2012
OIG ANNUAL SURVEY RESULTS

Note: Please refrain from printing, or coordinate to print one copy per office, due to the size of the document.

Background

- 82% of employees completed the survey (228/ 276)
  - In 2010, 88% of employees completed the survey (238/ 270)
  - -In 2011, 85% of employees completed the survey (225/264)

- Responses were, in general, on a five point scale from "strongly disagree" to "strongly agree". Results are reported by the average score (mean) as well as the frequency distribution.

- For comparison purposes, 2010 and 2011 means are included in the data that follows. We indicated where question wording differed.

- This year, we grouped questions by strategic objective. We also aligned the open-ended comments with the strategic objectives.

- The majority of questions were asked to both supervisors and non-supervisors. We indicate where the question was asked to only one group or the other.

A Note on Comments

- We had four open ended questions. Two pertained to SharePoint, one to communication, and one was open-ended.

- We grouped comments by objective and with related questions.

- The comments are quoted verbatim, with few exceptions. We removed two comments aimed at individuals who are not part of the Leadership Team and redacted names and identifying information from other comments targeted at individuals.

OIG STRATEGY

MISSION: TO PROVIDE INDEPENDENT OVERSIGHT AND PROMOTE EXCELLENCE, INTEGRITY, AND ACCOUNTABILITY WITHIN THE PROGRAMS, OPERATIONS, AND MANAGEMENT OF THE DEPARTMENT OF THE INTERIOR

CUSTOMER

U.S. PUBLIC
CONGRESS
DOJ
DOI

C1: "PROVIDE ACCURATE AND ACTIONABLE INFORMATION THAT IS RELEVANT AND TIMELY"

C2: "BE RESPONSIVE IN AN OPEN AND ACCOUNTABLE MANNER"

...IN ORDER TO PROVIDE TOP QUALITY PRODUCTS AND SERVICES TO OUR CUSTOMERS AND FULFILL OUR MISSION.

INTERNAL PROCESSES

I1: FOCUS ON PREVENTION

I2: FOCUS ON TARGETED CATEGORIES

I3: FOLLOW STANDARD APPROACHES TO EFFICIENT WORK PROCESSES

I4: IMPROVE COMMUNICATION

...AND ACHIEVE OPERATIONAL EXCELLENCE

PEOPLE, LEARNING, GROWTH

P1: FOSTER COLLABORATION, CONTINUOUS IMPROVEMENT, AND INNOVATION

P2: IMPROVE WORKFORCE PLANNING

P3: RECRUIT, DEVELOP, AND RETAIN A QUALITY WORKFORCE

...DEVELOP OUR PEOPLE AND EXPERTISE

FINANCIAL RESOURCES

F1: EFFICIENTLY PLAN, MANAGE, AND USE RESOURCES ACCORDING TO THE STRATEGIC PLAN

...OBTAIN AND MANAGE FINANCIAL RESOURCES

WE WILL

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| C1: "Provide accurate and actionable information that is relevant and timely" C2: "Be responsive in an open and accountable manner" <u>Value</u>: We place the highest value on objectivity and independence to ensure integrity in our workforce and products	Means			2012 Question Asked To:	
	2012	**2011**	**2010**	**Both**	**Supervisor only**
1. The OIG's products and services are objective	3.75	3.82	3.75 [1]	●	
2. The OIG conducts its work in a manner that is independent (free from improper influence) from Congress.	3.69	3.81	3.75 [1]	●	
3. The OIG conducts its work in a manner that is independent (free from improper influence) from the Department.	3.60	3.76	3.75 [1]	●	

[1] 2010 question was "The OIG produces work that is objective and independent."

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1. The OIG's products and services are objective.

2012 Mean = 3.75
2011 Mean = 3.82
2010 Mean= 3.75*
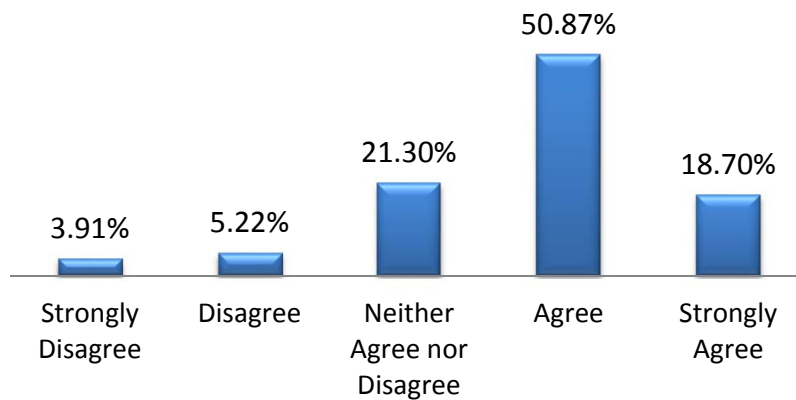
2. The OIG conducts its work in a manner that is independent (free from improper influence) from Congress.

2012 Mean = 3.69
2011 Mean =3.81
2010 Mean=3.75*

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	3.91%	5.22%	21.30%	50.87%	18.70%

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1.30%	3.48%	36.96%	41.30%	16.96%

* 2010 question was "The OIG produces work that is objective and independent."

3. The OIG conducts its work in a manner that is independent (free from improper influence) from the Department.

2012 Mean = 3.60
2011 Mean = 3.76
2010 Mean= 3.75*

3.93%	10.92%	26.20%	39.30%	19.65%
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

* 2010 question was "The OIG produces work that is objective and independent."

Customer Comments

- I've become very concerned of late with the OIG's independence and honesty. We go after people who ignore subpenoa's and stretch the truth (to put it nicely). Seems like our mission statement and vision are just words on paper and not something we should live by. We should refocus the effort on independence and honesty, rather than who is using or not using Sharepoint.

- What is up with asking the Department if they are okay with OIG looking at programs and areas and not looking when DOI says they would prefer we don't. That is clearly against the independence model. You have experts SME's within and you don't take the word of them but do the DOI. That is crap!

- Wake up and quit trying to to 'get approval' from DOI...we have job to do. The balance and independence model seems to be missing....the 'appearance' is there that the OIG has to ask the DOI is they can and actually...us SES'r's know it is the truth because you do ask DOI if it is 'okay to look at things'... enough is enough. Get back to being independent and lets get ourselves some respect and demonstrate to the tax payers why we were hired.

- Good luck....there is a balance which I know is tried here....but it seems the scales have shifted too far into the non-independent world that we need to review ourselves again and get it back to being balance.

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I2: Focus on targeted categories	Means			2012 Question Asked To:	
	2012	**2011**	**2010**	**Both**	**Supervisor Only**
4. I am aware of how the targeted categories impact work in my unit (AI&E,OI or ROO).	3.82	3.80	N/A [1]	●	
5. I can explain to my employees how the targeted categories impact work in our unit (AI&E, OI or ROO)	4.15	4.10	3.53 [2]		●

[1] 2010 question was "I am aware of the areas the OIG considers high risk and high impact." Question is different enough to limit comparison. Mean was 2.57 on a 5-point Likert scale.
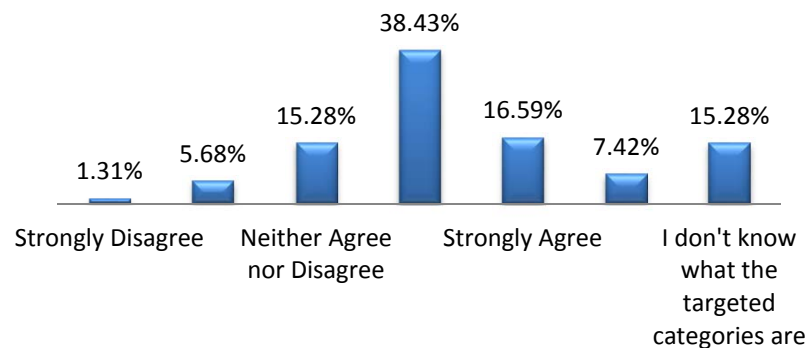
[2] 2010 question was "I understand what a focus on high risk and high impact means to the OIG well enough to convey it to my office."

| 4. I am aware of how the targeted categories impact work in my unit (AI&E, OI, or ROO).

2012 Mean = 3.82
2011 Mean =3.80
2010 Mean= N/A* | 5. I can explain to my employees how the targeted categories impact work in our unit (AI&E, OI, or ROO).

2012 Mean = 4.15
2011 Mean = 4.10
2010 Mean= 3.53**
(Asked to supervisors only) |
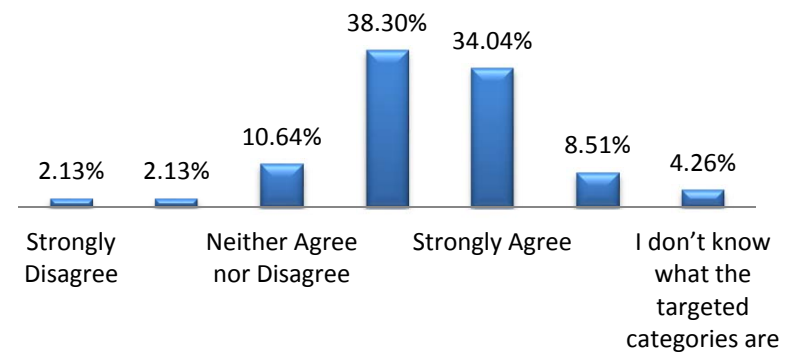
*2010 question was "I am aware of the areas the OIG considers high risk and high impact." Question is different enough to limit comparison. Mean was 2.57 on a 5-point scale.

**2010 question was "I understand what a focus on high risk and high impact means to the OIG well enough to convey it to my office."
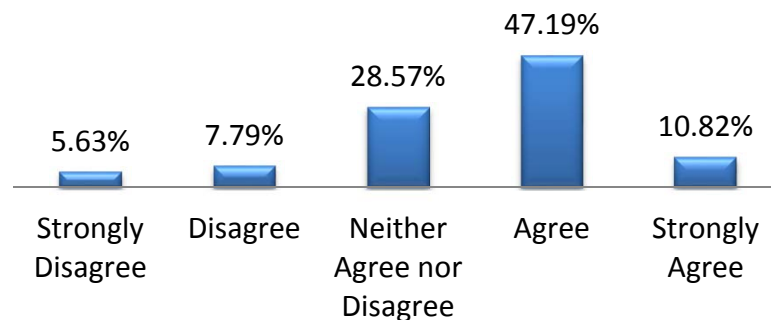
I3: Follow standard approaches to efficient work processes	Means			2012 Question Asked To:	
	2012	**2011**	**2010**	**Both**	**Supervisor Only**
6. Work processes in my unit (AI&E, ROO, OM, etc.) are consistently applied or executed	3.50	3.69	3.02	•	

Comment:

Many suggestions of process improvement are not taking seriously. Often times suggestions that negatively affect the productivity as a whole are blindly followed, even with a majority of objection from peers.

47.19%

28.57%

10.82%

7.79%

5.63%

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

I4: Improve communication	Means			2012 Question Asked To:	
	2012	**2011**	**2010**	**Both**	**Supervisor**
7. Communication within the OIG is open and honest	3.25	3.33	2.71	●	
8. Overall, communication within the OIG is effective.	3.23	3.37	2.77[1]	●	
9. Communication from senior leadership (SES) has helped me to understand the goals and priorities of the organization.	3.41	3.62[2]	2.91[2]	●	
10. I can contact and speak openly to senior leaders (SES) if I want to. ["openly "added in 2012]	3.56	3.97	3.31	●	
11. My immediate supervisor communicates effectively.	3.93	4.08	3.79	●	
12. My immediate supervisor keeps me informed of OIG-wide issues.	3.88	4.02	N/A[3]	●	
13. My immediate supervisor discusses the relevance of OIG-wide issues to my job.	3.73	N/A	N/A	●	
14. I get the information I need to communicate OIG-wide issues to my staff.	4.02	4.23	N/A[4]		●

[1] 2010 question was "Overall, the OIG communicates effectively."

[2] 2010 and 2011 question was "Senior leaders (SES) communicate the goals and priorities of the organization."

[3] 2010 question was "My immediate supervisor keeps me informed of issues affecting my job." Question different enough to limit direct comparison. Mean on a 5 point likert scale was 3.76.

[4] 2010 question was "I receive the information I need to effectively interpret and transmit organization-wide communications to my office." Question different enough to limit direct comparison. Mean on a 5 point likert scale was 3.22.

I4: Improve communication (cont'd)	Means			2012 Question Asked To:	
	2012	**2011**	**2010**	**Both**	**Supervisor Only**
15. When I receive "manager talking points," I am more prepared to respond to employees' questions or concerns.	4.13	4.21	N/A[1]		●
16. Senior leaders (SES) clearly explain the rationale for organizational decisions made in the OIG.	3.25	N/A	N/A	●	
17. Senior leaders (SES) clearly explain the rationale for decisions made in my unit (AI&E, ROO, OM, OI, etc.)	3.37	N/A	N/A	●	
18. One-on-one meetings have helped me to develop and/or maintain an effective relationship with my immediate supervisor. ["or" added in 2012]	3.59	N/A	3.16	●	
19. The use of one-on-ones has helped me to develop and/or maintain an effective relationship with my employees. ["or added in 2012)	3.93	N/A	3.60	●	

|	**Yes**	**No**		
20. My immediate supervisor and I have a weekly one on one meeting.	60%	40%	●	

[1]2010 question was "I receive the information I need to effectively interpret and transmit organization-wide communications to my office." Question is different enough to limit direct comparison. Mean on a 5 point likert scale was 3.22.

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7. Communication within the OIG is open and honest.

2012 Mean = 3.25
2011 Mean = 3.33
2010 Mean= 2.71
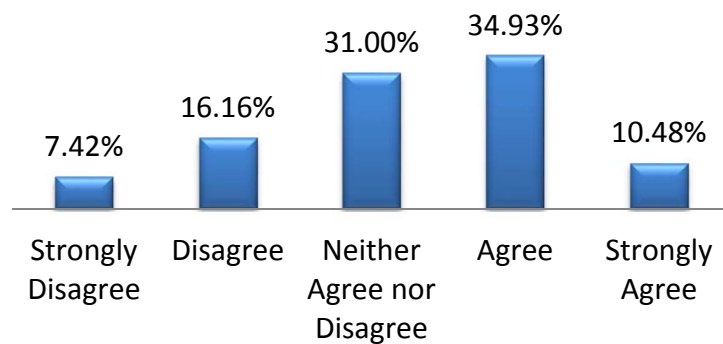
8. Overall, communication within the OIG is effective.

2012 Mean = 3.23
2011 Mean = 3.37
2010 Mean= 2.77[*]

Chart 7:

- Strongly Disagree: 7.42%
- Disagree: 16.16%
- Neither Agree nor Disagree: 31.00%
- Agree: 34.93%
- Strongly Agree: 10.48%

Chart 8:

- Strongly Disagree: 5.65%
- Disagree: 17.39%
- Neither Agree nor Disagree: 31.30%
- Agree: 39.13%
- Strongly Agree: 6.52%
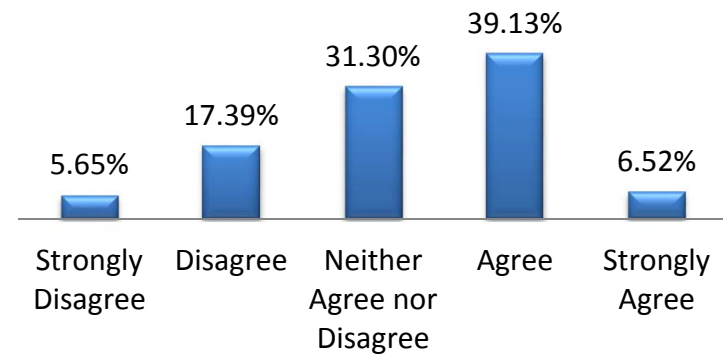
* 2010 question was "Overall, the OIG communicates effectively."

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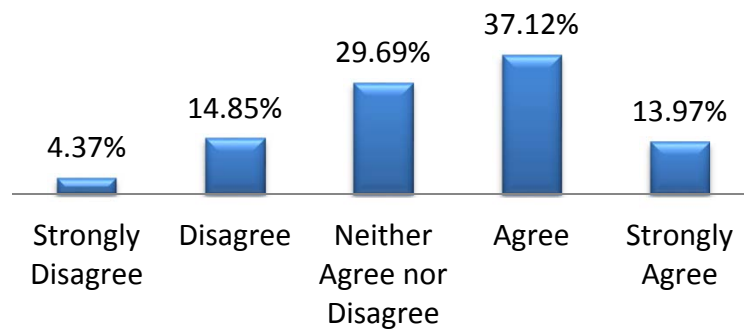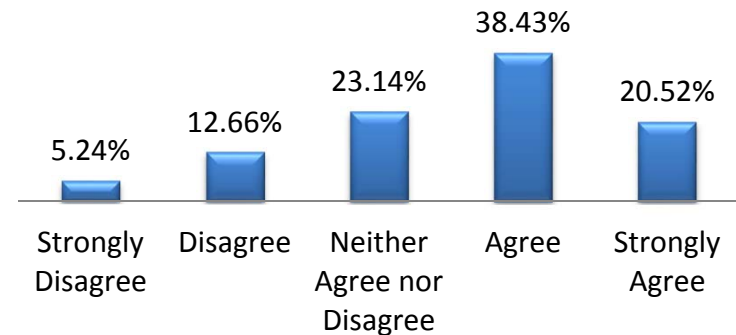**U.S.DEPARTMENT OF THE INTERIOR**

9. Communication from senior leadership (SES) has helped me to understand the goals and priorities of the organization. **2012 Mean = 3.41** 2011 Mean = 3.62* 2010 Mean= 2.91*	10. I can contact and speak openly to senior leaders (SES) if I want to. **2012 Mean = 3.56** 2011 Mean = 3.97** 2010 Mean= 3.31**

Chart 9:
- Strongly Disagree: 4.37%
- Disagree: 14.85%
- Neither Agree nor Disagree: 29.69%
- Agree: 37.12%
- Strongly Agree: 13.97%

Chart 10:
- Strongly Disagree: 5.24%
- Disagree: 12.66%
- Neither Agree nor Disagree: 23.14%
- Agree: 38.43%
- Strongly Agree: 20.52%

*2010 and 2011 question was "Senior leaders (SES) communicate the goals and priorities of the organization."
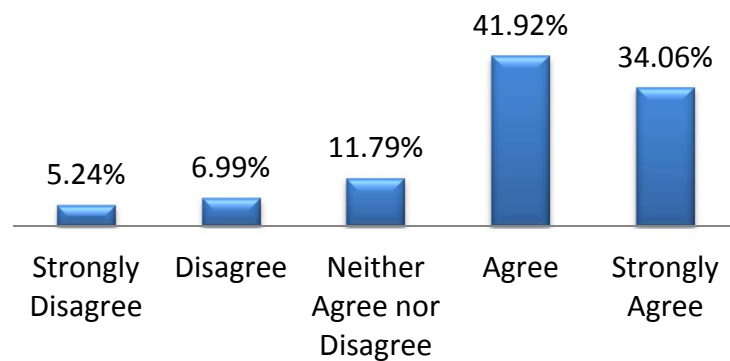**2010 and 2011 question was "I can contact and speak to senior leaders (SES) if I want to"

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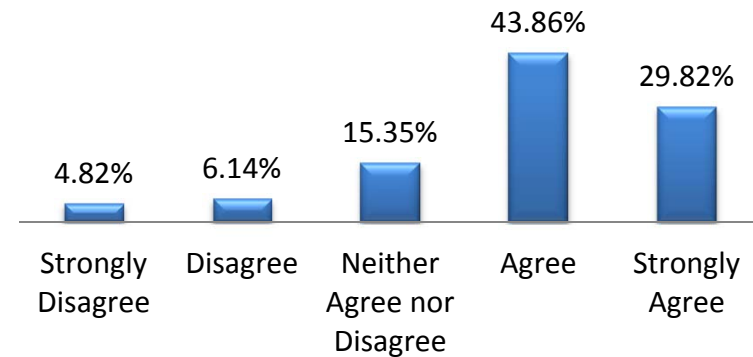## U.S. DEPARTMENT OF THE INTERIOR

| 11. My immediate supervisor communicates effectively.

