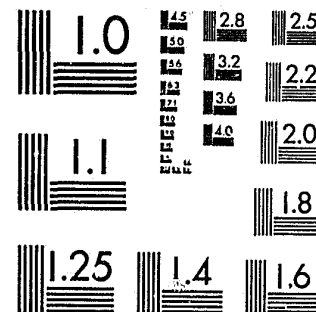


National Criminal Justice Reference Service

ncjrs

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

9/29/83

89615

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by
**Public Domain/Federal Prison
System/US Dept. of Justice**

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

DEC 27 1982

EXECUTIVE SUMMARY

INTERIM REPORT: SURVEY OF FPS EMPLOYEE ATTITUDES ABOUT MANAGEMENT PRACTICES AND WORKING CONDITIONS

ACQUISITIONS

Thomas R. Kane, John M. Vanyur, William G. Saylor and Nancy A. Miller

In July, 1980, an impressive research report was released by OPM comparing DOJ employees (including about 80 FPS staff) to a government-wide (GOV'T) sample: the focus of the OPM study was the attitudes of employees about management, their jobs, and their places of work. After reading that report, Mr. Carlson directed the Office of Research to comprehensively survey FPS employees, to provide them with the opportunity to express their views. In mid-August all FPS staff members received a copy of the OPM questionnaire and were asked to respond.

Response Rate. Over 54% of FPS employees completed the questionnaire. The FPS response clearly is comparable to the 55% response rate obtained by the OPM research group when conducting the government-wide survey.

The present report is an overview of survey results available to date on FPS staff at GS-levels 12 and under.¹ Comparisons of the FPS to the DOJ and GOV'T will be limited to a select set of survey items--i.e., the findings on the DOJ and GOV'T samples released thus far by OPM.

Future reports based on FPS staff responses will include: a second summary for Executive Staff with supervisor-subordinate comparisons, and with findings from the survey items designed for staff at GS-13 and above concerning management experiences; reports to each region, including institutional comparisons; documentation of the employee characteristics, management practices, and work experiences most predictive of staff turnover and related morale problems.

Results

A written summary is provided below, and graphs, organized by topic area, are appended to illustrate staff responses.²

Summary. Approximately 1/4 of the study items have been selected for presentation here, for comparison with available DOJ or GOV'T findings, or to cover the various work and management related issues tapped in the questionnaire.

Morale and Turnover.³ FPS employees' satisfaction with their jobs is very high (Graphs 1-3), though a marked proportion feel that their job does not tap all of their abilities (Graph 4). Strong satisfaction with the organization is also evident (Graphs 5-8), and is comparable to the general satisfaction expressed by the DOJ and GOV'T samples (Graph 8).

¹ Computerization (keypunching) of the surveys of respondents at GS-levels 13 and above is still in progress.

² A topical index prefaces the graphs. In some instances a graph presents only FPS staff responses; in others, FPS employee attitudes are compared to the DOJ sample, to the GOV'T sample, or to both.

³ Prior research in various types of organizations has demonstrated the utility of statements about the consideration or intention to quit as valid predictors of actual turnover.

Two items (Graphs 9 & 10) reveal that roughly between 25 and 35 percent of FPS respondents are considering employment outside of the organization, a percentage slightly higher than the overall DOJ figure of approximately 20% (Graph 10).⁴

Role Clarity. FPS respondents assert a confident understanding of their duties (Graph 11), but are somewhat less confident about their supervisor's expectations of them (Graphs 12 & 13).

Employee Input and Influence. Most FPS staff have experienced the opportunity to use their own judgment and initiative on the job (Graph 14); also, they are more likely than other DOJ and GOV'T employees to sense that they influence what goes on in their organization (Graph 16). However, FPS respondents were less likely than the DOJ sample to indicate that they are asked by supervisors for their opinions about work related problems (Graph 15).

