2003 Employee Attitude Survey: Analysis of Employee Comments

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16. Abstract

The Federal Aviation Administration (FAA) distributed 48,900 Employee Attitude Surveys to its employees in September 2003; of those, 22,720 completed surveys were returned. About 38% (8,606) of the returned surveys contained typed or hand-written comments. A 33% random sample of commented surveys (2,860 surveys) across FAA lines of business and major organizations was selected for transcription and content coding. Of the total codes assigned, 12,703 (91%) were considered negative in tone, and 1,193 (9%) were positive. Comment categories (i.e., combined topics) and topics were chosen for presentation by rank-ordering codes for positive and negative comment categories/topics. The top 50% of positive comments included four categories/topics: confidence in leadership, satisfaction with job overall, commitment/loyalty to the FAA, and confidence in nonsupervisory employees. The top 50% of negative comments included 20 categories/topics. Of these, the categories/topics representing the highest proportion of negative comments were: confidence in leadership; morale; privatization/future contracting; understaffing; FAA policies, practices, and programs; encouraging hard work; management concern for employees; promotion equity; comments about the survey; and trust. The high number of negative comments included in this report should not compel the reader to conclude that employees were extremely dissatisfied overall. In fact, the quantitative reports of response frequencies to the closed-ended items on the survey revealed a variety of areas where most employees were satisfied. For a balanced view of employee feedback, consider the results from the quantitative reports along with employee comments from the survey.

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2003 EMPLOYEE ATTITUDE SURVEY ANALYSIS OF EMPLOYEE COMMENTS

INTRODUCTION

In September 2003, the Federal Aviation Administration (FAA) administered the Employee Attitude Survey (EAS) to a census of its employees. The survey included 129 items and a page for respondents to provide additional comments. A percentage of the additional comments were content coded. This report presents the content analysis for the FAA overall and examples of respondent comments.

Before describing the specifics of the content analysis, a few words of caution are warranted. While most comments were negative, there is a substantial base of literature that explains why this could be expected. According to Pratto and John (1991), people have a tendency to attend to negative information (automatic vigilance). In addition, negative information affects cognitive processing differently than non-negative information (Dijksterhuis & Aarts, 2003; Rozin & Royzman, 2001). Furthermore, research has shown that negative behavior is assigned greater weight when forming impressions (Fiske, 1980; Hamilton & Zanna, 1972). In an attempt to discern the saliency and power of negative events, Baumiester, Bratslavsky, Finkenauer, and Vohs (2001) posited that it was evolutionarily beneficial in a precarious environment for negative information to exert a greater influence. Extending this to corporate culture or socially varied organizations in general (e.g., the FAA), issues such as accountability, performance bonuses, and cliques are havens for the influence of negative information or events.

One possible avenue for employees to share this information is through an employee survey. One reason that employees provide feedback is to inform people about what is happening in their workplace. Given the influential nature of negative information and our inclination to notice such information, it would seem vital to share this information in an attempt to solicit help, cause changes, or to simply be heard—survival in an organizational environment. In addition to attending more to negative information, people are also more likely to try to find the reasons behind negative events than to understand why something positive occurred (Roese & Olson, 1997). Similarly, people are more likely to act to reduce unhappiness than they are to make someone even happier (Rozin & Royzman, 2001). Hence, action plans are generally designed to target negative areas rather than to accentuate or maintain positive areas.

Given the cognitive and social parameters around negative information, it is not surprising that the majority of comments provided on the 2003 EAS were negative. This fact should not compel the reader to conclude that employees were extremely dissatisfied overall. In fact, the quantitative reports of response frequencies to the closed-ended items on the survey revealed several areas where most employees were satisfied. For a balanced view of employee feedback, the quantitative reports should be considered in addition to employee comments from the survey (Hackworth, Cruz, Goldman, Jack, King, & Twohig, 2004).

METHOD

Sample

The EAS 2003 was mailed to 48,900 FAA employees on active pay status as of July 2003. The survey was administered by using 10 unique surveys. The core items (129) of each survey were identical; however, each survey had a unique set of organizational demographics, which were specific to each Line of Business (LOB) or major organization (MO) of the FAA. Respondents were invited to provide written comments at the end of the survey.

Returned surveys were sorted and processed by LOB or MO and further sorted by the presence or absence of comments. Surveys were then scanned into the database in sets of 10, maintaining the LOB/MO separation. Sets of surveys containing comments were numbered as they were scanned. The set numbers were used to draw a 33% random sample within each LOB or MO.

Procedure

Comment Transcription

Respondents were informed that a portion of the written comments would be transcribed, content coded, and quantified, and that summary results would be presented to FAA management. Survey recipients were also informed that identifying information would be removed; but that if the content of their comment could be used to identify them, confidentiality could not be assured. Finally, respondents were advised that transcribed comments are subject to the Freedom of Information Act (FOIA) and as such, could be made public.

The random selection of comments was transcribed to enhance readability, remove profanity, eliminate the possible identification of a respondent through handwriting,

and to remove identifying information. Information was removed if it identified the respondent, the respondent's region, division, or facility, or any other FAA employee. Removed information was replaced with a generic term for the information within brackets (e.g., [profanity], [region], or [facility]). Sanitation of the comments was necessary to protect survey respondent anonymity.

Coding Procedure

Coding Scheme Development. The comment coding scheme used for the 2000 EAS (King, Broach, Jack, & Thompson, 2001) served as the foundation from which to build the coding scheme for the 2003 EAS comments. Areas of interest new to the agency since 2000 were incorporated into the coding scheme, and areas that were not utilized fully in 2000 were eliminated. In addition, topics that were not reflected in the content of the 2003 survey were added to the coding scheme based on the comments provided by employees. The 2003 comment codes were organized into the following three major areas based on the reporting structure of the 2003 quantitative data.

Part I. Indicators of Satisfaction. Comments about topics related to overall quality of work life and job satisfaction, satisfaction with compensation, and organizational commitment.

Part II. Management and Work Environment. Comments about topics related to performance management, performance focus, workplace resources, leadership, communication, conflict management, and Model Work Environment (MWE).

Part III. Other Issues of Concern. Comments about areas of concern for survey respondents that were not specifically addressed by the EAS 2003 and that do not fit into construct areas included in the survey (e.g., FAA policies and practices, management and union relations, and comments about the survey).

Comments were coded by topic and affectivity (i.e., positive or negative). Each topic area was assigned a unique code. In addition, positive comments were assigned the letter "P" to the end of the code to distinguish positive and negative comment content. Overall, there were 237 negative codes and 215 positive codes. The final coding scheme is presented in Appendix A.

Comments were coded to the finest possible level. For example, respondent comments about trust were coded as to whether the comments regarded trust in the FAA in general, trust in a level of management (i.e., the Administrator or top management, regional, facility/division, unspecified level of management, or supervisors), or trust in nonsupervisory employees.

Coder Training. A coding team was trained using the coding scheme and sets of returned surveys containing comments. First, the team was provided with examples of

comments representing each code topic, and these were discussed in detail. Second, the team coded 5 sets of 10 commented surveys as a group and discussed the assigned codes. To ensure inter-coder consistency, team members were provided with 5 additional sets of 10 commented surveys to code individually. Then the team reconciled discrepancies as a group by discussing team members' codes and arrived at a consensus about which codes were appropriate for each comment. This process was repeated twice, such that each team member individually coded 150 surveys. Codes for all 150 surveys were discussed and reconciled as a group.

Comment Coding. A random sample of sets of 10 surveys containing respondent comments within each LOB or MO was selected for transcription and content coding. The randomly selected sets were randomly assigned to two coders from the team. Coders independently read and coded the comments in their assigned sets by underlining sections of comments deemed codable and writing the code above the underlined section. A team of three lead coders with coding experience from previous EAS 2000 administration discussed the code assignments and resolved discrepancies.

Coding Examples. Employee comments varied greatly in length and complexity. A comment may have consisted of a very short sentence fragment or a number of pages of complex paragraphs. Given the length of some respondents' comments, the number of codes used for a single survey's comments ranged from 1 to 32 with a mean of 4.4 codes per comment-coded survey. The code for any given topic was assigned to a survey only once, regardless of how many times the employee may have mentioned that topic. For example, a survey might have contained four separate negative comments relating to morale; however, that survey would be assigned only one code representing a negative comment about morale. An example of a coded comment follows:

> —*We have low staffing; no training, poor communications on changes in policies, morale is down FAA wide.*

This example received four codes. The first part of the statement, "We have low staffing," was assigned the code for understaffed (code 343). The second part, "no training," was coded 381 for negative training opportunity timeliness/availability. The third code assigned was a 4 representing negative general downward communication. When the respondent did not specify a level of management, a general code was assigned. If the respondent had referenced a specific level of management, for example, the Administrator or top or senior management, this section of the comment would have been assigned a code of 4.1. The number following the decimal

represents the level of management. When no management level was specified, the comment was assigned a general code (i.e., no decimal). Finally, the last section of the example comment was coded negative morale, 120. If any portion of the comment had contained a positive statement, a "P" would have been added to the end of the code to represent a positive statement. For example, if respondents commented that they were provided with ample training opportunities, their statement would have been coded 381P.

Quantitative Analysis

The final step in the process was the quantitative analysis of the coded comments. The comments were analyzed at the survey level by counting the number of surveys with comments for each topic code. This provided the finest grain analysis for each topic code. In addition, topic codes were grouped into categories where appropriate (i.e., where multiple topics were related to a single general category) for the purpose of determining the overall frequency of positive and negative categories. Some topics did not fit into broader categories and remained stand-alone comment topics. Surveys containing more than one topic code within a single category were counted only once toward that particular category so as not to inflate the category count. Therefore, within a category, an individual may have contributed to numerous topic code counts, but would only contribute to the overall category count once. As with a "mark all that apply" question, topic code counts will not necessarily add up to the category count.

Comment categories and topics were rank-ordered by frequency. This was done separately for positive and negative comment categories/topics. The top 50% of both positive and negative categories or single topics were selected for presentation in this document. This resulted in 4 positive comment categories/topics and 20 negative comment categories/topics. The frequencies for the individual topics within a category will also be presented. For the purpose of organizing the information presented in this report, frequencies representing categories are presented inside parentheses in Tables 2-13. In addition, each category and the topics that make up each category were assigned unique letter identifiers that are presented as subscripts to the frequency values. For example, the privatization/future contracting category shown in Table 4 was assigned the subscript letter "a." This category's topics included: general comments about privatization/future contracting, privatization/contracting impact on job security, impact on retirement, and impact on earnings. Each topic was also assigned the subscript letter "a."

RESULTS

Coding Sample

Of the 48,900 surveys distributed, FAA employees returned 22,873 surveys. A small number of employees (153) returned blank or shredded surveys, leaving 22,720 completed surveys. About 38% (8,606) of the returned surveys (including blanks) contained typed or hand-written comments. Blank surveys were processed and scanned into the database to ensure a more accurate account of returned surveys and to provide commented blank surveys an opportunity to be included in the random sample for transcription and coding.

In some cases, commented surveys included attachments such as E-mail messages, bulletins, and other supporting documentation. In all cases, commented surveys selected for transcription were transcribed verbatim, omitting profanity and identifying information; however, attachments were not transcribed or coded as part of the comment. Additionally, a small number of comments requested some action such as forwarding of comments to another party or a request to contact the respondent to discuss comments. These requests could not be met due to the anonymous nature of the survey and comments.

A 33% random sample of commented surveys (2,860 surveys) across LOBs and MOs, or about 13% of all returned surveys, was selected for transcription and content coding. Table 1 presents the number of surveys returned, the number of commented surveys, and the number of surveys selected for transcription and coding for each LOB or MO and for the FAA overall. Table 1 also shows that AAT, the FAA's largest organization, provided comments at a higher rate than the other organizations, with 49% of their returned surveys containing comments. Although this report summarizes the results of the comment content coding analysis for the FAA overall, it is important to note that the size of the AAT organization, combined with the greater number of commented surveys provided by AAT respondents, influenced the results of the analysis.

