & Values involved work-life balance. The factors influencing these scores were (1) a culture that values a balance between work and one’s personal life, (2) having a manager or supervisor who encourages and actively supports work-life balance, and (3) perceptions that benefits, leave policies, and flexible work arrangements were sufficient to help sustain work-life balance.

Another aspect of Individual Needs & Values is safety. When asked whether Goddard provides a safe work environment, employees responded overwhelmingly in the affirmative. Given some of the changes since September 11, 2001, and despite some of the impositions on and complaints by employees, it is notable that they see their work environment as extremely safe.

## Overview of Results

### External Environment (3.63)

questions A1 – A5

*“Goddard is managing to keep up in an unstable economy and technical environment.”*

*“The worst thing about Goddard is being part of the Federal government and subject to the whim of Congress. The constant budget cuts and deficits in civil service pay and benefits have taken their toll in morale and talent retention.”*

*“Goddard is driven too much by external pressures rather than the originality and motivation of its employees.”*

The relatively high mean of 3.63 indicates that most survey respondents believe that Goddard is aware of and responding to changes in the external environment. Some of the open-ended comments suggest that there is less agreement about whether Goddard is responding effectively to those environmental changes and whether the changes are themselves favorable (most seem to think the changes are not favorable, particularly with respect to budgetary constraints). However, even with those issues open to debate, there is general agreement that Goddard is aware of and attempting to keep up with the changing demands of the external environment.

Open-ended comments also suggest that, at least in some areas, the pace of change may be increasing. The fact that Goddard is aware of and responding to changes is positive considering the alternative (i.e., ignoring and/or failing to respond to changes in the external environment). However, high ratings in this category should be interpreted as meaning only that Goddard is adapting to changes in the environment. These scores do not necessarily indicate whether employees *like* those changes, nor the degree to which they endorse the particulars of how Goddard is adapting to them.

Goddard is seen as being particularly responsive to changes in **federal program and budget priorities (4.22)** and to changes in the **vision, mission and goals of the Agency (3.77)**.

### Organization Culture (3.55)

questions C1 – C15

*“I believe the overall work culture is great at Goddard.”*

*“It's a high-energy, high-integrity environment, where you can be assured of working with the best.”*

A factor analysis showed that there are three underlying dimensions of culture at Goddard:

1. Personal and organizational excellence.
2. Fostering innovation and discovery by managing change, sharing knowledge, and adopting creative new ways of working.

## Overview of Results

3. Fairness, inclusiveness, and sensitivity to personal issues including work-life balance.

Results were very strong for the first dimension, fairly strong for the third dimension, but somewhat mixed for the second dimension.

The first dimension, personal and organizational excellence, reflects the strongest, most positive aspects of Goddard's culture, which is characterized by a **dedication to excellence** among individuals and groups, **high standards of performance** in terms of science and research, but also making sure that interpersonal behavior exemplifies important values such as **integrity, honesty, teamwork, and respect for others**.

The second dimension received somewhat mixed ratings. This dimension involves making successful change happen, ensuring that knowledge and lessons learned are captured and leveraged, partnering with and capitalizing on the knowledge of those outside the Center, and fostering agility and creativity to help adapt to changes and to work more effectively in the future.

Detailed data analyses suggested several causes for low scores on this cultural dimension:

1. A clear vision for the future and effective strategies for making the changes happen, at the Center and Directorate levels, are not in place or have not been sufficiently communicated to employees.
2. Systems and processes for effectively capturing and sharing knowledge are not in place.
3. There is not enough interchange of ideas and knowledge with communities outside Goddard.
4. Center and Directorate leaders are perceived as too risk averse in some cases, which may limit the ability of the Center to stay on the cutting-edge of new research and technology.
5. Goddard needs to learn how to partner with outside organizations more quickly and effectively.

## Performance (3.54)

questions L1 – L19

*“I believe that GSFC has outstanding technical performance.”*

*“Customer support and satisfaction is the number one goal and it is being accomplished.”*

*“Goddard is doing a better job of fulfilling its commitments.”*

In general, Performance items received positive ratings from employees. Ratings also went up slightly since 1999. By far the most positive aspect of performance was on the **job satisfaction** question about the extent to which “Goddard is a good place to work” (4.32).

## Overview of Results

A comparison of Center-level performance (Performance items 1-12), Directorate-level performance (Performance items 13-16), and work unit or team-level performance (Performance items 17-19) shows that Team Performance scores, which averaged about 3.8, were slightly higher than Center Performance and Directorate Performance, which averaged about 3.5.

There are two obvious explanations for this difference. One is a bias toward the performance of one's own group, resulting in slightly more favorable assessments at the team level than at the Directorate or Center level. If this is the case, the same bias does not seem to extend to one's own Directorate to the same degree as to one's own team.

The second explanation assumes that performance estimates are not biased. This would suggest that there is a lack of synergy, or a "process loss," such that Directorates do not get all the benefits of team-level performance, presumably because of a failure to effectively leverage and capitalize on performance at the individual and team level.

By far the strongest predictor of Team Performance was Work Unit Climate. In particular, two aspects of Climate appear to have the strongest effects on Team Performance: (1) clarity of roles and performance expectations among group members and (2) the fact that work group members hold each other to the highest possible work and ethical standards.

Conversely, the factors that most drive Directorate Performance include Team Performance, Leadership, and Systems. Thus, in addition to the performance of teams and work units within the Directorates, Leadership and Systems contribute the most to Directorate-level performance. If it is the case that Directorates are not getting all the potential synergies from their high-performing teams and work units, the data suggest that this could be resolved by improving scores on the following questions:

- Do your Directorate's leaders provide the vision, guidance and leadership that will help Goddard become more successful in the future?
- Do the Center's leaders provide the vision, guidance and leadership that will help Goddard become more successful in the future?
- Are employees in your directorate systematically involved in developing plans and initiatives to fulfill your organization's objectives?
- Are there systems and processes in place for effectively capturing and sharing knowledge that will help you do your job?
- Do your Directorate's leaders provide a clear vision of how your Directorate's work contributes to achieving Goddard's overall mission and strategic objectives?

Center Performance received generally high ratings, but again, these ratings were noticeably lower than Team Performance scores. Ratings were particularly low, relative to other Performance overall, for three of the Center Performance questions:

- L8 – Goddard has a strategic, integrated approach for making its business and programmatic decisions (3.10)
- L9 – Goddard effectively balances its workload with the resources available to accomplish this workload (2.96)

## Overview of Results

- L7 – Goddard has streamlined administrative and technical processes by removing obstacles that do not add value to the work (2.67)

The strongest predictors of performance at the Center level were Directorate Performance, Mission & Strategy, and Structure. In particular, having an effective organization structure, partnering with organizations outside NASA, and recruiting and sustaining a vital and effective workforce were significant predictors of Center Performance above and beyond contributions by performance at the Directorate level.

Overall Performance, based on the mean of all Performance items, was fairly strong, but with room for improvement. Predictive models for the overall Performance score are presented on page 34.

### Greatest Increases Since 1999

One of the reasons for conducting a survey like this is to have the opportunity to look at changes and improvements over time. Therefore, in addition to considering the highest rated areas on the 2002 survey, it is also important to look at increases made since 1999.

One of the most noticeable improvements from the 1999 survey is that ratings have increased on 103 out of 113 comparable items (81 improvements were statistically significant; only two items from 1999 were significantly worse). These changes indicate that, in general, employees are more positive about Goddard than they were three years ago.

The greatest increases since 1999 at the summary score level have been for items contained in the following categories: Structure (+.40), Work Unit Climate (+.21), and Motivation (+.17). Smaller but statistically significant improvements were also made in Management Practices, Organization Culture, Leadership, Performance, Systems, Individual Needs & Values, and Mission & Strategy.

The largest improvements at the item level are listed in the table below (changes since 1999 on these items were highly statistically significant ( $p < .001$ )). Although they did not necessarily receive the highest ratings, these items represent strengths from the perspective of making improvements and moving in the right direction.

## Overview of Results

### Top Five Item Level Increases

Item	Question	1999	2002	Change
Org Perf #12	Are you optimistic about the future of Goddard	3.46	3.82	0.36
Ldrshp #8	Do the Center's leaders actively foster diversity in management positions, special assignments, and other team activities	3.45	3.79	0.34
Mgmt #16	To what extent does your first level or immediate supervisor work with you to identify training that will enhance your work performance and career development	3.13	3.44	0.31
Sys #10	Does the Center have the right benefits (e.g., salary, leave, health, etc.) necessary to attract and retain the very best people	2.68	2.98	0.30
Culture #14	Employees regard the safety of the public, the safety of employees, and their own safety as the most important factor in all decisions and actions	3.58	3.87	0.28

These improvements demonstrate that Goddard has made progress in responding to the needs of employees. Optimism about the future, fostering diverse job experiences, identifying important training opportunities, improving benefits, and emphasis on safety have all improved appreciably.

It is noteworthy that Structure, the weakest area in 1999, was the most improved area in 2002. As a result of this improvement, all category scores now exceed the midpoint score of 3.0, meaning that all of the category means now lean in a positive direction. Moreover, small but significant improvements in areas like Motivation, Skills / Job Match, and Management Practices demonstrate that some of the strengths recognized in 1999 are being maintained and, in some respects, raised to even higher levels of excellence.

### What Is Not Going Well at Goddard

In any survey effort it is important to pay attention not only to areas of strength but also to those in need of improvement. This section is focused on those areas in which Goddard received its lowest marks in terms of absolute ratings.

#### What is Not Going Well: Lowest Item Scores

Most items on the 2002 survey were favorably rated, with only a few exceptions. Eight items had a mean of less than 3.0, as shown in the table below. These low scores indicate that Goddard should try to improve some of its business, human resource, administrative, technical, and resource allocation processes.

Specifically, employee perception are that: Goddard has cumbersome bureaucratic, administrative, and technical processes that should be streamlined; Goddard does not have adequate strategies for recruiting and sustaining a vital workforce; people do not understand how and why resources are allocated; Goddard does not systematically improve work processes; business systems are not efficient and effective; workload is not properly matched and balanced with available resources; and better salary and benefits are needed to attract and retain the best people.

Item	Question	2002	1999	1997
Org Perf #7	Has the Center streamlined administrative and technical processes by removing obstacles that do not add value to the work	2.67	2.49	2.63
Mission #13	Strategies – to what extent is Goddard recruiting and sustaining a vital and effective workforce	2.73	2.49	2.19
Sys #14	Do you believe that an Individual Development Plan would be beneficial to you in developing skills and your career	2.80	2.82	--
Sys #5	Do you understand how resource decisions that affect your work are made	2.92	--	--
Mission #14	Strategies – to what extent is Goddard systematically and continuously improving the Center's work processes	2.93	2.81	2.88
Sys #8	Are Goddard's business systems efficient and effective	2.94	--	--
Org Perf #9	Does the Center effectively balance its workload with the resources available to accomplish this workload	2.96	--	--
Sys #10	Does the Center currently have the right benefits (e.g., salary, leave, health, etc.) necessary to attract and retain the very best people for each job	2.98	2.68	2.81

### What is Not Going Well: Burke-Litwin Summary Scores

At the summary level, Goddard did not receive any unfavorable ratings (below 3.0). However, several summary ratings were mid-range (3.0 – 3.49), including **Mission & Strategy (3.46)**, **Leadership (3.34)**, **Structure (3.33)**, and **Systems (3.18)**. Some of the lower-rated items in these areas are of some concern to Goddard employees.

#### Systems (3.18)

questions G1 – G20

*“The promotion process - I do not believe there is a fair system in place.”*

*“In order to attract and sustain a quality workforce, the federal government needs to set competitive salaries and fringe benefits.”*

*“I would try to infuse more ‘communication’ opportunities into the daily routines of employees (opportunities for communication in and among employees, center, directorate leaders).”*

*“There are obstacles hindering employees in many of the current business practices, especially concerning cumbersome computer systems.”*

The systems category covers everything from information systems to personnel and HR systems to communication processes. Indeed, a factor analysis of Systems responses suggests five underlying sub-dimensions:

1. Communication
2. Information, business, and knowledge management systems
3. HR systems related to promotion and rewards processes
4. HR systems relating to diversity programs
5. HR systems relating to formal career and professional development

Scores on all of these dimensions were relatively low, particularly low scores for capturing and sharing knowledge (3.01), business systems (2.94), and communicating how resource decisions are made (2.92). In addition, several of the items related to human resources practices were rated somewhat unfavorably:

- G12 – the Center’s promotion processes provide employees a clear understanding of what they must do to be considered for promotion and a clear understanding of the process by which promotion decisions are made (3.04)
- G10 – the Center currently has the right benefits (e.g., salary, leave, health, etc.) necessary to attract and retain the very best people for each job (2.98)
- G14 – an Individual Development Plan would be beneficial in career and skill development (2.80)

There is clearly room for improvement at Goddard with respect to information systems, knowledge management, and HR systems. It is noteworthy that item G10, offering the

## Overview of Results

necessary salary and benefits to attract the best people, was significantly lower in 1999, and thus has seen a substantial improvement. This could be due to the stability seen in government sector compared to the relative volatility and decline since 1999 in private sector jobs. In any case, the news with regard to this item is both good and bad – good in the sense that it is moving in the right direction, but bad because it is still one of the lowest item means for the survey.

### Structure (3.33)

questions F1 – F3

*“Overall good organizational structure - some inefficiencies but not many.”*

*“Too much reorganization - as soon as people settle into something, the organization get scrambled. Too much time is spent in total confusion.”*

Structure received moderately favorable ratings, but lower than ratings that those in most other areas. Ratings for one item were significantly lower than the others:

- F3 – the organizational structure of the Center facilitates assignment of work, allocation of resources, and accountability (3.20)

Structure scores have improved from slightly unfavorable (less than 3.0) to slightly favorable (above 3.0). This suggests that negative employee perceptions due to the massive reorganization of 1997/98 have dissipated over time.

### Leadership (3.34)

questions D1 – D17

*“Senior management (and some mid and lower level ones as well) at GSFC is continuously trying to improve the quality of work life at GSFC, and that's a good thing. There is sometimes a breakdown as this message propagates through the management layers.”*

*“Center Management - they are too politically motivated, and quite honestly don't really know what Goddard is. A week of unscripted walking around could really open their eyes.”*

*“Upper management is afraid of criticism and incredibly adverse to risk taking; this snuffs out most creativity.”*

*“Decisions are often made at Center and Directorate levels based on opinions of a few people, ignoring the wealth of knowledge and experience of the large group of scientists working here.”*

Leadership items received moderately favorable ratings overall, with some items receiving particularly strong scores and several receiving noticeably weaker scores. Of the 17 items

## Overview of Results

comprising this category, mean ratings on four of the items were considerably, and significantly, less positive than the overall mean for Leadership.

- D4 – Center management communicates openly and honestly about expected or planned changes (3.20)
- D3 – Employees trust the Center’s leaders (3.10)
- D14 – My Directorate’s leaders make an effort to keep in personal touch with employees at my level (3.09)
- D5 – Center leaders encourage innovation and accept the risks associated with it (3.00)

## Mission & Strategy (3.46)

question B1 – B21

*“Goddard's mission appears to be valuable to NASA, which ensures the center's survival and reasonable economic health.”*

*“It is unclear where the Agency is going.”*

*“Poor communications and interaction for Directorate management regarding long-term plans and strategies.”*

*“Not enough in-house work to sustain core competencies.”*

Mission & Strategy was rated somewhat favorably overall, with many items in this category receiving very high ratings. Goddard’s overarching mission resonates with and motivates employees, particularly these four aspects: (1) understanding and protecting our home planet, (2) enabling discovery through leadership in Earth and space sciences, (3) exploring the universe and searching for life, and (4) developing new technologies to enable the next generation of scientific measurements.

However, several dimensions of Mission & Strategy received less positive ratings:

- B19 – my Directorate’s plans clearly convey how I can contribute to realizing Goddard’s mission, strategies, and goals (3.20)
- B18 – employees are clear about the Center’s direction including its mission and strategies (3.15)
- B17 – employees are clear about the Agency’s direction, including its mission and strategies for accomplishing its mission (3.14)
- B16 – Goddard maintains sufficient in-house work to sustain the Center’s technical competencies (3.00)
- B20 – full cost management is forcing us to prioritize and more strategically manage Center resources (3.00)
- B14 – Goddard systematically and continuously improves the Center’s work processes. (2.93)
- B13 – the Center recruits and sustains a vital and effective workforce (2.73)

Of particular concern is the perception that Goddard is not implementing strategies to recruit and sustain a vital workforce (only about 19% of respondents agreed with this statement).

### Top Item Level Decreases

Only two items significantly declined since the 1999 survey.

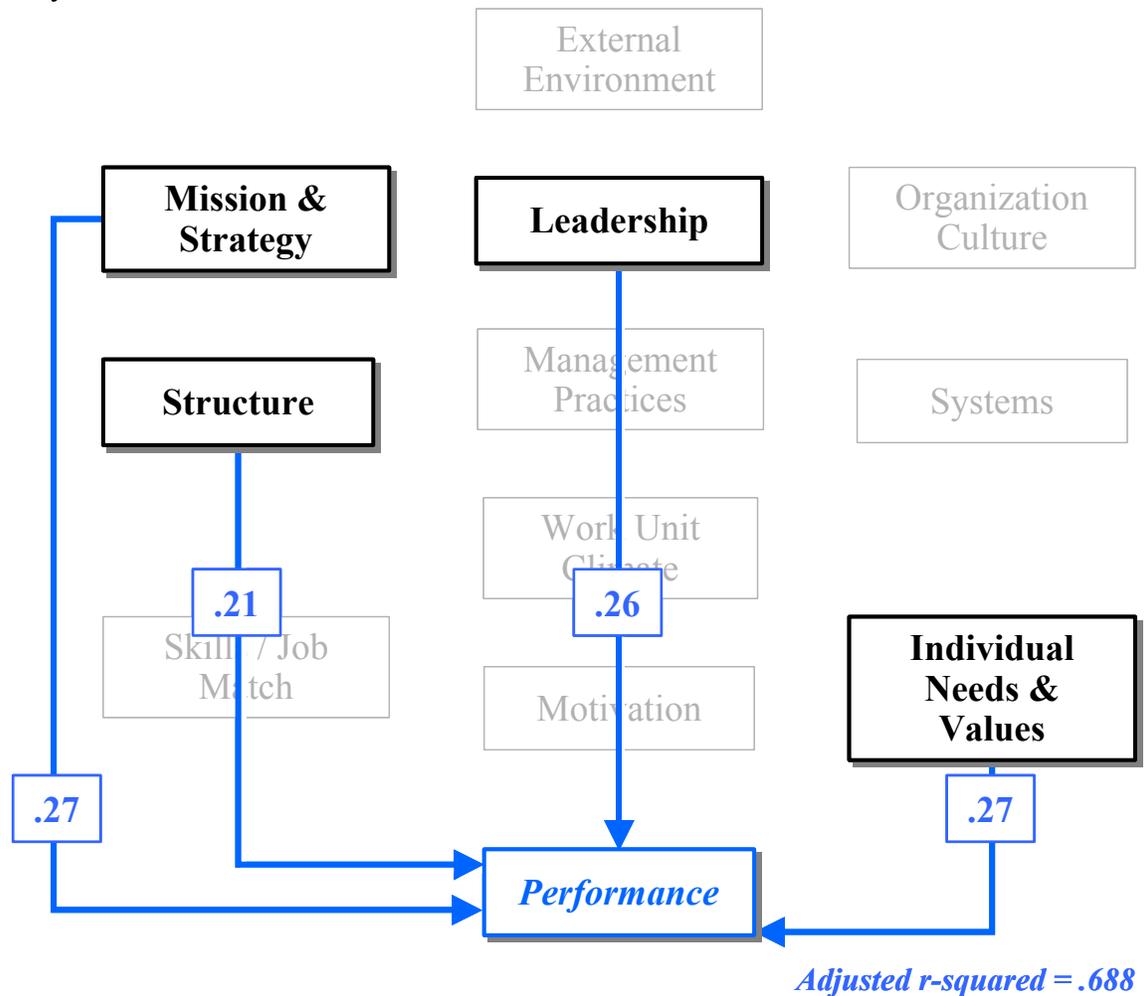
Item	Question	1999	2002	Change
Ext Env #2	To what extent are changes at Goddard being influenced by changes in NASA's vision, mission, goals and strategies	3.98	3.77	(.21)
Mission #10	To what extent do employees at the Center believe in and strive to achieve the following element of NASA's mission: Making innovation a part of all that we do	3.49	3.33	(.16)

Although there were only two significant declines at the item level, they stand out precisely because so many items saw improvements since 1999.

- *Alignment with NASA's vision mission, goals and strategies.* If, as some of the open-ended comments suggest, the pace of change in Goddard's external environment is indeed getting faster, then the decline on External Environment item #2 may be of some concern, since more rapid change in the environment generally requires more responsiveness rather than less. However, scores on this item are still high and reflect the opinion that Goddard is responding to recent changes in the Agency's mission.
- *Making innovation a part of all that we do.* Open-ended comments shed some light on ratings for Mission & Strategy item #10, the other item where the mean declined significantly since 1999. Some employees explained that many people at Goddard are distracted and stretched too thin by work that, in their minds, is not mission-related, such as ISO, Freedom to Manage, and IFMP implementation. Others mentioned that Goddard seems to be losing its innovative edge because of attrition, a "better, faster, cheaper" mentality, because too many core competencies are being outsourced, and because in-house knowledge is not being fully developed, captured, shared, and leveraged throughout the Center.

## Predictive Model

The predictive model presented here is based on multiple linear regression-based path analysis.



The predictive model shows that Mission & Strategy, Individual Needs & Values, Leadership, and Structure are most strongly correlated with Performance. These factors are not necessarily strengths or weaknesses. Rather, changes in these categories are expected to have the greatest influence on organizational performance. For Individual Needs & Values, which already has a high mean rating, this suggests a strategy of maintaining current practices. For the other areas, there is some room for improvement.

## Overview of Results

### Predictive Models for 1997, 1999, and 2002 Survey Results

Model	Variable	Included	Mean	Std. Beta	Adj. r <sup>2</sup>
1997	Mission & Strategy	Y	3.21	.520	
	Work Unit Climate	Y	3.56	.205	
	Individual Needs & Values	Y	3.52	.202	.582
	Structure*	N	2.59	.121	.591
1999	Mission & Strategy	Y	3.36	.314	
	Leadership	Y	3.21	.274	
	Work Unit Climate	Y	3.55	.248	
	Structure	Y	2.93	.214	.675
	Individual Needs & Values*	N	3.63	.171	.692
2002	Mission & Strategy	Y	3.46	.274	
	Individual Needs & Values	Y	3.74	.271	
	Leadership	Y	3.34	.258	
	Structure	Y	3.33	.214	.688
	Work Unit Climate*	N	3.76	.146	.701

**Std. Beta:** Standardized Beta coefficients indicate the relative change in the dependent variable Performance, that is predicted when the independent variable of interest is changed by one standard unit.

**Adj. r<sup>2</sup>:** Adjusted r-squared indicates the proportion of variance in the dependent variable, Performance, predicted or explained by the independent variables included in the model. A value of 1.0 would indicate a perfect predictive model.

\* Indicates the most predictive variable *not* included in the predictive model. The predictive value of these excluded variables *is* statistically significant, but they yield diminishing returns in terms of predictive power (i.e., Beta coefficient and r-squared values) and are excluded from the model.

## Overview of Results

By comparing the model from 2002 with those from prior years, one can see that Mission & Strategy has consistently been the strongest predictor. One can also see that as Mission & Strategy ratings have improved, so too has the relative influence of Mission & Strategy on Performance, as seen by the progressively smaller model coefficients or “standard beta” values.

Finally, it is interesting to note the remarkable consistency in predictors over the last five years. Although the relative importance of the predictors has shifted, five variables consistently emerge as the most influential on organizational performance:

1. Mission & Strategy
2. Individual Needs & Values
3. Leadership
4. Structure
5. Work Unit Climate

### Item-Level Predictive Model

One way to drive down into more detail on what predicts performance is to consider individual items in the survey in addition to overall category scores. An item-level path analysis shows five key items predict Performance, as shown in the table below.

Item	Question	Category	Mean	Std. Beta
Ldrshp #1	Do the Center’s leaders provide the vision, guidance and leadership that will help Goddard become more successful in the future	Leadership	3.24	.288
Ind Needs #10	Are the requirements of your work and the work environment of Goddard consistent with your personal values	Individual Needs & Values	3.96	.259
Struct #3	Does the organizational structure of the Center facilitate assignment of work, allocation of resources, and accountability	Structure	3.20	.238
Ldrshp #15	Do your Directorate’s leaders encourage innovation and accept the risks associated with it	Leadership	3.30	.216
Mission #12	Partnering with commercial, educational, other government, and international organizations to achieve NASA’s goals	Mission & Strategy	3.61	.183

Adjusted r-squared = .672

Note that these five items come from four categories – two from Leadership, and one each from Individual Needs & Values, Structure, and Mission & Strategy.



