



**U.S. AIR FORCE**

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# Space and Missile Systems Center

**2002 Chief of Staff of the Air Force (CSAF)  
Survey Results**

**Sandy Semrod**

**SMC/HR, 30375**

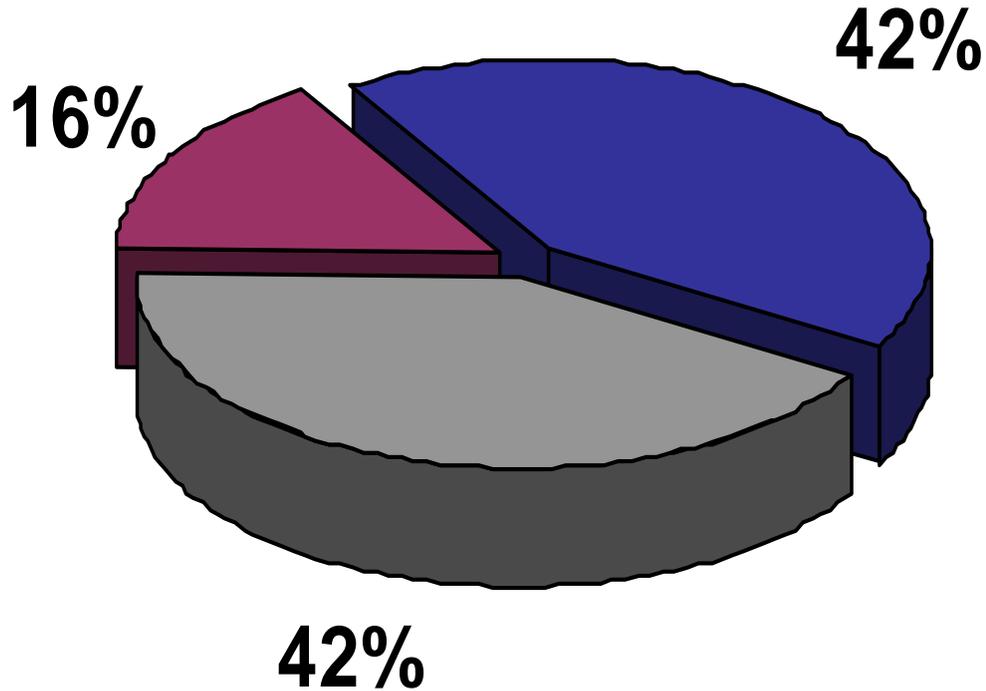


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# Demographic Breakout



Total Respondents	Officer	Enlisted	Civilian
2120	893	340	887



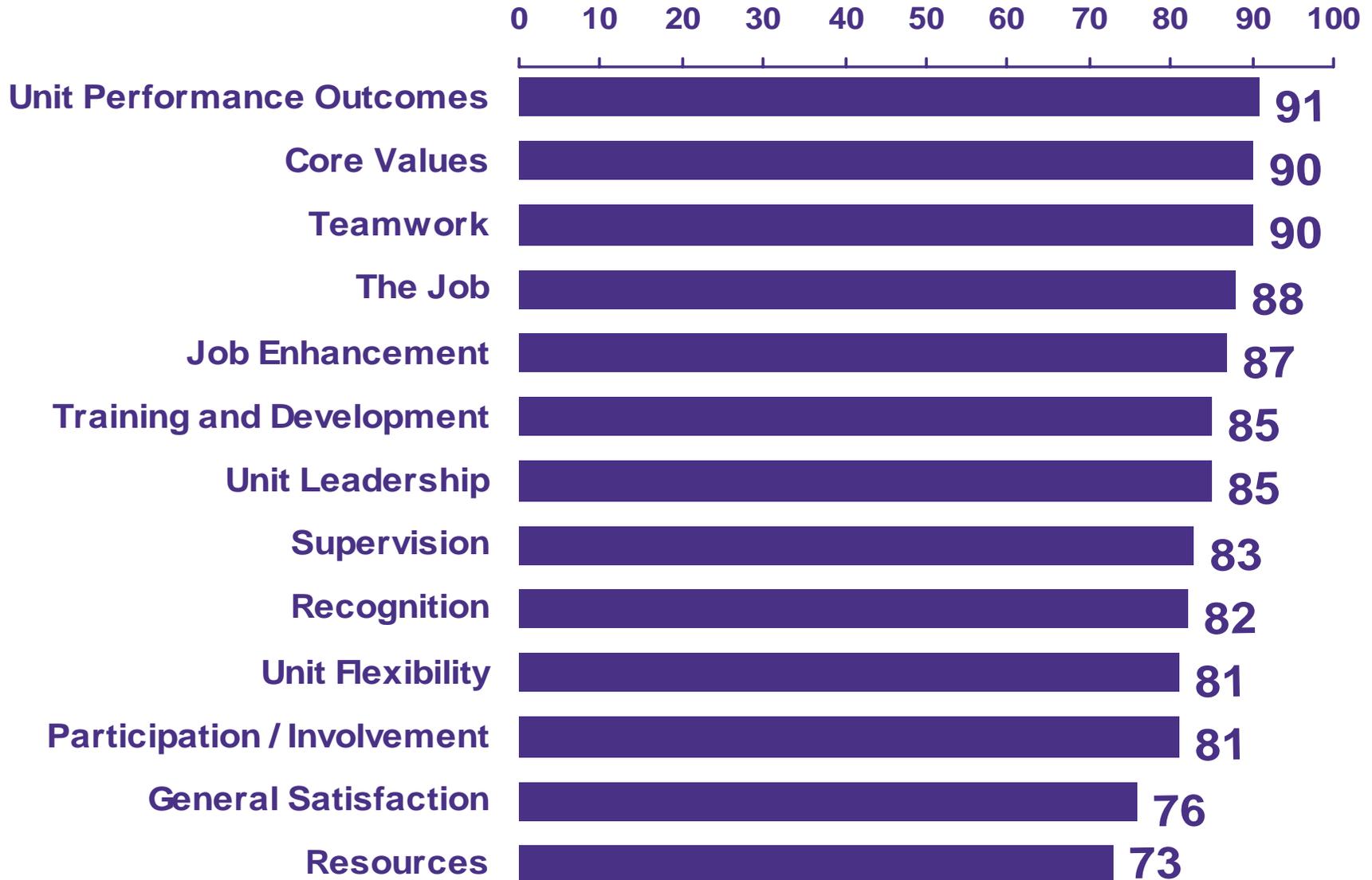


# Climate Profile

## Sorted by Total % Agree



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# Top & Bottom Issues



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## ■ Top 3

**2002**

Unit Performance/  
Outcomes (91)  
Core Values (90)  
Teamwork (90)

**1999**

The Job (87)  
Core Values (86)  
Teamwork (85)

**1997**

The Job (90)  
Teamwork (86)  
Core Values (85)

## ■ Bottom 4

**2002**

Resources (73)  
General Satisfaction (76)  
Participation/Involvement (81)  
Unit Flexibility (81)

**1999**

Resources (67)  
Leadership (75)  
General Satisfaction (75)  
Unit Flexibility (75)