Summary Frequencies

As mentioned previously, each survey may have had 1 to 32 codes assigned, based on the content of the comment. A code for any given topic was assigned only once per survey. For the FAA overall, 2,860 surveys were content-coded, yielding 13,896 individual codes. Of the total codes assigned, 12,703 (91%) were considered negative, and 1,193 (9%) were positive. These rates were identical to those of the 2000 survey. A summary count of all assigned codes by topic is presented in Appendix B.

This report focuses on the topic and category (i.e., grouped topic) codes with the highest frequency of occurrence for both the negative and positive comments. The most frequently coded positive comment categories/topics are presented in Table 2, followed by the most frequently coded negative comment categories/topics in Table 3. These represented the top 50% positive and top 50% negative comment categories/topics. Each of the top positive and negative comment categories/topics is discussed and examples of comments provided. In addition, within an area of interest represented by at least one top positive or negative category/topic, some topics not among the top 50% are also presented. Frequencies representing categories (grouped topics) in the tables are presented in parentheses. In addition, both the frequencies for the category and the topics that make up the category are presented with a subscript letter identifier. Additional examples of the top positive and negative comments for the FAA overall are provided in Appendices C and D, respectively.

Part I. Indicators of Satisfaction

Indicators of satisfaction included the areas of quality of work life, compensation satisfaction, and organizational commitment. Each of the three areas contained categories/topics with sufficient numbers to be included in either the top 50% of positive or negative comments for the FAA overall. In fact, 2 of the top 4 positive and 4 of the top 20 negative categories/topics were from these areas. These categories/topics, as well as some related topics, are presented and discussed in the following section.

Quality of Work Life

Quality of work life (QOWL) included comments regarding overall job satisfaction, morale, work site, work schedules, job security, privatization, and promotions. The frequency of positively and negatively coded comments for QOWL categories/topics are presented in Table 4. Overall job satisfaction represented a top positive comment category/topic (178 surveys). Job satisfaction has been described as a multifaceted construct (Smith, 1992). Not surprisingly, respondents provided comments about topics that were not directly addressed by the survey but that, nonetheless, could be considered topics affecting overall job satisfaction and overall quality of work life, such as privatization. Comments regarding morale (561 surveys), privatization (489 surveys), and promotion selection equity (252 surveys) were top negative comment categories/topics.

Satisfaction with job overall. Job satisfaction was the second-largest positive category/topic for the FAA overall (178 surveys). Factors related to job satisfaction have included organizational commitment (Ting, 1996) and

individual difference variables such as one's general outlook on life (Heller, Judge, & Watson, 2002). One example of a positive job satisfaction comment was:

> —*I love my job and feel privileged to work with the other individuals in my office.*

Indeed, when asked about job satisfaction on the EAS 2003, 71% of respondents indicated that they were somewhat or very satisfied with their job. This represents an increase over the EAS administrations in 1995, 1997, and 2000 and is the second-highest level of job satisfaction in the history of the EAS, second only to 73% in 1993. In addition, 71% positive job satisfaction is slightly higher than other comparison surveys of government employees. For example, the 2002 Federal Human Capital Survey (U.S. Office of Personnel Management, 2002) reported 68% satisfaction and the 2000 Merit Principals Survey (U.S. Merit System Protection Board, 2003) reported 67% satisfaction.

Morale. Morale was the second most frequent negative category/topic overall (561 surveys). Some respondents linked low morale with other coding topics while others simply stated that morale was low as in the following examples:

> —*However our morale is affected by mistrust of management – all the way up to the president that is making very visible effort to privatize my job.*
> —*Morale in our branch is desperately low.*

Other respondents used terms such as *demoralized* or *disheartened*. Because these terms refer to the weakening or loss of morale, these comments were coded as negative statements about morale. The following are representative of comments coded as negative morale:

> —*To say that I am completely demoralized is a gross understatement.*
> —*I've known many talented hard working people who are totally disheartened and fatalistic about the FAA's future.*

Privatization/future contracting. There were 489 surveys with negative comments regarding privatization and future contracting, making it the third highest negative category/topic overall. Within this category, the most common negative comments were those regarding general comments about privatization and future contracting (471 surveys) and those regarding the impact of privatization and future contracting on job security (184 surveys). Other comments included in this category referenced the impact of privatization on retirement (22 surveys) and earnings (23 surveys). While the issue of privatization was

not included on the survey, it was a topic of concern for at least two of the largest organizations within the FAA, Air Traffic (AAT) and Airway Facilities (AAF). The following example is a negative comment about contracting and privatization in general:

> —I believe the contracting out of jobs and privatization of the air traffic system is the most critical issue facing the FAA. I do not believe that contracting out jobs or privatization is the solution to the FAA's problems.

The following example is representative of a negative comment about the impact of privatization and future contracting on job security:

> —Job security — I presently feel my future is threatened by the push to contract out.

Promotion Selection Equity. There were 252 surveys with negative comments regarding the perceived equity of selections for promotions. Comments within this topic contained three major themes including selections or promotions based on the "buddy system" or who you know, the "quota system" or affirmative action, and an ineffective qualifications rating system. The following examples are representative of the themes of comments within this topic:

> —It is obvious that people are promoted not for their skills or competence, but because of affirmative action quotas or the "good ol' boy" system.
> —The FAA needs to start promoting the "best" candidate for promotion. The selection criteria are never made public nor is it easily discerned. The entire selection process needs to be revised and "published" so that everyone is on an equal playing field. Too many hidden agendas.

Promotion Opportunities. Another area within promotions that received a high number of comments was the lack of promotion opportunities within the FAA (143 surveys), although it missed being included in the top 50% of negative comments for the FAA overall. One respondent wrote:

> —We have little or no promotion opportunities.

Compensation Satisfaction

Satisfaction with compensation included topics related to satisfaction with pay and pay system; perceived equity of pay and benefits both within the agency and compared with outside the agency; and satisfaction with benefits such as insurance, leave, and retirement. Comments regarding satisfaction with pay system (223 surveys) were

in the top 50% of negative comments (Table 5); other areas of compensation are not discussed.

Satisfaction with Pay System (Core Compensation). Respondents made specific comments regarding several areas directly affected by the Core Compensation (CC) pay system (223 surveys). Those areas included general satisfaction with the CC pay system: impact on earnings, retirement, and subjectivity or fairness of the CC pay increases and promotions. The majority of comments in this category fell into the general satisfaction with the CC pay system topic (136 surveys) and the subjectivity of pay increases and promotions topic (119 surveys). When asked about pay system satisfaction on the EAS, 37% of CC respondents indicated that they were somewhat or very satisfied with their pay system compared with 56% of general schedule respondents. Examples of respondent comments for both topics follow:

> —Although core comp is theoretically superior, in actuality it does not work well.
> —SCI's are stupid, inequitable, and unfairly administered from supervisor to supervisor.

Organizational Commitment

Organizational commitment included topics such as commitment/loyalty to the FAA, abuse of leave, general comments about the FAA, intent to leave, and high turnover. Comments regarding commitment and loyalty to the FAA (131 surveys) were in the top 50% of positive comments (Table 6). There were no top negative comments under organizational commitment.

Committed/loyal to the FAA. Commitment and loyalty to the FAA (131 surveys) was the third-largest positive category/topic overall. While there were many positive comments about commitment or loyalty to the FAA, there were also 119 surveys with negative comments about commitment or loyalty. On the EAS, 79% of employees indicated that they felt loyalty to the FAA to at least a moderate extent, while 90% reported that they cared about the fate of the FAA at least to a moderate extent. The following are examples of positive and negative organizational commitment comments, respectively:

> —I am loyal to the FAA and proud to be a contributing member.
> —I feel no loyalty to the agency at this time.

General comments about the FAA. Some respondents made comments about the FAA in general that expressed an opinion about the agency but were not specific enough to be coded into any other topic or category. With 164 respondents making negative general comments about the FAA, this topic narrowly missed being included in

the top 50% of negative comments. The following is representative of a general negative comment:

—*The FAA is a dysfunctional organization that is in serious need of a major overhaul in its structure and culture.*

Part II. Management and Work Environment

Management and work environment included the areas of performance management, performance focus, workplace resources, leadership, communication, conflict management, and model work environment (MWE). Thirteen of the top 20 negative and two of the top four positive comment categories/topics were from these areas. There were no top positive or negative comment categories or topics, however, within the areas of performance focus or conflict management, so these comments will not be discussed in this report.

Performance Management

Performance management included the areas of clarity of performance expectations, encouraging hard work, recognition and rewards, training, accountability, and dealing with poor performers. Of these, encouraging hard work (268 surveys), accountability (213 surveys), and dealing with poor performers (224 surveys) were included in the top 50% of negative comments (Table 7).

Encouraging hard work. This category received negative comments on 268 surveys. The vast majority was generic to the FAA (203 surveys) and was typically of two general types. First, respondents indicated that the FAA does not provide any incentives for doing a good job or for going beyond the minimum expected to be successful. In fact, some employees commented that the FAA actually discourages innovative behavior and hard work. Second, employees made statements that the agency provided no verbal recognition or praise for a job well done. The following are examples of each type of comment:

—*After 25+ years of service, I have learned that extra effort is discounted, discouraged, and rejected unless it has a political payoff.*
—*They [FAA management] don't know how to distribute 'good job' 'pats on the back' to our workforce. It's not all about the pay.*

Accountability. This category received negative comments on 213 surveys. The majority regarded the FAA in general (82 surveys), followed by references to management in general (55 surveys), and nonsupervisory employees (40 surveys). When asked about accountability on the EAS 2003, the same percentage of employees

(38%) agreed or strongly agreed that managers and supervisors, as well as nonsupervisory employees, are held accountable for achieving important agency goals. The following examples are representative of these three coding topics:

—*The FAA needs to prioritize, the work force needs to be reduced and held accountable for their work ethics.*
—*It would be a great improvement if there were some level of accountability for management, and fair and equitable treatment from them, but this is not the case now.*
—*I am not held accountable for how well or bad I do the job.*

Dealing with poor performers. This category received negative comments on 224 surveys, with the majority of comments referencing the FAA in general (128 surveys). In addition, a fairly large number of respondents indicated that some unspecified level of management was unable to deal with poor performers (43 surveys). On the EAS, 21% of employees agreed or strongly agreed that corrective actions are taken to deal with nonsupervisory employees who perform poorly, while only 16% agreed or strongly agreed that corrective actions are taken to deal with managers and supervisors. Examples of comments for these two topics are provided:

—*Incompetence and poor performance seems to be tolerated vs. dealing with it.*
—*The poor performers are never confronted by mgmt. The good performers are asked to do more.*

Workplace Resources

Workplace resources included several general topics related to resource availability including personnel staffing, workgroup knowledge, adequacy of time for job, budget or financial resources, supplies and general resources, and equipment. All of these areas included one or more top positive or negative comment categories or topics. Table 8 shows that within workplace resources, understaffed (356 surveys), workload too heavy (171 survey), material resources (203 surveys), and equipment (203 surveys) were in the top 50% of negative comments, while confidence in nonsupervisory employees' knowledge, skills, and abilities (94 surveys) was in the top 50% of positive comments.