2012 Mean = 3.93
2011 Mean = 4.08
2010 Mean= 3.79 | 12. My immediate supervisor keeps me informed of OIG-wide issues.

2012 Mean = 3.88
2011 Mean = 4.02
2010 Mean= N/A* |

Question 11:

- Strongly Disagree: 5.24%
- Disagree: 6.99%
- Neither Agree nor Disagree: 11.79%
- Agree: 41.92%
- Strongly Agree: 34.06%

Question 12:

- Strongly Disagree: 4.82%
- Disagree: 6.14%
- Neither Agree nor Disagree: 15.35%
- Agree: 43.86%
- Strongly Agree: 29.82%

*2010 question was "My immediate supervisor keeps me informed of issues affecting my job." Question different enough to limit direct comparison. Mean on a 5 point likert scale was 3.76.
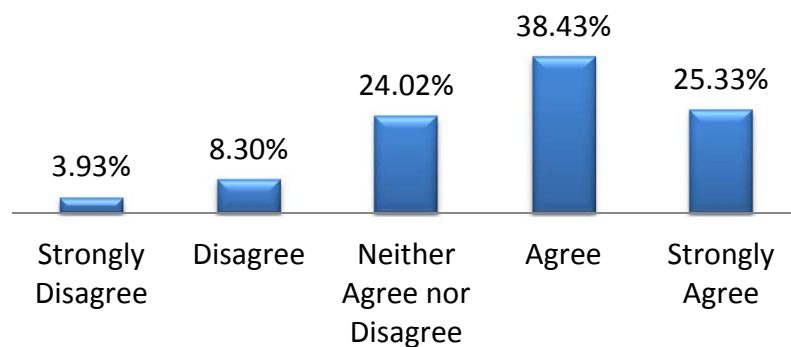
13. My immediate supervisor discusses the relevance of OIG-wide issues to my job.

2012 Mean = 3.73
2011 Mean = N/A
2010 Mean = N/A

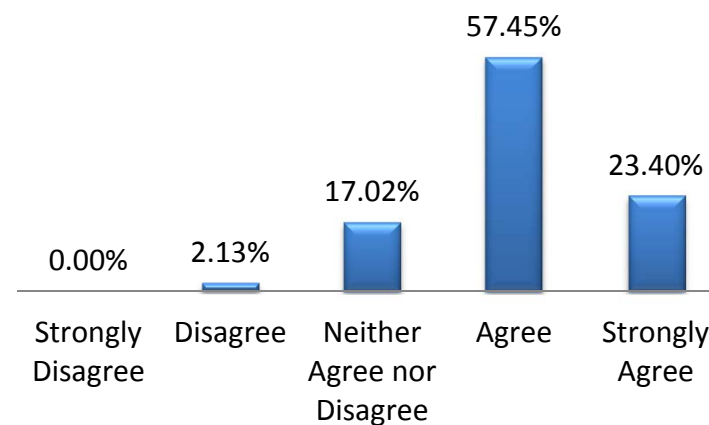**14. I get the information I need to communicate OIG-wide issues to my staff.**

2012 Mean = 4.02
2011 Mean = 4.23
2010 Mean = N/A
(Asked to supervisors only)

Chart 13:
- Strongly Disagree: 3.93%
- Disagree: 8.30%
- Neither Agree nor Disagree: 24.02%
- Agree: 38.43%
- Strongly Agree: 25.33%

Chart 14:
- Strongly Disagree: 0.00%
- Disagree: 2.13%
- Neither Agree nor Disagree: 17.02%
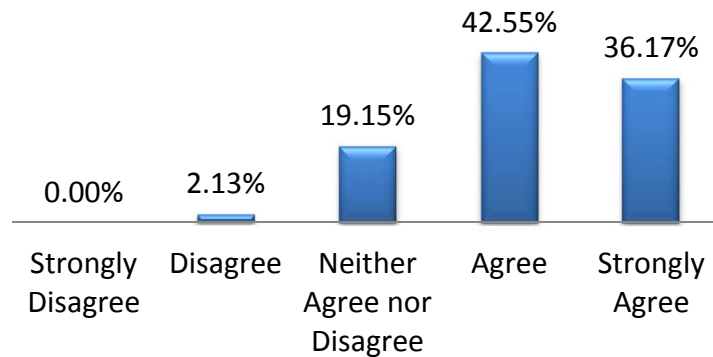- Agree: 57.45%
- Strongly Agree: 23.40%

15. When I receive "manager talking points," I am more prepared to respond to employees' questions or concerns.

2012 Mean = 4.13
2011 Mean = 4.21
2010 Mean = N/A*
(Asked to supervisors only)

16. Senior Leaders clearly explain the rationale for organizational decisions made in the OIG.

2012 Mean = 3.25
2011 Mean = N/A
2010 Mean = N/A
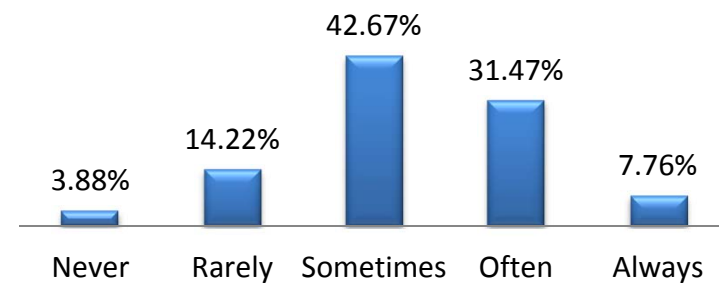
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
0.00%	2.13%	19.15%	42.55%	36.17%

Never	Rarely	Sometimes	Often	Always
3.88%	14.22%	42.67%	31.47%	7.76%

*2010 question was "I receive the information I need to effectively interpret and transmit organization-wide communications to my office." Question is different enough to limit direct comparison. Mean on a 5 point likert scale was 3.22.
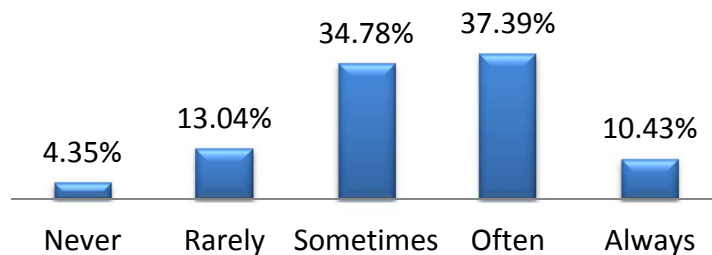
17. Senior Leaders clearly explain the rationale for decisions made in my unit (AIE, ROO, OM, OI, etc.).

2012 Mean = 3.37
2011 Mean = N/A
2010 Mean = N/A

18. One on one meetings have helped me to develop and/or maintain an effective relationship with my immediate supervisor.

2012 Mean = 3.59
2011 Mean = N/A
2010 Mean = 3.16*

	Never	Rarely	Sometimes	Often	Always
	4.35%	13.04%	34.78%	37.39%	10.43%

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	We don't have one-on-one meetings
	4.00%	8.00%	26.22%	32.44%	17.78%	11.56%
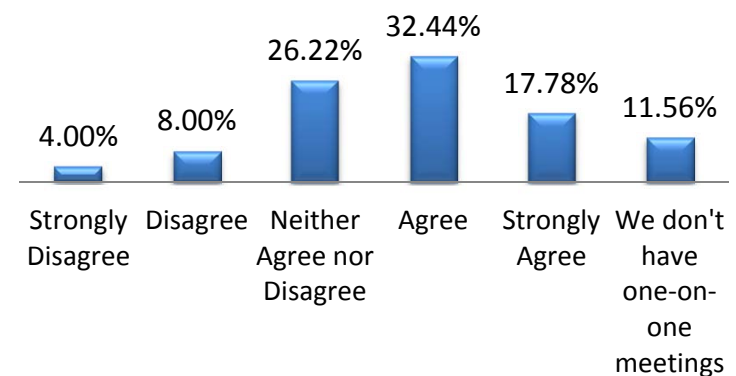
*2010 question was:" One-on-one meetings have helped me to develop and maintain an effective relationship with my immediate supervisor.

19. The use of one-on-ones has helped me to develop and/or maintain an effective relationship with my employees.

2012 Mean = 3.93
2011 Mean = N/A
2010 Mean = 3.60*

			42.55%		
		17.02%		27.66%	
0.00%	8.51%				4.26%
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	We don't have one-on-one meetings
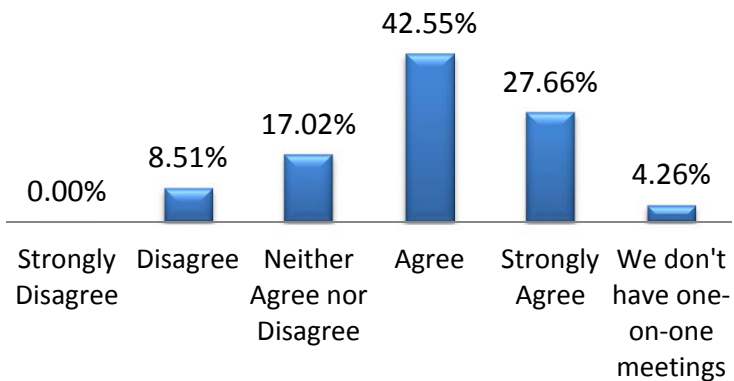
*2010 question was:" The use of one-on-ones has helped me to develop and maintain an effective relationship with my employees.

Communication Comments

- I think more of what Leadership is doing (Sharepoint blog, slider stories, manager meetings, talking points, etc.) I also think we need to put some of the responsibility on employees to raise concerns in a constructive manner, with suggestions on ways to address their concerns and an understanding that our SES are still ultimately our decision-makers--they are the ones accountable for actions taken. And I think we all have a great opportunity to use sharepoint to improve communication from the bottom up -- asking questions, sharing information, etc.

- I read the communication toolkit and it has some really good things. Management needs to follow what they publish.

- Management needs to be more involved in the upper level. If employees are discontent and see no way to change things because their manager doesn't have their back, that's a problem.

- Work on timeliness of communication

- lateral communication

- Eliminate the duplicate communication. I don't need an email to tell me something has been posted on Sharepoint, when the whole point of Sharepoint was to eliminate the OIG-wide emails. Either say it in an email, or post it on Sharepoint. Doing both will eventually make people deaf to OIG announcements.

- Have an all employee conference. I felt that meeting others and attending and hearing the same information given out kept the gossip mongers at bay.

- Allow a pause for stability.

- Senior Leaders, please continue your efforts to include the rationale when you communicate decisions, and to communicate to all parties--not just those you feel are immediately affected.

Communication Comments

- more consistent structured method for 'the message' to disseminate from supervisors to their team. Our division has bi-weekly meetings, which is not frequent enough to maintain a team effort. short frequent meetings are beneficial to daily operations. Also, regularly scheduled feedback sessions with supervisors would help.

- Honesty, honesty, honesty; openness, openness, openness. We need to get rid of the 'us' and 'them' mentality demonstrated by upper management. OIG employees are intelligent, highly educated, and intuitive. They are not easily fooled - it's part of why they are so good at what they do.

- I have recently realized that the communication issues that have arisen haven't usually been within my region or unit, but with another unit. While the helpdesk ticket process is effective and has pros, it reduces collaboration between actual people and doesn't provide a forum in which to ask questions or open a dialog before the ticket is closed. It's also ripe with cons. A couple of people won't speak to us or return calls/e-mails unless a ticket has been opened; this changes the overall image and opinion of communication within the OIG. I normally suggest resolutions when I constructively point out problems, but I'm not sure what to suggest. In the past when regional managers learn results of survey communication problems, they try to make their good communication even better because there's a feeling that they aren't doing enough. In reality, the issue isn't within the region, but between the region and other units (OM, IT, HR, etc.). Coincidentally, these are the units that have gone from open communication/collaboration to a helpdesk (which isn't always available to those in the field or TDY, via Blackberry, or to those unable to log on and in need of assistance). And while the helpdesk process provides an immediate survey, no one is confident that it's anonymous, so true thoughts probably aren't conveyed. I hope this helps in some way, sorry to be so wordy!

- Timely release of information with a uniformed message.

- When decisions are made, stick to them. Second, when a decision in made, show how that relates to the mission.

Communication Comments

- Provide consistent, honest, fact-based information regarding its decisions. Provide the rationale as to why decisions are necessary. Inform the agency in a timely manner.

- People communicate not Sharepoint. Sharepoint is yet another tool and not the answer to be a better communicator. It's the message not the media format that matters. Be clear on the message first, then use various media outlets to get the word out. Communication is a 2-way street up and down the chain of command.

- Communicate! Every time a decision is made management should tell everyone WHY the decision was made. So many times have decisions been made and the workers are only left to ponder 'why did they make that decision?'... Even if the truth is hard to come by, tell us, WE ARE ADULTS we can handle it. For example, we had the OIG conference canceled this summer, all we got was an email from Hardgrove saying it's canceled and ask your supervisors if you have any questions about why...That was it. Couldn't he have just said we are cancelling it because of this or that... Cause then rumors start like it was canceled cause of the GSA conference scandal in Las Vegas and management is scared to have any conferences now... If it's just put out there with the methodology on how decisions are made, then we wont have these problems. It's like an audit workpaper, we have to write a methodology section so reviewers know how we came to our conclusions, management should be held to the same level of competence

- Supervisors who do not communicate need training.

- Administrative/Human Resource related issues particularly regarding new hires could be more streamlined if a checklist were provided to offices. The checklist could prioritize the paperwork and processes that must be completed for new personnel.

Communication Comments

- Managers emphasizing the need to work as a team, which involves sharing information that is beneficial to the group rather than hoarding information for the sake of pumping one individual's importance.

- Management stress OIG mission to investigate and audit Interior programs rather than administrative activities.

- Can we de-clutter SharePoint and not send out notices, when employees tag that they like something?

- Improving communication depends on what people think they need or want to know. My supervisor keeps us informed of impending changes, new information, etc. I think we still need improvement on the listening and dialogue aspects of communication. Communication tends to be a one-way activity. The discussions around the senior leadership blogs have been a welcome change. I'd love to see more of those occur on topics that address some of the OIG's major challenges.

- Share more information when it becomes available.

- I think it is pretty good, better than most places. SharePoint helps too.

- Start the lines of communication early. A bad example of communication is the impending move of the Central Region to a new office. We were originally told that the new office would have plenty of space and that most employees would have their own office. Only recently were we informed this would not be the case. The new office will have far less space than the current one. I expect our productivity will be less because we will have to look for an available room whenever we need to hold a team meeting.

Communication Comments

- I think communication is fine. There will always be some who complain or want to be informed about every single management decision.

- discuss reasons and rationale for decisions

- We should offer customer service and communication courses at our own Herndon Training Center. And everyone within OIG should be required to take both courses each year. We should never stop looking for ways to communicate effectively throughout the organization. Communication is such a big part of everyone day-to-day job. So, the more we discuss it and have training in that area the better our communication skills will be for the organization.

- communicate honestly and when it happens not weeks later

- Some issues seem to be communicated very well, but others are not. Everyone was waiting for Mary to address the allegations for quite some time before we received her memo. It would have been better to get that sooner rather than later since it was such a big issue on people's minds. Other issues have been communicated quite well, including the car situation. We didn't have to listen to rumors; we knew the situation immediately. I think one improvement would be to have management communicate issues as soon as they can rather than wait and have the 'rumor mills' spinning.

- SharePoint has helped but could address more all the changes that are happening around OIG and with the CIGIE investigation in the news.

- NA/ none/ don't know/ ? / no ideas/ I don't know (8 responses)

Communication Comments

- At least as far as supervisor is concerned, less running from one task to the next and more consistency in whom the supervisor communicates with on things. A supervisor should not be a super-worker but a manager of workers.