**1997**

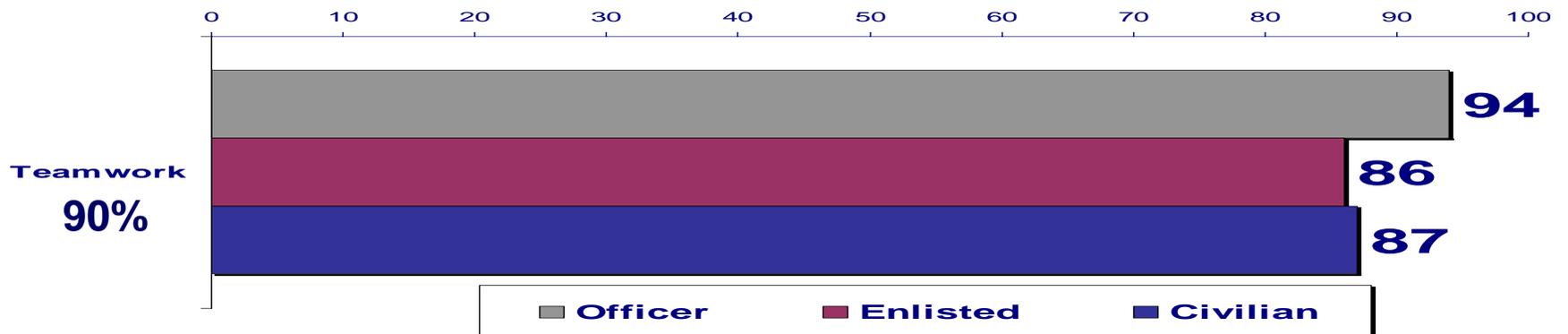
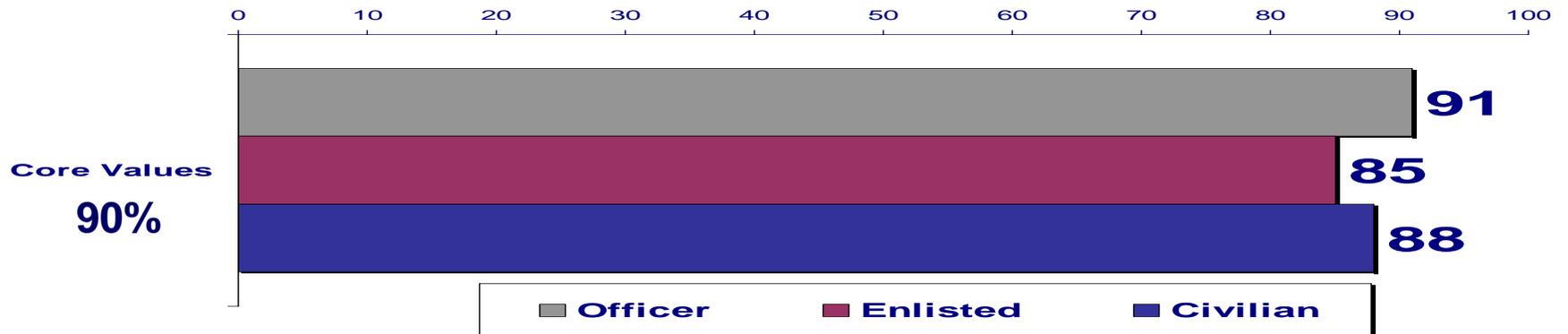
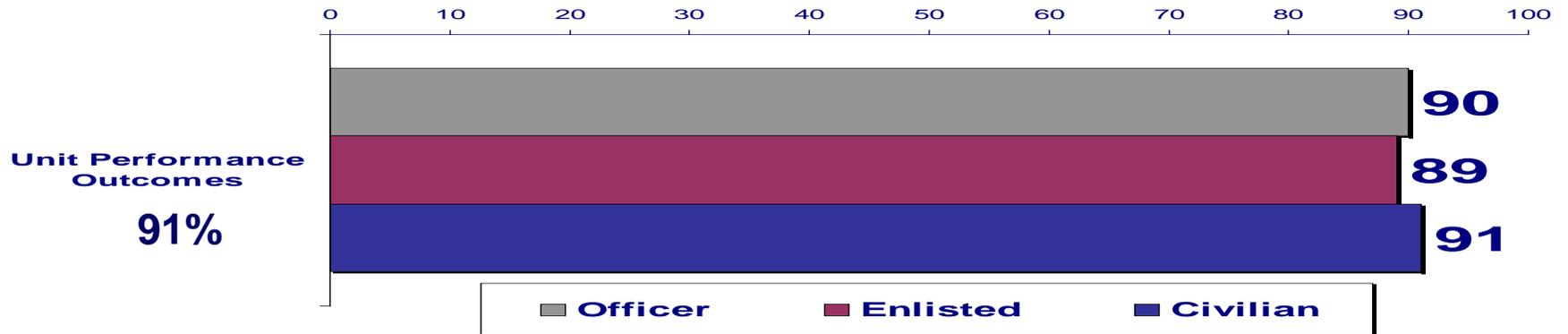
Resources (65)  
General Climate (68)  
Unit Flexibility (74)  
Recognition (74)