Organizational Effectiveness: communication; authority; work groups; and supervisors (Graphs 17-29). In response to most of the organizational issues, a majority of both the FPS and DOJ samples were favorable toward their parent agencies. The strength of these majorities was diluted, however, as mixed opinions were in evidence. One notable exception to the trend of mixed judgments regarding organization efficiency was the unified compliment paid by FPS (and other DOJ) respondents to the effectiveness of their coworkers (Graphs 21 & 23).

Performance Appraisals and Outcomes, and Personnel Actions. In response to these concerns, as with the issues of organizational effectiveness, all groups (FPS, DOJ, GOV'T) revealed mixed beliefs. However, in comparison to the DOJ and GOV'T-wide samples, FPS employees were more likely to assert that: their most recent performance appraisal has enhanced their effectiveness (Graph 31); they are satisfied with their chances of promotion (Graph 34), particularly if they perform their jobs well (Graph 35); and they expect to be demoted if they perform poorly (Graph 36).

Overall, the morale of FPS staff at GS-12 and under is decidedly positive: employees are satisfied both with their job responsibilities and with the organization as a whole. On the other hand, staff opinions were more evenly split regarding specific aspects of organizational functioning such as communication and administrative abilities. High consensus was evident, however, in employees' perceptions that their coworkers are proficient.

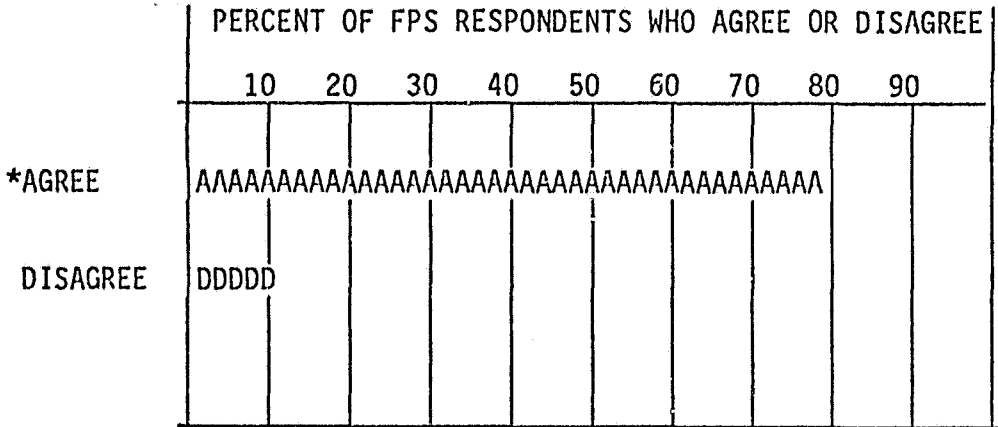
⁴ GOV'T-wide statistics were unavailable for this report but will be presented in a subsequent summary.

The following index is provided to enhance access to the graphs which display staff attitudes:

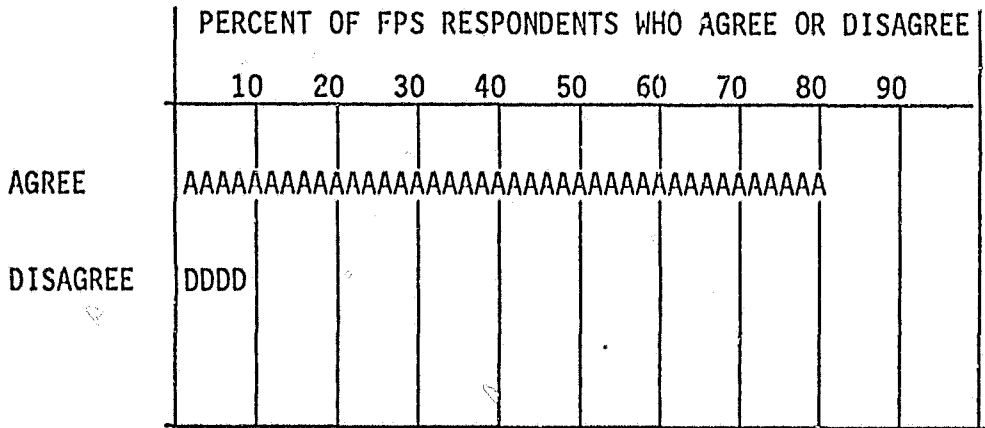
TOPIC NUMBER	TOPIC	ITEM NUMBER
I.	The Job	1, 2, 3, 4
II.	The Organization: FPS or Local Facility	5, 6, 7, 8
III.	Turnover (Potential)	9, 10
IV.	Role Expectations (Clarity)	11, 12, 13
V.	Employee Input and Influence	14, 15, 16
VI.	Communication	17, 18
VII.	Authority: Decisions and Delegations	19, 20
VIII.	Coworkers	21, 22, 23
IX.	Organizational Effectiveness	24, 25, 26
X.	Competence of Supervisor	27, 28, 29
XI.	Performance: Appraisals and Feedback	30, 31, 32
XII.	Promotions and Performance Outcomes	33, 34, 35
XIII.	Personnel Actions	36, 37