- Communication is often subordinate-led, which leads to confusion and gaps in information. Supervisor also needs to be better at realizing what others within the unit are doing, as these things may relate to one another without the unit members knowing it. In general, supervisor needs to promote more communication across the unit and less siloing into discrete projects, and also inform all members of the team of noteworthy things others are doing, places they are going, etc. Better delegation of tasks would likely help, so that the supervisor is not expending all energy on running from one thing to the next, and is able to see the bigger picture and understand what subordinates are doing and communicate what the supervisor uniquely knows to members of the team who may not.

- The communication in the field is great. The communication from the top down needs improvement.

- Focus communication on mission related elements ONLY. Use available technologies when they make SENSE, not just to keep UP with the Joneses. Communication should be valued by its effectiveness ONLY (not whether or not you used Sharepoint). NARROW the audience to a need to know basis! Let the mission oriented offices do WORK and management oriented entities focus on their initiatives to do their job better, always with the intent to leave a small foot print on the mission offices.

- More direct communication to the affected employees, rather than a communication 'chain' through the managers to the affected employees. Sr. Mgrs believe that notifying their middle managers will get the information to the masses, but this doesn't always occur. And sometimes, when it does, it is subject to interpretation that may not be the intent of the Sr. Manager.

Communication Comments

- There needs to be much better rationale for the large decisions. The leadership simply does not come across as credible, honest, or open. I'll use the vehicles as an example. Mary has previous said that the vehicles cost the organization about $300,000. I have heard that each employee on average costs $135,000. So, cutting the fleet in half will save approximately one employee. That's all fine and good, although this only came out well after the decision was made, with no input from the field. The real problem is that it does not strike anyone as credible that this move will actually benefit the organization in any way. It saves one employee, but OI is not being backfilled as people leave. So who is being 'saved?' One of the five members of the non-mission critical strategy management office? One of the full-time ROO employees that were supposed to only be term? One of the GS-15s in OM with very little responsibility? I only use the vehicles as an example, there are many more. Forced transfers of [name redacted] and of another unspecified person, no backfilling, no travel money, etc. It makes no sense. Maybe it does to HQ, maybe there's a wonderful rationale for keeping non-mission critical employees while destroying OI's ability to function, but thus far I haven't seen it.

- It's not that there's zero communication within the OIG, but that what is being communicated makes no sense to the field. It screams, loud and clear, that this organization's priorities are not achieving our mission, which is still to prevent, police, and correct fraud, waste, abuse, mismanagement, and corruption, but rather to ensure that everyone who currently has a job continues to have one.

- Unless what I described truly is no longer our mission, but is actually that vague phrase about 'promoting' excellence, integrity, and accountability (whatever that means), senior leadership needs to make some hard choices about people. That's why you guys get paid as much as you do, to achieve the mission with whatever resources Congrees gives you. Even if that means cutting people in non mission critical areas.

Communication Comments

- Stop saying one thing and doing another thing.

- If it is affecting someone's position, they should know about it. Communication needs to be opened wider.

- additional training for managers and employees

- Communication in the field offices is great, but between the field offices and Headquarters?

- Use communication planning techniques and practices to deliver the proper messages to employees and to motivate them to take action.

- Stop trying to give too much information too soon! We appreciate the transparency, but too much can scare people and impact productivity. The right info at the right time using the right communication method is what people need.

- Sharepoint is a good tool.

- Quarterly telecons or meetings

- If we get back to the basics of an OIG (performing the mission)and spend less resources on extra activities such as Strategy and work groups communication will improve.

Communication Comments

- In my opinion, poor communication is a symptom, but is not the main problem we face as an organization. It seems to me that our managers are not trusted to make basic decisions on day to day issues, and everything is decided at the AIG level or higher. As a result, our problem isn't with communication as much as it is with distance from the decision makers, and with the amount of time it takes to resolve the simplest of issues. I think this appears to be a communication problem, but is really something more serious.

- Full transparency with all issues affecting the organization, including potential moves or issues with Congress, the Department, etc.

- Post leadership team meetings and any related decisions on Sharepoint.

- Communication has definitely improved, but there is still a distinct lack of communication across units. And decisions by senior management are presented as if made based on input from others, when in reality the decisions were already made and the input is a waste of time and effort for those providing it.

- You have to have communications passed down from managers/supervisors. Information gathered from other divisions because of this!

- starting at the top levels, not telling people what they think the people want to hear or doing or saying things that make themselves look good

- Keep up the good job with using Sharepoint to share information. By checking the site daily, I am able to keep informed through the articles, executive blogs and posts. OM is doing a great job with sharing information on their site such as the OM meeting minutes, the announcements, the training division page, etc. I'd like to hear more information about the I.T Transformation.

Communication Comments

- There is such a thing as too much information. The problem with the OIG trying to keep the employee informed is the information provided is always in bits and pieces. This causes employees to speculate and spread rumors. It is OK not to share information until it is complete. OIG tries so hard to keep its staff informed that it has become over kill. It's like the various news channels competing to be first with the "breaking news" story that information delivered is partial and the majority of the time inaccurate because it changes, daily. Just give the information when the decision is final.

- None...I believe OIG management has far exceeded most in attempting to improve internal communications.

- Discuss thinking about upcoming changes.

- Ensure that senior leaders (SES members) communicate all needed information downward, particularly to those who have a need to know. I think the communication at the higher level is open and complete. However, information seems filtered or piecemeal when relayed to staff.

- Even if we cannot afford an all-hands conference, we should try to do all-hands meetings via teleconference to the extent possible to encourage cohesion in the organization.

- Listen to what the worker bees are telling you when making OIG-wide decisions. We say something will not work for the job we need to get done but we proceed with it anyway hoping to MAKE it work. There are simpler solutions to some problems if you listen to those who deal with the situations daily.

- No change. Maintain willingness to communicate openly and honestly.

- Once a decision is made communicate it immediately, so we don't have to hear about it through rumors.

Communication Comments

- Actually communicate about the budget. Seriously. I know Congress isn't making it easy, but there is no reason why we shouldn't have any idea what our travel budget is 3 months into the fiscal year, then 3 months before the next fiscal year be completely out of travel money. Did we not plan? Was this the plan? I know we're still operating at levels that somehow sustained us in years past, why are we out this early? Travel for audit site visits wasn't subject to the cuts outlined in the recent Executive Order, so why are dozens of people taking trips to Hawaii while our actual work is being constrained to desk audits?

- the Key to better communication relies in the integrity of immediate supervisors and managers. Communication is getting better, slowly but surely.

- Schedule mandatory OIG wide teleconference once a month

- Continue to hold joint conferences with the overall organization

- It would be nice if there were a completely anonymous way to post questions to upper management.

- no changes at this time.

- In my opinion, I don't believe there are real communication issues at this point.

- Having the Communication Toolkit available to (me) all employees has helped me improve on my communication skills   - thank you.

- Have regular meetings to share information, send emails of new policies, keep staff informed of what is going on and what future plans are.

Communication Comments

- Currently we have many groups working on strategy, plans, etc. Yet, in looking at past decisions, it would appear that many times Leadership, including the COS and Acting IG, have a direction in mind that they want a particular strategy or plan to go, yet fail to directly inform these groups of their desired outcome. This leaves these groups working to come up with alternatives and a suggested course of action, when leadership already has, at least tentatively, made a decision. When these decisions are then communicated to the planning team, many times they feel disenfranchised by the process since it appears that the work performed was but an 'exercise' to provide cover for a decision already made. Providing planning and strategy groups with leadership thoughts and desired goals and objectives as soon as they are known by leadership would go along way toward building trust in the process and reducing planning 'fatigue' within the organization.

- Always explain the rationale for changes being considered or made by HQ to the troops to stop speculation.

- Major changes that will ensure the organization that they are totally clear about working on communication. As it stands now, we are just doing the minimum to get by

- More common sense approach

- Be as open and honest as possible. I know it isn't always easy, but we are adults. We see things for what they are. It is always said, rumors shouldn't be taken seriously. But, when those rumors become real!!!...it makes people discredit those that should of been straight up with us.

- Not sure. One change could be that one office or only designated persons deliver timely and consistently all OIG-wide communication.

- With the federal budget under greater pressure, it would be helpful if budget status updates are regularly communicated to everyone.

Communication Comments

- SES leadership could do a better job informing field management of why certain decisions have been made. If for no other reason, field management needs to be able to adequately answer questions received in the field that directly affects peoples' lives. Carrying forward leadership's message is a whole lot easier when field management understands why decisions are being made.

- Senior leaders need to be more blunt w/their subordinates. Tell us like it is, don't 'water it down' because your scared of hurting someone's feelings.

- Be open and honest

- I think being more transparent is a huge part in improving communication. This is also something that needs to be done in a timely manner. More often than not the rumor mill regarding a decision starts up way before any information gets communicated and employees spend way too much time second guessing and assuming things that are not even relevant.
- Managers can post more content on SharePoint to make access to information available to employees

- The regional management has trouble communicating with their staff and may act as a barrier between the staff and senior level management. Senior staff or head quarters can try the best they can to improve communication, collaboration, policies and procedures, and unfair treatment when it comes to training or hiring practices, but if the middle level management does not implement it or respect it, it does not get reflected down to the staff.

- Earlier communication for starters, before the rumor mill goes around. I hear about most things in various bits and pieces long before a formal announcement comes out.

- Also, when an employee changes units (OI to OM or IAE to OM), I would conduct a exit debriefing. Find out what they thought of the unit and why did they request or apply for a transfer (I'm sort of assuming that this is done when an employee is leaves the organization).

Communication Comments

- Again, (think I suggested this before) : I would have senior leadership 'walk the floor.' Have them take the initiative and give me a call and ask me how my job is going. Have them ask me what I am working on. Have someone in senior leadership randomly choose one or two employees to talk to for a half hour once a month (i.e. conduct a one-one one style meeting with them) I can think of two instances in which senior management had an understanding of a process taking place that was entirely different from what was actually taking place. It 'appeared' to me that middle managers were not effectively communicating the facts on the ground accurately or completely.

- Senior management needs to improve in open communication.

- I'm not certain if communication is the issue or if it's personalities and an overall lack of established and enforced expectations? I feel that we allow people to behave and communicate poorly. Managers rarely correct behaviors or actions. Instead, we reassign employees, give them special tasks, move them to positions where they're likely to have less impact or interaction with others. We don't address the snarkiness, ill tempers, or short and curt emails, conversations, or phone calls. In fact, we let people ignore outreach and choose not to communicate with other employees. We brush off hostility and permit people to act unprofessional because of their title. I think that we need to start with the executives examining themselves so that they can truly understand their shortcomings and communication challenges (no one is perfect, and pay grade certainly doesn't equate to mastering communication skills). Once they appear unified and are consistent in their communication approaches, and they've set a quality example, then they can establish an expectation that can be enforced with the next level managers and so forth. We also have to remember that communication is an everyday evolving skill. We need to recognize that it's never a one-size-fits-all situation, and honestly, many of our employees need to be a bit more adaptable to other people, changing circumstances, and show a bit more patience. We need to start with questions rather than assumptions and accusations, regional bias, or preconceived notions. And we need to let the past go and drop some of the grudges. We won't improve our communication until we improve our culture, and ourselves.

Communication Comments

- Conduct periodic (bi-weekly?) staff meetings with regional management and (monthly?) OIG-wide VTC meetings with HQ leadership.

- Stop being so vague and be more transparent. For instance, in central region Charles Haman recently put out an email updating the staff on a recent managers meeting. In this email his listed a number of topics with a brief vague statement for each of them. One in particular that comes in mind was "we ran out of travel funding...due, largely, to some unexpected 'bills' being charged to AIE's account"… WHAT DOES THIS MEAN? What are the unexpected "bills"? Why is he leaving this for the staff to ponder. The only reasonable explanation anyone can come up with is that these bills are the PCS costs for [names redacted] to relocate to take their GS-14 [positions] (which is contradictory to S. Hardgroves message this spring that no more PCS costs will be authorized for hiring) But the point is this vagueness just leads to rumors and staff scratching their head on what the heck is going on?   As for more transparency, I would like to see how much money is being appropriated to each area/office/group, so we all know what the situation on spending is. If these numbers were published (say on sharepoint) everyone would know what the actual budget situation was and less rumors and misunderstandings could be prevented. We are the IG right? So everything should be legit, so we shouldn't have to hide these budget numbers right?

- Provide information to the entire OIG or an entire unit when it is relevant.

- Honest, upfront, and timely communication from the HQ level would be appreciated in whatever form.

- Less focus on being positive, more on telling the truth.

- Have regularly scheduled meetings, perhaps weekly or every two weeks.

- Post OI manager discussion points made during telecons on SharePoint

Communication Comments

- Need to assure that Senior Level communication trickles down to the field and regional managers and staff. This is not always the case.

- I think we are doing pretty well. The organization cannot change personalities.

- Be honest with people. If there is an issue or problem, address it frankly and quickly, with the people involved. Spread the word throughout the organization to those things that affect others. Respond to inquiries and complaints.

- continue to provide updated IT communication, such as cell phone upgrades and laptop connectability to the IG server.

1.Communication is more than words in an email or on SharePoint. Communication is also action. In fact, the action component of communication is more important that the spoken or written component. In many cases, the actions don't support the words communicated, thereby creating a disconnect and the impression of hypocrisy.
2. In many cases, senior management speaks before getting the facts. So those who know the facts are left sitting and wondering what is going on.
3. We have gone absolutely overboard with SharePoint. A post on SharePoint by a senior manager is not an effective way of communicating with the entire OIG organization. SharePoint is just one method of communicating with the organization and must be supplemented with other communications techniques and media.

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P1: Foster collaboration, continuous improvement, and innovation	Means			2011 Question Asked To:	
Continuous Improvement Questions	**2012**	**2011**	**2010**	**Both**	**Supervisor Only**
21. Continuous improvement is valued at OIG.	3.78	3.97	3.61	•	
22. My immediate supervisor encourages me to suggest and/or try new ways of doing business.	3.74	3.94	3.67	•	
23. My immediate supervisor allows employees to participate in OIG improvement efforts, even if it impacts short term operational activities.	3.89	4.08	4.09	•	

21. Continuous improvement is valued at OIG.

2012 Mean = 3.78
2011 Mean = 3.97
2010 Mean = 3.61

22. My immediate supervisor encourages me to suggest and/or try new ways of doing business.

2012 Mean = 3.74
2011 Mean = 3.94
2010 Mean =3.67
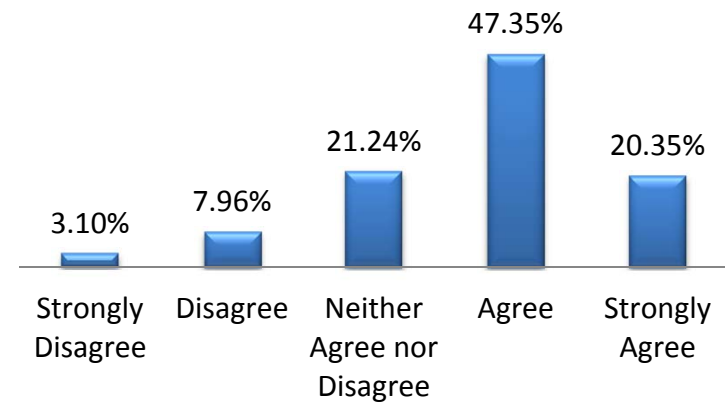
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Q21	2.64%	6.61%	21.15%	49.34%	20.26%

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Q22	3.10%	7.96%	21.24%	47.35%	20.35%

23. My immediate supervisor allows employees to participate in OIG improvement efforts, even if it impacts short term operational activities.
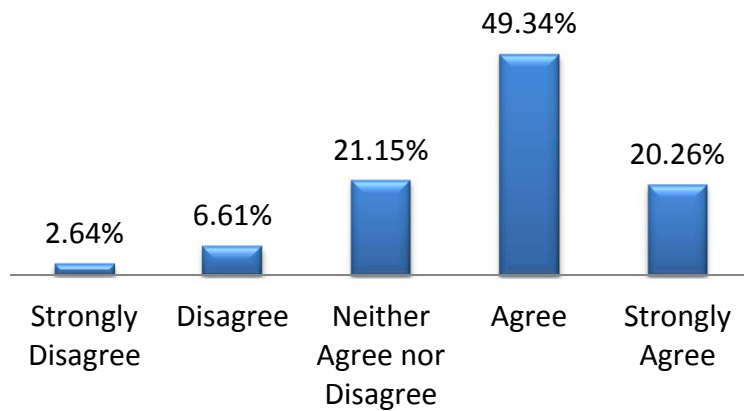
2012 Mean = 3.89
2011 Mean = 4.08
2010 Mean = 4.09

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1.77%	1.77%	23.01%	52.21%	21.24%

P1: Foster collaboration, continuous improvement, and innovation	Means			2012 Question Asked To:	
Collaboration Questions	**2012**	**2011**	**2010**	**Both**	**Supervisor Only**
24. Senior leaders (SES) encourage collaboration among different work units (AI&E, OI, ROO, etc.)	3.77	3.83	4.04	●	
25. My immediate supervisor encourages collaboration between my work unit (AI&E, ROO, OM, etc.) and other OIG work units.	4.00	4.05	4.39	●	
26. My immediate supervisor encourages collaboration with different components (e.g., HR, OSD, CRU, FOIA, ISD) or regions (e.g., Eastern Region, Central Region, Western Region) within my unit (AI&E, OI, ROO, OM, OGC, IT)	4.06	4.06	N/A	●	

24. Senior leaders (SES) encourage collaboration among different work units (AI&E, OI, ROO, etc.).

2012 Mean = 3.77
2011 Mean = 3.83
2010 Mean = 4.04

25. My immediate supervisor encourages collaboration between my work unit (AI&E, ROO, OM, etc.) and other OIG work units.

2012 Mean = 4.00
2011 Mean = 4.05
2010 Mean =4.39

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Q24	1.77%	3.98%	26.55%	50.44%	17.26%
Q25	0.44%	3.56%	14.67%	59.56%	21.78%

26. My immediate supervisor encourages collaboration with different components (e.g., HR, OSD, CRU, FOIA, ISD) or regions (e.g., Eastern Region, Central Region, Western Region) within my unit (AI&E, OI, ROO, OM, OGC, IT).