# Top 3 Issues - 2002



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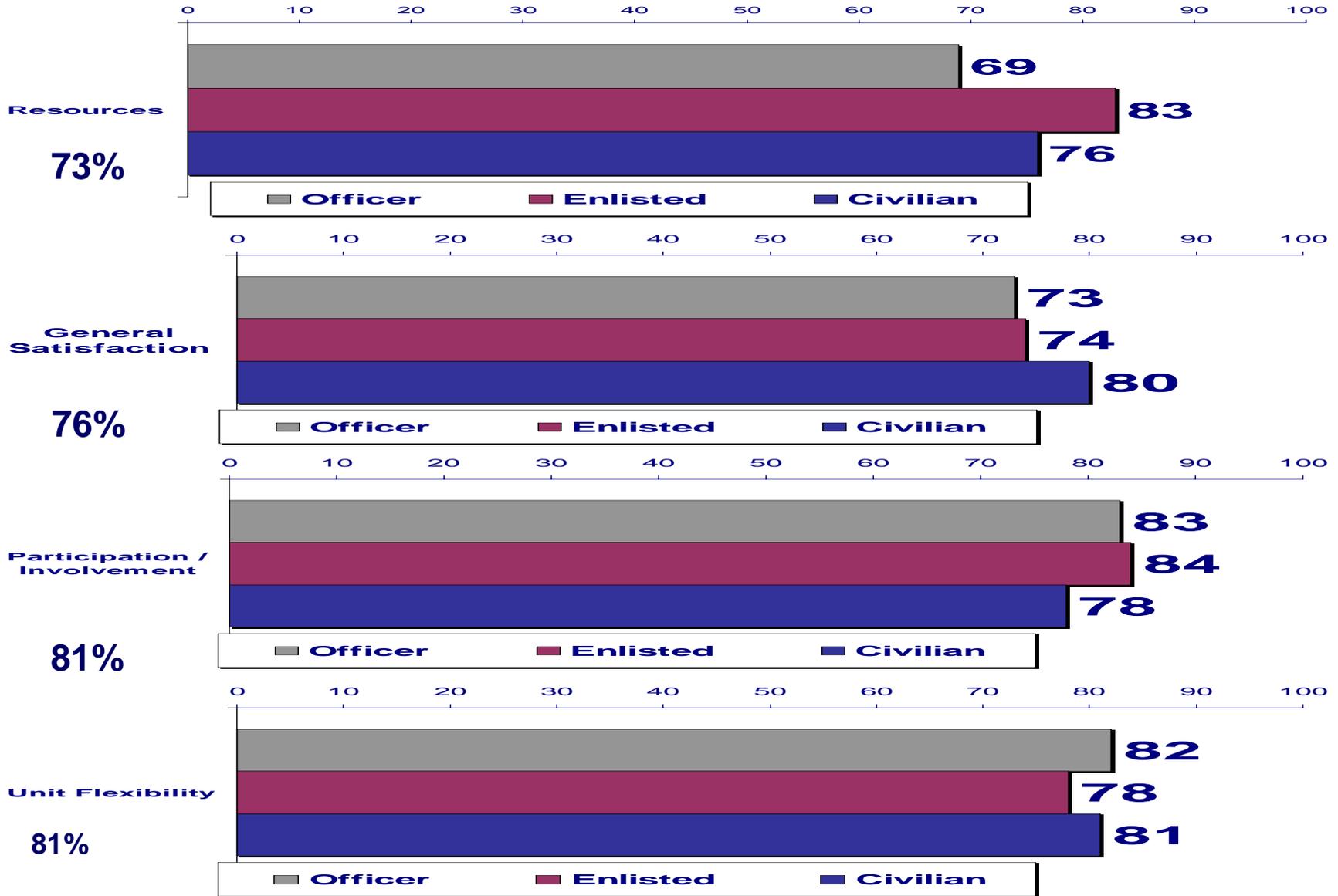