# Survey Results in Detail

Demographic Information	39
Summary Profile	45
Survey Questions	47
External Environment	47
Mission & Strategy	48
Organization Culture	51
Leadership	53
Management Practices	55
Structure	57
Systems	58
Work Unit Climate	60
Skills / Job Match	61
Motivation	61
Individual Needs & Values	62
Performance	63
Clarified / Modified Items from the 1999 to the 2002 Survey	65

This section is broken into three major parts:

### **Demographic Information**

Profiles Goddard employees on personal characteristics such as age, gender, and ethnicity, as well as work characteristics such as years at Goddard, etc. and profiles this information against the actual population of employees in Goddard. It is worth noting that the results obtained from the survey match closely the demographic composition of the Goddard population. Therefore, conclusions drawn from these survey results can be attributed to the Center population at large.

### **Summary Profile of the 12 categories of the Burke-Litwin Model**

The Summary Profile shows the means for each of the 12 categories for 2002 and compares them to 1999 and 1997. There are two charts in the Summary Profile: one shows the comparative means with all the questions in each of the 12 categories, and the other shows means with only the common questions from all three surveys in each of the 12 categories.

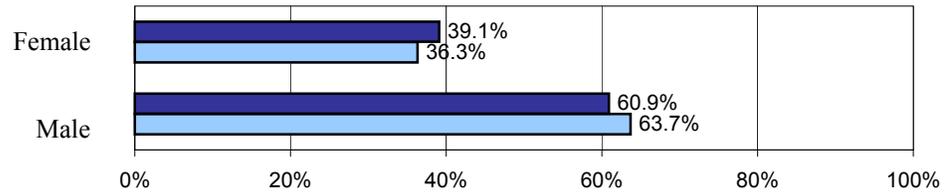
### **Profiles of the Individual Survey Questions**

These charts show the average response to each item in the survey **for the Center overall**. The charts compare 2002, 1999 and 1997 means. The charts are grouped by the 12 categories identified on the survey.

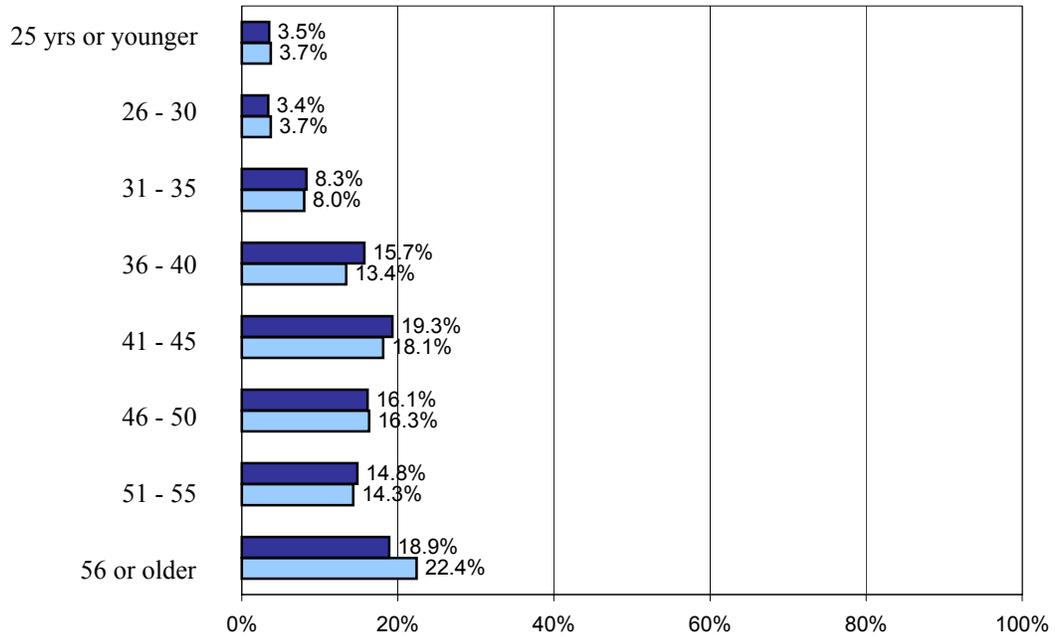
# Demographic Information

# Goddard Overall

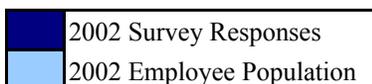
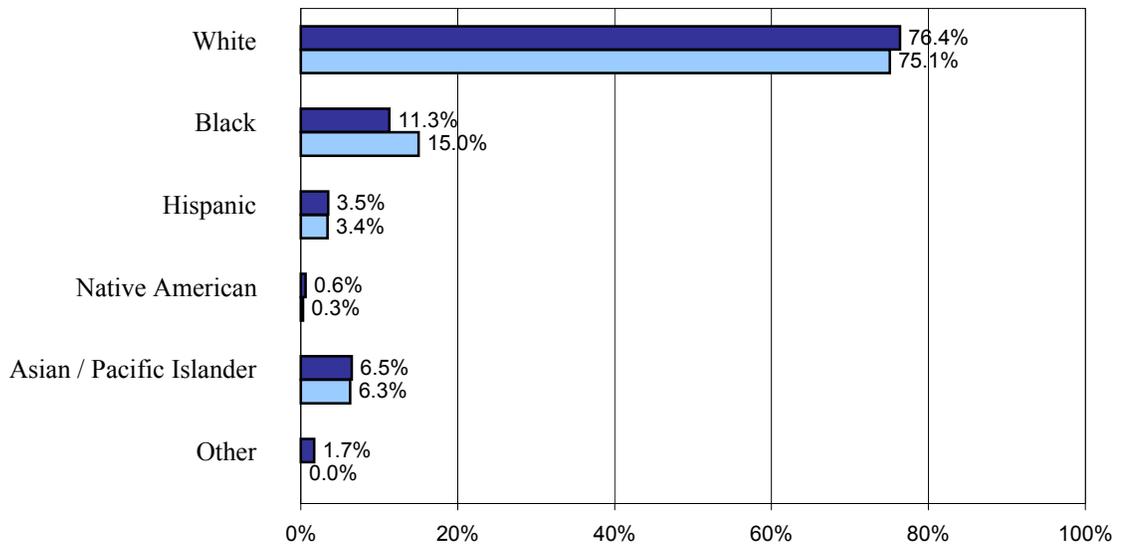
## Gender



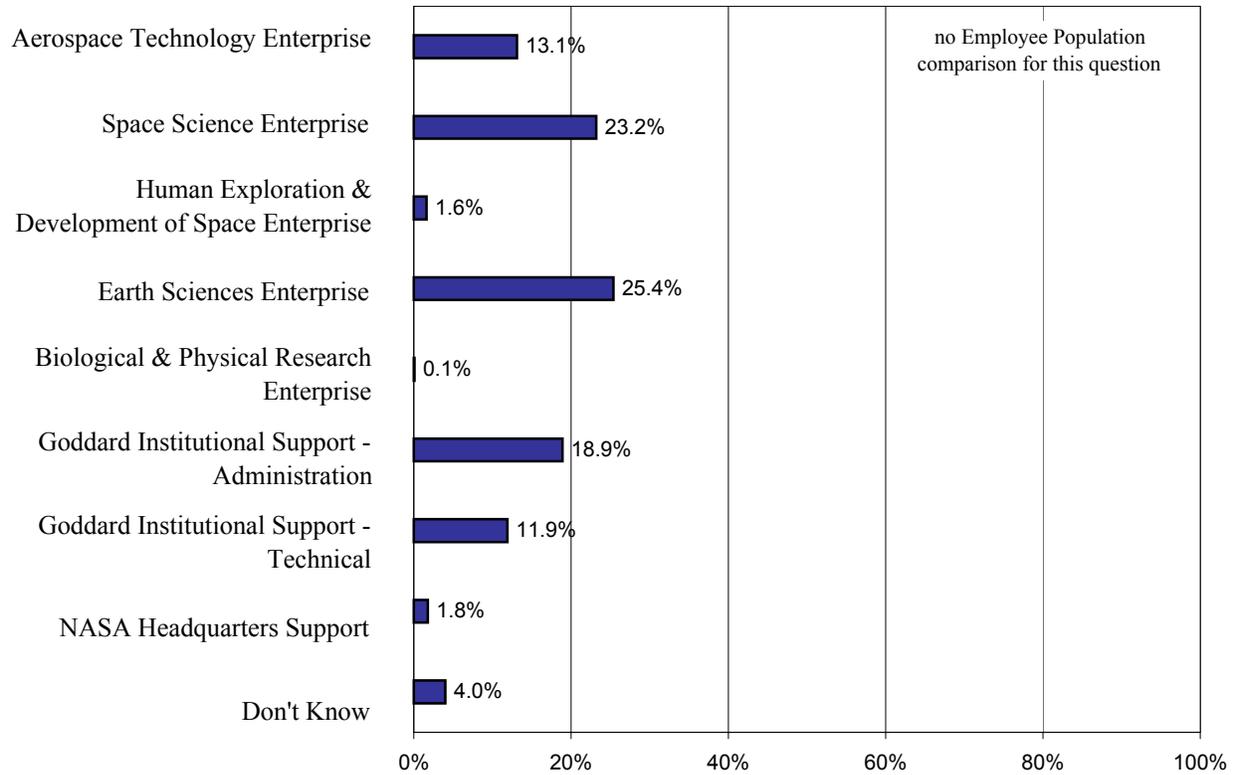
## Age Group



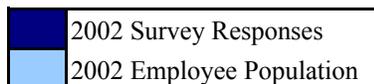
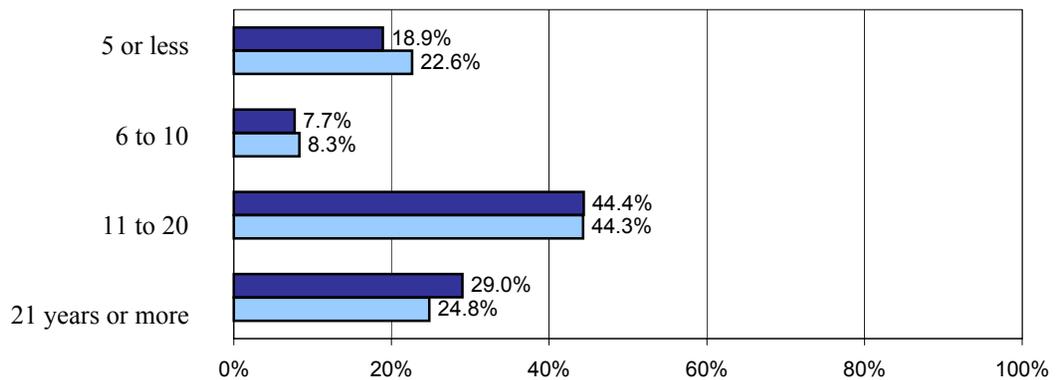
## Race/Ethnicity



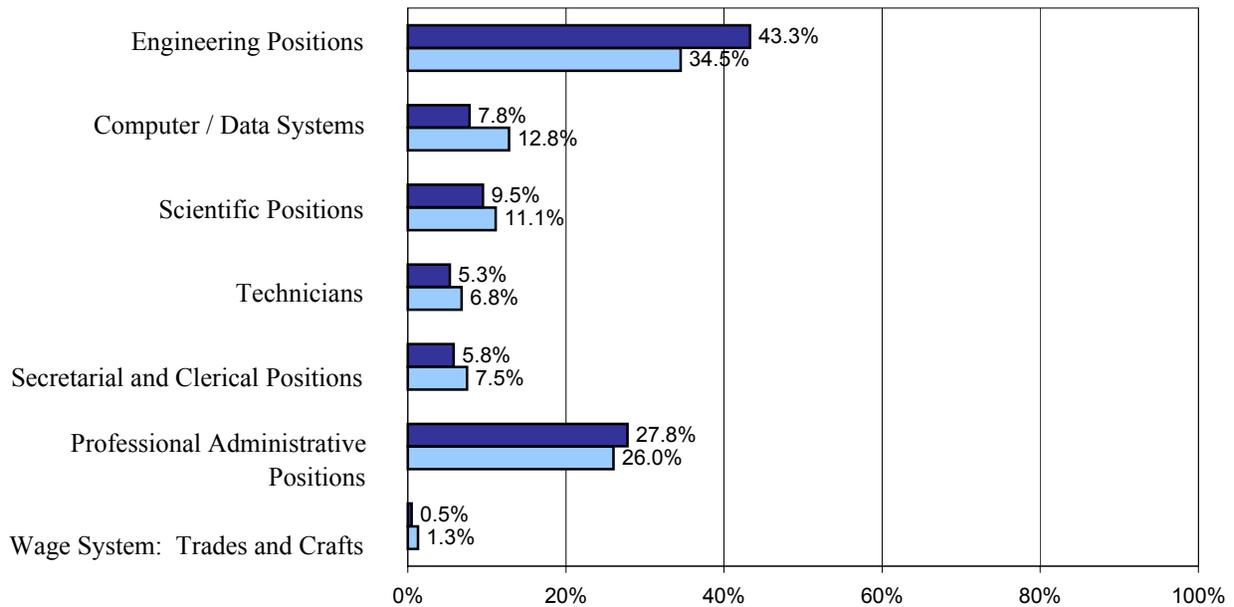
## Strategic Enterprise or Strategic Function



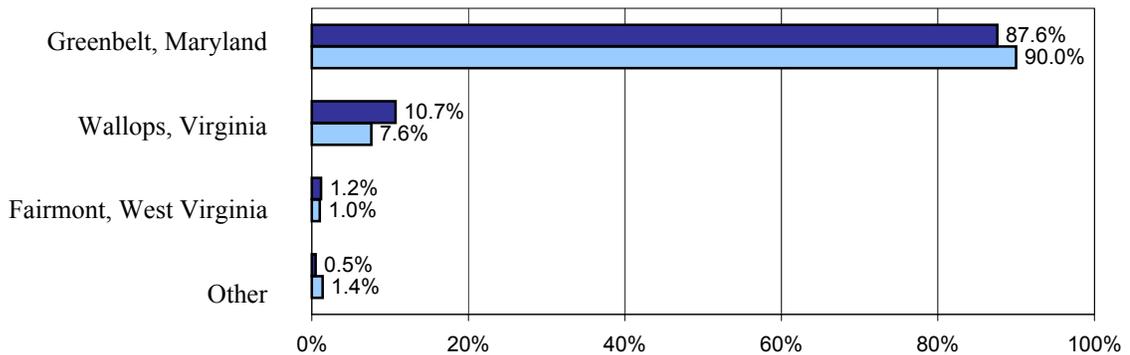
## Number of Years Worked at Goddard



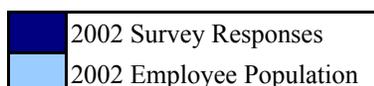
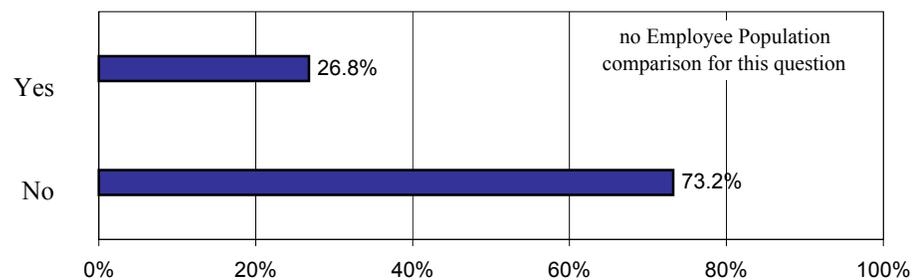
## Occupational Code



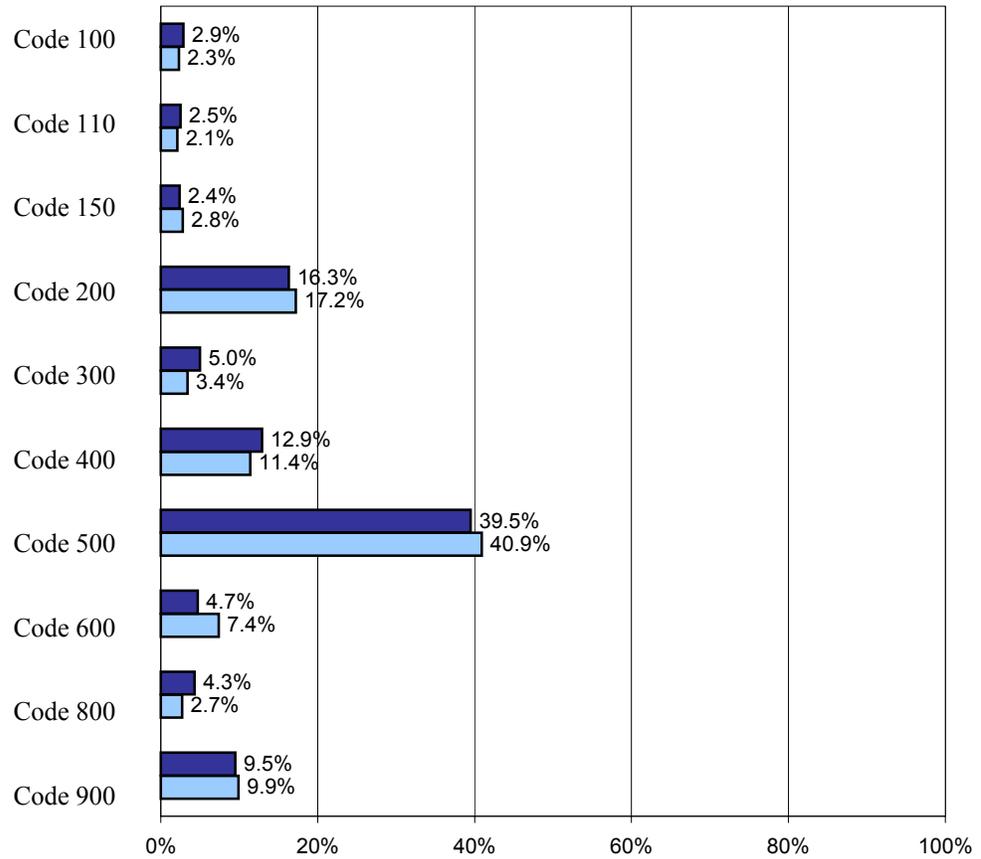
## Duty Station



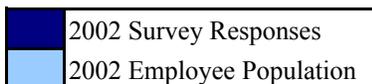
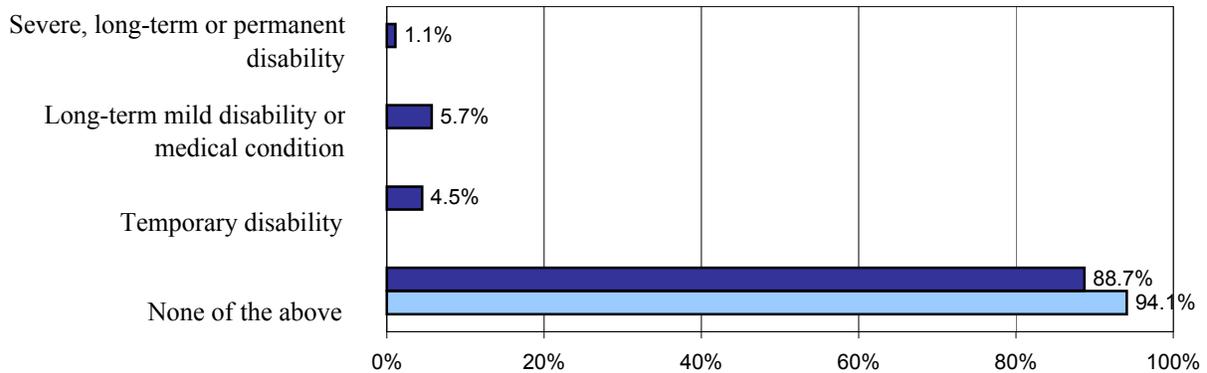
## Do you work in a matrix situation?



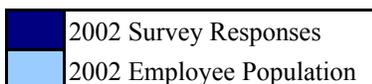
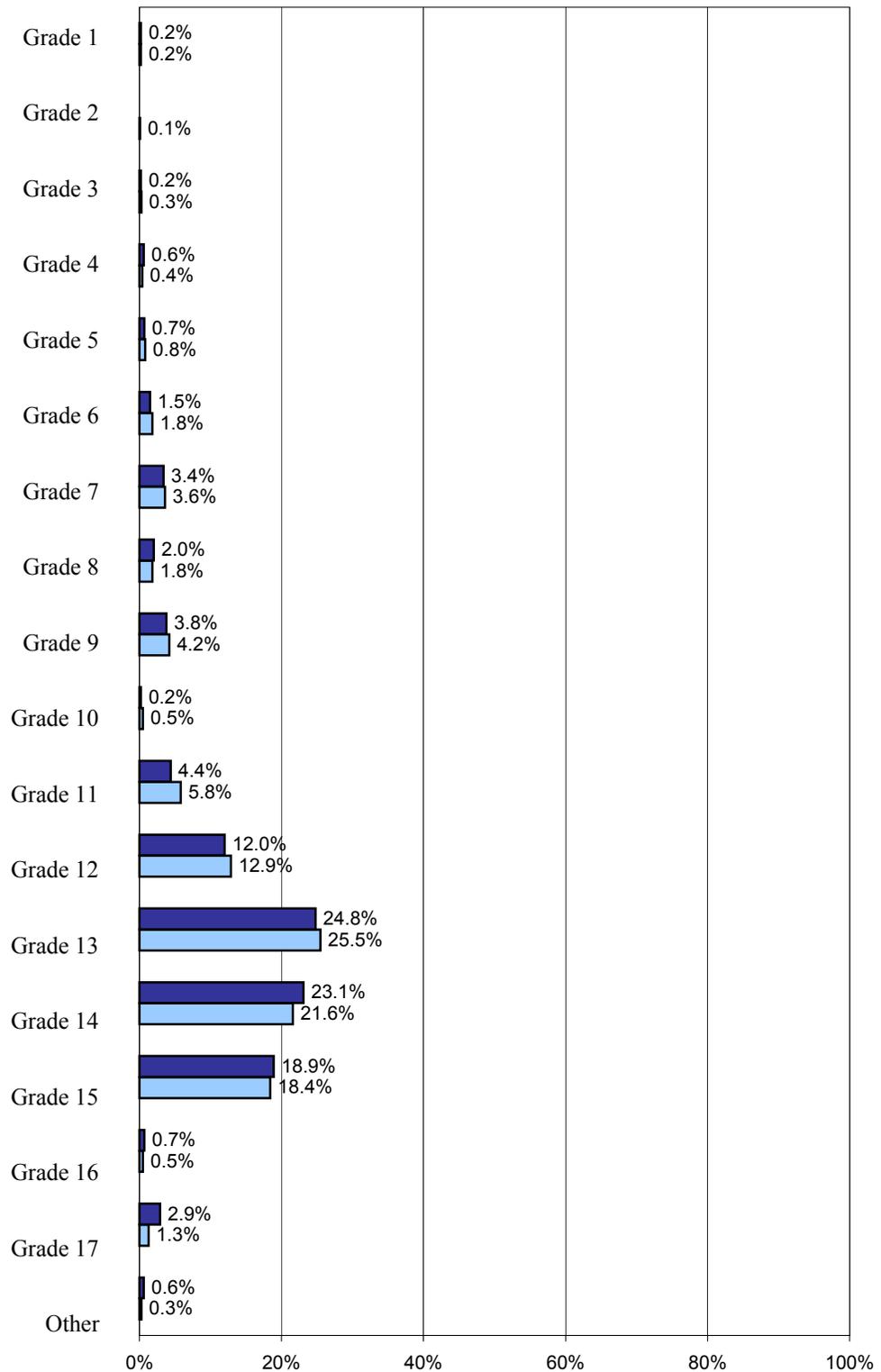
## Directorate



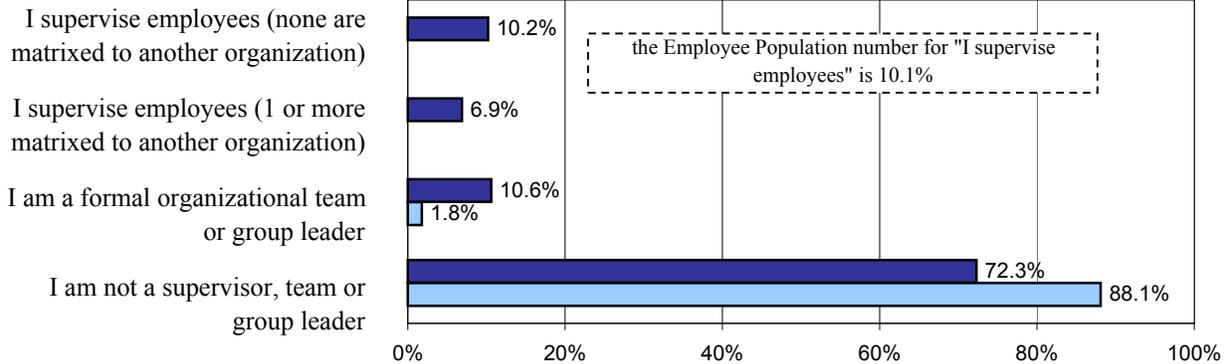
## Medical or Disabling Condition



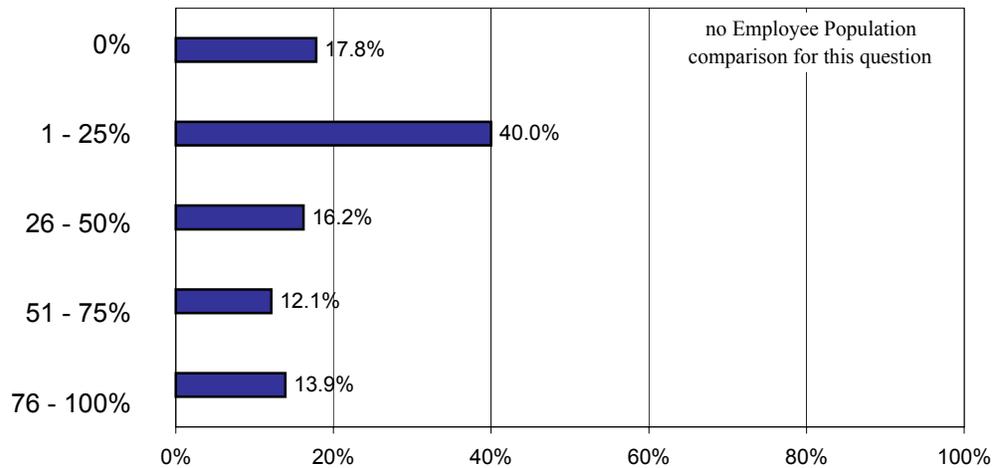
## Grade Level



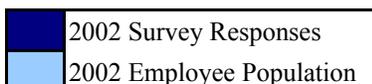
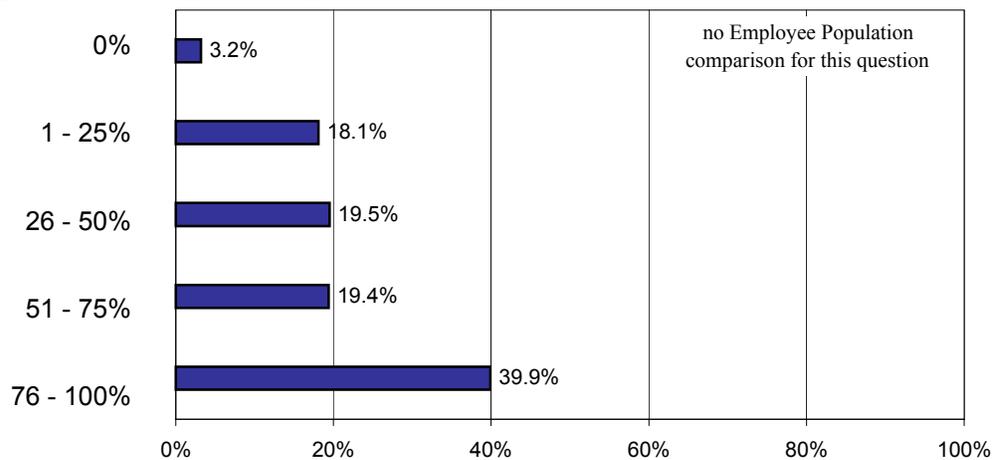
## What are your supervisory responsibilities?