I. THE JOB

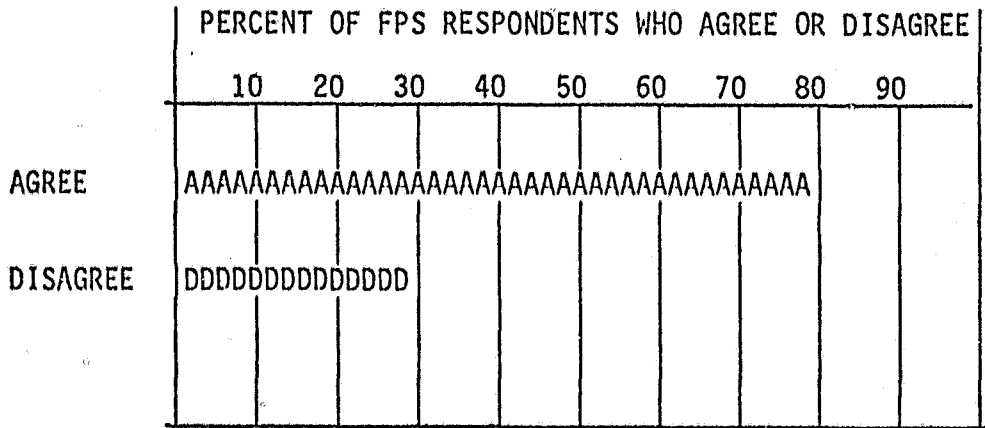
1. Item: My FPS job is usually interesting to me.



2. Item: I believe my FPS job is usually worthwhile.



3. Item: My job is challenging.



* The respondents who did not "agree" or "disagree" either chose "undecided" as a response, or did not answer.

4. Item: My job makes good use of my abilities.

	PERCENT OF FPS RESPONDENTS WHO AGREE OR DISAGREE									
	10	20	30	40	50	60	70	80	90	
AGREE	AAAAAAAAAAAAAAAAAAAAAAAAAAAA									
DISAGREE	DDDDDDDDDDDDDDDDDD									

II. THE ORGANIZATION: FPS OR LOCAL FACILITY

5. Item: If I remain in correctional services, I would prefer to remain in the FPS.

	PERCENT OF FPS RESPONDENTS WHO AGREE OR DISAGREE									
	10	20	30	40	50	60	70	80	90	
AGREE	AA									
DISAGREE	DDDD									

6. Item: I have a poor opinion of the FPS most of the time.

[illegible]

7. Item: This organization accomplishes its objectives.

	PERCENT OF FPS RESPONDENTS WHO AGREE OR DISAGREE									
	10	20	30	40	50	60	70	80	90	
AGREE	AAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA									
DISAGREE	DDDDDDDDDDDD									

8. Item: In general, I like working here.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									
GOV'T WIDE	*****									

III. TURNOVER (POTENTIAL)

9. Item: I am currently looking for or considering another job outside the FPS.

[illegible]

10. Item: During the next year I will probably look for a new job outside this organization.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									