# Bottom 4 Issues - 2002



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# Comparison of Results



- **Results are higher than SMC '99**
  - **Significantly Higher (>7%)**
    - **Unit Performance Outcomes**
    - **Unit Leadership**
- **SMC results are comparable to USAF and AFSPC**
  - **11 higher than AF**
  - **9 higher than AFSPC**
- **SMC Noteworthy Categories**
  - **Recognition significantly higher than AF/AFSPC**
  - **Leadership significantly higher than AF**



# Ratings Matrix - SPOs



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	SPO								
	A	B	C	D	E	F	G	H	I
<b>Teamwork</b>	99	93	95	98	94	91	93	93	83
<b>Core Values</b>	93	89	93	94	98	91	91	91	85
<b>Job Enhancement</b>	91	88	95	90	90	88	92	88	79
<b>Unit Performance/Outcomes</b>	95	95	98	95	99	85	88	91	89
<b>The Job</b>	89	93	92	86	86	88	88	86	79
<b>Participation/Involvement</b>	95	84	84	88	79	81	86	83	68
<b>Supervision</b>	98	82	88	89	87	87	84	85	70
<b>Training/Development</b>	89	93	87	85	89	91	89	81	82
<b>Recognition</b>	91	84	86	86	86	86	79	83	79
<b>Unit Flexibility</b>	98	85	88	80	90	85	77	82	72
<b>General Satisfaction</b>	84	84	81	75	72	79	81	69	63
<b>Resources</b>	96	86	71	71	67	80	65	56	66
<b>Unit Leadership</b>	96	93	85	93	88	89	88	86	81
<b>Average Score</b>	93.4	88.4	87.9	86.9	86.5	86.2	84.7	82.6	76.6

\*Blue-top of various 2 Ltrs



# Ratings Matrix - Staff



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	STAFF														
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Teamwork	94	87	92	89	89	89	89	87	92	82	88	77	68	74	75
Core Values	93	93	93	90	87	86	86	88	90	81	89	77	70	90	50
Job Enhancement	89	91	93	85	85	85	82	80	89	80	79	74	63	70	49
Unit Performance/Outcomes	99	97	97	94	92	84	73	91	86	81	93	87	73	88	49
The Job	97	92	89	95	93	95	97	95	85	88	82	87	95	86	89
Participation/Involvement	78	91	90	88	83	78	85	80	83	75	62	73	74	65	55
Supervision	89	92	85	87	86	84	86	84	83	74	76	81	78	69	75
Training/Development	96	90	81	85	88	92	95	71	81	78	81	78	75	54	68
Recognition	82	91	84	80	78	80	75	80	79	75	76	65	72	70	47
Unit Flexibility	93	87	82	84	82	78	73	86	77	72	67	65	67	57	41
General Satisfaction	83	88	79	81	83	79	75	83	76	71	58	68	71	57	55
Resources	93	80	79	83	78	81	83	77	74	71	68	58	67	56	62
Unit Leadership	98	93	89	85	80	87	94	91	74	73	73	73	78	73	62
Average Score	91.1	90.2	87.2	86.6	84.9	84.5	84.1	84.1	82.2	77.0	76.3	74.1	73.2	69.9	59.8