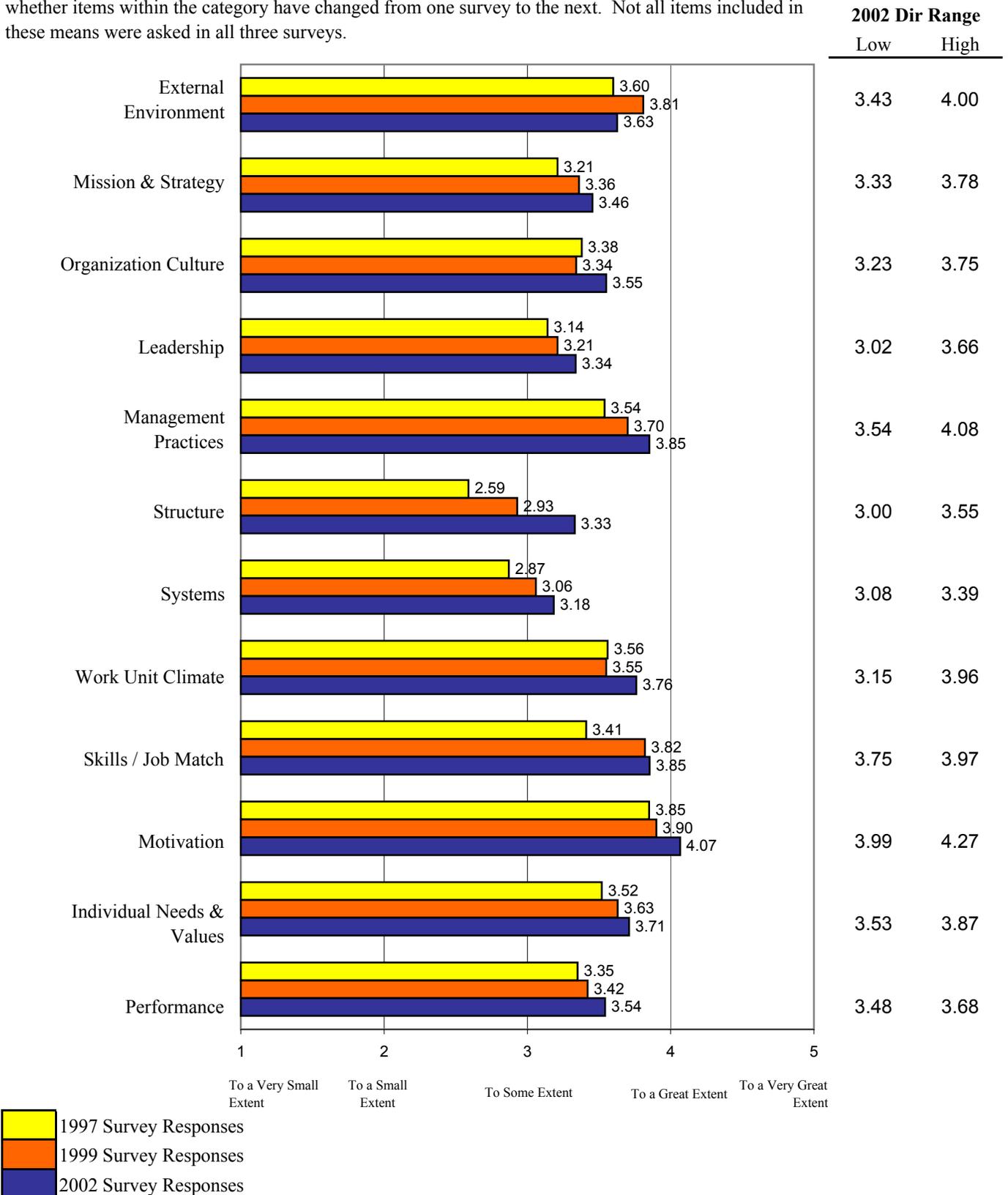
## Percent of time spent on work providing for external product users



## Percent of time spent on work providing for internal product users

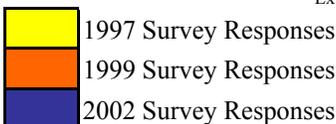
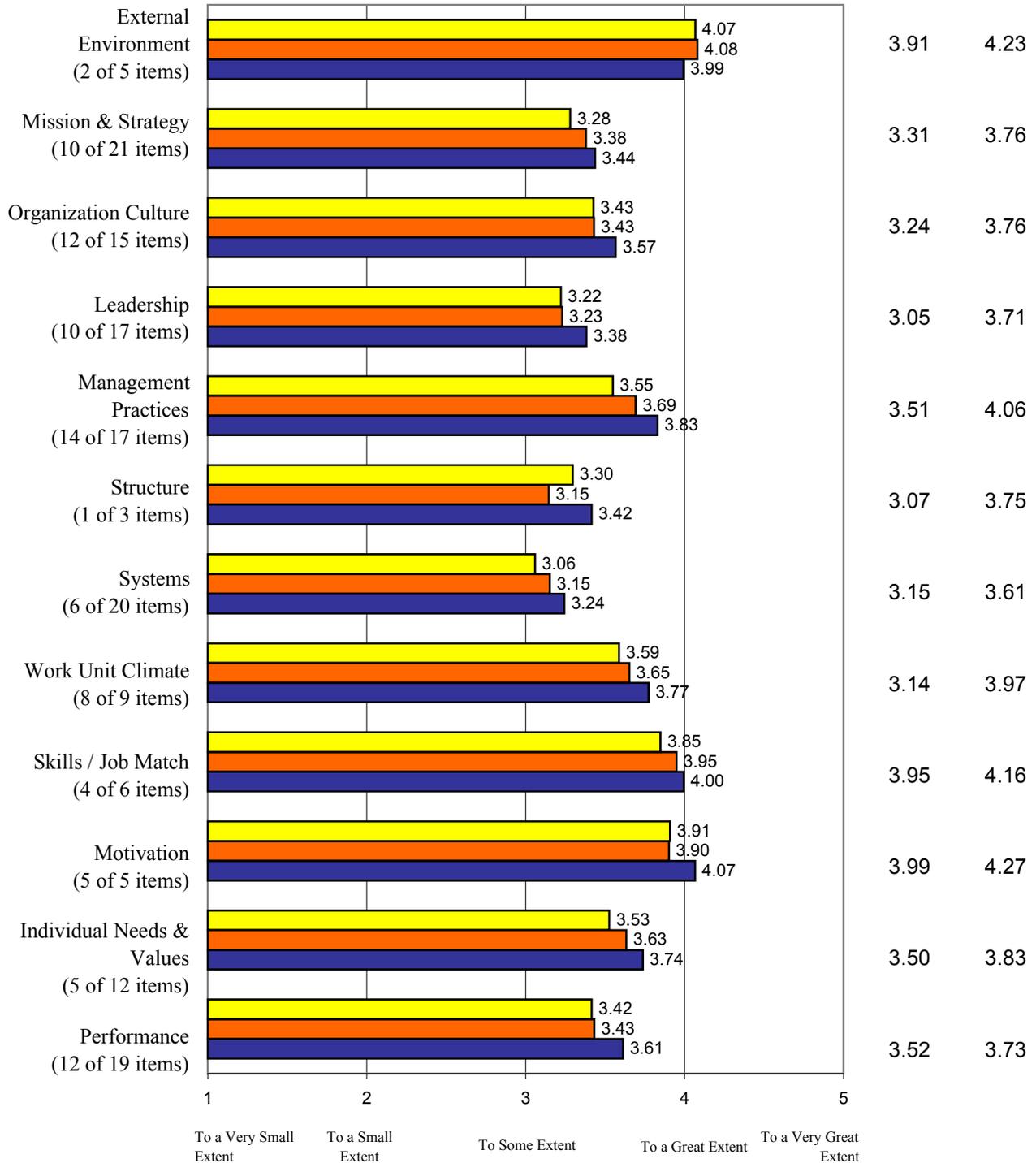


**Comparison of Categories** - The means below represent the means for a given category regardless of whether items within the category have changed from one survey to the next. Not all items included in these means were asked in all three surveys.



**Comparison of Common Questions** - The means below represent means for only the common items for a given category that were asked in all three surveys (1997, 1999, AND 2002). The number of common questions for each category is listed in parentheses.

**2002 Dir Range**  
 Low High

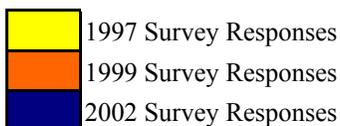
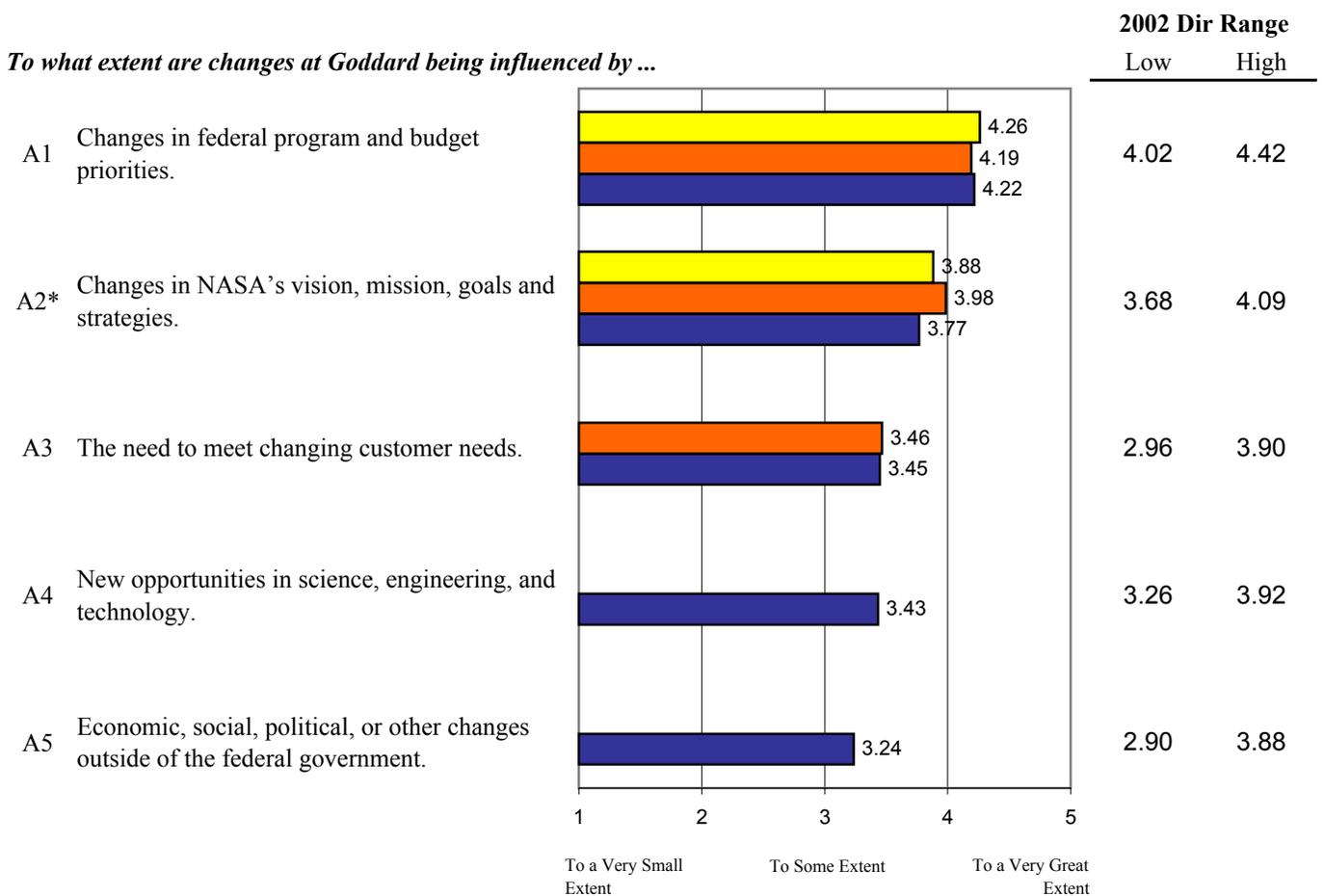


The wording of seven of the following items were modified to clarify the statement from the 1999 to the 2002 survey. Although most of the changes were non-substantive, two of the modifications (C6 & G19) may have affected the meaning of the item.

The seven modified items below are identified with an asterisk (\*) after the item number. Refer to page 65 for an item-by-item comparison of the modifications.

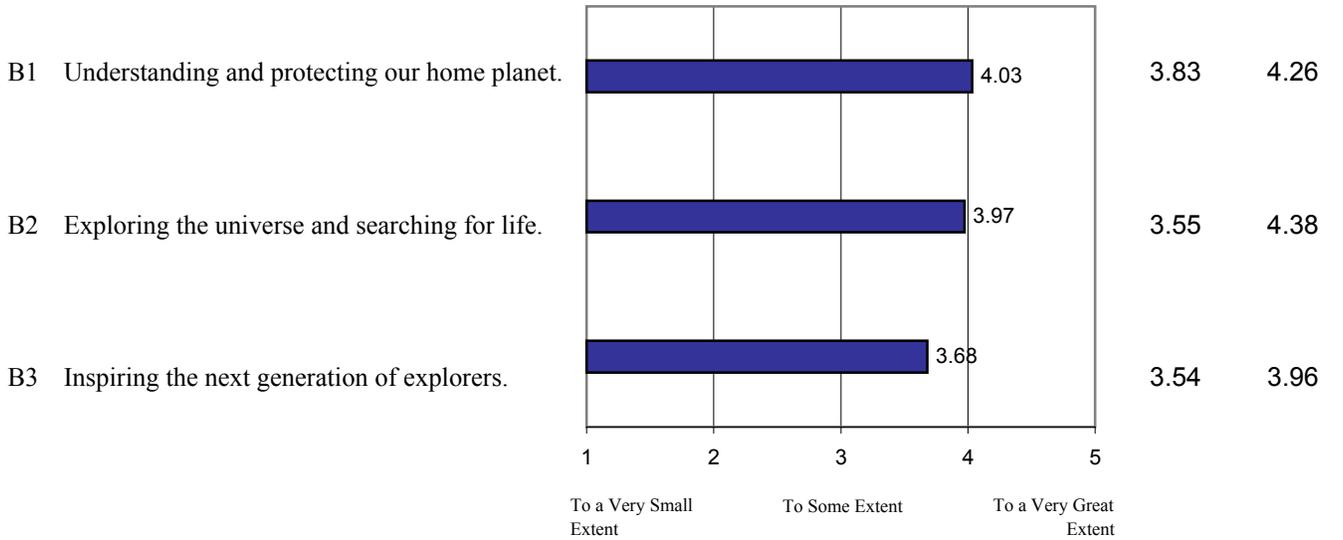
**External Environment**

**Goddard Overall**

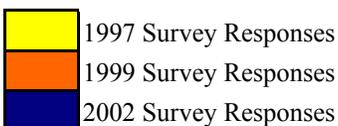
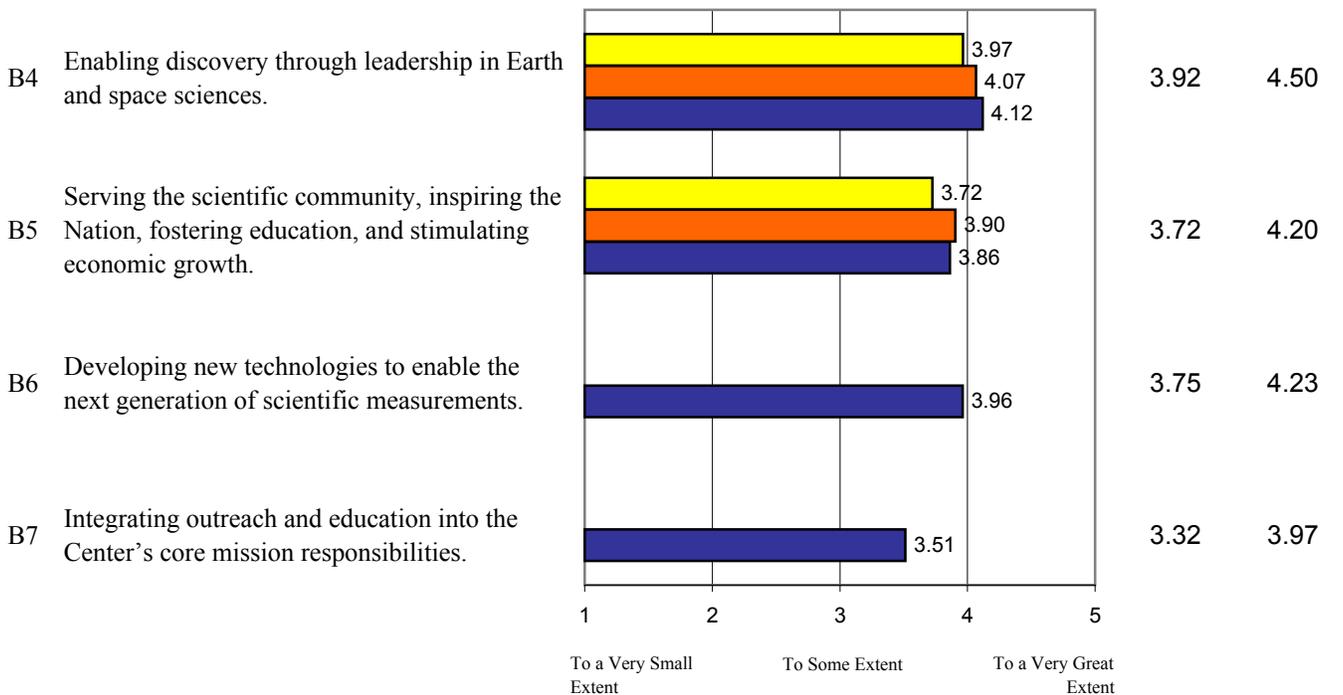


*To what extent do employees at the Center believe in and strive to achieve the elements of NASA's mission including:*

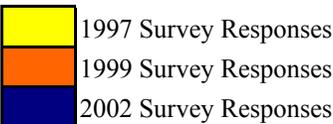
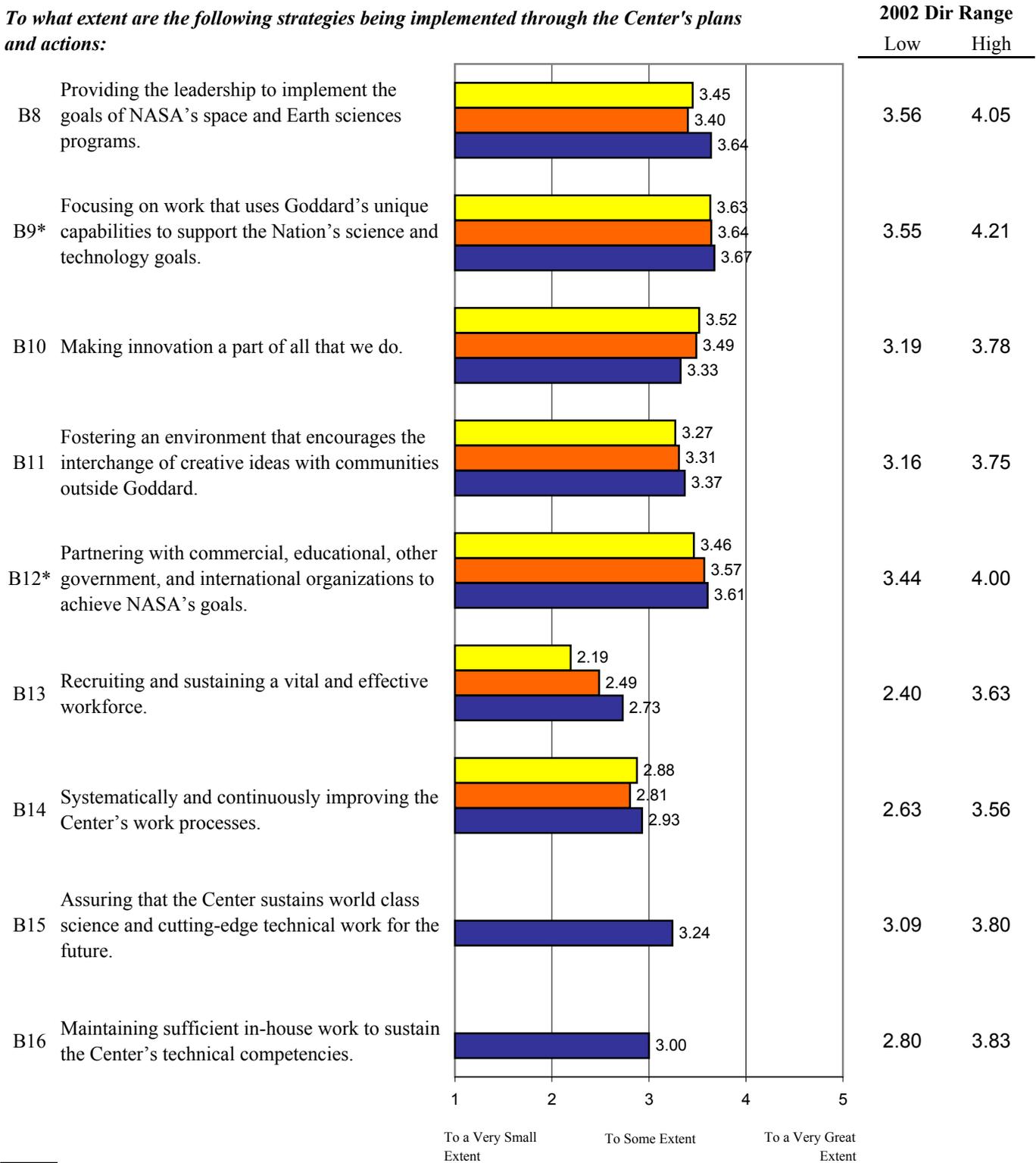
**2002 Dir Range**  
 Low High