IV. ROLE EXPECTATIONS (CLARITY)

11. Item: Most of the time I know what I have to do on my job.

	PERCENT OF FPS RESPONDENTS WHO AGREE OR DISAGREE									
	10	20	30	40	50	60	70	80	90	
AGREE	AA									
DISAGREE	DDDDDDDDDD									

12. Item: On my job I know exactly what is expected of me.

	PERCENT OF FPS RESPONDENTS WHO AGREE OR DISAGREE									
	10	20	30	40	50	60	70	80	90	
AGREE	AAAAAAAAAAAAAAAAAAAAAAAAAAAA									
DISAGREE	DDDDDDDDDDDD									

13. Item: My job duties are clearly defined by my supervisors.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									

V. EMPLOYEE INPUT AND INFLUENCE

14. Item: My job gives me the opportunity to use my own judgment and initiative.

	PERCENT OF FPS RESPONDENTS WHO AGREE OR DISAGREE									
	10	20	30	40	50	60	70	80	90	
AGREE	AAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA									
DISAGREE	DDDDDDDDDDDD									

15. Item: My supervisor asks for my opinions about work related problems.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									

16. Item: Employees do not have much opportunity to influence what goes on in this organization.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									
GOV'T	*****									
WIDE										

VI. COMMUNICATION

17. Item: The information I get through formal communication channels helps me perform effectively.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									

18. Item: I am told promptly about changes in policy, rules or regulations that affect me.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									

VII. AUTHORITY: DECISIONS AND DELEGATIONS

19. Item: In this organization, it is often unclear who has the formal authority to make a decision.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									

20. Item: In this organization, authority is clearly delegated.

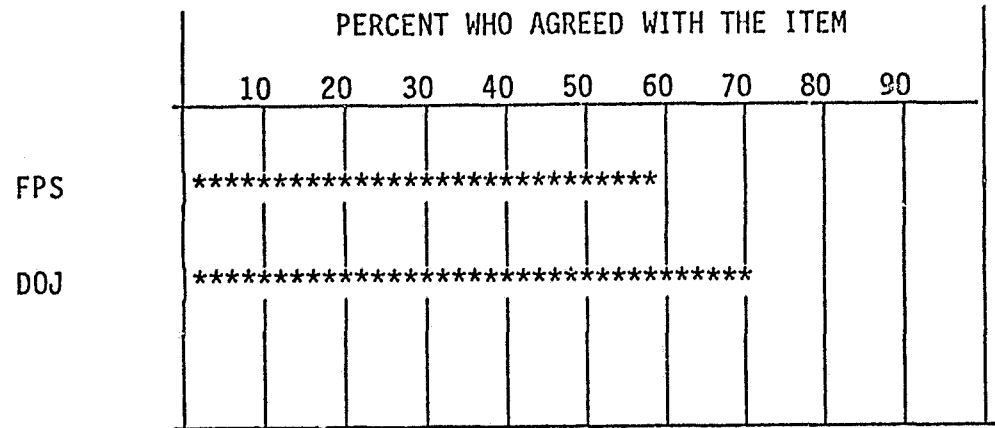
	10	20	30	40	50	60	70	80	90
FPS	*****								
DOJ	*****								