2012 Mean = 4.06
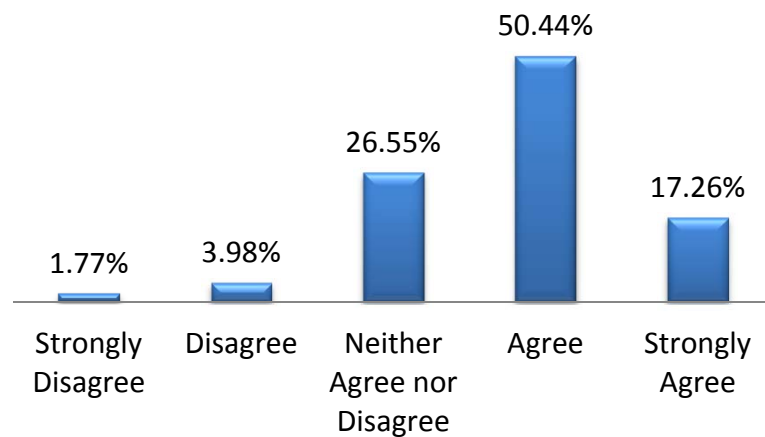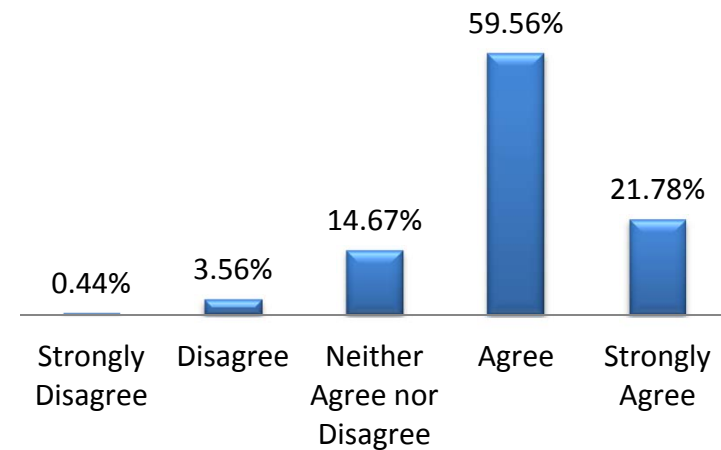2011 Mean = 4.06
2010 Mean = N/A

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable
	0.44%	2.21%	13.72%	53.98%	25.66%	3.98%
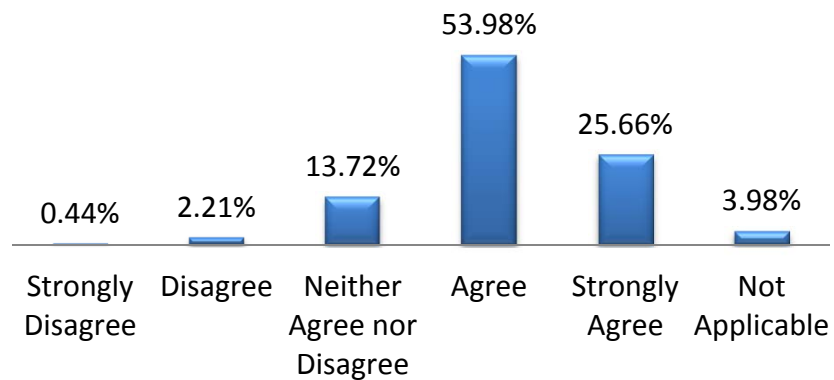
Collaboration Comments

- Don't force collaboration just to be able to state OIG supports collaboration.

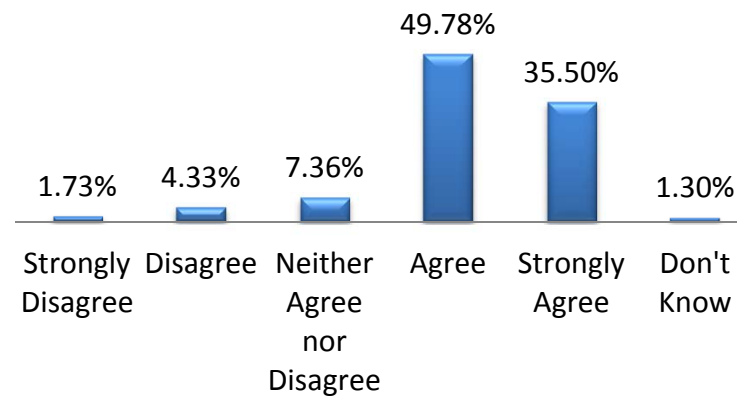- Control from the top on every issue does not encourage employees to collaborate. It causes the opposite effect, because employees game the system and go to the top to get what they want.

P2: Improve workforce planning	Means			2011 Question Asked To:	
	2012	2011	2010	Both	Supervisor Only
27. Employees in my work unit (AI&E, ROO, OM, etc.) have the knowledge, skills, and experience necessary to accomplish our organizational goals.	4.14	4.11	3.91	•	

49.78%

35.50%

1.73% 4.33% 7.36%

1.30%

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree   Don't Know

P3: Recruit, develop, and retain a quality workforce	Means			2012 Question Asked To:	
Motivation/ Employee Engagement	**2012**	**2011**	**2010**	**Both**	**Supervisor Only**
28. Overall, I am satisfied in my job.	3.90	4.04	3.67 [1]	●	
29. I have an effective relationship with my direct supervisor	4.06	4.28[2]	N/A	●	
30. My direct supervisor is an effective manager	3.91	4.08	3.87 [3]	●	
31. Overall, I have an effective relationship with my employees	4.30	4.48	N/A		●
32. In the OIG, similarly situation people in similar circumstances receive the same treatment free from favoritism.	3.05	N/A	N/A		
33. Personnel decisions (e.g., hiring, promotions) in the OIG are based on merit.	3.13	N/A	N/A		

[1] 2010 question was "Overall, I am satisfied with my work environment."
[2] 2011 question was "I have an effective relationship with my immediate supervisor"
[3] 2010 question was "My immediate supervisor is an effective supervisor."
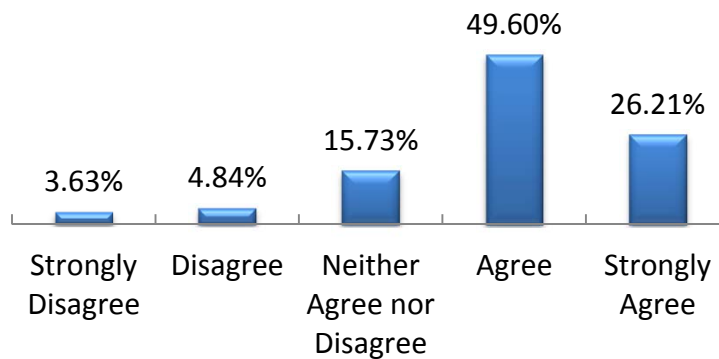
28. Overall, I am satisfied in my job.

2012 Mean = 3.90
2011 Mean = 4.04
2010 Mean = 3.67*

29. I have an effective relationship with my direct supervisor.

2012 Mean = 4.06
2011 Mean = 4.28**
2010 Mean =N/A

Strongly Disagree	3.63%
Disagree	4.84%
Neither Agree nor Disagree	15.73%
Agree	49.60%
Strongly Agree	26.21%

Strongly Disagree	5.76%
Disagree	5.35%
Neither Agree nor Disagree	9.05%
Agree	36.63%
Strongly Agree	43.21%
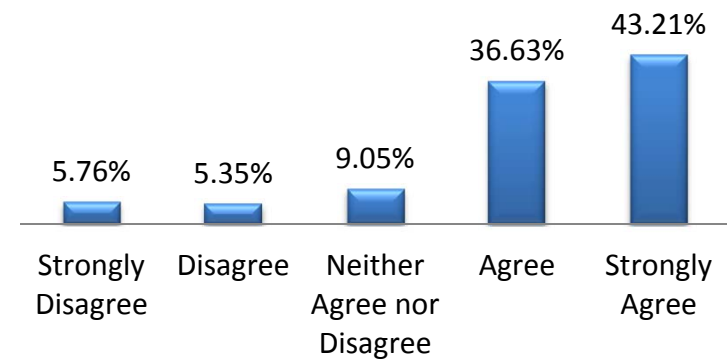
*2010 question was "Overall, I am satisfied with my work environment."
**2011 question was "I have an effective relationship with my immediate supervisor"

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30. My direct supervisor is an effective manager.
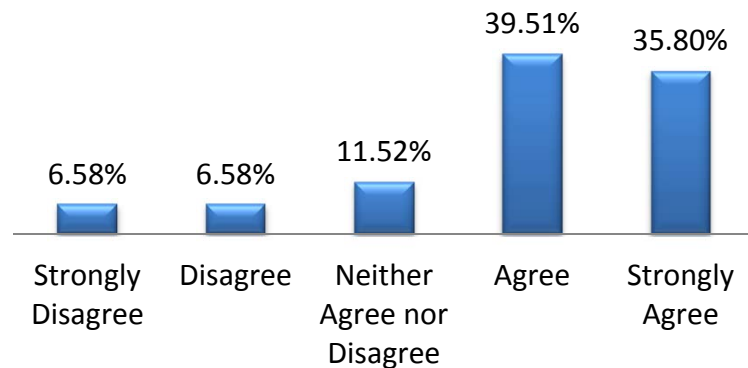
2012 Mean = 3.91
2011 Mean = 4.08
2010 Mean = 3.87*

31. Overall, I have an effective relationship with my employees.

2012 Mean = 4.30
2011 Mean = 4.48
2010 Mean =N/A
(Asked to supervisors only)

Question 30 chart:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6.58%	6.58%	11.52%	39.51%	35.80%

Question 31 chart:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.13%	0.00%	2.13%	57.45%	38.30%

*2010 question was "My immediate supervisor is an effective supervisor."

32. In the OIG, similarly situation people in similar circumstances receive the same treatment free from favoritism.

2012 Mean = 3.05
2011 Mean = N/A
2010 Mean = N/A
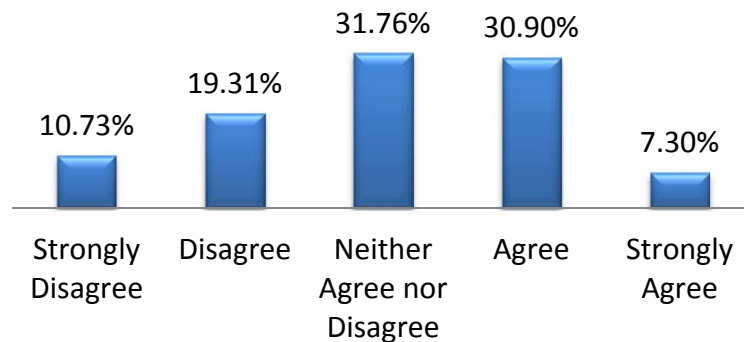
33. Personnel decisions (e.g., hiring, promotions) in the OIG are based on merit.

2012 Mean = 3.13
2011 Mean = N/A
2010 Mean = N/A
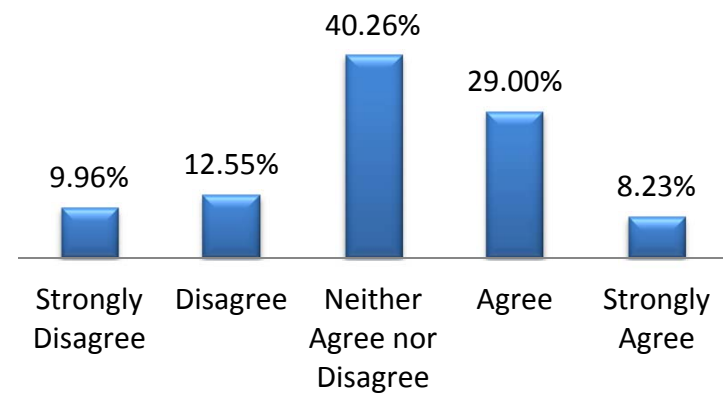
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Q32	10.73%	19.31%	31.76%	30.90%	7.30%

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Q33	9.96%	12.55%	40.26%	29.00%	8.23%

Motivation/ Employee Engagement Comments

- Rumors of forced moves and RIF impact the morale of the workforce. Depending upon individual supervisors to explain the rationale or reasons for exploring the options is not working, they just blame it on HQ.

- I would like to say - with the greatest respect possible - that assets in the field possess great knowledge, skills and abilities just as metro-DC assets do; without much opportunity for individual face-time with HQ managers that DC staff have (in passing, lunch, etc.), we sometimes feel we have a slower career growth/development, and feel a little overlooked as a result. We see a much higher rate of DC staff promoted and moving faster along their career path than some of us in the field despite good performance ratings. Again, I hesitated to say anything, but it's honest and with the highest respect that I answer your questions honestly as encouraged. Thank you for receiving these comments in the spirit in which they are intended.

- I am very happy working at the OIG. I feel that leadership does really care about its employees and puts forth a great effort to make this a fair and superior workplace.

- NA

- Focus on important issues as opposed to minor details, e.g. AIE overview and QA reviews focusing on minor details versus larger picture.

Motivation/ Employee Engagement Comments

- Favoritism and hiring practices are a huge issue here at the OIG. Recently in audits and investigations, hiring decisions were made completely on favoritism. It would be impossible to say that some of the hiring was done whatsoever based on merit. If I knew how, and thought it would actually make a difference, I would put a complaint in to have the recent (past couple years) hiring actions investigated by OPM again. The OIG may be "following the correct procedures" now, but supervisors are still hiring based on who they are buddies with, not what is best for the organization. This is disgusting and makes working here embarrassing. An example would be the recent Audit GS-14 supervisor positions. In [AIE] there were way more qualified and experienced candidates then one of the ones that was chosen. But based on the questioned asked in the interview, they purposely avoided any questions even remotely related to past experience in leadership… most of them were all hypothetical "what if" or "what would you do" questions. These questions were obviously so vague and discretionary so that the hiring official could easily support his favorites if a complaint was ever filed. Another example is also in [Investigations]. They had [another individual in OI] that recently was just giving a full time 1811 position, [information redacted] .. no job announcement on USA Jobs, no announcement OIG wide, NOTHING. There are auditors/evaluators that have been waiting for years to get the foot in door as an 1811. HOW DID THIS EVEN HAPPEN? Talk about being sneaky and devious hiring practices. Also another issues with OI is that they mostly do fraud investigations, which they need people with financial backgrounds (ie accountants). But when they recently had an opportunity to hire journeyman 1811's, they do the opposite, and hire people with psychology or marketing backgrounds … then they come back down to audits and steal our real auditors to do investigative assists cause they can't figure out the financial parts of most investigations… Seems like if they just hired 1811's with financial background in the first place they would have agents that wouldn't have to rely on audit support, and let audits do their own stuff. Maybe OI should take a look at a real investigative organization like the FBI or Secret Service and they will realize the push in those organizations for hiring accountants and the importance of CPA's. Or then again, maybe those journeyman 1811's were hired strictly based off of favoritism, cause there is definitely support to back that up if it was ever investigated.

Motivation/ Employee Engagement Comments (cont.)

- Morale in AI&E is low due to unnecessary standards being enforced by individuals largely uninvolved with the projects intent. It seems more of a value is put on dates and color schemes as opposed to quality work.

- OIG is a great organization and the leadership values the effort of the employees.

- I love working here and am happy to see the continued interest and dedication toward constant overall improvement.

- A good place to work. Rewarding with good results.

- Training is not fairly distributed or given the opportunity to everyone in my region. Some individuals received multiple training opportunities, which were costly, while others, such as myself, received no opportunity after many requests and a completed IDP. It is very frustrating. Now the region is stating that they no longer have travel funds. I had plans to attend training, but that now looks like it will not happen. So I will receive no training for this year. My concerns were raised to the SES level and I was chastised for raising the issue to that level as if I was being extremely insubordinate. At this region, there has been fear under some managers, past and present, to not communicate any concerns beyond their level of management. I understand the importance of the chain of command, but there comes a point when management does not listen to the staff or is being unreasonable and the issues have to be raised to a higher level for SES input and/or involvement. We should not feel ashamed or made to feel insubordinate to talk to senior management on issues in my opinion. This type of management style creates poor morale. Communication needs to be improved at the regional level, within the units and between the different components. It is not just an issue that involves head quarters. Middle level management needs to be held accountable for their communication within their unit and with the others components. They also should be held accountable for evenly distributing the same benefits (i.e. - training, time off, etc.) to all of their staff members unless the staff member's level of performance dictates otherwise.

Motivation/ Employee Engagement Comments (cont.)

- Hiring fairness, and process, is a huge issue here in the IG. Both in AI&E and OI. Most of the harm is already done (as you can't really get rid of those already hired) but the people we have hired in the past couple years are counterintuitive to providing any skills to this organization and most have been hired based on other factors besides actually experience or skills. For AI&E, I can understand the idea of having "evaluators" hired to provide a specific skill, but if we are going to keep hiring so many evaluators make sure they have a skill that would help out in an area RELATED to the Dept of Interior. Marketing, psychology, ceramic arts, and history majors are not areas we are evaluating, yet these are the skills a lot of these evaluators are hired with. It seems like the idea of having true Auditors is fading away (look at how many auditors are even left, with a number retiring in the next year or two, it's going to be almost none) which is sad cause I think most of the SES management thinks auditors are just trained to look at numbers and excel spreadsheets, and don't understand that auditing is a science which you need to be trained in. And this expertise is soon going to fade away and we are going to be the laughing stock of the IG community for our audit work. For OI, most of their cases are fraud cases, yet when it comes to hiring agents with the skills necessary to do a fraud case (financial background) they hire those with advertising, engineering, IT, or phycology backgrounds (this isn't the FBI, we aren't working murder cases, we don't need a psychologist to get in the mind of a serial killer!). And what was up with the recent specialized GS-14's they gave in EIU? So the government paid for all their specialized energy training, and they did their job and worked cases, and a couple of them got nonsupervisory 14's for that? How unfair is that? I'll sit through some free classes for a free promotion to a 14, sign me up! Its not like these agents went and paid themselves to get a petrolumn engineering degree at night school. This was all part of the job, what a joke. Another issue with hiring, is all the GS-14 and 15's in the organization that are promoted to a supervisory positions, then screw up (or can't take the heat), and then get moved to a non-supervisory position for "special projects" but keep their 14/15. If they can't do their jobs demote them. Basically it seems like management is oblivious to the future harm they are doing by hiring their "buddies" and "friends", soon this agency will be run by people that got promoted based on how many times they log into sharepoint per day, not based on the results of actual work.