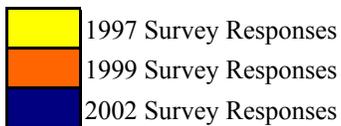
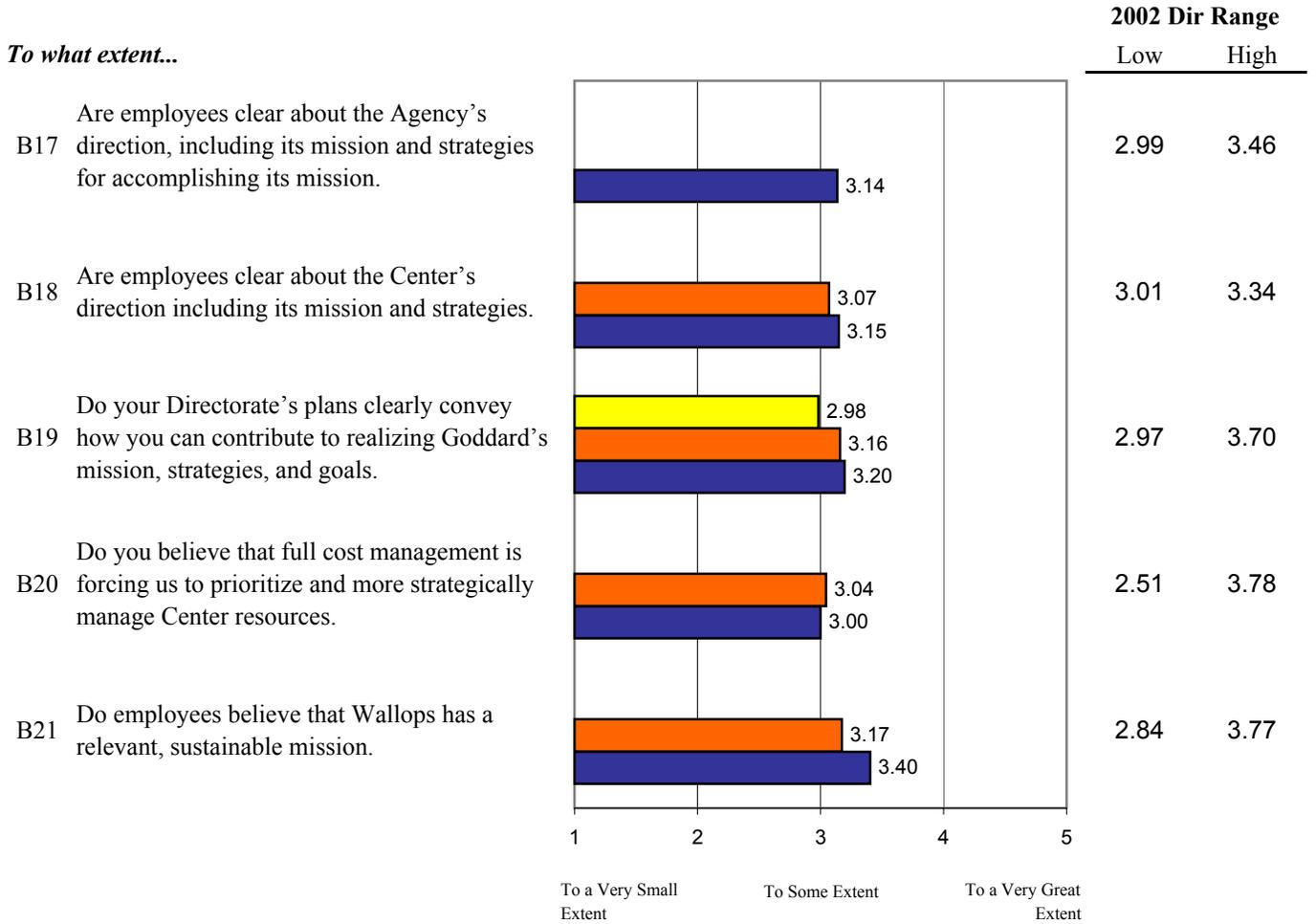


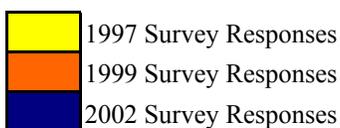
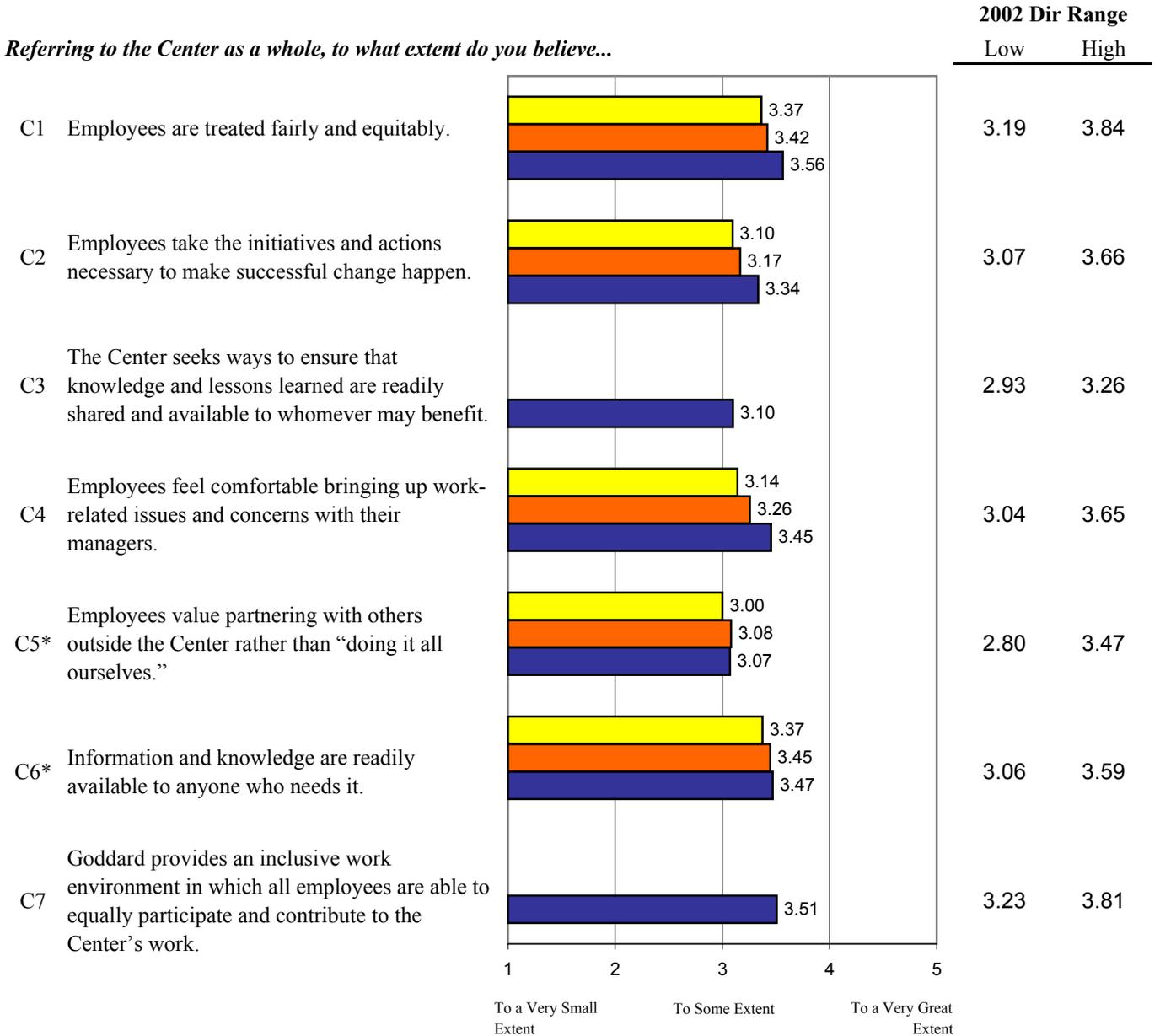
*To what extent do employees at the Center believe in and strive to achieve the elements of NASA's Mission for which Goddard is responsible, including:*



To what extent are the following strategies being implemented through the Center's plans and actions:

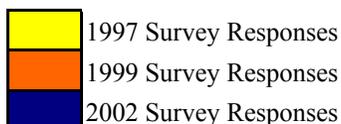






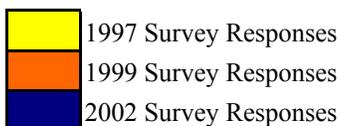
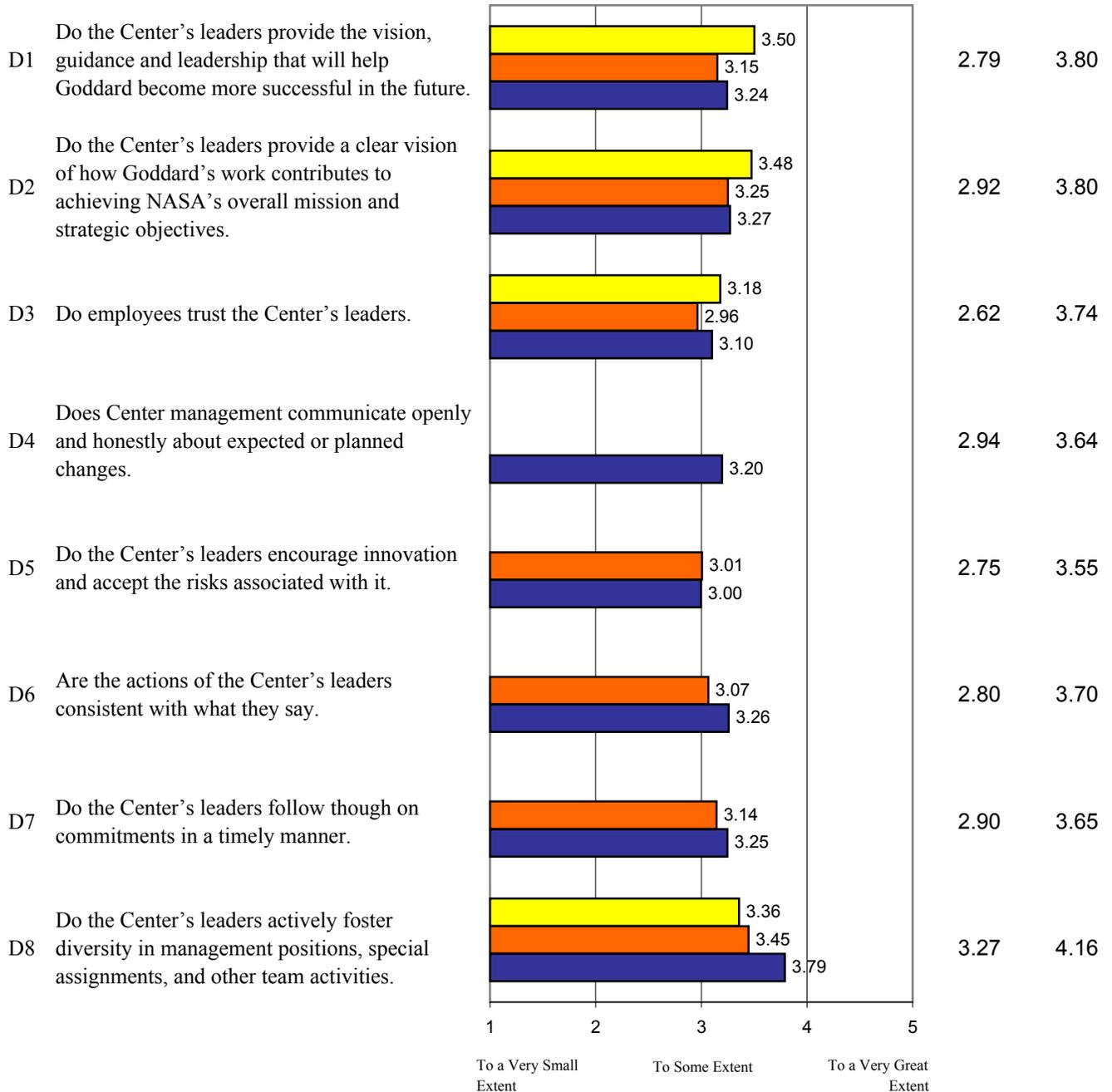
To what extent do you think employees in your Directorate exhibit the following values in how they work and interact with others:

2002 Dir Range  
Low High



The following items refer to the Center's leaders, including the Center Director, Deputy Director, and Center-level Associate Directors. To what extent...

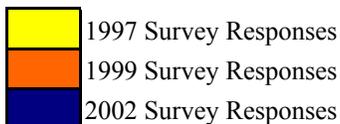
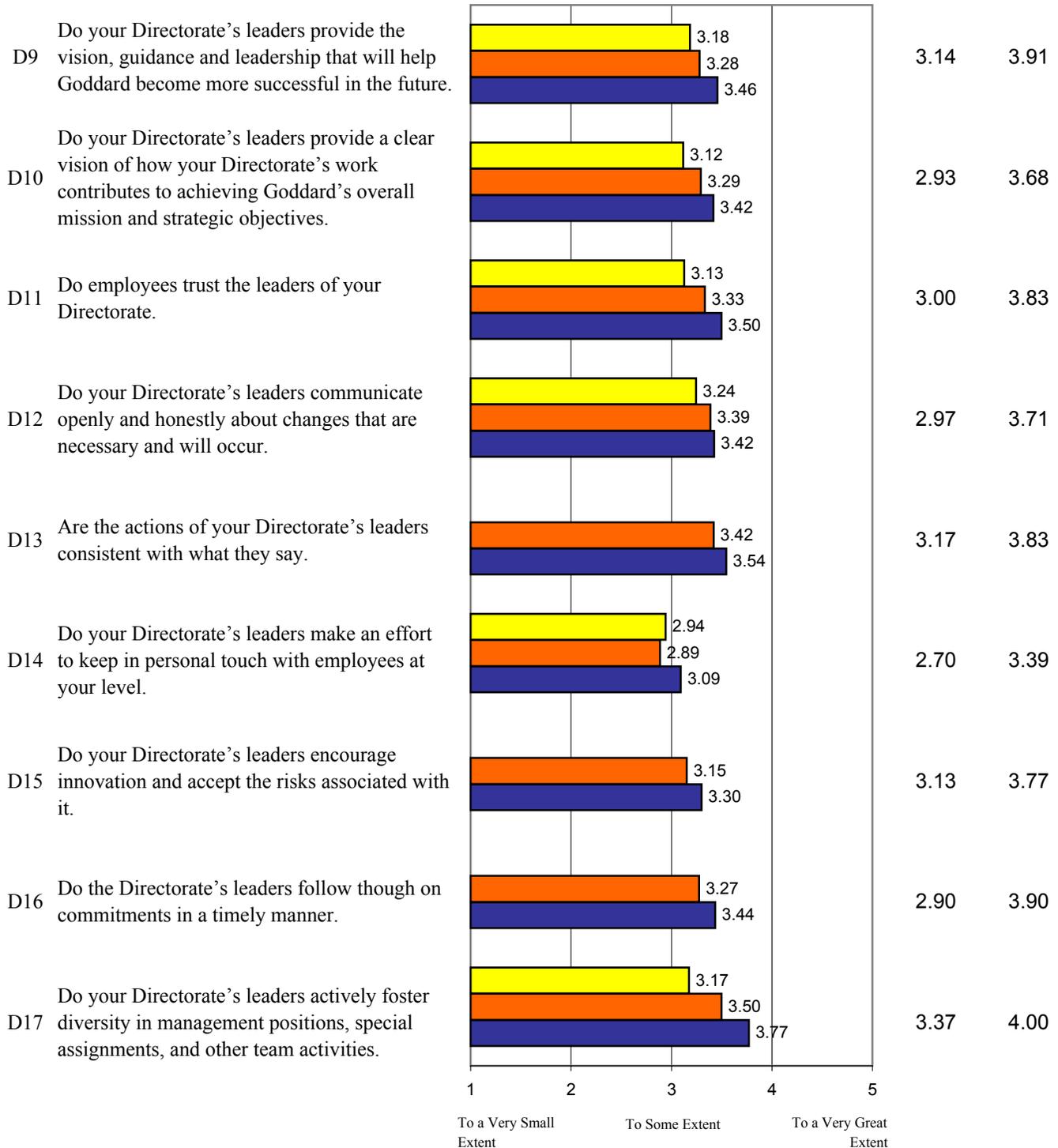
2002 Dir Range  
Low High

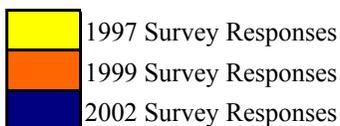
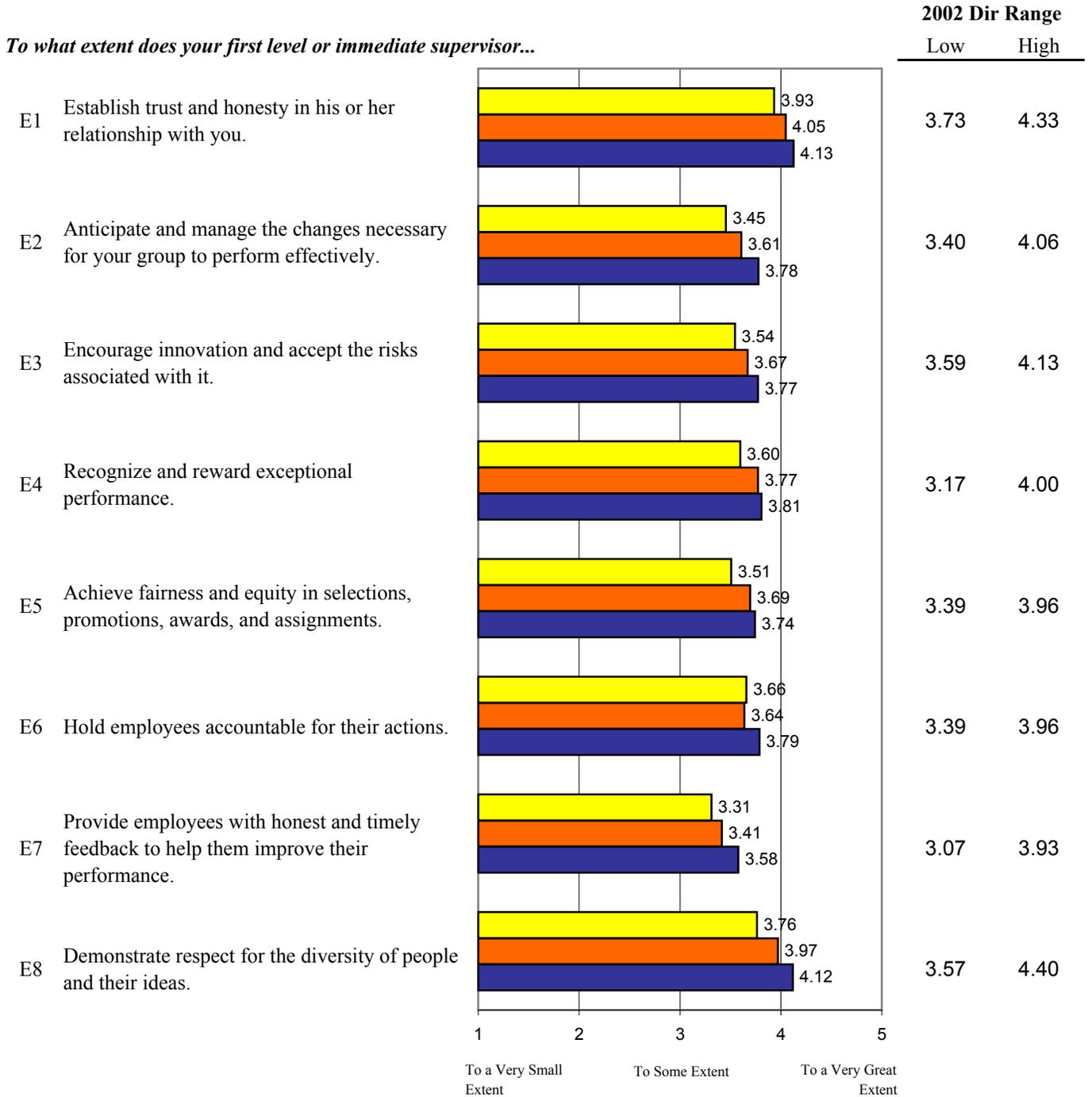


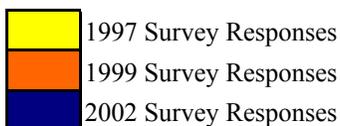
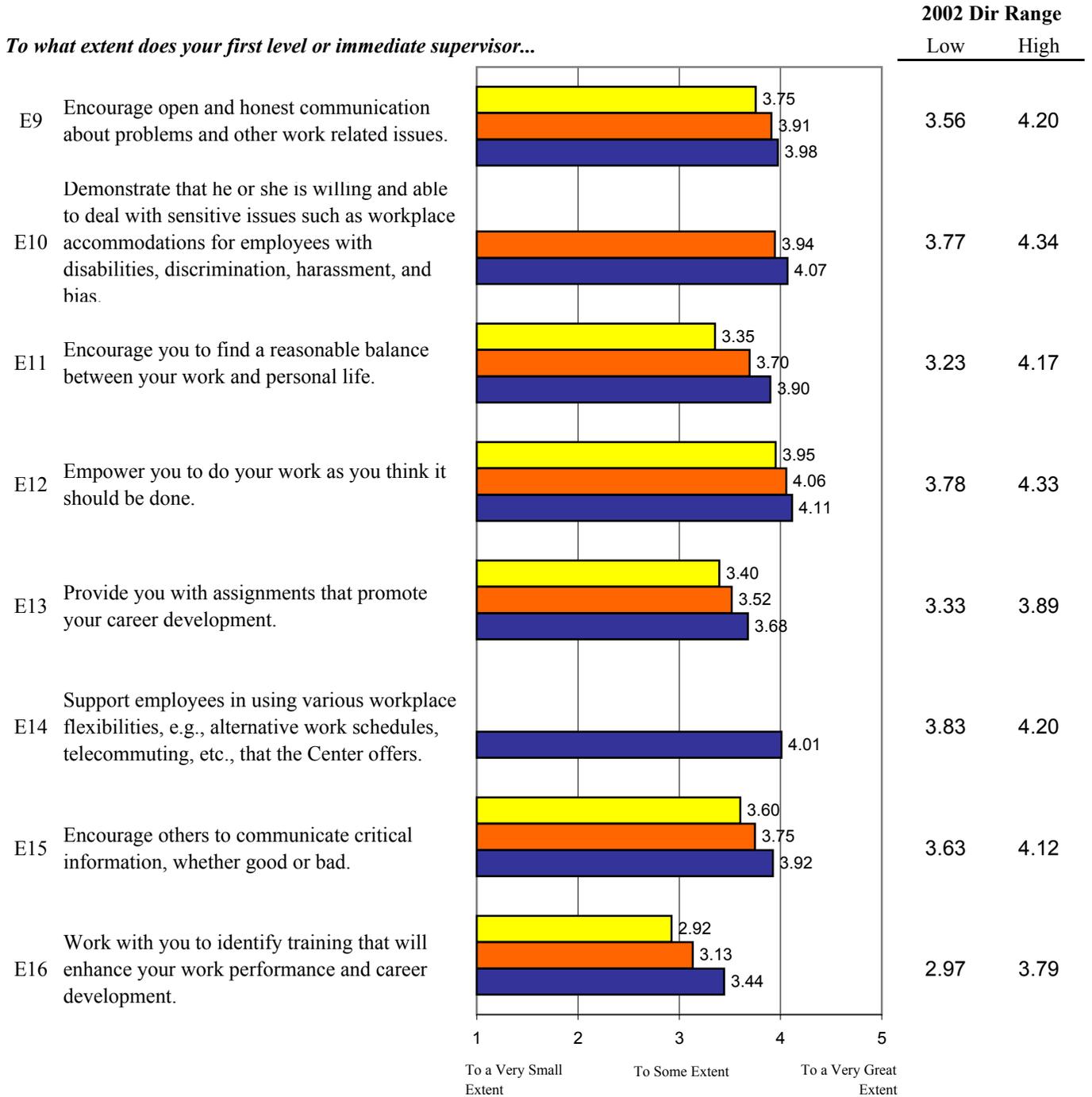
The following items refer to your Directorate's leaders, including your Director of, Deputy, Associate Directors, and Division/Lab Chiefs.