\*Blue-top of various 2 Ltrs

Note: ABG units are included with staff



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# General Satisfaction - 76%

## 2-Ltr Responses for Improvement



### ■ SMC actions (2-Ltr or SMC)

#### ■ Clear communication

- Expectations, roles and measures (AFSPC/SMC/2-Ltr)
- Mission, vision and values
- SMC orientation

#### ■ Visibility and access to managers/supvrs

- Solicit ideas and opinions
- Provide feedback to employees
- New employees meet with Directors and get walking tour

#### ■ Build trust

- Understand joint military/civilian/contractor roles
- Officer/Enlisted/Civilian all-calls



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# General Satisfaction - 76%

## 2-Ltr Responses for Improvement



- **SMC actions (2-Ltr or SMC)**
  - **Training**
    - **Supervisory training**
    - **Team building and communication skills**
    - **OPDP for 2-Lts and civilians**
  - **Continue to build mentoring program**
  - **Monthly “SMC Highlights” - encourage reading**
  - **Implement CGO initiatives for all**
  - **Club menu**
- **Headquarters actions**
  - **Receive Unit Award Recognition**



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# Resources - 73%

## 2-Ltr Responses for Improvement



- **SMC actions (2-Ltr or SMC)**
  - **Redistribute and balance workload**
  - **Accountability for performance**
  - **Adequate training for time/redistribution of work**
  - **Reduce telephone installation time**
  - **Functional managers help CGO and mid-level civilians manage their careers**
  - **Continue 2% or higher civilian performance pool**



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# Resources - 73%

## 2-Ltr Responses for Improvement



### ■ Headquarters actions

#### ■ Military

- Support 4-year tour for LAAFB
- Support code 39 for retention of staff
- Entitlements - Additional and grade balance
- AFPC - return to use of Bulletin Board
- Improve AFPC timeliness to process personnel actions
- Fix MILMOD
- Command-wide balance of resource usage
- Engineering bonuses
- ADSCs for enhanced bonuses, tuition assistance, locally obtained advanced degrees, and increased ROTC scholarship

#### ■ Civilian

- Defense Civilian Intelligence Personnel System
- Fix CIVMOD
- AFPC timeliness to process personnel actions
- SECAF CPMIS fund/implementation
- Separate funding for bonuses and PCS from Civ Pay
- Continue support for AF/AFPC agreement for Career Programs



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# **Resources - 73%**

## **2-Ltr Responses for Improvement**



- **Headquarters actions (continued)**
  - **Increase the FFRDC ceiling and funding**
  - **Increase the SETA allocations ceiling and funding**
  - **Global communication through AF e-mail**
  - **Streamline process for security clearances**
  - **Reduce acquisition bureaucracy**
  - **Systems Engineering funding**
  - **Increase training/program funding in POM**
  - **Designate Wing equivalents with AFAM/AFCM**
  - **Support SAMS and other MILCON projects**



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# Next Steps



- **Gen Lord Letter - Respond by 28 June**
  - Positive aspects of survey
  - Things you can fix
  - Things you need our help to fix
- **Plan of Action**
  - Conduct focus groups - August/September
  - Develop action plan of specific tasks based on focus group input
    - Form a Change Management Leadership Council
    - Sub-council of Human Resource Council
    - Status reports to BOD
    - Identify and prioritize critical issues
    - Monitor implementation of change
  - Link action plan with SMC Strategic Priorities and previous surveys