P3: Recruit, develop, and retain a quality workforce	Means			2012 Question Asked To:	
Develop-oriented questions	**2012**	**2011**	**2010**	**Both**	**Supervisor Only**
34. My supervisor provides opportunities for me to maximize my professional potential.	3.97	4.11[2]	3.82 [1]	●	
35. I receive the training I need, including on-the-job-training, to perform my job effectively.	3.85	3.93	3.63 [3]	●	
36. Completing my Individual Development Plan helps me to meet my professional development goals.	3.06	3.13	3.07[4]	●	
37. I have found Individual Development Plans useful as a tool to make improvements in the areas targeted for development in my unit.	3.59	3.52	N/A		●

[1] 2010 question was "My supervisor enables me to maximize my potential."

[2] 2011 question was "My supervisor provides opportunities for me to maximize my potential."

[3] 2010 question was "I receive the subject matter training I need, including on the job training, to perform my work assignment effectively." Question was asked only to non-supervisors.

[4] 2010 question was "Completing my Individual Development Plan helps me identify training and learning opportunities to meet my professional development goals."
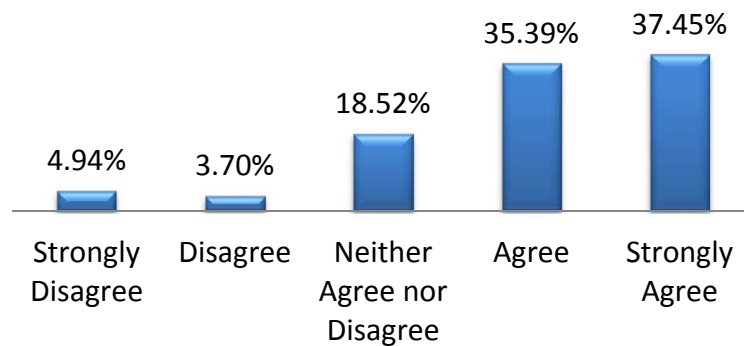
34. My supervisor provides opportunities for me to maximize my professional potential.

2012 Mean = 3.97
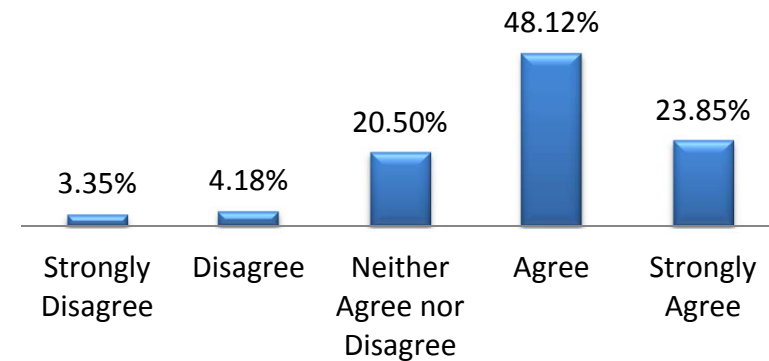2011 Mean = 4.11**
2010 Mean = 3.82*

35. I receive the training I need, including on-the-job-training, to perform my job effectively.

2012 Mean = 3.85
2011 Mean = 3.93
2010 Mean = 3.63***

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
4.94%	3.70%	18.52%	35.39%	37.45%

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3.35%	4.18%	20.50%	48.12%	23.85%

*2010 question was "My supervisor enables me to maximize my potential."
**2011 question was "My supervisor provides opportunities for me to maximize my potential."
***2010 question was "I receive the subject matter training I need, including on the job training, to perform my work assignment effectively." Question was asked only to non-supervisors.
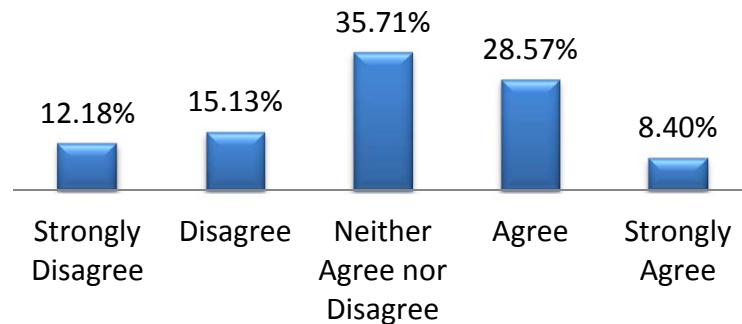
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36. Completing my Individual Development Plan helps me to meet my professional development goals.

2012 Mean = 3.06
2011 Mean = 3.13
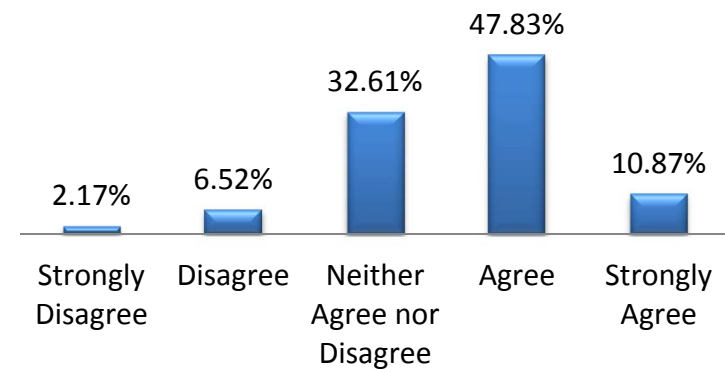2010 Mean = 3.07*

37. I have found Individual Development Plans useful as a tool to make improvements in the areas targeted for development in my unit.

2012 Mean = 3.59
2011 Mean = 3.52
2010 Mean =N/A
(Asked to supervisors only)

Chart 36:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
12.18%	15.13%	35.71%	28.57%	8.40%

Chart 37:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.17%	6.52%	32.61%	47.83%	10.87%

*2010 question was "completing my Individual Development Plan helps me identify training and learning opportunities to meet my professional development goals."

Develop-oriented Comments

- I also think the IDPs are a waste of my time and energy. I feel like no one looks at them. The training I get selected for is nothing that is on my IDP. I feel that training should be for what we each want that year, not what funds allow and who is available to go that week.

P3: Recruit, develop, and retain a quality workforce	Means			2012 Question Asked To:	
Workplace flexibilities	**2012**	**2011**	**2010**	**Both**	**Supervisor Only**
38. Taking advantage of work-life balance programs (e.g., telework, flex time, fit time) [does not] hurt my career opportunities.	4.08[1]	4.12[1]	3.88[2]	●	
39. Telework opportunities within the OIG contribute to my ability to balance personal scheduling needs while meeting my work commitments.	4.43	4.38	4.22	●	
40. My supervisor allows me to telework	4.39	4.49	4.40[3]	●	

[1] In 2011 and 2012 the question was asked as: "Taking advantage of work-life balance programs (e.g., telework, flex time, fit time) hurts my career opportunities." We reversed the question and re-calculated the mean and frequency distribution accordingly for comparison purposes.
[2] 2010 question was ""Employees who take advantage of work-life balance policies do not hurt their career opportunities"
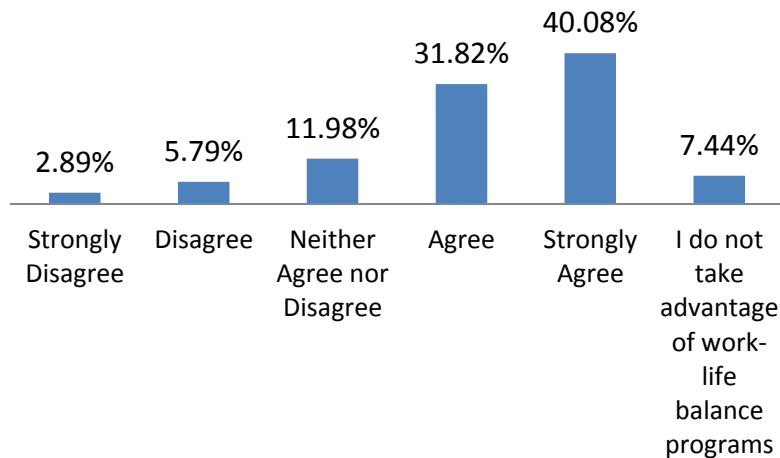[3] 2010 question was "My supervisor provides me with the opportunity to telework in accordance with OIG policy."
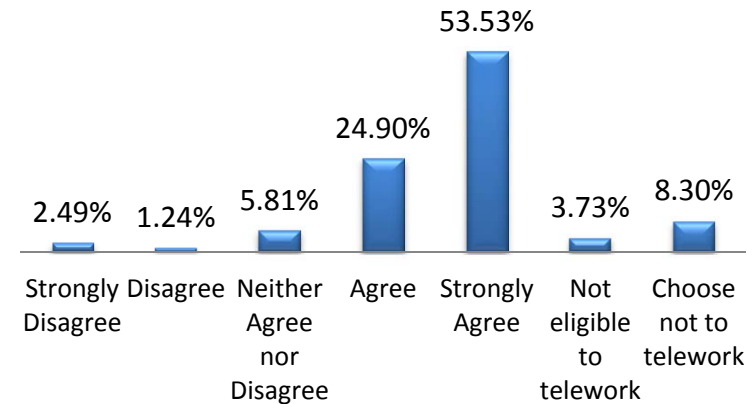
38. Taking advantage of work-life balance programs (e.g., telework, flex time, fit time) [does not] hurt my career opportunities.

2012 Mean = 4.08*
2011 Mean = 4.12*
2010 Mean = 3.88**

39. Telework opportunities within the OIG contribute to my ability to balance personal scheduling needs while meeting my work commitments.

2012 Mean = 4.43
2011 Mean = 4.38
2010 Mean =4.22

Question 38 chart:
- Strongly Disagree: 2.89%
- Disagree: 5.79%
- Neither Agree nor Disagree: 11.98%
- Agree: 31.82%
- Strongly Agree: 40.08%
- I do not take advantage of work-life balance programs: 7.44%

Question 39 chart:
- Strongly Disagree: 2.49%
- Disagree: 1.24%
- Neither Agree nor Disagree: 5.81%
- Agree: 24.90%
- Strongly Agree: 53.53%
- Not eligible to telework: 3.73%
- Choose not to telework: 8.30%

*In 2011 and 2012 the question was asked as: "Taking advantage of work-life balance programs (e.g., telework, flex time, fit time) hurts my career opportunities." We reversed the question and re-calculated the mean and frequency distribution accordingly for comparison purposes.
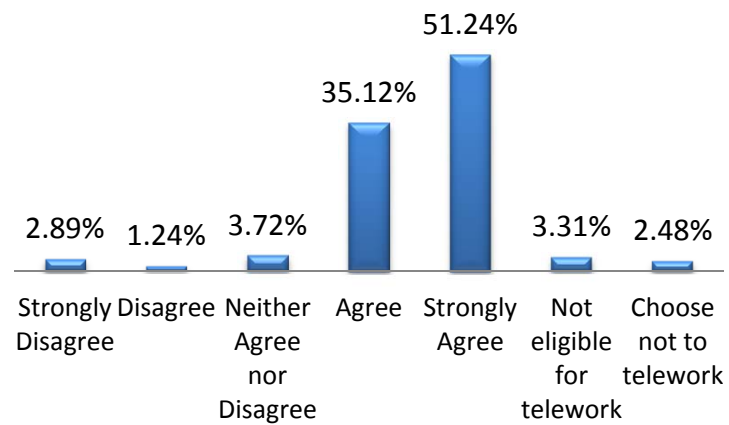**2010 question was "Employees who take advantage of work-life balance policies do not hurt their career opportunities"

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40. My supervisor allows me to telework.

2012 Mean = 4.39
2011 Mean = 4.49
2010 Mean = 4.40*

51.24%

35.12%

2.89%   1.24%   3.72%   3.31%   2.48%

| Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Not eligible for telework | Choose not to telework |

*2010 question was "My supervisor provides me with the opportunity to telework in accordance with OIG policy."

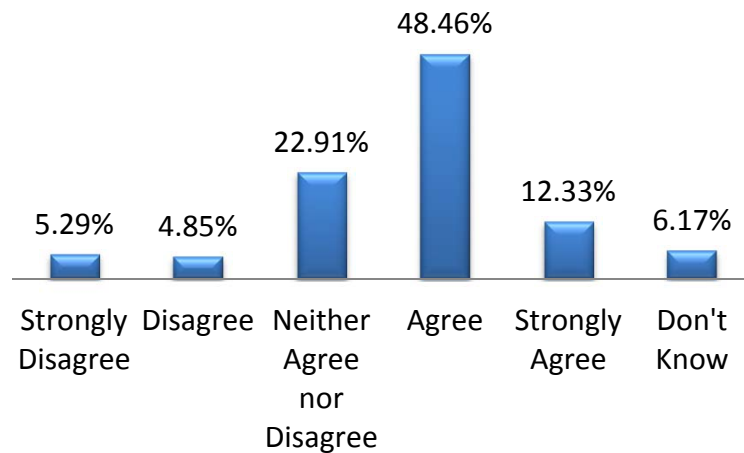| P3: Recruit, develop, and retain a quality workforce	Means			2012 Question Asked To:	
Awards and Recognition	**2012**	**2011**	**2010**	**Both**	**Supervisor Only**
41. OIG employees receive recognition for helping to ensure the success of others in the organization.	3.62	3.92	N/A	●	
42. I receive recognition for my contributions to the OIG.	3.76	3.92	N/A	●	
43. OIG employees receive recognition for improving work processes.	3.69	3.92	2.85[1]	●	
44. I am satisfied with the options provided by the awards and recognition program to acknowledge the work of my employees.	3.72	N/A	N/A		●
45. I feel the awards and recognition program offers effective options to acknowledge my accomplishments.	3.50	N/A	N/A		

[1]2010 question was "OIG employees receive recognition for their individual efforts to improve work processes."

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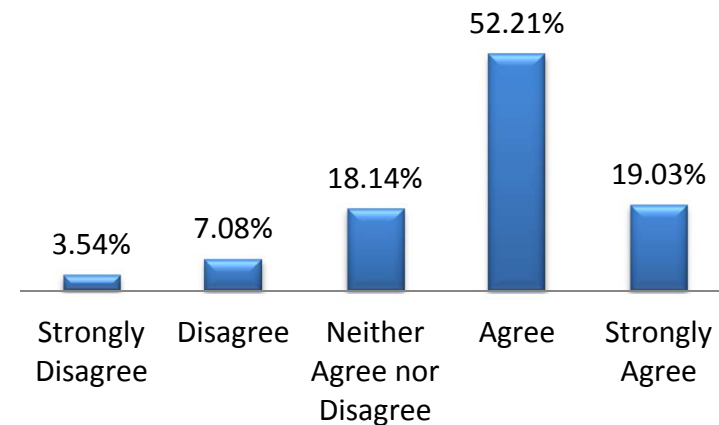U.S. DEPARTMENT OF THE INTERIOR

41. OIG employees receive recognition for helping to ensure the success of others in the organization.

2012 Mean = 3.62
2011 Mean = 3.92
2010 Mean = N/A

42. I receive recognition for my contributions to the OIG.
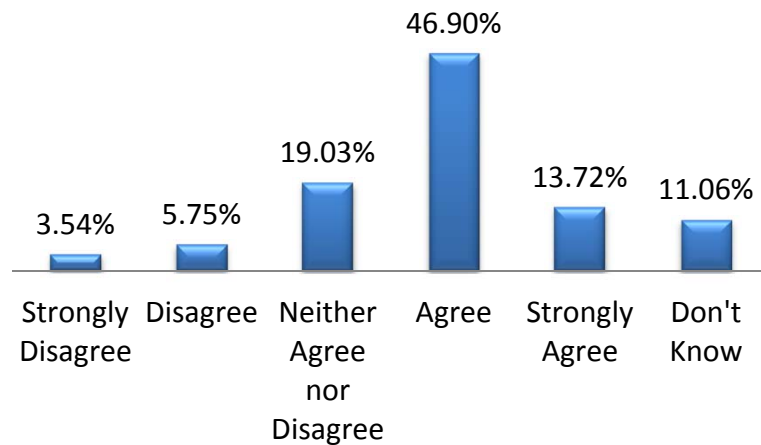
2012 Mean = 3.76
2011 Mean = 3.92
2010 Mean =N/A

Question 41 chart:

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
5.29%	4.85%	22.91%	48.46%	12.33%	6.17%

Question 42 chart:

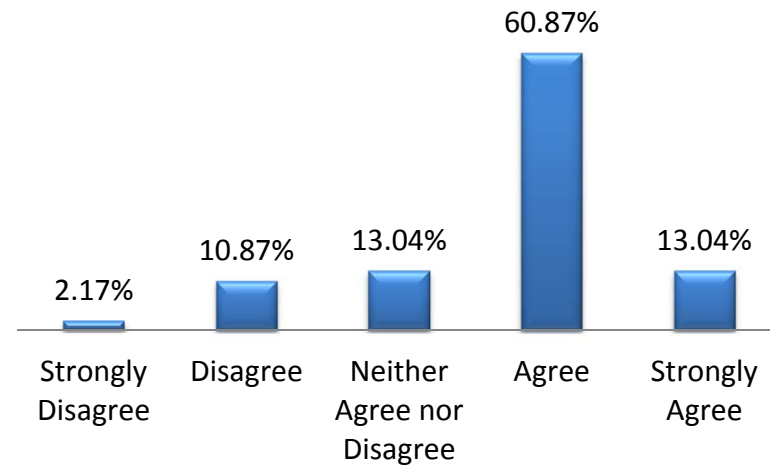| Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3.54%	7.08%	18.14%	52.21%	19.03%

43. OIG employees receive recognition for improving work processes.

2012 Mean = 3.69
2011 Mean = 3.92
2010 Mean = 2.85*

44. I am satisfied with the options provided by the awards and recognition program to acknowledge the work of my employees.