2002 Dir Range

Low High



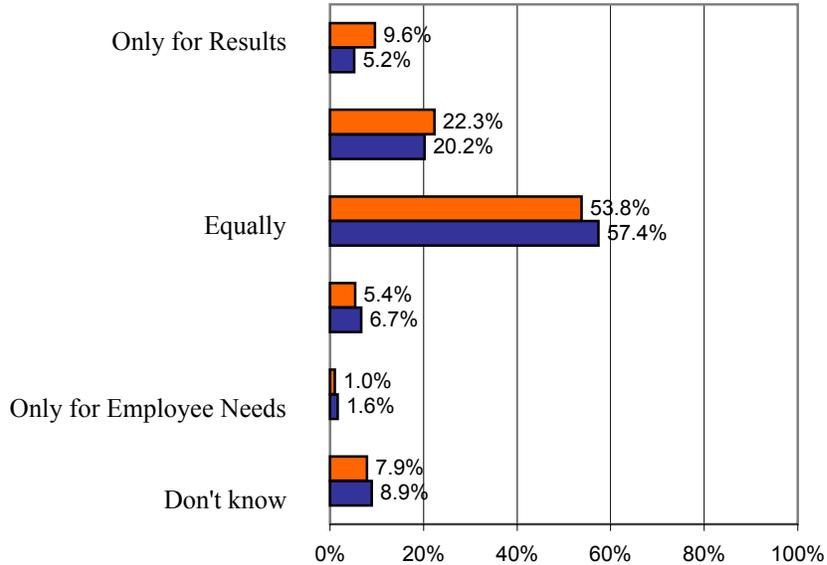




# Management Practices (continued)

# Goddard Overall

E17 With respect to how the Center defines a successful supervisor, what do you see as the balance between achieving results and demonstrating concern for employee needs (e.g., career development, telecommuting, flextime, etc.)?



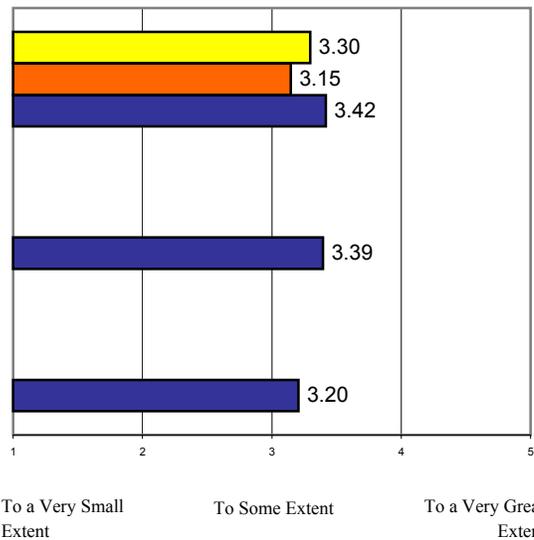
# Structure

# Goddard Overall

To what extent ...

2002 Dir Range  
Low High

F1 Is Goddard organized to effectively perform its mission.



3.07 3.75

F2 Does Goddard's organizational structure align with the processes and procedures that we use to do our work.

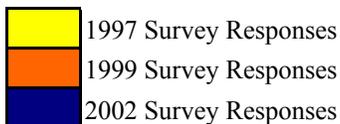
3.39

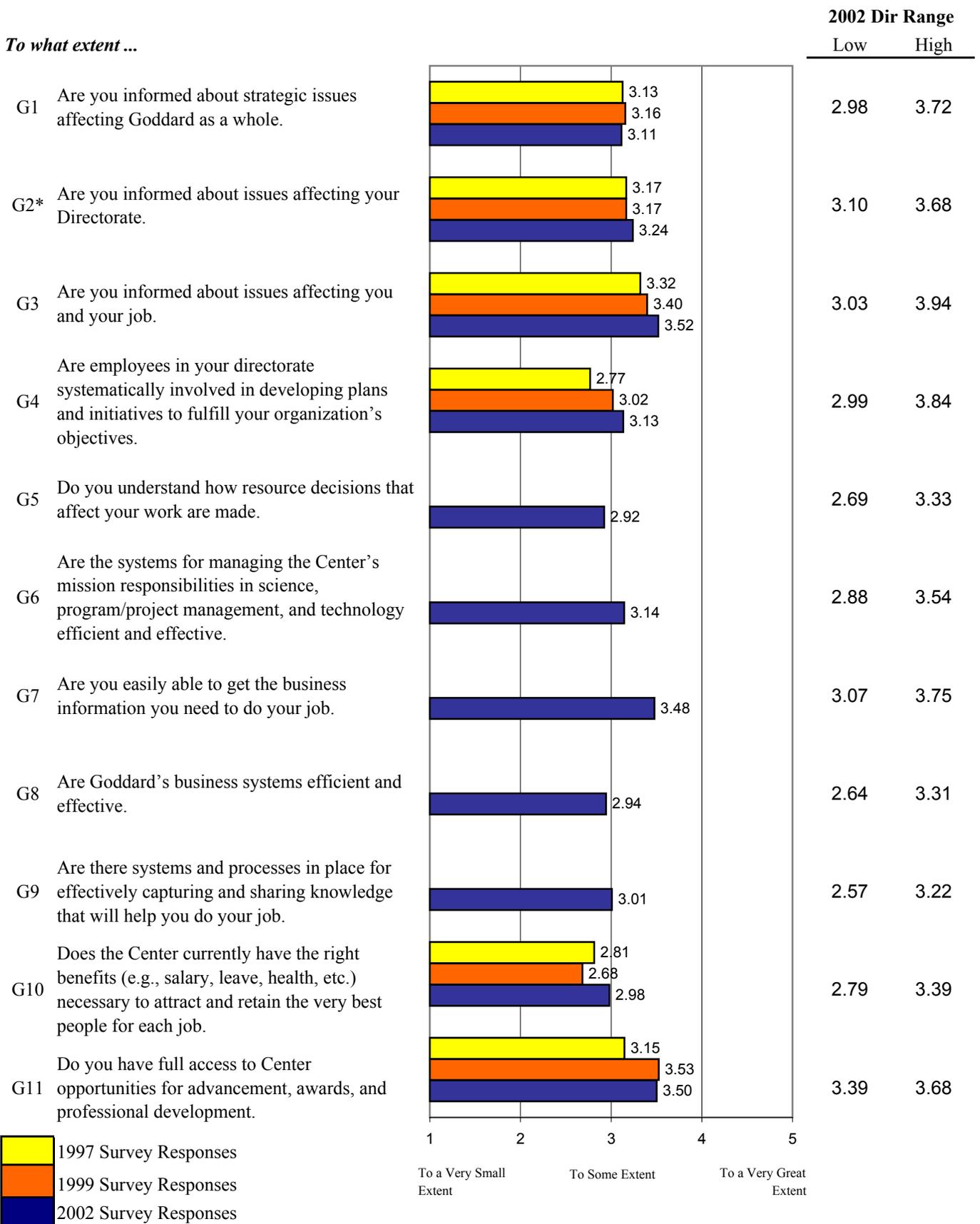
3.06 3.71

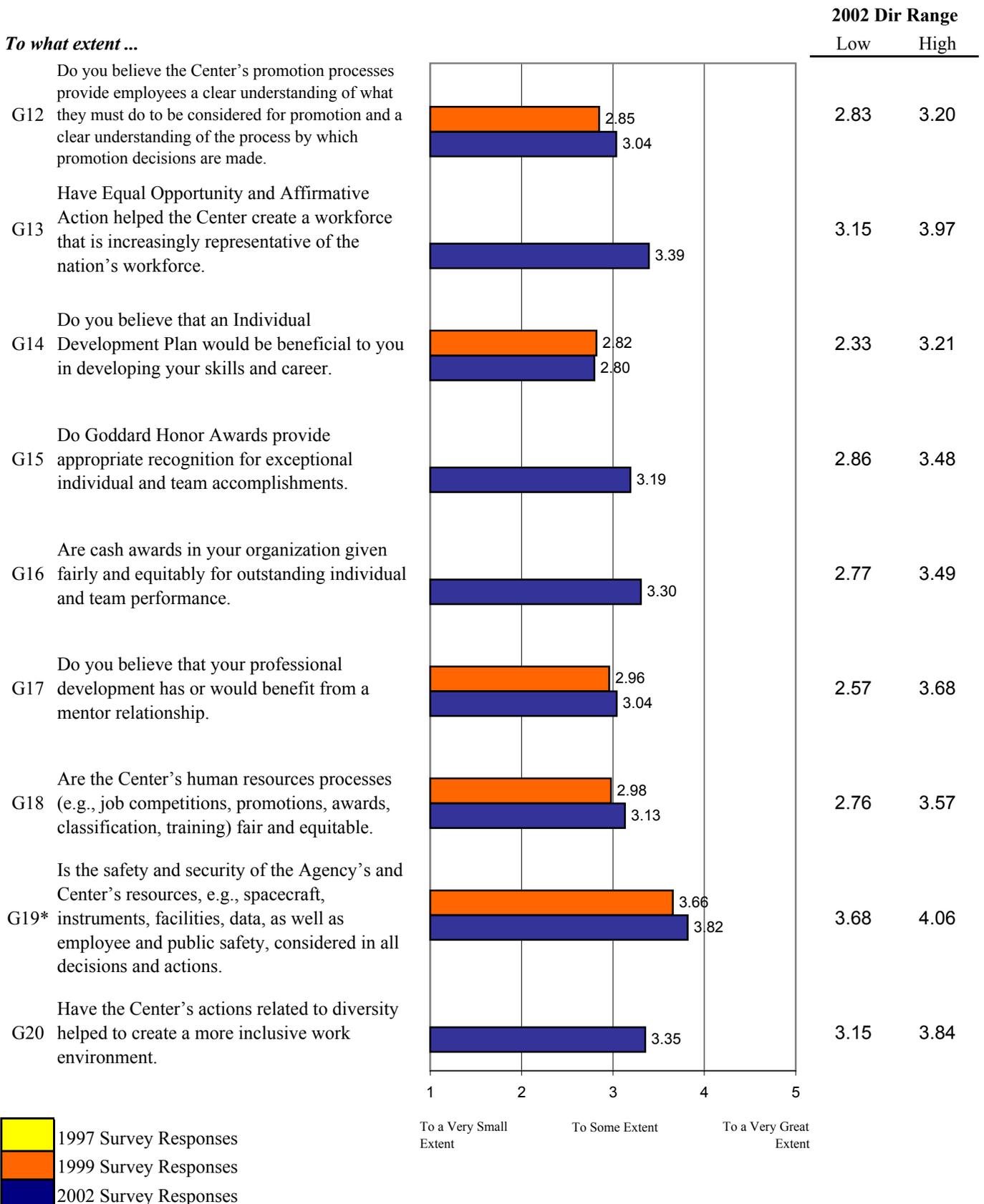
F3 Does the organizational structure of the Center facilitate assignment of work, allocation of resources, and accountability.

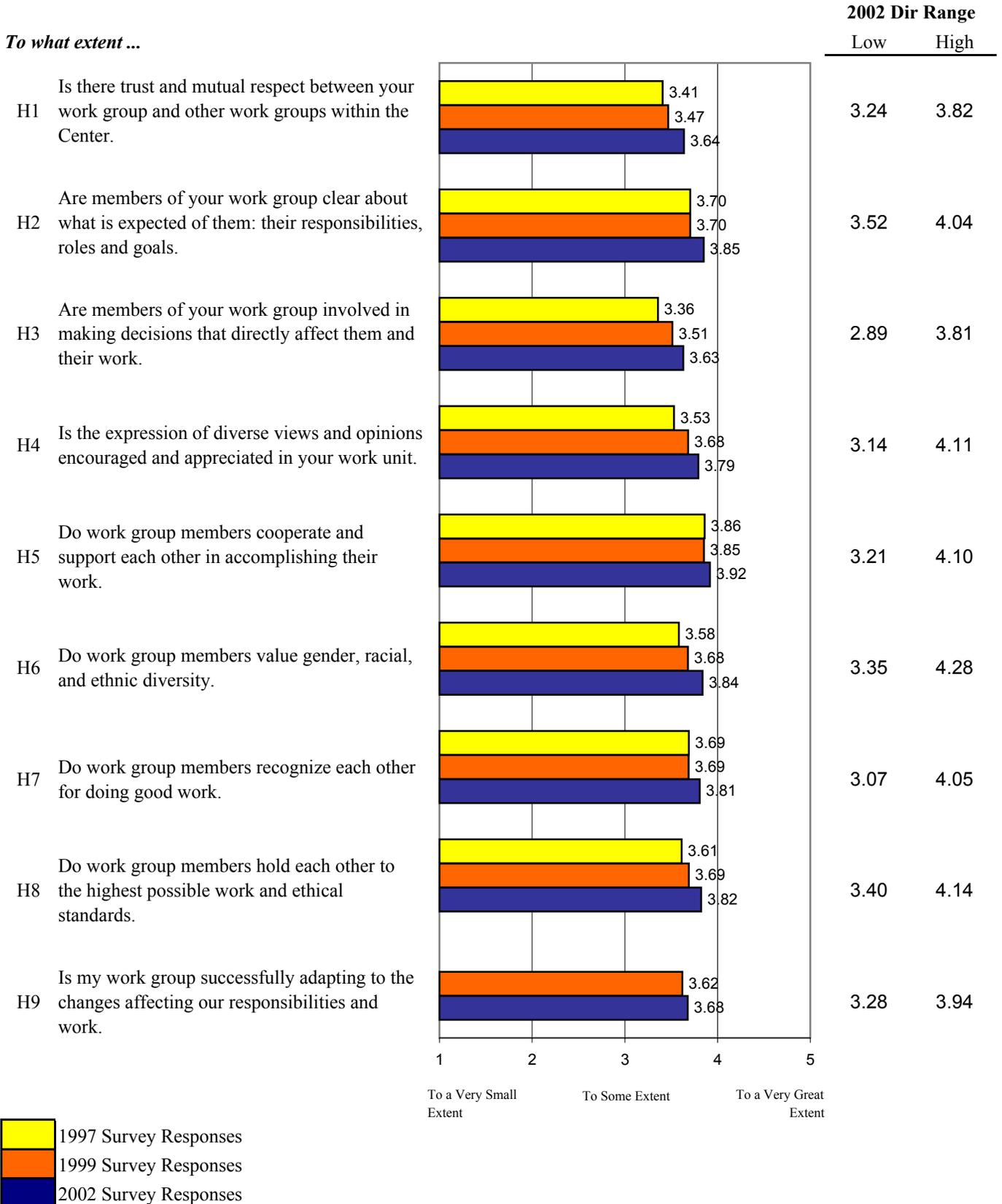
3.20

2.87 3.59









# Skills / Job Match

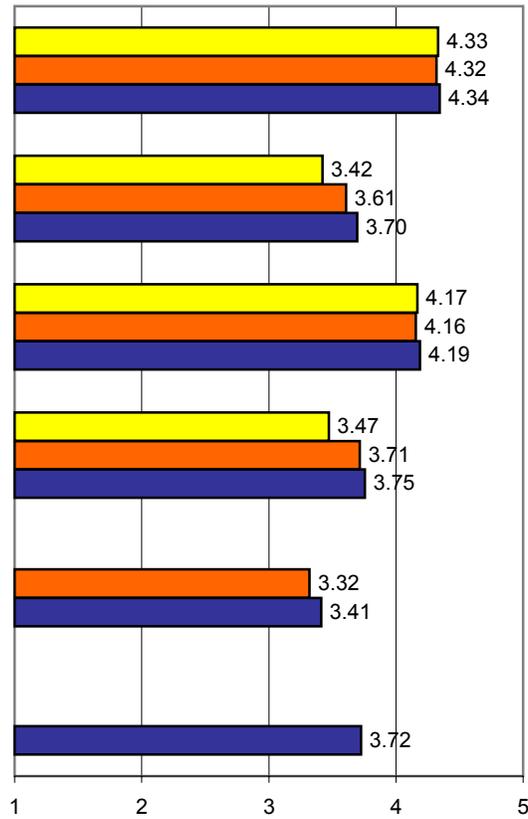
# Goddard Overall

To what extent ...

2002 Dir Range

Low High

- I1 Do you believe you currently have the skills and abilities to perform your work.
- I2 Do you believe that your expertise, skills and abilities are valued and fully utilized.
- I3 Do you feel that what you do adds value to the products and services of your organization.
- I4 Have you been provided with training and development opportunities over the course of the last 2 years to enhance your skills and abilities so that you can more effectively perform your work.
- I5 Is your work and the skills required to perform this work changing.
- I6 Are there resources (peers, supervisors and management, information systems, etc.) available to help you address work-related actions and issues.



Low High

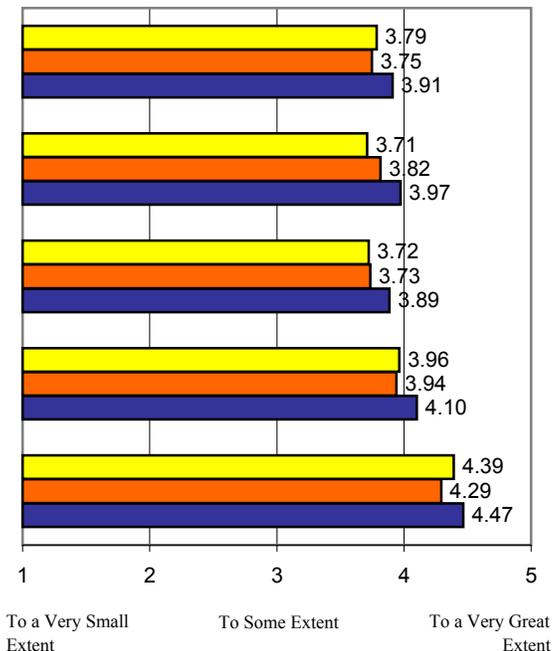
# Motivation

# Goddard Overall

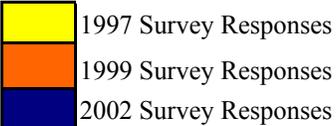
To what extent ...

Low High

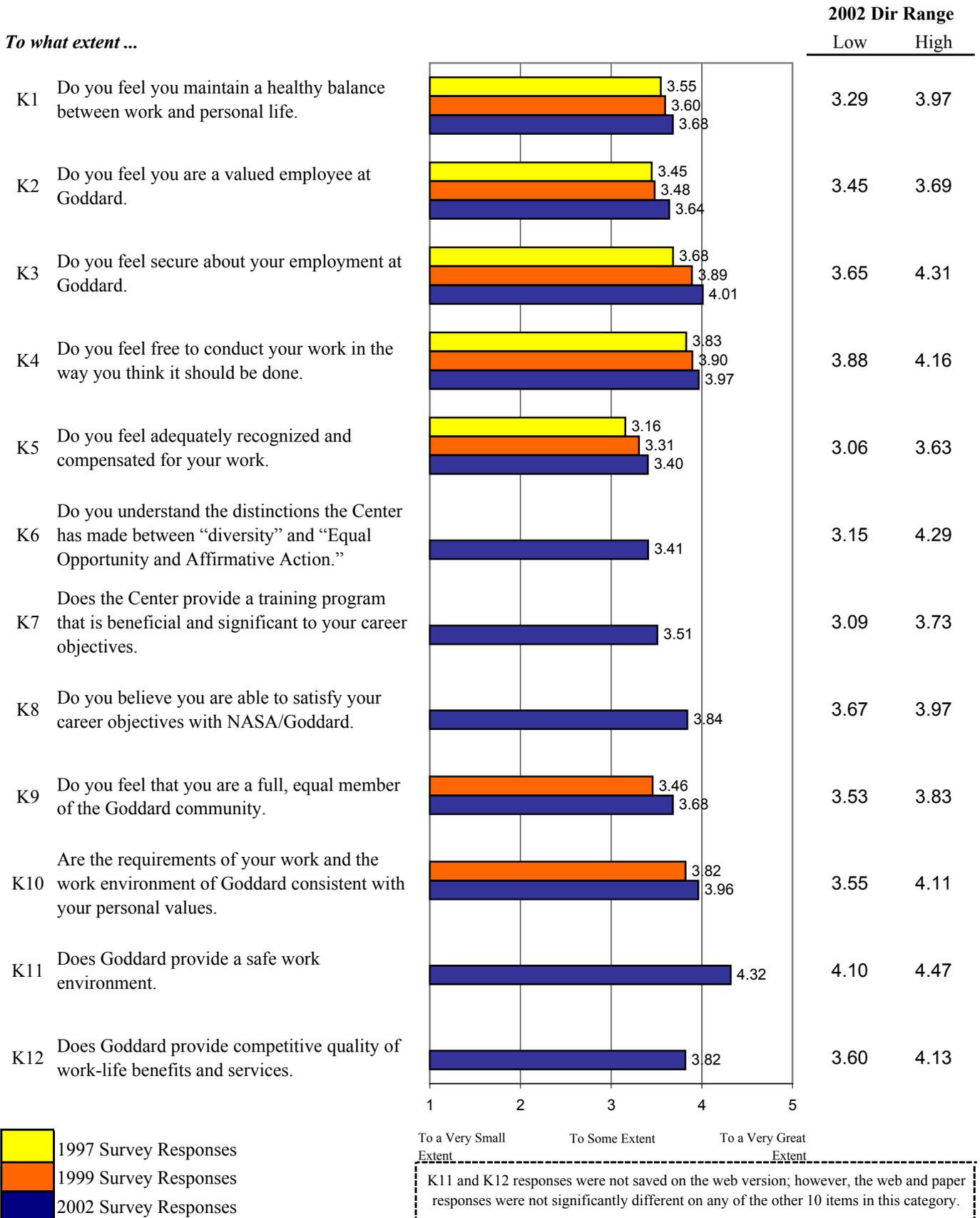
- J1 Is your work personally rewarding.
- J2 Are you motivated to reach higher levels and standards of performance in your work.
- J3 Do you feel that you make a significant contribution to the Center's success.
- J4 Do you think that the work at Goddard is challenging and stimulating to employees.
- J5 Are you proud to work for Goddard Space Flight Center.