Understaffed. The majority of negative comments about staffing were centered on personnel understaffing (356 surveys). One theme found in this topic was that employees' perception of the FAA's philosophy of "do more with less" is not working. Other themes found in

comments regarding being understaffed included the sentiment that employees are overworked and simply do not have enough time to get their work done or that overtime requirements have become a way of life. Examples of the types of comments coded as understaffed follow:

—*For years we have been asked to do more with less and today is no different. Today, however, we take it to new magnitudes. Staffing, or lack of, is something we, as an agency, must come to grips with. Our job quality is now being questioned.*

—*The workforce is tired; we are continuously understaffed with increased volume and time restrictions/reroutes in place everyday. Overtime is a routine necessity that still does not provide the bodies needed.*

FAA ability to hire/attract new employees. Another staffing topic that narrowly missed the list of top negative comments was the FAA's ability to attract or hire new employees (162 surveys). Respondent comments closely linked this topic to understaffing. Employees commented that the FAA's continual hiring freezes and inability to backfill positions lost through attrition are major contributors to understaffing. Additionally, some respondents were concerned about the FAA's ability to compete for qualified applicants. Still others stated that the agency's hiring practices are too cumbersome to be effective. Examples of the types of comments coded in this topic follow:

—*Many other branches and divisions in the regional office also desperately need help, but are in the same position due to the 'hiring freeze'.*

—*Due to the cost of living in [Region], we cannot attract highly qualified bidders when job openings are bid.*

—*The hiring process is very ineffective. Very difficult to hire the best person for the job and the process takes far too long.*

Workload too heavy. Many respondents (171 surveys) indicated that they did not have sufficient time to get their jobs done or that their workloads were too heavy. Respondents often linked this topic to the lack of available personnel (understaffed). The following examples are representative of comments coded in this topic:

—*There is too much work, not enough time in the day or week to complete it, and not enough staff resources.*

—*Everyone complaining about not having the time to do a quality job. I have found and others agree, that it is getting more and more difficult to get the necessary help from others because they have no time.*

Confidence in nonsupervisory employees' KSAs. Comments regarding nonsupervisory employees' knowledge, skills, and abilities (KSAs) ranked as the fourth-most positively coded comment for the FAA overall (94 surveys). It should be noted, however, that this topic also had a larger number of negative comments (129 surveys), but because of the preponderance of negative comments, did not reach the cut-off for the top negative comment list. An example of a positive comment about nonsupervisory employees' KSAs follows:

—*The Federal Aviation Administration has some of the most professional, maintenance-oriented individuals I have had the privilege to work with.*

Material resources. The category of material resources received negative comments on 203 surveys. The most common negative topic was budget and financial resources (164 surveys). The budget and financial resources topic included comments about budget considerations, organizational funding, and fiscal spending restrictions. The following examples are representative of the types of comments included in this topic:

—*Too many budget cuts within the FAA/GOV.*
—*FAA funding is too low.*

Equipment. Within the equipment category (203 surveys), the most common negative topic was equipment quality and maintenance (162 surveys) and included comments related to antiquated technology and the lack of needed maintenance. The following examples are representative of respondent comments for this topic:

—*Equipment: would be nice to have up-to-date computers with software that works well.*

—*Many pieces of equipment at my facility are broken or being held together with some wire and a prayer.*

Leadership

Leadership included the areas of confidence in management, general fairness, disciplinary fairness, management concern for employees, and trust. Table 9 demonstrates that confidence in management represented both the most frequent positive (249 surveys) and most frequent negative (1,033 surveys) comment category overall. The general fairness (207 surveys), management concern for employees (255 surveys), and trust (232 surveys) categories were also included in the top 50% of negative comments.

Confidence in management and supervisors. Confidence in the KSAs and leadership style/abilities of FAA managers and supervisors garnered the largest number of both positive (249 surveys) and negative comments (1,033 surveys). Many employees provided comments about confidence in the FAA's leadership that referenced a specific level of management. The levels of management included top management (Administrator and heads of LOBs), regional management, facility or division management, management in general (no level specified), and supervisors. Most comments referenced local or top management, rather than the intermediate level of regional management.

Among positive comments in this category, the most frequent comments were for the facility/division management level (72 surveys) and supervisors (71 surveys). Comments about local management included technical expertise, support for employees, and general leadership style. The following are examples of positive comments about local management and supervisors:

—We love our manager to death. She does everything possible to keep us up to date on things going on that would affect both our work environment and our personal lives i.e. retirement or pay changes.
—My immediate supervisor does not fit the overall mold for management. He balances the needs of the organization with the needs of his employees. His knowledge and expertise contribute greatly to the enjoyable work environment for me.

The negative comments in this category were more evenly split across management levels with the exception of regional management, which had the lowest frequency of both positive (5 surveys) and negative comments (81 surveys). This was followed by comments regarding supervisors (216 surveys), top management (271 surveys), facility/division management (301 surveys), and management with no level specified (323 surveys).

Negative comments about supervisors reflected a lack of confidence in their technical expertise and general leadership style. The following comments are typical of the types of negative comments made by employees about their supervisors:

—Supervisors are inexperienced and unprofessional. Some supervisors do not have the KSAs and experience to be supervising.
—My work group is paralyzed by an ineffective supervisor who could be justifiably accused of malfeasance.

Many of the negative comments about top management (the administrator and heads of LOBs) referenced the continual reorganizations and the inability of senior management to follow through with specific plans. Respondents also cited a lack of true leadership from top management and a lack of awareness of the responsibilities of their subordinate organizations. The following are examples of comments representative of this topic:

—The ready, fire, aim, mentality of senior leadership must change. Be leaders, make a decision and stick to it! The FAA seems to change just for the sake of changing.
—Our top managers don't know nor does it appear important for them to understand what we do and how we do it.

Negative comments about facility/division-level management also reflected lack of technical expertise, support for employees, and general leadership style. The following are examples of the types of negative comments regarding local management:

—[Facility] management is technically incompetent…
—My facility manager is the worst manager in history.

The largest negative topic within confidence in management was for FAA management in general (no level specified). Many employees made general statements about the capabilities of FAA leadership or about the management culture within the agency. The following are typical examples of the comments about FAA management in general (unspecified level):

—Management lacks the expertise or experience to manage.
—FAA management is a total catastrophe. Regardless of all the money spent, programs developed and procedural changes made there remains an enormous credibility problem with the FAA management.

General fairness. The most common theme found in comments coded into the general fairness category (207 surveys) was the "buddy" or "good ol' boy" system. Some comments also referenced the practice of nepotism in the agency. Within this category, employees provided comments referencing specific levels of management. The largest number of comments, however, referenced the FAA in general (106 surveys). This was followed by comments about facility/division management (47 surveys), management of no specified level (26 surveys), and supervisors (26 surveys). The remaining levels (i.e., top

management, regional management, and non-supervisors) received comments on 10 or fewer surveys. It should be noted that there was only one positive comment regarding this comment category. Examples of negative comments regarding FAA general fairness follow:

> —I have been in the agency before, during, and after the strike and the only people that benefit are the 'good ole boys'.
> —Nepotism runs rampant in this region, and therefore, we do not always get the most qualified employees.

Management concern for employees. Within the category of management concern for employees (255 surveys), the largest number of comments referenced the FAA in general (110 surveys). This was followed by comments about top management (65 surveys), management of no specified level (39 surveys), facility/division management (34 surveys), supervisors (11 surveys), and regional management (6 surveys). Comments in this category indicated the belief that the FAA, as an organization, showed little or no concern for the welfare of its employees. Examples of negative comments regarding FAA concern for employees follow:

> —It is quite clear that the FAA doesn't care about the employees or the 'customers' in this area.
> —In the past three to four years the FAA has made agreement after agreement to benefit themselves with little or no concerns for their labor force.

Trust. Within the category of trust (232 surveys), the two most frequent negative topics were trust in top management (106 surveys) and trust in the FAA (104 surveys). Comments included in this category referenced a lack of trust in the FAA, management, and coworkers or the perception of dishonesty. Examples of comments for these topics follow:

> —It is very hard to trust an employer who refuses to tell the truth and does not respect their employee's rights.
> —The current admin. lies and is deceitful and will not earn the trust of its employees.

Communication

The area of communication included two major comment categories, general communication and downward communication. Downward communication (216 surveys) was included in the top negative comment list (Table 10).

Downward communication. Within the category of downward communication (216 surveys), many comments referenced levels of FAA management; however, the largest number of comments referenced the FAA in general (139 surveys). Employees indicated that information regarding policy changes, program implementation, and information necessary to do their job was not communicated effectively or was not timely. Examples of these kinds of comments follow:

> —The FAA provides excellent initial training to work Air Traffic and communicates with pilots and is terrible at follow up training and communicating with its own employees!
> —Frequently information and policy is changed and unless the website is reviewed, we don't know.

Model Work Environment

The FAA has established policies related to achieving and maintaining a Model Work Environment (MWE) that is productive and hospitable and that mirrors the Nation's diversity (www.faa.gov/ahr/eoss/ModlEnvr/action.htm). Respondents made comments about the FAA's MWE policies and about various areas related to the FAA's success in creating a model work environment (Table 11). Only one of the MWE topics, hostile work environment (170 surveys), was included in the top 50% of negative topics; therefore, other topics are not discussed.

Hostile work environment. Hostile work environment (170 surveys) ranked as the twentieth negative topic for the FAA overall. Comments in this topic had several themes. While some respondents indicated only the existence of a hostile work environment or witnessing or experiencing a hostile work environment, others indicated that a specific employee or member of management's actions or behavior promoted or created a hostile work environment. Still other employees directly linked FAA policies or decisions to the creation of a hostile environment. The following are respondent comments reflecting these themes:

> —A hostile work environment exists within this office.
> —I have had two incidents in the past years that by definition would be classified as a hostile work environment.
> —My working environment is extremely hostile due to my immediate supervisor and the fact that there is no support from upper management.
> —Decisions are made not to better our working environment but to create hostile and unfriendly working conditions.

Part III. Other Issues of Concern

Many respondents made comments about areas of concern to them that were not specifically addressed by the EAS 2003 and that could not be categorized with existing EAS constructs. These areas included topics regarding FAA policies, practices, and programs; FAA organizational structure; comments specific to a LOB or MO; management and union relations; comments about current contractors; and comments about the survey itself. Three of the top negative comment categories/topics were from these areas.

FAA Policies, Practices, and Programs

Employees made comments regarding different FAA policies, accepted practices, and programs (Table 12). Comments referenced everything from the systems used to task hours worked (LDR or CRU-X) to the bureaucracy of the agency. The FAA policies, practices, and programs category (272 surveys) consisted of three topics, including general comments about policies, practices, and programs; LDR and CRU-X; and medical standards and qualifications. The politics/bureaucracy topic was not included in the larger category of FAA policies, practices, and programs.

FAA policies, practices, and programs. Within the category of FAA policies, practices, and programs (272 surveys), general comments were the most frequent (219 surveys). Some respondents made negative comments about FAA policies and plans in general, while others mentioned specific policies, programs, or accepted practices. Other comments referenced the complexity of FAA procedures or paperwork. The following statements are examples of these themes:

> —*FAA policies & plans appear more directed to serve the FAA than the Aviation public.*
> —*There is a lot to be said for simplicity. New procedures should attempt to streamline and make the job easier and more efficient, not the opposite.*
> —*National Suggestion Program is a joke*

Politics and bureaucracy. While not included in the top negative comment topics, comments regarding politics and bureaucracy only narrowly missed the cut (165 surveys). Some employees stated that FAA upper management responded to external political pressure at the expense of the safety of the National Airspace System (NAS).

> —*At the upper levels, I'd like to see less politics and less catering to industry, and more focus on a performance-based NAS.*

Survey

In many cases, respondents used the comments as a way to provide feedback about the survey itself (Table 13). The comment topics of general comments regarding the survey; concerns regarding anonymity; survey construction, content, and length; and the cost of the survey were all included in the general survey category. Management use of the survey results was considered an individual topic. Both the general survey category (245 surveys) and management use of survey results topic (173 surveys) were among the top negative comment categories/topics.