# Backup



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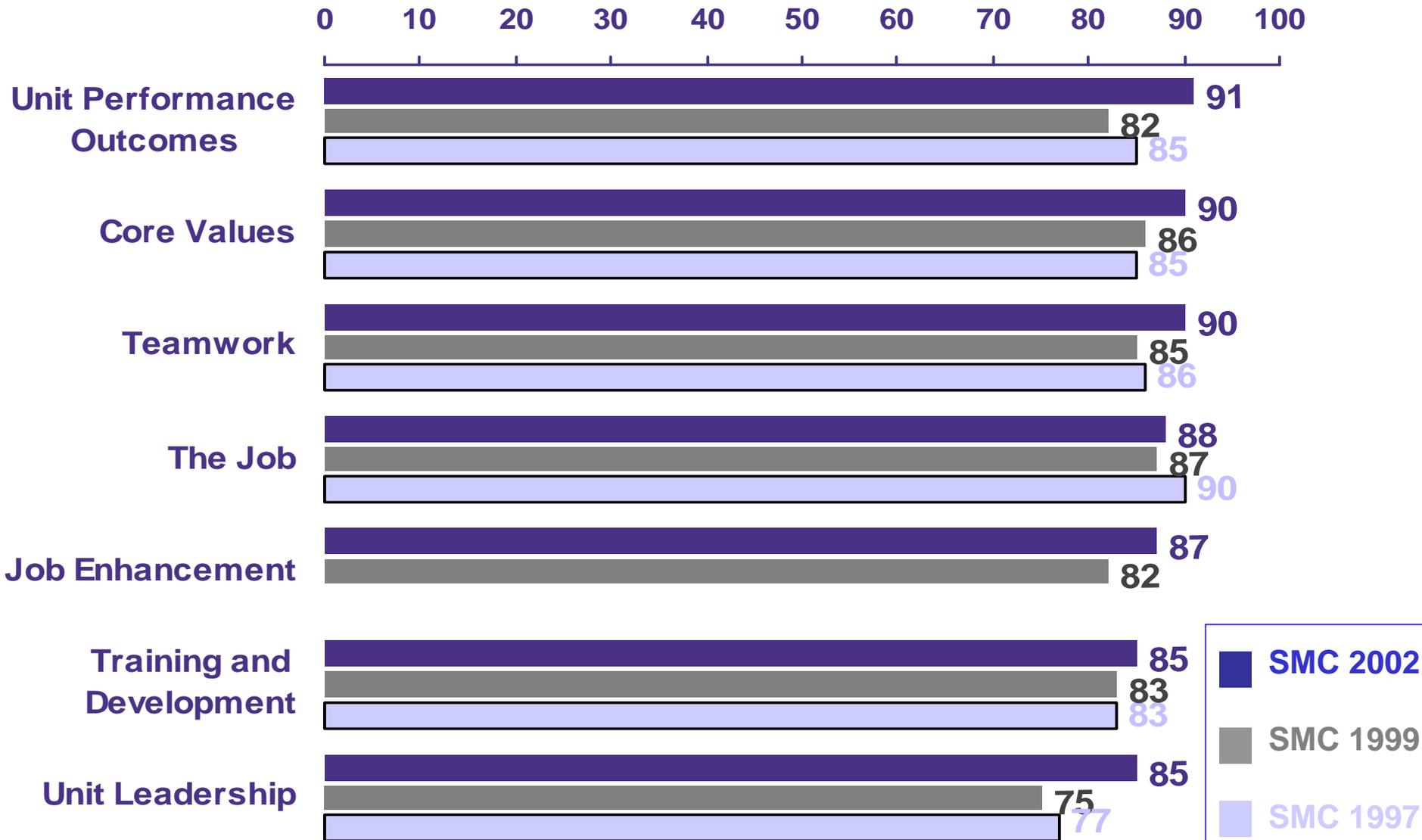