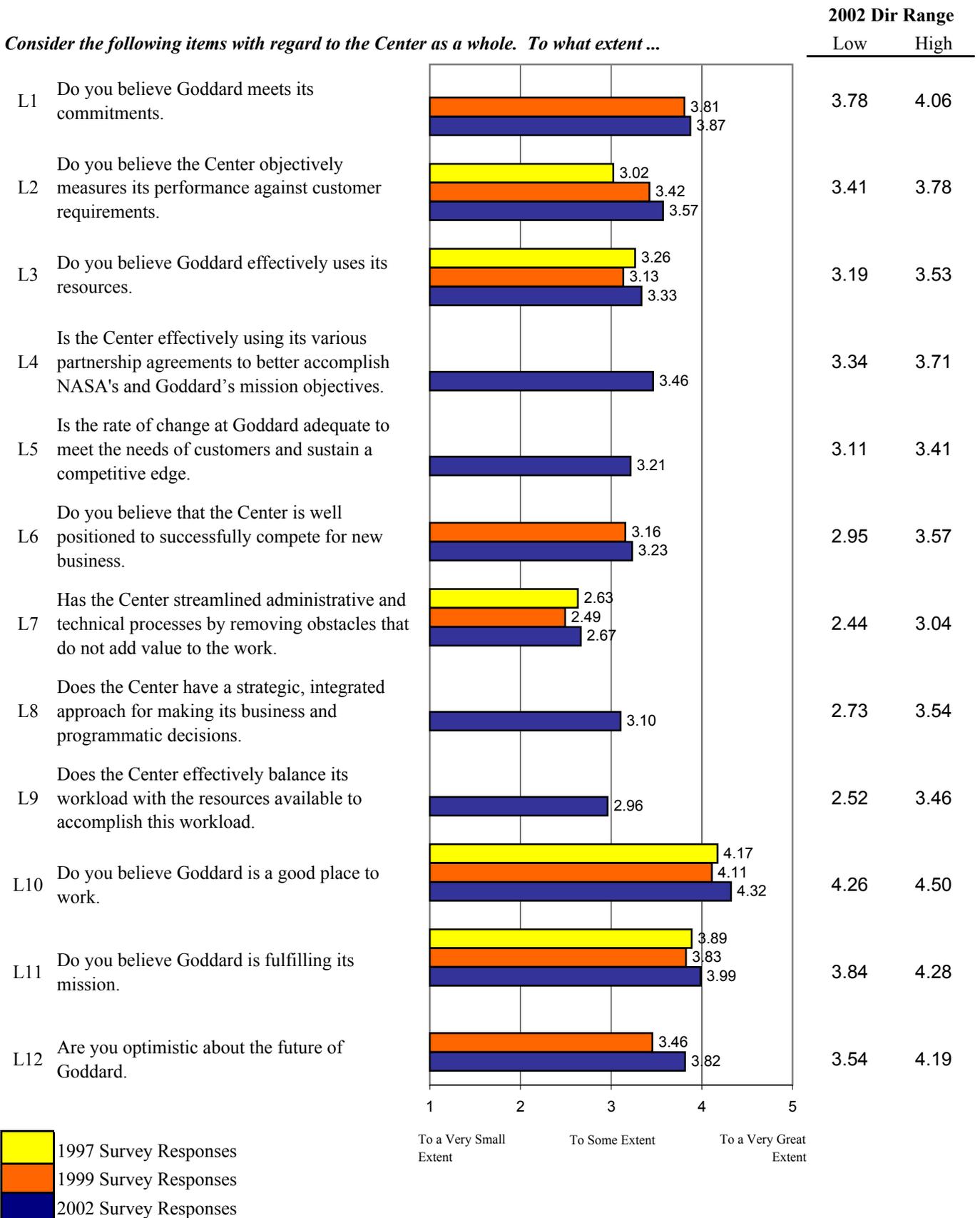


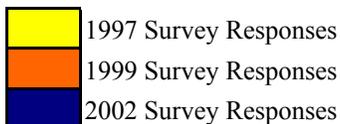
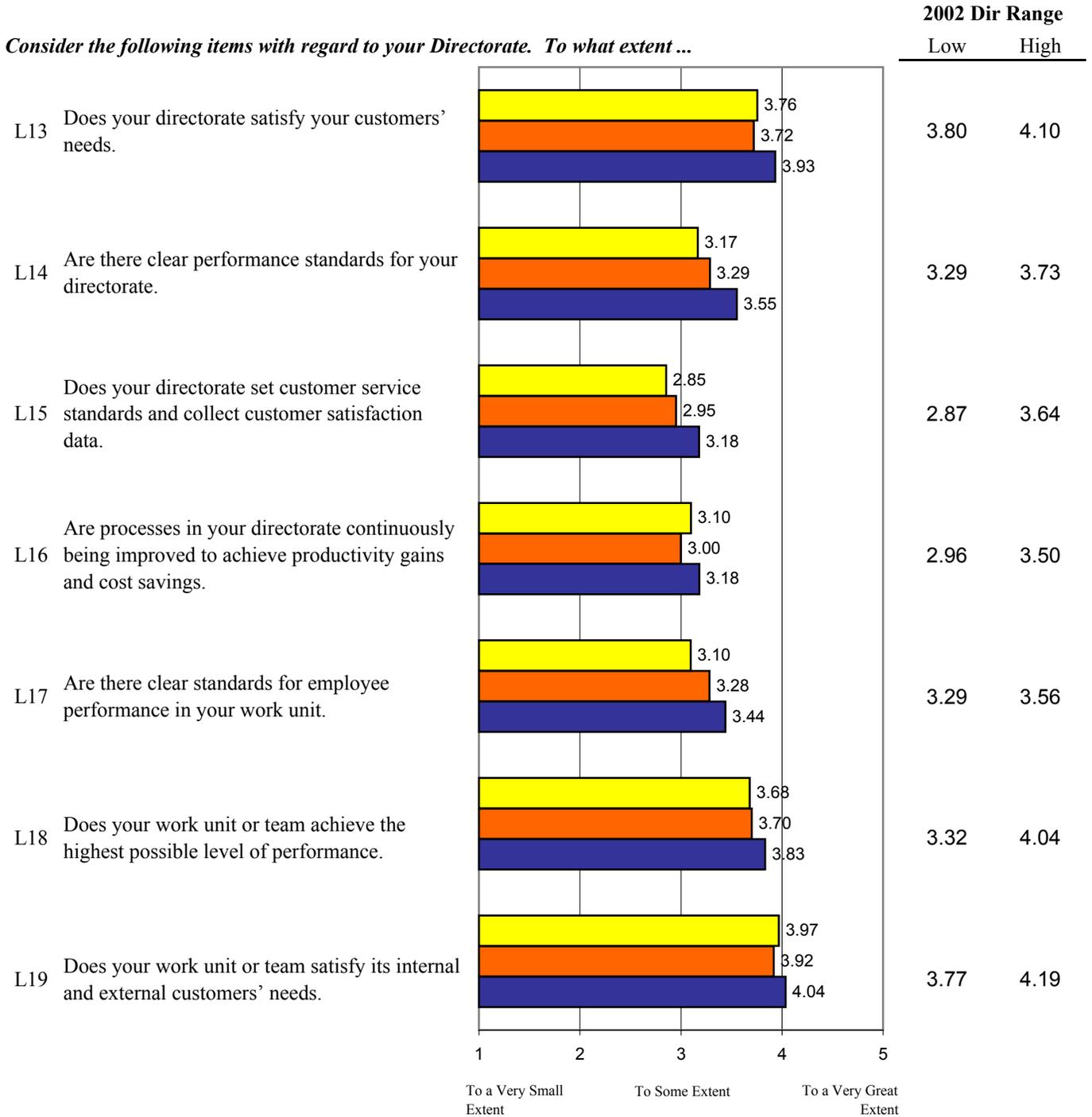
Low High



To a Very Small Extent      To Some Extent      To a Very Great Extent







## Clarified / Modified Items from the 1999 to the 2002 Survey

	1999 Item	2002 Item
A2	NASA's goals and strategies.	<b><u>Changes in</u></b> NASA's <b><u>vision, mission,</u></b> goals and strategies.
B9	Using Goddard's unique capabilities to support the Nation's science and technology goals.	<b><u>Focusing on work that uses</u></b> Goddard's unique capabilities to support the Nation's science and technology goals.
B12	Partnering with others to achieve NASA's goals.	Partnering with <b><u>commercial, educational, other government, and international organizations</u></b> to achieve NASA's goals.
C5	Employees value partnering with others rather than "doing it all ourselves."	Employees value partnering with others <b><u>outside the Center</u></b> rather than "doing it all ourselves."
C6	Information is readily available to anyone who needs it.	Information <b><u>and knowledge</u></b> are readily available to anyone who needs it.
G2	Do you believe the Center's new promotion processes provide employees a clear understanding of what they must do to be considered for promotion and a clear understanding of the process by which promotion decisions are made.	Do you believe the Center's <b><u>*new (deleted)*</u></b> promotion processes provide employees a clear understanding of what they must do to be considered for promotion and a clear understanding of the process by which promotion decisions are made.
G19	Is the safety and security of the Agency's and Center's resources, e.g., spacecraft, instruments, facilities, data, etc., considered in all decisions and actions.	Is the safety and security of the Agency's and Center's resources, e.g., spacecraft, instruments, facilities, <b><u>and</u></b> data, <b><u>as well as employee and public safety,</u></b> considered in all decisions and actions.



# Summary of Open-Ended Comments

Top Three Responses to Open-Ended Questions	67
Q1. What do you believe is currently going very well at Goddard?	68
Q2. What do you believe is currently not going well at Goddard?	69
Q3. If you could change anything you wanted to at Goddard, what would it be?	70

## Summary of Open-Ended Comments

The 2002 Goddard Culture Survey asked three open-ended questions: 1) What do you believe is currently going very well at Goddard?; 2) What do you believe is currently not going well at Goddard?; and 3) If you could change anything you wanted to at Goddard, what would it be?

Below is a summary of the most frequent responses to these questions. Note that the participants' answers to these questions need not be consistent with one another. For example, while employees do not like many policies and procedures, they also are not particularly enthusiastic about the time and effort required to improve them, and although they do not like reorganizations, they still see parts of the organization that should be improved. So it remains for management to find the balance in addressing these diverse concerns while being careful to implement solutions that will not conflict with employees' focus on core mission activities. Clearly, this is no small task.

### Top Three Responses to Open-Ended Questions

	<b>Going Well at Goddard</b>	<b>Not Going Well at Goddard</b>	<b>What Would You Change</b>
<b>1.</b>	<b>Science, Research, and Mission Success (37%).</b> The science, research, and technology development at the core of Goddard's mission is going very well and also provides interesting, meaningful work to employees. Employees commented that their work is unique and exciting, it supports an important overarching mission, and that work products are of the highest quality.	<b>Resources and Funding (30%).</b> Workforce and budgets are decreasing just as workload is increasing due to various initiatives and new program priorities. Employees mentioned loss of funding, failure to keep IT and other tools and infrastructure up to date, and shrinking budgets for everything from hiring staff to travel funds. Some said that resource constraints are jeopardizing the Center's competitiveness and the sense of work-life balance that helps keep employees motivated.	<b>Personnel Policies (32%).</b> The top vote-getter for what to change was promotions, performance evaluation, and performance management. Many complained that promotions are driven by seniority, friendships, and/or politics rather than performance, that it is "too hard" to hire and promote, and that poor performance is not handled effectively. Others mentioned inadequate rewards for top performers, not enough recruiting and hiring, low salary and benefits, and the need to provide better career planning and development.
<b>2.</b>	<b>Work Environment (24%).</b> Goddard provides the facilities, infrastructure, and other support that is essential for innovative, cutting-edge science and research. Flexible work schedules, a climate of trust and teamwork, and a "campus" atmosphere help create a work environment that fosters collaboration, creativity, and work-life balance.	<b>Personnel Policies (28%).</b> Recruiting, hiring, and retention are insufficient to meet current and future staffing needs. Personnel policies and processes in general seen as too slow, overly bureaucratic, and failing to sustain an effective workforce. Other comments suggest that HR-related activities are poorly designed, under-resourced, and not adequately supported by the Center. Promotion and other decisions seen by some as unfair and not merit-based.	<b>Resources and Funding (20%).</b> Boost current levels of financial and human resources and manage them more effectively. Some said resources should be redistributed to focus on critical mission priorities; others want more clerical support to alleviate administrative burdens. Related suggestions included giving more control over resources to projects, the need to improve budgeting processes (to manage resources better), and the need to improve proposal process (to help get more funding).
<b>3.</b>	<b>Employees (19%).</b> Respondents cited the other Goddard employees as one of the Center's greatest strengths. They described their colleagues as smart, motivated, and fun. Frequently used descriptors included things like: "enthusiastic," "dedicated" "positive attitude," and "very talented."	<b>Focus on Processes/Initiatives Over Products (16%).</b> Too much time is spent on procedures and initiatives, and not enough on core mission activities. Employees complained of bureaucratic obstacles, unwieldy administrative processes, management fads, and "flavor of the month" initiatives; many said they were overburdened with trivial tasks.	<b>Structure and Streamlining (16%).</b> Modify organizational structures and work processes to improve efficiency, flexibility and responsiveness. Other suggestions included removing excess layers of management, responding to matrix issues, and streamlining and standardizing various processes and procedures that are slow, cumbersome, and unnecessarily complicated.

## Summary of Open-Ended Comments

A more detailed assessment of the most frequent responses to these three questions is presented below. All response categories or “themes” with corresponding comments by at least 15 percent of question respondents are summarized here. A full description of results for open-ended comments, including the method by which the analysis was conducted, can be found in Appendix B.

### What do you believe is currently going very well at Goddard?

#### Science, Research, and Mission Success (37%)

- Respondents praised Goddard’s world-class science, technology, research, and engineering accomplishments and described the work itself as exciting, challenging, and inherently meaningful and interesting.
- Employees commented that their work is unique and exciting, it supports an important overarching mission, and that work products are of the highest quality.
- The importance of Goddard’s mission, the excellence and success with which mission work is accomplished, and the intrinsically motivating nature of individual employees’ day-to-day jobs were all linked in the minds of many respondents. These responses suggest a link between the Center’s “Mission & Strategy” and “Individual Needs & Values” in terms of the categories of the Burke-Litwin model. In other words, there is a strong link between Goddard’s reason for being in business and the nature of work which employees find personally meaningful and rewarding.

#### Work Environment (24%)

- Goddard provides the facilities, infrastructure, and other support that is essential for innovative, cutting-edge science and research.
- Many employees gave glowing remarks about the flexibility and freedom they have with respect to alternative work schedules like telecommuting, and they expressed satisfaction with the Center’s emphasis on work-life balance and family friendly options.
- Several respondents mentioned being drawn to the excitement and spirit of innovation and intellectual stimulation that permeates the work environment. A campus-like setting, a friendly, collaborative culture, and a supportive and trusting climate all contribute to a work environment described as both productive and personally gratifying.
- Comments in this category relate to both “Work Unit Climate” with respect to how trusting and positive the environment is as well as to the “Organization Culture” and how the general “way things are done around here” maps into a high quality work environment.

#### Employees (19%)

- People were repeatedly mentioned as Goddard’s most valuable resource. Comments especially focused on describing the workforce as exceptionally bright, competent, innovative, as well as very dedicated, enthusiastic, and highly motivated.

## Summary of Open-Ended Comments

- These remarks also link strongly to the “Motivation” and “Individual Needs & Values” categories of the Burke-Litwin and predictive model. For the most part, people say that they and their colleagues are at Goddard for the right reasons and are excited to come to work each day.
- Comments about the “great people” also strongly suggest that “Individual Needs & Values” are being met at Goddard and that there is a good “Skills / Job Match” for much of the workforce.

### **What do you believe is currently not going well at Goddard?**

#### Resources and Funding (30%)

- A number of individuals believe funding levels are low and criticize shrinking budgets for technical work and areas such as information technology, travel, and training. Others pointed out the failure to sufficiently maintain facilities and critical infrastructure due to funding issues.
- Respondents also expressed the need to better allocate and maximize the limited resources that are available.
- Several feel that there are not enough employees to support the workload, which has resulted in a workforce that is stretched thin and overworked, thereby also jeopardizing work-life balance.
- Some acknowledged that budget and funding amounts are connected to the “External Environment” and are, therefore, not easily controllable. However, many suggested that Goddard is not doing enough to compete and win new work. At the same time, others suggested that energy and limited resources were sometimes wasted developing proposals for new work that was not winnable. There was some agreement that Goddard must do a better job of bringing in new work and should improve proposal processes to ensure that Goddard competes effectively against places like JPL for large, cutting-edge projects.

#### Personnel Policies (28%)

- Recruiting, hiring, and retention are insufficient to meet current and future staffing needs.
- Hiring and recruitment efforts need to be increased to better attract and retain enough of the right people and respond to staff shortages in key areas.
- Personnel policies and processes in general seen as too slow, overly bureaucratic, and failing to sustain an effective workforce.
- Other comments suggest that HR-related activities are poorly designed, under-resourced, and not adequately supported by the Center.
- Some complained that Goddard’s promotion and award/reward processes are unfair and based more on favoritism, friendships, politics, and diversity quotas, rather than performance and merit.
- Comments here refer to certain aspects of Goddard’s “Systems” and, to a lesser extent, to “Management Practices.”

## Summary of Open-Ended Comments

### Focus on Processes/Initiatives Over Products (16%)

- Too much time is spent on procedures and initiatives, and not enough on core mission activities.
- There is too much focus on processes and administrative tasks to the detriment of creativity, innovation, science, and high-quality missions.
- Employees complained of bureaucratic obstacles, unwieldy administrative processes, management fads, and “flavor of the month” initiatives; many said they were overburdened with trivial tasks.
- These comments suggest a disconnect between “Mission and Strategy,” which is largely praised, and the “Structure” and “Systems” that are perceived as not adequately enabling and supporting mission accomplishment.

### Too Much Outsourcing, Not Enough In-House Capabilities (16%)

- The outsourcing of many in-house capabilities has negatively affected Goddard, both financially and with respect to morale.
- Many said that new competitive outsourcing requirements and replacement of civil servants with contractors have not provided cost savings nor have they improved efficiency.
- There is concern about the loss of in-house technical knowledge, which will diminish further with the retirement of employees.
- Respondents believe that processes should be put in place to preserve intellectual capital and maintain expertise, both by hiring bright young “fresh outs” with new ideas and by making a concerted effort to capture, maintain, and leverage organizational knowledge.

## **If you could change anything you wanted to at Goddard, what would it be?**

### Personnel Policies (32%)

- The top vote-getter for what to change was promotions, performance evaluation, and performance management.
- Many complained that promotions are driven by seniority, friendships, and/or politics rather than performance and merit.
- Some commented that it is “too hard” to hire and promote people due to lack of permission to hire or promote and to rules and administrative procedures that make hiring and promotion processes long and bureaucracy-laden.
- Others mentioned inadequate rewards for top performers, low salary and benefits, and the need to provide better career planning and development.
- Employees should be evaluated more fairly and management should take a greater interest in promoting people and distributing awards based on merit, not on seniority, quotas, past behaviors or personal networks.

## Summary of Open-Ended Comments

- Several people wanted increased accountability for day-to-day performance, and a few specifically mentioned removing “deadweight” and/or more effectively dealing with employees who do not meet performance standards. They were talking about a perceived gap between the high-performing individuals that characterize most of Goddard’s workforce and the mediocre performers who stand out because they do not meet the high standards of most employees. Several people commented on the fact that low performance among individual contributors is often ignored and almost never handled appropriately by managers and supervisors.

### Resources and Funding (20%)

- There was a widespread desire for higher levels of financial and human resources. Several highlighted a need for more resources to keep up with their increasingly heavy workloads.
- Several said that current resources could be managed effectively. Some said resources should be redistributed to focus on critical mission priorities; others want more clerical or other support to alleviate administrative burdens or otherwise enhance the support provided to those conducting mission work.
- Some requested more effective project management and mission support activities and a better allocation of limited dollars to help maximize resource utilization to achieve mission goals.
- Related suggestions included giving more control over resources to projects, the need to improve budgeting processes (to manage resources better), and the need to improve proposal process (to help get more funding).

### Structure and Streamlining (16%)

- Employees said that current organizational structures and work processes are not effective and could be changed to improve efficiency, flexibility and responsiveness.
- Other suggestions included removing excess layers of management, responding to matrix issues, and streamlining and standardizing various processes and procedures that are slow, cumbersome, and unnecessarily complicated, especially in procurement.
- Employees suggested various ways of altering Goddard’s organizational structure, including the specific citation of Code 500, and the need to make this organization smaller and reduce confusion caused by matrixing, as well as organization structure-related problems with the “Greenbelt-Wallops” relationship.
- When viewing respondents’ comments in conjunction with the predictive model presented in the Executive Summary, “Structure” can be seen as an influential factor affecting organizational performance. The model suggests that making a change in “Structure” will increase the likelihood of making a change in performance. It should be noted that the Structure category of the Burke-Litwin model covers more than the formal organization chart; other issues of organizational design – such as job design, roles and responsibilities, and decision authorities – are also part of this dimension. Thus, organizational design can be improved without resorting to major reorganization and restructuring.

## Summary of Open-Ended Comments

### Leadership and Management (15%)

- Respondents want improved Center leadership, particularly from the more senior ranks of Goddard. They specifically mentioned refining and articulating the Center's long-term strategy, effectively communicating ideas, and making better and faster decisions.
- Employees feel the need for more direction from the top for strategic planning and the establishment of a strong vision for the future, and believe the Center leaders should be more accessible in receiving input on these matters, but also more assertive in implementing strategies once decisions are made.
- A smaller group mentioned problems with the leadership and management practices of lower-level managers.
- These comments suggest room for improvement in the "Leadership" and "Management Practices" dimensions of the Burke-Litwin model. However, the summary scores on these dimensions indicate, and these comments corroborate, that Leadership (a transformational factor) is in greater need of improvement than is Management Practices (a transactional factor). Note also that Leadership was one of the factors highlighted by the predictive model as most strongly related to overall individual and organizational performance at Goddard, suggesting that improvements in leadership effectiveness will result in relatively greater increases in Center performance.

### Facilities and Infrastructure (15%)

- Maintain Goddard facilities by modernizing buildings, maintaining and upgrading infrastructure, and sustaining adequate levels of onsite services.



# **Appendix A**

# **Item Distribution**

## Item Distribution for Goddard Overall

	GSFC
<b>External Environment</b>	3.63
<b>Mission &amp; Strategy</b>	3.46
<b>Organization Culture</b>	3.55
<b>Leadership</b>	3.34
<b>Management Practices</b>	3.85
<b>Structure</b>	3.33
<b>Systems</b>	3.18
<b>Work Unit Climate</b>	3.76
<b>Skills / Job Match</b>	3.85
<b>Motivation</b>	4.07
<b>Individual Needs &amp; Values</b>	3.71
<b>Performance</b>	3.54

		P1	P2	P3	P4	P5	dk/na	Means
<b>External Environment</b>	Changes in federal program and budget priorities.	A1	0.5%	1.3%	14.8%	38.2%	39.4%	4.22
	Changes in NASA's vision, mission, goals and strategies.	A2	1.5%	5.1%	29.8%	34.3%	22.7%	3.77
	The need to meet changing customer needs.	A3	3.2%	9.5%	35.6%	32.6%	12.6%	3.45
	New opportunities in science, engineering, and technology.	A4	3.3%	8.4%	36.4%	30.3%	11.9%	3.43
	Economic, social, political, or other changes outside of the federal government.	A5	5.7%	13.8%	36.7%	20.5%	13.0%	3.24
<b>Mission &amp; Strategy</b>	Understanding and protecting our home planet.	B1	1.3%	3.4%	17.1%	41.0%	31.0%	4.03
	Exploring the universe and searching for life.	B2	1.4%	4.2%	19.4%	38.8%	29.5%	3.97
	Inspiring the next generation of explorers.	B3	2.1%	8.7%	27.0%	34.7%	20.7%	3.68
	Enabling discovery through leadership in Earth and space sciences.	B4	0.7%	2.3%	15.8%	40.5%	33.6%	4.12
	Serving the scientific community, inspiring the Nation, fostering education, and stimulating economic growth.	B5	1.0%	5.4%	23.8%	39.4%	24.5%	3.86
	Developing new technologies to enable the next generation of scientific measurements.	B6	1.0%	3.9%	19.4%	43.0%	26.5%	3.96
	Integrating outreach and education into the Center's core mission responsibilities.	B7	1.8%	11.0%	33.8%	30.9%	15.9%	3.51
	Providing the leadership to implement the goals of NASA's space and Earth sciences programs.	B8	1.8%	6.1%	30.0%	37.6%	14.8%	3.64
	Focusing on work that uses Goddard's unique capabilities to support the Nation's science and technology goals.	B9	1.5%	5.7%	27.7%	41.8%	13.9%	3.67
	Making innovation a part of all that we do.	B10	3.9%	11.6%	37.4%	30.2%	9.8%	3.33
	Fostering an environment that encourages the interchange of creative ideas with communities outside Goddard.	B11	3.1%	10.7%	35.6%	32.0%	9.3%	3.37
	Partnering with commercial, educational, other government, and international organizations to achieve NASA's goals.	B12	2.1%	7.3%	30.7%	38.5%	14.8%	3.61
	Recruiting and sustaining a vital and effective workforce.	B13	13.6%	25.2%	33.8%	16.2%	5.4%	2.73
Systematically and continuously improving the Center's work processes.	B14	7.4%	21.1%	40.0%	19.8%	4.8%	2.93	
Assuring that the Center sustains world class science and cutting-edge technical work for the future.	B15	5.0%	13.9%	33.9%	29.6%	8.1%	3.24	
Maintaining sufficient in-house work to sustain the Center's technical competencies.	B16	9.0%	18.3%	32.5%	24.4%	6.1%	3.00	
Are employees clear about the Agency's direction, including its mission and strategies for accomplishing its mission.	B17	4.4%	14.6%	44.7%	24.8%	5.7%	3.14	
Are employees clear about the Center's direction including its mission and strategies.	B18	5.1%	14.9%	41.4%	27.6%	5.7%	3.15	

		P1	P2	P3	P4	P5	dk/na	Means	
<b>Organization Culture</b>	Do your Directorate's plans clearly convey how you can contribute to realizing Goddard's mission, strategies, and goals.	B19	6.8%	15.4%	34.3%	27.2%	10.1%	6.2%	3.20
	Do you believe that full cost management is forcing us to prioritize and more strategically manage Center resources.	B20	14.1%	16.3%	22.1%	20.3%	12.1%	15.1%	3.00
	Do employees believe that Wallops has a relevant, sustainable mission.	B21	2.8%	3.0%	11.0%	9.7%	6.0%	67.6%	3.40
	Employees are treated fairly and equitably.	C1	4.8%	7.0%	29.2%	41.7%	15.0%	2.3%	3.56
	Employees take the initiatives and actions necessary to make successful change happen.	C2	2.4%	9.7%	44.6%	32.2%	7.3%	3.8%	3.34
	The Center seeks ways to ensure that knowledge and lessons learned are readily shared and available to whomever may benefit.	C3	6.1%	17.3%	39.8%	25.0%	6.9%	5.0%	3.10
	Employees feel comfortable bringing up work-related issues and concerns with their managers.	C4	5.4%	10.1%	29.8%	37.5%	13.6%	3.5%	3.45
	Employees value partnering with others outside the Center rather than "doing it all ourselves."	C5	5.9%	15.0%	39.9%	21.8%	5.6%	11.7%	3.07
	Information and knowledge are readily available to anyone who needs it.	C6	3.0%	9.8%	34.6%	37.5%	11.8%	3.4%	3.47
	Goddard provides an inclusive work environment in which all employees are able to equally participate and contribute to the Center's work.	C7	4.4%	9.1%	30.0%	37.7%	14.5%	4.3%	3.51
	AGILITY - employees are motivated and focused on anticipating the future, leading change, and adapting quickly.	C8	4.1%	12.9%	39.0%	30.1%	10.9%	3.1%	3.32
	BALANCE - employees are able to balance work life with their personal life, including health, community involvement, and other interests.	C9	3.6%	10.0%	31.3%	36.6%	16.0%	2.5%	3.53
	CREATIVITY - employees have the freedom and support of management to explore new ideas as a means for stimulating discovery and fostering innovation, which lead to more effective ways of doing work.	C10	4.2%	11.0%	31.8%	37.1%	12.2%	3.7%	3.44
	DEDICATION - employees are committed to achieving success and excellence through their individual responsibilities and their team responsibilities.	C11	1.2%	3.3%	15.6%	45.0%	32.6%	2.2%	4.07
	INTEGRITY - employees are trustworthy, fair, honest, and accountable for their own actions.	C12	1.1%	3.1%	16.2%	46.6%	30.8%	2.2%	4.05
RESPECT - employees recognize and capitalize on the diversity of the people who work in your Directorate and their ideas as a means of fulfilling your Directorate's mission.	C13	2.5%	6.0%	25.6%	39.7%	21.4%	4.9%	3.75	
SAFETY - employees regard the safety of the public, the safety of fellow employees, and their own safety as the most important factor in all decisions and actions.	C14	2.8%	5.7%	20.4%	37.9%	27.6%	5.7%	3.87	
TEAMWORK - employees recognize the importance of teamwork to your Directorate's success and seek opportunities to work on both internal and external teams.	C15	1.8%	6.1%	27.3%	42.5%	19.2%	3.1%	3.73	