General Survey. Within the general survey category (245 surveys), the most frequent negative comments were about survey construction, content, or length (123 surveys). The majority of those comments referenced the length of the survey with respondents stating that the survey was too long. However, some comments referenced item wording or response options. The following are two examples of negative comments for this topic:

> —*Surveys are good, but this one is so lengthy! Couldn't you make it shorter – much shorter – and still get the information you need?*
> —*Once again the instructions 'to use your best judgment' in selecting a response shows a poorly written survey since 'neither agree or disagree' is not a good answer for something that has not happened and therefore does not need to be dealt with by my supervisor.*

Management use of survey results. Employees provided a number of negative comments regarding the use of surveys results by FAA management (173 surveys). Comments reflected two different themes within this topic. First, although management solicited feedback and comments, employees indicated that they believed that management does not care about the feedback or are unwilling to use the feedback to make changes. Many employees cited a lack of visible action as a result of previous surveys. Second, some employees commented that the results of the survey were biased or "filtered." The following are representative of the respondent comments within this topic:

> —*You ask for our feedback and I really don't believe you care one way or the other.*
> —*I don't think that anything will come of this survey because we never saw the results in the past.*
> —*When the results of these surveys are published, they often appear filtered or "sugar coated" when briefed to everyone.*

Part IV. Comparisons Across Organizations

Although this paper is intended to describe the FAA overall, a brief description of the most frequent topics by LOB/MO is provided to recognize the relevancy of topics for certain organizations. A decision was made to look at the two most frequent topics of discussion within an organization, both positive and negative. It is important to realize that although a topic may have been a frequent point of discussion within an LOB or MO that does not imply that there were an enormous number of comments. For example, a recurrent topic within AAT had well over 300 comments whereas in ARA the number was in the teens.

Some general themes did emerge across LOBs. Negative feedback regarding morale was common. Specifically, morale-related concerns were the most frequent negative topic for AAF, O-ATS, and ARA and the second most frequent topic for AAT and AOA/AST. Negative comments about management knowledge, skills, abilities, and leadership was a frequent topic for AOA/AST, AFS, AIR, ARA, ARC, and ARP.

Similar topics appeared within the positive comments as well. Discussing satisfaction with their job was common for AAT, AAF, AFS, AOA/AST, AIR and O-AVR employees. As mentioned earlier for the FAA overall, many employees remarked positively upon their loyalty and commitment to the FAA. This topic was frequent for AAF, AFS, ARA, ARC, O-AVR, and AAT.

There were some differences in what was addressed across organizations. The FAA has a central mission; however, each organization may be faced with different objectives to achieve, different metrics of performance, and/or different pay systems. Thus, employees in different organizations occasionally raise unique issues. For example, staffing was the second most frequent concern for AAF employees, whereas, employees within AAT criticized privatization and future contracting. Within O-ATS, employees remarked negatively on financial resources and equipment modernization, and equitable selection for promotions was a point of contention for AFS, ARA, ARC, and O-AVR.

DISCUSSION

More than one-third of the FAA employees who completed the 2003 EAS took the time to provide additional written comments. Comments were provided by individuals in every Line of Business and Major Organization and covered a wide range of important topics. The comments provided by employees can be an extremely important part of any survey of employee attitudes, extending the usefulness of the survey beyond the particular questions selected for the survey and painting a more complete picture of the issues facing an organization. It should be noted that in many cases, respondent comments supported the results of the EAS. For example, two of the top positive-comment categories/topics, job satisfaction and committed/loyal to the FAA, received very favorable responses on the survey. Likewise, many of the top negative-comment categories or topics received low ratings on the survey (i.e., satisfaction with core compensation, accountability, dealing with poor performers, etc.).

The purpose of this report was to provide a qualitative analysis of a random sample of 33% of the comments for each LOB/MO by grouping the comments into content categories and topics. In addition, a quantitative assessment of the proportion of comments in given areas was provided for the top 50% of positive and negative comments. To add depth and breadth to the comment categories and topics, direct quote examples of each type of comment were also provided.

While the general sentiment of the comments was negative, it should be noted that for a variety of reasons, this should be expected. Employees generally take the time to inform management of areas that need attention. In the case of the 2003 EAS, these areas included a number of issues regarding leadership, such as confidence in management, fairness, management concern for employees, encouraging hard work, and trust. Morale and potential privatization were two other areas of concern for employees. Comments regarding the core compensation pay system, promotion selection equity, accountability, and dealing with poor performers relate directly to performance-based management and indicate that employees do pay attention to what they see as unfairness and inequity in these systems. Comments also reflected a lack of available workplace resources such as personnel, budget, quality equipment, and new technology. In particular, comments regarding understaffing, inability to hire, and heavy workloads reflected an atmosphere in which employees are being asked to do more with less. The survey itself received a number of negative comments related to respondent anonymity, cost of administration, and survey content and length. The majority indicated that the survey was too long.

Given that negative comments are to be expected, it is important to note that positive comments, even in smaller numbers, are an important indicator of what an organization is doing right. The positive comments from the 2003 EAS indicate that many FAA employees have confidence in management, particularly at the facility/division and immediate supervisor levels. In addition, the comments reflect that while employees have a number of concerns, they are satisfied with their jobs overall and

are committed to the FAA. Finally, the FAA has a very talented and skilled workforce that has confidence in the knowledge, skills, and abilities of their coworkers. These comments reflect the strengths of the FAA.

While the comments provided on the EAS can outline a roadmap to targeting the areas that are most important to the FAA workforce, it should be noted that another area of concern identified in the comments was that management would not use the results of the survey and that the results would be "sugar-coated" by management to make the agency look good. Additionally, some respondents may perceive that their comments are being ignored because they may have provided information regarding a specific incident or problem that they would like to see addressed, or they may have requested a specific action be taken or requested to be contacted; however, due to the anonymous nature of the survey, these requests could not be honored. Nonetheless, the FAA clearly has an excellent foundation from which to address the negative comments from the 2003 survey — the commitment of a skilled and talented workforce. How best to address the concerns raised in these comments will require the efforts, support, and commitment of upper management.

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[1]This publication and all Office of Aerospace Medicine technical reports are available in full-text from the Civil Aerospace Medical Institute's publications Web site: http://www.faa.gov/library/reports/medical/oamtechreports/

Table 1. Commented Surveys Received and Coded by Line of Business and Major Organization

Line of Business (LOB) and Major Organization (MO)	Number of Surveys Received	Number of Surveys With Comments	Percent of Surveys With Comments	Number of Surveys Coded	Percent of Commented Surveys Coded
Administrator, Staff Offices, and Commercial Space Transportation (AOA-AST)	1,079	352	33%	120	34%
Air Traffic Services (ATS)					
Air Traffic (AAT)	8,817	4,300	49%	1,420	33%
Airway Facilities (AAF)	6,091	1,960	32%	650	33%
Other Air Traffic (O-ATS)	268	86	32%	30	35%
Regulation and Certification (AVR)					
Flight Standards (AFS)	3,051	845	28%	280	33%
Aircraft Certification (AIR)	715	203	28%	70	34%
Other Regulation and Certification (O-AVR)	315	82	26%	30	37%
Research and Acquisition (ARA)	928	276	30%	90	33%
Regions and Centers (ARC)	1,269	375	30%	130	35%
Airports (ARP)	330	121	37%	40	33%
No Line of Business Identified	10	6	60%	0	0%
Totals	22,873	8,606	38%	2,860	33%

Table 2. Top Positive Comment Categories and Topics for the FAA Overall

PART I: INDICATORS OF SATISFACTION	Number of Surveys
QUALITY OF WORK LIFE	
Satisfaction with Job Overall	178
ORGANIZATIONAL COMMITMENT	
Committed/Loyal to the FAA	131
PART II: MANAGEMENT AND WORK ENVIRONMENT	
WORKPLACE RESOURCES	
Confidence in Nonsupervisory Employees' Knowledge/Skills/Abilities	94
LEADERSHIP	
Confidence in Management	(249)

Parentheses denote a comment category rather than a single topic.

Table 3. Top Negative Comment Categories and Topics for the FAA Overall

PART I: INDICATORS OF SATISFACTION	Number of Surveys
QUALITY OF WORK LIFE	
Morale	561
Privatization/Future Contracting	(489)
Promotion Selection Equity	252
COMPENSATION SATISFACTION	
Satisfaction with Pay System (Core Compensation)	(223)
PART II: MANAGEMENT AND WORK ENVIRONMENT	
PERFORMANCE MANAGEMENT	
Encouraging Hard Work	(268)
Accountability	(213)
Dealing with Poor Performers	(224)
WORKPLACE RESOURCES	
Understaffed	356
Workload Too Heavy	171
Resource Availability	(203)
Equipment	(203)
LEADERSHIP	
Confidence in Management	(1,033)
General Fairness	(207)
Management Concern for Employees	(255)
Trust	(232)
COMMUNICATION	
Downward Communication	(216)
MODEL WORK ENVIRONMENT (MWE)	
Hostile Work Environment	170
PART III: OTHER ISSUES OF CONCERN	
Federal Aviation Administration Policies, Practices, and Programs	(272)
SURVEY	
Survey (General, Content, and Effectiveness)	(245)
Management Use of Survey Results	173

Parentheses denote a comment category rather than a single topic.

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Table 4. Elements of Quality of Work Life Comments for FAA Overall

PART I: INDICATORS OF SATISFACTION QUALITY OF WORK LIFE	Number of Surveys Negative	Number of Surveys Positive
Satisfaction With Job Overall ---	36	178*
Satisfaction With Quality of Work Life		
Morale ---	561**	11
Privatization/Future Contracting ---	(489_a)**	(12_a)
General Comments About Privatization/Future Contracting -----	471_a	12_a
Privatization/Future Contracting Impact on Job Security ---------	184_a	0_a
Privatization/Future Contracting Impact on Retirement -----------	22_a	0_a
Privatization/Future Contracting Impact on Earnings --------------	23_a	0_a
Promotions		
General Comments About Promotions -------------------------------	19	0
Promotion Opportunities ---	143	2
Promotion Selection Equity ---	252**	0
Move Money (PCS) Allocation ---------------------------------------	18	0
Ability to Transfer or Change Locations -----------------------------	40	0

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

* Top Positive Comment Categories and Topics

** Top Negative Comment Categories and Topics

Table 5. Compensation Satisfaction Comments for the FAA Overall

PART I: INDICATORS OF SATISFACTION COMPENSATION SATISFACTION	Number of Surveys Negative	Number of Surveys Positive
Satisfaction with Pay System --	(223_b)**	(2_b)
Satisfaction with Core Compensation --------------------------------	136_b	2_b
Core Compensation Impact on Earnings ----------------------------	50_b	0_b
Core Compensation Impact on Retirement --------------------------	10_b	0_b
Core Compensation Subjectivity of Pay Increases (SCI) and Promotions ---	119_b	0_b

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts, but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

** Top Negative Comment Categories and Topics

Table 6. Organizational Commitment Comments for the FAA Overall

PART I: INDICATORS OF SATISFACTION ORGANIZATIONAL COMMITMENT	Number of Surveys Negative	Number of Surveys Positive
Organizational Commitment		
Committed/Loyal to the FAA --	119	131*
Abuse of Leave ---	30	---
General Comments About the FAA ------------------------------------	164	67