# SMC 2002 vs SMC 1999 & 1997

## Sorted by Total % Agree



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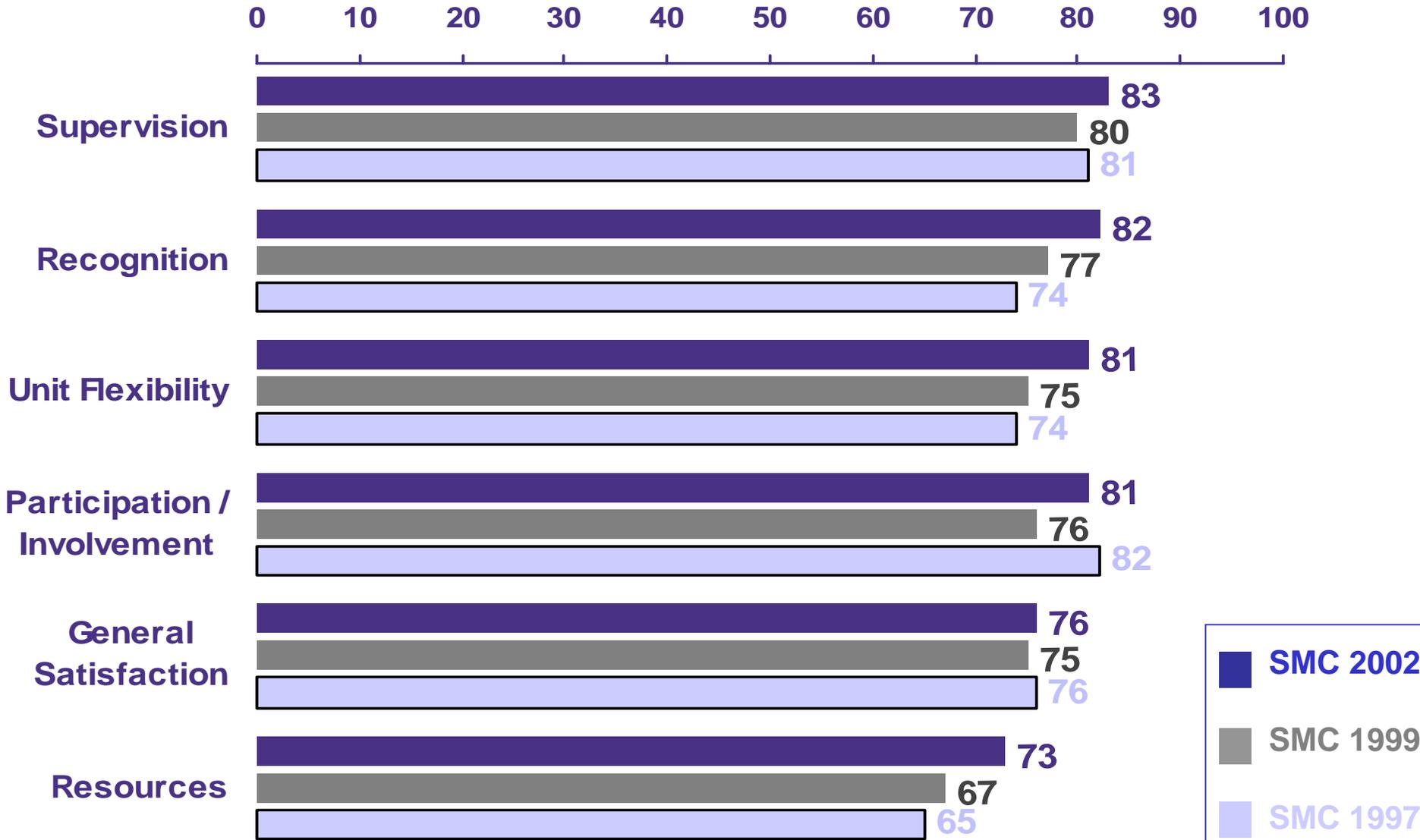


# SMC 2002 vs SMC 1999 & 1997

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# Summary



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- **SMC has improved its scores on employee satisfaction over last 2-3 years**
  - Improvement can be tied to increased visibility of leadership, development of an HR office, forums for employee input and recommendations, stronger recruitment efforts
- **Continuation of key human capital initiatives is critical to further improvement**
- **Implementation of enhanced communication mechanisms, stronger training and development programs and other initiatives will foster retention**
- **Human resources are a strategic asset at SMC**
- **Human resources must be viewed as an investment in attaining mission success**