VIII. COWORKERS

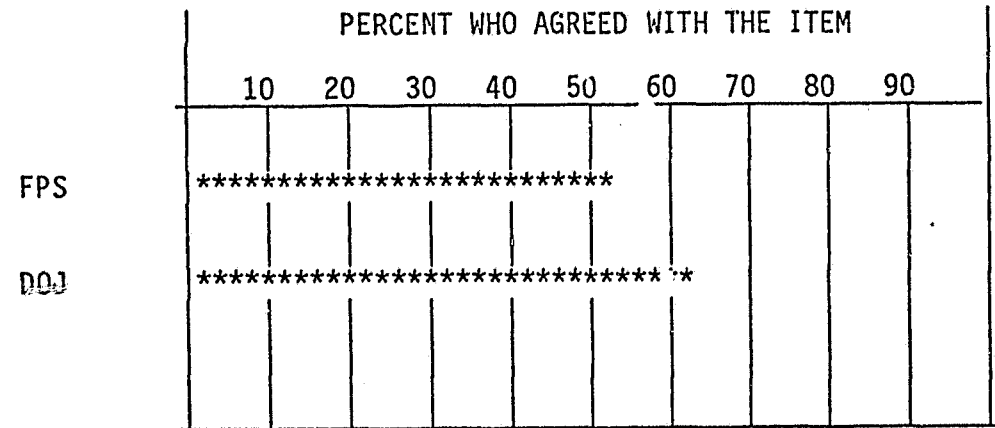
21. Item: The people I work generally do a good job.