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

* Top Positive Comment Categories and Topics

Table 7. Performance Management Comments for the FAA Overall

PART II: MANAGEMENT AND WORK ENVIRONMENT PERFORMANCE MANAGEMENT	Number of Surveys Negative	Number of Surveys Positive
<u>Encouraging Hard Work</u> ---	(268_c)**	(20_c)
FAA Encourages Hard Work ---	203_c	4_c
Top Management (AOA and LOB) Encourages Hard Work --------	14_c	0_c
Regional Management Encourages Hard Work ----------------------	4_c	0_c
Facility/Division Management Encourages Hard Work -----------	21_c	8_c
Management (No Level Specified) Encourages Hard Work -------	24_c	0_c
Supervisor Encourages Hard Work -------------------------------------	15_c	9_c
Nonsupervisory Employees Encourage Hard Work -----------------	0_c	1_c
<u>Accountability</u> ---	(213_d)**	(3_d)
FAA Held Accountable ---	82_d	1_d
Top Management (AOA and LOB) Held Accountable --------------	11_d	1_d
Regional Management Held Accountable ------------------------------	4_d	0_d
Facility/Division Management Held Accountable ---------------------	29_d	1_d
Management (No Level Specified) Held Accountable -------------	55_d	0_d
Supervisors Deal Held Accountable -------------------------------------	22_d	0_d
Nonsupervisory Employees Held Accountable -----------------------	40_d	0_d
<u>Dealing with Poor Performers</u> ---	(224_e)**	(1_e)
FAA Deals With Poor Performers ---	128_e	0_e
Top Management (AOA and LOB) Deals With Poor Performers --	4_e	1_e
Regional Management Deals With Poor Performers -----------------	9_e	0_e
Facility/Division Management Deals With Poor Performers --------	29_e	0_e
Management (No Level Specified) Deals With Poor Performers --	43_e	0_e
Supervisors Deal With Poor Performers -------------------------------	20_e	0_e

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

** Top Negative Comment Categories and Topics

Table 8. Workplace Resource Comments for the FAA Overall

PART II: MANAGEMENT AND WORK ENVIRONMENT WORKPLACE RESOURCES	Number of Surveys Negative	Number of Surveys Positive
Staffing		
General Comments About Staffing -------------------------------	27	0
FAA Ability to Hire/Attract New Employees -----------------------	162	1
Use of Personnel (Staffing Rules and Regulations) -----------	45	0
Understaffed --	356**	---
Overstaffed ---	10	---
Adequacy of Time for Job		
Workload Too Heavy ---	171**	---
Workload Too Light ---	6	---
Workgroup Knowledge		
General Confidence in FAA Personnel's KSA --------------------	48	19
Confidence in Nonsupervisory Employees' KSA ----------------	129	94*
Resources		
Material Resources --	(203_f)**	(3_f)
General Comment About Resources/Equipment ----------------	10_f	0_f
Budget or Financial Resources ------------------------------------	164_f	0_f
Resource Availability --	49_f	3_f
Equipment ---	(203_g)**	(4_g)
Equipment Quality/Maintenance -----------------------------------	162_g	3_g
Quality of Equipment Modernization -----------------------------	51_g	1_g
Timeliness of Equipment Modernization -------------------------	34_g	0_g

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.
* Top Positive Comment Categories and Topics
** Top Negative Comment Categories and Topics

Table 9. Confidence in Management and Supervisors Comments for the FAA Overall

PART II: MANAGEMENT AND WORK ENVIRONMENT LEADERSHIP	Number of Surveys Negative	Number of Surveys Positive
Confidence in Management ---	$(1,033_h)$**	(249_h)*
Top Management (AOA and LOB) KSA/Leadership Style -------	271_h	29_h
Regional Management KSA/Leadership Style ----------------------	81_h	5_h
Facility/Division Management KSA/Leadership Style -------------	301_h	72_h
Management (No Level Specified) KSA/Leadership Style -------	323_h	11_h
Supervisor KSA/Leadership Style ------------------------------------	216_h	71_h
General Fairness ---	(207_i)**	(1_i)
FAA General Fairness ---	106_i	0_i
Top Management (AOA and LOB) General Fairness -------------	10_i	0_i
Regional Management General Fairness ----------------------------	4_i	0_i
Facility/Division Management General Fairness --------------------	47_i	0_i
Management (No Level Specified) General Fairness -------------	26_i	0_i
Supervisor General Fairness --	26_i	1_i
Nonsupervisory Employees General Fairness ---------------------	2_i	0_i
Management Concern for Employees ----------------------------------	(255_j)**	(18_j)
FAA Concern for Employees --	110_j	5_j
Top Management (AOA and LOB) Concern for Employees -----	65_j	2_j
Regional Management Concern for Employees --------------------	6_j	1_j
Facility/Division Management Concern for Employees -----------	34_j	5_j
Management (No Level Specified) Concern for Employees -----	39_j	0_j
Supervisor Concern for Employees --------------------------------	11_j	6_j
Trust --	(232_k)**	(17_k)
Trust in FAA---	104_k	3_k
Trust in Top Management (AOA and LOB) -------------------------	106_k	2_k
Trust in Regional Management -------------------------------------	10_k	2_k
Trust in Facility/Division Management -----------------------------	65_k	9_k
Trust in Management (No Level Specified) -------------------------	46_k	1_k
Trust in Supervisors ---	31_k	5_k
Trust in Coworkers --	17_k	2_k

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.
* Top Positive Comment Categories and Topics
** Top Negative Comment Categories and Topics

Table 10. Downward Communication Comments for the FAA Overall

PART II: MANAGEMENT AND WORK ENVIRONMENT COMMUNICATION	Number of Surveys Negative	Number of Surveys Positive
Downward Communication ---	(216_l)**	(14_l)
FAA Downward Communication -------------------------------------	139_l	5_l
Top Management (AOA and LOB) Downward Communication --	23_l	4_l
Regional Management Downward Communication ----------------	12_l	0_l
Facility/Division Management Downward Communication -------	28_l	2_l
Management (No Level Specified) Downward Communication --	19_l	0_l
Supervisor Downward Communication ------------------------------	13_l	4_l

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.
** Top Negative Comment Categories and Topics

Table 11. Model Work Environment Comments for the FAA Overall

PART II: MANAGEMENT AND WORK ENVIRONMENT	Number of Surveys Negative	Number of Surveys Positive
MODEL WORK ENVIRONMENT (MWE)		
MWE Success		
Handling of MWE Complaints --	66	1
General Comments About a MWE in the FAA ----------------------	24	4
Hostile Work Environment ---	170**	---
Discriminatory Treatment Based on Protected Characteristic ---	74	---
Discriminatory Treatment Based on Age (Mandatory Retirement) ---	16	---
Sexual Harassment (Experienced/Witnessed) -----------------------	17	---
Reverse Discrimination ---	56	---

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

** Top Negative Comment Categories and Topics

Table 12. FAA Policies, Practices, and Programs Comments for the FAA Overall

PART III: OTHER ISSUES OF CONCERN	Number of Surveys Negative	Number of Surveys Positive
FAA POLICIES, PRACTICES, AND PROGRAMS ---------------------------	(272_m)**	(8_m)
General Comments About FAA Policies, Practices, and Programs -	219_m	8_m
LDR or CRU-X --	48_m	0_m
Medical Standards/Qualifications ---	21_m	0_m
Politics/Bureaucracy --	165	---

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

** Top Negative Comment Categories and Topics

Table 13. Survey Comments for the FAA Overall

PART III: OTHER ISSUES OF CONCERN	Number of Surveys Negative	Number of Surveys Positive
Survey		
General Survey ---	(245_n)**	(12_n)
General Comments About the Survey ------------------------------------	58_n	12_n
Respondent Anonymity ---	63_n	0_n
Survey Construction/Content/Length ------------------------------------	123_n	0_n
Survey Cost Effectiveness ---	23_n	0_n
Management Use of Survey Results -------------------------------------	173**	0

Parentheses denote a comment category rather than a single topic. Because an individual may have contributed to numerous topic counts but would only contribute to the overall category count once, topic counts within a category may not sum to the category total.

** Top Negative Comment Categories and Topics

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

		Negative Codes	Positive Codes
PART I: INDICATORS OF SATISFACTION			
QUALITY OF WORK LIFE			
Satisfaction with Job Overall	*	130	130P
Satisfaction with Quality of Work Life			
Morale	**	120	120P
Work Site			
Work Site/Facility Satisfaction		140	140P
Physical Working Conditions		150	150P
Work Schedules and Telecommuting			
Flexi-place/Time/Telecommute/Job Sharing		102	101P
Work Schedules/Rotating Shifts/Quick Turn-Around Shifts		103	103P
Job Security (Furloughs/RIFs)		40	40P
Privitization/Future Contracting			
General Comments About Privitization/Future Contracting	**	223	223P
Privitization/Future Contracting Impact on Job Security		224	224P
Privitization/Future Contracting Impact on Retirement		225	225P
Privitization/Future Contracting Impact on Earnings		226	226P
Promotions			
General Comments About Promotions		320	320P
Promotion Opportunities		321	321P
Promotion Selection Equity	**	322	322P
Move Money (PCS) Allocation		276	276P
Ability to Transfer or Change Locations		323	323P
COMPENSATION SATISFACTION			
Satisfaction with Compensation			
Satisfaction with Pay Due to AT Reclassifcation		54	54P
Satisfaction with Pay Due to Core Compensation		64	64P
General Satisfaction with Pay		80	80P
Satisfaction with Per Diem/Travel Money		81	81P
Satisfaction with Pay System			
Satisfaction with AT Reclassification		50	50P
Satisfaction with Core Compensation	**	60	60P
Core Compensation Impact on Earnings		61	61P
Core Compensation Impact on Retirement		62	62P
Core Compensation Subjectivity of Pay Increases (SCI) and Promotions		63	63P
Equity in Pay and Benefits			
General Pay Equity within the FAA		71	71P
Pay Equity Due to AT Reclassification			
Pay Equity Between Towers		51	51P
Pay Equity Between Flight Service and Towers/Centers		52	52P
Pay Equity Between ATCS Separation Service and Other Employees		53	53P
Pay Equity Compared to Outside FAA		72	72P
Satisfaction with Benefits			
General Benefits		18	18P
Insurance-Health/Dental/Optical/Disability		19	19P
Leave			
General Statement about Leave		20	20P
Ability to Take Leave		22	22P

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

		Negative Codes	Positive Codes
Retirement			
General Comments about Retirement		30	30P
Age 56 Retirement		31	31P
Equity of Age 56 Requirement		32	32P
Retirement System Penalizes Age 56 Retirees		33	33P
ORGANIZATIONAL COMMITMENT			
Organizational Commitment			
Committed/Loyal to the FAA	*	110	110P
Leave Abuse		21	---
General Comments about the FAA		210	210P
Intent to Leave FAA			
Intend to Leave FAA		160	160P
High Turnover		161	---
PART II: MANAGEMENT AND WORK ENVIRONMENT			
PERFORMANCE MANAGEMENT			
Performance Discussion and Clarity of Performance Expectations			
General Comment about Appraisals/IDP		330	330P
Appraisal/IDP Frequency		331	331P
Appraisal/IDP Effectiveness		332	332P
Encouraging Hard Work (Item 102)			
FAA Encourages Hard Work	**	15	15P
Top Management (AOA and LOB) Encourages Hard Work		15.1	15.1P
Regional Management Encourages Hard Work		15.2	15.2P
Facility/Division Management Encourages Hard Work		15.3	15.3P
Management (No Level Specified) Encourages Hard Work		15.4	15.4P
Supervisor Encourages Hard Work		15.5	15.5P
Nonsupervisory Employees Encourage Hard Work		15.6	15.6P
Recognition and Rewards			
General Comments about Rewards and Recognition		90	90P
Rewards and Recognition Selection Equity		91	91P
Rewards and Recognition Frequency		92	92P
Rewards and Recognition Effectiveness		93	93P
Training			
General Comments about Training		380	380P
Training Opportunity Timeliness/Availability		381	381P
Training Quality/Consistency		382	382P
Equity of Access to Training		383	383P
ATC Train to Succeed		384	384P
FAA Academy Training		385	385P
Accountability			
FAA Personnel Held Accountable	**	1	1P
Top Management (AOA and LOB) Held Accountable		1.1	1.1P
Regional Management Held Accountable		1.2	1.2P
Facility/Division Management Held Accountable		1.3	1.3P
Management (No Level Specified) Held Accountable		1.4	1.4P
Supervisors Held Accountable		1.5	1.5P
Nonsupervisory Employees Held Accountable		1.6	1.6P