2012 Mean = 3.72
2011 Mean = N/A
2010 Mean = N/A

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
3.54%	5.75%	19.03%	46.90%	13.72%	11.06%

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.17%	10.87%	13.04%	60.87%	13.04%

*2010 question was "OIG employees receive recognition for their individual efforts to improve work processes."

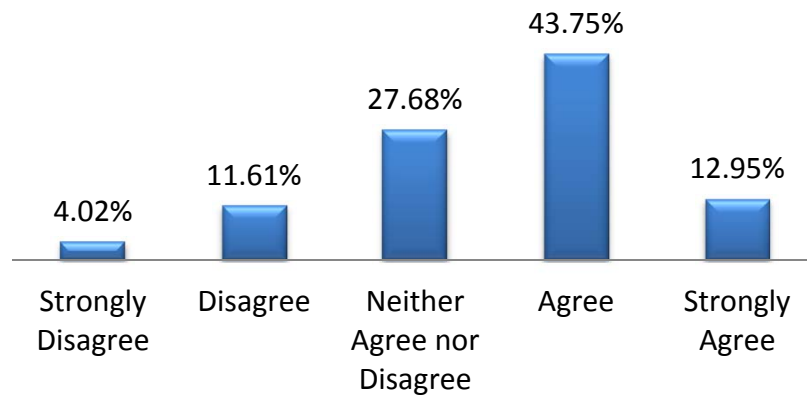**45. I feel the awards and recognition program offers effective means to acknowledge my accomplishments.**

2012 Mean = 3.50
2011 Mean = N/A
2010 Mean = N/A

			43.75%	
		27.68%		
	11.61%			12.95%
4.02%				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Awards and Recognition Comments

- Given that the annual performance monetary awards were greatly reduced and gift cards were instituted, I would like to suggest that the OIG consider also adding the issuance of time-off awards in four- or eight-hour increments depending on the significance of the work performed. This used to be a well-liked manager tool that somehow fell by the wayside. Thanks.

- change the award program back to how it was - based on performance appraisals

- I don't believe our awards system sufficiently allows recognition of continued/sustained high level performance. There is no performance award tied to that. I advocate for both on the spot and annual performance awards.

- What awards recognition program? I thought that went away? In my opinion, the performance appraisal awards should come back, like they are in every other agency. That sort of took away any incentive to excel or do above the minimum required.

Technology Questions	Means			2012 Question Asked To:	
	2012	2011	2010	Both	Supervisor Only
46. I have the technology necessary to perform my job efficiently.	4.09	4.10	3.96 [1]	•	
47. I receive the training I need, including on-the-job training, to effectively use new and existing technologies, systems, and software.	3.74	3.71	3.33	•	
48. I receive the IT support I need to address the IT issues I encounter at work.	3.82	N/A	N/A	•	
49. I receive the training I need to use SharePoint.	3.37	N/A	N/A		
50. I receive the support I need to use SharePoint (e.g., timely responses when I encounter a problem, assistance setting up workflows, etc.)	3.45	N/A	N/A	•	
51. SharePoint has helped me to learn about what others are working on in the organization.	3.41	N/A	N/A	•	

[1] 2010 question was "I have access to the technology necessary to perform my job efficiently."

Technology Questions (cont'd)	Yes	Used SharePoint, but not successfully	Have not attempted to use SharePoint
52. I have used SharePoint successfully to collaborate with others outside my unit or region.	49%	18%	32%

49.36%   18.45%   32.19%

Yes   Used Sharepoint, but not successfully   Have not attempted to use Sharepoint
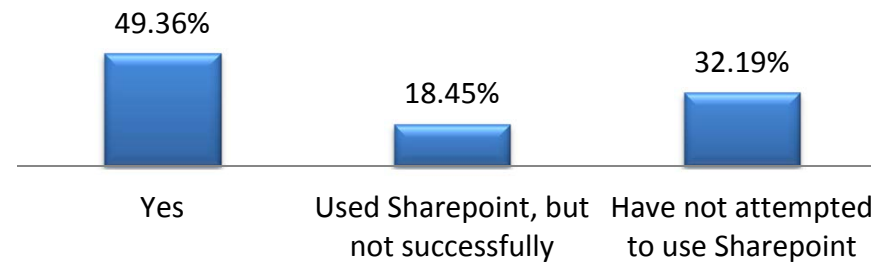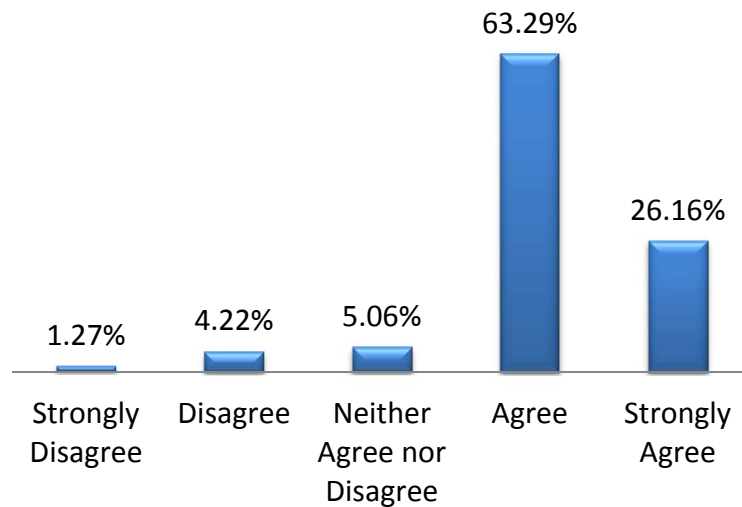
![Office of Inspector General - U.S. Department of the Interior]

46. I have the technology necessary to perform my job efficiently.

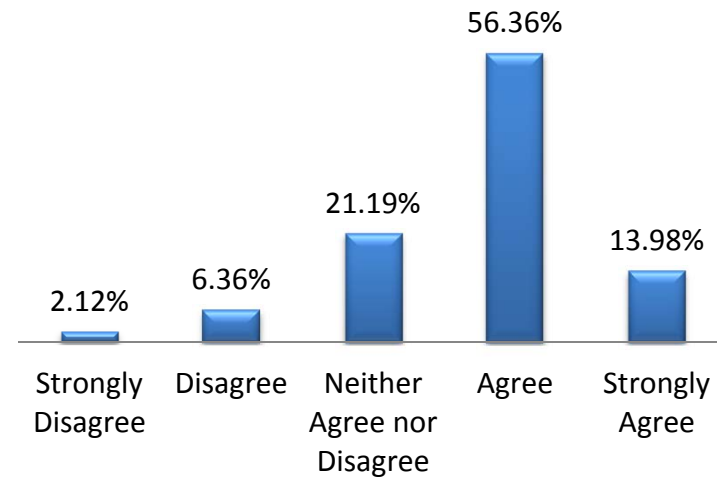**2012 Mean = 4.09**
2011 Mean = 4.10
2010 Mean = 3.96*

47. I receive the training I need, including on-the-job training, to effectively use new and existing technologies, systems, and software.

2012 Mean = 3.74
2011 Mean = 3.71
2010 Mean =3.33

Chart 46:
- Strongly Disagree: 1.27%
- Disagree: 4.22%
- Neither Agree nor Disagree: 5.06%
- Agree: 63.29%
- Strongly Agree: 26.16%

Chart 47:
- Strongly Disagree: 2.12%
- Disagree: 6.36%
- Neither Agree nor Disagree: 21.19%
- Agree: 56.36%
- Strongly Agree: 13.98%

*2010 question was "I have access to the technology necessary to perform my job efficiently."
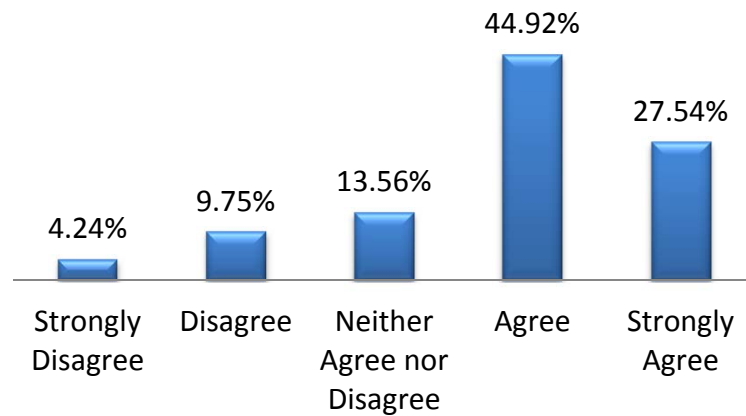
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48. I receive the IT support I need to address the IT issues I encounter at work.

2012 Mean = 3.82
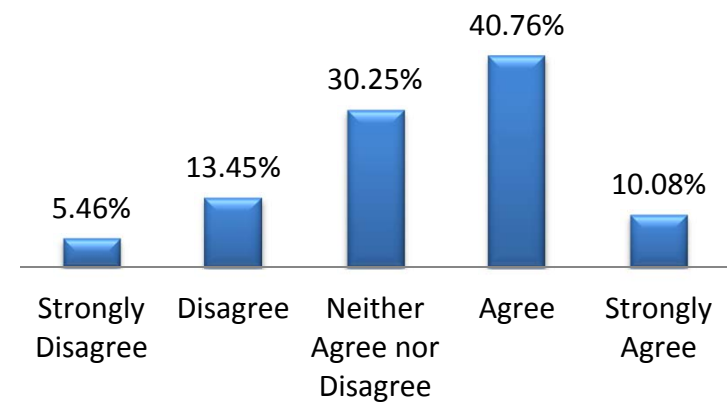2011 Mean = N/A
2010 Mean = N/A

49. I receive the training I need to use SharePoint.

2012 Mean = 3.37
2011 Mean = N/A
2010 Mean = N/A

Question 48:
- Strongly Disagree: 4.24%
- Disagree: 9.75%
- Neither Agree nor Disagree: 13.56%
- Agree: 44.92%
- Strongly Agree: 27.54%

Question 49:
- Strongly Disagree: 5.46%
- Disagree: 13.45%
- Neither Agree nor Disagree: 30.25%
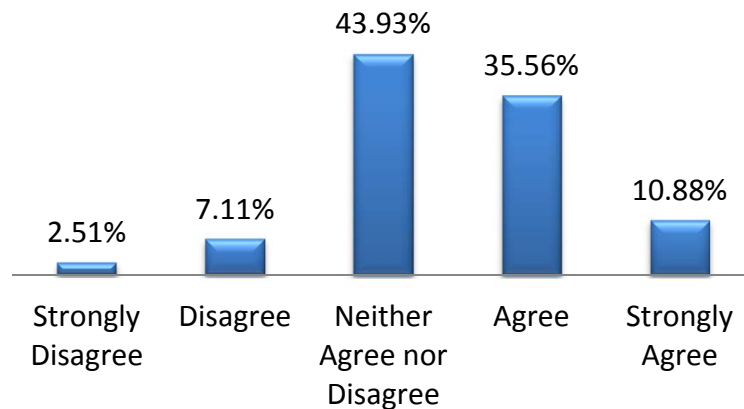- Agree: 40.76%
- Strongly Agree: 10.08%

![Office of Inspector General, U.S. Department of the Interior logo]

50. I receive the support I need to use SharePoint (e.g., timely responses when I encounter a problem, assistance setting up workflows, etc.)

2012 Mean = 3.45
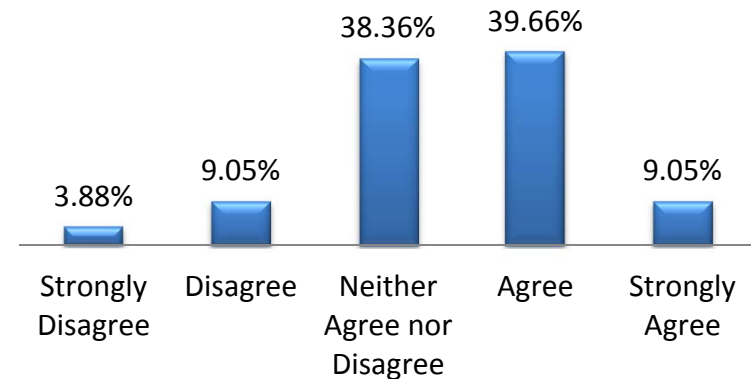2011 Mean = N/A
2010 Mean = N/A

51. SharePoint has helped me to learn about what others are working on in the organization.

2012 Mean = 3.41
2011 Mean = N/A
2010 Mean = N/A

Chart 50:
- Strongly Disagree: 2.51%
- Disagree: 7.11%
- Neither Agree nor Disagree: 43.93%
- Agree: 35.56%
- Strongly Agree: 10.88%

Chart 51:
- Strongly Disagree: 3.88%
- Disagree: 9.05%
- Neither Agree nor Disagree: 38.36%
- Agree: 39.66%
- Strongly Agree: 9.05%

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Speed

- Page load speed needs to be vastly improved.

- The response time for Sharepoint is still too slow, which invites comparisons to other methods and software which are perceived as faster and more efficient, slowing adoption of Sharepoint. Increasing system response time so that Sharepoint emulates the speed of response previously provided to staff will go along way in encouraging use of Sharepoint and its use.

- Sharepoint will never be user-friendly enough to enhance productivity if it is sluggish and unresponsive. People won't spend the time to learn how to use it if it is a stress-inducing task due to its speed.

- Improving SP processing speed would facilitate greater use.

- None. I am often one of the first to adopt new technology but I find no operational benefit to Sharepoint. It is too slow to be useful and is nothing more than OIG's 'social media' or 'Facebook'. This is a work environment and wasting my time with posts such as 'its hot in the office', 'I am working on _____ today' and other nonsense that is posted has no operational value and does not help the OIG to meet its mission goals. Work related news items and personnel related info is worthwhile.

- It's way too slow. It can't compete with using our current methods of communicating and collaborating due to this slowness and clunkiness. Without speed, there is no reason to use it and generally I do not use it.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Speed (cont'd)
- As I'm sure many other commenters are pointing out, it's absurd that we are expected to adopt a system that is slower than my cellphone's data connection for daily activities. IT systems in this organization are already outdated; Lotus Notes looks and feels like it was written for Windows 3.1, our VPN crawls along at a snail's pace, and the vendor for AutoAudit doesn't even support it anymore because it's so old. Then add on top of that a remarkably slow and clunky implementation of a potentially wonderful piece of software, and I'm at my limit.

- Not a training issue. Sharepoint load times are too long to allow for effective use. Can't take the time to learn and explore when it takes 15 - 30 seconds for the next page to load.

Documents
- Sharing documents

- I think IMD has done a fantastic job with Sharepoint rollout. I would like training on managing documents effectively in Sharepoint and on the capabilities that workflows might allow.

- It may already be in the works, but when we migrate to storing all of our network files and documents on SharePoint, I will need some familiarization with that aspect.

- more information on sharing and editing documents

- more training as an office on how we will be migrating files over and how it will be used once shared drives are removed

- We need a place to share larger documents. Emailing 5MB+ files to all of the OIG on how to use sharepoint is not effective, and, if teleworking, clogs up our email as the VPN can be dropped or very slow while trying to download large documents.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Email/ Future Phases

- The final date of sharepoint implementation process, and when the sharepoint will be able to run in full capacity.

- Email integration is needed. Badly!

- Right now, it's just 'interesting'. The capabilities that will truly make the platform 'useful' are in the next phase.

- Will not be able to comment until full migration takes place

- Better understanding of how we will use features in OIG.

Help Desk

- Responses after a request has been submitted so we know they received the request and are working on it

- I had previously asked for assistance to set up a blog and it fell in a black hole. I did receive a response that they would get back to me but it did not happen

- Timely responses to HelpDesk tickets.

- Timely responses to helpdesk tickets would be great. Or fixing things that are broken within 3 weeks of them breaking.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Help desk (cont'd)

- I submitted a help ticket a while ago because I was one that never received the initial training on sharepoint. I know there was a group of us, but we never heard back.

- Faster response to helpdesk tickets

Power User Training

- Need effective Power User training. Previous training did nothing to advance skills.

- Receive additional SharePoint training to know more the ends and outs as a power user. Give us the opportunity to obtain external training outside of our internal resources.

- As a Power User I requested for additional training - SharePoint Power User (Wizard) Training. And I received positive feedback that I will be a participating July 23-27, 2012. Thank you to all appropriate approving officials!

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Training Geared Toward Common as Well as Specific Uses

- The sharepoint tip pages are a great idea, but they often address tasks that most of us are not using yet. I'm not sure the SP team understands the needs of the OIG staff person working on a team or trying to manage one's personal page. I won't communicate through SP because I don't trust that my message will go to only the person I think I'm sending it to. I've seen what appear to be personal messages go out to all OIG. I feel like what I've used on a regular basis, I've learned through the microsoft training rather than through the SP staff or their tips. How many of us are going to write a survey or develop a workflow? I want to know how to collaborate and communicate with my teammates more effectively and efficiently. How to use lists effectively -- and what they are -- was something I learned by googling rather than through our OIG support.
Moving documents around was another skill that seemed to be overlooked.

- more individual training on useful functions

- Really need specific training on how to do things in SharePoint - work flows, etc.

- I think small groups or teams should be taught the benefits of project collaboration, document review and editing, and other similar work activities. It should be taught to them at the same time so that everyone can really understand the potential Sharepoint offers, aside from being a social medium. Also, by training in teams, the Sharepoint instruction could be tailored to meet the specific needs of that group, consequently making Sharepoint more relevant to them. In short, currently it primarily seems like a social communication medium that is not particularly valuable to our work in the OIG.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Training Geared Toward Common as Well as Specific Uses (cont'd)

- Building templates
-
- More direct support would be good. Optional one on ones should be suggested for a full understanding.
-
- Information specific to our individual work, which I think will come from Pam Busch when we start using SharePoint for our documentation.

