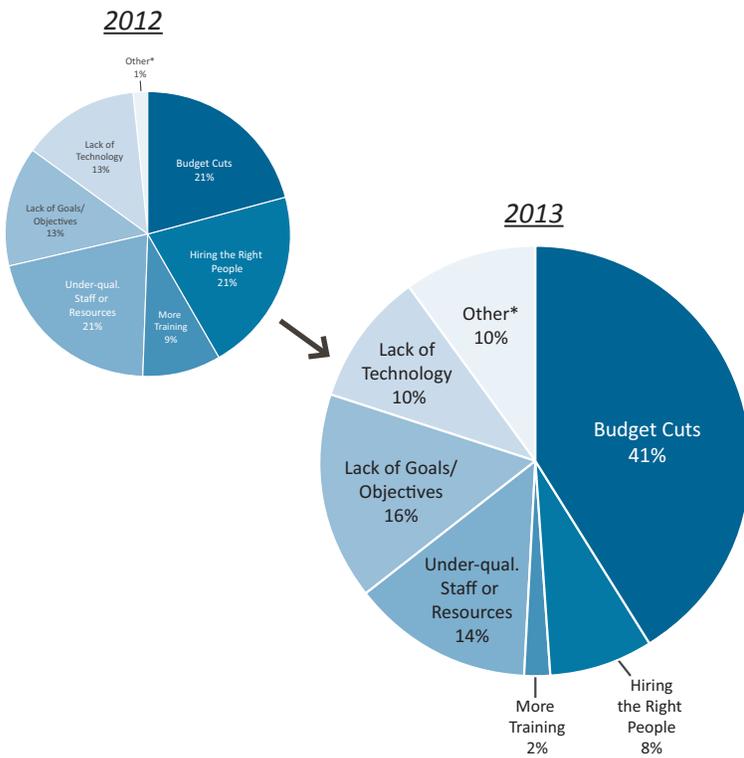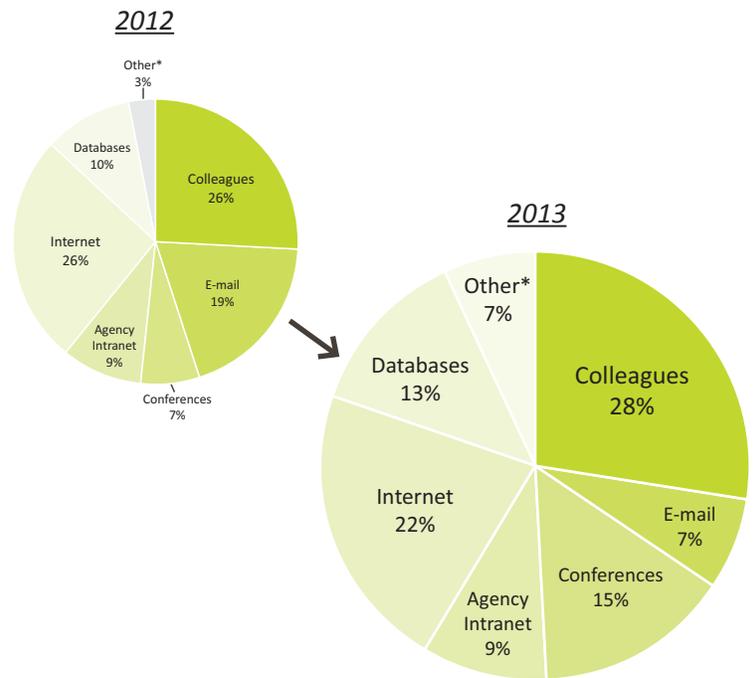## The Center for Organizational Excellence, Inc.
Industry Survey Results

Below are the results of yesterday's industry survey. The first two questions are repeats from last year and you can see that your answers have changed a bit since 2012. We hope these data points will inform our conversations at this training event around the future of federal HR and how to strengthen business processes and practices.

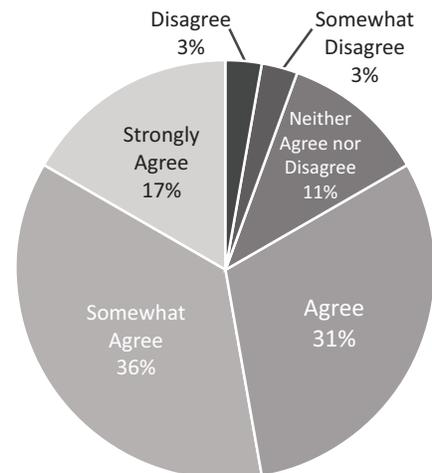### What will be the biggest challenge to getting your job done in 2014?