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

		Negative Codes	Positive Codes
Dealing with Poor Performers			
FAA Deals with Poor Performers	**	14	14P
Top Management (AOA and LOB) Deals with Poor Performers		14.1	14.1P
Regional Management Deals with Poor Performers		14.2	14.2P
Facility/Division Management Deals with Poor Performers		14.3	14.3P
Management (No Level Specified) Deals with Poor Performers		14.4	14.4P
Supervisors Deal with Poor Performers		14.5	14.5P
"Mess Up Move Up" Promotions		310	---
PERFORMANCE FOCUS			
Customer Support			
FAA Committed to Customer Support/Mission		9	9P
Top Management (AOA and LOB) Committed to Customer Support/Mission		9.1	9.1P
Regional Management Committed to Customer Support/Mission		9.2	9.2P
Facility/Division Management Committed to Customer Support/Mission		9.3	9.3P
Management (No Level Specified) Committed to Customer Support/Mission		9.4	9.4P
Supervisors Committed to Customer Support/Mission		9.5	9.5P
Nonsupervisory Employees Committed to Customer Support/Mission		9.6	9.6P
FAA Mission/NAS Safety/Runway Safety		280	280P
Employee Empowerment			
FAA Personnel Empowered		10	10P
Top Management (AOA and LOB) Empowered		10.1	10.1P
Regional Management Empowered		10.2	10.2P
Facility/Division Management Empowered		10.3	10.3P
Management (No Level Specified) Empowered		10.4	10.4P
Supervisors Empowered		10.5	10.5P
Nonsupervisory Employees Empowered		10.6	10.6P
Utilize Skills and Abilities of Others			
FAA Utilizes the Skills and Abilities of Others		16	16P
Top Management (AOA and LOB) Utilizes the Skills and Abilities of Others		16.1	16.1P
Regional Management Utilizes the Skills and Abilities of Others		16.2	16.2P
Facility/Division Management Utilizes the Skills and Abilities of Others		16.3	16.3P
Management (No Level Specified) Utilizes the Skills and Abilities of Others		16.4	16.4P
Supervisors Utilize the Skills and Abilities of Others		16.5	16.5P
Nonsupervisory Employees Utilize the Skills and Abilities of Others		16.6	16.6P
Utilize the Input of Others			
FAA Employees in General Utilize the Input of Others		5	5P
Top Management (AOA and LOB) Utilizes the Input of Others		5.1	5.1P
Regional Management Utilizes the Input of Others		5.2	5.2P
Facility/Division Management Utilizes the Input of Others		5.3	5.3P
Management (No Level Specified) Utilizes the Input of Others		5.4	5.4P
Supervisors Utilize the Input of Others		5.5	5.5P
WORKPLACE RESOURCES			
Staffing			
General Staffing			
General Comments about Staffing		340	340P
FAA Ability to Hire/Attract New Employees		341	341P
Use of Personnel (Staffing Rules and Regulations)		342	342P
Understaffed	**	343	---
Overstaffed		344	---

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

		Negative Codes	Positive Codes
Management and Supervisory Staffing			
Management Top Heavy		290	---
Too Few Supervisors		360	---
Too Many Supervisors		370	---
FAA Preparing for Future Staffing			
Future ATC Staffing		345	345P
Future AAF Staffing		346	346P
Future FSS Staffing		347	347P
Adequacy of Time for Job			
Workload Too Heavy	**	390	---
Workload Too Light		400	---
Workgroup Knowledge, Skills, Abilities (KSA)			
Confidence in FAA Personnel's KSA		13	13P
Confidence in Nonsupervisory Employee's KSA	*	13.6	13.6P
Resources			
General Comment about Resources/Equipment	**	270	270P
Budget or Financial Resources		271	271P
Resource Availability		272	272P
Equipment			
Equipment Quality/Maintenance	**	273	273P
Quality of Equipment Modernization		274	274P
Timeliness of Equipment Modernization		275	275P
LEADERSHIP			
Confidence in Management Knowledge, Skills, Abilities (KSA), Leadership			
Top Management (AOA and LOB) KSA/Leadership	* / **	13.1	13.1P
Regional Management KSA/Leadership		13.2	13.2P
Facility/Division Management KSA/Leadership		13.3	13.3P
Management (No Level Specified) KSA/Leadership		13.4	13.4P
Confidence in Supervisors			
Supervisor KSA/Leadership		13.5	13.5P
General Fairness			
FAA General Fairness	**	11	11P
Top Management (AOA and LOB) General Fairness		11.1	11.1P
Regional Management General Fairness		11.2	11.2P
Facility/Division Management General Fairness		11.3	11.3P
Management (No Level Specified) General Fairness		11.4	11.4P
Supervisor General Fairness		11.5	11.5P
Nonsupervisory Employees General Fairness		11.6	11.6P
Disciplinary Fairness			
FAA Disciplinary Fairness		12	12P
Top Management (AOA and LOB) Disciplinary Fairness		12.1	12.1P
Regional Management Disciplinary Fairness		12.2	12.2P
Facility/Division Management Disciplinary Fairness		12.3	12.3P
Management (No Level Specified) Disciplinary Fairness		12.4	12.4P
Supervisor Disciplinary Fairness		12.5	12.5P
Management Concern for Employees			
FAA Concern for Employees	**	7	7P
Top Management (AOA and LOB) Concern for Employees		7.1	7.1P
Regional Management Concern for Employees		7.2	7.2P
Facility/Division Management Concern for Employees		7.3	7.3P
Management (No Level Specified) Concern for Employees		7.4	7.4P
Supervisor Concern for Employees		7.5	7.5P

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

	Negative Codes	Positive Codes
Trust		
Trust in FAA **	17	17P
Trust in Top Management (AOA and LOB)	17.1	17.1P
Trust in Regional Management	17.2	17.2P
Trust in Facility/Division Management	17.3	17.3P
Trust in Management (No Level Specified)	17.4	17.4P
Trust in Supervisors	17.5	17.5P
Trust in Coworkers	17.6	17.6P
COMMUNICATION		
General Communication		
General Communication in the FAA	2	2P
Top Management (AOA and LOB) General Communication	2.1	2.1P
Regional Management General Communication	2.2	2.2P
Facility/Division Management General Communication	2.3	2.3P
Management (No Level Specified) General Communication	2.4	2.4P
Supervisor General Communication	2.5	2.5P
Nonsupervisory Employee General Communication	2.6	2.6P
Downward Communication		
FAA Downward Communication **	4	4P
Top Management (AOA and LOB) Downward Communication	4.1	4.1P
Regional Management Downward Communication	4.2	4.2P
Facility/Division Management Downward Communication	4.3	4.3P
Management (No Level Specified) Downward Communication	4.4	4.4P
Supervisor Downward Communication	4.5	4.5P
CONFLICT MANAGEMENT		
Positive Communication Climate		
FAA Makes Me Afraid to Speak Out	3	3P
Top Management (AOA and LOB) Makes Me Afraid to Speak Out	3.1	3.1P
Regional Management Makes Me Afraid to Speak Out	3.2	3.2P
Facility/Division Management Makes Me Afraid to Speak Out	3.3	3.3P
Management (No Level Specified) Makes Me Afraid to Speak Out	3.4	3.4P
Supervisors Make Me Afraid to Speak Out	3.5	3.5P
Nonsupervisory Employees Make Me Afraid to Speak Out	3.6	3.6P
Conflict Addressed		
FAA Addresses Conflict	8	8P
Top Management (AOA and LOB) Addresses Conflict	8.1	8.1P
Regional Management Addresses Conflict	8.2	8.2P
Facility/Division Management Addresses Conflict	8.3	8.3P
Management (No Level Specified) Addresses Conflict	8.4	8.4P
Supervisors Address Conflict	8.5	8.5P
Nonsupervisory Employees Address Conflict	8.6	8.6P
MODEL WORK ENVIRONMENT (MWE)		
MWE Policies		
General Comments about FAA MWE Policies	180	180P
Management/Supervisors Committed to MWE Policies	181	181P
Personal Support for MWE Policies	182	182P
Affirmative Action (AA) Policy	183	183P
Equal Opportunity Employment (EEO) Policy	184	184P

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

	Negative Codes	Positive Codes
MWE Success		
Handling of MWE Complaints	190	190P
General Comments about a Model Work Environment in the FAA	200	200P
Hostile Work Environment **	205	---
Discriminatory Treatment Based on Protected Characteristic	201	---
Discriminatory Treatment Based on Age (Mandatory Retirement)	202	---
Sexual Harassment (Experienced/Witnessed)	204	---
Reverse Discrimination	203	---
Personal Safety at Work	350	350P
Scope of Accountability Board		
General Comments about Accountability Board	170	170P
Unfamiliar with Accountability Board	171	---
Reporting Allegations		
Abuse of MWE Complaint Process (Excessive Complaints)	191	---
Satisfaction with Employee Assistance Program (EAP)	251	251P
PART III: OTHER ISSUES OF CONCERN		
FAA Policies, Practices, and Programs		
General Comments about FAA Policies, Practices, Programs **	230	230P
LDR/CRU-X	231	231P
Medical Standards/Qualifications	232	232P
ATOS	540	540P
CSET	550	550P
Politics/Bureaucracy	240	---
Waste	300	---
Region Structure		
General Comment about Region Structure	260	260P
Consolidate Regions	261	---
Air Traffic		
General Comments About Air Traffic Operations	500	500P
Controller-in-Charge (CIC) Program	505	505P
FAA Treatment of Flight Services Option	510	510P
FAA Management Unaware of Flight Services Function	511	---
Airway Facilities		
FAA Treatment of Airway Facilities	520	520P
Flight Standards		
Handbook/FAR 8400 & 8700	530	530P
Excessive paperwork, not enough time in field	560	---
Management and Union Relations		
General Comments About Management and Union Labor Relations	470	470P
Union Participation in Labor Relations	471	471P
Management Participation in Labor Relations	472	472P
Management is Controlled by Unions	430	---
Unions		
General Comment about Unions	410	410P
Union Held Accountable	420	420P
Union Members Discriminated Against	440	---
Nonmembers Discriminated Against	450	---
Unionization Forced or Encouraged	460	---
Current Contractors		
General Comments About Current Contractors	220	220P
Contracting Cost Effectiveness of Current Contractors	221	221P
Quality of Current Contract Personnel/Products/Services	222	222P

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix A - Comment Codes Assigned to EAS 2003 Employee Comments

		Negative Codes	Positive Codes
Survey			
General Comments About the Survey	**	570	570P
Respondent Anonymity		571	571P
Survey Construction/Content/Length		572	572P
Survey Cost Effectiveness		573	573P
Management/Supervisors Allowed No Time to Complete Survey		574	574P
Management Use of Survey Results	**	575	575P
No Codable Comment		999	---

* Top positive categories and topics.
**Top negative categories and topics.
Shaded areas represent topics collapsed into categories.