Team/ Collaboration

- Training on creating a page for my team.
-
- team sites training

Functionality-related

- Sharepoint is not necessary and should not be the focal point of communication and collaboration.

- The non-power-user training I received in the beginning was inadequate. I have the most basic ability to use Sharepoint, but feel like I do not understand much beyond the homepage, profile pages, and message boards. Much of its functionality is a mystery to me, but I don't have the time or energy to read through the constant pointer emails on how to do a given thing (I sometimes don't even understand what it is the email is trying to tell me how to do). There needs to be follow-up training, I suppose, but some of the problem seems to be rooted in Sharepoint's complexity itself.

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U.S.DEPARTMENT OF THE INTERIOR

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Functionality-related (cont'd)

- In addition, some of the most useful functions of sharepoint have fatal flaws, i.e. the calendar is visible to all. Why does someone in another part of the country, and for that matter HQ, need to know when and what I am doing on my cases? It makes no sense.

- Change homepage top allow for more info. and notices on what info. and contents has been posted on interior pages.

- Given the confidential nature of most, if not all OI cases (particularly if the case involves 6(e) information), I am not clear on how Sharepoint would be or is useful to conducting OI-related cases.

- I could use more training in document sharing techniques.

- Sharepoint was launched impractically. There were no critical features attached and the hardware required for the program to run efficiently is not available. People are not going to use Sharepoint because it is too slow and at this point, unneccessary.

- Until I am required to use Sharepoint 100% of the time to perform my work, I do not use Sharepont for my daily work activities. At this point, Sharepoint to me, is like Facebook.

Comments on Initial Training

- The initial training was of no value. More detailed training now that the system is live would be beneficial.

- Training that isn't the history of Sharepoint. How to actually use it effectively.

- I need EFFECTIVE training. SharePoint training for general users has been a waste of time up to this point

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

Comments on Initial training (con't).

- I believe the initial Sharepoint training we received early on would be more beneficial now it has been up and running for a few months. I now have a frame of reference that I did not have during the initial training.

- I think the training has been sufficient. Maybe an online course would help, but I'm not sure if something like that is available specific to the OIG.

- Users need to be taught the basics of using sharepoint and its features. The training by the contractor was inadequate.

- N/A. Need more experience in Sharepoint before commenting further.

Need more time

- Just need the time to do it.

- I just need to make time to use Sharepoint more. The more I use it, the more familiar and comfortable I will be and the more efficient I will be with Sharepoint.

- I have the training I need... however, I don't have the time to peruse and populate Sharepoint as much as I'd like.

- More time to explore the site and learn how to set up a workflow in the areas that are needed.

- I will know more once I use it more & more. I will ask for training as I see the need.

- More time to use Sharepoint more.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

General/ Multiple Aspects Addressed

- None/ no comment/ can't think of any (7 responses)

- More training

- Have not encounter[ed] needing technical support.

- More mandatory training.

- I don't use Sharepoint.

- Sharepoint contributes very little to the success of the type of work we encounter. No additional training needed.

- ok

- Sharepoint training was totally inadequate. It was too superficial. Even power user training just glossed over the details. About all power user training did was show you how to update a profile. The written how-to guides are inadequate. They leave out steps and don't explain the entire process. Accurate and thorough written instructions and comprehensive training sessions based on the how-to guides would have been helpful.

- More training and tips that use less Sharepoint jargon. More shortcuts.

- i'm good.

- i don't know.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

General/ Multiple Aspects Addressed (cont'd)

- First of all a help desk is good for areas where the problems can be identified with a high degree of specificity. However, when it comes to a new system such as Sharepoint, the user needs to develop informal contacts to verbally ask a quick question and get a quick response. For example, if I have a question about an application program, I would first call Jacob Newall (One of my people!). However, with SharePoint I haven't developed those contacts yet so in some respects I feel isolated in trying to use the program successfully. The SharePpoint helpdesk is such that I feel a little like a burden to those folks. This is a slow process that will take time as each person's knowledge of the program grows. At one point I got all excited about setting up an assignment library for our audit team, but I found out I would have to transfer each file into the library one at a time versus transfering entire folders with the documents organized as I had already done on the J Drive. This seems like a basic thing that SharePoint should be able to handle. By not doing it, the functionality and usefulness of SharePoint as a whole is diminished.

- A hands on block of instruction, can be web based. The initial training I received did not have enough hands on supervised practice

- I'm on limited use and mostly solve most issue; not sure how to better enable me.

- The tools to effectively utilize Sharepoint need to be trained. We need to learn to share files, edit the files, post properly, learn to organize data, etc. Our calendars are not yet integrated. There is so much more to learn. I say this not to complain but to answer the question honestly.

- Better response time from SharePoint admins with problems, make it less cluttered and complicated, and make it faster. In my opinion, it is too slow to be an effective tool.

- Besides the initial training, the general population hasn't received any hands on training. It's needed! The emails and online tools don't work for everyone.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

General/ Multiple Aspects Addressed (cont'd)

- a dictionary of SharePoint terms so we can understand all the written instructions
I have used Sharepoint but unless the people you are trying to communicate with are using it as well, there is no communication. Once everyone has no option but to use Sharepoint, that may change, but for now some people are avoiding it like the plague.

- I receive plenty of instructions via email (IMD site) to practice on my own.

- more hands on training

- model uses or scenarios with step by step instruction

- I would like a refresher, now that SP is up. I feel like it has been so long since I took the training that I don't really know what I am doing.

- Refresher training

- The training has been overwhelmingly fine. The Sharepoint team is extremely attentive to any support issues.

- More training to teach us how Sharepoint can help us to better perform our jobs.

- Hands-on training

- We need to have monthly trainings for the users to become more familiar with SharePoint and what it can do.

- A refresher training class since the original class was so long ago.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

General/ Multiple Aspects Addressed (cont'd)

- Make it easier to find help on SharePoint

- We only had one training class and it is all new to me and seems very difficult to navigate.

- Now that we have had opportunities to use Sharepoint a refresher course would be very useful.

- I need more practical training. As far as I know, they don't have a plan for putting auto-audit on sharepoint at this point. When are they going to have a plan for doing that? As far as other files are concerned, I don't remember from the class how to save a file to share-point or how to access files on sharepoint. Maybe it is a case of receiving the training too early. All I remember of the class (months later) is I worked on setting up my profile. Maybe I need to take the class again, so I can learn to do things more related to my job, such as creating and retrieving files and setting up work folder type structures.

- I would like to have people who are good trainers train us in SharePoint. Good trainer does not equate to SharePoint expert or SharePoint knowledgeable, or even necessarily a SharePoint/OIG employee. We may have SharePoint employees who are good trainers, but let's not make the assumption, like we do for so much other OIG training, that the people doing the job can train the job/skill.

- Training provided in a classroom-type environment to set up, operate, and monitor an entire audit or evaluation using Sharepoint.

- Not sure what additional training I need

- I still do not understand how it works. I have had training, but the training is not structured effectively to where I understand how to maximize the use of it.

Please comment on what additional training or support you would like to receive to better enable you to use Sharepoint:

<u>General/ Multiple Aspects Addressed (cont'd)</u>

- I think we need LESS training on sharepoint... We spend so much time getting emails on sharepoint I doubt any audits or investigations are even getting done... ENOUGH with bombarding us with sharepoint, doesnt the IG act say we have to do actual work? It seems like SES managment cares more about how much time we log into sharepoint than how many actual 'fraud, waste, and abuse' reports we get out.

- Sharepoint remains unintuitive to me. I am not sure if this is a training or programming difficulty.

- In person training on something beyond the bare bones basics. Also of note--At training I attended, the response for the system was very slow and many things the instructor tried to show didn't work. Did not give a good impression of sharepoint.

- past presentations via powerpoint available on sharepoint.

- I honestly don't use sharepoint for much more than contact information and very basically. I find it a bit confusing to navigate.

- None. Sharepoint feels like a duplication of work. My focus is on getting work done not being sidetracked and doing extra work.

What would you like to see done differently in SharePoint?

Speed

- needs to be faster!

- Don't make Sharepoint necessary for users productivity if it is painfully slow.

- More Bandwidth

- I would like to see SP speeded up. The slowness of SP makes me not want to use it.

- Also, unless band width is increased to speed Sharepoint up, it has no hope of being adopted as an operational tool.

- I would like to see the loading speed increased. It takes an incredibly long time for it to load pages. With today's technology it should go much faster. At this point I click on something and go get coffee or something waiting for it to come up.

- SharePoint is a little slow. We've been told that it would get better, but it has not.

- Increase speed

- Take steps to make SP faster.

- Faster Speeds

- improve speed

- I would like to see it work faster with less timeouts.

- I really like SharePoint, but in order for it to work better, it has got to be made faster. Right now it is too slow.

What would you like to see done differently in SharePoint?

Speed (cont)
- Faster speed

- SharePoint is too slow to effectively use

- speed it up, sometimes it takes forever to get to the page you want and for a document to open

- Sharepoint is too slow to be able to surf around and learn what others are doing.

- Entire page reloading is annoying and time consuming. Finding a document on a team site is terrible as each time you click on a folder the entire page needs to reload and reset which, if a document is several folders down, becomes aggravating and disorientating. If you are truly looking for a document navigating through various folders is a nightmare.

Documents
- I have been having trouble with the document management -- I get locked out, for example, when I try to load documents. I would also like to see more ideas on how to create a useful 'my content' page.

- The drive migration. Most offices have chosen to simply archive all documents because the IMD requires that the office list each and every file in a spreadsheet along with attributes before it can be migrated to Sharepoint. There are thousands of files on the shared drive! Also, this is a great opportunity to not repeat the same mistakes that occurred with the file shares and implement a plan for naming conventions, standardization across the offices along with retention periords ect. We are missing an opportunity here to do things better.

- Let us know more options in utilizing SharePoint for our staff working documents.

- More information on how the content migration will occur and how it will affect everyone on day-to-day basis.

- Sharing larger documents or a share drive link.

What would you like to see done differently in SharePoint?

<u>Future Phases (including email and calendar)</u>

- Implement the next phase.

- Waiting till it is in full operation and everything has been migrated

- Would like to see Sharepoint calendar functions and the blackberry functions integrated whenever possible.

- The fact that the calendar does not sync up with any of our other systems has creates a situation where I am updating sveral times for one event.

- I am unclear on how to create a meeting and send out invitations as in Lotus notes, or if this is even possible.

<u>Social Networking</u>

- Less social and more work related?

- Take out the social networking aspect, it has no reason to be there.

- Less focus on 'social' aspect. additionally, the infrastructure should be reconfigured to boost performance.

- Cut out all of the non work related chatter. Why do I need to know about [text redacted] or what they did on summer vacation. Since Sharepoint is so sloooow and bandwidth is a problem, cutting out all the noise might improve speed.

- get rid of the social networking aspects

What would you like to see done differently in SharePoint?

Social Networking (cont'd)

- Cut out the social media nonsense and establish a policy for operational, mission oriented posts only. It is tiresome to wade through posts about office temperatures, what person ___ is doing that day in an effort to be sure not to miss something important.

- I would also like to see it used less as a popularity contest of who is profiled this week or whose profile is 'the most viewed.' That information is meaningless to my job.

- Sharepoint seems to be like Facebook. I don't particularly care for it.

- Educate employees that it is not a social media but a business media--a way to communicate about work, not personal issues.

- Too many non-work related articles. This is not a magazine.

- Uncertain. I am not comfortable with social media and find the blogging, linking, liking, etc. of Sharepoint to be more a burden than an asset. Also, it seems that the constant need for the production of 'content' articles will be a long-term drain on OIG resources. We could live with less articles!

- It's too personal. I don't feel comfortable putting all my information out there. I don't even like facebook.

- too many stories are fluff, stories on cru's field trips and summer safety?? seems more like facebook sometimes

What would you like to see done differently in SharePoint?

Collaboration

- I use Sharepoint to collaborate internally with team members. So far that has been the most effective contribution of Sharepoint to my work.

- How do I use it to find out what others are doing or projects they are working on?

- Also, the question not just prior but prior to that one (with 3 selections) -- working with others -- while we have tried, the attempts were awakard and not successful. I did not exactly know how to answer the question since the choices were limited.

- Use it for actual collaboration.

- More and better work collaboration.

Multiple Suggestions/ General

- A bulletin board of trending topics on the home page, consolidate the comings and goings section to a scrolling feed on the trending topics board, eliminate long posts in the activity stream (especially from managers and IMD because they're supposed to be setting an example), stop sending emails that duplicate information.

- I would like to see it rolled out in a less dictatorial manner so that everyone has the opportunity to invest themselves in it. I get lost in there and can't find my way out.

- Offer modules of hands on training based on the How To's that Prasad has already started to deliver.

What would you like to see done differently in SharePoint?

Multiple comments/ general (cont'd)

- Get rid of all the crap on the front page of sharepoint. There is to much stuff going on. For example, no one cares about 'Exernal news'... I can go to a news website if I want that. And 'featured profiles' what a waste of space, if I want to read someones profile I will search for it. And 'most viewed profiles'...what is this a popularity contest, COME ON!!! We are clouding up this page with so much stuff it makes it overwhelming to look at, simpler is better... And make things easier to find if I do want to look at articles and stuff written in the past. So many times I have gone back to find an article written months ago only to search for hours to find it.

- N/A, nothing/ not sure/ I don't know/ still in the "feel it out period"/ don't know enough to comment (15 comments)

- I do not find any value in SharePoint.

- larger font

- I think it's being used to the best of its ability at this point. I am excited to begin using it to edit documents as a group.

- There needs to be more buy-in from management. The higher the food chain you go the less willing they seem to be to actually use the system (Save for Steve Hardgrove)

- It works well for me at this time.

- Not entirely sure. It needs to be simplified, but that doesn't seem possible. The complexity seems intrinsic to the platform itself.

- A little better at being user friendly.

- Get rid of it or use it like the intranet; the tools in Sharepoint are useless for effective mission related work products and/or programs with the exception of perhaps the HQ/Reston environments.

What would you like to see done differently in SharePoint?

<u>Multiple comments/ general (cont'd)</u>

- As I said before, it has to be faster, and the calendar function needs a lot more tailoring - no need for it to be visible to everyone. I have been told not to put Grand Jury information on sharepoint, which makes sense, but then it kills my ability to use it for collaboration when doing a grand jury investigation. I should have put this in the last box, but some additional training on setting up meetings, inviting people, getting those meetings to automatically update the individual's calendars and the group calendar, would be nice. Synchronization between sharepoint and email (for example, notifications of documents uploaded that need revision or meeting invitations), customized by the user.

- Speaking openly, I also have to comment that it seems a little crazy to have a pretty large team devoted to sharepoint. We are under a hiring freeze, have no travel money, are cutting OI vehicles, offices are being closed and agents are being force transferred, ostensibly to save money, but we devote large resources to sharepoint? Something that isn't mission critical? It just doesn't make a lot of sense to me.

- For right now it has all that is needed, with time there may be other suggestions but it really is great to see this with OIG.

- I would like to see: A hot button for AutoAudit that logs me in directly from SharePoint with no additional passwords on the SharePoint home page; A search engine where all I do is type in a person's name and I go directly to their biographical information, not some meandering path through the organization.

- Some of the slider features don't seem like they belong there. Maybe there could be another section on the home page for administrative announcements and the slider could be for big news.

- No comment (3 responses)

- It is way too slow, and too difficult to find what I am looking for. Searches for documents usually don't find relevant documents. There is too much emphasis on material that has no value toward completing our mission.

What would you like to see done differently in SharePoint?

Multiple comments/ general (cont'd)

- 1. I think it should be more business-like, with less personality and personal focus. 'What are your vacation plans?' How would that look on the front page of the Post?
  2. The executive blogs are a little preachy. Not good.

- Less email notifications about what was just posted in my Community. I usually will look at my community each morning for information.

- * I would like for all PII (personally identifiable information) to be strictly banned from being posted on Sharepoint;
- * I have significant concerns regarding the OIG's COOP (Continuity of Operations Plan) should SharePoint ever become non-operational.

- I feel like I am getting inundated with Sharepoint messages. for example I have been receiving Daily Activity Stream Summary reports that I don't need. Also, I responded to a poll that Steve Hardgrove put out on Blackberry usage and I get everybody's comments.

- Add more work relevant tasks. Integrate with email and calendars. Increase speed.

- Less emphasis on it. It is one of many resources that enable employees to work more effectively.

- Improve speed-drastically, improve security, hire staff with more experience in running the program. Prasad is the only one with adequate sharepoint experience. Critical features- especially email, should have been migrated immediately, Lotus Notes is not a good excuse. Sharepoint is a twofold problem- A. People don't need to use it, and B. people who need to use it for their job hate it because its way too slow.

- birthday alerts.

- Have another hands on training.

Multiple comments/ general (cont'd)

- Stop posting things to SharePoint that would have been sent via email in the past, at least until you have fixed the speed issue. If you have slow software that we aren't required to use, people just avoid using it. If you have slow software that we are forced to use, people go from indifference to downright hate for it very quickly, which is the easiest way to ruin the possibility of long-term user adoption. Seriously, make it faster.

- I wish there was 'note pad' or something equivalent for individuals to be able to quickly post info for others to see immediately when they viewed that person's site...for example, to add 'Out all week on AL or for training, call xxx in my absence'...or post upcoming events so others know to go elsewhere due to scheduling conflicts. I know about schedules for groups, but that takes extra steps to go find and to enter the info...just a little space on individual pages would be very quick and convenient to keep others posted.

- for some reason it appears more complicated than it needs to be.

- Part of my lack of positive experience with Sharepoint relates to (1) lack of familiarity with the software and (2) system response speed. As I have used Sharepoint, I have been able to determine where I have made mistakes which hindered my collaboration efforts and have then been able to fix them. Thus my experience with Sharepoint is improving as I learn the system. However, system speed and response time needs to be improved.

- Important information from the Chief of Staff or other managers should not be buried on their personal pages. It should be up front on

- SharePoint like the OIG News, External News, or Executive's Corner blog. Meeting notifications should also be there. I don't think anyone is going digging into the specific components if they don't have to.

What would you like to see done differently in SharePoint?