2012

Other* 1%
Lack of Technology 13%
Budget Cuts 21%
Lack of Goals/ Objectives 13%
Hiring the Right People 21%
Under-qual. Staff or Resources 21%
More Training 9%

2013

Other* 10%
Lack of Technology 10%
Budget Cuts 41%
Lack of Goals/ Objectives 16%
Under-qual. Staff or Resources 14%
More Training 2%
Hiring the Right People 8%

Where do you get the information you need to do your job?

2012

Other* 3%
Databases 10%
Colleagues 26%
Internet 26%
E-mail 19%
Agency Intranet 9%
Conferences 7%

2013

Other* 7%
Databases 13%
Colleagues 28%
Internet 22%
E-mail 7%
Agency Intranet 9%
Conferences 15%

Which of the following is most responsible for declining morale in the federal workforce and lessening employee engagement?

Less Job Security 3%
Other* 13%
Furloughs 19%
Sequestration 22%
Congress 27%
Agency Leadership 17%
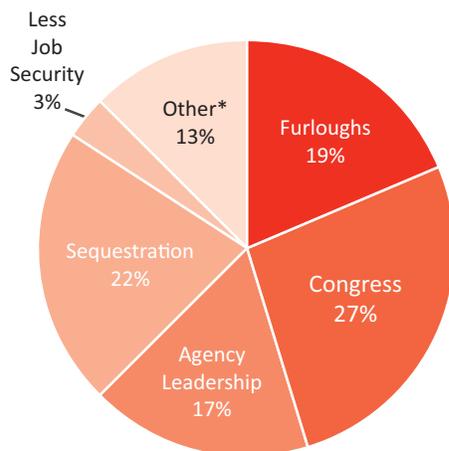
How much do you agree with this statement? *Shared Services and Enterprise HR IT Solutions automation will increase the efficiency and effectiveness of government HR professionals.*

Disagree 3%
Somewhat Disagree 3%
Strongly Agree 17%
Neither Agree nor Disagree 11%
Somewhat Agree 36%
Agree 31%

The Center for **Organizational Excellence**

The Center for Organizational Excellence, Inc.
Industry Survey Results Continued

How Should Government Be Transformed to Improve Efficiency and Effectiveness....

- Improve onboarding processes and be more selective in ensuring that incoming employees are a great fit for an agency's culture and that they understand the culture of the new agency.

- Fortitude & Resilience. Agencies must be willing to prioritize, force change and invest to save. Employees must be adaptive and resilient.

- Massive reorganization to eliminate the tremendous duplication of support services.

- First and foremost, realize change is necessary and embrace it for what it represents based on priorities.

- There needs to be a transformational cultural shift that supports efforts to be more efficient and effective.

- Be more assistance-driven. Employee development is empowering. Educating our supervisors on actions they can take to improve employee performance is a necessity. There is no single solution, but government-wide assistance for federal agencies would be beneficial if it does not exist. If it does, better advertising/marketing.

- Government needs to be more conscious and strategic about spending public funds – need to do impact analysis before implementing cuts so they can make informed decisions and put in the most appropriate areas – think long-term impacts.

- Decentralized, streamlined oversight and reporting requirements with minimal standardization efforts for IT across multiple components (they rarely come to fruition due to lack of buy-in and senior leadership turnover rates).

- Leadership who is empowered to change things.

- Mission first, then mitigate on risk and cost.

- New models that fundamentally change policy – drive better investments/results.

- Cut programs that are simply "feel good" programs and focus on needed services.

- While transformation could be effective, a focus on incremental improvements is also necessary.

- Congressional leadership needs to do their job by passing a budget and try to better understand the federal workforce and not make general assumptions.

- Elect to Congress people who understand the reality of the world in which they live!

- Clarity in purpose/mission across the federal workforce – an official rebranding and realignment.

- Lessen the "power" of the unions, hold people accountable.

- The technology to provide useful real-time data to leadership and managers, and the flexibility in agency management to effect decisions based upon that information. We currently do not have much of either.

- Develop leaders so they'll take the initiative to set the vision and lead their teams through the transition.

Top Three Answers in 2012 and 2013:

What will be the biggest challenge to getting your job done?

2012	2013
1. Budget cuts	1. Budget cuts
2. Hiring the right people	2. Lack of goals and/or objectives
3. Underqualified staff and/or resources	3. Underqualified staff and/or resources

Where do you get the information you need to do your job?

2012	2013
1. Colleagues	1. Colleagues
2. Internet	2. Internet
3. E-mail	3. Conferences