Appendix B - Summary Frequencies of EAS 2003 Employee Comment Codes for the FAA Overall

	Negative	Positive
PART I: INDICATORS OF SATISFACTION		
QUALITY OF WORK LIFE		
<u>Satisfaction with Job Overall</u>	36	178
<u>Satisfaction with Quality of Work Life</u>		
Morale	561	11
Work Site		
Work Site/Facility Satisfaction	67	63
Physical Working Conditions	73	3
Work Schedules and Telecommuting		
Flexi-place/Time/Telecommute/Job Sharing	5	27
Work Schedules/Rotating Shifts/Quick Turn-Around Shifts	22	0
Job Security (Furloughs/RIFs)	63	8
Privatization/Future Contracting		
General Comments About Privatization/Future Contracting	471	12
Privatization/Future Contracting Impact on Job Security	184	0
Privatization/Future Contracting Impact on Retirement	22	0
Privatization/Future Contracting Impact on Earnings	23	0
Promotions		
General Comments About Promotions	19	0
Promotion Opportunities	143	2
Promotion Selection Equity	252	0
Move Money (PCS) Allocation	18	0
Ability to Transfer or Change Locations	40	0
COMPENSATION SATISFACTION		
<u>Satisfaction with Compensation</u>		
Satisfaction with Pay Due to AT Reclassification	12	14
Satisfaction with Pay Due to Core Compensation	22	3
General Satisfaction with Pay	78	40
Satisfaction with Per Diem/Travel Money	8	0
<u>Satisfaction with Pay System</u>		
Satisfaction with AT Reclassification	51	0
Satisfaction with Core Compensation	136	2
Core Compensation Impact on Earnings	50	0
Core Compensation Impact on Retirement	10	0
Core Compensation Subjectivity of Pay Increases (SCI) and Promotions	119	0
<u>Equity in Pay and Benefits</u>		
General Pay Equity within the FAA	132	0
Pay Equity Due to AT Reclassification		
Pay Equity Between Towers	22	0
Pay Equity Between Flight Service and Towers/Centers	16	0
Pay Equity Between ATCS Separation Service and Other Employees	113	0
Pay Equity Compared to Outside FAA	5	2
<u>Satisfaction with Benefits</u>		
General Benefits	23	19
Insurance-Health/Dental/Optical/Disability	101	0
Leave		
General Statement about Leave	20	3
Ability to Take Leave	37	1
Retirement		
General Comments about Retirement	50	7
General Comments about Age 56 Retirement	22	3
Equity of Age 56 Requirement	10	0
Retirement System Penalizes Age 56 Retirees	1	0

Appendix B - Summary Frequencies of EAS 2003 Employee Comment Codes for the FAA Overall

	Negative	Positive
ORGANIZATIONAL COMMITMENT		
<u>Organizational Commitment</u>		
Committed/Loyal to the FAA	119	131
Abuse of Leave	30	---
General Comments about the FAA	164	67
<u>Intent to Leave FAA</u>		
Intend to Leave FAA	141	10
High Turnover	33	---
PART II: MANAGEMENT AND WORK ENVIRONMENT		
PERFORMANCE MANAGEMENT		
<u>Performance Discussion and Clarity of Performance Expectations</u>		
General Comment about Appraisals/IDP	7	1
Appraisal/IDP Frequency	20	0
Appraisal/IDP Effectiveness	31	1
<u>Encouraging Hard Work</u>		
FAA Encourages Hard Work	203	4
Top Management (AOA and LOB) Encourages Hard Work	14	0
Regional Management Encourages Hard Work	4	0
Facility/Division Management Encourages Hard Work	21	8
Management (No Level Specified) Encourages Hard Work	24	0
Supervisor Encourages Hard Work	15	9
Nonsupervisory Employees Encourage Hard Work	0	1
<u>Recognition and Rewards</u>		
General Comments about Rewards and Recognition	7	1
Rewards and Recognition Selection Equity	92	1
Rewards and Recognition Frequency	124	3
Rewards and Recognition Effectiveness	21	0
<u>Training</u>		
General Comments about Training	41	1
Training Opportunity Timeliness/Availability	122	2
Equity of Access to Training	25	0
Training Quality/Consistency	98	3
ATC Train to Succeed	45	1
FAA Academy Training	1	9
<u>Accountability</u>		
FAA Personnel Held Accountable	82	1
Top Management (AOA and LOB) Held Accountable	11	1
Regional Management Held Accountable	4	0
Facility/Division Management Held Accountable	29	1
Management (No Level Specified) Held Accountable	55	0
Supervisors Held Accountable	22	0
Nonsupervisory Employees Held Accountable	40	0
<u>Dealing with Poor Performers</u>		
FAA Deals with Poor Performers	128	0
Top Management (AOA and LOB) Deals with Poor Performers	4	1
Regional Management Deals with Poor Performers	9	0
Facility/Division Management Deals with Poor Performers	29	0
Management (No Level Specified) Deals with Poor Performers	43	0
Supervisors Deal with Poor Performers	20	0
"Mess Up Move Up" Promotions	53	---

Appendix B - Summary Frequencies of EAS 2003 Employee Comment Codes for the FAA Overall

	Negative	Positive
PERFORMANCE FOCUS		
Customer Support		
FAA Committed to Customer Support/Mission --	102	14
Top Management (AOA and LOB) Committed to Customer Support/Mission ---	27	0
Regional Management Committed to Customer Support/Mission ------------------	4	1
Facility/Division Management Committed to Customer Support/Mission ---------	9	4
Management (No Level Specified) Committed to Customer Support/Mission ---	21	0
Supervisors Committed to Customer Support/Mission ---------------------------------	5	1
Nonsupervisory Employees Committed to Customer Support/Mission -----------	5	38
FAA Mission/NAS Safety/Runway Safety --	52	43
Employee Empowerment		
FAA Personnel Empowered --	17	1
Top Management (AOA and LOB) Empowered --	0	0
Regional Management Empowered ---	3	0
Facility/Division Management Empowered ---	37	0
Management (No Level Specified) Empowered --	23	0
Supervisors Empowered ---	38	0
Nonsupervisory Employees Empowered --	38	2
Utilize Skills and Abilities of Others		
FAA Utilizes the Skills and Abilities of Others --	49	1
Top Management (AOA and LOB) Utilizes the Skills and Abilities of Others ----	1	0
Regional Management Utilizes the Skills and Abilities of Others -------------------	0	0
Facility/Division Management Utilizes the Skills and Abilities of Others -----------	5	0
Management (No Level Specified) Utilizes the Skills and Abilities of Others ----	5	0
Supervisors Utilize the Skills and Abilities of Others ---------------------------------	1	1
Nonsupervisory Employees Utilize the Skills and Abilities of Others --------------	1	0
Utilize the Input of Others		
FAA Employees in General Utilize the Input of Others -------------------------------	48	1
Top Management (AOA and LOB) Utilizes the Input of Others ---------------------	14	1
Regional Management Utilizes the Input of Others ------------------------------------	4	2
Facility/Division Management Utilizes the Input of Others ---------------------------	29	3
Management (No Level Specified) Utilizes the Input of Others ---------------------	17	1
Supervisors Utilize the Input of Others ---	14	1
WORKPLACE RESOURCES		
Staffing		
General Staffing		
General Comments about Staffing ---	27	0
FAA Ability to Hire/Attract New Employees ---	162	1
Use of Personnel (Staffing Rules and Regulations) ------------------------------	45	0
Understaffed --	356	---
Overstaffed ---	10	---
Management and Supervisory Staffing		
Management Top Heavy ---	72	---
Too Few Supervisors --	46	---
Too Many Supervisors ---	5	---
FAA Preparing for Future Staffing		
Future ATC Staffing --	70	0
Future AAF Staffing --	21	0
Future FSS Staffing --	7	0
Adequacy of Time for Job		
Workload Too Heavy --	171	---
Workload Too Light ---	6	---

Appendix B - Summary Frequencies of EAS 2003 Employee Comment Codes for the FAA Overall

	Negative	Positive
Workgroup Knowledge		
Confidence in FAA Personnel's Knowledge/Skills/Abilities	48	19
Confidence in Nonsupervisory Employee's Knowledge/Skills/Abilities	129	94
Resources		
General Comment about Resources/Equipment	10	0
Budget or Financial Resources	164	0
Resource Availability	49	3
Equipment		
Equipment Quality/Maintenance	162	3
Quality of Equipment Modernization	51	1
Timeliness of Equipment Modernization	34	0
LEADERSHIP		
Confidence in Management		
Top Management (AOA and LOB) Knowledge/Skills/Abilities/Leadership	271	29
Regional Management Knowledge/Skills/Abilities/Leadership	81	5
Facility/Division Management Knowledge/Skills/Abilities/Leadership	301	72
Management (No Level Specified) Knowledge/Skills/Abilities/Leadership	323	11
Confidence in Supervisors		
Supervisor Knowledge/Skills/Abilities/Leadership	216	71
General Fairness		
FAA General Fairness	106	0
Top Management (AOA and LOB) General Fairness	10	0
Regional Management General Fairness	4	0
Facility/Division Management General Fairness	47	0
Management (No Level Specified) General Fairness	26	0
Supervisor General Fairness	26	1
Nonsupervisory Employees General Fairness	2	0
Disciplinary Fairness		
FAA Disciplinary Fairness	24	0
Top Management (AOA and LOB) Disciplinary Fairness	0	0
Regional Management Disciplinary Fairness	0	0
Facility/Division Management Disciplinary Fairness	12	0
Management (No Level Specified) Disciplinary Fairness	2	0
Supervisor Disciplinary Fairness	2	0
Management Concern for Employees		
FAA Concern for Employees	110	5
Top Management (AOA and LOB) Concern for Employees	65	2
Regional Management Concern for Employees	6	1
Facility/Division Management Concern for Employees	34	5
Management (No Level Specified) Concern for Employees	39	0
Supervisor Concern for Employees	11	6
Nonsupervisory Employees Concern for Employees	0	3
Trust		
Trust in FAA	104	3
Trust in Top Management (AOA and LOB)	106	2
Trust in Regional Management	10	2
Trust in Facility/Division Management	65	9
Trust in Management (No Level Specified)	46	1
Trust in Supervisors	31	5
Trust in Coworkers	17	2

Appendix B - Summary Frequencies of EAS 2003 Employee Comment Codes for the FAA Overall

	Negative	Positive
COMMUNICATION		
General Communication		
General Communication in the FAA	42	2
Top Management (AOA and LOB) General Communication	1	0
Regional Management General Communication	3	0
Facility/Division Management General Communication	3	0
Management (No Level Specified) General Communication	4	0
Supervisor General Communication	3	0
Nonsupervisory Employee General Communication	1	0
Downward Communication		
FAA Downward Communication	139	5
Top Management (AOA and LOB) Downward Communication	23	4
Regional Management Downward Communication	12	0
Facility/Division Management Downward Communication	28	2
Management (No Level Specified) Downward Communication	19	0
Supervisor Downward Communication	13	4
CONFLICT MANAGEMENT		
Positive Communication Climate		
FAA Makes Me Afraid to Speak Out	50	0
Top Management (AOA and LOB) Makes Me Afraid to Speak Out	4	0
Regional Management Makes Me Afraid to Speak Out	1	0
Facility/Division Management Makes Me Afraid to Speak Out	26	0
Management (No Level Specified) Makes Me Afraid to Speak Out	24	0
Supervisors Make Me Afraid to Speak Out	25	0
Nonsupervisory Employees Make Me Afraid to Speak Out	7	0
Conflict Addressed		
FAA Addresses Conflict	37	0
Top Management (AOA and LOB) Addresses Conflict	5	0
Regional Management Addresses Conflict	1	0
Facility/Division Management Addresses Conflict	20	1
Management (No Level Specified) Addresses Conflict	17	0
Supervisors Address Conflict	14	0
Nonsupervisory Employees Address Conflict	0	0
MODEL WORK ENVIRONMENT (MWE)		
MWE Policies		
General Comments about FAA MWE Policies	96	3
Management/Supervisors Committed to MWE Policies	147	3
Personal Support for MWE Policies	19	22
Affirmative Action (AA) Policy	119	3
Equal Opportunity Employment (EEO) Policy	6	0
MWE Success		
Handling of MWE Complaints	66	1
General Comments about a Model Work Environment in the FAA	24	4
Hostile Work Environment	170	---
Discriminatory Treatment Based on Protected Characteristic	74	---
Discriminatory Treatment Based on Age (Mandatory Retirement)	16	---
Sexual Harassment (Experienced/Witnessed)	17	---
Reverse Discrimination	56	---
Personal Safety at Work	34	2
Scope of Accountability Board		
General Comments about Accountability Board	21	0
Unfamiliar with Accountability Board	5	---