Multiple comments/ general (cont'd)

- Before we post forms and such on SharePoint we should review them for accuracy and make sure that they work. For example the Continuity of Operations plans is way out dated, and the Workschedule Request form does not work correctly. If we expect employees to use SharePoint we should have the correct forms and current materials posted.

- More participation from other co-workers

- Information on what we are supposed to be doing with it. I feel out of the loop since I don't spend much time on it while it seems everyone else is constantly on it. I don't know what it's purpose really is and it seems really slow to load pages. I can't imagine how slow it will be once auto audit and our share drives are all on it.

- I thought that the peer to peer on SharePoint was a great idea, but like most things, it's buried. I'd rather see OIG-specific things that like, or at least the two most recent with a link to 'read more...', than DOI news stories. Internal OIG info is what's critical for the homepage, not links to external sites or non OIG-specific news. The executive blogs are great - when they are relevant to the OIG. I enjoy hearing SES perspectives on things that affect us, but like any blog, frequency is key to engagement. You can't go weeks or a month between posts (this is blogging 101). Comings and Goings was a great addition. The pictures are a nice personal touch to the homepage; but how does one, or to whom does one, submit pictures? It would be great if we could intercept the ridiculous number of DOI emails (generic all DOI employee emails) and instead post those as notifications maybe in a DOI NEWS category (again, internal news not public external). Would love to see my inbox saved from the hoards of spam the department sends.

- Tone it down, stop using it for everything. For example we dont need external news on there, that is what external news sources like NBC or CBS are for.

- I would like to see SharePoint used as a basic communications tool only. Using it as the main means of accessing and storing my Unit's information seems a step backwards and mostly redundant since I already can access files quickly on the existing shared drives.

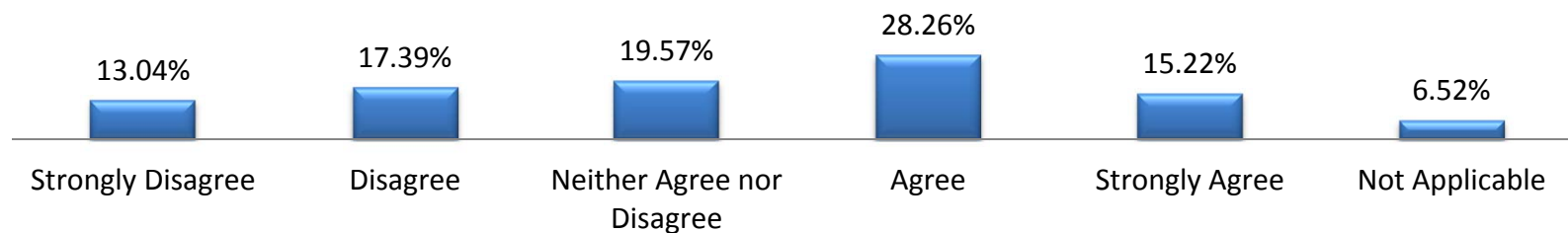# What would you like to see done differently in SharePoint?

Multiple comments/ general (cont'd)

- Periodic OI related updates from HQ

- It needs to be faster and the training needs to be more clear with tip sheets.

- Have the system be much faster and more responsive. Have an easier process to enter the indexing type stuff when put in a document. Have a search feature that works to find what you. need. Don't ram a system down our throats that doesn't proved good functionality to help achieve the mission. Many see it as a waste of time and resources--don't see usefulness to there jobs.

- Scale back SharePoint to a basic communication and collaboration tool for employees and stop trying to turn it into the only available means to accomplish tasks. [taken from "any other comments" box]

- it's fine.

- SP tips should be organized in categories to facilitate searches.

- Training - more please!

Office of Inspector General — U.S. Department of the Interior

F1: Efficiently plan, manage, and use resources according to the strategic plan	Means			2012 Question Asked To:	
	2012	2011	2010	Both	Supervisor Only
53. I have adequate financial management information and/or indicators at my disposal to determine whether I use my budgetary resources efficiently.	3.16	3.49[1]	2.52[1]		•

| 13.04% | 17.39% | 19.57% | 28.26% | 15.22% | 6.52% |
| Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Not Applicable |

[1]2010 and 2011 question was "I have adequate financial management tools and/or indicators at my disposal to determine whether I use my budgetary resources efficiently."

| OVERALL	Means			2011 Question Asked To:	
	2012	2011	2010	Both	Supervisor Only
54. I understand how my day-to-day work activities relate to the OIG's strategic objectives.	4.07	4.02	3.51	●	
55. I understand how the OIG's strategic objectives will help to achieve its mission	3.76	3.85	3.24	●	
56. I understand how my work impacts the Department's mission: To protect America's natural resources and heritage, honor our cultures and tribal communities, and supply the energy to power our future.	4.11	4.11	4.19	●	

54. I understand how my day-to-day work activities relate to the OIG's strategic objectives.
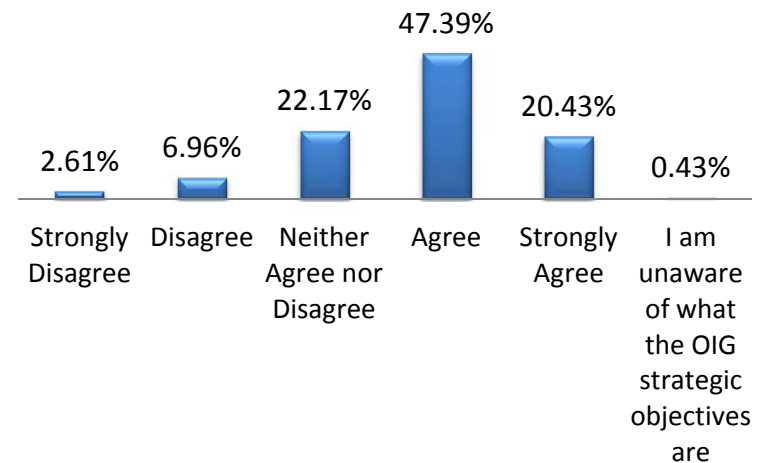
2012 Mean = 4.07
2011 Mean = 4.02
2010 Mean = 3.51
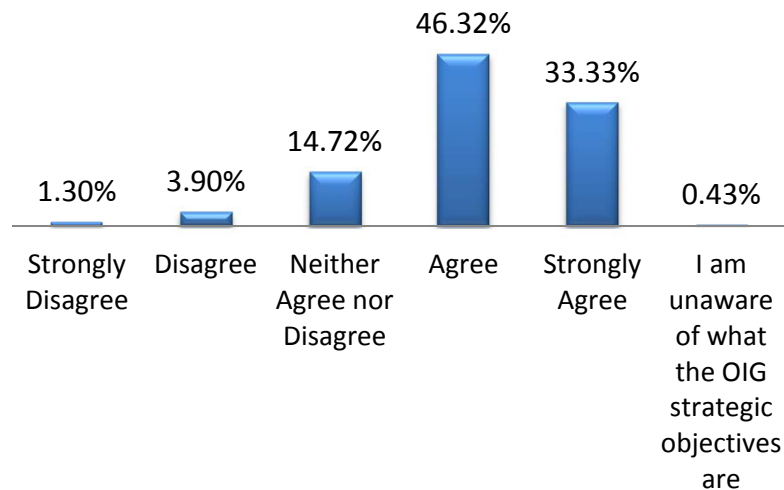
55. I understand how the OIG's strategic objectives will help to achieve it's mission.

2012 Mean = 3.76
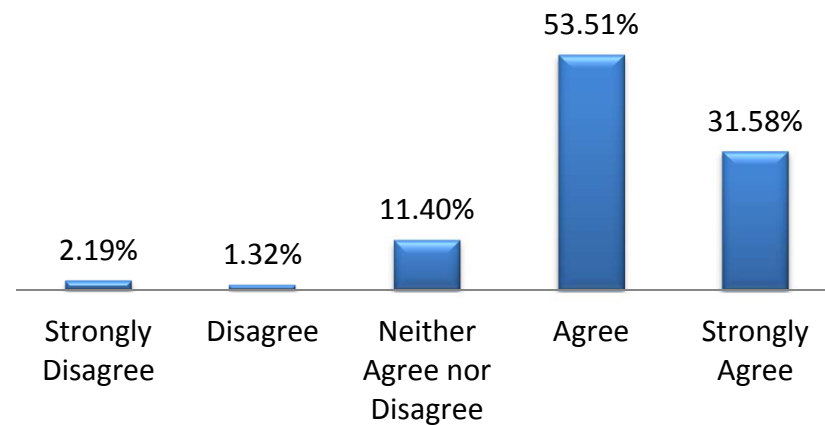2011 Mean = 3.85
2010 Mean = 3.24

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I am unaware of what the OIG strategic objectives are
1.30%	3.90%	14.72%	46.32%	33.33%	0.43%

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I am unaware of what the OIG strategic objectives are
2.61%	6.96%	22.17%	47.39%	20.43%	0.43%

56. I understand how my work impacts the Department's mission: To protect America's natural resources and heritage, honor our cultures and tribal communities, and supply the energy to power our future.
2012 Mean = 4.11
2011 Mean = 4.11
2010 Mean =4.19

53.51%

31.58%

11.40%

2.19%   1.32%

| Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree |

Overall Comments

- NA / none (7 comments)

- What is the purpose of the survey? The canned questions are becoming more and more tiresome. Perhaps all questions should include a remarks section. Another comment/suggestion is 'process improvement initiatives' etc be more thoroughly vetted before implementation.

- The DOI OIG workplace is really a great place to be a part of, I feel truly blessed despite tough economic times. I am grateful for our leaders in this organization for they really do care and as they continue to find ways to make it a better place they are perhaps challenged with making some difficult decisions at times, but at the end of the day, I can only be thankful for still having a job, having great people to work with, and being in a work environments (OIG-wide) that is safe and protects our well-being. Thank you so much for this opportunity.

- There should be no permanent positions within the SMO. It existence should be on an ad hoc basis as a collateral duty. Those people within SMO now should be reassigned to AIE and work in the field. Furthermore, membership in this group should be opened-up to the entire organization on a rotational basis based on the assignments given to the group.

- Thank you for continued efforts to improve our working environment. I know there are a lot of returning Vets who need work and would love to be a part of our organization.

- Thanks, seriously not complaining and I understand.

- Good Place to work :-)

Overall Comments

- We should continue to do these surveys. OIG is always looking at different ways to improve our work processes. Thanks for allowing me to have some input.

- Overall, there seems to be a big push for people getting involved in side projects like Sharepoint and focus groups. You can see it in who gets awards, mostly support personnel and those on the side projects. There doesn't seem to be much recognition for those performing the core mission -- auditors, evaluators, and investigators -- or much interest in their projects. The numbers on both sides keep dwindling, but we continue to hire positions like writer-editors, some of whom seem to focus mostly on writing articles on Sharepoint. We also don't seem to communicate much of what we're doing to anyone outside our agency, including Congress and the media, unless we're asked. We tend to shy away from creating any sort of controversy and worry most about what the department thinks, which calls into question our entire mission. Overall, I don't think the leadership at the OIG has ill intensions or motives, but these are just my personal observations.

- Quite a few questions in the survey should be revised/redesigned. As written, they dance around certain key issues and result in many instances where the participant can only choose 'neither agree nor disagree' whereas if they were properly focused, a negative response would be given. As a result, the survey fails to identify the causes and origins of some problems within OIG.

- I would not use the descriptor 'always' to survey the effectiveness of senior level communications. I believe it will skew results. The word 'always' may require perfection, which is unreasonable. I recommend that you use the phrase 'almost always' to fairly assess their communications. I recommend that you allow the employee to go back during the initial survey to adjust their responses. It does not allow one to change an answer upon further reflection. I recognize that it was done to preclude multiple responses from one individual, but I would hope there is another more effective way for the survey software to address that concern.

Overall Comments

- I am not satisfied with this survey. Many of the questions are very vague. It would help if we had comment boxes for the majority of the questions. I don't feel like I was able to give my full opinion.

- Customer productivity/experience not major concern of the division. Customers are unnecessarily interrupted and inconvenienced for the ease and convenience/simplicity of managing sources.

- Despite the occasional frustrations, still a great mission and great place to work!

- After answering the first 10 or so questions without the ability to comment I became frustrated by the survey and went through the rest without answering.

- The senior leadership in the field is stale and does not display any leadership or inspiration. They do not care about agents that earn their pay putting forth meaningful effort to achieve meaningful results for OIG. A select few agents are allowed to prosper by simply processing cases, i.e... go through the motions, instead of actually investigating cases. Very disappointing.

- Make sharepoint faster. What a peice of junk. Seriously....telework is super slow for it and at work it is even slow....don't expect a lame horse to be riddin....in other words....it is not getting used because of the delay. Good Grief.

- Keep staff informed on thinking on upcoming changes - office location, IT etc. Plans do not need to be finalized before communicating what upper management is considering.

Overall Comments

- Thank you for providing an opportunity for input.

- the survey questions continue to improve and I look forward to seeing the results and a response from leadership on the results

- This survey is very limiting because you have to choose a canned answer that may not fit every question. I think a more effective way to handle the gathering of information from the masses is to hold meetings with smaller groups (not the all hands approach) and determine what areas of concern are for each group. The way it is working now is a one size fits all approach that may not work for all groups. The groups have different missions and should have different ways of effectively getting that mission accomplished and should not be lumped into the same way of doing things as all other groups.

- Thank you for the opportunity to communicate views.

- If the survey is completely anonymous, why are the first two questions concerned with what office I work in and whether or not I am a supervisor?

- I feel uncomfortable about approaching senior management directly because I don't know these people. Their busy and have more important things to do. And can you imagine ehat my supervisor would think if I initiated a conversation with senior mamnagement about things I thought were wrong. And if senior mamnagement does initiate conversations with me am I going to feel the unspoken presure of only reporting the good things?

- why are we still defrauding the public by paying federal employees to exercise on the government dollar? shame on us.

Overall Comments

- 1) Make it so I can go backward in questions on these surveys. It's absurd that I can't think about the questions that I'm unsure of while I fill out the easier ones.
2) Find a way to improve SharePoint speed. It's embarrassing.
3) The SharePoint training we got initially was borderline useless. I don't care what the history of the product is, tell me how to use it, how to set up component/project pages, etc.
4) Why did we hire people to work in our SharePoint department that have no prior experience with the software?
5) Next time you decide to hire new supervisors, you should probably work out their roles BEFORE selecting them. 3+ months after the selection and the meetings to work out those roles just happened last week?
6) What is it with all the Hawaii trips?
7) Be careful with how much reports get softened to avoid 'slamming' the Department in the interest of maintaining a good relationship. If they did something horribly wrong, it isn't our job to soften the blow.
8) Same goes for OGC. Relying on SOL to make all the big decisions is like the prosecutor resting without arguing its case.
9) Why do I have to call Vera in Hawaii when I want training? We have 3 training staff in Herndon and I don't use them to register for training? What do they do?
10) Who is writing all of these crazy policies for AIE? I'm sorry if I put my referencer comments in red instead of 'deep magenta,' but come on. I understand and deeply agree with the drive to ensure quality, correct products leave this office. I don't agree with arbitrarily slapping people on the wrist by making them 'in the yellow' or 'in the red' because an individual largely detached from the projects themselves seems to think that project is at risk of slipping a day past their deadline.
11) Find a way to improve SharePoint speed. And this isn't a software 'accelerator'; something is deeply wrong with our hardware or implementation. Forcing people to use it isn't user adoption, it's torture. User adoption will start gaining ground when something critical (like autoaudit) is moved into SharePoint IF it isn't annoying to use. Current speeds will just be strained further when there is more use; set up the infrastructure, and the users will be there eventually. If it's still painfully slow when autoaudit is migrated over, expect a mutiny.

Overall Comments

- 1) Required one on one meetings when not needed are a waste of time. An open door policy, where the employee or manager can step in the other's office or call anytime on the phone is what we do (usually several times per week) and it works very well.
  2) The decision such as whether the Serpa holster can be used (by OI) was a knee jerk reaction by people who were probably unfamiliar with it. Experienced Firearms Instructors (FIs) should have been given the authority to make that determination as the incident at FLETC was clearly user error and not a problem with the holster design. That is just one example of some decisions being made at a level higher than necessary with a poor result.

- use OGC for more than just legal opinions. OGC employees can conduct peer reviews of draft OI documents, review collected documents/data, provide input on potential investigative approaches.

- Burrito breakfast with coffee once a month in each office

- Poll employees before major changes are made that will affect OIG employees.

- Please make a decision concerning arming 1810's. It's been more than a year since we turned in our resume's. We don't care if you make us 1811's or just arm us as 1810's, it's a safety issue.

- I have too many ideas that are job specific to detail them here. It would be great if someone gave me a call, but I don't know who that would be.

- I was not always sure of the difference between direct and immediate supervisors. I have two supervisors, one helps me with my day to day work and the other is above him but is also my supervisor and also signs my evaluation.

Overall Comments

- I think there is widespread distrust and low morale in the organization right now. There are at least perceptions the acting IG and COS did not do the right thing,ie, improperly quashed investigations, and have not been forthright with Congress. These may not be accurate, but are perceptions nonetheless, and I think very demoralizing for this organization and has resulted in loss of faith and trust in them as leaders. Despite the many good things they have done and may continue to do, its hard to get past this issue.

- 1. SharePoint: poorly planned, very poor and inadequate training, poor communication, inability to adequately answer questions, moving too fast. Makes one wonder what the real objective is. Looks like the objective is to check off a block and say "look what I did" whether it is working well or not.
  2. A lot of what we do makes one think that the media is more important than the message.
  3. Actions speak louder than words, however, in many cases actions don't back up the words.
  4. Travel and training dollars do not appear to be equitably distributed.
  5. We spend more on 1 week of training for some senior people (AIGs, DAIGs and above) than my work   unit has for the year.
  6. This organization has work horses, who pull the heavy loads, and show horses, who get taken care of.
  7. In my opinion, senior management is sometimes more interested in what they want to hear, not what is really happening.
  8. In my opinion, senior management is too often inclined to do what they want, rather than listen to the advise of staff experts.