	10	20	30	40	50	60	70	80	90
FPS	*****								
DOJ	*****								

28. Item: My supervisor handles the administrative parts of his/her job well.

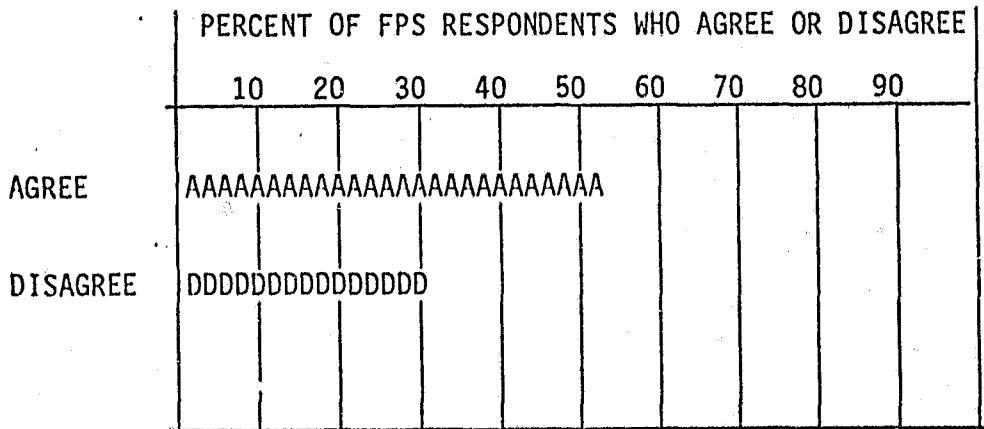


29. Item: My supervisor deals with subordinates well.

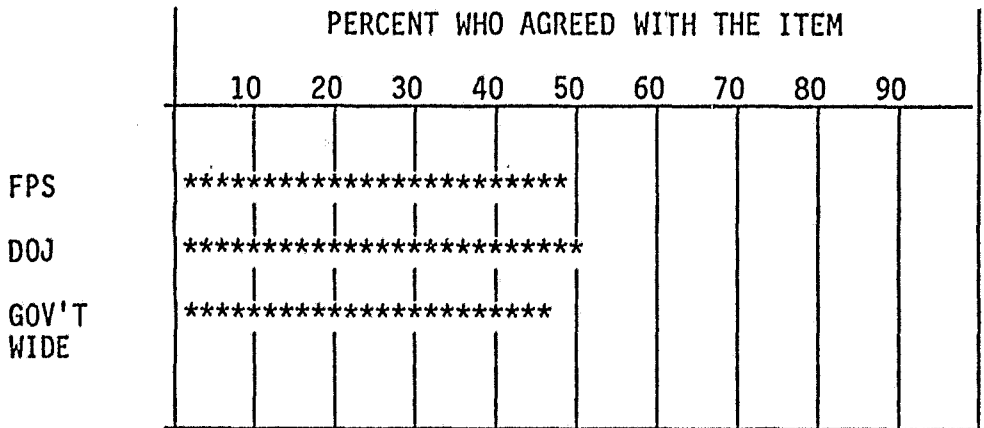


XI. PERFORMANCE: APPRAISALS AND FEEDBACK

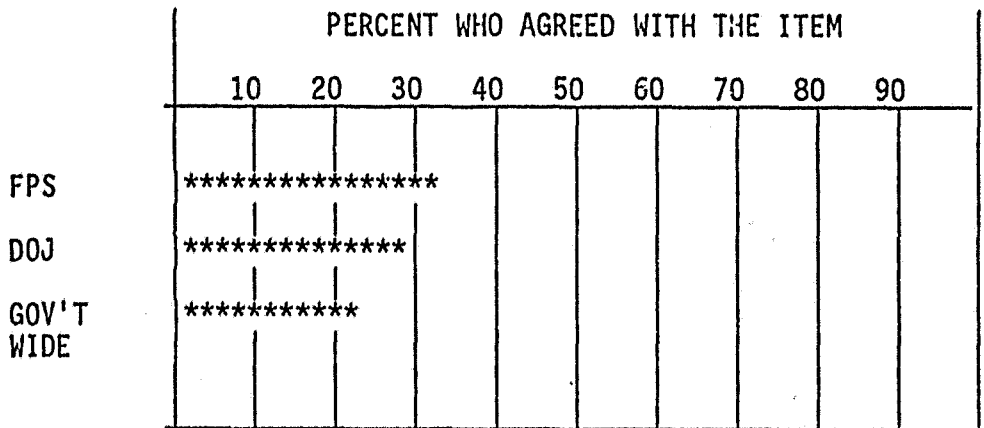
30. Item: In the past I have been aware of what standards have been used to evaluate my performance.



31. Item: My performance rating presents a fair and accurate picture of my actual job performance.

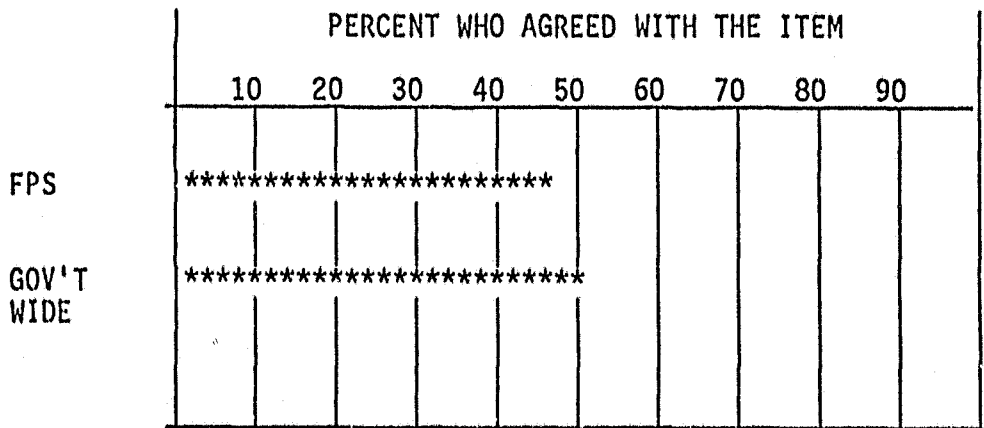


32. Item: My last appraisal has improved my performance and helped me assess my strengths and weaknesses.



XII. PROMOTIONS AND PERFORMANCE OUTCOMES

33. Item: I am not sure what determines how I can get a promotion in this organization.



34. Item: I am satisfied with my chances for promotion.

	10	20	30	40	50	60	70	80	90
FPS	*****								
GOV'T WIDE	*****								

35. Item: I will be promoted if I perform well.

	PERCENT WHO SAY "NOT LIKELY"									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									
GOV'T WIDE	*****									

XIII. PERSONNEL ACTIONS

36. Item: I will be demoted for poor performance.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
GOV'T WIDE	*****									

37. Item: Disciplinary actions in this organization are avoided because of the paperwork that is required.

	PERCENT WHO AGREED WITH THE ITEM									
	10	20	30	40	50	60	70	80	90	
FPS	*****									
DOJ	*****									
GOV'T WIDE	*****									

END