Appendix B - Summary Frequencies of EAS 2003 Employee Comment Codes for the FAA Overall

	Negative	Positive
<u>Reporting Allegations</u>		
Abuse of MWE Complaint Process (Excessive Complaints) ------------------------	47	---
<u>Satisfaction with Employee Assistance Program (EAP)</u> ------------------------------------	3	0
PART III: OTHER ISSUES OF CONCERN		
<u>FAA Policies, Practices, and Programs</u>		
General Comments about FAA Policies, Practices, and Programs ----------------	219	8
LDR or CRU-X ---	48	0
ATOS ---	2	0
CSET --	3	0
Medical Standards/Qualifications --	21	0
Politics/Bureaucracy --	165	---
Waste ---	113	---
<u>Region Structure</u>		
General Comment about Region Structure --	12	2
Consolidate Regions --	31	---
<u>Air Traffic</u>		
General Comments About Air Traffic Operations ------------------------------------	25	0
Controller-in-Charge (CIC) Program --	28	0
FAA Treatment of Flight Services Option ---	85	0
FAA Management Unaware of Flight Services Function ----------------------------	23	---
<u>Airway Facilities</u>		
FAA Treatment of Airway Facilities ---	28	0
<u>Flight Standards</u>		
Handbook/FAR 8400 & 8700 ---	9	0
Excessive paperwork, not enough time in field -------------------------------------	11	---
<u>Management and Union Relations</u>		
General Comments About Management and Union Labor Relations --------------	82	7
Union Negotiates in "Good Faith" --	4	0
Management Negotiates in "Good Faith" --	161	1
Management is Controlled by Unions ---	129	---
<u>Unions</u>		
General Comment about Unions ---	94	5
Union Held Accountable ---	13	0
Union Members Discriminated Against ---	3	---
Nonmembers Discriminated Against --	50	---
Unionization Forced or Encouraged ---	8	---
<u>Current Contractors</u>		
General Comments About Current Contractors --	16	1
Contracting Cost Effectiveness of Current Contractors ------------------------------	18	0
Quality of Current Contract Personnel/Products/Services --------------------------	36	1
<u>Survey</u>		
General Comments About the Survey --	58	12
Respondent Anonymity --	63	0
Survey Construction/Content/Length ---	123	0
Survey Cost Effectiveness --	23	0
Management/Supervisors Allowed No Time to Complete Survey -----------------	13	0
Management Use of Survey Results --	173	0
<u>No Codable Comment</u> --	30	---

Appendix C

Examples of Top Positive Respondent Comment Categories and Topic

Satisfaction with Job Overall

"I am very satisfied with my position and with the FAA."

"I love my job."

"I love my job with the FAA."

"I enjoy working for the FAA and I love my position."

"Overall I am very pleased with my job/position and the group that I work with."

Committed/Loyal to the FAA

"Do I care what happens to the FAA? Yes Yes Yes."

"All in all we have a great organization that I truly believe in."

"I have great loyalty towards the FAA."

"I am very proud to work for the FAA, and I enjoy working at the [Facility]"

"I feel proud to work for an agency that keeps millions of people safe on a daily basis."

Confidence in Nonsupervisory Employee's Knowledge/Skills/Abilities

"I am privileged to work with the group of dedicated professionals at the [Facility]."

"As for my coworkers, they are some of the most awesome people I've ever met. They're more like my family than other employees."

"I generally feel that my coworkers are competent and also support FAA goals."

"The persons' (for the most part) in the Flight Service Option are very hard working dedicated professionals."

"I work with a great bunch of people. For the most part we are professional and proficient in our jobs."

Confidence in Management Knowledge/Skills/Abilities/Leadership Style

"[FAA Administrator] and [Name] have brought refreshing change and restored impartial and decisive leadership to our agency."

"[FAA Administrator] seems to be very pro-active which is a pleasure to see."

"Our current air traffic manager at [Facility], [Name] should be used as a model for improving LMR and employee morale and spirit."

"The FAA is a great organization and the management is equally as great."

"My immediate supervisor is an exceptional individual. He is extremely knowledgeable of FAA/DOT procedures, very interested in his subordinates, and is a pleasure to work with."

Morale

"Morale is low and getting lower."

"The morale in the agency continues to decline steadily."

"These failures in common sense and respect are the greatest demoralizer of our workforce."

"The workforce is demoralized, service to the pilot is suffering and management doesn't care."

"The direction of the agency as a whole is disheartening."

Privatization/Future Contracting

"If I won the lottery today and never needed to work again, I would still think privatizing and contracting the FAA is a disaster waiting to happen."

"Contracting out does not save the government money in the long run. Contracting out hurts safety. Much of what government does cannot become 'for profit'."

"The fact that the FAA is not supporting this function as "inherently governmental" is ridiculous and insulting."

"We live with the threat of contracting, which destroys job security, which was my #1 reason for joining the FAA."

"Since I returned to the FAA in 1996 I have constantly felt that my job was going to be contracted out, privatized or, sold off."

Promotion Selection Equity

"The "good old boys" still live. Buddies get promoted."

"Employee's get promoted based on favoritism and who their manager is married too."

"Current supervisor attained position as a result of "the buddy system". Other candidates were more qualified."

"People are always promoted/rewarded strictly based on the good old boy syndrome, not on competency and/or work performance."

"Promotions are based on this meaningless knowledge, skills, abilities that are "rigged" so lower levels of these qualities become comparable."

Satisfaction with Pay System (Core Compensation)

"My happiness was short lived when the H band was lagging about $6,000 behind what a real GS-12 step 1 made. Nine months later I got my I band; now I'm nearly $10,000 behind what a real GS-13 step 1 makes."

"Under the current pay plan for ATSS employees of the AF division of the FAA, a newly hired employee will never reach the limit of the pay band under which he or she works. There are no longer longevity pay increases but there are now so-called performance raises or SCI."

"Overtime and SCI's are given based on buddy system, manager is extremely incompetent, SMO manager is as well."

"Please, take another look at the SCI process. Every employee and manager is frustrated with this system and it is basically a duplication and conflict with the performance management system."

"My performance has been compensated thru core comp, but not enough. I cannot get my position upgraded."

Encouraging Hard Work

"The FAA in no way provides any incentive for doing a good job."

"The incentive to do more than the minimum required is just not there."

"It seems if you're a hard worker and you do above and beyond your job your almost punished."

"I would be in serous trouble if I looked to my organization to motivate me."

"A "pat on the back" is never given. Outside commendations are never even acknowledged."

Appendix D - Examples of Top Negative Respondent Comments

Accountability

"I believe people should be held accountable for their actions."

"Make people accountable."

"Hold management accountable for their actions."

"I think FAA management is not held responsible for completing the goals of the Administrator."

"Employee morale and productivity would greatly increase if all FAA managers were required to take recurrent management classes and were held accountable for their management skills."

Dealing with Poor Performers

"There are no consequences for employee performance problems."

"First, I think the FAA does not deal with substandard performance of certified controllers very well."

"We are constantly speaking about improving productivity and raising the bar for performance – yet we allow deficiencies to continue unchecked by their immediate supervisors in the region. If management refuses to correct these problems, how can we expect cooperation from the workforce when we address problems with them?"

"His performance has remained the same for a number of years since management has turned a blind eye to his performance since he has 'personal problems'."

"The FAA has never taken corrective actions towards poor performance of an employee, but rather hidden the abuse, or moved the individual."

Understaffed

"There is getting to be a severe staffing shortage all over HQ."

"Staffing is far from adequate to manage responsibilities levied upon my organization."

"Our workforce is understaffed and yet we continue to maintain the NAS."

"I do not have enough time to get the job done in a thorough manner! We are so understaffed it is pathetic!

"I have seen from the trenches what understaffing does to safety and morale. The FAA needs to aggressively hire now before the mass exodus."

Workload Too Heavy

"We are annually expected to do too much work in too short a time span at the end of each FY (it is a state of utter chaos and frustration each year!)"

"I would like to become involved in other job opportunities, but my workload is too heavy."

"Sometimes the activities required to help others accomplish their performance plans impose a significant workload that impairs our ability to meet our own performance plans."

"Managers are stretched too thin and tasked with too much that they no longer have time to manage their organizations."

"My workload keeps increasing. Sometimes I have to drop what I'm doing to respond to something else."

Resource Availability

"We have $0 dollars to spend during the year and then just before Oct. 1 we have $800 to spend in 4 hrs."

"The impact of the budget on implementation of projects has seriously affected the ability to do a good job on projects."

"We are all experiencing the pains of the budget shortfalls, but unfortunately what we see is everyone cutting back at the expense of the field."

"FAA needs to have one pocket of money, can't order parts but we can gravel a road because different money."

"The lack and reduction of the operating budget for the last 10 years to the sudden ability to increase not just air traffic but all employees' wages (some questionable)."

Equipment

"Our computer equipment is out-dated but they just keep adding programs and the computers do not operate properly as a result."

"Current facility is in great disrepair; much of the equipment we use either is broken or fails routinely."

"Equipment is not being repaired as necessary."

"In our present day of communications emphasis and technical abilities there are no provisions to replace our antiquated radio systems; That at best can be said to "suck"."

"I have shelves full of equipment that needs to be sent out for exchanges or repairs."

Confidence in Management

"Top agency officials are micromanaging even unimportant stuff."

"Manager manages through contempt and disrespect for the workforce she is entrusted with. Demonstrates complete lack of leadership."

"Management has little to no skills in coaching, mentoring, and delegation."

"Current supervisor lacks communication skills. Supervisor becomes very defensive when asked a question on any topic."

"The supervisor lacks the tact and people skills to manage professional people. We are constantly second guessed, berated, and looked upon with distrust when performing our duties."

General Fairness

"The "good ol' boys" network is alive & well."

"Decisions are often based on "who you are" instead of facts."

"Very dissatisfied with how employees in the agency are treated differently."

"There is still the "buddy" system. Some people get away with a lot, while others are held to strict compliance with rules/policies."

"Political relationships and favoritism still protect a portion of these wrong doers; however, all for the sake of being able to do the job."

Management Concern for Employees

"The FAA, in my 16-year career has never demonstrated that they are concerned with what employees think."

"In the past three to four years the FAA has made agreement after agreement to benefit themselves with little or no concerns for their labor force."

"It gives the impression HDQ does not CARE about the lowest level workers and they are being sacrificed."

"I don't believe the FAA management in the region or Washington really cares about Air Traffic Controllers in smaller facilities."

"Management here is oppressive to the workforce and doesn't care about us at all.

Trust

"The FAA has failed to ensure my trust on many levels."

"It is my perception that there is a general distrust for the competence and integrity of the FAA's high level managers."

"My staff and I have been and continue to be lied to by upper management. There is no trust anymore."

"How can we respect upper management that doesn't respect us?"

"However, I have no trust whatsoever of upper management above my facility to Washington, DC."

Downward Communication

"Briefings are thrown in a folder on a desk. Many things could be better learned & communicated by face to face