	P1	P2	P3	P4	P5	dk/na	Means	
<b>Leadership</b>								
Do the Center's leaders provide the vision, guidance and leadership that will help Goddard become more successful in the future.	D1	6.4%	11.9%	35.2%	30.0%	8.7%	7.8%	3.24
Do the Center's leaders provide a clear vision of how Goddard's work contributes to achieving NASA's overall mission and strategic objectives.	D2	5.5%	12.0%	35.4%	32.0%	8.2%	6.9%	3.27
Do employees trust the Center's leaders.	D3	9.0%	12.6%	36.6%	27.6%	6.1%	8.1%	3.10
Does Center management communicate openly and honestly about expected or planned changes.	D4	6.6%	14.1%	34.3%	30.1%	7.7%	7.2%	3.20
Do the Center's leaders encourage innovation and accept the risks associated with it.	D5	8.0%	15.7%	36.4%	23.2%	4.1%	12.6%	3.00
Are the actions of the Center's leaders consistent with what they say.	D6	6.6%	9.2%	32.6%	31.6%	6.7%	13.4%	3.26
Do the Center's leaders follow through on commitments in a timely manner.	D7	4.8%	8.0%	33.7%	27.0%	5.1%	21.5%	3.25
Do the Center's leaders actively foster diversity in management positions, special assignments, and other team activities.	D8	3.1%	6.2%	19.4%	33.6%	23.1%	14.6%	3.79
Do your Directorate's leaders provide the vision, guidance and leadership that will help Goddard become more successful in the future.	D9	5.0%	9.0%	32.1%	34.5%	13.8%	5.7%	3.46
Do your Directorate's leaders provide a clear vision of how your Directorate's work contributes to achieving Goddard's overall mission and strategic objectives.	D10	4.6%	11.2%	32.3%	34.0%	13.0%	5.0%	3.42
Do employees trust the leaders of your Directorate.	D11	6.0%	7.7%	28.7%	35.6%	15.1%	7.0%	3.50
Do your Directorate's leaders communicate openly and honestly about changes that are necessary and will occur.	D12	6.5%	9.3%	30.7%	34.5%	14.1%	4.9%	3.42
Are the actions of your Directorate's leaders consistent with what they say.	D13	4.7%	7.4%	27.4%	37.6%	14.4%	8.6%	3.54
Do your Directorate's leaders make an effort to keep in personal touch with employees at your level.	D14	13.9%	16.3%	28.4%	23.4%	14.7%	3.4%	3.09
Do your Directorate's leaders encourage innovation and accept the risks associated with it.	D15	5.4%	13.0%	31.3%	30.6%	10.1%	9.6%	3.30
Do the Directorate's leaders follow through on commitments in a timely manner.	D16	4.4%	8.1%	30.2%	33.5%	10.6%	13.3%	3.44
Do your Directorate's leaders actively foster diversity in management positions, special assignments, and other team activities.	D17	4.6%	6.3%	20.2%	31.0%	26.2%	11.7%	3.77

		P1	P2	P3	P4	P5	dk/na	Means	
<b>Management Practices</b>	Establish trust and honesty in his or her relationship with you.	E1	3.2%	4.3%	13.4%	32.6%	44.0%	2.5%	4.13
	Anticipate and manage the changes necessary for your group to perform effectively.	E2	4.1%	7.1%	22.1%	35.6%	27.3%	3.8%	3.78
	Encourage innovation and accept the risks associated with it.	E3	3.9%	6.8%	22.6%	35.5%	26.4%	4.8%	3.77
	Recognize and reward exceptional performance.	E4	5.5%	7.6%	17.2%	32.9%	30.7%	6.1%	3.81
	Achieve fairness and equity in selections, promotions, awards, and assignments.	E5	6.7%	7.1%	18.0%	31.6%	28.5%	8.0%	3.74
	Hold employees accountable for their actions.	E6	3.4%	6.2%	22.0%	37.2%	24.9%	6.2%	3.79
	Provide employees with honest and timely feedback to help them improve their performance.	E7	5.4%	11.4%	24.2%	33.1%	22.3%	3.6%	3.58
	Demonstrate respect for the diversity of people and their ideas.	E8	2.5%	3.3%	14.8%	34.5%	39.9%	5.1%	4.12
	Encourage open and honest communication about problems and other work related issues.	E9	3.8%	5.6%	17.5%	32.9%	37.5%	2.8%	3.98
	Demonstrate that he or she is willing and able to deal with sensitive issues such as workplace accommodations for employees with disabilities, discrimination, harassment, and bias.	E10	3.4%	3.1%	13.2%	28.7%	35.4%	16.2%	4.07
	Encourage you to find a reasonable balance between your work and personal life.	E11	4.4%	5.3%	19.7%	31.3%	34.2%	5.1%	3.90
	Empower you to do your work as you think it should be done.	E12	3.1%	4.0%	13.8%	34.2%	42.3%	2.6%	4.11
	Provide you with assignments that promote your career development.	E13	7.6%	7.7%	21.8%	29.2%	29.3%	4.4%	3.68
	Support employees in using various workplace flexibilities, e.g., alternative work schedules, telecommuting, etc., that the Center offers.	E14	3.7%	5.1%	15.9%	30.7%	37.9%	6.8%	4.01
	Encourage others to communicate critical information, whether good or bad.	E15	3.3%	4.9%	19.4%	34.6%	32.0%	5.8%	3.92
	Work with you to identify training that will enhance your work performance and career development.	E16	9.5%	10.2%	27.0%	27.4%	22.2%	3.8%	3.44
With respect to how the Center defines a successful supervisor, what do you see as the balance between achieving results and demonstrating concern for employee needs (e.g., career development, telecommuting, flextime, etc.)?	E17	5.1%	19.7%	56.1%	6.6%	1.5%	11.0%		
Is Goddard organized to effectively perform its mission.	F1	3.9%	7.6%	32.5%	36.6%	7.8%	11.6%	3.42	
Does Goddard's organizational structure align with the processes and procedures that we use to do our work.	F2	3.1%	9.0%	32.6%	35.8%	7.0%	12.5%	3.39	
Does the organizational structure of the Center facilitate assignment of work, allocation of resources, and accountability.	F3	5.2%	12.0%	35.4%	29.6%	5.4%	12.5%	3.20	
<b>Structure</b>									

		P1	P2	P3	P4	P5	dk/na	Means	
	Are you informed about strategic issues affecting Goddard as a whole.	G1	6.1%	15.8%	43.1%	23.3%	7.8%	3.9%	3.11
	Are you informed about issues affecting your Directorate.	G2	5.5%	14.2%	38.2%	28.7%	9.8%	3.6%	3.24
	Are you informed about issues affecting you and your job.	G3	4.5%	8.4%	31.9%	37.3%	15.4%	2.5%	3.52
	Are employees in your directorate systematically involved in developing plans and initiatives to fulfill your organization's objectives.	G4	7.4%	14.5%	32.0%	26.1%	7.4%	12.7%	3.13
	Do you understand how resource decisions that affect your work are made.	G5	13.0%	19.5%	31.0%	19.5%	9.4%	7.6%	2.92
	Are the systems for managing the Center's mission responsibilities in science, program/project management, and technology efficient and effective.	G6	4.3%	12.1%	32.8%	23.1%	4.3%	23.4%	3.14
	Are you easily able to get the business information you need to do your job.	G7	3.3%	9.9%	32.1%	36.9%	12.4%	5.4%	3.48
	Are Goddard's business systems efficient and effective.	G8	8.0%	16.7%	36.8%	20.7%	3.6%	14.2%	2.94
	Are there systems and processes in place for effectively capturing and sharing knowledge that will help you do your job.	G9	7.7%	16.6%	39.3%	23.8%	4.5%	8.1%	3.01
	Does the Center currently have the right benefits (e.g., salary, leave, health, etc.) necessary to attract and retain the very best people for each job.	G10	11.7%	18.8%	31.6%	24.8%	7.8%	5.4%	2.98
	Do you have full access to Center opportunities for advancement, awards, and professional development.	G11	6.6%	10.0%	24.8%	36.2%	17.3%	5.0%	3.50
	Do you believe the Center's promotion processes provide employees a clear understanding of what they must do to be considered for promotion and a clear understanding of the process by which promotion decisions are made.	G12	13.3%	15.3%	30.9%	25.3%	10.0%	5.3%	3.04
	Have Equal Opportunity and Affirmative Action helped the Center create a workforce that is increasingly representative of the nation's workforce.	G13	6.3%	7.3%	26.1%	26.6%	12.0%	21.8%	3.39
	Do you believe that an Individual Development Plan would be beneficial to you in developing your skills and career.	G14	19.5%	18.4%	26.4%	18.5%	10.0%	7.2%	2.80
	Do Goddard Honor Awards provide appropriate recognition for exceptional individual and team accomplishments.	G15	7.9%	12.1%	32.1%	28.0%	8.4%	11.5%	3.19
	Are cash awards in your organization given fairly and equitably for outstanding individual and team performance.	G16	10.7%	8.8%	18.1%	29.5%	12.4%	20.5%	3.30
	Do you believe that your professional development has or would benefit from a mentor relationship.	G17	18.3%	13.3%	22.5%	22.1%	15.8%	8.0%	3.04
	Are the Center's human resources processes (e.g., job competitions, promotions, awards, classification, training) fair and equitable.	G18	10.5%	11.3%	30.3%	27.5%	8.1%	12.3%	3.13

### Systems

		P1	P2	P3	P4	P5	dk/na	Means	
<b>Work Unit Climate</b>	Is the safety and security of the Agency's and Center's resources, e.g., spacecraft, instruments, facilities, data, as well as employee and public safety, considered in all decisions and actions.	G19	1.7%	5.1%	18.8%	43.0%	18.2%	13.3%	3.82
	Have the Center's actions related to diversity helped to create a more inclusive work environment.	G20	6.7%	9.0%	27.6%	27.7%	12.0%	17.1%	3.35
	Is there trust and mutual respect between your work group and other work groups within the Center.	H1	2.8%	6.5%	29.3%	40.3%	16.4%	4.6%	3.64
	Are members of your work group clear about what is expected of them: their responsibilities, roles and goals.	H2	1.9%	5.0%	20.4%	47.8%	21.5%	3.4%	3.85
	Are members of your work group involved in making decisions that directly affect them and their work.	H3	3.5%	7.0%	26.5%	42.8%	15.7%	4.4%	3.63
	Is the expression of diverse views and opinions encouraged and appreciated in your work unit.	H4	3.6%	5.7%	20.2%	42.1%	23.0%	5.3%	3.79
	Do work group members cooperate and support each other in accomplishing their work.	H5	1.1%	5.5%	19.2%	45.3%	25.7%	3.2%	3.92
	Do work group members value gender, racial, and ethnic diversity.	H6	3.6%	3.8%	19.8%	36.1%	24.1%	12.5%	3.84
	Do work group members recognize each other for doing good work.	H7	2.1%	5.8%	23.7%	41.2%	23.3%	3.8%	3.81
Do work group members hold each other to the highest possible work and ethical standards.	H8	1.8%	5.4%	23.4%	41.3%	22.8%	5.3%	3.82	
<b>Skills / Job Match</b>	Is my work group successfully adapting to the changes affecting our responsibilities and work.	H9	1.9%	5.0%	29.1%	41.4%	14.9%	7.7%	3.68
	Do you believe you currently have the skills and abilities to perform your work.	I1	0.2%	1.1%	8.0%	44.6%	44.6%	1.5%	4.34
	Do you believe that your expertise, skills and abilities are valued and fully utilized.	I2	4.8%	7.7%	23.6%	38.3%	23.7%	1.8%	3.70
	Do you feel that what you do adds value to the products and services of your organization.	I3	1.3%	2.1%	11.8%	44.7%	38.5%	1.7%	4.19
	Have you been provided with training and development opportunities over the course of the last 2 years to enhance your skills and abilities so that you can more effectively perform your work.	I4	6.1%	7.0%	21.2%	34.0%	29.3%	2.4%	3.75
	Is your work and the skills required to perform this work changing.	I5	4.4%	11.0%	38.7%	26.4%	16.8%	2.8%	3.41
	Are there resources (peers, supervisors and management, information systems, etc.) available to help you address work-related actions and issues.	I6	2.5%	6.4%	27.0%	40.8%	20.5%	2.8%	3.72

		P1	P2	P3	P4	P5	dk/na	Means	
<b>Motivation</b>	Is your work personally rewarding.	J1	3.7%	4.4%	19.8%	39.3%	31.0%	1.8%	3.91
	Are you motivated to reach higher levels and standards of performance in your work.	J2	3.1%	4.8%	18.2%	37.6%	34.3%	2.1%	3.97
	Do you feel that you make a significant contribution to the Center's success.	J3	3.6%	4.3%	22.0%	37.9%	30.3%	2.0%	3.89
	Do you think that the work at Goddard is challenging and stimulating to employees.	J4	1.5%	1.8%	16.6%	42.7%	34.3%	3.2%	4.10
	Are you proud to work for Goddard Space Flight Center.	J5	1.1%	1.7%	7.7%	27.7%	60.1%	1.8%	4.47
<b>Individual Needs &amp; Values</b>	Do you feel you maintain a healthy balance between work and personal life.	K1	3.5%	7.8%	24.4%	43.1%	19.3%	1.8%	3.68
	Do you feel you are a valued employee at Goddard.	K2	5.0%	7.0%	27.3%	37.7%	20.8%	2.2%	3.64
	Do you feel secure about your employment at Goddard.	K3	2.9%	3.7%	16.6%	40.5%	33.8%	2.5%	4.01
	Do you feel free to conduct your work in the way you think it should be done.	K4	1.8%	4.5%	16.9%	47.0%	28.0%	1.8%	3.97
	Do you feel adequately recognized and compensated for your work.	K5	7.4%	11.5%	28.4%	35.4%	15.2%	2.0%	3.40
	Do you understand the distinctions the Center has made between "diversity" and "Equal Opportunity and Affirmative Action."	K6	12.5%	8.6%	19.3%	23.6%	22.6%	13.4%	3.41
	Does the Center provide a training program that is beneficial and significant to your career objectives.	K7	5.8%	9.2%	27.9%	33.8%	17.5%	5.8%	3.51
	Do you believe you are able to satisfy your career objectives with NASA/Goddard.	K8	3.9%	5.0%	20.2%	41.0%	26.4%	3.4%	3.84
	Do you feel that you are a full, equal member of the Goddard community.	K9	5.0%	8.7%	22.7%	37.4%	23.8%	2.5%	3.68
	Are the requirements of your work and the work environment of Goddard consistent with your personal values.	K10	1.2%	3.3%	19.1%	48.3%	25.5%	2.6%	3.96
	Does Goddard provide a safe work environment.	K11	0.8%	0.6%	3.9%	22.1%	23.7%	48.9%	4.32
	Does Goddard provide competitive quality of work-life benefits and services.	K12	1.4%	2.5%	11.6%	22.1%	11.9%	50.5%	3.82



# Appendix B

## Open-Ended Comments in Detail

<u>Approach to Comment Analysis</u>	<u>B2</u>
<u>Q1. What do you believe is currently going very well at Goddard?</u>	<u>B4</u>
<u>Q2. What do you believe is currently not going well at Goddard?</u>	<u>B9</u>
<u>Q3. If you could change anything you wanted to at Goddard, what would it be?</u>	<u>B14</u>

## Open-Ended Comment Analysis

Comments serve to augment and enrich the quantitative survey results. Although it is more difficult to compare and analyze comments because each one is unique, their distinctiveness is also their strength. Comments more accurately convey the rich diversity of employees' perceptions, opinions, and experiences.

This section contains our analysis of survey responses to the open-ended comments portion of the 2002 Goddard Culture Survey (Q1, Q2, and Q3). Of the 1,305 individuals who participated in the survey, 805 respondents answered at least one write-in question (668 people responded to Q1, 713 to Q2, and 663 answered Q3). Of the 805 individuals who provided an open-ended comment, 406 used the paper version and 399 responded electronically. 537 people answered all three questions.

### Approach to Comment Analysis

IBM consultants read every response to each of the three separate questions and sorted them according to common themes. In many cases, the full response to a question included several distinct answers or “comments.” (Overall, each full response contained an average of 1.5 separate comments by question and 3.9 separate comments across all three questions.) Each comment was categorized into a very specific category or “sub-theme.” These detail-level categories were then grouped into overarching categories, that serve as the primary “themes” around which this section is organized.

Frequencies for each theme and sub-theme were determined by calculating the number of respondents and percentages for each question. For any given theme or sub-theme, the frequencies indicate how many (and what percentage of) people said one or more things that mapped to that theme or sub-theme.

**When reviewing response frequencies in this section, please take note of the following:**

- 1) There is a difference between the number of respondents (i.e., people) and the number of comments (i.e., answers) because each question often received more than one answer from the same person.**
- 2) For each *full response* to a question, distinct answers were identified and the text was divided into a series of separate *comments*. Full responses translated into anywhere from one to 19 comments across all three questions and as many as nine comments for one question. Comments were then sorted into thematic categories.**
- 3) In many cases, a comment fell into more than one theme or sub-theme.**
  - ***Example:*** Suppose that one answer to the “What is going well” question (Q1) was that “Leaders are very effective because they communicate important information to the Center clearly and frequently.” If two of the themes were Leadership and Communication, this comment would be mapped to both of them. This was just a hypothetical example, but it illustrates why certain comments might be categorized into multiple themes.

## Open-Ended Comment Analysis

- 4) **The number of respondents mapped to a theme or sub-theme represents the number of people who made one or more comments associated with that category. Therefore the number of respondents for each category will not add up to the total number of respondents.**
- **Example:** Imagine a survey of just three people and only two themes, Leadership and Communication. If the first response had one answer that related to Leadership, the second had two answers, one for Leadership and the other for Communication, and the third response had one answer but it mapped to both themes, then Leadership would be associated with 3 respondents and Communication would be associated with 2 respondents. Adding 3 and 2 to get 5 is a meaningless total. Instead, consider that 3 out of 3 people said something about leadership, and 2 out of 3 people said something about communication.
  - **Interpreting percentages:** For the reasons just stated, the theme and sub-theme percentages will not add up to 100%. The numerator is calculated based on how many people made one or more comments related to that category. The denominator is the total number of people who answered the question. So when you read the percentage for a category, it represents the percent of all the people who answered at least one comment in that question in that category.
- 5) **Adding the number of respondents across all sub-themes within a theme will not necessarily give you the total number of respondents for that theme, because different answers provided by the same person, or in some cases the very same comment, often mapped to multiple sub-themes within the same theme.**

The following pages provide, for each of the three open-ended questions, an **executive summary** and a list of **theme and sub-theme frequencies** (respondents and percentages) for the most prevalent themes and sub-themes.

## Open-Ended Comment Analysis

### Q1. What do you believe is currently going very well at Goddard?

#### Executive Summary

In general, respondents had several positive remarks concerning what is currently going very well at Goddard. The following themes represent the most frequent categories for comments to this question.

	<b>Theme</b>	<b>Description</b>	<b># Resp</b>	<b>Total</b>	<b>Percent</b>
1.	Science, Research, and Mission Success	Renowned science, technology, research and successful missions that are a source of meaningful and high quality work.	244	668	36.5%
2.	Work Environment	Facility and infrastructure benefits, supportive and exciting atmosphere, and flexible work options that provide an excellent work setting and high quality of work life.	160	668	24.0%
3.	Employees	Great people and their strong knowledge, skills, abilities, and motivation.	129	668	19.3%
4.	Employee Hiring, Development, and Promotion Processes	Various HR and employee development processes including awards, rewards, recognition, promotion, training, and career development.	112	668	16.8%
5.	Leadership, Management, and Concern for Employees	Effective leadership and management including strategic planning/mission, good supervisor-employee relations, and a general concern for employees' well being.	82	668	12.3%
6.	Resources, Funding, and Administrative/ Program Support	Various resources and activities that support and sustain missions and provide a steady flow of work through effective project management and competition for funds.	79	668	11.8%

Above all, employees most often mentioned topics in the category of world-class “science, research, and mission success.” Respondents’ comments ranged from praising Goddard’s second-to-none science excellence and exciting, challenging, and inherently interesting and meaningful work to specific mission successes such as the Hubble Space Telescope and the Earth Observing Data Information System. Some applauded advances in the areas of Earth and space science and instrument development, while others highlighted the fact that great work continues to dominate despite various impediments. In addition, employees cited the Center’s encouragement of innovation and creativity and stated that the Director’s Discretionary Fund is beneficial for strengthening various research and development efforts. Overall, the fact that people perceive the areas of Earth and space science and technology as going well is quite encouraging since Goddard is in business to be a leader in these areas.

## Open-Ended Comment Analysis

People at Goddard also had glowing remarks about their work environment. In particular, several are happy about the flexibility and freedom they have with respect to alternative work schedules such as telecommuting, and find the Center's emphasis on balancing work and home life a definite plus. Others are drawn to the excitement and spirit of innovation and intellectual stimulation that permeate the campuses as well as the friendly culture that makes one feel that he or she is a part of a supportive and trusting family. Also, a number of people complimented advantages of the facilities and infrastructure, such as the health club and state of the art labs, libraries, and equipment. All in all, these comments paint Goddard as a great place to work.

Goddard's "employees" were repeatedly mentioned as one of the Center's most valuable resources. In particular, respondents cited a very dedicated, prideful, and highly motivated workforce. Comments consistently described exceptionally bright, competent, and innovative individuals with high standards who make valuable contributions to world-class science in spite of managerial and bureaucratic obstacles and budget constraints. People also like and respect one another and believe there is a strong sense of camaraderie among employees.

A number of respondents listed "employee hiring, development and promotion processes" as going well at Goddard. Specifically, several people expressed satisfaction with the Center's emphasis on career development and remarked that there is a vast array of outstanding education and training opportunities that are stimulating and helpful. Other individuals mentioned that they are happy with various aspects of hiring practices, including the ability to attract and retain highly skilled scientists and engineers. A few employees cited improvements to promotion processes and rewards/awards systems and believe that much of the progress has resulted from the recent class action settlement.

Another group mentioned that effective leadership and a responsive management group are positive aspects of Goddard. Some praised senior management's efforts at responding effectively to objectives of the Agency and the President and making progress with respect to strategic planning activities and Goddard's mission. Other comments praised great managers who truly care about their employees both professionally and personally.

People are also quite positive about a steady flow of work as well as efforts to compete for funds and ensure an adequate pipeline of opportunities to sustain the Center in the future. In addition, a number of employees are satisfied with support and project management activities that allow missions and other work to be achieved on time and within budget. Respondents believe that resources are maximized and that mission support and business management undertakings effectively enable the accomplishment of technical work.

# Open-Ended Comment Analysis

## Theme and Sub-theme Frequencies for Q1 668 respondents

	# Resp	Percent
<b>Science, Research, and Mission Success</b>	<b>244</b>	<b>36.5%</b>
World-Class Science, Technology, Research, Engineering/Accomplishments	118	17.7%
Exciting, Meaningful, Cutting-Edge, Fun and Challenging Work with Variety	68	10.2%
Mission Success (Including Safety)	49	7.3%
World-Class Science: Earth/Space Science, Instruments	44	6.6%
Encouragement of Creativity, Innovation, R&D (Including Director's Discretionary Fund)	12	1.8%
High Quality Work Despite Obstacles	8	1.2%
Mission Successes: Hubble Space Telescope (HST) Servicing, TERRA AQUA, Earth Observing System (EOS) Data Information System (DIS)	8	1.2%
<b>Work Environment</b>	<b>160</b>	<b>24.0%</b>
Flexibility and Freedom/Autonomy Including Work-Life Balance, Telecommuting, Alternative Work Schedules, and Family Friendly Environment	53	7.9%
Quality of Work Life; Great Place to Work	41	6.1%
Trusting, Supportive/Cooperative, Friendly ("Family Feel"), and Informal ("Campus-Like Atmosphere") Climate and Culture	40	6.0%
Facilities and Infrastructure Including Campus and Location	27	4.0%
Safety/Security	22	3.3%
Stimulating, Challenging, Fun, Innovative, and Intellectual Work Environment	15	2.2%
<b>Employees (Including Knowledge, Skills, Abilities, and Motivation)</b>	<b>129</b>	<b>19.3%</b>
Highly Competent, Experienced, Professional and Innovative People	62	9.3%
Motivation: Dedicated, Proudful Workforce; Job Satisfaction	55	8.2%
Great People	19	2.8%
"I Like/Respect the People"; People Work Well Together/Camaraderie	16	2.4%
Motivated Workforce in Spite of Obstacles	11	1.6%
People: Morale, Positive Attitude	7	1.0%
<b>Employee Hiring, Development, and Promotion Processes</b>	<b>112</b>	<b>16.8%</b>
Professional Development: Training and Career Development/Organizational Learning	75	11.2%
Hiring Practices/Attraction and Retention	18	2.7%
Promotion Processes Including Phase II Class Action Settlement	11	1.6%
Awards, Rewards, and Recognition	9	1.3%
OHR Support and Programs	7	1.0%
Professional Development: Mentoring	5	0.7%

# Open-Ended Comment Analysis

	# Resp	Percent
<b>Leadership, Management, and Concern for Employees</b>	<b>82</b>	<b>12.3%</b>
Leadership Practices/Center Leadership	35	5.2%
Management Practices; Concern for Employees; Supervisor-Employee Relations	29	4.3%
Vision/Mission/Strategic Planning	21	3.1%
Goddard's Concern for Employees	14	2.1%
<b>Resources, Funding, and Administrative/Program Support</b>	<b>79</b>	<b>11.8%</b>
Steady Work Flow; Competing for Funds	38	5.7%
Mission Support; Program/Project Management; Administrative Support	34	5.1%
Resource Maximization (Money and People)	9	1.3%
<b>Diversity</b>	<b>66</b>	<b>9.9%</b>
<b>External Relationships</b>	<b>53</b>	<b>7.9%</b>
Customer, Stakeholder, and Public Focus, Support, and Benefit	19	2.8%
External Associations: Education, Outreach, Publicity	13	1.9%
External Associations/Influence Including Industry, Partnerships and Political Issues	10	1.5%
External Associations: NASA HQ, Other Centers	9	1.3%
Contracting, Contractors	4	0.6%
<b>Communication and Teaming</b>	<b>44</b>	<b>6.6%</b>
Communication	25	3.7%
Teaming/Collaboration	20	3.0%
Top-Down Communication	4	0.6%
<b>Various Center Initiatives/Processes</b>	<b>36</b>	<b>5.4%</b>
Processes/Initiatives/Systems (Such as ODIN, ISO, Travel Manager and NASA/STARS)	31	4.6%
Various Initiatives: Integrated Financial Management Program (IFMP)	5	0.7%
<b>Knowledge Management/In-House Expertise</b>	<b>33</b>	<b>4.9%</b>
In-House Work/Maintaining Technical Expertise and Workforce; Knowledge Management	23	3.4%
Colloquia/Sharing of Knowledge and Experience/Knowledge Base	10	1.5%

# Open-Ended Comment Analysis

	# Resp	Percent
<b>Negative Comment/Suggestion</b>	<b>24</b>	<b>3.6%</b>
Very Little or Nothing: General Negative Comment	7	1.0%
Very Little or Nothing: Lack of and/or Poor Leadership/Management	5	0.7%
Very Little or Nothing: Suggestion	4	0.6%
Very Little or Nothing: Not Enough Communication or Teaming	4	0.6%
Very Little or Nothing: Promotion Processes; "Political Correctness"	3	0.4%
Very Little or Nothing: Resource, Funding, Costing Issues	3	0.4%
Very Little or Nothing: Too Much Bureaucracy; Focus on Process and Initiatives Instead of Products, Science, and Research	2	0.3%
<b>Change Management</b>	<b>18</b>	<b>2.7%</b>
Adapting to and Managing Change	18	2.7%
Survey Process/Survey Clarification	2	0.3%
<b>Most or Many Things/General Positive Comment</b>	<b>15</b>	<b>2.2%</b>
<b>Pay/Benefits/Job Security</b>	<b>12</b>	<b>1.8%</b>
Pay/Benefits	7	1.0%
Relative Job Security	6	0.9%
<b>Don't Know/Not Applicable</b>	<b>8</b>	<b>1.2%</b>
<b>Organization Structure, Reorganization</b>	<b>7</b>	<b>1.0%</b>

\*Percentages do not total 100% and the number of respondents and percentages of sub-themes do not add up to main theme frequencies for reasons outlined in the introduction of this section.

## Open-Ended Comment Analysis

### Q2. What do you believe is currently not going well at Goddard?

#### Executive Summary

While there have been some positive changes made since the 1999 survey, there are still areas in need of improvement, especially for the following themes:

	<b>Theme</b>	<b>Description</b>	<b># Resp</b>	<b>Total</b>	<b>Percent</b>
1.	Resources, Funding and Administrative/Program Support	Funding and budget levels are low. Project management activities need to provide a better match of resources to priorities, programs, and workload to effectively support missions and bring in new work. Also, full-cost accounting is not right for Goddard.	213	713	29.9%
2.	Personnel Policies Including Hiring, Development, and Promotion	Aspects of HR processes related to the attraction, retention, development and promotion of employees (including awards, rewards, compensation, benefits, and training) need improvement.	200	713	28.1%
3.	Focus on Process Over Product/Various Center Initiatives and Processes	Too much importance is placed on processes and initiatives and not enough value and time is given to science and research.	114	713	16.0%
4.	Outsourcing, Technical Capabilities, and Knowledge Management	There is too much outsourcing and loss of in-house technical capabilities and not enough emphasis on maintaining intellectual capital.	113	713	15.8%
5.	Leadership, Management, and Concern for Employees	Ineffective leadership and management practices and the need to establish a unified vision.	106	713	14.9%
6.	Structure and Streamlining	Current organization structure requires changes including responding to matrix issues and better accounting for Goddard's units such as Wallops and Fairmont. Various systems are inefficient and need to be updated and streamlined.	104	713	14.6%

First and foremost, “resources, funding, and administrative/program support” was the category most frequently cited in respondents’ remarks. A number of individuals believe funding levels are too low and voice dissatisfaction with shrinking budgets for technical work and areas such as information technology, travel, and training. Some also express the need to better allocate and maximize the limited resources that are available. Others cite problems with full cost accounting and describe it as potentially detrimental to missions and inappropriate for a research and development environment. In addition, several feel there are not enough employees to support the

## Open-Ended Comment Analysis

workload, which has resulted in a workforce that is stretched thin and overworked. Given that a large portion of Goddard's people are also highly motivated means that individuals often sacrifice a work-life balance; they typically work overtime to deliver a high quality project since an adequate number of human resources is lacking or not fully utilized. Another portion of comments stress that Goddard must do a better job of bringing in new work as well as improve proposal processes to ensure competing effectively against places like Jet Propulsion Laboratories for large-scale cutting edge projects. Further, respondents believe that mission support and project management activities should be improved to better meet cost and schedule commitments.

A significant number of individuals mentioned that personnel policies and processes including hiring, development, and promotion are not going well at the Center. Specifically, many believe that hiring and recruiting efforts should be increased in order to better attract and retain enough of the right people and respond to the staff shortage. According to some individuals, increasing these efforts also means raising salary and benefits to levels that are more competitive with private industry to better draw top tier professionals. In addition, respondents voiced dissatisfaction with Goddard's promotion and reward processes and mentioned that they are largely unfair and based more on favoritism, "good 'ole boy" networks, and diversity quotas rather than performance or merit.

Many respondents feel that there is too much focus at the Center on processes, administrative tasks and "flavor of the month" initiatives to the detriment of creativity, innovation, science, and high quality missions. Many of the so-called streamlining processes overburden employees and do not actually enhance efficiency. Specifically, a number of respondents do not find value in processes and initiatives such as IFMP, One NASA, and IT security efforts, and believe they have caused more hindrance than benefit.

Another set of comments indicates that the outsourcing of many in-house capabilities has negatively affected Goddard, both financially and with respect to morale. According to many, the Presidential outsourcing requirements and the replacement of several civil servants with contractors have not provided cost savings or improved efficiency. One outside contract in particular – Outsourcing the Desktop Initiative (ODIN)- was cited as a disaster and detrimental to missions. Related comments highlight concern about the loss of technical knowledge, and some feel "knowledge management" is diminishing with the retirement of employees. Also, a number of people believe processes should be put in place to preserve Goddard's intellectual capital and maintain expertise, both by hiring young people with new ideas and by making a concerted effort to maintain and archive critical organizational learnings.

Employees believe that various aspects of Center leadership and management are not going well. Specifically, a number of respondents criticized senior leadership as being risk averse and believe their practices should include better decision-making and stronger direction concerning a unified vision and strategic planning. In addition, several remarked that there are poor managers at the middle and lower levels who exhibit ineffective behaviors such as micro-management. Further, some are concerned that managers are not responsive enough to employee needs.

Issues related to structure and streamlining were also prominent in respondents' remarks. Comments ranged from complaints about cumbersome systems, such as procurement, that need

## Open-Ended Comment Analysis

streamlining, to difficulties with organization structure or reorganization. Some individuals mentioned a top-heavy organization and confusion caused by matrixed units. Others found fault with the integration of Goddard's campuses, especially Greenbelt and Wallops.

### Theme and Sub-theme Frequencies for Q2 713 respondents

	# Resp	Percent
<b>Resources, Funding, and Administrative/Program Support</b>	<b>213</b>	<b>29.9%</b>
Funding, Budget and Resource Issues Including Adequacy, Allocation, and Maximization (For Areas Such as Travel, IT, and Training)	114	16.0%
Workload-Resource Distribution; Employees Overworked, Not Enough Work-Life Balance	49	6.9%
Competing for New Work/Missions (i.e., Large-Scale, Cutting Edge, Inspiring Projects); Proposal Processes	47	6.6%
Full Cost Accounting/Cost Metrics/MPS Tax Issues	24	3.4%
Mission Support; Program/Project Management; Administrative Support	23	3.2%
<b>Personnel Policies Including Hiring, Development, and Promotion</b>	<b>200</b>	<b>28.1%</b>
Hiring and Recruitment Practices; Not Enough Hiring to Deal with Staff Shortage	76	10.7%
Promotion Processes	63	8.8%
Awards, Rewards, and Recognition	31	4.3%
Favoritism (i.e., "Good Ole Boy" Networks); Lack of Equity Especially for Hiring, Promotions, and Awards; Making People Feel Valued	28	3.9%
Pay/Benefits	19	2.7%
Career Development/Training	13	1.8%
Clerical Advancement Opportunities; Recognition/Treatment of Administrative, Secretarial Staff	13	1.8%
Benefits: Reduction in Health Unit Services	7	1.0%
Promotion Processes: Class Action Settlement	7	1.0%
OHR/Personnel Programs and Procedures	5	0.7%
Hiring and Recruitment Practices: NASA STARS (Staffing and Recruitment System)	4	0.6%

# Open-Ended Comment Analysis

# Resp Percent

## Focus on Process Over Product/Various Center Initiatives and Processes **114 16.0%**

Focus on Processes and Administrative Tasks Over Goals, Products, Science, People; Too Much Bureaucracy	65	9.1%
Various Initiatives: Integrated Financial Management Program (IFMP); Travel Manager	29	4.1%
IT Initiatives/Issues	13	1.8%
Various Initiatives: One NASA	7	1.0%
Various "Flavor of the Month" Initiatives, Fads	6	0.8%
Various Initiatives: ISO	5	0.7%
Various Initiatives: Freedom to Manage (F2M)	2	0.3%

## Outsourcing, Technical Capabilities, and Knowledge Management **113 15.8%**

Contracting, Outsourcing Issues Including Mandates and Need for More In-House Capabilities and Civil Servants Versus Contractors	50	7.0%
Knowledge Management; Need for "Fresh/New Blood" to Replace Those Retiring; Human Capital Planning	38	5.3%
Outsourcing the Desktop Initiative (ODIN)	24	3.4%
Large/Consolidated Contracts Such as Consolidated Space Operations Contract (CSOC), Wallops Institutional Consolidated Contract (WICC)	8	1.1%

## Leadership, Management, and Concern for Employees **106 14.9%**

Lack of Strong Center Leadership/Senior Management; Ineffective Leadership Practices	57	8.0%
Poor Managers, Management Practices	41	5.8%
Vision/Mission/Strategic Planning	29	4.1%

## Structure and Streamlining **104 14.6%**

Inefficient/Non User Friendly Systems, Groups, Practices; Need for Updating or Streamlining	59	8.3%
Structure, Reorganization	21	2.9%
Equity/Relationship/Integration Between Greenbelt, Wallops, and Fairmont	11	1.5%
Structure: Matrix Organization	9	1.3%
Structure: Top Heavy; Too Many Managers	7	1.0%

## Work Environment **76 10.7%**

Facility and Infrastructure Inadequacies (Including Services [i.e., Taxi, Post Office] and Office Space	47	6.6%
Security/Safety Concerns	22	3.1%
Encouragement/Support of Increased Telecommuting, Flexible Schedule Opportunities/Empowerment	12	1.7%

# Open-Ended Comment Analysis

	# Resp	Percent
<b>External Relationships and Influences</b>	<b>65</b>	<b>9.1%</b>
External Influence: NASA HQ (Including Unfunded Mandates) and Other Centers	25	3.5%
External Associations/Influence Including Industry, Partnerships and Political Issues	13	1.8%
External Associations: Publicity, Communication of Successes, PR/Marketing	11	1.5%
External Associations: Education, Outreach	7	1.0%
External Influence: Federal Activities Inventory Reform (FAIR) Act	6	0.8%
External Relationships: Customers	6	0.8%
<b>Communication and Teaming</b>	<b>60</b>	<b>8.4%</b>
Poor/Inadequate Communication	37	5.2%
Teaming or Cooperation	31	4.3%
<b>Science, Research, and Innovation</b>	<b>53</b>	<b>7.4%</b>
Focus Area for Core Competencies, Businesses, and "Product Mix"; Agreement About "Type of Work We Should Be Doing"	31	4.3%
Diminished Technical Edge, Expertise, Innovation, and Knowledge Management	27	3.8%
<b>Diversity Issues (Including Excessive or Wrong Emphasis [i.e., Quotas, Diversity Over Performance, "Reverse Discrimination"])</b>	<b>52</b>	<b>7.3%</b>
<b>Employees (Including Knowledge, Skills, Abilities, and Motivation)</b>	<b>45</b>	<b>6.3%</b>
Accountability/Dealing with Poor Performance or Non-Productive Employees	25	3.5%
Decreased Morale, Energy, Enthusiasm, Motivation	14	2.0%
Employee Skills, Experience, Education	8	1.1%
<b>Change Management</b>	<b>39</b>	<b>5.5%</b>
Adapting to and Managing Change	25	3.5%
Concern, Uncertainty About the Future	9	1.3%
Survey Process/Clarification, Suggestion	6	0.8%
<b>Very Little or Nothing (i.e., Most Things Going Well)</b>	<b>8</b>	<b>1.1%</b>
<b>Don't Know/Not Applicable</b>	<b>2</b>	<b>0.3%</b>

\*Percentages do not total 100% and the number of respondents and percentages of sub-themes do not add up to main theme frequencies for reasons outlined in the introduction of this section.

## Open-Ended Comment Analysis

### Q3. If you could change anything you wanted to at Goddard, what would it be?

#### Executive Summary

Several of the issues raised by this question relate directly to those previously discussed. The most frequent themes are as follows:

	<b>Theme</b>	<b>Description</b>	<b># Resp</b>	<b>Total</b>	<b>Percent</b>
1.	Personnel Policies Including Hiring, Development, and Promotion	Create more equity and consider true performance in areas of promotion/award processes, hiring practices, and employee development. Enhance career development and training opportunities and raise compensation and benefits levels.	212	663	32.0%
2.	Resources, Funding, and Administrative/ Program Support	Increase financial and human resources and manage them more effectively to better support missions, priorities, and workload. Enhance proposal processes and other methods for acquiring new work. Eliminate full-cost accounting.	129	663	19.5%
3.	Structure and Streamlining	Modify organizational structure, respond to matrix issues, and decrease excess layers of management. Change the Wallops-Greenbelt relationship. Better streamline and standardize processes.	106	663	16.0%
4.	Leadership, Management, and Concern for Employees	Improve leadership and management effectiveness (i.e., communication, decision-making, employee focus) and establish a clear vision.	101	663	15.2%
5.	Facilities/Work Environment	Upgrade facilities and infrastructure by modernizing buildings, improving safety and security measures, and maintaining adequate onsite services. Encourage and support more flexible work schedules and environments.	100	663	15.1%

At the top of the list are comments related to “personnel policies including hiring, development, and promotion.” In particular, respondents believe that they should be evaluated more fairly and that management should take a greater interest in promoting people and distributing awards based on merit, not on quotas, past behaviors, or personal networks. Many would also like to see increased efforts to remove “deadweight” or better discipline those employees who do not meet performance standards. In addition, some suggested enhancing various aspects of career development and training, such as job rotation and cross-discipline assignments. Further, several

## Open-Ended Comment Analysis

employees would raise salaries and benefits (including a reinstatement of yearly physicals) to levels that properly reward and recognize performance.

People are also interested in making changes with respect to resources, project management, and competition for funds and future work. Specifically, some respondents highlighted a need for a larger quantity of financial and human resources to keep up with a heavy workload. A few explicitly pointed out that such resources were warranted for science and research endeavors as well as for training, information technology, and travel related purposes. Others requested effective project management to better allocate limited dollars and maximize employees to achieve required goals without overworking individuals or causing burnout. Still others believe that Goddard should modify its proposal processes to increase the likelihood of winning substantial innovative work. Moreover, a small cluster of survey participants think the Center should not implement full cost accounting, as it would likely be disastrous to missions.

Another group of employees suggested altering Goddard's organizational structure and streamlining processes and groups such as procurement and the legal counsel office. Some specifically cited Code 500 and the need to make this organization smaller and reduce confusion caused by matrixing. Others proposed trimming Goddard's bloated bureaucracy and top-heavy structure. Also, a number of respondents mentioned changing Goddard's relationship with Wallops, either by improving relations, communications, and services between Greenbelt and Wallops, or by making Wallops a separate, independent facility.

A significant portion of comments marked the importance of improving leadership and management effectiveness. The most frequent remarks under this theme call for better managers who truly listen to their employees without micro-managing. Related statements find it necessary to implement a management development program to provide managers with important feedback mechanisms for improving crucial practices. Respondents are also interested in better Center leadership and senior management that can effectively communicate ideas and help implement them by making better and faster decisions. In addition, employees want more direction from the top concerning strategic planning and the establishment of a strong vision, and believe that a more assertive, approachable, and accessible Center Director would facilitate the process.

Finally, many expressed dissatisfaction with Goddard's facilities and voiced an urgency to modernize buildings and create additional office space with windows, decent furniture as well as consistent and comfortable temperatures. Respondents would also like their physical environment to be more presentable for employees and visitors alike, and believe it should maintain a reasonable degree of service offerings such as cafeteria selections, health club, post office, taxi service, and parking capacity. In addition, a number of survey participants believe the Center should increase its encouragement of flexible work environments like telecommuting and alternate schedules, and make such practices more accepted. Further, other comments stress the importance of improving safety and security measures on campuses.

# Open-Ended Comment Analysis

## Theme and Sub-theme Frequencies for Q3 663 respondents

	# Resp	Percent
<b>Personnel Policies Including Hiring, Development, and Promotion</b>	<b>212</b>	<b>32.0%</b>
Promotion/Performance Evaluation Processes	66	10.0%
Accountability; Discipline for Poor Performance; Remove Deadweight; Demand Excellence	46	6.9%
Career Development/Training Including Job Rotation and Cross Training Opportunities	44	6.6%
Increase Salaries, Benefits	35	5.3%
Hiring and Recruitment Practices (Including More Hiring of Young People)	34	5.1%
Awards/Rewards/Recognition Processes	28	4.2%
Create More Equity/Fairness; Eliminate Favoritism and Politics Especially for Promotions and Hiring	20	3.0%
Retirement/Separation Options, Opportunities	4	0.6%
<b>Resources, Funding and Administrative/Program Support</b>	<b>129</b>	<b>19.5%</b>
Funding/Resource/Budget Issues (Including Travel, Training and IT)	54	8.1%
Workload-Resource Distribution	27	4.1%
Mission Support, Program/Project Management; Administrative Support	26	3.9%
Enhance Processes for Ensuring Future Work; Proposal Processes	24	3.6%
Full Cost Accounting and Cost Metrics	9	1.4%
<b>Structure and Streamlining</b>	<b>106</b>	<b>16.0%</b>
Structure, Reorganization (Including Matrix Issues [Especially for Code 500])	54	8.1%
Streamline and Standardize Processes (Including Procurement)	37	5.6%
Structure: Decrease Layers of Management and Overhead	10	1.5%
Change Greenbelt-Wallops Relations; Better Define Value/Role of Wallops	9	1.4%
Restructure/Streamline Groups That Impede Work (Including Legal Counsel Office)	8	1.2%
<b>Leadership, Management, and Concern for Employees</b>	<b>101</b>	<b>15.2%</b>
Managers; Management Practices; Management Development/Feedback; Supervisor-Employee Communications; Empowerment	48	7.2%
Improve Leadership/Senior Management	38	5.7%
Establish, Communicate, and Implement a Clear Vision, Mission, and Priorities for Goddard; Strategic Planning	22	3.3%
Improved Leadership Behavior Needed from Center Director	13	2.0%

\*Percentages do not total 100% and the number of respondents and percentages of sub-themes do not add up to main theme frequencies for reasons outlined in the introduction of this section.

# Open-Ended Comment Analysis

	# Resp	Percent
<b>Facilities/Work Environment</b>	<b>100</b>	<b>15.1%</b>
Facilities and Infrastructure: Upgrades Including Building Temperature, Office Space, Cafeteria Selections and Other On-Site Services	75	11.3%
Increase Flexible Work Schedules; Telecommuting; Work-Life Balance	20	3.0%
Safety/Security	14	2.1%
Work Environment: Climate Including Dress Code and Apathy Control	4	0.6%
<b>Outsourcing, Technical Capabilities, and Knowledge Management</b>	<b>66</b>	<b>10.0%</b>
Decrease Outsourcing and Contractors; Increase Civil Servants and In-House Capabilities	28	4.2%
Knowledge Exchange; Sharing Best Practices; Knowledge Management Including Replacement of Those Retiring	20	3.0%
Remove Outsourcing the Desktop Initiative (ODIN) Contract	13	2.0%
Better Treatment of Contractors Including Hiring Some as Civil Servants	5	0.8%
<b>Focus More on Science and Research, Less on Processes and Initiatives</b>	<b>58</b>	<b>8.7%</b>
Focus More on Science and Research, Less on Procedures, Bureaucracy, Management, and Administrative Items	45	6.8%
Eliminate/Deemphasize Initiatives Such as ISO, One NASA, IV&V, and Safety	14	2.1%
Integrated Financial Management Program (IFMP)/Travel Manager - Streamline or Eliminate	5	0.8%
<b>Communication and Teaming</b>	<b>52</b>	<b>7.8%</b>
Communication	31	4.7%
Teaming and Cooperation	26	3.9%
<b>Science, Research, and Innovation</b>	<b>43</b>	<b>6.5%</b>
Focus Area(s) for Core Competencies; Priorities Concerning Portfolio/Range of Projects/Missions	32	4.8%
Increased Focus on Scientific Leadership, Innovation, Technical Excellence, Cutting-Edge Work and Risk Taking	17	2.6%
<b>External Influences and Associations</b>	<b>35</b>	<b>5.3%</b>
External Influences/Associations Including Partnerships, Alliances, and Customers	17	2.6%
External Influence: Public Awareness, Marketing, Outreach	11	1.7%
External Influence: NASA HQ	9	1.4%
<b>Diversity Issues Including Proper Emphasis</b>	<b>29</b>	<b>4.4%</b>
<b>Change Management</b>	<b>28</b>	<b>4.2%</b>
Survey Process/Clarification, Suggestion	16	2.4%
Adapting to and Managing Change	14	2.1%
<b>Very Little or Nothing (i.e., Status Quo Working Fine)</b>	<b>17</b>	<b>2.6%</b>
<b>Don't Know/Not Applicable</b>	<b>3</b>	<b>0.5%</b>

